

Cabinet Agenda

Date: Thursday 20 April 2023

Time: 6.30 pm

Venue: The Auditorium - Harrow Council Hub,
Kenmore Avenue, Harrow, HA3 8LU

Membership:

Chair: Councillor Paul Osborn (Leader of the Council and Portfolio Holder for Strategy)

Portfolio Holders:

Councillor Marilyn Ashton

Councillor David Ashton

Councillor Stephen Greek

Councillor Hitesh Karia

Councillor Jean Lammiman

Councillor Mina Parmar

Councillor Anjana Patel

Councillor Pritesh Patel

Councillor Norman Stevenson

Portfolio:

Deputy Leader of the Council and Portfolio Holder for
Planning & Regeneration

Finance & Human Resources

Performance, Communications & Customer Experience

Children's Services

Community & Culture

Housing

Environment & Community Safety

Adult Services & Public Health

Business, Employment & Property

Non-Executive Members:

Role:

Councillor Thaya Idaikkadar

Councillor Kanti Rabadia

John Higgins

Non-Executive Cabinet Member

Non-Executive Cabinet Member

Non-Executive Voluntary Sector Representative

Harrow Youth Parliament Representative

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

Contact: Nikoleta Kemp, Senior Democratic & Electoral Services Officer

Tel: 07761 405898 E-mail: nikoleta.kemp@harrow.gov.uk

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Useful Information

Joining the Meeting virtually

The meeting is open to the public and can be viewed online at [London Borough of Harrow webcasts](#)

Attending the Meeting in person

Directions by car:

Go along Kenmore Avenue and head towards the Kenton Recreation Ground. When approaching the end of the Kenmore Avenue turn right before reaching the Kadwa Patidar Centre.

The venue is accessible to people with special needs. If you have specific requirements, please contact the officer listed on the front page of this agenda.

You will be admitted on a first-come-first basis and directed to seats.

Please:

- (1) Stay seated.
- (2) Access the meeting agenda online at [Browse meetings - Cabinet](#)
- (3) Put mobile devices on silent.
- (4) Follow instructions of the Security Officers.
- (5) Advise Security on your arrival if you are a registered speaker.

Filming / recording

This meeting may be recorded or filmed, and if you choose to attend, you will be deemed to have consented to this. Any recording may be published on the Council website.

Agenda publication date: Wednesday 12 April 2023

Agenda - Part I

1. Apologies for Absence

To receive apologies for absence (if any).

2. Declarations of Interest

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from all Members present.

3. Petitions

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

4. Public Questions

To note any public questions received.

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, 17 April 2023. Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. Councillor Questions

To receive any Councillor questions.

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

[The deadline for receipt of Councillor questions is 3.00 pm, 17 April 2023].

6. Progress on Scrutiny Projects (Pages 7 - 8)

For consideration

Place

KEY 7. Reducing Fly tipping and Littering Strategy 2023 (Pages 9 - 46)

Report of the Corporate Director of Place.

KEY 8. Climate and Nature Strategy (Pages 47 - 138)

Report of the Corporate Director of Place.

Resources and Commercial

KEY 9. Procurement of Microsoft Dynamics Finance and Operations Support Partner (Pages 139 - 148)

Report of the Acting Corporate Director of Resources.

KEY 10. Critical Works to Sancroft Care Home (Pages 149 - 158)

Report of the Corporate Director of Place and the Director of Finance and Assurance.

11. Any Other Urgent Business

Which cannot otherwise be dealt with.

12. Exclusion of the Press and Public

To resolve that the press and public be excluded from the meeting for the following item of business for the reasons stated.

Agenda Item No	Title	Description of Exempt Information
13	Procurement of Microsoft Dynamics Finance and Operations Support Partner – Appendix 2	Information under paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, relating to the financial or business affairs of any particular person (including the authority holding that information).
14	Critical Works to Sancroft Care Home – Draft tender pack	

Agenda - Part II

13. Procurement of Microsoft Dynamics Finance and Operations Support Partner (Pages 159 - 162)

Appendix 2 to the report of the Acting Corporate Director of Resources.

14. Critical Works to Sancroft Care Home (Pages 163 - 348)

Draft tender pack to the report of the Corporate Director of Place and the Director of Finance and Assurance.

Data Protection Act Notice

The Council will record the meeting and will place the recording on the Council's website.

