

Overview and Scrutiny Committee

AGENDA

DATE: Tuesday 13 November 2018

TIME: 7.30 pm

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

MEMBERSHIP (Quorum 4)

Chair: Councillor Jeff Anderson

Councillors:

Dan Anderson
Peymana Assad
Honey Jamie
Jerry Miles

Richard Almond (VC)
Jean Lammiman
Chris Mote
Kanti Rabadia

Representatives of Voluntary Aided Sector: Mr N Ransley / Reverend P Reece
Representatives of Parent Governors: 2 Vacancies

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Representative of Harrow Youth Parliament:

Reserve Members:

- | | |
|----------------------|---------------------|
| 1. Sarah Butterworth | 1. Philip Benjamin |
| 2. Maxine Henson | 2. Stephen Wright |
| 3. Rekha Shah | 3. Norman Stevenson |
| 4. Michael Borio | 4. Ramji Chauhan |
| 5. Dean Gilligan | |

Contact: Manize Talukdar, Senior Democratic Services Officer
Tel: 020 8424 1323 E-mail: manize.talukdar@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>.

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

Meeting access / special requirements.

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

Agenda publication date: Monday 5 November 2018

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

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;
- (b) all other Members present.

3. MINUTES (Pages 7 - 12)

That the minutes of the meeting held on 17 September 2018 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS *

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

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 3.00 pm, Thursday 8 November 2018. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. REFERENCES FROM COUNCIL/CABINET

(if any).

7. DRAFT SCOPE FOR PREVENTING YOUTH CRIME REVIEW AND HIGHWAYS MAINTENANCE REVIEW (Pages 13 - 24)

Report of the Divisional Director of Strategic Commissioning.

8. DRAFT TRANSPORT LOCAL IMPLEMENTATION PLAN 3 (Pages 25 - 174)

Report of the Corporate Director of Community.

9. WASTE MANAGEMENT AND RECYCLING (Pages 175 - 182)

Report of the Corporate Director Community.

10. CHILDREN AND FAMILIES SERVICES COMPLAINTS ANNUAL REPORT 2017/18 (Pages 183 - 208)

Report of the Interim Corporate Director of People.

11. ADULTS SERVICES COMPLAINTS ANNUAL REPORT (SOCIAL CARE ONLY) 2017/18 (Pages 209 - 232)

Report of the Interim Director of Adult Social Services.

12. ANY OTHER BUSINESS

Which cannot otherwise be dealt with.

AGENDA - PART II Nil

*** DATA PROTECTION ACT NOTICE**

The Council will audio record item 4 (Public 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 Thursday 8 November 2018
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OVERVIEW AND SCRUTINY COMMITTEE MINUTES

17 SEPTEMBER 2018

Chair:	* Councillor Jeff Anderson	
Councillors:	* Richard Almond * Dan Anderson * Peymana Assad * Honey Jamie	* Jean Lammiman * Jerry Miles * Chris Mote * Kanti Rabadia
Voting	(Voluntary Aided)	(Parent Governors)
Co-opted:	None in attendance	None appointed
In attendance:	Keith Ferry	Minute 25
(Councillors)	Adam Swersky	Minute 25

- * Denotes Member present
- † Denotes apologies received

21. Attendance by Reserve Members

RESOLVED: To note that no Reserve Members had been nominated to attend the meeting.

An apology for absence had been received from Neville Ransley.

22. Declarations of Interest

RESOLVED: To note that no declarations were made by Members of the Committee.

23. Minutes

RESOLVED: That the minutes of the meeting held on 5 June 2018 and of the two meetings held on 10 July 2018 be taken as read and signed as a correct record, subject to the following amendment:

The minutes of the meeting held on 10 July 2018 commencing at 8.14 pm (Question and Answer Session with the Leader of the Council and Interim Chief Executive): Minute No. 19, Minute Page 25 – second paragraph, after the phrase “The Interim Chief Executive added that he could not recall a financial year when the Council had not underspent; ...” add the following words: “...; the fact that the Council had underspent was an achievement”.

24. Public Questions and Petitions

RESOLVED: To note that no public questions or petitions were received at this meeting.

25. Reference from Cabinet - Regeneration Financing

The Committee received a report concerning the Cabinet’s response to the Scrutiny Review of Regeneration Financing. The Chair welcomed the Portfolio Holders for Finance and Resources and for Regeneration, Planning and Employment to the meeting.

Referring to the table of responses to the scrutiny review recommendations, Members raised the following questions:

Recommendation 2: *what is the expected timing of the officer report on risks and mitigations?* The Portfolio Holder for Finance and Resources reported that late Autumn was still the anticipated timescale. A Member asked that members of the Committee be advised of any alteration to this plan.

Recommendation 3: *when would the strategy for lobbying about transport links be completed?* The Portfolio Holder for Regeneration, Planning and Employment explained that the plans for lobbying related not only to the Council’s regeneration programme, but also the proposals from private developers. The Council was using population projections produced for the current electoral review by the Local Government Boundary Commission for England (LGBCE); these were estimates for the year 2024. It was hoped that the transport operators would use these projections to plan services, though they often seemed to be demand-led in such decisions (he explained that population estimates produced by the GLA were different from those used in the LGBCE exercise which encompassed anticipated development sites). He hoped that the transport operators would respond to the Council’s approaches so that the lobbying strategy could then be developed, but he could not give a timeline.

Recommendation 4: *had the letter from the Leader of the Council and Leader of the Opposition been sent to the Mayor of London and TfL?* The Portfolio Holder for Regeneration, Planning and Employment understood it had not been sent and expected that the necessary information to make the case for improved transport links would be available by Christmas. The Portfolio Holder for Finance and Resources added that the Cabinet had not committed to writing that letter as such, but to using the data on transport pressures to support engagement with providers and stakeholders.

The Portfolio Holders confirmed that the plans mentioned in the responses to recommendations 2 and 5 were the same plan rather than two separate ones.

Recommendation 8: A Member asked about references in previous Cabinet reports to a yield of 8% from property investment in the regeneration programme, when it now appeared to have reduced to 5%. The Portfolio Holder for Regeneration, Planning and Employment advised that the 8% figure was the expected gross yield before accounting for financing charges. The Portfolio Holder for Finance and Resources explained that interest payments and minimum revenue provision for the life of the asset would give rise to a lower net yield; equally, the exact timing of transactions in relation to interest rates at the time would affect yields. The Member who had asked the question suggested that reports should make clear whether references were to gross or net figures.

The Member also asked about assessment of the traffic impacts of developments. The Portfolio Holder for Regeneration, Planning and Employment advised that information about development proposals would be fed into the GLA's traffic modelling system. He gave the example of the new Avanti House High School in Whitchurch Lane where the modelling results had led to a Section 106 agreement for junction improvements. He expected a similar process in respect of the Quadrant area of the Kodak site.

Recommendation 14: *how would the Council address the question of cost-shunting from the health sector and seek to avoid the consequent adverse impacts on social care services?* The Portfolio Holder for Regeneration, Planning and Employment agreed that this was a problem and a risk for the Council. He gave examples of the Council securing new health facilities as a result of site developments (a GP surgery in Lyon Road and a dental surgery at Fairview), only to find that the CCG were not prepared to occupy the facilities. A Member asked if there had been any advance discussions with the NHS about the building of these GP and dental surgeries; the Portfolio Holder said there had not been in those cases. The Council had to base its decisions on anticipated need so as not to lose opportunities created by development; however, it was impractical in many cases to reach prior agreement with the NHS given the slowness of response. The Portfolio Holder also referred to discussions about a new primary care facility at the new Civic Centre following which the CCG had decided not to go ahead with the scheme, and to years of discussions about a possible facility at Belmont Library. The Member who had raised the question referred to three recent individual cases of clear cost-shunting which he had come across.

In respect of the pressures on local health services, a Member pointed to the announcement that the Alexandra Avenue "walk-in" health care facility would be moving to an appointments system from 1 November 2018. The Chair understood that the CCG was having to half the throughput of cases there as they had insufficient staff resources to cope. Another Member reported that the doors of the facility were being locked and patients were being turned away when arriving later in the day; the long delays in securing appointments at local GP surgeries were causing these pressures.

Recommendation 15: *what was the Council's approach to monitoring risks in relation to interest rate changes through the Treasury Management model?* The Portfolio Holder for Finance and Resources explained that the model and professional advisors helped the Council to track these changes, allowing it to adopt "de-risking" strategies and bring revenues on stream more quickly. The

regeneration programme had potential for substantial benefits, but the Council was equally aware of the inherent risks. The Portfolio Holder for Regeneration, Planning and Employment added that the Council's advisors, Faithful & Gould and Lambert Smith Hampton, provided professional analysis of trends to improve the management of financial risk. In response to a reference to the recent statement by the Governor of the Bank of England to the possible impact on property prices of a "no deal" departure of the UK from the European Union, the Portfolio Holder for Finance and Resources underlined that the Council would make no apologies for reacting quickly to developing circumstances and that plans were potentially subject to change.

Recommendations 3 & 4: *what was the position in relation to securing step-free access to more train stations in the Borough?* The Portfolio Holder for Regeneration, Planning and Employment acknowledged the efforts to secure this for Sudbury Hill and South Harrow stations, but he also considered that it could and should be provided at Rayners Lane, where the Council owned some land and could agree an appropriate scheme with TfL. The Portfolio Holder for Finance and Resources added West Harrow to the list of sites for access improvements. The Portfolio Holder for Regeneration, Planning and Employment would welcome ward councillor support in lobbying for these schemes, but he could not be confident about timescales as TfL tended not to respond readily. A Member also raised the issue of links to Heathrow Airport. In reply, the Portfolio Holder for Regeneration, Planning and Employment had reported the inadequacy of the 140 bus service, particularly for passengers with luggage; a couple of years ago, he had proposed an express bus service linking Heathrow, Harrow, Watford and Luton Airport, but TfL and operators had not taken this up.

A Member asked about the uncertainties over Brexit and the borrowing plans for the regeneration programme. The Portfolio Holder for Finance and Resources advised that there was no intention to delay borrowing plans for these reasons alone, but as individual sites came up for consideration, the Council might have to adjust its approach in view of the circumstances at the time. Some decisions could be deferred so that advantage could be taken of better borrowing costs and an improved investment climate. It would be necessary to be flexible and agile in decision-making as the programme unfolded.

Recommendation 6: *had the CSB report template been updated?* The Portfolio Holder for Finance and Resources reported that it had been.

Recommendation 7: *when would the financial model results next be reported to Cabinet?* The Portfolio Holder for Finance and Resources understood this would be in December 2018.

A Member asked whether the Administration was giving effect to a "pause" in the regeneration programme at this stage and queried what the impacts would be. The Portfolio Holder for Regeneration, Planning and Employment explained that the local elections had understandably created a hiatus and discussions in the Administration afterwards had led to a decision that, with a Regeneration team of only six staff, it would be unrealistic to adopt anything but a phased approach concentrating on priorities rather than attempting to pursue a wide range of site developments at the same time. In response to

the Member's suggestion that this indicated the Administration had "bitten off more than it could chew", the Portfolio Holder for Regeneration, Planning and Employment confirmed that the Administration was ambitious but also recognised that the practical demands of progressing development proposals, for example the detailed work on planning applications, required a carefully phased and structured approach.

Recommendation 8: *what stage had the discussions on the "break-even point" at project level reached?* The Portfolio Holder for Finance and Resources advised that discussions had been held over many months and for each project, financial modelling would take place to inform a decision on whether the Council would proceed.

Recommendation 9: *was the Council lobbying Government on the question of business rates?* The Portfolio Holder for Finance and Resources advised that there were still many uncertainties about how the Fair Funding Review and the business rate pilot schemes would pan out. The Council would continue to track the outcome of these and argue the case for Harrow's regeneration objectives.

Recommendation 10: *had there been any revision in the estimated timeline and projected costs of the new Civic Centre?* The Portfolio Holder for Regeneration, Planning and Employment advised that the current cost estimate was £63m and there had been no further change to the timescale.

Recommendation 11: *what was intended in respect of the role of the Major Developments Panel (MDP)?* The Portfolio Holder for Regeneration, Planning and Employment foresaw a change in the MDP's role to focus more closely on the design of regeneration schemes; he felt this should be subject to cross-party discussions over the next few months. It was hoped to put forward a proposal in the next six months.

RESOLVED: That the report be noted.

RESOLVED ITEMS

26. Scrutiny Work Programme 2018-22

The Committee received a report concerning the Scrutiny Work Programme proposed for the period to the next Council elections in May 2022. It was confirmed that a number of Members on the Committee had been involved in discussions about the content of the programme and that it reflected the priorities and phasing which been supported by them.

A Member who had been elected for the first time in May, asked about the approach taken in framing the programme. The Divisional Director, Strategic Commissioning, reported that discussions with councillors in the political groups had commenced in January focusing on a list of some 12 to 15 key topics; these had been generated through evidence and research, residents feedback and consideration of Council priorities. The Divisional Director would circulate this list.

The Member suggested that the programme could also include examination of equalities issues; she pointed to the reference to considering the impact of ethnicity on in-work poverty, but wondered whether this meant such aspects were not addressed elsewhere. Other Members stated that equalities should be an integral part of the work in any scrutiny review and that this had always been the case. The Divisional Director, Strategic Commissioning underlined that the Committee were in control of the work programme and could adapt it as they considered appropriate from year to year; it was discussed at regular Scrutiny Leadership Group meetings. Sometimes, the programme would be impacted by significant external events affecting local government, an example of which was the collapse of Carillion. He and the Chair encouraged all non-executive councillors to become involved in scrutiny work.

A Member gave an example of a middle management review undertaken by Overview and Scrutiny councillors some time ago and explained how it had developed from a “light touch” review to a more in-depth analysis as a result of the nature of the some of the issues initially discovered. Another Member explained how the review of health visiting had, in effect, been used to create a contract specification for a revised service; he emphasised the importance of Cabinet using scrutiny in this way to improve services for residents.

A Member commended the work programme and asked questions about the way in which the views of resident and staff had informed its preparation. The Divisional Director, Strategic Commissioning reported that a company called the Campaign Company had carried out a 500-person telephone survey of residents using standard market research methodology; the sample size meant that there was a confidence level of plus or minus 3% in the results. The Corporate Leadership Group had suggested a number of key topics for research and investigation, and trends in the annual complaints reports had also been examined.

A Member referred to the important role of scrutiny lead Members in carrying out initial work to frame and develop the later formal scrutiny reviews. He underlined the need to keep alert to key issues arising, for example, in the business reported to Cabinet, so that these could inform the evolution of the scrutiny work programme across the term of the Administration.

The Committee thanked the Head of Policy for her significant work in developing the scrutiny work programme.

RESOLVED: That the scrutiny work programme 2018- 2022, as set out in the report, be approved.

(Note: The meeting, having commenced at 7.33 pm, closed at 8.58 pm).

(Signed) COUNCILLOR JEFF ANDERSON
Chair

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	13 November 2018
Subject:	Draft Scope for Preventing Youth Crime Review and Highways Maintenance Review
Responsible Officer:	Alex Dewsnap (Divisional Director of Strategic Commissioning)
Scrutiny Lead Member area:	Community - Councillor Ghazanfar Ali and Councillor Jean Lammiman Resources - Councillors Sachin Shah and Councillor Janet Mote
Exempt:	No
Wards affected:	All
Enclosures:	Draft Scope for Preventing Youth Crime Draft Scope for Highways Maintenance

Section 1 – Summary and Recommendations

This report sets out the draft scopes for the Scrutiny Reviews on Preventing Youth Crime and Highways Maintenance.

Recommendations:

The Overview and Scrutiny Committee is asked to:

- Consider and agree scopes for the reviews
- Request that Groups notify officers of the membership of the Reviews
- Agree the timing of the Reviews and associated reporting arrangements.

Section 2 – Report

The Scrutiny Leadership Group agreed that two reviews on preventing youth crime, and highways maintenance will form part of the scrutiny work programme for 2018/19.

The attached scoping papers have been drafted with input from Officers and Councillors who met on the 10th of October 2018.

Preventing Youth Crime

It is proposed that the scope of the Preventing Youth Crime Review is to investigate how we might use all of the Council's policies and strategies to contribute to reducing youth crime and anti-social behaviour, and to articulate what a Public Health approach to Youth Crime is and how it would differ from the current one.

The detailed scope is to include:

- To learn from the Public Health approach to reducing youth violence, to identify changes we could make to Council policies and strategies so they contribute to the reduction in youth crime and ASB
- To understand what the drivers are behind the rise in youth crime in Harrow
- To understand the profile of young offenders and victims of youth crime and ASB in Harrow
- To understand what the impact of the tri-borough BCU model is having on the resources available to the local police to put into tackling this agenda
- To inform the re-commissioning of the Council's London Crime Prevention Fund projects
- How to best safeguard young people in care from knife carrying/crime and from gang culture
- Investigate the links between Knife crime, gangs and child sexual exploitation
- Investigate the better use of intelligence to target key people to stop youth violence and deter involvement

Highways Maintenance

It is proposed to carry out a scrutiny review to better understand and influence how Harrow's schedule of highways work is prioritised so as to better inform, engage and consult with residents.

The specific objectives of the review would be:

- To establish the nature of residents' concern about the condition of roads in Harrow and other highways issues, as raised in the Residents' Survey 2017.
- To understand how Harrow's schedule of planned highways maintenance works is formulated and understand the criteria, including financial, for determining in what way works are carried out.
- To ascertain if and how the Council coordinates different types of planned works to roads and pavements.
- To ascertain if and how utilities companies coordinate planned works with the council.
- To investigate how council policies around dropped kerbs and enforcement impact upon the conditions of Harrow's roads and pavements.
- To examine the quality assurance around contractors' performance on highways maintenance, including enforcement by the council of its contractual rights.
- To understand how planned works and their progress are communicated to residents.
- To understand the sources of funding and associated pressures, including TfL involvement, that affect Harrow's highways maintenance programme.

Financial Implications

The costs of delivering these projects will be met from within existing resources.

Performance Issues

There are no specific performance issues associated with this report.

Environmental Impact

There is no specific environmental impact associated with this report.

Risk Management Implications

There are no risk management implications.

Equalities Implications

The Reviews will consider during the course of their work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes they recommend.

Council Priorities

- Build a Better Harrow
- Be more business-like and business-friendly
- Protecting the vulnerable

Section 3 - Statutory Officer Clearance

Statutory clearances not required.

Ward Councillors notified:

N/A

Section 4 - Contact Details and Background Papers

Contact:

Shumaila Dar, Policy Officer, 020 8424 1820

Nahreen Matlib, Senior Policy Officer, 020 8420 9204

Background Papers:

- Draft scopes for the Preventing Youth Crime and Highways Maintenance Scrutiny Reviews

1.	SUBJECT	SCRUTINY REVIEW ON PREVENTING YOUTH CRIME – Draft Scope
2.	COMMITTEE	Overview & Scrutiny
3.	CHALLENGE PANEL MEMBERS	<p>Cllr Sachin Shah – Co-chair Cllr Janet Mote – Co-chair Cllr - TBC Cllr – TBC Cllr – TBC Cllr - TBC Young person – TBC Young person - TBC</p>
4.	AIMS/ OBJECTIVES/ OUTCOMES	<p>Aim</p> <ul style="list-style-type: none"> The purpose of the review is to investigate how we might use all of the Council’s policies and strategies to contribute to reducing youth crime and anti-social behaviour in a more ‘Public Health approach’ to Youth Crime. <p>Objectives:</p> <ul style="list-style-type: none"> To understand how a ‘Public Health approach’ can contribute to reducing youth violence, to identify changes we could make to Council policies and strategies so they contribute to the reduction in youth crime and ASB To understand what the drivers are behind the rise in youth crime in Harrow To understand the profile of young offenders and victims of youth crime and ASB in Harrow To understand what the impact of the tri-borough BCU model is having on the resources available to the local police to put into tackling this agenda To inform the re-commissioning of the Council’s London Crime Prevention Fund projects and the refresh of the VVE strategy To safeguard young people in care from knife carrying/crime and from gang culture To investigate the links between Knife crime, gangs and child sexual exploitation To investigate the better use of intelligence to target key people to stop youth violence and deter involvement
5.	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> Policy changes are agreed Young people report feeling safer Youth crime reduces in the borough
6.	SCOPE	<p>The following Council policies and strategies will be in scope of the review:</p> <ul style="list-style-type: none"> Planning policies Regeneration strategy Enforcement strategy Gambling policy Licensing policy Housing strategy Public health policy around drugs and alcohol Children’s mental health <p>Evidence sources for the literature review will include:</p> <ul style="list-style-type: none"> Police and YOT data Think tank research on drivers of youth crime and the Public Health approach This is Harrow – young people’s needs analysis LCPF project data and monitoring <p>Witnesses will include:</p> <ul style="list-style-type: none"> Young Harrow Foundation Police Council Officers and Portfolio Holders responsible for the identified policies and strategies Representative from the Mayor’s Office for Policing and Crime and/or London Assembly
(1)	SERVICE PRIORITIES	<p>Choose from the following:</p> <ul style="list-style-type: none"> Build a Better Harrow Be more business-like and business-friendly Protecting the Vulnerable
(2)	SPONSOR	Paul Hewitt

(3)	ACCOUNTABLE MANAGER	Rachel Gapp / Alex Dewsnap
(4)	SUPPORT OFFICER	Richard Le Brun
(5)	ADMINISTRATIVE SUPPORT	Shumaila Dar - Policy Team.
(6)	EXTERNAL INPUT	Co-opt 1 or 2 young people onto the review team in consultation with Young Harrow Foundation
(7)	METHODOLOGY	<ul style="list-style-type: none"> • Literature Review • Site visits to Ignite and Synergy • Challenge panel with Policy and Strategy owners
(8)	EQUALITY IMPLICATIONS	The Challenge Panels will consider, during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends. In undertaking the Challenge Panels, members and officers will consider their practices and how it can ensure all relevant stakeholders in the borough to have their voices heard.
(9)	ASSUMPTIONS/ CONSTRAINTS	
(10)	SECTION 17 IMPLICATIONS	N/A
(11)	TIMESCALE	<p><i>Option 1</i></p> <p>1 November 2018 – O&S meeting and sign-off November – First scrutiny review group meeting November – Officers prepare Desk Research November – Field Visits December – Officers to prepare briefing for Challenge Panels December - January – Challenge Panels January – Officers to prepare final draft Scrutiny Report January – Scrutiny Report to be sent to members for comments 1st Feb – Final Scrutiny Report submitted to O&S 12th Feb – Final Scrutiny Report presented to O&S 7th March 2019 – Final Scrutiny Report goes to Cabinet Briefing 1st April 2019 – Final Scrutiny Report deadline for Cabinet</p> <p><i>Option 2 if slippage:</i></p> <p>1 November 2018 – O&S meeting and sign-off November – First scrutiny review group meeting November – Officers prepare Desk Research November – December – Field Visits January – Officers to prepare briefing for Challenge Panels January - February – Challenge Panels February – March – Officers to prepare final draft Scrutiny Report March – Report to be sent to members for comments 29th March 2019 – Final Scrutiny Report submitted to O&S 9th April 2019 – Final Scrutiny Report presented to O&S 22nd April 2019 – Final Scrutiny Report goes to Cabinet Briefing 23rd May 2019 – Final Scrutiny Report presented to Cabinet</p>
(12)	RESOURCE COMMITMENTS	Policy team will provide a briefing and administrative support to the Challenge Panels. The Policy team will report recommendations to O&S; officers from the appropriate Service Area – Community Protection and Children’s services will provide a response to Cabinet and take forward any recommendations agreed by Cabinet.
(13)	REPORT AUTHOR	Shumaila Dar
(14)	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <ul style="list-style-type: none"> • The relevant Divisional Director(s) and Portfolio Holder(s) will be consulted in the drafting of the final report and recommendations • Report to Overview and Scrutiny Committee • Report referred to Cabinet • Officer response to Cabinet
(15)	FOLLOW UP ARRANGEMENTS (proposals)	It is anticipated that Cabinet would consider any recommendations made (alongside the officers’ response) at the Cabinet meeting in [insert month], and responded to in [insert month].

Background

The following is taken from the Key Strategic Issues for Scrutiny Work Programme

CRIME & ANTI-SOCIAL BEHAVIOUR

The Harrow Resident Survey 2017 asked: *'if the Council could fix one thing that's wrong with Harrow, what should it be?'* The top response was safety, tackling crime and ASB, which was raised by 20% of residents. In the same survey, from a pre-defined list of services, residents said that levels of crime and ASB was both the most important issue to them (34% of responses) and the issue that needs most improving (28% of responses) in the borough. This is also one of the top issues appearing in the local press, which additionally includes references to the closure of police stations.

The Metropolitan Police Service has recently announced changes to the way local policing is delivered in London through the introduction of new Borough Command Units (BCUs). Harrow police services will merge with those in Barnet and Brent to form the North West BCU, which is expected to go live in November 2018. The move will combine core policing functions of neighbourhoods, emergency response, CID and safeguarding. There are local concerns about police resources being diverted from the borough. More than 300 people have signed a petition to the Mayor London for the tri-borough merger to be blocked. The merger of Borough Commands and policing numbers generally are some of the top issues that have been raised with the London Assembly Member for Brent & Harrow.

The Strategic Assessment 2018 shows that overall crime levels in London are increasing. Whilst this is the case for Harrow, the borough continues to have the lowest crime rate in London. Aggravated burglary may be an emerging threat as offences are rising. Fear of crime in Harrow is reducing in areas associated with increasing levels of crime. Towards the end of 2017 there has been decline in some elements of resident confidence in policing, however Harrow benchmarks well for police reliability and treating people fairly. There is good performance in relation to ASB although there are hotspots where levels remain relatively high. The rate of non-domestic related violent crime continues to be higher in the neighbourhoods also associated with higher levels of ambulance attendances to night time violence and areas associated with the evening and night time economy. Violent crime continues to rise with increases recorded in both violence with injury and violence without injury. The proportion of knife crime that results in injury is increasing particularly for under 25s. At least 46 children and young people within Harrow suffered knife crime injuries in the past 12 months.

Rates of gang flagged offences are low but resident concern is rising. There has been a slight reduction in the level of domestic abuse in Harrow, however domestic abuse with injury, repeat victims and the proportion of the victims who are women is rising. Drug crime may be an emerging risk as Harrow's relatively lower levels are rising, while neighbouring boroughs are showing significant reductions. There have been significant increases in Faith Hate crime.

Despite Harrow being one of the safest boroughs in London, crime remains a top concern amongst residents. Harrow's Community Safety and Violence, Vulnerability and Exploitation Strategy for 2017-2021 sets out the Community Safety Partnership's (Safer Harrow) commitment for crime reduction. The Delivery Plan has a strong focus on both high volume crime (burglary, non-domestic violence with injury, ASB) and high harm crime (youth violence and knife crime, domestic and sexual abuse, substance misuse, extremism and hate crime) which echoes the current Mayor's priorities, and includes a renewed focus on ASB and Youth Violence.

Following the Lammy Review into the over-representation of black and minority ethnic individuals in the Criminal Justice System, scrutiny may wish to explore the link between youth violence and ethnicity. There is also an opportunity for scrutiny to take a particular focus on mental health, poverty, attainment, and special educational needs as a driver for crime.

There is a lot of debate at the moment about what we can learn from the public health model that originated in the US and has reduced youth violence over the past decade in Glasgow. It works on the assumption that violence is preventable and therefore a collaborative, multi-agency approach to prevention working alongside policing and enforcement will have a greater impact than enforcement alone.

In September, the Mayor of London announced plans to establish a new Violence Reduction Unit of specialists in health, police and local government to lead and deliver a long-term public health approach to tackling the causes of violent crime. The new unit will improve co-ordination between the Metropolitan Police, local authorities, youth services, health services, criminal justice agencies and City Hall as part of the new enhanced partnership, backed up by the unit. It will also build on what works and share best practice. The Mayor has directed an initial £500,000 towards establishing the Violence Reduction Unit. The ultimate aim is to divert young people away from criminal activity, by supporting the vulnerable at an early stage and giving young Londoners better life opportunities.

The Major has also produced a Knife Crime Strategy launched a new £45 million Young Londoners Fund and each borough also has a local knife crime action plan.

There are several options for scrutiny reviews in this area.

- This could include reviewing the effectiveness of the new BCU model one year on from implementation in Harrow i.e. in year 2 of the work programme.
- The effectiveness of enforcement activity on ASB,
- Other options would be to explore the link between youth violence and ethnicity, or to focus on reviewing the drivers for crime in the borough, looking at the links to mental health, poverty, attainment, and special educational needs.

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1.	SUBJECT	SCRUTINY REVIEW ON HIGHWAYS MAINTENANCE – Draft Scope
2.	COMMITTEE	Overview & Scrutiny
3.	MEMBERSHIP	<p>Councillor Ghazanfar Ali (Co-Chair, Scrutiny Lead Member for Community)</p> <p>Councillor Jean Lammiman (Co-Chair, Scrutiny Lead Member for Community)</p> <p>Councillor TBC</p> <p>Councillor TBC</p> <p>Councillor TBC</p> <p>Councillor TBC</p>
4.	AIMS/ OBJECTIVES/ OUTCOMES	<p>Aim:</p> <ul style="list-style-type: none"> • The purpose of the review is to better understand and influence how Harrow’s schedule of highways work is prioritised so as to better inform, engage and consult with residents. <p>Objectives:</p> <ul style="list-style-type: none"> • To establish the nature of residents’ concern about the condition of roads in Harrow and other highways issues, as raised in the Residents’ Survey 2017. • To understand how Harrow’s schedule of planned highways maintenance works is formulated and understand the criteria, including financial, for determining in what way works are carried out. • To ascertain if and how the Council coordinates different types of planned works to roads and pavements. • To ascertain if and how utilities companies coordinate planned works with the council. • To investigate how council policies around dropped kerbs and enforcement impact upon the conditions of Harrow’s roads and pavements. • To examine the quality assurance around contractors’ performance on highways maintenance, including enforcement by the council of its contractual rights. • To understand how planned works and their progress are communicated to residents. • To understand the sources of funding and associated pressures, including TfL involvement, that affect Harrow’s highways maintenance programme.
5.	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none"> • Fewer concerns about highways maintenance raised by residents with the council. • Residents are better informed about the council system for

		<p>reviewing and prioritising all highways maintenance and its programme of scheduled work.</p> <ul style="list-style-type: none"> • A clear understanding by councillors of the exact criteria for both patching repairs and for inclusion on planned maintenance programme.
6.	SCOPE	<p>The following council policies/strategies will be in the scope of the review:</p> <ul style="list-style-type: none"> • Highways Asset Management Plan • Planning policies • Enforcement strategy • Council system for reviewing and prioritising all highways maintenance defects <p>Evidence sources for the literature review will include:</p> <ul style="list-style-type: none"> • Residents' Survey 2017 • Highways, traffic and asset management data – including Harrow highways annual programme of planned works for structural maintenance, and the programme for reactive maintenance • Annual condition surveys and information from highways inspectors' cyclical routine inspection regime • Highways asset condition national guidance set out in the 'Well Managed Infrastructure Code of Practice' • Transport for London responsibilities and funding streams • Highways maintenance contractors' performance • Research by national/regional thinktanks and lobbying organisations e.g. Local Government Association, London Councils, the AA • Benchmarking from neighbouring boroughs <p>Witnesses will include:</p> <ul style="list-style-type: none"> • Council officers and portfolio holders responsible for the relevant services • Community/residents' organisations • Community champions
7.	SERVICE PRIORITIES	<p>Choose from the following:</p> <ul style="list-style-type: none"> • Build a Better Harrow • Be more business-like and business-friendly • Protecting the Vulnerable
8.	REVIEW SPONSOR	TBC Venetia Reid-Baptiste, Divisional Director – Commissioning Services
9.	ACCOUNTABLE MANAGER	Rachel Gapp, Head of Policy
10.	SUPPORT OFFICER	David Eaglesham, Service Manager – Traffic, Highways & Asset Management
11.	ADMINISTRATIVE	Nahreen Matlib, Policy Team

	SUPPORT	
12.	EXTERNAL INPUT	The Review Group will seek the views and input of residents, community champions, relevant community organisations, pressure groups and utilities companies.
13.	METHODOLOGY	<ul style="list-style-type: none"> • Literature review • Challenge panel(s) • Site visits to 1) specific areas within the borough and 2) other boroughs, if benchmarking suggests this would be valuable
14.	EQUALITY IMPLICATIONS	The Review Group will consider, during the course of its work, how equality implications have been taken into account in current policy and practice and consider the possible implications of any changes it recommends. In undertaking the Challenge Panels, members and officers will consider their practices and how they can ensure all relevant stakeholders in the borough to have their voices heard.
15.	ASSUMPTIONS/ CONSTRAINTS	
16.	SECTION 17 IMPLICATIONS	N/A
17.	TIMESCALE	<p>To conclude by the end of the 2018/19 municipal year.</p> <p>Indicative timetable:</p> <ul style="list-style-type: none"> • Desktop research – November/December 2018 • Initial work programming – early January 2019 • Site visits – January/February • Challenge panel(s) – February • Drafting of final report – by mid-March • Review Group members finalise report and recommendations – by end of March • Report and recommendations presented to O&S for endorsement – 9 April 2019
18.	RESOURCE COMMITMENTS	The Policy Team will provide a briefing and administrative support to the Review Group. The Policy Team will report recommendations to O&S; officers from the appropriate Service Area – Traffic and Highways - will provide a response to Cabinet and take forward any recommendations agreed by Cabinet.
19.	REPORT AUTHOR	Nahreen Matlib, Senior Policy Officer
20.	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <ul style="list-style-type: none"> • The relevant Divisional Director(s) and Portfolio Holder(s) will be consulted in the drafting of the final report and recommendations • Report to Overview and Scrutiny Committee • Report referred to Cabinet

		<ul style="list-style-type: none"> Officer response to Cabinet
	FOLLOW UP ARRANGEMENTS (proposals)	It is anticipated that Cabinet would consider any recommendations made (alongside the officers' response) at the Cabinet meeting in [insert month], and responded to in [insert month].

Background

This is taken from scrutiny research paper on key strategic issues for scrutiny work programme 2018-22:

Condition of roadways and footpaths

The Harrow Resident Survey 2017 findings highlighted the condition of roadways and footpaths as one of residents' top priorities for the borough, and it is also one of the key issues raised with local councillors.

The LGA states that councils fixed a pothole every 15 seconds last year, but says that funding cuts mean they are trapped in a cycle as they are only able to "patch up" roads. The Asphalt Industry Alliance has warned that prolonged under-investment, coupled with wetter winters, increased traffic and an ageing network, means that the resilience of local roads is at a low point, and that clearing the maintenance backlog is impossible without a significant increase in funding.

Government figures show that the amount spent on the maintenance of B roads, C roads and unclassified routes in 2004/05 was £2.46bn, but that reduced to £1.87bn in 2016/17, a fall of 24%. The LGA has highlighted a chronic need for more investment in local roads, stating that if the Government reinvested the equivalent of 2 pence per litre of existing fuel duty into local roads maintenance, it would generate £1bn a year for councils to spend on improving the entire local roads network.

In 2017 the Department for Transport committed £6bn for English councils to improve local roads over the current Parliament, in addition to a £50m-a-year fund specifically for tackling potholes.

The Harrow Ambition plan aims to keep the borough clean and green, and this includes monitoring and maintaining all the road surfaces in the borough and taking the initiative to reduce road accidents.

**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE
COMMITTEE**

Date of Meeting:	13 November 2018
Subject:	Draft Transport Local Implementation Plan 3
Responsible Officer:	Paul Walker, Corporate Director - Community
Scrutiny Lead Member area:	Councillor Ghazanfar Ali (Co-Chair, Scrutiny Lead Member for Community) Councillor Jean Lammiman (Co-Chair, Scrutiny Lead Member for Community)
Exempt:	No
Wards affected:	All
Enclosures:	Appendix A – Mayor’s Strategic Outcomes Appendix B – LIP3 consultation document Appendix C – List of consultees Appendix D – Summary of LIP3 consultation responses Appendix E – Indicative LIP3 funding Appendix F – draft LIP3

Section 1 – Summary and Recommendations

This report sets out the key contents of Harrow’s Draft Transport Local Implementation Plan, the consultation process, consultation results and the recommended changes to the plan following consultation.

Recommendations:

The committee is asked to endorse Harrow’s Draft Transport Local Implementation Plan consultation and to endorse the recommended changes to the plan.

Section 2 – Report

Introduction

- 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. The final LIP3 will be submitted to Transport for London (TfL) who will then advise the Mayor of London whether or not to approve it.
- 2.2 LIP3 will contribute to all the Borough’s corporate priorities. The policies and delivery programme detailed in the plan will support sustainable growth and regeneration in the borough, improve the environment, support healthy lifestyles, improve road safety and encourage sustainable transport. A copy of the draft LIP3 can be seen in **Appendix F**.

Background

- 2.3 The Mayor of London published his transport strategy (MTS) in 2018. Subsequently the borough was required to produce a revised Transport Local Implementation Plan (LIP3). The draft LIP3 was prepared in line with the Mayor of London’s Guidance for Borough Officers on Developing the Third Local Implementation Plan, March 2018.
- 2.4 There are three themes to the MTS which are as follows:
- Healthy Streets and healthy people
 - A good public transport experience
 - New homes and jobs

- 2.5 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.
- 2.6 LIP3 must include borough objectives for the next 20 years until 2041 and explain how meeting these will contribute to achieving the Mayor's overarching mode share aim and each of the nine Mayoral strategic outcomes. The Mayor's strategic outcomes are shown in **Appendix A**. LIP3 must also include a three year programme of investment for the period 2019/20 - 2021/22 and the targets and outcomes the borough are seeking to achieve. It will contain a Delivery Plan for meeting the borough's objectives.
- 2.7 It is a requirement that the draft LIP3 is submitted to TfL by 2nd November 2018. Harrow submitted the draft LIP3 in advance of this deadline.
- 2.8 The draft LIP3 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
 - 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

Public consultation

- 2.9 The borough has a statutory duty under Section 145(2) to consult on the draft LIP3.
- 2.10 The public consultation for LIP3 ran for six weeks from 17th September 2018 to 26th October. In preparing the LIP Harrow Council is required to consult with the following:
- Commissioner of Police for the City of London.
 - Transport for London.
 - Where appropriate representatives of disabled persons.
 - Other London borough councils whose area is in the opinion of the council preparing the local implementation plan, likely to be affected by the plan.
 - Any other person required to be consulted by the direction of the Mayor.
- 2.11 The consultation was undertaken by writing directly to key stakeholders and inviting comments. The Harrow consultation portal was also used to allow the wider general public to comment and this

is the preferred method of consultation used by the Council. The consultation also included details of the final environmental report prepared as part of the Statutory Environmental Assessment for LIP3. **Appendix B** contains details of the consultation document which was made available on Harrow's consultation portal and was sent to key stakeholders.

- 2.12 A full list of all consultees is provided in **Appendix C**. The consultation included all of the following:
- Statutory bodies including TfL, WestTrans, neighbouring boroughs and the emergency services
 - Statutory environmental groups as required by the SEA regulations
 - Local environmental group
 - Harrow Association of Disabled People
 - London Travel Watch
 - User groups and organisations representing business and transport modes
 - Harrow Council elected representatives and senior officer representatives across the organisation
- 2.13 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.
- 2.14 Feedback was received on a wide range of issues. However, the greatest number of responses in the consultation was on the need for segregated cycle routes and extending 20mph zones across the entire borough. A summary of the consultation responses is contained in **Appendix D**.

Transport for London feedback

- 2.15 Transport for London is not likely to respond fully to the consultation within Harrow's timeframe and will respond in detail by 7th December 2018. However an initial response has been provided with their early comments. Their response is important in getting the final LIP3 approved. Therefore further changes to the LIP are likely based on their full input.
- 2.16 Transport for London early observations and suggestions are provided below:
- Overall it's a good LIP submission which shows broad alignment to the MTS and its key aims of increasing sustainable travel, delivering Healthy Streets and adopting Vision Zero
 - The LIP is generally well supported by good evidence, setting out the case for many of the key local priorities and some of the new policies set out in the MTS

- The 13 objectives set out in the strategy are also well aligned with the aims and outcomes of the MTS – it is useful that this are referenced again under each Outcome to see which are most relevant
- Under Outcome 2 – is there more that could be said here around road safety? This section could benefit from a bit more on Vision Zero and where the priority areas are for the borough.
- Under outcome 4 – is there any additional supporting evidence that could be included such as a map of air quality hot spots for example?
- In the delivery section of the LIP – is there scope to add a bit more detail on what will be delivered under some of the headings? For example in the table for the three year plan, is there more detail that could be included in this around what bus priority schemes will be delivered and where, what cycle Quietways will be delivered etc?

Responsibilities of TFL and London boroughs

2.17 Both the labour group and conservative group members were provided with a briefing on the draft LIP3 and given the opportunity of a questions and answers session. At the conservative briefing it was requested that greater clarity be provided regarding the different responsibilities between the borough and TfL in managing traffic in London. The different responsibilities are briefly set out below:

Service area	Responsible authority	Comments
Bus services	TFL	Harrow liaises with TFL regarding the operation and provision of services
Underground and Overground rail services	TFL	Harrow liaises with TFL regarding the operation and provision of services
Bus stops and shelters	TFL	Harrow liaises with TFL regarding the provision of infrastructure.
Traffic signals works	TFL	Harrow acts as works promoter for any required changes to infrastructure and funds any changes, TFL is the asset owner.
Traffic signals maintenance	TFL	London boroughs make an annual funding contribution, all work is undertaken by TFL.
Taxi ranks	TFL	The carriage office manages and administers the provision of taxi ranks, in liaison with Harrow.
London Lorry control Scheme	TFL	The management and enforcement of the overnight and weekend ban on lorries in excess of 18T is undertaken in conjunction with London Councils.
Low Emission zone	TFL	Scheme managed and administered by TFL

Service area	Responsible authority	Comments
Legible London wayfinding	TFL	Schemes undertaken through Harrow LIP but following TFL guidance
Traffic management schemes	Harrow	Harrow LIP schemes.
Setting and changing speed limits	Harrow	Linked to delivery of LIP schemes.
Speed / Red Light Cameras	TFL	TFL liaises with Police to promote, manage and administer cameras
Parking management schemes including CPZs, waiting / loading restrictions and disabled bays	Harrow	Harrow Capital Programme Schemes.
Parking offences and moving traffic offences enforcement	Harrow	Harrow's enforcement teams.
Parking charges	Harrow	Set as a part of the Council's Fees and Charges
London Permit Scheme	TFL	TFL administers the scheme to control street works which is used by London Boroughs and TFL jointly.
Street works management (borough road network)	Harrow	Harrow has network management responsibility for the borough road network.
Street works management (strategic road network)	TFL	Harrow needs to consult TFL on any proposal affecting the strategic road network because TFL has the network management responsibility for these roads.
Traffic regulation (legal orders)	Harrow	Harrow proposes and confirms most traffic regulation orders in the borough. Neighbouring boroughs and TFL are also able to make orders that could affect Harrow in consultation with Harrow.
Highway maintenance, adoption and stopping up	Harrow	Harrow is the highway authority with responsibilities under the Highways Act.

- 2.18 To clarify this issue further the following paragraph has now been added to LIP3:

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.

Analysis of consultation responses and recommended changes

- 2.19 Appendix D sets out a detailed analysis of responses and provides a summary of all the issues highlighted by respondents to the public consultation with comments on how these will be addressed. The comments have been summarised in order to highlight the main points and minimise any repetition to make reading the report easier because the volume of individual points and observations submitted is considerable. Any changes required are also summarised.

- 2.20 Many of the comments made in the consultation recommended detailed changes to the policies or objectives. The feedback received broadly covered the following issues:

- Cycling provision and safety including cycle route networks and segregation from motorists.
- Cycle parking facilities at all stations as well as provision for adapted bikes.
- Impact of housing development.
- Impact of car ownership and car dependency
- Road safety issues and Vision Zero.
- Public transport accessibility including step free access.
- Reservations over achieving the 80% target for sustainable transport by 2041.
- Transport connectivity with stations and interchanges.
- Concerns over effectiveness of parking policy and parking schemes.
- Low emission zones and air quality.
- Removal of road humps.
- Expansion of 20mph zones, including consideration of a borough wide 20mph limit.
- Concerns about impact of policies on motorists.
- Walking needs to be promoted as alternative for shorter car journeys.
- Cleaner more environmental cars are required and more charging points.
- Impact of pollution and vehicle emissions.
- Road safety is important particularly in vicinity of schools.
- Consider low traffic neighbourhood.
- Improve cycle parking particularly in residential dwellings.

- Impact of driving standards on vulnerable road users particularly cyclists / motorcyclists.
- Open spaces use needs to be promoted
- Healthier lifestyles need to be promoted.
- Consider use of road user pricing / congestion charging.

2.21 In general most of the issues raised were already covered within the scope of the objectives and policies in LIP3 and where necessary clarifications or additions will be made accordingly.

2.22 In response to the consultation feedback the following changes to the LIP3 objectives are proposed:

Existing objective	Revised objective
4. Improve freight servicing and delivery arrangements to reduce congestion and delays on the network	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 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.	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.

2.23 In response to the consultation feedback the following changes to the LIP3 objectives are proposed:

Policy number	Existing policy	Proposed Policy
C8	Review cycle parking on station land particularly at Harrow and Wealdstone, Harrow on the Hill station, Stanmore and Rayners Lane stations	Review cycle parking on station land particularly at Harrow and Wealdstone, Harrow on the Hill station, Stanmore and Rayners Lane stations and work towards cycling provision meeting likely demand at these stations and further afield

Policy number	Existing policy	Proposed Policy
RS4	Ensure that the safety concerns of all road users are considered when considering any traffic scheme	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
RS12	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
RS23	New policy	Support the police to address anti-social behaviour around Harrow bus station
PE19	Where alternative options exist , prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is paramount	Prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is prioritised
PR8	New policy	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.
SI1	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

Policy number	Existing policy	Proposed Policy
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	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, giving consideration to the potential reallocation of road space to benefit sustainable transport, road traffic restrictions and the introduction of play streets
R12	Ensure that all schemes implemented follow the Harrow street furniture design guide 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
PW16	New policy	Work with schools and police with regard to issues of traffic noise pollution, particularly from motorcycles
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, if appropriate , a fully wheelchair-accessible boarding / alighting points, as a basis for supporting a network of fully wheelchair-accessible scheduled bus services	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

Policy number	Existing policy	Proposed Policy
PW9	Work 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 to offer a safe, secure and passenger-friendly environment and appropriate 'state-of-the-art' passenger interchanges	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
CB3	Encourage modal shift towards more sustainable forms of transport and in developing travel plans work with businesses to support switching deliveries from vans to cargo bikes	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

2.24 Other changes that will be made to LIP3 include:

1. Including details on Harrow's rights of way network.
2. Providing information about anti-social behaviour around Harrow bus station.
3. Including details about the LIP3 consultation and responses.

Final LIP3 submission to TfL

- 2.25 The Portfolio holder for Environment is authorised by Cabinet to make final changes to the LIP3 and will take account of the feedback from the Overview and Scrutiny Committee as well as TfL.
- 2.26 Following making and final changes to the draft LIP3 as a result of the consultation, the revised LIP3 will be submitted to TfL by 16 February 2019. TfL will then make a recommendation to the Mayor of London whether to approve LIP3. Mayoral approval of LIP3 is expected to be agreed by March 2019.
- 2.27 The final version of LIP3 approved by the mayor is expected to be presented to Cabinet in April 2019 in order to recommend the adoption of LIP3 by full Council. Once LIP3 has been adopted as Council policy, the previous LIP2 will be superseded.

Staffing/workforce

- 2.28 The works identified for delivery in the draft LIP3 will be fully resourced by the TfL LIP funding, Section 106 funding and some supporting funds from Harrow. The delivery of the programme will be undertaken by existing staff resources within the Traffic, Highways & Asset Management team and using the engaged consultants and contractors.

Legal comments

- 2.29 Section 145 of the Greater London Authority Act 1999 requires all London Borough Councils to prepare a LIP setting out their own proposals on how they intend to implement the Mayor's Transport Strategy for their area.
- 2.30 Councils are required to consult various bodies and must include a timetable for when they intend to implement the proposals in their plan.
- 2.31 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.
- 2.32 The Council is required to revise its LIP if the Mayor's Transport Strategy is revised. A revised LIP is subject to public consultation and approval by the Mayor of London.
- 2.33 Any legal implications relating to individual schemes will be further considered and reported at appropriate times to the relevant decision-making body. London boroughs are required to include adequate measures in their LIPs for the purpose of implementing the Mayor of London's Transport Strategy.
- 2.34 Section 153 of The GLA Act 1999 gives the Mayor powers to issue legally binding directions to the boroughs that they must comply with. A direction may cover any matter relating to how a borough exercises its LIP functions, such as:
- The timetable for completing or revising a LIP
 - The bodies or persons that must be consulted in preparation of a LIP
 - Timetables and dates within the LIP
 - Actions to be taken to implement the proposals in the LIP
 - Steps to be taken to remove the effects of an action that is incompatible with the proposals in the LIP
- 2.35 The Mayor of London can exercise his powers under section 152 of the GLA Act on behalf of the council the powers that the council has in connection with the implementation of those proposals. where he considers a borough has failed or is likely to fail, satisfactorily to implement any proposal contained in a local implementation plan as required by section 151(1)(a) of the GLA Act Should the Mayor

exercise this power he is entitled by virtue of section 152(7) to recover the reasonable costs of doing so. However, it is anticipated that if this power is exercised it is most likely to be in cases where the borough deviates significantly from its LIP and the Mayor's Transport Strategy, rather than minor programme variations.

Community safety

- 2.36 Public safety and perceptions of safety are likely to improve following implementation of the LIP3 programme. This is likely to be a result of an improved public realm, increased use of the street environment, more walking and cycling, reduced traffic speeds and better air quality.
- 2.37 The LIP3 will seek to achieve these community safety improvements by developing initiatives that support healthy streets, including liveable neighbourhoods, in order to design out any aspects of the street environment that act as a barrier to walking, cycling and sustainable transport modes and also mitigating any negative perceptions of on-street crime and safety.

Financial Implications

- 2.38 The funding needed to implement LIP3 is provided in **Appendix E**. There is a financial requirement that the borough spends the TfL allocation on the schemes identified. Staff costs for all schemes included in LIP3 are charged to scheme budgets.
- 2.39 The programmes contained in LIP3 rely on funding from a variety of sources including TfL the Council's capital budgets and Section 106 money.

Performance Issues

- 2.40 Implementing LIP3 will help to deliver Harrow's corporate priorities and in particular building a better Harrow and protecting the most vulnerable.
- 2.41 Future TfL borough LIP funding depends on approval of LIP3. If it is not approved, there is a risk that the borough would lose considerable annual funding from TfL. Non delivery of the LIP3 programme could result in increased road casualties, worsening environment and air quality and increased traffic congestion.
- 2.42 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.
- 2.43 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
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			

	Target	Target year	Latest data
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	To be made available
CIL agreements used for strategic transport initiatives	100%	2021	To be made available

Environmental Impact

- 2.44 The draft LIP3 has undergone a Strategic Environmental Assessment (SEA). This has 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.
- 2.45 Key air quality benefits identified were from reducing car travel, encouraging greener vehicles and reducing congestion.
- 2.46 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.
- 2.47 Following adoption of LIP3 by full Council and in line with the Strategic Environmental Assessment guidelines, an SEA Adoption Statement will be prepared. This statement must contain the following information:
- How environmental considerations have been integrated into the plan;
 - How the environmental report has been taken into account;

- How consultation responses have been taken into account; • Reasons for choosing the Transport Plan as adopted, in the light of other reasonable alternatives dealt with;
- Measures that are to be taken to monitor the significant environmental effects of the implementation of the Transport Plan.

2.48 The Environmental Statement will be made publically available on Harrow’s website.

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

2.49 The delivery of interventions and schemes resulting from LIP3 policy will be subject to separate risk assessments.

2.50 The major risk to delivery of all schemes is lack of funding. None of the funding shown in the draft LIP3 is guaranteed.

2.51 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.

2.52 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 grant and Section 106 funds. These funds are also not guaranteed.

2.53 Any larger scheme that is progressed will include a separate scheme risk register.

Equalities implications

Was an Equality Impact Assessment carried out? Yes

2.54 LIP3 underwent an Equalities Impact Assessment. The policies and programmes promoted in LIP3 will have a positive impact on equality target groups. The following table gives an overview of the likely equalities impact of delivering LIP3.

Protected characteristic	Programmes	Impact
Age	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	Positive

	<p>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.</p>	
People with mobility difficulties	<p>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.</p>	Positive

Council Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

2.55 The following tables show the key inputs from LIP3 that will support the administration priorities and the Harrow ambition plan.

Administration priorities	LIP3 key input
Making a difference for the vulnerable	Support for travel training, extending Shopmobility, disabled parking, healthy streets, road safety and cycle training for vulnerable users, road safety improvements
Making a difference for communities	Electric charging infrastructure, cycle facilities and training, road safety training, sustainable school transport support, 20mph zone extensions
Making a difference for local businesses	More appropriate CPZs and parking, reduced traffic congestion, healthy streets
Making a difference for families	Sustainable school transport support, 20mph zone extensions, road safety improvements, healthy streets, cycle training, electric charging infrastructure

Harrow ambition plan	LIP3 key input
Build a Better Harrow	Sustainable transport support for growth areas, healthy streets, liveable neighbourhoods,
Protect the Most Vulnerable and Support Families	Support for travel training, extending Shopmobility, disabled parking, healthy streets, road safety and cycle training for vulnerable users, road safety improvements

Section 3 - Statutory Officer Clearance

Name: Dawn Calvert	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 29/10/18		
Name: Patricia Tavernier	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 02/11/18		

Ward Councillors notified: YES

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 – LIP3 consultation

<http://www.harrow.gov.uk/www2/documents/s152388/Cabinet%20Report%20LIP3%20-%20Main%20Report.pdf>

APPENDIX A - MAYOR OF LONDON'S NINE STRATEGIC TRANSPORT OUTCOMES

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

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

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

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

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

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

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

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

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

APPENDIX B - LIP3 CONSULTATION DOCUMENT

HARROW TRANSPORT LOCAL IMPLEMENTATION PLAN 3 (DRAFT)

PUBLIC CONSULTATION

Introduction

The draft Local Implementation Transport Plan sets out how the borough Council proposes to implement the Mayor of London's Transport Strategy locally in Harrow. The plan sets out long terms goals and transport objectives for the borough until 2041 and proposes a three-year programme of investment for the period 2019/20 - 2021/22.

LIP3 is needed to ensure that the predicted population and transport growth in the borough is managed in a sustainable way so that we address the critical environmental and climate change issues associated with transport and that healthier street environments and an improved public realm are delivered across the borough.

A Strategic Environmental Assessment has been prepared and is a requirement of the development of a new LIP and appraises the environmental effects of implementing the LIP to determine the most appropriate strategy. An Equality Impact Assessment has also been prepared to ensure that the draft LIP complies with the requirements of the Equality Act and promotes equality of opportunity.

The full draft LIP3 plan, SEA and EQIA are now available to view on Harrow's consultation portal and on Harrow's transport policies web page.

The plan does not remove the requirement for the Borough to consult on individual schemes in the programme of investment in your area when they are brought forward for design and implementation and these schemes will have separate consultation.

Recommended transport objectives

LIP3 includes the following draft transport objectives:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to encourage 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
5. 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.
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

Proposed Schemes

The types of schemes to be implemented include infrastructure improvements, traffic management and sustainable transport measures. All of the proposed schemes are subject to the funding being available. Suggested typical schemes are:

- congestion relief measures,
- 20mph zones,
- local safety schemes,
- school road safety initiatives,
- travel planning,
- increased opening hours for Shopmobility,
- independent travel training support,
- bus priority,
- cycle training,
- increased cycling infrastructure,
- healthy street initiatives,
- active travel and air quality initiatives,
- walking schemes,
- improved freight management,
- accessibility improvements,
- extended Legible London schemes,
- school travel plan highway schemes,

- increased electric charging infrastructure,
- car clubs,
- road safety education,
- controlled parking zones,
- liveable neighbourhoods.

Conclusion

The draft Transport Local Implementation Transport Plan aims to improve the quality of life for Harrow's residents, local businesses and visitors. The aim is to encourage sustainable transport, to help people travel to destinations in a way that respects the borough's environment and helps to sustain a healthy economy.

If we successfully make the necessary changes, then in the longer term we can improve air quality, improve physical and mental health through increased active travel and also improve the attractiveness of Harrow as a place to live, work and visit.

To deliver the changes, we will need continued support, contribution and commitment from all individuals and organisations in order to help achieve the objectives of the Plan. We will therefore welcome your contribution to the development of the Plan by suggesting ideas that will help make local travel a sustainable and civilized activity.

What happens now?

Following the public consultation the full draft Transport Local Implementation Plan will be revised to take into account your views and then submitted to the Mayor of London for his approval and approval by Harrow Council. Once adopted by the Council, it will be available to view on the Harrow website.

We'd like to hear what you have to say about the draft Transport Local Implementation Plan and the proposed objectives?

In particular we would like to know:

1. Do you recommend any changes to the proposed LIP3 objectives?
2. Do you recommend any changes to the proposed LIP3 policies?
3. Do you recommend any changes to the LIP3 delivery plan?
4. Do you have any other comments?

The Council would encourage you to submit your response electronically as this is environmentally friendly and helps the Council save costs. Please submit your comments using the online questionnaire.

APPENDIX C – LIST OF CONSULTEES

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
- 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

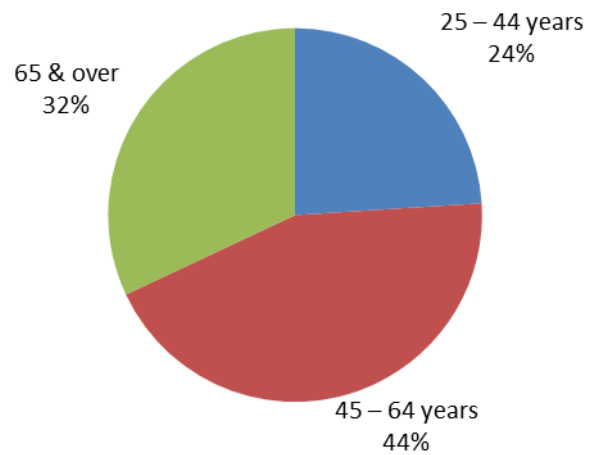
- Councillors
- Environmental Services
- Planning Services
- Regeneration
- Public Health
- Economic Development
- Housing
- Education
- Children Services
- Adult Services

APPENDIX D – SUMMARY OF LIP3 CONSULTATION RESPONSES

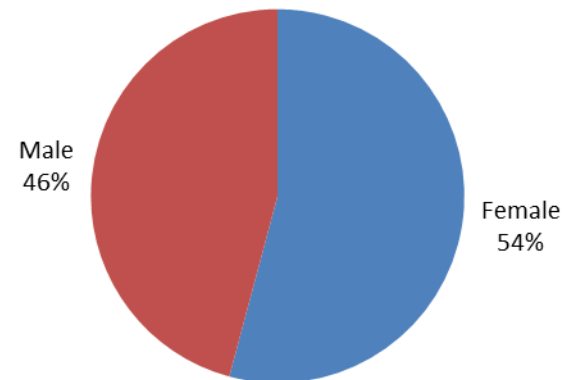
Total number of responses received: 35

Organisations responding: 6

Age of respondents



Gender of respondents



Q1. Do you recommend any changes to the proposed LIP3 objectives?