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

Deadline for questions	3.00 pm on 17 April 2023
Publication of decisions	21 April 2023
Deadline for Call in	5.00 pm on 28 April 2023
Decisions implemented if not Called in	29 April 2023

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PROGRESS ON SCRUTINY PROJECTS

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
<p>North West London Joint Overview & Scrutiny Committee (JHOSC)</p>	<p>Joint Committee</p>	<p>Update reports provided to Health & Social Care sub committee (for information)</p>	<p>As required</p>	<p>The North West London (NWL) JHOSC met on 8 March 2023, hosted by Ealing Council. The meeting considered the Elective Orthopaedic Centre Consultation and Proposal, NWL ICS update, Inpatient Mental Health Bed Capacity across NWL, NWL JHOSC recommendations and information requests tracker, and NWL JHOSC work programme.</p> <p>There are regular update reports on the JHOSC to Harrow’s Health and Social Care Scrutiny Sub-Committee so that there is a formal feedback loop between regional and local health scrutiny. Councillor Chetna Halai, Chair of the Health and Social Care Scrutiny Sub Committee, is Harrow’s member on the JHOSC.</p> <p>The five meeting dates for JHOSC 2023-24 are currently being finalised.</p>
<p>Customer Experience</p>	<p>Review</p>	<p>Report to Cabinet</p>	<p>TBC</p>	<p>The review group has finalised its chosen methodology for the review. This incorporates engaging VCS/statutory partners, staff, public (online and in-person) and councillors and MPs. Review work starts in earnest from 17 April. It is anticipated that the review will report back to the Overview and Scrutiny Committee in June, although the resource required/scope may require an extension of timeframe.</p>

Childhood Immunisations	Review	Report to Health & Social Care sub committee	TBC	The Review Group met on 7 February 2023 for a briefing on the key issues and progress on the action plan. This was also attended by Health leaders. Headlines were presented to Health & Social Care Sub-committee on 21 February 2023. Comments from Members will feed into the detailed work for the review and it was agreed that a full report is to be brought back to the Health and Social Care Sub in June.
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Contact: Nahreen Matlib, Senior Policy Officer

Email: nahreen.matlib@harrow.gov.uk



Report for: Cabinet

Date of Meeting:	20 th April 2023
Subject:	Reducing fly tipping and littering strategy 2023
Key Decision:	Yes
Responsible Officer:	Dipti Patel Corporate Director of Place; Cathy Knubley Director of Environment
Portfolio Holder:	Councillor Anjana Patel - Portfolio Holder for Environment and Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 - Reducing fly tipping and littering strategy Equalities Impact Assessment

Section 1 – Summary and Recommendations

This report seeks approval to adopt a new strategy to tackle and reduce instances of fly tipping and littering in the Borough.

Recommendations.

Cabinet is requested to:

- 1). Approve the proposed fly-tipping and littering strategy.

Reason: (for recommendations)

To continue the Council's focus on reducing the incidences of fly tipping across the borough and to take enforcement action where appropriate.

Section 2 – Report

2.1 Introduction

- 2.1.1 This report introduces the new fly-tipping strategy and provides members with the opportunity to comment and feedback on the current draft proposal to address the growing concern of the increase of fly tipping incidents and the associated negative impact this has on the street environment.
- 2.2.1 A fly tip is rubbish left on the street (or other land) without arrangements for its collection and without agreement with the council. The vast majority of waste that is fly tipped is household waste.
- 2.3.1 This fly-tip strategy and supporting action plan is one element of the wider programme which places focused attention on making Harrow a Borough that is clean and safe.
- 2.4.1 There has been an increase in the volume of fly-tipped waste incidents across the borough. The waste deposited damages the environment and enjoyment of neighbourhoods is diminished.
- 2.5.1 Since April 2022, we have received over 10,000 fly tipping incidents.
- 2.6.1 The Harrow Corporate Plan gives a firm commitment to reducing the levels of fly tipping in Harrow. In the plan the following flagship actions have been identified in relation to fly tipping:
 - Install at least 15 mobile CCTV cameras in the areas of Harrow most targeted by fly-tippers to reduce the levels of dumping and to make the people who do this pay.
 - Identify unauthorised beds in sheds and other environmental issues through a new approach which includes heat maps.
 - Hold at least four Weeks of Action, bringing together council and partners to deal with particular areas of anti-social behaviour and fly tipping.

- 2.7.1 The primary aim of the strategy is to align our approach in tackling fly tipping, not just through efficient and targeted enforcement but through wider engagement with service partners, community groups and stakeholders with the goal to provide an overall reduction in fly-tipping and littering incidents and an improved satisfaction of our residents regarding the cleanliness of the streets within their communities
- 2.8.1 The main strands of focus within the strategy to enable the delivery of improvements are:
- Early intervention – education, communication and engagement
 - Prevent reoccurrence – Holistic action plans for hotspot areas
 - Targeted enforcement – Intelligence lead appropriate enforcement action
- 2.9.1 The action plan will be the mechanism that will be reviewed through the year and will support the delivery of agreed actions.
- 2.10.1 It focuses on increased enforcement and compliance work at the same time as an increase in communications to residents and the public that fly tipping is an environmental crime and socially unacceptable. The plan has been created based on the resources provided by the priority enforcement team.
- 2.11.1 The success of the strategy will be measured by:
- A reduction in the volumes of reported fly tipping and littering
 - Enforcement Actions Taken: Fixed Penalty Notices (FPNs) issued
 - Fixed penalties Notices paid
 - Resident satisfaction with fly-tip removal

2.2 Options considered

- 2.2.1 Do nothing. There is clear ambition in Harrow for a cleaner environment, as captured in the new Corporate Plan's clean and safe priority. Doing nothing to tackle the issue of fly tipping and littering would not be consistent with this level of ambition.