Respondents not suggesting any changes: 15
 % of respondents not suggesting any changes: 43%

Some issues raised as a result of this question have resulted in recommended policy changes. These changes are shown in a summary table at the end of this appendix.

Issues raised are shown in the following table:

Comment	Harrow response
New housing developments increase road traffic	Future population forecasts are driving an increase in housing and development which will result in a higher demand to travel and make mitigations necessary.
48 Safety perceptions are really important	Agree, Harrow wants to maintain its status as one of the safest London Boroughs.
Would support earlier target for Vision Zero	The target set is already very ambitious and an earlier target is difficult to achieve.
Step free access at Harrow and West Harrow stations particularly for elderly and disabled	Priorities for step free access include Harrow-on-the-Hill station.
Do not think that 80% target for journeys to be made by foot or public transport is compatible with lifestyles in borough	Future population forecasts for London will increase pressure on road and transport networks and make modal shift a necessity to accommodate demand to travel.
Cyclists and motor vehicles should not share the same roads	Cycle networks will be developed to reduce any conflict with motorised traffic including segregation where necessary.

Comment	Harrow response
Too much focus on cyclists	Cycling is Harrow's weakest mode share and provides the greatest potential for modal shift and as such requires a greater focus within the Plan.
Can route 186 become a 24 hour route?	Revisions to bus routes will be considered by TfL and the Council's public transport liaison group.
No objectives to support families and communities	In line with the Council's corporate objectives these policies take account of families and communities who are also road users, pedestrians, cyclists, motorists, etc.
Plan focuses on town centres but not enough on other places such as Stanmore as Canons Park	All areas of the borough and town centres are covered within the policy although opportunity areas are seen as a priority.
Access to main lines that may be in other boroughs, such as Edgware station on the Northern line, or Kingsbury / Wembley on the Jubilee line or Bakerloo line needs considering	Connectivity at stations with other transport modes is included within the policies, particularly liaison with TfL who have greater influence over bus and rail services.
CPZs don't work	Managing parking is a very important and necessary tool to curtail unnecessary car journeys and promote sustainable transport alternatives whilst also improving quality of life and parking access for local residents.
Do not provide emission zones	The London Mayor sets this policy which is necessary to tackle London's air quality crisis.
Permit policies are nonsense	Managing parking is a very important and necessary tool to curtail unnecessary car journeys and promote sustainable transport alternatives whilst also improving quality of life and parking access for local residents.

Comment	Harrow response
Get rid of humps along 20mph roads and have speed cameras so you can make money.	A range of measures are used to enforce 20mph roads. These include speed humps, chicanes and road narrowing. Speed cameras are not used as an area speed control measure and are never introduced to raise money.

Q2. Do you recommend any changes to the proposed LIP3 policies?

Respondents not suggesting any changes: 15
 % of respondents not suggesting any changes: 43%

Some issues raised as a result of this question have resulted in recommended policy changes. These changes are shown in a summary table at the end of this appendix.

Issues raised are shown in the following table:

Comment	Harrow response
Object to making life more difficult for drivers. Many reasons people need to drive.	It is recognised that some travel by car will continue , however, future population forecasts for London will increase pressure on road and transport networks and make modal shift a necessity to accommodate demand to travel.
Need more segregated cycle lanes and to stop parking in so-called cycle lanes Need safe continuous cycle routes Build segregated cycle routes along major roads Building a high quality comprehensive network of segregated cycle lanes along major roads is a top priority	Cycle networks will be developed to reduce any conflict with motorised traffic including segregation where necessary and will be developed to provide a continuous and joined up network of routes which connects with transport hubs in accordance with the Council's approved Cycle Strategy.
Save the environment	The plan has been subject to an environmental assessment which has demonstrated benefits to the environment from undertaking the proposed measures.
Walking should be alternative to short car journeys	The plan promotes all aspects of walking and the associated health benefits which is a key objective of the London Mayor's Transport strategy.

Comment	Harrow response
Extent of 20mph zones to all side roads that are not bus routes	The plan proposes to extend 20 mph zones in the borough around schools and in residential areas, bus routes are usually avoided.
Better enforce 20mph limits within 400m of all schools	In general 20mph zones are designed to be self-enforcing using physical measures in order to minimise the need for enforcement activity, the borough routinely has liaison with the Police over any required traffic tasking.
Do not penalise car journeys.	It is recognised that some travel by car will continue , however, future population forecasts for London will increase pressure on road and transport networks and make modal shift a necessity to accommodate demand to travel
Encourage cleaner cars by making parking easier for them	The plan proposes that the use of ULEV vehicles is incentivised through no charges for parking permits in CPZs or in electric vehicle charging bays.
Build low traffic neighbourhoods	This will be delivered through a liveable neighbourhoods programme.
Set default speed limit at 20mph Introduce borough wide 20mph on all roads	The plan proposes to extend 20 mph zones in the borough around schools and in residential areas.
Add policy regarding ensuring sustainable long-term funding for cycling	The proposed programme of investment provides a significant proportion of funding to cycle schemes.

Comment	Harrow response
Build better footways which are clutter free and pedestrian crossings which use desire lines	<p>Harrow complies with best practice and standards at all locations and does take account of all pedestrian desire lines in developing crossings and does work to reduce street clutter.</p> <p>The Council maintains footways to ensure they are as good as possible within current available resources.</p>
Provide borough wide car clubs not just in Opportunity area	Car clubs will be encouraged through the use of the planning process
Jointly with Ealing, lobby the Mayor and TfL to do more and take the lead on pushing motorcycle safety initiatives including on for a London-wide more consistent approach to education and training	Harrow does recognise the importance of pushing motorcycle safety initiatives and this is included in the current Plan.
Jointly with Ealing lobby the Mayor and TfL for better night time public transport provision including the Uxbridge branch of the Piccadilly Line but also night bus services between outer local centres such as Northolt and Greenford in LB Ealing in support of shift workers.	Harrow will work with TfL to improve the frequency and reliability of weekend and late night public transport services to/from Central London.
Remove RS22 which refers to enforcing illegal cycling on pavements and footpaths	This issue has previously been highlighted as being of concern to Harrow residents
Extend motorcycle policies to also address cycling concerns.	Based on road safety evidence Harrow is particularly concerned about motorcycle collisions, however, cycling concerns are given significant emphasis in the Plan and will be addressed.

Q3. Do you recommend any changes to the LIP3 delivery plan?

Respondents not suggesting any changes: 12
 % of respondents not suggesting any changes: 34%

Some issues raised as a result of this question have resulted in recommended policy changes. These changes are shown in a summary table at the end of this appendix.

Issues raised are shown in the following table:

Comment	Harrow response
Borough should ensure institutions eg Hospitals-sign and increase cycling parking for visitors as well as staff (inadequate at NPH-on borough boundary).	The plan includes the commitment to work with employers to encourage cycling and also to develop travel plans. This includes hospitals as well as other organisations. Identifying gaps such as the need for more cycle parking and signage would be addressed as part of the travel plan process.
Much more priority must be given to cycle lane improvement, maintenance and true segregation.	Cycle networks will be developed to reduce any conflict with motorised traffic including segregation where necessary.
Cycle parking at stations-needs improving and much more eg at Pinner as well as other stations mentioned. The Pinner overflow into supermarket cycle parking makes it difficult to find cycle parking for shopping.	The plan includes the commitment to review the level of cycle parking available across the borough.
Install or facilitate provision of residential cycle parking in existing dwellings that currently do not have adequate access to it (for instance flats and terraced housing)	This can only be achieved through the planning process by commenting on planning applications for developments. All new development needs to comply with London Plan standards.

Comment	Harrow response
Harrow should become a 20mph borough 20 mph needs to be extended to all side roads and some through roads.	The plan proposes to extend 20 mph zones in the borough around schools and in residential areas, bus routes are usually avoided.
Borough should ensure that all existing 20mph roads that lead to schools have traffic calming measures such as road humps introduced. Too many residents and parents drive well above the limit and I have not witnessed a single incident where someone slows down due to the 20mph slow down lights flashing up at people. If Harrow council is actually serious about avoiding deaths and making roads safer for children then this is a MUST.	In general 20mph zones are designed to be self-enforcing using physical measures in order to minimise the need for enforcement activity, the borough routinely has liaison with the Police over any required traffic tasking. A range of measures are used to enforce 20mph roads. These include speed humps, chicanes and road narrowing.
Training through borough for car drivers to respect cyclists.	Harrow carries out road safety education campaigns specifically to target drivers. These campaigns do show the dangers of speeding and the importance of respecting other road users. Driver training is an issue that cannot be addressed in Harrow alone and needs to be done on a national basis.
Many drivers in Harrow are very selfish or have no idea how their driving can impact others. Harrow residents living on streets with schools should be sent information from the "think" campaign that graphically shows them the difference between driving 20mph vs 30 vs 40.	Harrow carries out road safety education campaigns specifically to target drivers. These campaigns do show the dangers of speeding and the importance of respecting other road users. Driver training is an issue that cannot be addressed in Harrow alone and needs to be done on a national basis.
All roads used by children should also have a designated place where children can cross - i.e. a proper Zebra crossing with the flashing lights.	Harrow works with schools to promote sustainable and healthy travel choices and healthy walking routes to schools through the use of school travel planning. This process identifies appropriate crossings in the school environment.

Comment	Harrow response
<p>Need some way of preventing people parking on the streets and have a consistent policy in place on ALL roads around a train station for example, to prevent build up in on particular part of the area. e.g. most people who park their cars are unlikely to walk further than 15mins. Therefore all roads in this area should have commuter time no-parking e.g. from 8-10am and 5-7pm</p>	<p>Parking policy needs to be appropriate to the location. Many of Harrow's parking regulations are set according to the centre designations in the London Plan (e.g. metropolitan, major, district and local) with appropriate measures. Commuting hours are considered when establishing any CPZ.</p>

Question 4: Do you have any other comments?

Some issues raised as a result of this question have resulted in recommended policy changes. These changes are shown in a summary table at the end of this appendix.

Issues raised are shown in the following table:

Comment	Harrow response
Non-segregated cycle routes do not work Cars and cyclists should be segregated particularly to encourage school children to cycle	Cycle networks will be developed to reduce any conflict with motorised traffic including segregation where necessary. Non-segregated routes can still be effective where the level of conflict is low such as with Quietway routes. School travel plans promote safer cycling routes in accordance with bikeability standards on both segregated and non-segregated routes.
Introduce more 20mph roads off the main roads Introduce 20mph on all roads excluding bus routes	The plan proposes to extend 20 mph zones in the borough around schools and in residential areas, bus routes are usually avoided.
When consultations reject schemes they shouldn't be introduced – such as 20mph zones	Public and statutory consultation is important for the development of schemes in the programme of investment and the schemes benefits and consultation feedback is carefully considered before making any decisions in accordance with the Council's constitution.
20mph zones should be restricted to areas where there is a higher risk of accidents and where they can be enforced	The plan proposes to extend 20 mph zones in the borough around schools and in residential areas, in general such schemes are prioritised on areas experiencing road safety issues.

Comment	Harrow response
Level of development planned will result in gridlock, more flooding during inclement weather and misery	It is clear that development planned is required to facilitate future population forecasts for London which will increase pressure on road and transport networks and this makes modal shift a necessity to accommodate demand to travel
New civic centre should have parking	The level of parking for developments needs to accord with the Mayor for London's Transport Strategy and London Plan and the LIP3 needs to support these strategies.
Address parking around West Harrow station. Issue is for resident on Butler Rd outside CPZ.	This does not relate to the proposed LIP3 directly, any measures in this area would be considered as a part of the annual parking management programme.
Children should be educated on dangers of playing in the roads	In general there are no play streets in the borough. The Council proposes road safety education programmes and campaigns at schools to educate children about road safety.
Open spaces are really important	The council recognises the need to utilise open space to support healthier and active lifestyle and this is reflected in the plan.
Wealdstone becoming a dumping ground with too many problems such as car exhaust pollution, speeding, noise, litter, fly tipping and personal safety issues	The wider policies in the proposed plan are intended to provide a wider environmental improvement.
Dogs on public transport are frightening and put people off from using public transport. Dogs should be muzzled on public transport	This does not relate to the proposed LIP3 directly, this is an issue for TfL and will be raised at the public transport liaison group.
Too many dogs in open spaces and that prevents others from using the spaces	This does not relate to the proposed LIP3 directly, the comments are noted.

Comment	Harrow response
Provide a circular road around the borough with adequate transit system to support people from outside car parks to the shopping centres to improve air quality	The development of such an initiative would require a strong business case for the massive level of cost involved in acquiring land and building infrastructure, current regional transport studies have not identified a need for such a scheme.
Make the 186 bus a 24 hour route as it connects with Northern, Jubilee and Bakerloo and Metropolitan lines as well as West Coast main line and Overground and Chiltern railways. Also could be extended to serve the Piccadilly line.	Revisions to bus routes will be considered by TfL and the Council's public transport liaison group.
Provide more electric charging points on the streets	This is proposed in the plan
Provide money to residents to install charging points at home	The Council is investigating all alternatives available for facilitating access to electric charging infrastructure, including residential areas.
Environmental issues relating to pollution and emissions can be a considerable factor when experiencing the historic environment and individual heritage assets The link between the conservation of the historic environment and emissions should be more prominently highlighted	Developing 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.
Is it possible to consider a direct link bus route (express) between Ealing Broadway and Harrow Town Centre	Revisions to bus routes will be considered by TfL and the Council's public transport liaison group.

Comment	Harrow response
<p>We have an ignored Speeding Problem cause by a badly-engineered CPZ Northumberland Road: The (slight) problem of all-day stationary (commuter) cars has simply been replaced on our Road now by *moving* vehicles and a High-Speed Rat-Run !</p>	<p>This does not relate specifically to the Plan and the information has been passed to the relevant officers.</p>
<p>Congestion charges should be introduced to deter cars from cutting through the borough from the M1 to A40.</p>	<p>This will be kept under review. However the borough needs to consider scale and proportion of such measures before doing so as well as the impact on the surrounding road network.</p>
<p>It is very important for implementation that the pavements and roadways are in a good state of repair for walking and cycling, which they are not at present.</p>	<p>The Council maintains pavements and roads to ensure they are in the best condition possible within current available resources.</p>
<p>Accessibility is very important, for example, buses at present are very difficult for the elderly - driving too fast, stopping too suddenly and too far away from kerbs which are too high. Cyclists ride on the pavements regularly at speed.</p>	<p>Agree and this is addressed in the current plan, Harrow has improved bus stop accessibility standards on the network, TfL are responsible for bus services and Harrow will work through the public transport liaison group to review and improve standards.</p>
<p>Role of borough in improving attractiveness of public transport not sufficiently considered</p>	<p>TfL are responsible for bus services provision and Harrow will work through the public transport liaison group to review and improve standards to improve the attractiveness of bus travel in the borough.</p>
<p>Should address KSIs for other vulnerable road users not just motorcyclists</p>	<p>All KSIs will be addressed but there is a need to focus on motorcyclists based on Harrow evidence</p>
<p>Carry out full audit of facilities for accessing LU/Network Rail stations and main bus destinations including potential for step free access, cycle parking, walking and cycling routes</p>	<p>TfL has the responsibility for undertaking these reviews, Harrow will work through the public transport liaison group to review such issues, the priority is the stations listed in the Plan.</p>
<p>Add how car dependency can be reduced and public transport alternative assessed as an attractive alternative to car based transport</p>	<p>Includes commitment to provide effective alternatives to the car to encourage modal shift.</p>

Comment	Harrow response
Assess where access to the existing public transport system by sustainable means is inadequate due to proximity, barriers to reasonable access of levels of public transport service	Harrow will develop initiatives that support healthy streets, including liveable neighbourhoods, to improve access to public transport by sustainable travel modes.
Reassess waiting and loading restrictions on all bus routes to establish whether services are being delayed	Delays to buses are predominantly identified by TfL and by the public, measures to mitigate delays can include reviews of parking controls.
Ensure all bus stops are properly marked and restrictions appropriate	All schemes developed will comply with the relevant design standards and best practice.
Ensure all road markings along bus routes are adequately enforced	Bus routes are identified as a priority for all parking and moving traffic enforcement.
Progressively discourage car use for shorter journeys complemented with improved access to public transport by walking and cycling	This is included in Plan.
Provide more and better advance information on planned engineering works and implication to bus and underground/train services	This is provided by the borough and TfL through existing street works legislation requirements.
Inadequate provision for off-street residential parking does not necessarily reduce the use of cars and puts pressure on on-street parking	Lots of tools are used to reduce car use including permit restrictions, CPZs, travel planning, development control. It is the combined affect of these policies that will change travel behaviour.
Standardisation of bus lane times would be must more useful as drivers can be confronted with varying times along a short stretch of road leading to confusion and possible unintentional infringement	Bus lane hours are set to address the appropriate hours of enforcement for bus operations in the location.
More work should be done on traffic light timings to ensure smooth flow of traffic	Traffic lights are the responsibility of TfL who is the asset owner. Changes needed to traffic lights are discussed with TfL as and when required.

Comment	Harrow response
There should be published standards for parking enforcement	Parking enforcement in Harrow is carried out in line with London Councils code of practice.
Provide a target for adult and child cycling	Harrow supports the Mayor's target for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041. Providing a separate cycling target is not necessary.
Harrow cycling should be included in objective 2 regarding reducing motorcycle casualties	The focus is on motorcycle casualties as supported by the data.
Provide segregated cycle routes throughout the opportunity area and particularly between Harrow on the Hill station and Harrow and Wealdstone station	Cycle networks will be developed to reduce any conflict with motorised traffic including segregation where necessary; school travel plans promote safer cycling routes in accordance with bikeability standards on both segregated and non-segregated routes.
Reduce car ownership should be an objective	This is included in the plan and no need for this to be an objective.
Revise policies to include adapted cycling facilities	Provision for adapted cycling facilities is made available where possible.
Cycle safety data is misleading as very low numbers of people cycling in the borough so it is proportionally very high	It is recognised that cycling levels in the borough are low. The key aim of the plan is to improve conditions and safety for cyclists and to promote and increase the mode share.
Casualty rates in Harrow are low because the number of people walking and cycling is low	It is necessary to develop interventions that address the existing casualties.
Include Pinner in list of liveable neighbourhoods as it is beset by school run traffic	The liveable neighbourhood areas suggested in the plan are areas which have greater potential to increase the mode share for walking / cycling.

Comment	Harrow response
No mention of driver training only cycle training	Harrow carries out road safety education campaigns specifically to target drivers. These campaigns do show the dangers of speeding and the importance of respecting other road users. Driver training is an issue that cannot be addressed in Harrow alone and needs to be done on a national basis.
Examine the public areas surrounding especially underground/rail/bus stations and bus stops to identify barriers to their accessibility for all potential users but with special consideration for those with sight/mobility problems	Harrow will develop initiatives that support healthy streets particularly in the vicinity of stations, including liveable neighbourhoods, to improve access to public transport by sustainable travel modes.

SUMMARY – LIP 3 POLICIES

The table below is a summary of all proposed policy changes. These changes were recommended in response to the following consultation comments:

- Review cycle parking at all stations
- Consider horse riding safety
- There is anti-social behaviour at Harrow bus station
- Consideration should be given to the impact of proposals on the setting of both the designated and non-designated assets together with the potential for unknown archaeology
- All proposed transport schemes should take into consideration their impact on heritage assets and their setting alongside archaeological potential
- People with mobility difficulties also need to walk and cycle to destinations
- Examine where reallocation of road space could bring benefits to public transport pedestrians and cyclists especially near stations and in town centres
- Progressively increase motor vehicle access restrictions in town centres to improve environment for public transport users, pedestrian and cyclists
- Where it is practical, 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
- Want to be reassured that all public realm works in the matters of siting location and design will conserve the historic environment
- No mention of noise pollution, especially motorbikes and cars that are modified to make noise
- 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
- Encourage the uptake of cargo bikes and electric bikes to replace van journeys.
- Educate road users on the shared responsibility for safer cycle and motorcycle journeys
- Rewrite PW9 to include the provision of adequate and secure cycle parking
- Rewrite policy PE19 which refers to deterring parking on footways and verges

Policy number	Existing policy	Proposed Policy
C8	Review cycle parking on station land particularly at Harrow and Wealdstone, Harrow on the Hill station, Stanmore and Rayners Lane stations	Review cycle parking on station land particularly at Harrow and Wealdstone, Harrow on the Hill station, Stanmore and Rayners Lane stations and work towards cycling provision meeting likely demand at these stations and further afield
RS4	Ensure that the safety concerns of all road users are considered when considering any traffic scheme	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
RS12	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
RS23	New policy	Support the police to address anti-social behaviour around Harrow bus station
PE19	Where alternative options exist , prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is paramount	Prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is prioritised
PR8	New policy	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.

Policy number	Existing policy	Proposed Policy
S11	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
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	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, giving consideration to the potential reallocation of road space to benefit sustainable transport, road traffic restrictions and the introduction of play streets
R12	Ensure that all schemes implemented follow the Harrow street furniture design guide 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
PW16	New policy	Work with schools and police with regard to issues of traffic noise pollution, particularly from motorcycles
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, if appropriate , a fully wheelchair-accessible boarding / alighting points, as a basis for supporting a network of fully wheelchair-accessible scheduled bus services	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

Policy number	Existing policy	Proposed Policy
PW9	Work 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 to offer a safe, secure and passenger-friendly environment and appropriate 'state-of-the-art' passenger interchanges	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
CB3	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

Within the Changing Behaviour (CB) policies section there were a number of duplications noticed. Within the existing draft of LIP3 policies CB11 and CB13 will be removed because they duplicate CB9 and policy CB10 will be removed because it duplicates CB2.

In revised drafts of LIP3 the policies will be renumbered as necessary.

SUMMARY – LIP 3 OBJECTIVES

The table below is a summary of the proposed objective changes. These changes were recommended in response to the following consultation comments:

- Objective 1: Replace the word ‘encourage’ with ‘enable’.
- 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.
- 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.

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Objective number	Existing Objective	Proposed Objective
1	Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to encourage active and safer travel particularly for pedestrians and cyclists thereby reducing congestion and improving public health and local air quality	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
4	Improve freight servicing and delivery arrangements to reduce congestion and delays on the network	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 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.	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.
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APPENDIX E – INDICATIVE LIP3 FUNDING

Annual Formula LIP funding is provided in the Corridor, Neighbourhoods & Supporting Measures programme. Other funding can be bid for through Discretionary and Strategic funding programmes subject to TFL approval. The LIP3 sets out the Borough's ambitions in this regard.

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
Congestion Relief 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
Liveable Neighbourhoods	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

APPENDIX A

Harrow Transport Local Implementation Plan (Draft) 2019/20 - 2021/22

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Foreword

To be prepared at a later date

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, congestion relief, 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) have been agreed with the Portfolio Holder at various stages in its development. A report will be brought to the Harrow Traffic and Road Safety Advisory Panel (TARSAP) for consideration during the consultation period.

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

- 1.2.2 Harrow Cabinet will consider draft LIP3 and delegate final amendments to be made by the Portfolio Holder. This is likely to take place around September 2018.
- 1.2.3 Public consultation of draft LIP3 will take place in September/October 2018.
- 1.2.4 The final draft LIP3 is required to be submitted to TfL on 2nd November 2018.
- 1.2.5 Harrow Overview and Scrutiny Committee will consider the draft LIP3 and the consultation results and amendments on 15th November 2018.
- 1.2.6 Should amendments to the 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 was also directly sent to the following organisations:
- TfL
 - Metropolitan Police Service
 - Harrow Association of Disabled People
 - London Travel Watch
 - The Driver & Vehicle Licensing Agency
 - Historic England
 - The Environment Agency
 - Natural England
 - WestTrans
 - London Borough of Hillingdon
 - London Borough of Barnet
 - London Borough of Brent
 - London Borough of Ealing
 - Three Rivers District Council
 - Hertsmere Borough Council
 - Voluntary Action Harrow
- 1.3.3 Following the LIP3 consultation, proposed changes to LIP3 were agreed with the Portfolio Holder and a consultation summary report produced and made publically available via Harrow's website². (still to be done)

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/or the following changes have been made to the LIP3. The borough has also undertaken a health impact assessment of the document. 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
--	----------------------

- 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 committee along with the draft LIP3 document in 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

The draft Harrow Transport Local Implementation Plan (LIP3) was submitted to the Mayor on 2nd November and approved by the Mayor on **XX XXX**. (still to be done)

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.

2.2 Local context

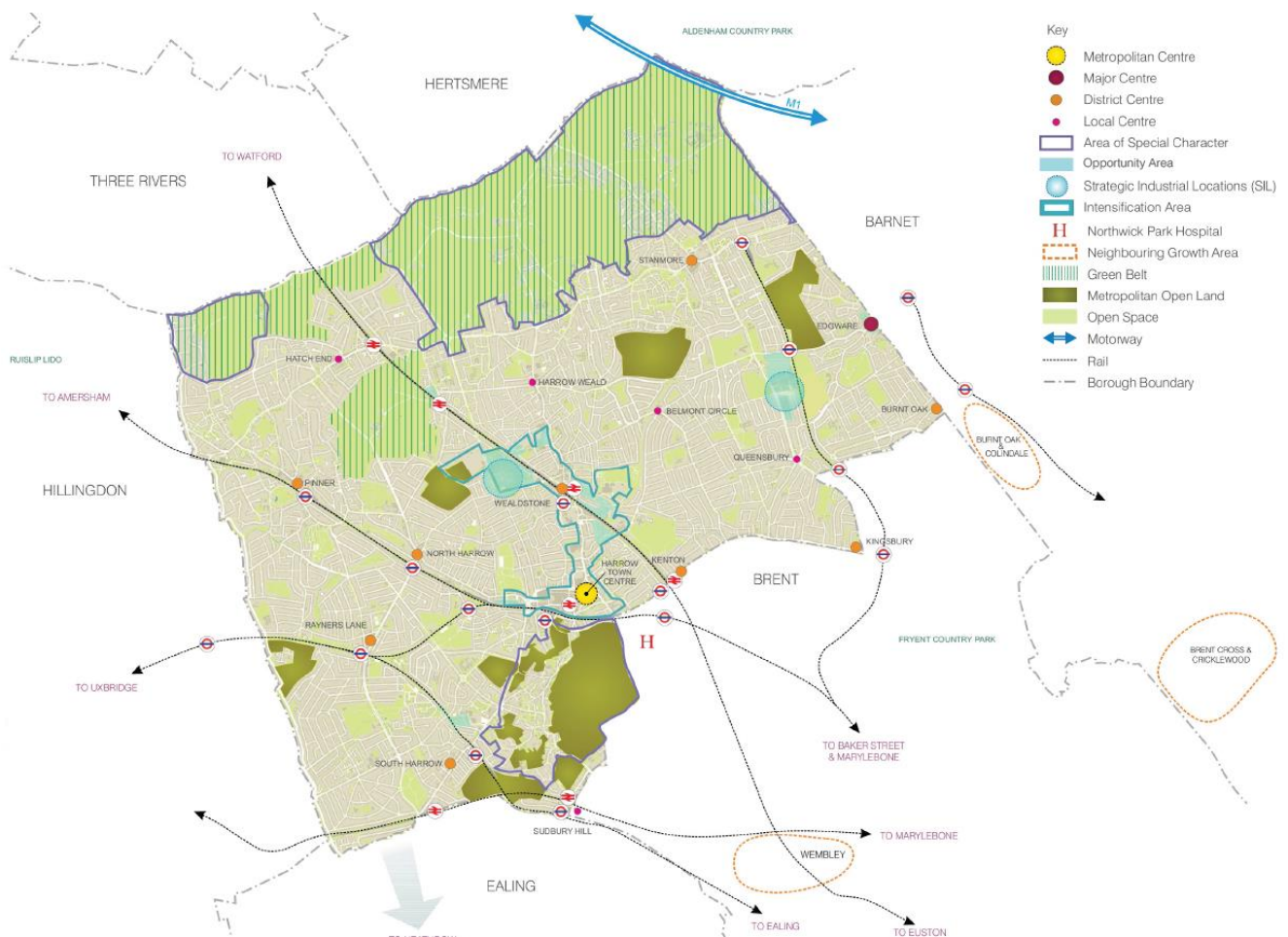
- 2.2.1 Harrow is an outer-London borough situated approximately 10 miles to the north-west of central London with a land area of some 5,047 hectares (50 sq. kilometres or 20 sq. miles). It is the 12th largest borough in London by area but 21st in terms of size of population. Neighbouring local authorities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

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

Hertsmere Borough Council and Three Rivers District Council in Hertfordshire. Figure 2 shows the borough in the London context.