2.3. Performance Implications

- 2.3.1 There are no performance implications.

2.4 Environmental Implications

- 2.4.1 The strategy is expected to have a hugely positive impact on the Environment, by putting in place and action plan that addresses fly tipping and littering.

2.5 Data Protection Implications

There are no data protection implications from this report.

2.6 Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **n/a**

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
The FPN revenue does not fully fund the officers in the priority enforcement team.	The trial which took place in 22/23 proved that the team could be self-funded on the fines paid. This will be closely monitored to ensure this continues with resources increase or reduced in line with the payments received. A small fund will be maintained to cover if the revenue is less than expected in once month.	Green
Actions in the strategy are not delivered.	The action plan will be overseen by a working group of officers who will ensure that actions are being delivered in the correct and timely manner.	Green

2.7 Procurement Implications

2.7.1 There are no procurement implications for this project as the delivery utilises existing vehicles and equipment.

2.8 Legal Implications

2.8.1 Under the Environmental Protection Act, the local authority has a duty to, in respect of relevant highways, to ensure that the land is, so far as is practicable, kept clear of litter

and refuse, and to also ensure that it is kept clean. A waste collection authority can charge for the collection and disposal of waste other than household waste.

- 2.8.2 Fly-tipping is the common term used to describe waste illegally deposited on land without an environmental permit. The offence of flytipping and the additional offences of 'knowingly causing' or 'knowingly permitting' fly-tipping are set out in Section 33(1)(a) of the Environmental Protection Act 1990.
- 2.8.3 Fly-tipping is a criminal offence that is punishable by a fine of up to £50,000 or 12-months imprisonment if convicted in a Magistrates' Court. The offence can also attract an unlimited fine and up to five years imprisonment if convicted in a Crown Court.
- 2.8.4 The FPN process operates in accordance with the requirement of the Clean Neighbourhoods and Environmental Act 2005. The FPN fine is currently £400 for fly tipping.
- 2.8.5 A FPN is an invitation to effectively discharge liability to prosecution. This means that while this is not an admission of guilt, the offender agrees that an offence has been committed and that by paying the sum of money specified no further action will be undertaken by the council.

2.9 Financial Implications

- 2.9.1 The enforcement element of the action plan will be delivered by the priority enforcement team. This team was set up initially with members investment funds to help tackle priority issues such as fly tipping. Following the end of the investment funding (31/03/2023) the team will continue as a self-funded unit.
- 2.9.2 The funds received for fixed penalty notices for fly tipping will be ring fenced to fund this team. Therefore, there is no additional financial costs. A contingency fund will be kept to ensure costs are covered should there be a reduction in payments in one month. This will utilise the underspend paid back from the Trading Standards contract.

2.10 Equalities implications / Public Sector Equality Duty

- 2.10.1 The recommendations in this report will apply to and benefit all households and all residents in Harrow and it is therefore considered that there will be no negative impact on any protected characteristics.

2.11 Council Priorities

- 2.11.1 This strategy supports the council vision of "restoring pride in Harrow". The strategy seeks support from the local community to help make fly tipping and littering unacceptable within Harrow
- 2.11.2 Delivery of the strategy will also support the priority of a "Clean and Safe Borough". Taking robust enforcement to protected against the anti-social behaviours of fly tipping and littering

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 06/04/23

Statutory Officer: Baljeet Virdee

Signed on behalf of the Monitoring Officer

Date: 06/04/23

Chief Officer: Dipti Patel

Signed off by the Corporate Director

Date: 12/04/23

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 31/03/23

Head of Internal Audit: Susan Dixon

Signed by the Head of Internal Audit

Date: 06/04/23

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

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

EqIA carried out: Yes

EqIA cleared by: Jennifer Rock

Section 4 - Contact Details and Background Papers

Contact: Emma Phasey, Head of Licensing and Enforcement,
Emma.Phasey@Harrow.gov.uk

Background Papers: None

**Call-in waived by the Chair of Overview and Scrutiny Committee
- NO**

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Reducing Fly Tip & Littering Strategy

Restoring Pride in Harrow



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1. Introduction

This strategy is set within the council's vision of Restoring Pride in Harrow. This vision is underpinned by three priorities:

- ***A council that puts residents first***
- ***A place that is clean and safe***
- ***A borough that supports those in need***

Reducing fly tipping and littering in the borough is fundamental in ensuring a borough that is clean and safe. And a lot of work is already underway. Fly-tipping and littering blights communities and left unchecked can become a barrier to creating homes and communities where people choose to live.

The fly-tipping and littering strategy sets out our aims and priorities over the next three years.

2. Aims

The aim of this strategy is to tackle fly tipping and littering across the borough in line with our commitment to restore pride in the borough. We will work in partnership to improve intelligence led joint working between services, partners and the community to ensure that we will together deliver two key outcomes:

- 1) Reducing the number of fly-tips and litter
- 2) Increase resident satisfaction with street cleaning by significantly reducing resident perception that fly-tipping and litter is a problem in their neighbourhood

We will do this by:

- Increasing enforcement, being intelligence-led, with zero tolerance
- Addressing the causes of fly tipping and littering
- Removing fly tips quickly
- Making fly tips and littering easier to report.
- Early intervention including promoting civic pride.
- Working with local communities and partners to increase awareness of fly-tipping and littering problems, the cost to residents and traders in collecting and disposing of fly-tips and the negative impact that fly-tipping creates for their local area.

3. Partnerships

Partnership working is fundamental in delivering this strategy. We will continue to work with our key partners to tackle fly-tipping including:

- Police
- London Fire Brigade
- Environment Agency
- Residents (Ward panels, resident associations)
- Schools
- Businesses
- Business Improvement District (BID)

- Waste Services
- Communications
- Community Safety
- Housing
- Licensing (Commercial & Residential)
- CCTV
- Parks Team
- Highways
- Planning

4. The law and our responsibility

Litter is controlled under the legislative framework of the Environmental Protection Act 1990, as amended, (“**EPA 1990**”).

It is an offence to drop or leave litter and not pick it up. It applies to all land that is open to the air, including land covered with water and privately owned land. A person found guilty of dropping litter can be fined up to £2500 in a magistrates’ court. Most offences can be dealt with through serving a Fixed Penalty Notice on the perpetrator by an authorised body such as a local authority or police force. Fixed Penalty Notice charges for littering are set locally at £150.

Litter is generally accepted to be anything below the size of a sack of household waste and is mostly understood as items related to smoking, chewing gum or eating and drinking on the move where unwanted items have not been properly disposed of or have been dropped inadvertently.

Section 89 of the EPA 1990 places a legal responsibility (a ‘duty’) on certain organisations to ensure that land, as far as is practicable, is kept clear of litter and refuse.

There are six ‘Duty Bodies’ – local authorities, statutory undertakers such as rail and road agencies, Crown Estate, colleges, schools and universities. Privately owned land not open to public access is not covered by this responsibility.