2.2.2 Harrow town centre is one of 12 Metropolitan centres in London but has not kept pace with growth experienced by neighbouring centres and is 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: Borough planning designations and transport connectivity



Population

2.2.3 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.

⁴ Draft London Plan, December 2017

- 2.2.4 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.
- 2.2.5 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.
- 2.2.6 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.
- 2.2.7 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

- 2.2.8 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.
- 2.2.9 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.
- 2.2.10 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.

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

2.2.11 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

2.2.12 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.

2.2.13 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.

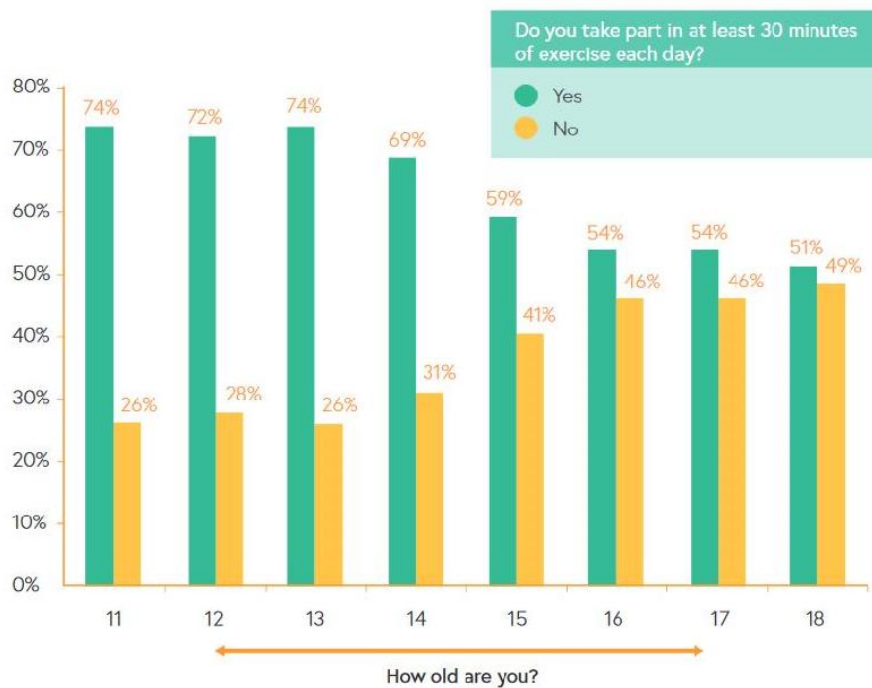
2.2.14 Harrow is less active and more inactive than London and the nation as a whole:
Nearly one in three (31%) of the adult population in Harrow is classed as physically inactive falling into the Chief Medical Officer's "high risk" health category. This means that 31% of the adult population in Harrow 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.

2.2.15 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

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)).

compared with 74% of 11 year olds. Figure 1 shows the amount of exercise children of different ages do each day.

Figure 1: Children exercise level in Harrow⁷



2.2.16 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

2.2.17 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 3 shows the key environmental features in the borough.

⁷ This is Harrow survey, 2018

⁸ Healthwatch Harrow 2018, Diabetes care report

2.2.18 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.

2.2.19 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.

2.2.20 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 four of its public parks: Canons Park, Harrow Recreation Ground, Pinner Memorial Park and Roxeth Recreation Ground.

2.2.21 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.

2.2.22 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.

2.2.23 Daily water consumption in Harrow is 170 litres per person per day (higher than the national average of 150 litres).

2.2.24 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.

2.2.25 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.

2.2.26 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

2.2.27 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 4 shows the rail and road transport surrounding the borough.

2.2.28 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.

2.2.29 The A40, M40 and M4 motorways are close to the southern boundary while the M1, A1 and A41 are close to the north Furham Field, Hatch End - Pinnerwood Park Estate, Hatch End - Hatch End Station east corner; the M25 provides the major orbital route to the north and west while the A406 North Circular Road is to the south east.

2.2.30 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.

2.2.31 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.

2.2.32 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.

2.2.33 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 5 shows the existing cycle routes through the borough.

2.2.34 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%.

2.2.35 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 6 shows PTAL information across the borough. Figure 6 shows PTAL levels across the borough.

Figure 2: Harrow in London

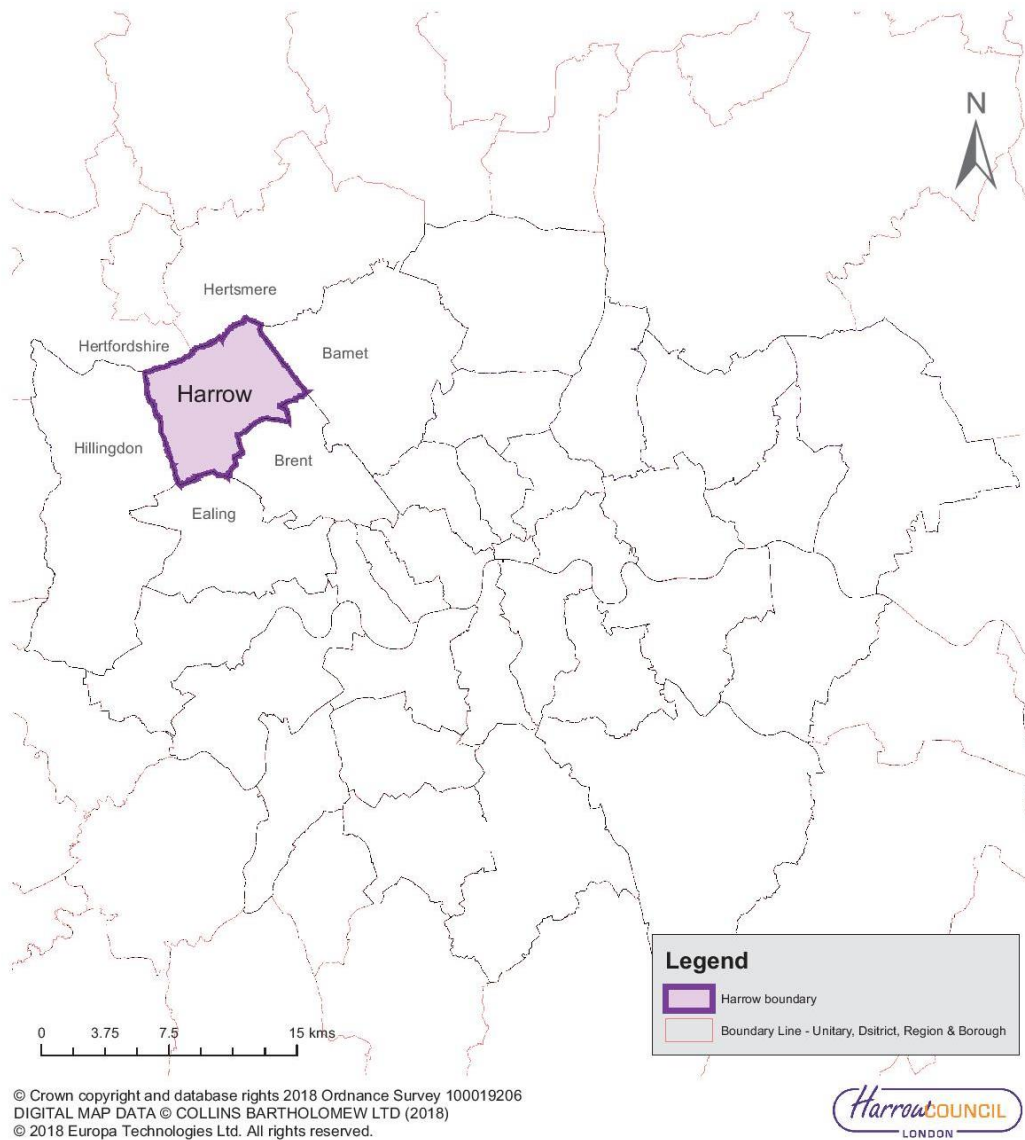
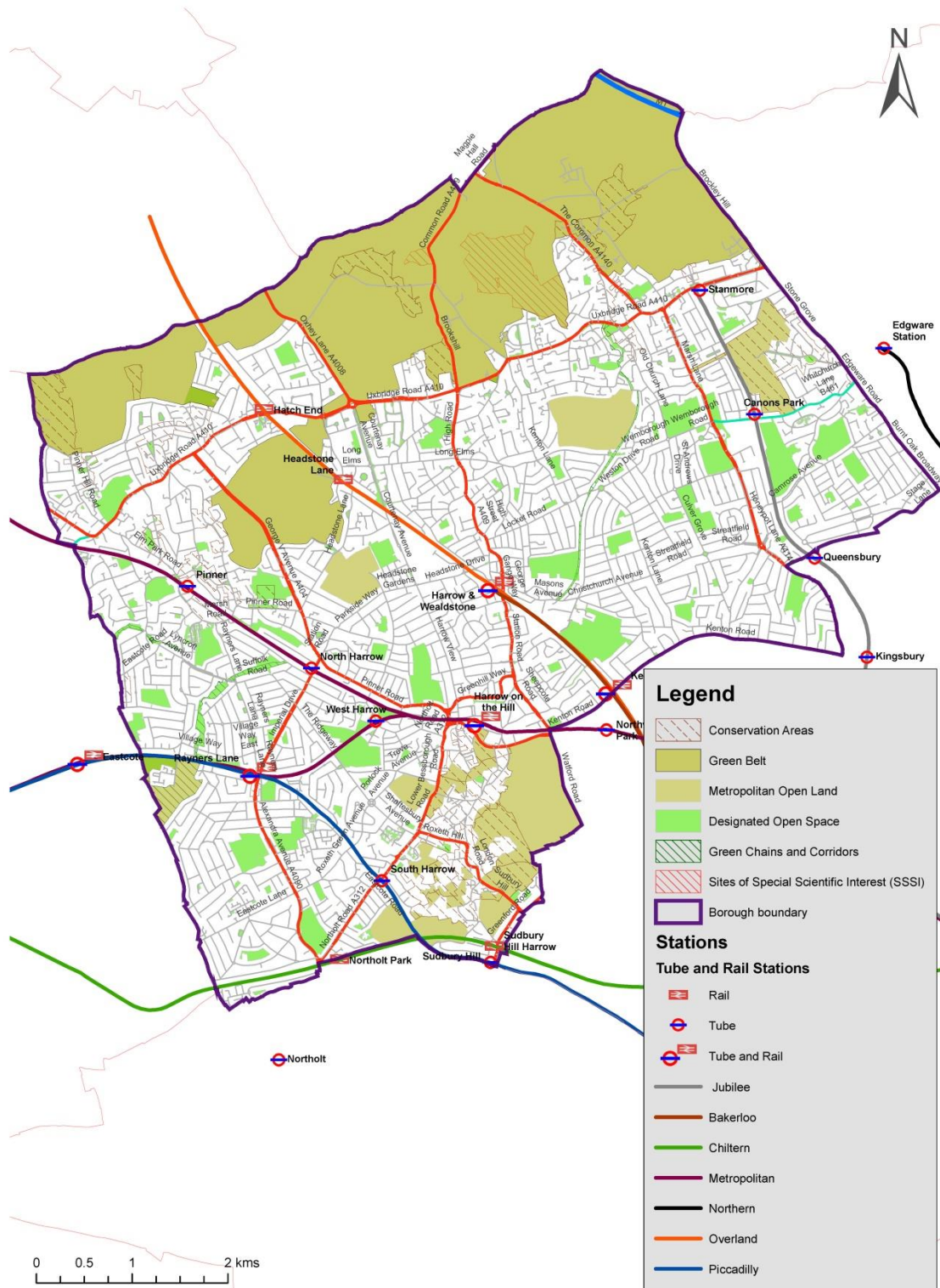


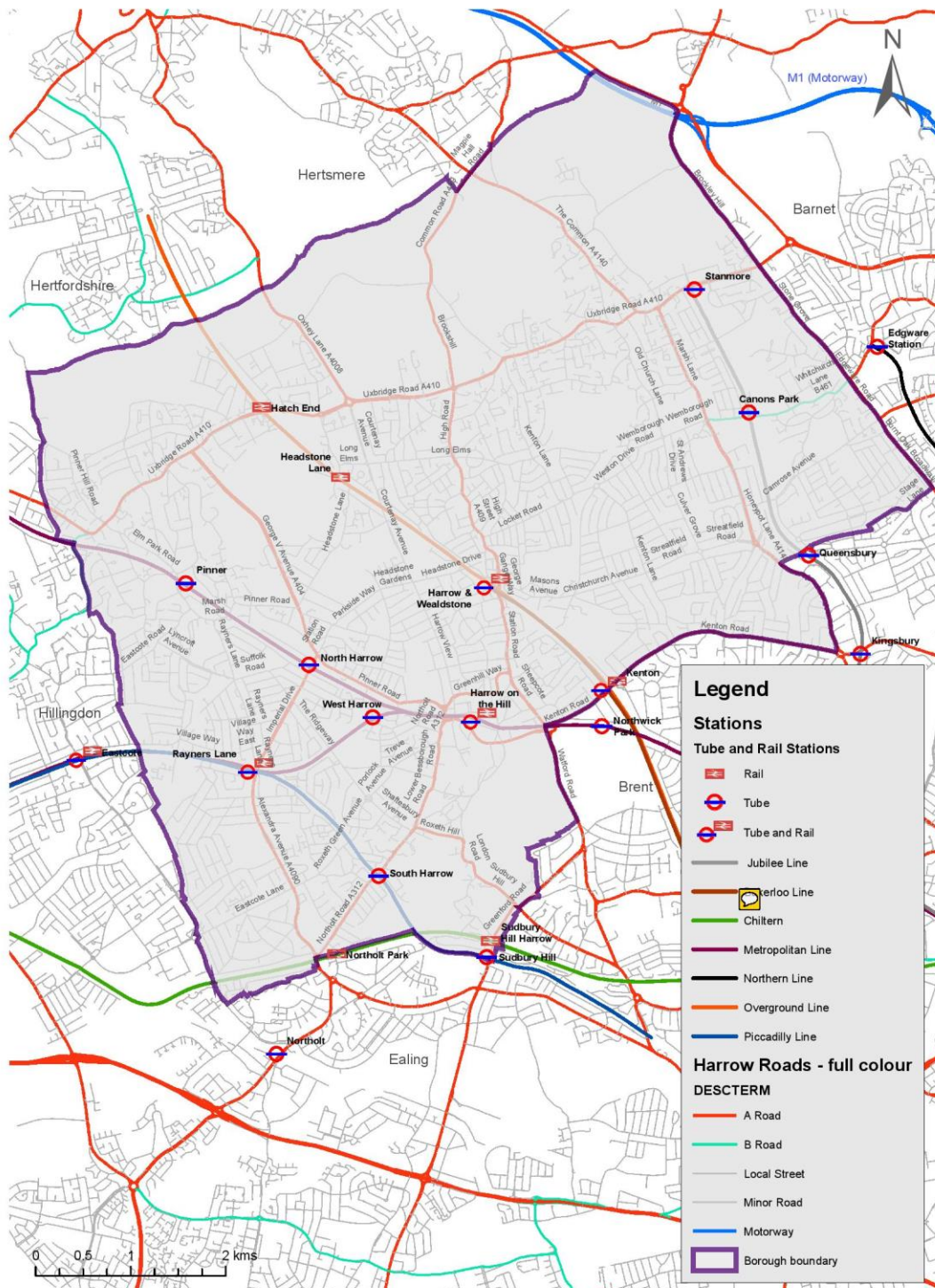
Figure 3: Harrow key environmental features



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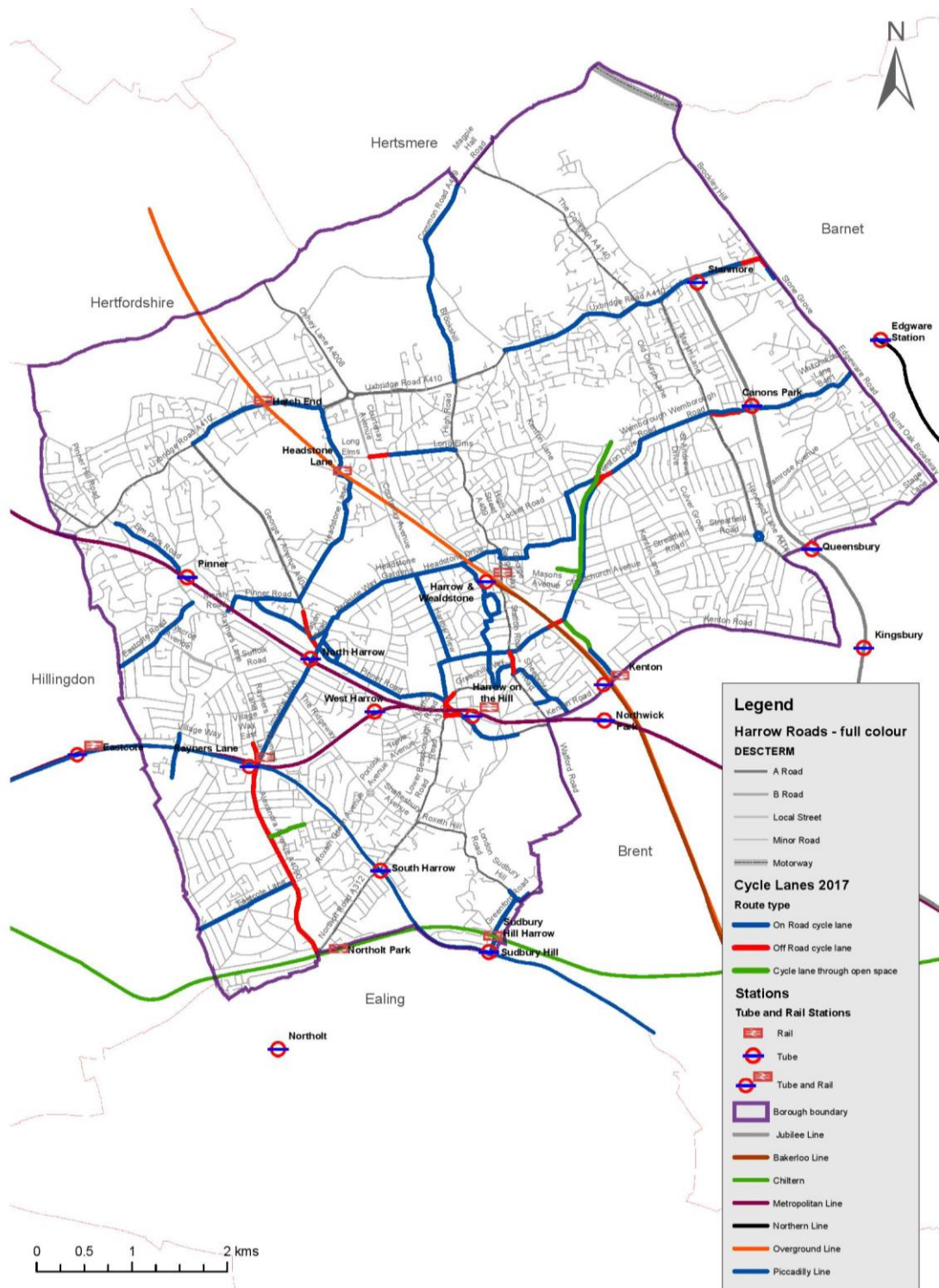
Figure 4: Road and rail lines surrounding the borough



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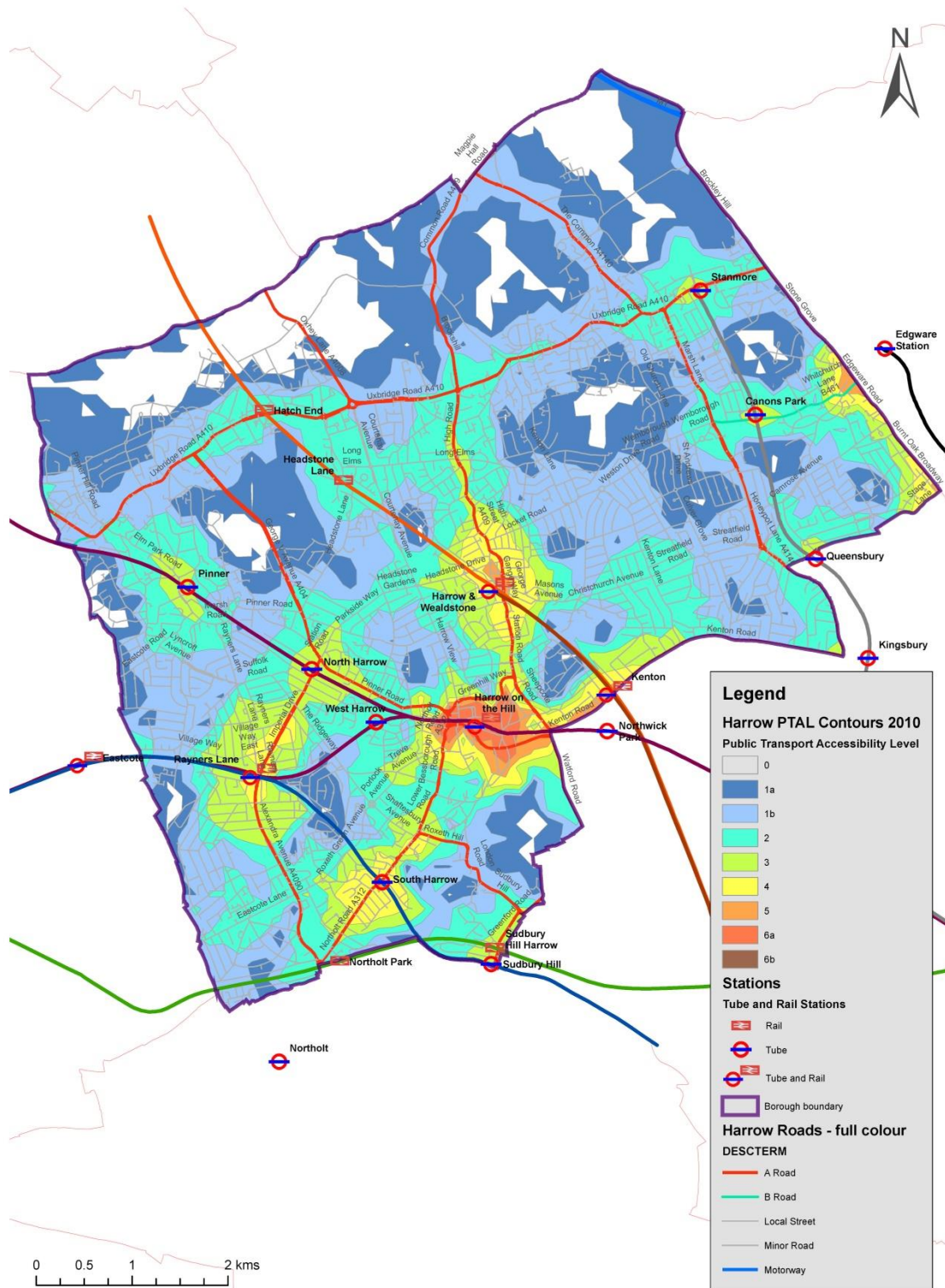
Figure 5: Cycle routes in Harrow



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Figure 6: PTAL across Harrow



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2.3 Changing the transport mix

Challenges and opportunities

- 2.3.1 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.
- 2.3.2 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.
- 2.3.3 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.
- 2.3.4 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 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.
- 2.3.5 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

- 2.3.6 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 delivery an area where the change in the transport mix will be both significant and visible.
- 2.3.7 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.
- 2.3.8 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.
- 2.3.9 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.
- 2.3.10 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.
- 2.3.11 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

- 2.3.12 Harrow has developed draft 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:
- 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 outcomes identified in the MTS

- 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

2.3.13 Harrow's corporate priorities are:

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

2.3.14 Harrow's key transport concerns are:

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

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

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

2.3.16 Harrow's draft transport objectives are as follows:

1. Improve the public realm through the introduction of healthy streets and liveable neighbourhoods to encourage 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
5. 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.
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

2.3.17 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 encourage 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 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

2.3.18 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 development	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 encourage 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			✓						
5. 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.	✓		✓	✓	✓			✓	

	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 development	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			✓		✓				
9. Ensure that the vitality of all town centres are supported through good transport links prioritising sustainable modes of transport			✓	✓	✓				

	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 development	9. Transport investment will unlock the delivery of new homes and jobs'
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 Mayor's Transport Strategy outcomes

2.4.1 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

2.4.2 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.

2.4.3 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.

2.4.4 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 and issues of severance caused by high traffic flow will be addressed.

2.4.5 The Healthy Streets approach is the framework for the Mayor's Transport Strategy. Figure 7 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 7: Healthy Streets indicators



2.4.6 Harrow Council offices are moving. The new site will be ready by 2021 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.

2.4.7 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.

2.4.8 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.

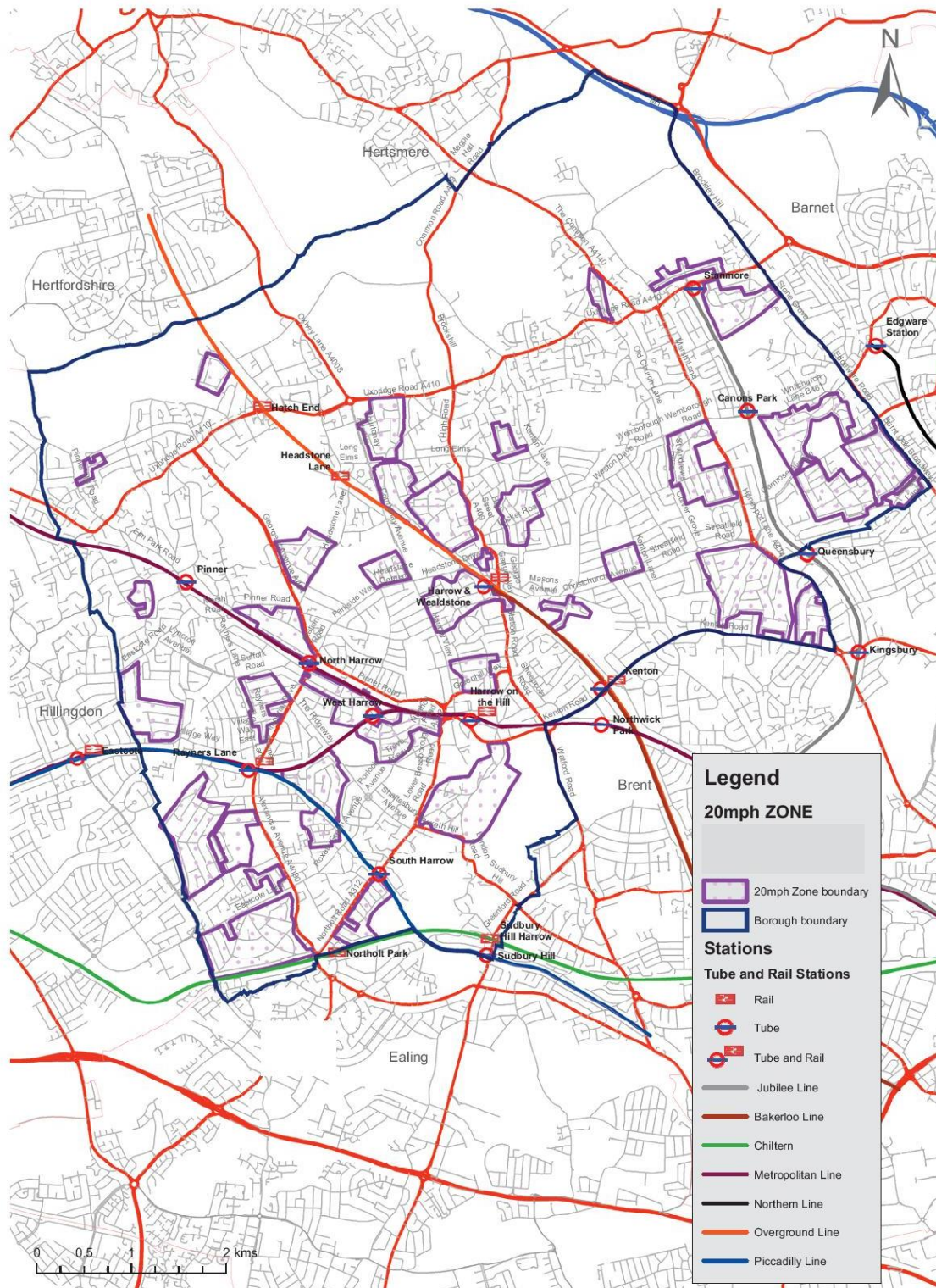
The main aims of the introduction of a 20mph speed limit in an area are to:

- improve road safety
- discourage passing through traffic
- encourage walking and cycling
- improve the local environment

2.4.9 Figure 8 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 8: 20mph zones within Harrow



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2.4.10 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. Harrow will consider the local CTAL scores in identifying new cycling infrastructure and additional cycle parking upgrades.

2.4.11 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.

2.4.1 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.

2.4.2 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.

2.4.3 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.

- 2.4.4 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.
- 2.4.5 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.
- 2.4.6 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.
- 2.4.7 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.
- 2.4.8 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.
- 2.4.9 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.

2.4.10 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.

2.4.11 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.