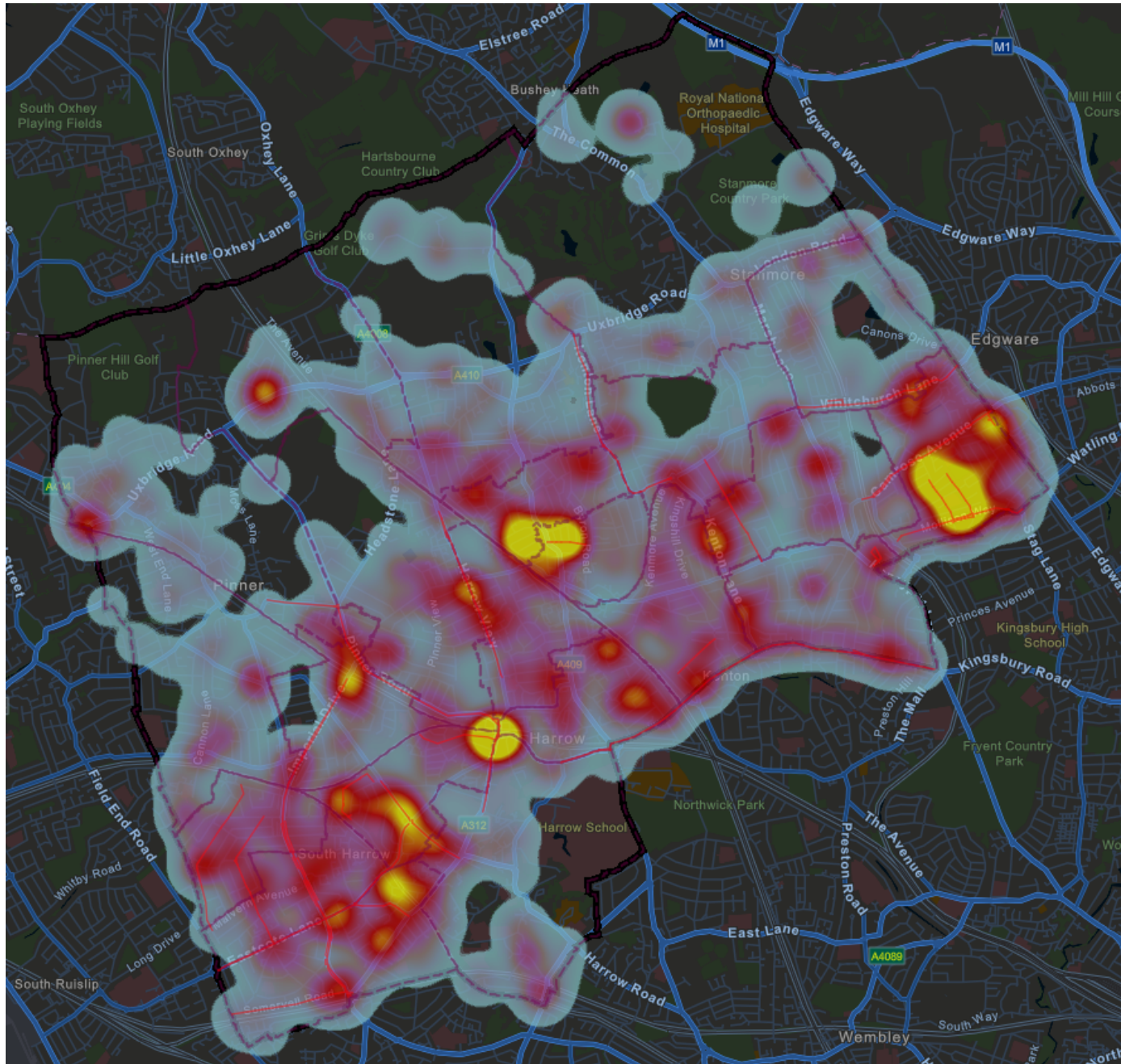
Fly-tipping is the common term used to describe waste illegally deposited on land. The offence of fly-tipping and the additional offences are set out in Section 33 (1) of the EPA 1990. Fixed Penalty Notice charges for fly tipping are set locally at £400.

The waste can be solid or liquid and can vary on scale from the size of a bin bag of rubbish to large scale dumping of construction. There is also an associated offence relating to the unlawful deposit of waste from a motor vehicle, whereby the person who controls or is in a position to control the vehicle shall be treated as knowingly causing the waste to be deposited.

Businesses and residents have a legal obligation, called a duty of care, to ensure that their waste is disposed of in the correct way.

5. Hotspots

It is important that we understand where fly-tipping is occurring most frequently so we can target our resources in the areas affected. This hotspot map outlines the areas in Harrow where fly-tipping is most prevalent in the four-month period of 01/12/2022 – 31/03/2023



The three most significant areas for reported fly tips are:

- Wealdstone Town Centre, Wealdstone South
- Mollison Way/Cotman Gardens/Constable Gardens, Edgware
- Vaughan Road, West Harrow

6. Who fly tips in Harrow?

Rubbish from Houses and Flats

Waste Type	Possible Triggers	Possible Factors	Consequences
<p>Little and often black sacks and carrier bags.</p> <p>Single items; mattresses, furniture, toys.</p> <p>Packaging – large pieces of cardboard</p>	<p>Excess rubbish generated by overcrowding or Houses in Multiple Occupation (HMOs).</p> <p>Lack of understanding around disposing of rubbish and dropping rubbish off at regular points; the 'little and often' deposits of rubbish making these areas unofficial collection points such as next to a litter bin or at the street corner.</p>	<p>Transient population with a high turnover of residents</p> <p>Lack of landlord / estate agent responsibility, especially when tenants move out.</p> <p>Lack of awareness that it is an offence to dump rubbish</p> <p>Lack of awareness of authorised waste disposal services, such as those operated by the Council</p> <p>Poor planning design, creating lack of external storage for rubbish.</p> <p>Lack of civic pride, for rented and owned properties.</p> <p>Lack of perception of the risk of being caught and issued a Fixed Penalty Notice or being prosecuted.</p>	<p>Fixed Penalty Notice issued by the local authority of £400</p> <p>By giving your waste to someone else you could still face penalties of up to £5,000 if you don't check that the company or person has a licence to carry waste.</p>

Rubbish from Flats above Shops

Waste Type	Possible Triggers	Possible Factors	Consequences
<p>Little and often black sacks and carrier bags.</p> <p>Single items; mattresses, furniture, toys.</p> <p>Packaging – large pieces of cardboard.</p>	<p>Limited storage to store waste inside the flat.</p> <p>Lack of understanding around timed collections.</p> <p>Culture of leaving waste by litter bins and established unofficial collection points – 'little and often' rubbish deposits.</p>	<p>Storage for rubbish with houses converted into flats or HMO's for houses.</p> <p>Poor planning design, creating lack of internal storage for rubbish for flats above shops.</p> <p>Planning breaches.</p> <p>Lack of civic pride, for rented and owned properties.</p> <p>Lack of perception of the risk of being caught and issued a Fixed Penalty Notice or being prosecuted.</p>	<p>Fixed Penalty Notice issued by the local authority of £400</p> <p>By giving your waste to someone else you could still face penalties of up to £5,000 if you don't check that the company or person has a licence to carry waste.</p>

Business Rubbish from Local Businesses

Waste Type	Possible Triggers	Possible Factors	Consequences
<p>Black bags and carrier bags.</p> <p>Packaging.</p>	<p>Opportunistic – low risk of being caught.</p> <p>Lack of understanding around timed collections.</p>	<p>New staff.</p> <p>No waste contract or underpaying for the amount of waste generated.</p> <p>Small quantities of waste produced and with a small profit margin some businesses take the risk of fly-tipping to cut down on costs.</p>	<p>Duty of care under the Environmental Protection Act 1990 includes a statutory Code of Practice. A breach can lead to a fine if convicted in the Magistrates Court or an unlimited fine if convicted in the Crown court.</p>

Organised Criminal Activity

Waste Type	Possible Triggers	Possible Factors	Consequences
<p>Building material.</p> <p>Large levels of household rubbish.</p> <p>White goods</p>	<p>Lack of awareness amongst householders of their duty to dispose of rubbish properly (duty of care) / available services.</p> <p>Residents do not realise that the business is acting illegally despite taking money for disposal.</p> <p>Using illegal companies to dispose of rubbish, includes house clearances, and waste from DIY.</p>	<p>Opportunistic ways of avoiding collection and disposal costs.</p> <p>There is a perception that they will not get caught and fined or their vehicle seized.</p>	<p>Reports of vehicles used for fly-tipping will be investigated by our enforcement officers.</p> <p>The registered owner can be traced and prosecuted.</p> <p>The Police have the power to seize any vehicle used for this offence. If a vehicle registered to you is used to fly-tip it can be seized and crushed and both driver and the owner of the vehicle can be prosecuted.</p> <p>By giving your waste to someone else you could still face a fine if you don't check that the company or person has a licence to carry waste.</p>

7. Who is dropping litter in Harrow

Waste Type	Possible Triggers	Possible Factors	Consequences
All litter	Lack of awareness of the impact of litter.	<p>Lack of civic pride</p> <p>The increasing disconnect with the natural environment caused in part by alternative pastimes based around technology</p> <p>Increased night-time economy and its impact on less responsible behaviour in urban centres</p> <p>Increased car ownership and improvements in car design separates travellers from the experience of the environment around them</p> <p>Expectations of responsibility for litter clearance</p> <p>Lack of awareness of wider costs of litter</p> <p>Changes in shopping has generated an increase in packaging has led to an increase in waste, whether intentionally or otherwise, some of which ends up as litter.</p>	Fixed Penalty Notice issued by the local authority of £150
Food on the go	Lack of awareness of the impact of litter.	<p>With a move to eating on the go, there is an increase in disposable packaging.</p> <p>Eating/drinking on the go has also become commonplace whilst travelling in a vehicle leading to roadside litter where litter bins would not be an appropriate solution.</p> <p>Eating on the go packaging often has high volume packaging (plastic bottles and food trays) meaning bins fill more quickly.</p>	Fixed Penalty Notice issued by the local authority of £150

		Walking routes to high schools may attract litter if children eat on the go both to and from school and do not dispose of the litter in a bin.	
Dog fouling	Dog ownership is on the rise Lack of awareness of the impact of litter.	Lack of clarity as to when, where and how to dispose of dog waste correctly.	Failure to clear up properly after dog fouling causes specific additional concerns around health of people, livestock and wildlife Fixed Penalty Notice issued by the local authority of £150
Cigarettes and Vapes Alcoholic beverage containers Legal high container	Lack of awareness of the impact of litter. Incorrect belief that cigarettes decompose	Evening socialising on the street with stimulants such as nicotine and alcohol, where the main focus is on the socialisation and stimulant and not the correct disposal of litter. Where one person in a group does not dispose of their litter correctly it may encourage others to do the same.	Fixed Penalty Notice issued by the local authority of £150

8. Action taken by Harrow

In Harrow fly-tips are investigated where evidence is available, this includes evidence from local residents who may have witnessed the incident.