2.4.12 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 cycle training for children and additional cycle parking in schools
- 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
- Provide additional school walking buses

2.4.13 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 of 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
- Promote and deliver cycle training for children and adults who work, study or live in the borough
- 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 the 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
- Review the level of cycle parking available across the borough

2.4.14 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 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
- 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

2.4.15 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 drive to work, shops or other facilities
- 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 of 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
- Where alternative options exist, prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is paramount

Borough Objectives

2.4.16 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 encourage 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 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

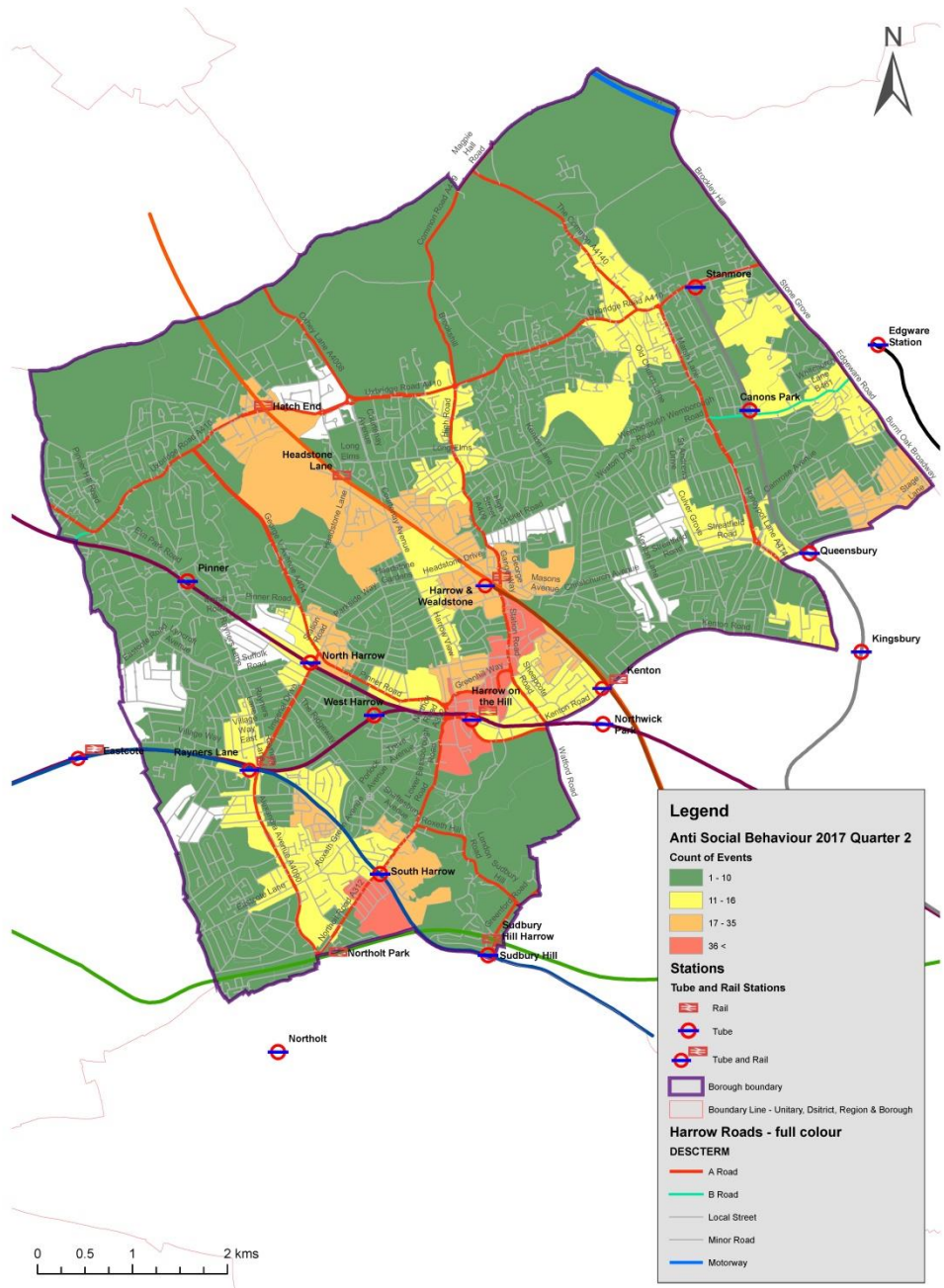
Challenges and opportunities

- 2.4.17 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.
- 2.4.18 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.
- 2.4.19 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.
- 2.4.20 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 9 shows locations of reported anti-social behaviour across the borough for quarter 2 in 2017.
- 2.4.21 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)
- 2.4.22 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.

2.4.23 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 9: Reported locations of anti-social behaviour in 2017 Q2



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2.4.24 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
- Promote and deliver 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 parking enforcement and police to enforce and promote safe driving and parking in school zones

2.4.25 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 motorcycle journeys, through driver and motorcyclist 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 are considered when considering any traffic scheme
- Carry out road safety audits of all new significant traffic and highway proposals.
- Promote and deliver 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 safe and secure cycle parking

2.4.26 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
- Improve lighting across the borough by a change to LED lighting

Borough Objectives

2.4.27 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 encourage 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

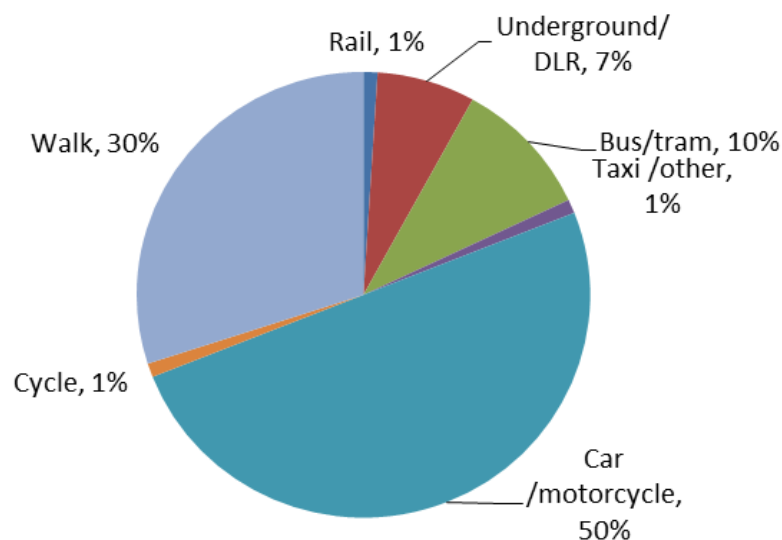
Challenges and opportunities

2.4.28 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.

2.4.29 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.

2.4.30 The latest modal split data for trips originating in Harrow by main mode is shown in Figure 10. 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 10: Harrow modal split 2014/15 to 2016/17



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

2.4.31 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 11 shows the average delays on Harrow roads between 7am and 10am between Jan 2016 and Nov 2016.

- 2.4.32 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.
- 2.4.33 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.
- 2.4.34 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.
- 2.4.35 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.
- 2.4.36 Congestion and efficiency are being addressed in the borough through improved parking layout 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

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

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. In 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.

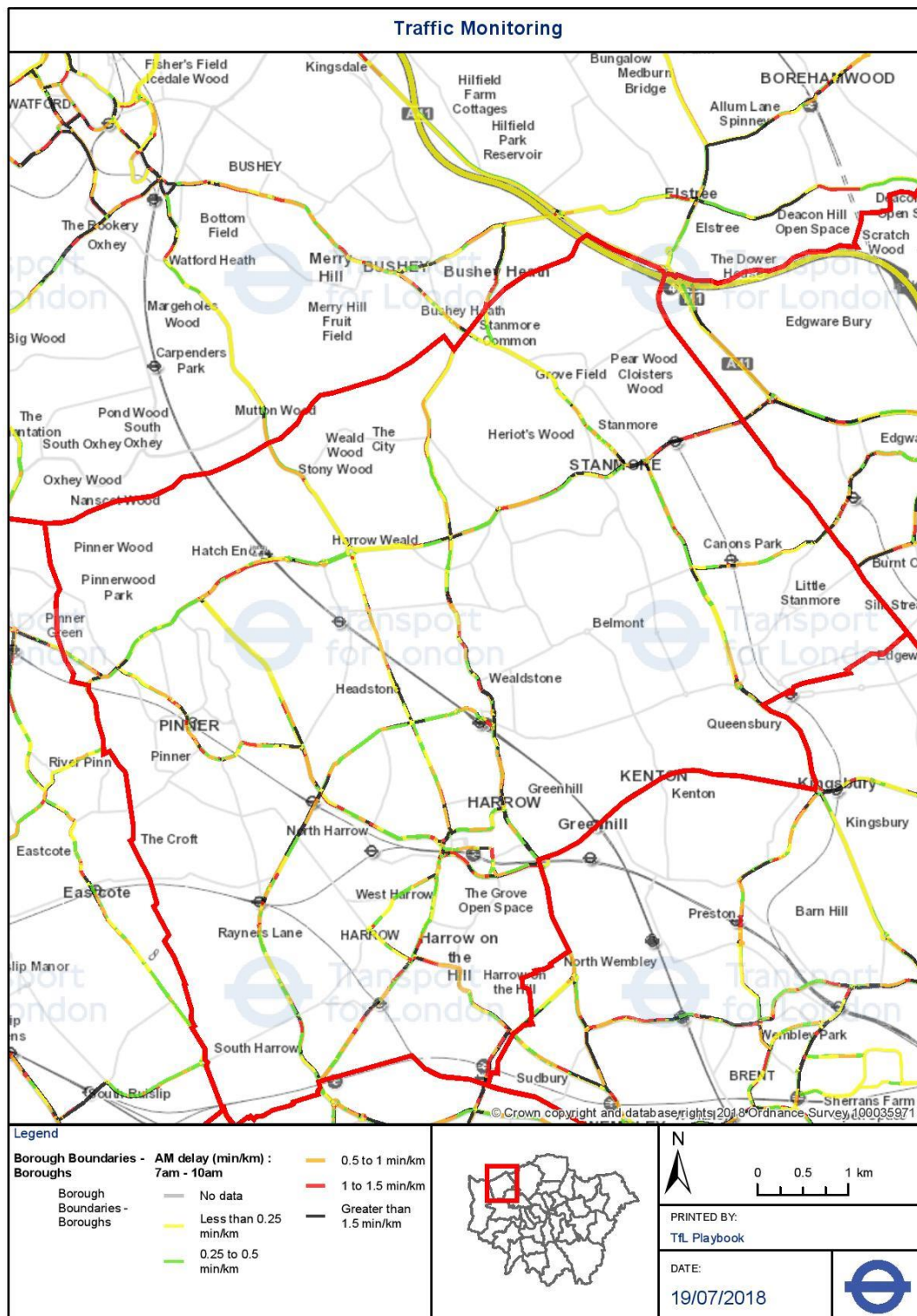
2.4.37 Badly managed parking regulations can result in inefficient road use and as mentioned can also result in increased congestion and drivers wasting journeys looking for parking spaces or places to park or load. There is also an economic impact of poorly managed parking with time wasted by delivery 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.

2.4.38 Following the Harrow Council move to its new site in 2021, 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.

2.4.39 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.

2.4.40 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 11: Average delays on Harrow roads (7-10am) (Jan 2016 to Nov 2016)



2.4.41 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.

2.4.42 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.

2.4.43 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

2.4.44 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 CPZs in all areas of the borough 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
- As reviews of CPZs take place, progressively enable the provision of business parking permits in CPZs for vehicles where permits are required as a major part of the operation of the business and where such journeys are not viable without such parking permits

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

- Encourage modal shift towards more sustainable forms of transport
- 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
- 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

2.4.46 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 long-stay parking
- 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
 - Maintain 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 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, 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 CPZs in all areas of the Borough experiencing on-street parking stress and install new CPZs subject to, demand and consultation with the local community

- Where alternative options exist, prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is paramount

Borough Objectives

2.4.47 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 encourage 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

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

Challenges and opportunities

2.4.48 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.

2.4.49 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.

2.4.50 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.

2.4.51 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.

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

- 2.4.53 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.
- 2.4.54 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.
- 2.4.55 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.
- 2.4.56 For new developments, the discharge rate is restricted to the Greenfield run off rate. This is achieved through combination of various Sustainable Drainage System (SuDS) features which include green roofs, balancing ponds, rain gardens, swales and attenuation tanks.
- 2.4.57 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.
- 2.4.58 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.
- 2.4.59 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.

2.4.60 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.

2.4.61 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

2.4.62 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.

2.4.63 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.

2.4.64 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 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, 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

2.4.65 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 street furniture design guide ensuring best practice for materials and reducing street clutter
- 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
- 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

2.4.66 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 encourage 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 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

2.4.67 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.

2.4.68 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.

2.4.69 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 on station land particularly at Harrow and Wealdstone, Harrow on the Hill station, Stanmore and Rayners Lane stations
- 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, if

appropriate, 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

Borough Objectives

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

5. 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.
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
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

2.4.71 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.

2.4.72 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.

2.4.73 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.

2.4.74 Harrow Community Transport has been 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 a 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.

2.4.75 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, if appropriate, 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 of 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

2.4.76 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

2.4.77 Harrow will continue to liaise with TfL and public transport operators and user groups through its regular public transport liaison group meetings. Reviews of bus routes and other issues that affect all public transport provision in the borough are considered at these meetings.

2.4.78 Harrow liaises with TfL about the transport needs of the borough but has limited influence over the services 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.

2.4.79 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.

2.4.80 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, 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

- 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

2.4.81 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

2.4.82 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 of 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.

2.4.83 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.

2.4.84 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.

2.4.85 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 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
- 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

Borough Objectives

2.4.86 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 encourage 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 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

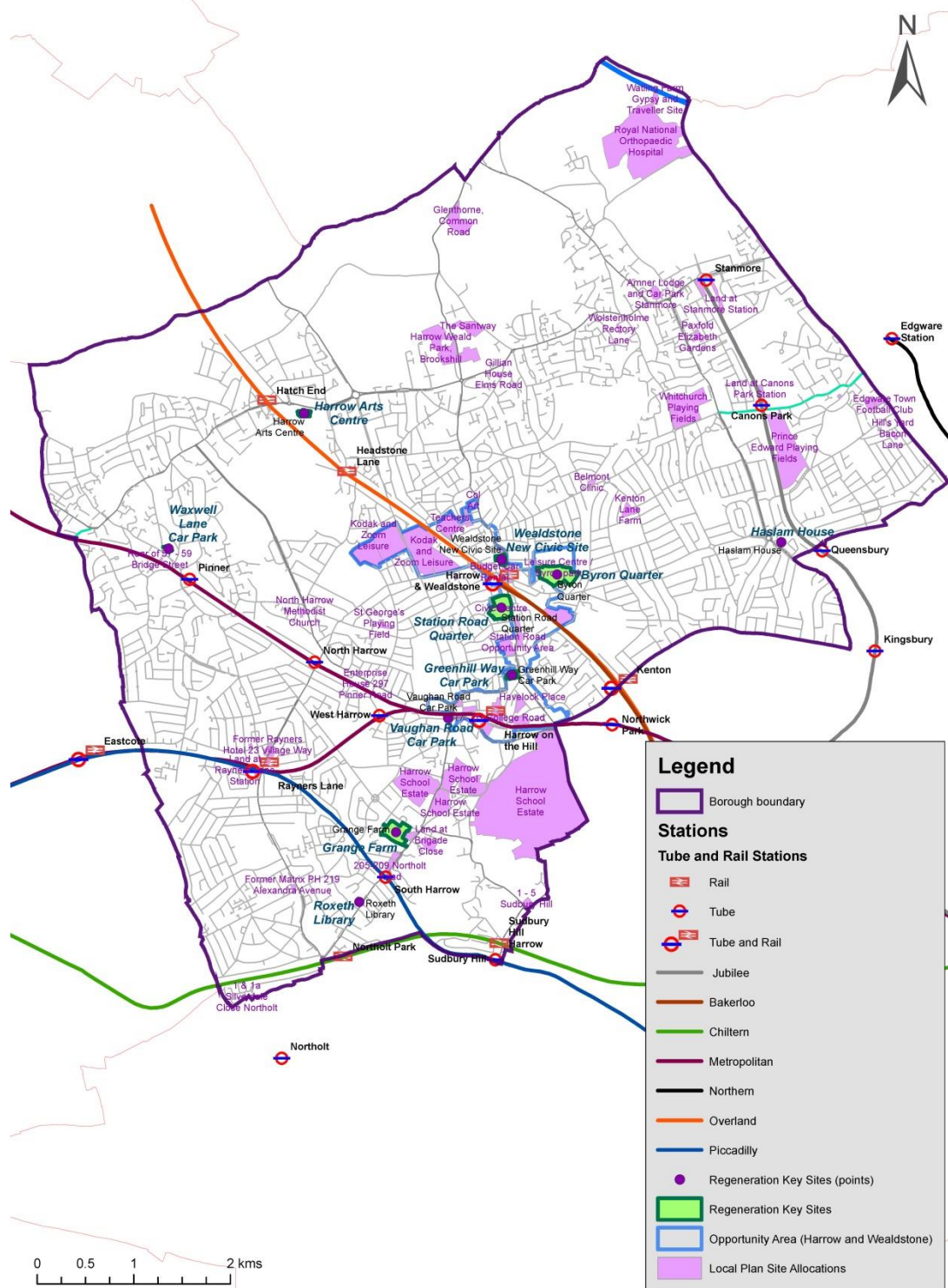
Outcome 9: Transport investment will unlock the delivery of new homes and jobs'

Challenges and opportunities

- 2.4.87 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 66,000¹¹ 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.
- 2.4.88 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.
- 2.4.89 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.
- 2.4.90 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.
- 2.4.91 Figure 12 shows the planned growth areas in the borough.

¹¹ Draft London Plan, 2017

Figure 12: Growth areas in Harrow



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2.4.92 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 on station land particularly at Harrow and Wealdstone, Harrow on the Hill station, Stanmore and Rayners Lane stations
- Review the level of 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

2.4.93 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

2.5 Other Mayoral Strategies

2.5.1 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

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

2.5.3 Table 3 shows the key influences from these documents.

Table 3: 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

2.5.4 The Mayoral policies listed all contain a range of ambitions and targets. Table 4 shows targets included in the documents that are most relevant to LIP3.

Table 4: 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>Traffic 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>Casualties 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>Emissions Make London's transport network zero emission by 2050 including achieving a health-based target of 10µg/m³ for PM_{2.5} by 2030.</p> <p>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 5 shows the linkages between the LIP projects and programmes and the MTS outcomes.

Table 5: 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	Congestion Relief 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 6 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 significant impact on the borough's ability to deliver modal shift.

Table 6: 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 7 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 7: 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 8.

Table 8: 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
Congestion Relief 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
Liveable Neighbourhoods	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.
- 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 2019/20, cycle work will include work on the northern route Uxbridge Road area. Legible London schemes will extend the existing wayfinding system to new local and district centres in the borough.
- 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.
- 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.
- 3.7.6 Congestion relief schemes will review areas of the network where journey time reliability issues have been identified and introduce schemes to reduce delay and congestion and improve journey times.
- 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 not confident in travelling independently on public transport to do so.
- 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.

- 3.7.11 Active and sustainable travel funding will be used to promote active travel and sustainable transport modes to the general public. Funding will also be used to provide guidance for developers via the planning application process to develop travel plans and encourage sustainable transport modes.
- 3.7.12 Road Safety Education funding will be used for educational initiatives in schools to teach road safety skills. Wider road safety promotions targeting all road users particularly drivers, powered 2 wheelers, cyclists and pedestrians coordinated with other projects and initiatives where relevant.
- 3.7.13 Cycle training funds will be used to continue the programme of cycle training offered to school children and adults across the borough.
- 3.7.14 Travel plan funds will support the development and implementation of School Travel Plans and 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 and assessments to develop scheme for future years. This will include all street types.

3.8 Risks to the delivery of the three-year programme

- 3.8.1 Table 9 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 9: 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

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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 10 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 10: 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		✓		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	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 11 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.

3.12.1 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 11: Borough outcome indicator targets (ST07)

Objective	Metric	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	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	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	In 2016, none of her 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)	20KSIs	2022	The 2005/09 baseline in Harrow is 58 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.

Objective	Metric	Borough target	Target year	Additional commentary
	Deaths and serious injuries (KSIs) from road collisions base year 2010/14 (for 2030 target).	13KSIs	2030	The 2010/14 baseline in Harrow is 42 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	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, 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
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	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	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	Additional commentary
Reduced NO _x emissions.	NO _x emissions (in tonnes) from road transport within the borough. Base year 2013.	210 tonnes	2021	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	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	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	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	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	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	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.

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 of national walking campaigns
- W3 Provide 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 improves 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

Cycling

- C1 Promote and deliver cycle training for children and adults who work, study or live in the borough
- C2 Promote and deliver cycle training for children and adults who work, study or live in the borough
- C3 Promote the 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 cycle training for children and additional cycle parking in schools
- C6 Provide safe and secure cycle parking
- C7 Review the level of cycle parking available across the borough
- C8 Review cycle parking on station land particularly at Harrow and Wealdstone, Harrow on the Hill station, Stanmore and Rayners Lane stations
- C9 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
- C10 In partnership with WestTrans, trial introduce dockless cycle hire in the town centre with a view to expanding the service throughout the borough
- C11 Review the existing cycle delivery plan with a view to expanding the network

- C12 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
- C13 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
- C14 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”
- C15 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 cycle training for children and additional cycle parking in schools
- S5 Provide 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 reduce the number of school trips made by car
- S11 Liaise with schools regarding suggested highway works required in school locality
- S12 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
- S13 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
- S14 Work with schools to promote travel training for children and young people with learning difficulties

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, if appropriate, 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 are considered when considering 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 parking enforcement 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 motorcycle journeys, through driver and motorcyclist 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

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 long-stay parking
- PE5 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
 - Maintain 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 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 parking enforcement 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 CPZs in all areas of the borough 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 As reviews of CPZs take place, progressively enable the provision of business parking permits in CPZs for vehicles where permits are required as a major part of the operation of the business and where such journeys are not viable without such parking permits
- PE13 Review the parking regulations in the Opportunity Area to ensure that the needs of planned growth are appropriately addressed
- PE14 In the development of parking schemes, the council will ensure convenient car parking for people with disabilities is considered
- PE15 Ensure adequate provision of blue badge parking is available in all town centres
- PE16 Provide reduced cost parking permits for appropriate greener vehicles
- PE17 Review the viability of introducing a revised parking permit structure based on vehicle emissions
- PE18 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, e.g. providing specific locations for parking by providing charging points for electric vehicles
- PE19 Where alternative options exist, prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is paramount

Social inclusion

- SI1 Prioritise in all new schemes the needs of those with mobility difficulties who need to drive to work, shops or other facilities
- 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 of 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 Where alternative options exist, prevent or deter parking on footways and verges ensuring that the safety and convenience of pedestrians, the visually impaired and disabled people is paramount
- 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

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
- 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 street furniture design guide ensuring best practice for materials and reducing street clutter
- 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 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
- R17 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.
- R18 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

- R19 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
- R20 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
- R21 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”
- R22 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
- R23 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
- R24 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
- 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
- CB10 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
- CB11 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

CB13 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

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, 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, 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
- 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

Glossary

CO ₂	Carbon Dioxide
CCG	Clinical Commissioning Group
CCS	Community Car Service
CIL	Community Infrastructure Levy
CPZ	Controlled Parking Zone
CTAL	Cycling Transport Accessibility Level
EQIA	Equality Impact Assessment
LIP	Local Implementation Plan
LIP3	3 rd Local Implementation Plan
LLCS	London Lorry Control Scheme
LEV	Low Emission Vehicle
LSCB	Local Safeguarding Children Board
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

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**REPORT FOR: OVERVIEW AND
SCRUTINY COMMITTEE**

Date of Meeting:	13 November 2018
Subject:	Waste Management and Recycling
Responsible Officer:	Paul Walker – Corporate Director of Community
Scrutiny Lead Member area:	Councillor Ghazanfar Ali (Co-Chair, Scrutiny Lead Member for Community) Councillor Jean Lammiman (Co-Chair, Scrutiny Lead Member for Community)
Exempt:	No
Wards affected:	All
Enclosures:	N/A

Section 1 – Summary and Recommendations

This report sets out an overview of the current waste and recycling performance within Harrow as well as outlining the key local, national and international challenges surrounding the waste industry and their potential impact on the Borough.

Recommendations:

To note the content of the report and agree to receive further update on key actions.

Section 2 – Report

Introductory paragraph

Understanding the current local, national and international challenges around waste and recycling will assist Harrow in ensuring the sustainability of the service.

Background

Current collection configuration

Within Harrow we operate an extensive waste and recycling collection service that allows residents to dispose of a number of separate waste streams.

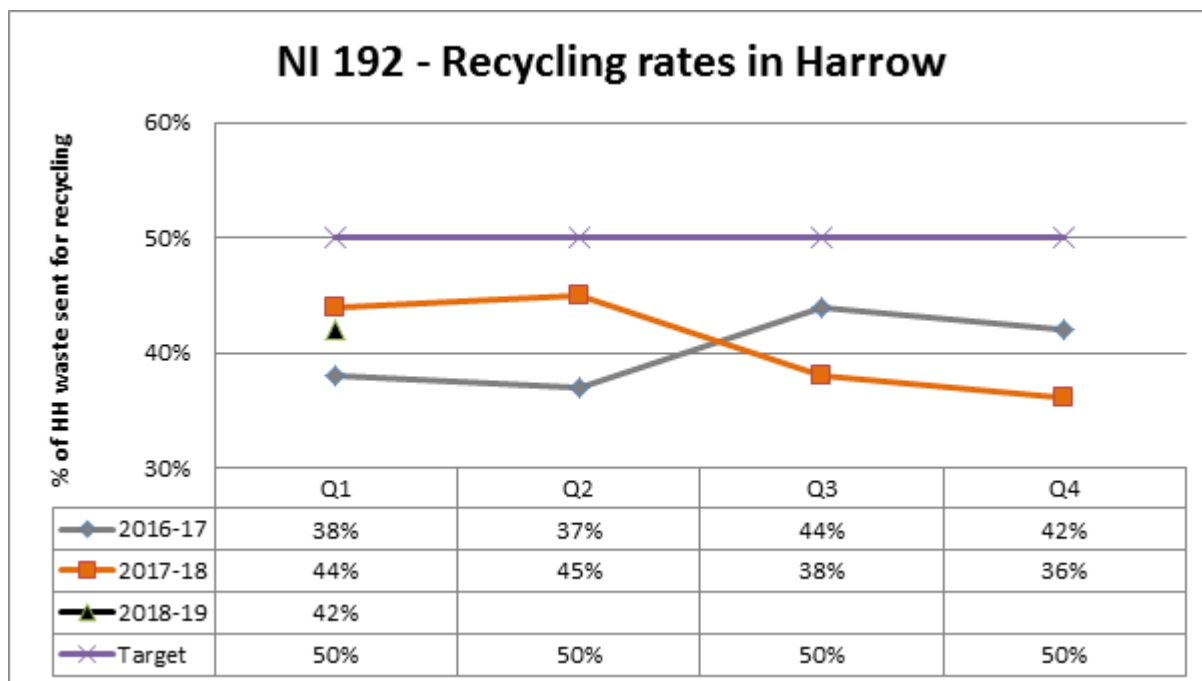
Waste stream	Household container type	Collection Frequency	Accepted materials
Residual / General waste	Grey/green 240lt wheeled bin	Fortnightly	Any general waste Does not include hot ashes, hazardous waste (such as asbestos), or large items that do not fit into the container
Dry mixed recycling	Blue 240lt wheeled bin	Fortnightly	Paper, glass jars and bottles, food and drinks cans, plastic bottles, plastic tubs and trays, cardboard
Food waste	Black 23lt caddy	Weekly	All food waste including bones, peelings, shells etc. Does not include liquids or loose food
Garden waste	Brown 240lt wheeled bin	Fortnightly	Garden waste including grass cuttings, hedge clippings, flower clippings etc. Does not include large branches, poisonous plants or large amounts of soil.

Table 1

Performance

Recycling performance is measured by national indicator (NI) 192, defined as “the percentage of household waste sent for reuse, recycling and composting”. Latest recycling figures (Q1 2018/19) show a recycling rate of **42%** for Harrow. This is up by 6 percentage points from the previous quarter (36%) and 2 percentage points lower than the corresponding quarter last year (44%).

In terms how we compare against other London boroughs, we ranked 3rd out of 15 boroughs in the LAPS benchmarking data (2017/18 year end figure), putting us in the top quartile of participating London boroughs.



When analysing this data in greater detail for quarter 1, table 2 shows the variance in the different waste streams.

Household material stream	Apr-Jun 2017	Apr-Jun 2018	Variance
DMR	4447.82	4414.09	-0.76%
Food waste	1827.18	1691.92	-7.40%
Garden waste	2411.44	2815.34	16.75%
Residual / general waste	10103.86	10731.59	6.21%

Table 2

For Qtr. 1 of 2018/19 there has been only a slight drop in the amount of DMR collected from the kerbside (0.76%) and a decrease in the amount of food waste collected from the kerbside (7.4%). However to balance this out there has been an increase in the amount of garden waste collected compared to the same period last year (16.75%). Overall for Qtr. 1 (kerbside collected only) the recycling composting percentage has only dropped by 0.83%. This shows that key area of focus needs to be reducing the general waste stream.

National and international challenges

China's restrictions on waste imports

At the end of 2017 and beginning of 2018 China introduced 'Operation Sword' which was initiated by Chinese environmental improvement initiatives. As a result, the import of certain recyclates and waste categories were banned in China and new quality requirements were introduced for the remaining imports, especially around paper and plastic. This was accompanied by an increased inspection regime at the ports. Internationally this created an increased demand for disposal outlets for these materials and led to an increase in overall market disposal costs.