Harrow engages with both internal and external stakeholders and has strong relationships with key partners. We target hotspots, by sending out a highly visible enforcement officers to look at several enforcement issues at the same time e.g. fly-tipping and checking for business waste transfer contracts. Where we have evidence enforcement action will be taken against a fly-tipper.

Harrow also has a highly visible team patrolling the Borough looking for evidence of littering, where littering is witnessed the officers, will where appropriate, issue fixed penalty notices to the individual who dropped the litter.

Over 2,000 fixed penalty notices were issued for littering in 2022/23. The majority of these related to discarded cigarettes.

Over 600 fixed penalty notices were issued for fly tipping in 2022/23.

Almost 500 fixed penalty notices were issued to businesses for failure to comply with their duty of care under the EPA 1990.

In advocating the safe disposal of waste. Harrow Council encourages the use of the council's recycling services including the HRRC at Forward Drive.

9. How can residents help?

Residents play a pivotal role in assisting the council in locating and informing the council on fly-tipping incidents, often being the first reporters.

Reporting via the web form ensures the swiftest response from the service and allows the council to track the reported incident through to completion.

<https://www.harrow.gov.uk/streets/fly-tipping>

We strongly advise that residents do not go through dumped waste as this has the possibility of both posing a hazard to the resident and may harm the quality of the evidence which may be gathered. If a resident has evidence of who fly tipped then this should be reported using the form above which will advise the resident of the next steps in relation to enforcement action.

10. Our Approach

Our overarching action plan is based on three actions:

- **Early intervention**
- **Prevent Reoccurrence**
- **Targeted Enforcement.**

Two officers will be dedicated as the resource to help achieve the action plan below. These officers will be 100% self-funded by the fixed penalty fines that they generate. This resource will be increased should the team need more resources due to the level of offences found, provided they remain self-funded.

11. How will we measure our success?

Our overall measure of success will be to reduce the total number of fly-tips from their current level.

- Volumes of reported fly tipping and littering
- Time taken to remove fly tips
- Numbers of fly-tip hotspots
- Enforcement Actions Taken: Fixed Penalty Notices (FPNs) issued
- Fixed penalties Notices paid
- Resident satisfaction with fly-tip removal