Within Harrow we are fortunate that our contractor for Dry Mixed Recycling (DMR) disposal were proactive in ensuring market contingencies and therefore kept the impact on our overall disposal costs low. They have also ensured that we continued to have outlets for the different material types obtained from Harrow recycling so that we continued to contribute to our recycling commitments. Although it is important to note that there was still an increased cost.

Brexit and its impact on waste

Most waste exports are within the EU so there is a potential for a negative economic impact in regards to material sales and therefore disposal costs. The free movement of people and potential restrictions may also impact the waste industry, as it may make it harder to recruit skilled and unskilled labour, in particular for treatment facilities such as Energy from Waste (EfW) plants, Material Recovery Facilities (MRF) picking cabins etc.

In regards to legislation and policy, most of the policy and regulatory context for the resource and waste sector in the UK is EU in origin, including current recycling and composting targets of 50% by 2020. Government have initially stated that they will incorporate / adopt EU law on exit day to ensure continuity, however the enforcement and adherence to these laws after that point are under question.

One area however that has been suggested as a proposal for change post-Brexit is in relation to how we measure environmental performance i.e. not based on weight-based targets but looking at other measures such as avoided energy use, avoided CO₂^e production or even a monetary based metric.

In conclusion there is a still a lot of uncertainty around the impact of Brexit on the waste industry and at present we can only prepare based on the current conditions, but look to expect a potential immediate impact in relation to waste disposal costs

London Environment Strategy (LES)

In May 2018 the Mayor published his London Environment Strategy (the Strategy). The Strategy sets out objectives, targets and policies for the effective management of London's municipal waste and to accelerate the transition to a circular economy. The Strategy's waste objectives, targets and minimum service levels for London are:

- Objective 7.1 - Drive resource efficiency to significantly reduce waste focusing on food waste and single use packaging
- Objective 7.2 – Maximise recycling rates
- Objective 7.3 - Reduce the environmental impact of waste activities (greenhouse gas emissions and air pollutants)
- Objective 7.4 - Maximise local waste sites and ensure London has sufficient infrastructure to manage all the waste it produces.

London-wide targets:

- To cut food waste and associated packaging waste by 50 per cent per person by 2030
- To achieve a 65 per cent municipal waste recycling rate by 2030, including a 50 per cent recycling rate for local authority collected waste (LACW) by 2025
- To send zero biodegradable or recyclable waste to landfill by 2026
- London to manage net 100 per cent of all the waste it produces by 2026

Minimum level of household waste recycling service

Strategy Proposal 7.2.1.a sets a minimum level of service for household waste recycling that waste authorities should deliver by 2020:

- All properties with kerbside recycling collections to receive a separate weekly food waste collection service
- All properties to receive a collection of, at a minimum, the six main dry materials, glass, cans, paper, card, plastic bottles and mixed rigid plastics (pots, tubs and trays).

As part of the Strategy, all London Boroughs are required to develop a Recycling and Reuse Plan (RRP) that will outline how they aim to achieve the key targets contained within the LES. These have to be completed and submitted by February 2019 and assistance is being provided by LWARB to ensure continuity across Boroughs and the effectiveness of the RRP's.

Within Harrow it has been applauded that we have a collection service in place that already matches the requirements set out within the LES, however our key challenge is to make the most out of that service configuration and further improve our overall performance.

We are in the process of developing our RRP and will be able to share this document once complete.

Plastics

Within Harrow we recognise the current rise and focus on addressing plastic waste across the world and recognise that we as a Borough have a part to play in reducing this.

This element and our plan to 'to our bit' will be included as part of the development of our RRP.

Dry Mixed Recycling (DMR) provider changes

Current arrangements with our DMR disposal contractor is coming to an end and this needs to go out to tender (as recently approved at Cabinet) to ensure continuity and to establish a new contract.

The focus of the new tender is on reducing any potential impact on the service and also restricting the potential cost increase on the service due to the aforementioned Chinese Operation Sword initiatives.

Our current actions

Within Harrow we recognise that there are areas for improvement within our current service provided as well as recognising that we need to ensure that we are future proofing our service to reduce the impact as much as possible from the national and international challenges currently occurring or on the horizon. To address this, we have already started a number of projects and actions.

Waste Review

Within the Environmental Services area we have been undertaking a review of all our services, process and policies within waste and recycling, street cleansing and grounds maintenance.

A business case is being developed to outline key proposals on how to improve services and make them more cost effective. This will be shared at a later date. However one of the key elements that has come out of the waste review is the undertaking of a pilot of food waste recycling in some flats within the Borough.

The pilot has been introduced to 12 estates within the Borough across two phases. So far it is providing good results with sites varying from 35% to almost 50% participation. Further information will be included within the Waste Review business case.

Compositional analysis

As detailed in table 2, it was identified that one of the largest variances was around the amount of residual waste that is being produced from households. Therefore, in order to understand the reason for this we are going to undertake a waste composition analysis of the residual / general waste stream. This will mean analysing sample waste from across the Borough to see what materials make up this waste stream.

Results from this activity will allow us to focus our engagement accordingly and allow us to undertake targeted communications. This will ensure we are using resources effectively whilst increasing performance.

Recycling and Reuse Plan (RRP)

As detailed earlier within the report, further work and actions plans are being developed as part of the development of Harrow's RRP. This will be able to be shared at a later date.

Financial Implications

As set out in Table 3, there is an increase in approximately 900 tonnes (or 4.6%) of waste produced by households in Q1 when compared to the same period in 2017. Residual waste contributes to the majority of the increase, which results in additional disposal costs this year. In 18/19, the total WLWA waste levy budget is £8.27m. Should this trend of increase continue for the rest of the financial year, it could potentially result in a budget pressure against the waste levy budget.

For dry recycling waste disposal, the restrictions on waste imports imposed by China have led to significant fluctuations on the market prices for dry recyclables which in turn increase our disposal costs. The service has a budget of £0.5m for dry recycling waste disposal. The cost per tonne experienced in the first few months of the year suggests that there is a forecast pressure of £128k in 18/19.

The re-procurement of the dry recycling waste disposal contract is due to commence. The procurement exercise will inform the mechanism used to calculate the monthly gate fee going forward and the outcome of which will help establish if the market offer is better or worse than what we currently have.

The on-going financial impacts of general waste growth and the fluctuation of recycling materials prices on the waste disposal budgets are being assessed and, if necessary, will be taken into account in the MTFs process.

Some of the proposals within Waste Review aim to improve the recycling performance and the savings associated with these will be used to contribute towards the existing MTFs target of £0.5m (profiled in 2019/20).

Risk Management Implications

See separate guidance notes.

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

Was an Equality Impact Assessment carried out? Yes – one is being developed as part of the MTFs savings associated with the Waste Review project. Findings can be shared once complete.

Section 3 - Statutory Officer Clearance

[Monitoring Officer clearance not required at this stage.]

Name: Sharon Daniels

on behalf of the
Chief Financial Officer

Date: 2 November 2018

Ward Councillors notified:

NO

[Portfolio Holder has been notified]

Section 4 - Contact Details and Background Papers

Contact: Rebecca Johnson – Head of Environment and Waste Strategy.
020 8424 1279

Background Papers: None.

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	13 November 2018
Subject:	Children and Families Services Complaints Annual Report 2017/18
Responsible Officer:	Paul Hewitt, Interim Corporate Director of People
Lead Members:	Councillor Jerry Miles (Lead Member for People) Councillor Janet Mote (Lead Member for People)
Exempt:	No
Enclosures:	Appendix – Annual Report for Children and Families Services Complaints for period 2017/18

Section 1 – Summary and Recommendations

This report sets out the statutory Children and Families Services Complaints Annual Report for 2017/18.

Recommendations:

None. For Information purposes only.

Section 2 – Report

Financial Implications

There are no specific budget issues associated with this report. All compensation payments are agreed by Service Managers and are funded within existing budgets.

Performance Issues

There are no specific particular performance issues associated with this report.

Environmental Impact

N/A

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

N/A

Corporate 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.**

Section 3 - Statutory Officer Clearance

The Corporate Director determined the report did not require Financial or Legal clearance.

Section 4 - Contact Details and Background Papers

Contact: Peter Singh, Head of Service, Adults Market Management and Internally Provided Services

Background Papers: None

Annual Complaints Report for Children and Families Services 2017/18

<u>Section</u>	<u>Contents</u>
1	Executive Summary
2	Summary of Activity
3	Outcomes for key actions in 2016/17
4	Priorities for 2018/19
5	Stage 1 Complaints
6	Stage 2 Complaints
7	Stage 3 Complaints
8	Ombudsman (LGO) Complaints
9	Escalation comparison over time
10	Compensation payments
11	Mediation and Alternative Dispute Resolution
12	Joint NHS and social care complaints
13	Learning Lessons/Practice Improvements
14	Compliments
15	Equalities Information
16	The Complaints Process explained

1	<p>Executive Summary:</p> <p>There were some 121 “transactions¹” within the statutory complaints process during the year, i.e. representations, formal complaints and referrals to the Local Government Ombudsman. Given the nature of some of the work undertaken, such as child protection and looked after children, it is positive that numbers of complaints are so minimal. During 2017/18:</p> <ul style="list-style-type: none"> • There were 3,990 children who were considered to be children in need (CiN) throughout 2017/18 of which just over half were male compared to female. The cohort’s ethnic breakdown is predominantly BME with just over a quarter being white ethnicity. On the last day of the year (31st March) a total of 1,505 children in need were receiving a service with the rest having ceased throughout the year • A total of 2,441 referrals were received in 2017/18 by Children’s Social Care with the most common referral source being Police and Schools both accounting for 59% of referrals received. The service completed
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¹ The total of representations, Stage 1, Stage 2, Stage 3 & LG Ombudsman referrals within Children and Families Services.

2,563 assessments and just over half required further intervention.

- A total of 959 child protection investigations were initiated in the period with 367 resulting in an initial child protection conference
- There were 642 Child Protection Plans (CPP) active at some point during 2017/18. 323 new plans were started & 319 ceased during the year. At 31st March 2018, 232 children were being supported and monitored through a Child Protection Plan
- A total of 318 Children were Looked After (CLA) at some point during 2017/18. During the year 107 children became newly looked after and 158 stopped being looked after. By 31st March, Harrow had 159 looked after children
- By 31st March Harrow had 61 approved fostering households offering 113 placements
- About 9,200 families accessed the Cedars and Hillview Early Support hubs and 276 young people accessed the Wealdstone Early Support hub.

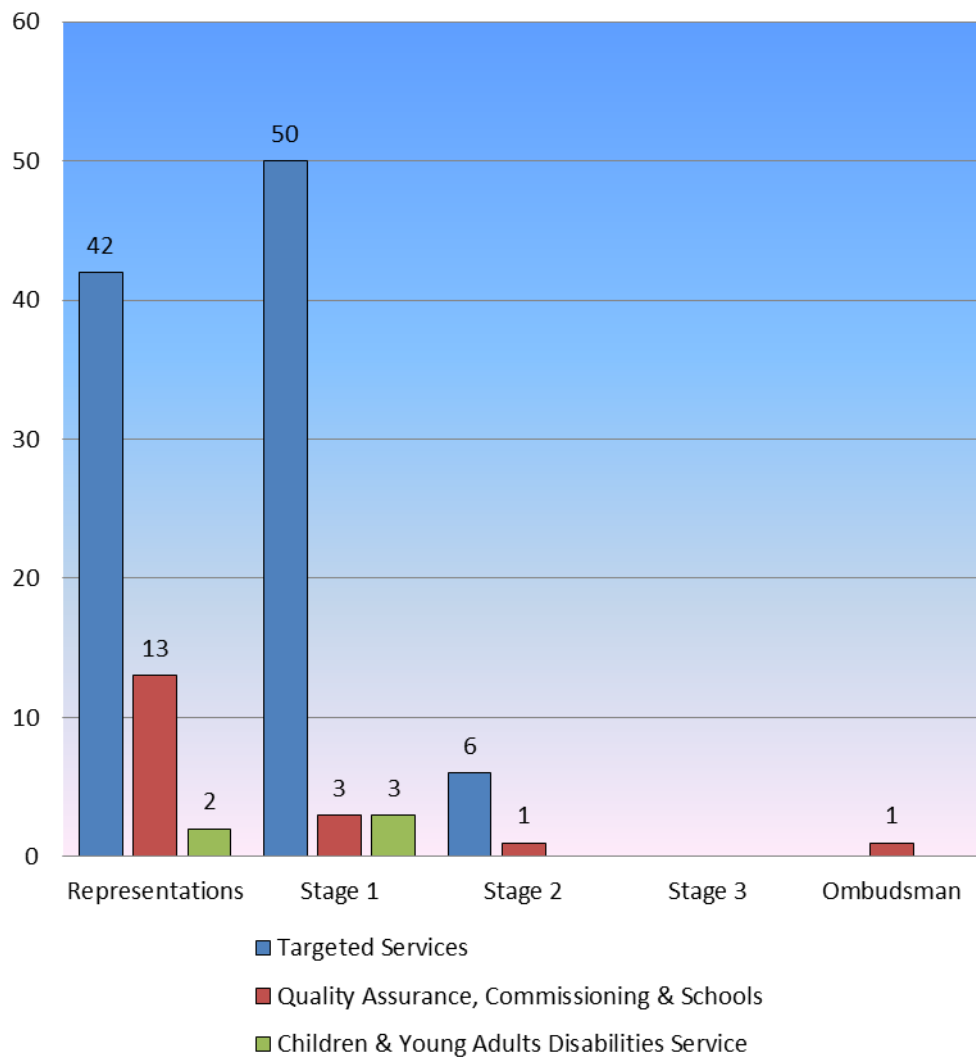
Targeted Services continued to attract the most complaints (81% of all transactions). This reflects the nature of the statutory social work undertaken by that service, where difficult decisions regarding children and their families sometimes leads to necessary actions which are unpopular with service users.

This report contains both positive messages and indications of areas needing more work.

- Of particular note is the high level of representations (57) which are received as potential statutory complaints but were resolved informally to the satisfaction of service users. This is significant in showing that the Council is able to listen to concerns expressed and act promptly to resolve them. Whilst this is positive in terms of the service users' experience, it also endorses that early resolution is more cost effective for the Council by avoiding escalation with associated costs of any investigations
- The proportion of Stage 1 complaint responses sent within timescales has increased to 94% in 2017/18, up from 93% in 2016/17
- The relative escalation rate of complaints between the stages of the complaints process is low and reflects the successful efforts made by officers to understand and address concerns when they arise as complaints and representations. Escalation of Stage 1 complaints to Stage 2 was 12%. This means around 88% of formal complaints are resolved with the first initial response from the Council demonstrating

	<p>the quality of resolution at Stage 1</p> <ul style="list-style-type: none"> • All of the key actions that were set for 2017/18 in the previous year have been met.
2	Summary of Activity:
2.1	<p>Overall Complaint Activity:</p> <p>Between 1 April 2017 and 31 March 2018 the Council received:</p> <ul style="list-style-type: none"> • 57 representations i.e. potential statutory complaints that did not lead to a formal complaint; • 56 statutory Stage 1 complaints; • Seven Stage 2 complaints; • No (zero) Stage 3 complaint received (no panel hearings); • One formal Local Government Ombudsman (LGO) complaint. <p>Additionally, there were 36 MP and Councillor enquiries managed by the Complaints Team.</p> <ul style="list-style-type: none"> • Timeliness of complaint responses at an early stage typically prevents/minimises subsequent cost to the Council in time and resources. The Council has slightly improved on Stage 1 timelines in 2017/18. Some 94% of Stage 1 complaint responses were arranged in time (an increase from 93% in 2016/17).

Table 1: Number of Complaints by Service area: April 2017 to March 2018



Number of Complaint Transactions by Service area: April 2017 - March 2018

Service Area	Representations	Stage 1	Stage 2	Stage 3	Ombudsman	Total
Targeted Services	42	50	6	0	0	98
Education & Commissioning	13	3	1	0	1	18
Special Needs Service	2	3	0	0	0	5
Total	57	56	7	0	1	121

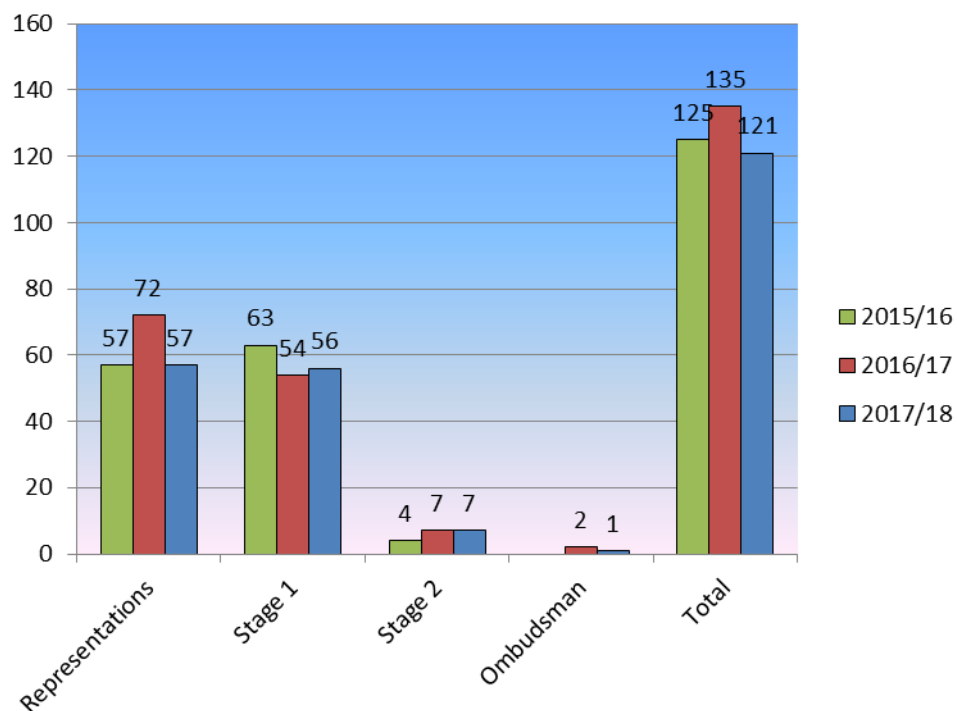
Key message: Overall the picture suggests a continuation of high quality investigative and governance standards.

Analysis: During 2017/18 there was a slight increase in the number of Stage 1 complaints received (up by one on the previous year). As with previous years, the majority of received transactions (both representations and formal complaints) are via Targeted Services (81%).

There were seven Stage 2 complaints received. This represents an escalation rate of 12% of all Stage 1 complaints and as such is a relatively low level. No (zero) complaints progressed to a Stage 3 panel hearing. This is a positive indicator of sound resolution in the earlier stages of the process and compares with the 2016/17 period.

There was one new LGO referral within the year which resulted in an investigation by the LGO. Details of this case is discussed further in the LGO section below.

Table 2: Comparison of Complaints over the last 3 years



	Representations	Stage 1	Stage 2	Stage 3	Ombudsman	Total
2017/18	57(47%)	56(46%)	7(6%)	0(0%)	1(1%)	121
2016/17	72(53%)	54(40%)	7(5%)	0(0%)	2(2%)	135
2015/16	57(46%)	63(50%)	4(3%)	1(1%)	0(0%)	125

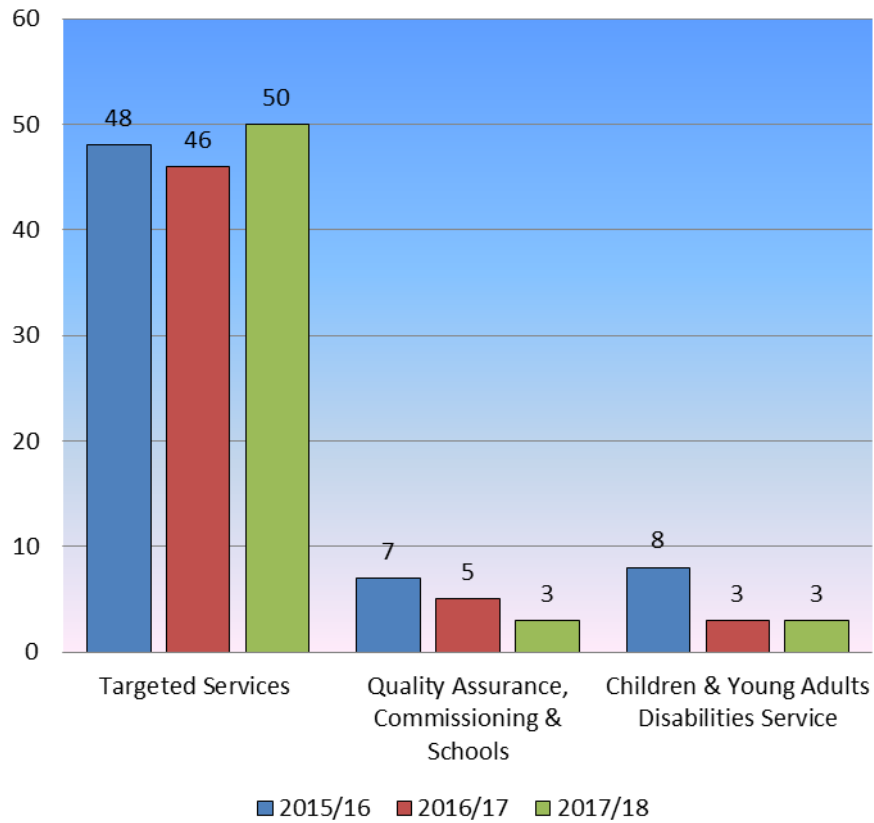
Analysis: There was a slight decrease in the number of total complaints or 'transactions' in 2017/18 (121), compared to 2016/17 (135). This was mainly

	<p>due to a smaller number of informal representations (a decrease of 15 from the previous year). While the number of formal Stage 1 complaints received remained relatively the same with last year (56 as opposed to 54), this may evidence that more informal disputes are being resolved by front line staff and teams without having to involve the complaints service.</p> <p>Escalations beyond Stage 1 have remained low in line with previous years.</p> <p>Key message: Previous research (e.g. Jerry White, Local Government Ombudsman & Steve Carney, Head of Complaints, CQC) has suggested that Councils with high levels of Stage 1 complaints/representations tended to receive good performance ratings and demonstrated a willingness to hear concerns, address them and improve services as a result.</p> <p>Key action: To attempt to maintain the current balance of representations against actual complaints, as this demonstrates good early resolution for service users.</p>
3	Outcomes for key actions in 2016/17
	<p>All of these outcomes have been met or are currently being progressed.</p> <p>The proportion of Stage 1 complaint responses sent within timescales increased to 94% in 2017/18, up from 93% in 2016/17.</p> <p>Improvements have been made by working more closely with Team Managers who have helped to drive improvements in performance. Trends in cases and escalations have been consistently monitored in weekly catch up meetings by the Complaints Team and as part of quarterly improvement board reports.</p> <p>The Complaints team also offered more one to one training sessions for staff members in handling complaints and reflective discussions with managers who were involved in complaints received to manage future situations where complaints may arise. This work has likely fed into the reduced amount of representations received in this area.</p> <p>The complaints literature and communications are currently being reviewed to be updated in early 2018/2019.</p>
4	Priorities for 2017/18:
	<ul style="list-style-type: none"> • To ensure that on time Stage 1 complaint response rates continue to exceed the target of 85% • To continue the core offer of training for front line staff and managers on complaint handling • To update and finalise complaints literature and communications. Particularly in terms of the information available on our website.

5 Stage 1 Complaints:

5.1 Stage 1 Complaints Overall Activity

Table 3



Stage 1 Complaints Received

	2015/16	2016/17	2017/18
Education & Commissioning	7	5	3
Targeted Services	48	46	50
Special Needs Services	8	3	3
Total	63	54	56

Key message: Almost inevitably Targeted Services attracts a higher level of complaints. The data below will evidence the majority of complaints are from parents/family members. As the *“nature of complaints”* section will demonstrate below, many complaints arise from parents having a negative view of social care intervention as this will often involve some assessment of their parenting or family relationship. Children’s Social Care is child focused which can be at odds with the initial expectation of Children’s Services involvement from parents.

The formal escalation rate of Targeted Services transactions is low at 6% in 2017/18.

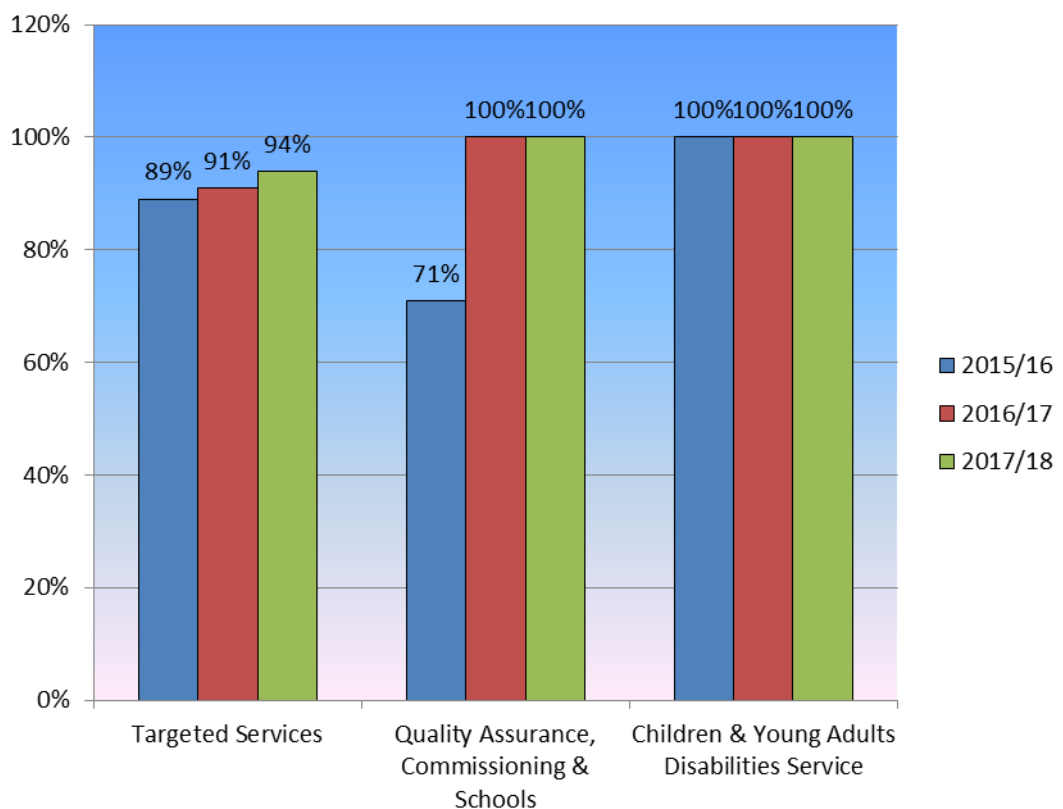
There were 36 MP and Councillor enquiries managed by the Complaints

team, which is a significant decrease from 65 in the previous year. Previous years had significantly higher schools admissions queries. In 2017/18 there were only four queries around this area. This is likely a continuing trend due to schools expansions programmes and a change in parental expectations particularly as media reports have highlighted that a relatively large proportion of children in London and the South East do not secure their first preference school for both primary and secondary schools.

MP and Councillor enquiries varied in nature and it is not possible to determine if they would have actually led to a formal complaint. Nevertheless, the Complaints Team were able to assist in resolving issues and providing specific information to answer queries.

5.2 Stage 1 Response Times

Table 4



Key message: There has been a further increase in the level of Stage 1 complaints completed on time during 2017/18 compared to the previous year.

The overall level of on time complaints during 2017/18 was 94% which compares to 93% during 2016/17 and 88% during 2015/16.

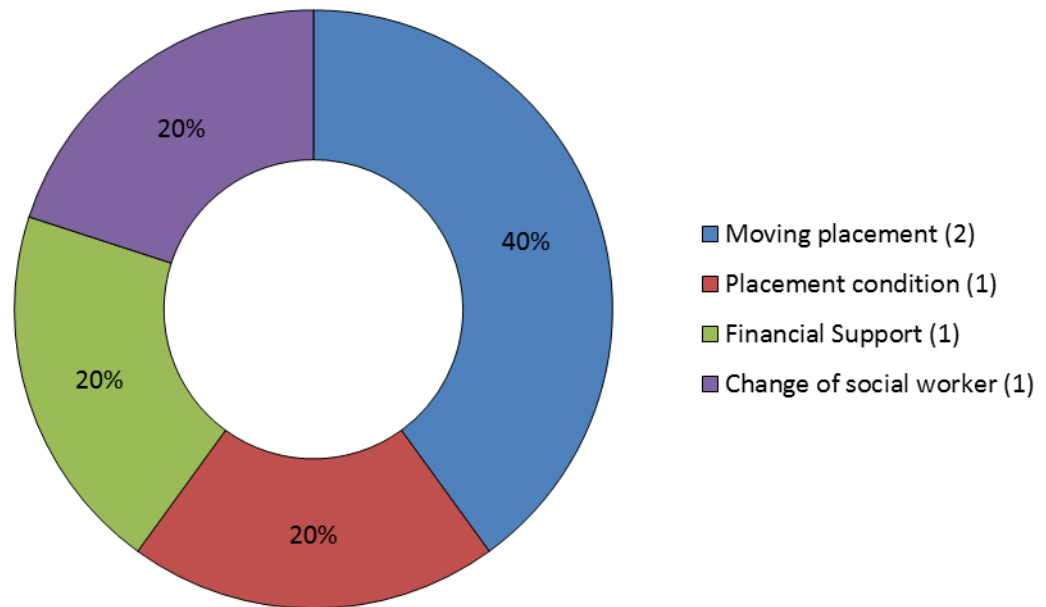
Analysis: On time response rates for Targeted Services rose to 94% whilst complaints in the remaining two areas were all responded to on time.

Key action 1: To continue to exceed the 85% local target timescales for on time Stage 1 complaints throughout 2018/19.

5.3 Stage 1: Nature of Complaints

Table 5

Nature of Stage 1 Complaints from Young People 2017/2018



Complaints Examples from Young People

Moving Placement

Unhappy with decision to move me to an independent placement

Placement Condition

Placement requires repairs and sink is blocked

Financial Support

Not receiving enough financial subsistence support at university

Change of Social Worker

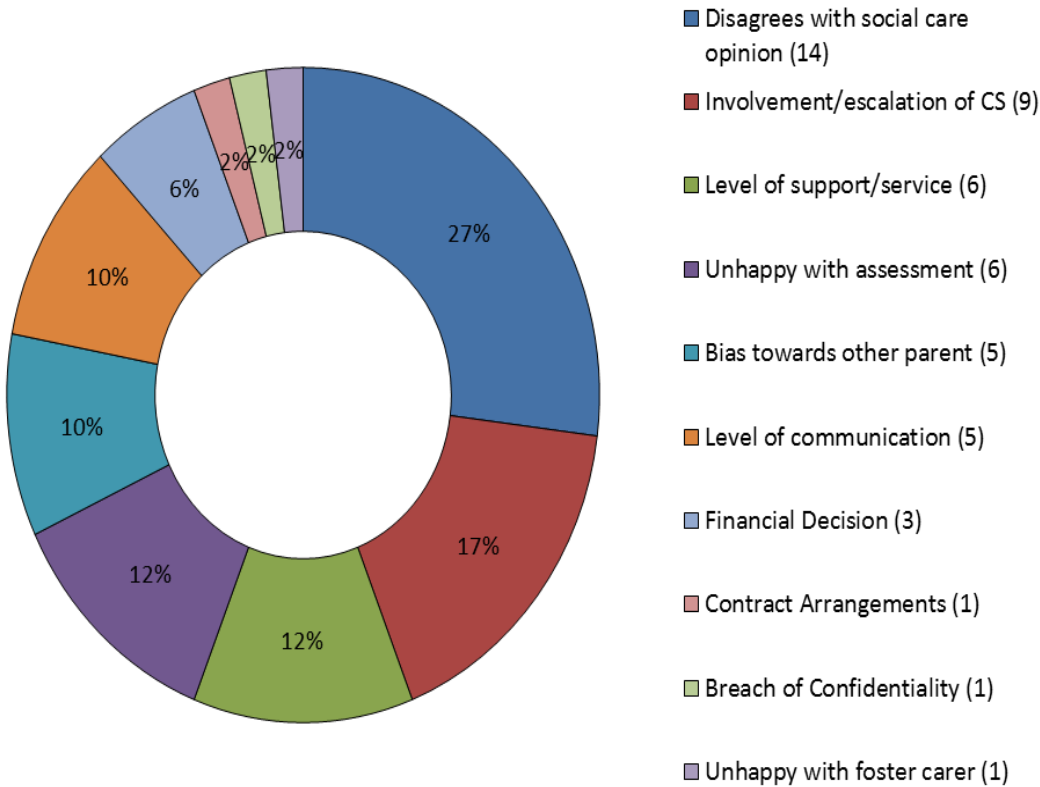
Happy with my previous social worker – unhappy with decision to change

Analysis – Young people tend to raise more practical complaints usually based around managerial decisions with reference to their living or financial circumstances which their social worker usually does not have the authority to resolve individually.

Even the complaint regarding a social worker is not because of unhappiness with a social worker, but due to feeling the loss of a previous worker they had a great relationship with.

Table 6

Nature of Stage 1 Complaints from Parents/Guardians and Relatives 2017/2018



Complaints Examples from Parents/Guardians and Relatives

Disagrees with Social Care Opinion

This category has the greatest number of complaints. The complainant (usually parent) is disagreeing or unhappy with the professional opinion of social workers involved in their family. These opinions will often include their views of the parenting, the home environment, family dynamic and are subjects some people are particularly

sensitive too. Some examples are:

Do not like how social worker discussed the cleanliness of my home

I feel like the social worker wants to take my daughter away

The social worker is not giving my husband a chance (due to safeguarding concerns was recommended by CS that father not be in property with children)

Involvement/escalation of Children's Services

This category contains complaints where the parent or involved family feel the level of involvement of social care is not justified and often want the case to be closed as an outcome.

Social Services have unfairly escalated the case and it should be closed

Unhappy that social care queried family decision to home school following referral of concerns from school

Felt that allegations of domestic violence which contributed to seriousness of the case were false and made by Children's Services

Level of support/service

Do not believe that all pieces of equipment provided to daughter for her needs

Unhappy with assessment

I am unfairly represented in the assessment

Bias towards other parent

Feel that the father has influenced the Children's Services handled the case

Level of communication

Unhappy that I am unable to have direct contact with certain member of staff

Financial Decisions

Child's birthday allowance was not correctly spent

Contract Arrangements

Contact has not been arranged as per agreement

Breach of Confidentiality

My personal information was provided to my ex-partner by way of a mistaken telephone call

Unhappy with foster carer

The foster carer does not provide dietary food to my (grandparents) liking

Analysis – Only a small portion of complaints from parents are about specific resourcing or senior managerial decisions. A large proportion of complaints are how parents perceive whether the social worker is not working in their interests or that the assessment/escalation of the case was unjustified in their view. Children's Services of course have a primary statutory duty to prioritise the best interests of the involved children. This is contrasting to the type of complaints raised by young people who raise issues outside of these practical resourcing decisions directly with their social workers and their team.

The aforementioned low escalation rate tends to suggest that once the complaints service becomes involved, it may allow the child centred focus and priority to become more apparent to parents and family once communication is delivered by non-social care staff. This in turn assists Children's Services with ongoing engagement with parents that may otherwise be difficult.

5.4	Stage 1: Complaints Outcomes												
	Table 7												
		Not Upheld			Partially Upheld			Upheld			Total		
		17/18	16/17	15/16	17/18	16/17	15/16	17/18	16/17	15/16	17/18	15/16	14/15
	Education & Commissioning	2	3	5	0	2	1	0	0	1	2	5	7
	Targeted Services	41	29	26	7	13	11	2	4	8	50	46	45
	Special Needs	2	2	5	1	1	1	0	0	2	3	3	8
	Total	45	34	36	8	16	13	2	4	11	55	54	60
	Total of overall Stage 1 outcomes, by percentage	82%	63%	60%	14%	30%	22%	4%	7%	18%			
	<p>Analysis: Managers and staff within service areas and the Complaints Team have worked towards a more balanced and open approach to complaints, where concerns from service users are recognised and receive appropriate responses. This includes the need to listen to complainants and adopt a less defensive approach when reflecting on practices and making decisions on the outcomes of each complaint.</p> <p>This approach is evidenced in consideration of the complaints discussed above directly from young persons. Out of the five complaints, three were partially upheld providing a 60% rate of upholding elements of the complaints. This evidences not only a willingness to listen and carefully consider the wishes and feelings of young people by management, but also that young people are able to correctly be signposted to when they should escalate a complaint when they had such important concerns and issues to highlight.</p> <p>Targeted Services has 41 non-uphold complaints out of a total of 45 complaints. This fits the ongoing trend that as a consequence of statutory duty to investigate safeguarding concerns around children, this can lead to some parents feeling that they have been negatively judged or that their interests are not being prioritised. As a result they raise complaints – not due to the quality of work or specific service issues.</p>												

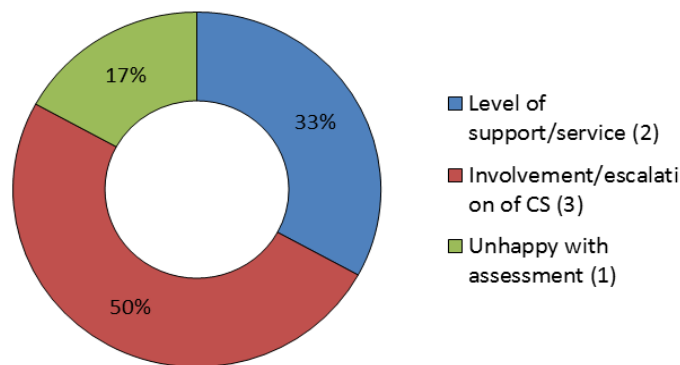
6	Stage 2 Complaints			
6.1	Percentage of Complaints escalating to Stage 2 (2017/18)			
	Table 8			
	Service	Stage 1	Stage 2	% escalation
	Education & Commissioning	3	1	33%
	Targeted Services	50	6	12%
	Special Needs	3	0	0%
	Total	56	7	12%
	<p>In general, escalation rates are at a relatively low level. Only 12% of Stage 1 complaints went on to be considered at Stage 2. The majority (six) of the seven Stage 2 complaints were for Targeted Services, which reflects the difficult statutory social work discussed above undertaken by the service.</p> <p>The Council informs all complainants of their right to escalate their complaints at each stage of the complaints process.</p>			
6.2	Escalations to stage 2 trend over time			
	Table 9			
	Service	Escalations to Stage 2		
		2015/16	2016/17	2017/18
	Education & Commissioning	0%	0%	33%
	Targeted Services	8%	13%	12%
	Special Needs	0%	33%	0%
	Total	6%	12%	12%
	<p>The escalation rate has remained the same as last year and is still low considering how straightforward it is for an individual to request a Stage 2 complaint and the challenging nature of Children's Services work.</p> <p>Also as the total number of Stage 1 complaints has decreased over the past three years, any change in Stage 2 numbers slightly skews the escalation rate when expressed as a percentage.</p>			

6.3	Stage 2 Outcomes 2017/18 Table 10			
	Service	Not Upheld	Partially Upheld	Upheld
	Education & Commissioning	0	1	0
	Targeted Services	3	2	0
	Special Needs	0	0	0
	Total [Grand Total = 6]	3	3	0
	<p>During 2017/18 three Stage 2 complaints were not upheld and the remaining three complaints were only partially upheld. No cases were fully upheld. As 50% of the outcomes had some form of uphold, it evidences that cases with merit do tend to be escalated and that management are able to reconsider perspectives in light of the additional information or context provided by Stage 2 complaints.</p> <p>The summarised reasons for the partial upholds were (1) not correctly closing a case; (2) delay in allocation of a social worker and (3) the difficulty in arranging tuition.</p>			
6.4	Stage 2 Response Times of known outcomes Table 11			
	Service	Within Timescale 2017/8 (2016/17)	Over Timescale 2017/18 (2016/17)	
	Education & Commissioning	1(0)	0(0)	
	Targeted Services	5(5)	0(1)	
	Special Needs	0(1)	0(0)	
	Total	6(6)	0(1)	
	<p>At Stage 2, there is more emphasis on thoroughness than speed. Nevertheless, all Stage 2 complaints were completed within timescale.</p>			

6.5 Stage 2: Nature of Complaints

Table 12

Nature of Stage 2 Complaints from Parents/Guardians and Relatives 2017/2018 (no Stage 2 Complaints from Young People)



Analysis: There were a minority of parents who remained unhappy beyond the Stage 1 response and resolution attempts. Half of the Stage 2 complaints focused on the parent’s dissatisfaction around the initial or continued involvement and escalation of Children’s Services within the family.

7 Stage 3 Complaints:

None (zero) of the six Stage 2 complaint outcomes escalated to Stage 3 during 2017/18 highlighting satisfaction with the outcomes of the Stage 2 response.

8 Ombudsman (LGO) Complaints

8.1 Complaints made to the LGO
Table 13

Service	No finding against Council	Partial finding	Total
Education and Commissioning	0	1	1

	The Council received one new complaint from the (LGO) which lead to an investigation during 2017/18. A partial finding was made against the Council for the delay in providing home tuition and not following parts of the EHC plan.				
9	Escalation comparison over time: Table 14				
		Stage 1	Stage 2	Stage 3	LGO
	2017/18	56	7	0	1
	2016/17	54	7	0	2
	2015/16	63	4	1	0
	Analysis: The escalation between the complaints stages and LGO stage over the past three years has remained low despite having a clear method of escalation for complainants. This evidences effective early resolution meaning the vast majority of individuals have their complaints resolved at first official reply.				
10	Compensation/Reimbursement Payments:				
	There were no compensation awards offered by the Council in 2017/18 which was also the case during 2016/17.				
11	Mediation and Alternative Dispute Resolution:				
	<p>During 2017/18 two potential Stage 2 complaints were resolved by the Complaints Team facilitating a meeting or mediation between complainants and Children’s Services. These were:</p> <ul style="list-style-type: none"> • Meeting with a parent regarding social worker conversations with his children while he was imprisoned to help him understand the level of sensitivity and managing the children’s emotional expectations. Due to the emotional complexity of this case, arranging a meeting was the best way for the parent to feel satisfied with the context of Children’s Services actions. • A parent who had arranged for finances to be passed to his family assisted by social worker for communication. A meeting was arranged to explain the process to the parent and allow him to bring in information to be clarified. <p>In addition, the Complaints Service regularly assists with ad hoc queries which may not come under our normal processes to ensure dispute resolution. Some examples of this are:</p> <ul style="list-style-type: none"> • Meeting with a Councillor and grandparent to facilitate a correct understanding of the eligibility process of free childcare for young 				

	<p>children</p> <ul style="list-style-type: none"> • Advising Children’s Centre staff on how to deal with complaints with reference to issues with the building facilities and not their service • Arranging a conference call between a school and our Multi Agency Safeguarding Hub to discuss potential concerns around a parent and child raised via the Department for Education
12	Joint NHS and social care complaints
	During 2017/18 there were no complaint investigations carried out jointly between Harrow Council and NHS bodies.
13	Learning Lessons/Practice Improvements
	<p>Examples of lessons learnt/practice improvements include the following:</p> <ul style="list-style-type: none"> • Ensuring that even in fast moving safeguarding cases that all appropriate actions are taken to update involved agencies and to close the case accordingly • To verify and check contact details received from other agency referrals against our own records to ensure the correct individual is contacted • When multi agency services are involved such as Health, more clearly explaining to parents the different responsibilities and remits of each service
14	Compliments
	<p>The majority of service users that compliment staff and the Council provide their feedback through verbal communication in care meetings or by phone. There were 10 written compliments sent to Children’s Services that were fed back to the Complaints Team during 2017/18 including the following:</p> <ul style="list-style-type: none"> • <i>Further to our meeting earlier today, I wanted to put in writing the School’s appreciation for the support provided by Parmjit Chahal and her team over recent months. We worked closely together on an extremely sensitive and complex investigation towards the end of last year. Likewise, Parmjit has provided invaluable assistance on a series of other pastoral cases. [In reference to Children’s Access Services]</i> • <i>Good afternoon Mr. Hewitt,</i> <p><i>I wanted to contact you as my daughters and I have had the pleasure of being assigned D to support our family.</i></p>

Social services and social workers historically through the Media mainly have not been shown in a good light. And honestly some of the cases that have been reported you can see why. Children and families let down at times to the child/children's detriment. And so people build up a negative view. Me included until we met D (Harrow Social Worker).

I myself until recently had not had any personal dealings with Social services. So like many had a negative preconceived view on what they did, how they treated families and what their intentions were.

In February 2016 my girls and I had our first contact with Social services following an incident which resulted in me being rushed to A&E by ambulance during a rather stressful period.

D is warm friendly a wonderful example of what a social worker should be. She made me feel like she cared and wanted to help my family. She listened she saw past my mental health and the domestic abuse. Her approach to my girls was great they felt at ease and comfortable. I just thought someone should know what a great Social worker and person D is. And this should be highlighted as I'm sure she's touched other families lives and she has been a good last experience for my girls and I thanks to her.

She is a wonderful example of how all Social workers should be. And my family and I appreciate the work she has done with us and for us.

- *The Children's Guardian expressed being very pleased with the work of the two Harrow Social Workers who greatly assisted in a complicated and difficult court case.*
- *A Deputy Headteacher expressed she was found Safeguarding Training delivered by one of our LADO's to be extremely informative and delivered in a practical and inspiring way.*
- *We simply have to write to say how marvellous our social worker has been. Our son is 16 and autistic and has presented with very challenging behaviour in adolescence.*

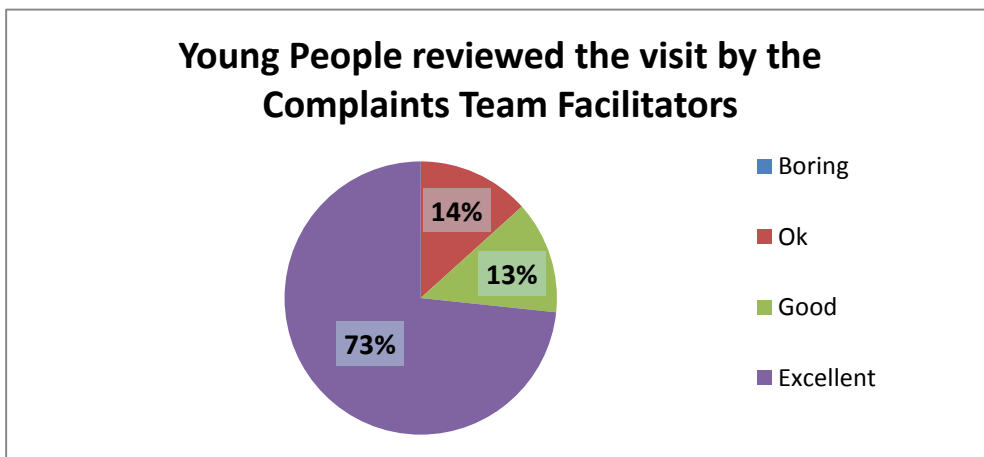
Our social worker made a very prompt appointment with us as soon as we reported the crisis we were going through...she came quickly like the emergency services! She was very sympathetic and professional and spent such a lot of time with us late into the evening which we

	<p><i>really appreciated. Very thorough and seemed to understand the position very quickly and well. She wrote an amazing report - so detailed and had remembered everything - don't know how she did it! She managed to get us some additional support which has turned the situation around and made all the difference in the world. She knew exactly what was going to be appropriate and would work and looked at the needs of the family as a whole not just the child in distress. We now feel we can keep our son at home with us. So nice to have such a positive experience!</i></p> <ul style="list-style-type: none"> <i>A solicitor representing a young person facing serious charges expressed his thanks for the “extra care and commitment” put into the case by the Youth Offending Team.</i> 		
15	Equalities Information		
15.1	Equalities Information – Stage 1 Complaints		
	Table 15	2017/18	2016/17
	Gender of Service User:		
	Male:	24 (44%)	31 (55%)
	Female:	30 (46%)	25 (45%)
	Analysis: No concerns noted		
	Table 16	2017/18	2016/17
	Ethnic Origin of Service User:		
	ASIAN OR ASIAN BRITISH		
	Afghani	1	
	Bangladeshi		1
	Indian	3	2
	Pakistani	1	2
	Sri Lankan	2	2
	Sri Lankan Tamil		
	Other Asian	9	2
	BLACK/BLACK BRITISH		
	African	4	4
	Caribbean	5	7
	Somali		
	Other Black	4	1
	OTHER ETHNIC GROUP		
	Arab		
	Chinese		
	Iranian		
	Iraqi		

	Kurdish		
	Lebanese		
	Other Ethnic Group		2
	MIXED		
	White & African	2	2
	White & Caribbean	1	5
	White & Asian	3	1
	Other Mixed	6	8
	WHITE		
	Albanian	1	
	British	7	8
	Irish		4
	Gypsy/Roma Traveller		
	Irish Traveller		
	Polish		
	Romanian		
	Serbian		
	Other White	5	
	PREFER NOT TO SAY/NOT KNOWN	2	3
	Table 17 Origin of Complaints	2017/18	2016/17
	Service User (Young Person)	4	2
	Parent/relative	49	47
	Advocate	3	4
	Solicitor	0	1
	Friend/other	0	0
	15.2 Equalities Information – Stage 2 Complaints		
	Table 18	2017/18	2016/17
	Gender of Service User:		
	Male:	4 (57%)	3 (43%)
	Female:	3 (43%)	4 (57%)
	Table 19	2017/18	2016/17
	Ethnic Origin of Service User:		
	Sri Lankan	1	
	African	1	
	Other Black		1
	Mixed Background - Other	1	2
	Other Asian		1
	Caribbean	1	1
	White British	1	1
	Unknown	2	1

	Total	7	7
	Table 20	2016/17	2016/17
	Origin of Complaints		
	Service User		
	Parent/relative	7	6
	Advocate		1
	Solicitor		

The Complaints Service also attended a Children and Young Persons Event on 22nd December 2017 arranged by our Quality Assurance and Service Improvement Department to further promote engagement with young people. Our service received the below feedback about how the young people felt about our discussions with them on encouraging them to engage with the complaints process when they would like to do so (16 young people were spoken to and surveyed).



16. The Complaints Process explained:

This report provides information about complaints made during the twelve months between 1 April 2017 and 31 March 2018 under the complaints and representations procedures established through the Representations Procedure (Children) Regulations 2006, and the Council’s corporate complaints procedure.

All timescales contained within this report are in working days. Text in quotation marks indicate direct quotations from the 2006 Regulations or Guidance unless otherwise specified.

16.1 What is a Complaint?

“An expression of dissatisfaction or disquiet in relation to an individual child or young person, which requires a response.”

However,

“The Children Act 1989 defines the representations procedure as being for ‘representations (including complaints)’.”

Therefore both representations and complaints should be managed under the complaints procedure (unlike for Adult social services, where only complaints need be captured).

16.2 Who can make a Complaint?

The child or young person receiving or eligible to receive services from the Council or their representative e.g. parent, relative, advocate, special guardian, foster carer, etc:

“The local authority has the discretion to decide whether or not the representative is suitable to act in this capacity or has sufficient interest in the child’s welfare.”

16.3 What the complaints team do:

- Letter-vetting
- Liaising with services to try resolve the issue informally
- Mediation
- Training
- Raising awareness / staff surgeries
- Learning facilitation and agreed actions monitoring
- Deliver a unique complaints support SLA to schools
- Advocacy commissioning and support

16.4 Stages of the Complaints Procedure

The complaints procedure has three stages:

Stage 1: This is the most important stage of the complaints procedure. The Service teams and external contractors providing services on our behalf are expected to resolve as many complaints as possible at this initial point.

The Council’s complaints procedure requires complaints at stage 1 to be responded to within ten working days (with an automatic extension to a further ten days where necessary).

Stage 2: This stage is implemented where the complainant is dissatisfied with the findings of stage 1. Stage 2 is an investigation conducted by an independent external Investigating Officer for all statutory complaints and an internal senior manager for corporate complaints. A senior manager adjudicates on the findings.

Under the Regulations, the aim is for stage 2 complaints falling within the social services statutory complaints procedures to be dealt within 25 days, although this can be extended to 65 days if complex.

Stage 3: The third stage of the complaints process is the Review Panel under the statutory procedure. Under the corporate complaints process, there is no Stage 3.

Where complainants wish to proceed with complaints about statutory Children's Services functions, the Council is required to establish a complaints Review Panel. The panel makes recommendations to the Corporate Director who then makes a decision on the complaint and any action to be taken. Complaints Review Panels are made up of three independent panellists. There are various timescales relating to stage 3 complaints. These include:

- setting up the Panel within 30 working days;
- producing the Panel's report within a further 5 working days; and
- producing the local authority's response within 15 working days.

Local Government Ombudsman

The Ombudsman is an independent body empowered to investigate where a Council's own investigations have not resolved the complaint.

The person making the complaint retains the right to approach the Local Government Ombudsman at any time. However, the Ombudsman's policy is to allow the local authority to consider the complaint and will refer the complaint back to the Council unless exceptional criteria are met.

REPORT FOR: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting:	13 November 2018
Subject:	Adults Services Complaints Annual Report (social care only) 2017/18
Responsible Officer:	Visva Sathasivam, Director of Adult Social Services (Interim)
Lead Members	Councillor Jerry Miles (Lead Member for People) Councillor Janet Mote (Lead Member for People)
Exempt:	No
Enclosures:	Annual Complaints Report for Adults Social Care Services 2017/18

Section 1 – Summary and Recommendations

This report sets out the statutory Adults Services Complaints Annual report (social care only) 2017/18.

Recommendations: None. For Information purposes only.

Section 2 – Report

Financial Implications

There are no specific budget issues associated with this report. All compensation payments are agreed by Service Managers and are funded within existing budgets.

Performance Issues

There are no specific particular performance issues associated with this report.

Environmental Impact

N/A

Risk Management Implications

Risk included on Directorate risk register? No

Separate risk register in place? No

Equalities implications

N/A

Corporate Priorities

The Council's vision:

Working Together to Make a Difference for Harrow

- Build a Better Harrow
- Be More Business-like and Business Friendly
- **Protect the Most Vulnerable and Support Families.**

Section 3 - Statutory Officer Clearance

The Corporate Director determined the report did not require Financial or Legal clearance.

Section 4 - Contact Details and Background Papers

Contact: Peter Singh, Head of Service, Adults Market Management and Internally Provided Services

Background Papers: None

Annual Complaints Report for Adults Social Care Services 2017/18

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1. EXECUTIVE SUMMARY

The overall picture remains very positive and reflects a real commitment from managers and staff to resolve complaints as effectively, and as promptly, as possible. Low levels of escalation to secondary stages or the Local Government Ombudsman (LGO) further reinforces the fact that complainants are satisfied that their concerns are heard and dealt with appropriately and effectively.

There were some 86 “transactions¹” within the statutory complaints process during the year, i.e. representations, formal complaints and referrals to the LGO. Given the nature of some of the work undertaken, such as safeguarding adults and the transition of young people to adult services, it is positive that the numbers of complaints are so minimal. Thousands of service episodes are provided each year.

During 2017/18 Adults Social Care Services:

- Received 7,104 requests for social care support from potential service users
- Provided information and advice (including referrals to other organisations that could assist) to 774 clients
- Ensured a total of 912 clients received home based short term Reablement services
- An additional 1,243 clients received other forms of short term support in response to their request. This included support like mental health counselling
- A total of 3,958 clients received some form of long term support, which includes personal budgets, direct payments, residential and nursing care. 3,028 of those clients were actively in receipt of such services on 31st March 2018
- Assisted 969 carers during the year. This included 322 instances of information and advice, 489 direct payments to the carer and 166 temporary support packages delivered to the cared-for person (e.g. to give the carer a break from their caring responsibilities).

This report contains both positive messages and indications of areas needing more work.

- Of particular note is the high level of representations (52) which are received as potential complaints but resolved informally to the satisfaction of service users. This is significant in showing that the Council is able to listen to concerns expressed and act promptly to resolve them. Whilst this is positive in terms of the service user’s experience, it also endorses that early resolution is more cost effective for the Council by avoiding escalation with associated costs of any investigations

¹ The total of representations, Stage 1, Stage 2 and LGO referrals.

- The number of Stage 1 complaints continues to fall and the proportion of Stage 1 complaint responses sent within timescales remains very high at 89%
- The relative escalation rate of complaints between Stage 1 and Stage 2 has remained relatively low at 14%. This reflects the successful efforts made by officers to understand and address concerns when they arise as complaints and representations
- Better quality resolution work has meant that fewer representations moved on to a Stage 1 complaint. Indeed there were far more representations (52) than Stage 1 complaints (28) in 2017/18. This meant almost twice as many cases were informally resolved ensuring a swift resolution for our citizens
- All of the key actions that were set for 2017/18 have been met.

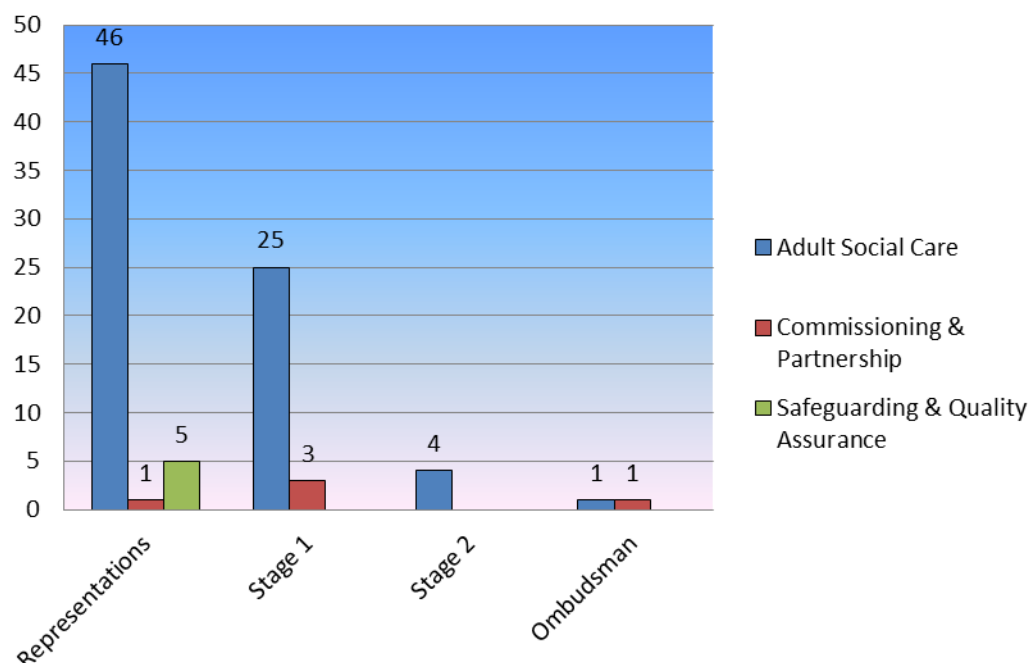
2. Summary of Activity

Between 1 April 2017 and 31 March 2018 there was the following activity:-

- The Complaints Service dealt with 52 representations i.e. potential complaints that did not lead to a formal complaint investigation
- The Council received 28 Stage 1 complaints
- Four complaints progressed to the second stage
- The Ombudsman reviewed two complaints during this period.

Additionally there were 60 MP and Councillor enquiries managed by the Complaints Team.

Chart 1: Number of Complaints by Service area: April 2017 to March 2018



Number of Complaint Transactions by Service area: April 2017 - March 2018

Service Area	Representations	Stage 1	Stage 2	Ombudsman	Total
Adult Social Care	46	25	4	1	76
Commissioning & Partnerships	1	3	0	1	5
Safeguarding & Quality Assurance	5	0	0	0	5
Total	52	28	4	2	86

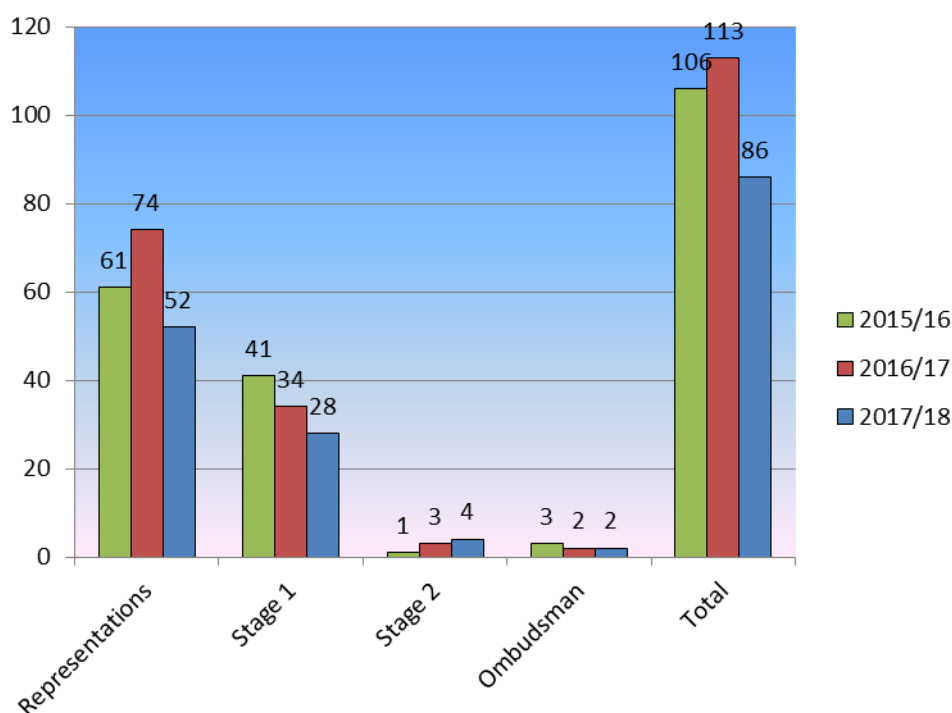
Key message: Overall the picture suggests a continuation of high quality investigative and governance standards.

Analysis: This year, there has been a reduction in the number of Stage 1 complaints, down by six (12%) from 2016/17. The reasons for this are considered in detail in section 5.1.

There were just four Stage 2 complaints. This represents an escalation rate of 14% in 2017/18 of all Stage 1 complaints and as such is a relatively low level of escalation.

The two LGO referrals are further discussed in the LGO section.

2.1 Comparison of complaints over the last 3 years



	Representations	Stage 1	Stage 2	Ombudsman	Total
2017/18	52 (60%)	28 (33%)	4 (5%)	2 (2%)	86
2016/17	74 (65%)	34 (30%)	3 (3%)	2 (2%)	113
2015/16	61 (57%)	41 (39%)	1 (1%)	3 (3%)	106

Key message: Overall the picture suggests a continuation of high quality investigative and governance standards.

Analysis: There was a decrease in the number of total complaints or 'transactions' in 2017/18 (86) compared to 2016/17 (113). This was mainly due to a drop in the general number of representations (decrease of 22 from the previous year). This likely reflects an increased ability for front line staff to resolve any issues before having to involve the complaints service. The other areas have stayed within similar parameters as last year.

With representations still forming the majority of the transactions received within the service from these areas, it continues to show an approach of early and informal resolution both for individuals and the Council.

3. Outcomes for key targets in 2016/17

In the previous annual report the following were identified as key focus areas.

- To ensure that on time Stage 1 complaint response rates continue to exceed the target of 85%
- To continue the core offer of training for front line staff and managers on complaint handling
- To update the complaints database to reflect the new teams within the People Directorate
- To review and update complaints literature and communications.

All of these outcomes have been met. For example, 89% of Stage 1 complaints were responded to on time. The Complaints team also offered more one to one training sessions for staff members in handling complaints and reflective discussions with care managers who were involved in complaints received to manage future situations where complaints may arise.

4. Focus for 2018/19:

- To update the complaints database to reflect the new teams within the total transformation and new operating model since September 2018. To improve satisfaction in line with the Adults Social Care Vision
- To review and update complaints literature and communications and work with the new Adult Social Care teams in ensuring citizens continue to be aware of the complaints and compliments process
- To ensure that on time Stage 1 complaint response rates continue to exceed the target of 85%
- To continue the core offer of training for front line staff and managers on complaint handling.

5. Stage 1 Complaints

5.1 Overall Activity

	Commissioning & Partnership	Adult Social Care	Safeguarding, & Quality Assurance	Total
2017/18	3	25	0	28
2016/17	0	34	0	34
2015/16	1	37	3	41

Analysis:

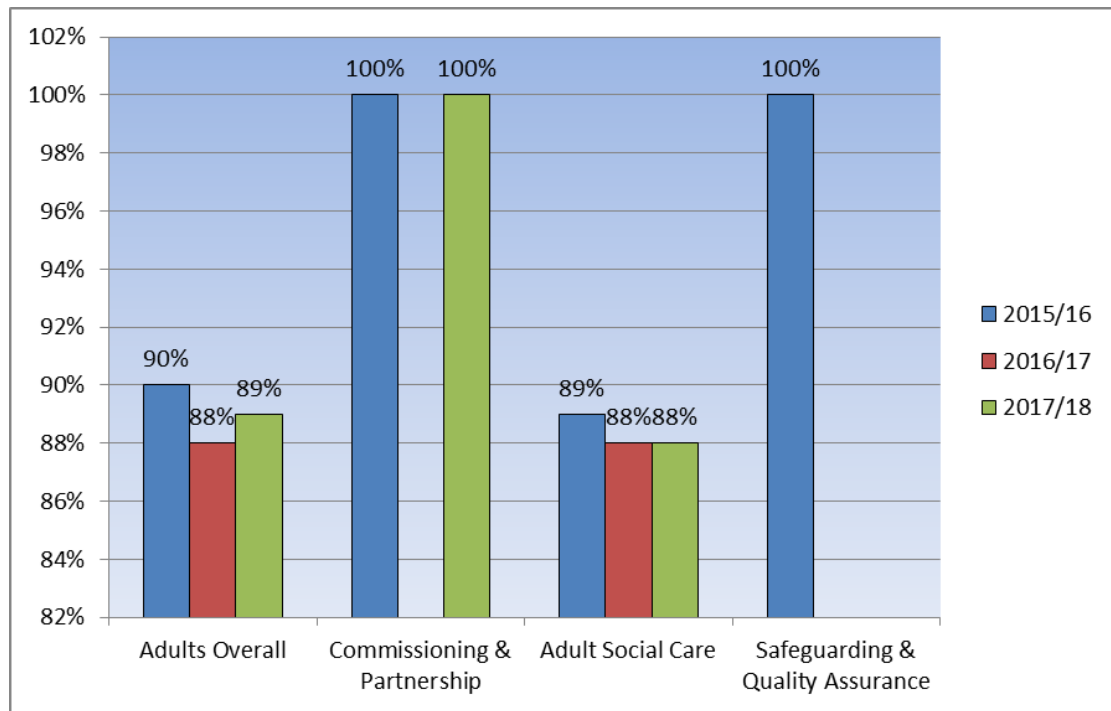
The number of Stage 1 complaints have continued to decrease over the past three years. The reasons for this include:

- Better quality resolution work has meant that few representations moved on to Stage 1 complaints. As discussed in the Nature of Complaints section below, Adult Social Care complaints tend to be of a practical or decision based nature so these can often be addressed without formal process work
- Training for front line staff to offer choice and control has resulted in a positive culture change throughout Adult Services, leading to higher levels of satisfaction
- In addition, the Complaints Service often meets with managers when progressing a complaint to feedback throughout the process. This ensures an active format of feedback, improvement and informal ongoing training with reference to complaints handling which assists staff in resolving issues independently.

Commissioning and Partnership complaints increased from zero to three in 2017/18 compared to 2016/17. Two of these were from the same individual who had lost/misplaced items in a neighbourhood resource centre. The third complaint was in reference to certain parts of a facility not having consistent hot water.

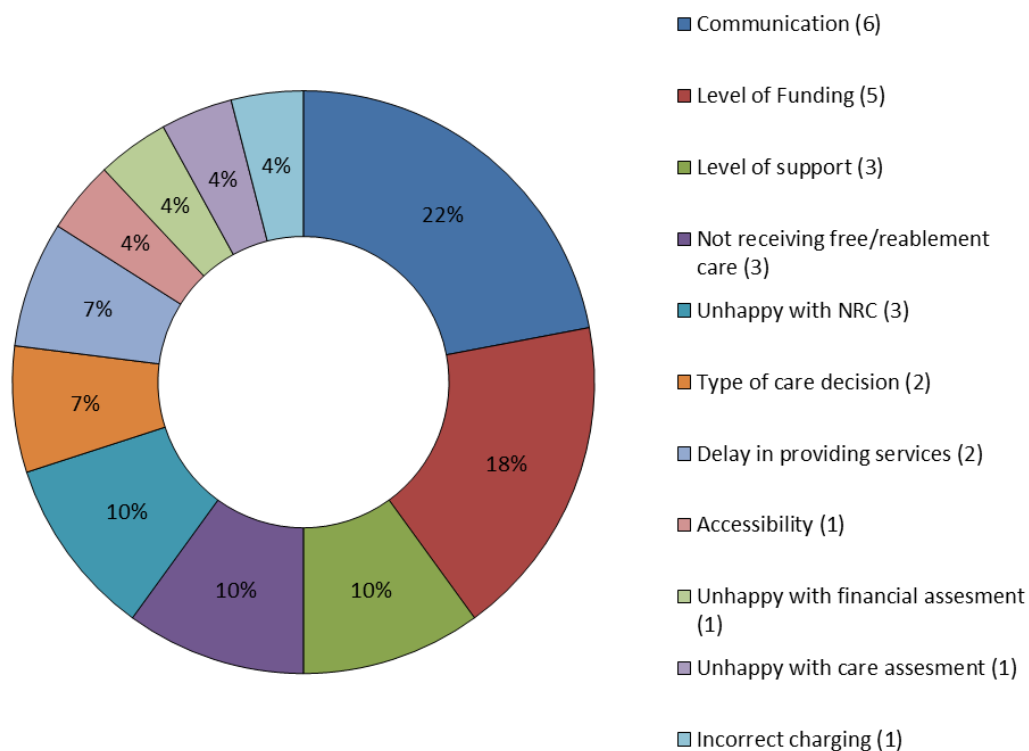
Adult Social Care, which manages all referrals for statutory services and contains the majority of the social work teams within Adults by the nature of the work will always receive the largest share of complaints.

5.2 Stage 1 Response Times



Analysis: All services areas exceeded the target of 85%, with an overall level of 89% of complaints being dealt within timescale. This is a slight increase from 88% for 2016/17.

5.3 Nature of complaints



Examples of complaints by category:	2017/18 examples
Communications	<p><i>Not being informed of change in appointment at an external agency</i></p> <p><i>Felt misled by information on 12 week disregard</i></p>
Level of Funding	<p><i>Not having sufficient funding for extra hours at home</i></p> <p><i>Unhappy with charging rates for respite at new agency</i></p>
Level of support	<p><i>Not received handyman service</i></p>
Unhappy with NRC	<p><i>Towel has gone missing</i></p>
Not receiving free/Reablement care	<p><i>Charged for care package after discharge</i></p>
Delay in providing services	<p><i>Delay in requesting respite services</i></p>

Type of care decision	<i>Wanting 24 hour care rather supported living</i>
Incorrect charging	<i>Charged for care not received</i>

Analysis: As the above shows, the nature of complaints are diverse but are often centred on the level of financing or support available to the individual.

There can sometimes be a distance in the expectation of the level of care or financial support a family may receive under national guidelines – which also feeds in to why communications has a relatively high number of complaints as a reason.

For example, because older people have often had a lifetime of free care under the NHS, it can sometimes be disarming for families to understand the means charging for social care and the different levels of preferential service available depending on expense of provider. The complexities of assessing finances can also be a challenge for individuals. However given that around 3,958 individuals received some sort of long term service which would often include charging and personal budgets, the low level of complaints received overall shows that Adult Social Care staff have a good ability to provide support and understanding around the complexities and choices around this area.

5.4 Complaints outcomes

Service	Not Upheld	Partially Upheld	Upheld	Total
Commissioning & Partnership	1	2		3
Adult Social Care	15	5	5	25
2017/18	16 (57%)	7 (25%)	5 (18%)	28
2016/17	17 (50%)	12 (35%)	5 (15%)	34
2015/16	17 (41%)	15 (37%)	9 (22%)	41

Key message: A continued balanced and fair approach to considering outcomes in Stage 1 complaints was employed during 2017/18. As discussed above, the formal complaints received tend to be based around decisions about the level/type/financing of care and either a complaint may raise additional information or circumstances that may allow re-consideration of these decisions by management or it may repeat the same points which were originally and correctly considered by management.

Some 57% of complaints were found to have no points upheld. A quarter being partially upheld would sometimes only have one part of the complaint being upheld. In 18% of complaints, the complaints overall were upheld. In total 43% complaints had some element of the complaint upheld.

Some examples of upheld points were:

- *A review not taking place within the usual timeframe (was due to the allocated member of staff being on sick leave)*
- *An individual being charged for care not received due to an issue with updating the system*
- *The time taken for the case to go to panel led to a delay in arranging funding which was then backdated appropriately*

Managers, social care staff and the complaints team continue to work towards a more balanced and open approach to complaints, where concerns are recognised and receive appropriate responses. This includes the need to listen to complainants and adopt a less defensive approach when reflecting on practices and making decisions on the outcomes of each complaint.

6. Stage 2 complaints

6.1 Stage 2 complaint numbers and escalation rates

Service	Stage 1	Stage 2	% escalating to formal complaints
2017/18	28	4	14%
2016/17	34	3	9%
2015/16	41	1	2.4%

Analysis: There were four Stage 2 complaints in 2017/18, compared to three during 2016/17 and one also during 2015/16. Despite the increase the escalation rate is still very low. Every Stage 1 response has clear referral information for Stage 2. Keeping in mind that despite 57% of Stage 1 complaints being non-upholds and the ease for individuals to request a Stage 2, the escalation rate is low which evidences a high quality level of responses regardless of the outcome of the response.

The information and context behind these four complaints are discussed in 6.4.

Two potential Stage 2 complaints were also informally resolved.

6.2 Stage 2 Complaints and outcomes

Service	Not Upheld	Partially Upheld	Upheld	Total
2017/18	4			4
2016/17	2	1		3
2015/16		1		1

Analysis:

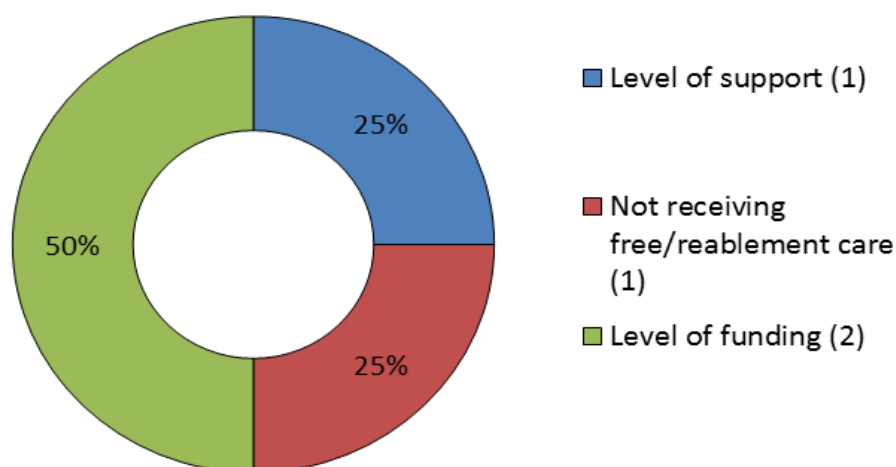
None of the four Stage 2 complaints were upheld. These complainants did not offer any new pertinent or relevant information/evidence that would have led to a different outcome.

6.3 Stage 2 Response Times

Year	Within time	Over timescale	Total
2017/18	4		4
2016/17	2	1	3
2015/16	1		1

All Stage 2 complaints were completed on time.

6.4 Nature of complaints



Analysis: The nature of Stage 2 complaints stayed true to the general trend of individuals who disagree or are unhappy with the social care resourcing provided to them.

Details of these four complaints were

- *Remaining unhappy with receiving a chargeable care package upon discharge from hospital. This individual has been informed by social care staff that it was a means tested service and they had agreed to pay and asked Council to commission service. However as they had then spoken to friends who had received reablement for free, they had an expectation they should have received free care.*
- *Remaining unhappy with the explanation that the level of care provided was in line with the assessed level of needs they had received. The individual had complained about the assessment and staff involved, but upon review, the correct approach had been taken and this individual wished to have more domestic services than actual social care addressing eligible needs under the Care Act.*
- *Remaining unhappy with how the individual had been charged as they had capital below £23,250 but did not appear to account for how income impacts the individuals ability to afford care services.*
- *Remaining unhappy with the level of funding assessed and granted. No new financial or care evidence/circumstances have been presented to allow a reconsideration that would have led to a different outcome.*

7. Stage 3 Complaints

There is no statutory Stage 3 complaint stage.

8. Ombudsman complaints and enquiries

Analysis: Only one referral was received from the LGO during 2017/18. This complaint was in reference to services provided by Central North West London NHS Foundation Trust (CNWL). CNWL provide mental health services, however Adult Social Care has a statutory responsibility for these services under s75 of the Mental Health Act.

The Council managed and had oversight of the complaint. The LGO found that there was a failure with the Trust to clearly record its decisions regarding the entitlement and personal budget of the complainant.

Service	No finding against Council	Finding against Council	Total
Commissioning and Partnership	0	1	1

Year	No finding against Council	Finding against Council	Total
2017-18	0	1	1
2016-17	3	0	3
2015-16	2	1	3

9. Escalation comparisons over time

Year	Average % escalation rate Stage 1- Stage 2	Number of LGO complaints
2017-18	14%	1
2016-17	9%	3
2015-16	2%	3

Analysis: The rate of escalation between Stage 1 and Stage 2 has remained low over the past three years and the number of LGO complaints concluded has further reduced. The relatively low figures reflects the commitment to finding resolutions and listening to service users and their families when concerns are raised during representations.

10. Compensation Payments

There were no compensation payments made during 2017/18.

11. Mediation

The Complaints Service often offers mediation meetings and uses mediation as a strategy to help resolve matters effectively by bringing parties and viewpoints together as well as proposing solutions. Three mediation meetings took place which are detailed below:

- The Complaints Service prevented an escalation to legal action and held meetings with the family to hear their views and propose solutions with a Service Manager which lead to the successful resolution of a very complex and difficult case
- A care agency manager was upset with the level of financial information being asked of his organisation to ensure the correct charging. A teleconference meeting was set up with the Service Manager, Business Manager and Complaints Service which resolved the situation by explaining in detail why this information was required

- A family were unsure if their late mother received the right level of finance contribution from the local authority shortly before her death. The Complaints Service arranged for a financial review and meeting. As a result, a readjusted contribution was made and the situation resolved without escalating to a formal complaint.

12. Joint NHS and Social Care Complaints

There was no (zero) joint NHS and Social Care complaints.

13. Learning Lessons/Practice Improvements

Examples of lessons learnt/practice improvements include the following

- Better communication and management of expectations with regard to the financial charging of care upon discharge of hospital. The Social Care team at Northwick Park Hospital would often explain this to families when they would need a care package that would be chargeable. However, individuals would sometimes speak to health, care agency employees or even friends who would provide incorrect information. The Complaints Service as a result worked with the Reablement Team in updating their literature which further clarifies this area
- The journey of moving between different Adult Social Care services was still confusing and lengthy for some individuals. With a new operating model now in place which is more streamlined, this will promote an improved experience for citizens
- All teams within Adult Social Care should be made aware when communicating with clients with visual impairment of the need to ensure that communication is user friendly. An individual was invoiced from a finance service (outside of social care) which was incompatible with required software for those with visual impairments. This was feedback appropriately to prevent this inconvenience from continuing and to ensure the Council as a whole was adapting its services for the many diverse needs of citizens.

14. Compliments

The majority of service users that compliment staff and the Council provide their feedback through verbal communication in care meetings or by phone. 22 compliments were received about Adult Social Care in 17/18. Examples of some of the written compliments forwarded to the complaints team by staff include:

- *“Ever so often we don’t have the opportunity to say thank you to staff who have been of great support to providers like us.*

I have decided to write on behalf of this agency to say thank you to two staff in your team for their contributions to our agency with their, work ethic, and communications with us which has added great value to the way we work. They both possess the ultimate "can do" attitude and positive energy every time we communicate with them.

Their engaging personalities have enabled us to interact effectively with them, our clients and staff.”

- *“I am writing to commend a Care Manager from Adult Services.*

J has recently been an invaluable source of help and support to both myself and my mother who suffers from Dementia.

Not only has she been, at all times, professional and knowledgeable, but she has also been caring and empathetic. This has been an incalculable in helping me to help my mother. I say unreservedly that J is a credit to the department that she represents and I hope that she realises how important her work is in changing and improving the lives of others, and that she derives some pride in that .

I very much hope that my comments are received by her managers and that her valuable commitment to her profession is acknowledged, as she deserve.

- *“I know that this was not necessarily an easy case to deal with at times. Please be assured from my perspective and understanding, and on behalf of the family we truly appreciate all your efforts and words of wisdom, as an individual and professional. May you be blessed in the continuance of your career.*

- *“I have just had a one to one meeting with L. We discussed Y and I am so happy that Loris understands my point.*

L is amazing she is full of knowledge and understands Y’s disability needs and genuinely wants the best for Y.

- *“Thank you for your email, I am incredibly relieved and grateful that dad will now be cared for permanently. I has been fantastic through this process and I’m delighted she had the opportunity to present the case yesterday as she knows our situation best.”*

- *“We provide residential respite services for Harrow Council. Some of our services have been complicated to invoice for payment due to the fact that some clients have no allocated social workers. I was impressed that individuals in the team picked up some of these cases and helped to resolve these on behalf of the duty team.”*

- *“I just wanted to say thank you for the added lights. The ones in the wardrobe are brilliant. I can actually see my clothes.*

The desk light is so bright and easy to use. I am managing to paint my ceramics now. Something I had had to give up, having got to hand movement only. Yes, I did the mould and drew the design. Look how my cataract op has improved my eyes, even though I am sadly still registered blind due to my condition. I had good vision then it went again but hey, I can still see so I am delighted. So thank you for your aids. I just wish I had more sight then you could be rid of me but you never know with stem cell research that I am now on.....My work is attached with your light. One happy bunny and yes, put it on your records!”

- *“I wanted to thank you so much for looking after gran so well. You really made a big difference in our lives. The funeral ceremony will be followed by a lunch at her house to celebrate her wonderful life. You are welcome to attend any or all of the days proceedings - please do RSVP so we can organise catering.”*
- *“When everything was looking very negative until M from SOCIAL SERVICES who took my call and the response i had was just amazing, she not only got the ball moving , she did it at such fast pace , to ensure my dad had the new commode as early as possible to fix a problem previous social workers couldn't fix. She was very informative, very detailed orientated, organised and extremely effective in getting my father the commode at the earliest possible time. She exceeded all the expectations, truly a wonderfully kind at heart always putting clients needs first and exceptionally talented young lady who gets the job done with high level of skill and knowledge, i couldn't do anything else but do my efforts to show her employer my gratitude. On behalf of my father , would like to thank you all.”*
- *“YOU are a lovely person - kind, caring and always striving to do your best. It was characteristic of you that you should tell Usman that you plan to come into work tomorrow to resolve my Mother's transfer from PayPal to NatWest. That is a superb sentiment and very much appreciated. BUT, please, you are NOT to do this. Tomorrow is the first day of a 4-day weekend and you are to leave the cares and woes of your job behind you when you go home tonight. So, sincerely, thank you very much and truthfully, very much appreciated, but you are not to go into the office tomorrow. I know it was genuinely meant, but you are not to do it.*

15. Equalities Information

15.1 Stage 1 - equalities information of the service user

Gender of Service User	2016/17	2017/18
Male	11	10
Female	23	18

Ethnic Origin of Service User:	2016/17	2017/18
ASIAN OR ASIAN BRITISH		
Afghani		
Bangladeshi		
Indian	7	5
Pakistani	1	
Sri Lankan	2	
Sri Lankan Tamil		
Other Asian	2	
BLACK/BLACK BRITISH		
African		1
Caribbean	1	1
Somali		
Other Black	1	
OTHER ETHNIC GROUP		
Arab		
Chinese		
Iranian	1	
Iraqi		
Kurdish		
Lebanese		
Other Ethnic Group		
MIXED		
White & African		
White & Caribbean		
White & Asian		
Other Mixed		
WHITE		
Albanian		
British	16	16
Irish		
Gypsy/Roma Traveller		
Irish Traveller		
Polish		
Romanian	1	
Serbian		
Other White		
PREFER NOT TO SAY/NOT KNOWN	2	5

Disability	2016/17	2017/18
Yes	32	24
No	2	4
Unknown	0	0

Complaint made by:	2016/17	2017/18
Service User	9	10
Relative/Partner (often informal carer)	24	16
Advocate – (instigated by either carer or service user)	1	1
Solicitors	0	1

15.2 Stage 2 - equalities information of the service user

Gender	2016/17	2017/18
Male	0	1
Female	3	3
Unknown	0	0

Ethnic Origin	2016/17	2017/18
British White	1	2
Indian	1	2
Pakistani	1	0
Unknown	0	0

Disability	2016/17	2017/18
Yes	3	4
No	0	0
Unknown	0	0

Complaints made by	2016/17	2017/18
Service User	0	2
Relative/Partner (often informal carer)	3	2
Advocate – (instigated by either carer or service user)	0	0
Solicitors	0	0

16. The Complaints Process explained

All timescales contained within this report are in working days.

16.1 What is a Complaint?

An expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of a local authority's adult's social services provision which requires a response.

16.2 Who can make a Complaint?

- (a) a person who receives or has received services from the Council; or
- (b) a person who is affected, or likely to be affected, by the action, omission or decision of the Council.

16.3 Stages of the Complaints Procedure

From April 2009, regulations removed the traditional 3 Stage complaints procedure for statutory complaints, replacing it with a duty to provide a senior manager organisational sign-off to every complaint response. The Council is expected to negotiate with the complainant how their complaint should be managed, including agreeing a timescale. If a verbal issue can be resolved by the end of the next working day, the regulations state this does not need to be recorded as a complaint.

Many complainants prefer a defined process and prefer to rely on the Council to identify a process to manage their complaint. To assist such complainants the Council produced a model procedure which complainants can use if they prefer. It is also used where complainants cannot be contacted to discuss how they want their complaint managed. Complainants are always advised in writing of their right to agree a different process if they prefer.

The stages of the Model procedure:

1) Local resolution

Timescale: 10 working days. 20 working days for complex

2) Mediation

3) Formal investigation

Timescale: 25 working days. 65 working days if complex e.g. requiring independent investigation.

For ease of understanding, the report uses a traditional stages reporting format. Local resolution being a Stage 1 and formal investigation a Stage 2. It is important to emphasise that these stages are very fluid so it is not uncommon to go immediately now to mediation or independent investigation.

Local Government Ombudsman

The Ombudsman is an independent body empowered to investigate where a Council's own investigations have not resolved the complaint.

The person making the complaint retains the right to approach the Local Government Ombudsman at any time. However, the Ombudsman's policy is to allow the local authority to consider the complaint and will refer the complaint back to the Council unless exceptional criteria are met.

16.4 What the complaints team do

- Letter-vetting
- Liaising with services to try resolve the issue informally
- Mediation
- Training
- Surgeries/raising awareness
- Learning identification and agreed actions monitoring
- Advocacy identification
- Chasing and assisting with drafting complaint responses

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