12. Action Plan

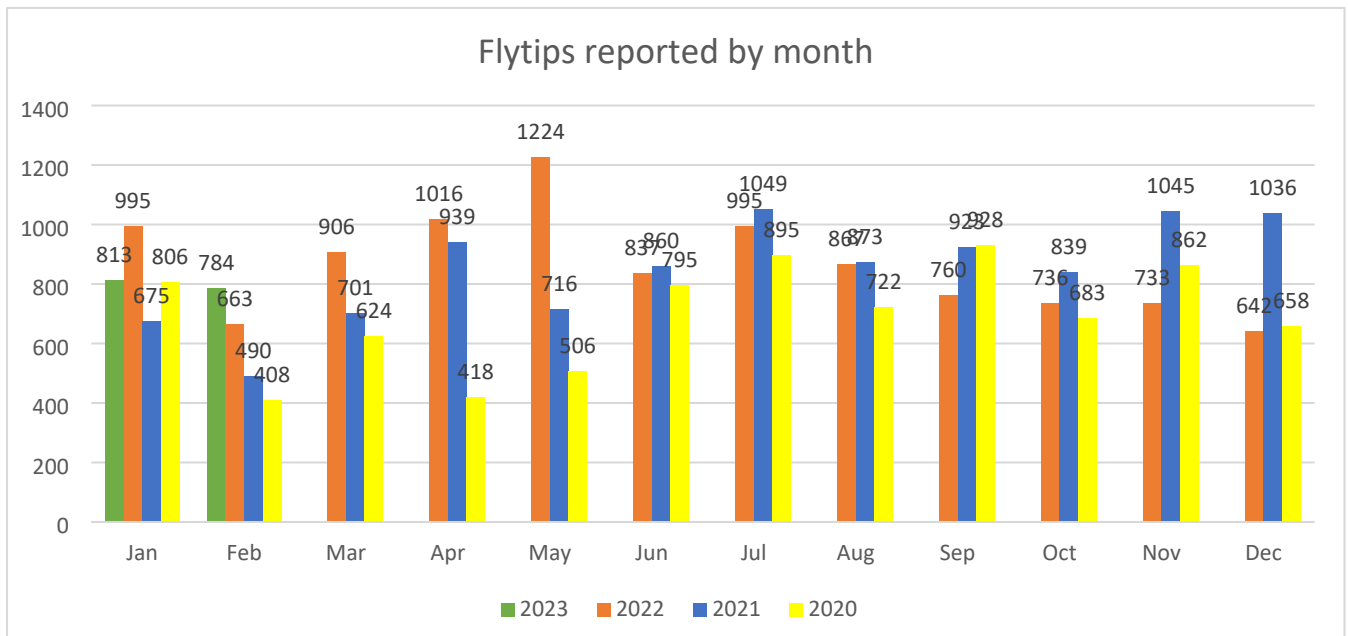
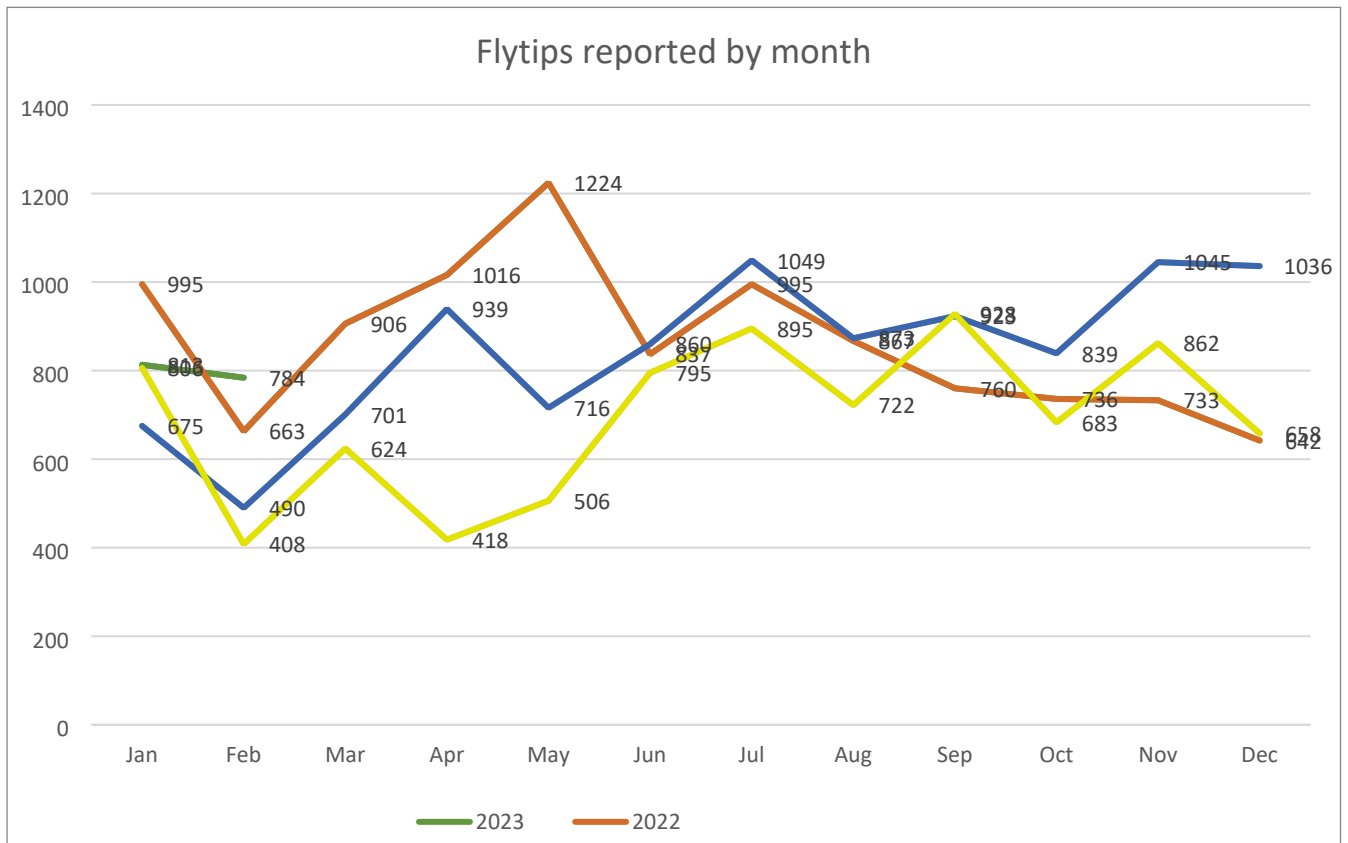
Priority	Action	Detail	Timescale/frequency	Lead
Early Intervention	Awareness raising campaign	<p>The Council's Communications team will be undertaking an awareness raising and behaviour change campaign to support the delivery of this action plan.</p> <p>The long-term campaign will follow a three-part strategy:</p> <p>Deterrence – focusing on the likely perpetrators, providing them with information on how to dispose of waste correctly, as well as alerting them to the punitive consequences of littering and fly-tipping. Tactical communications, such as posters, will be displayed in known hotspots.</p> <p>Empowerment – focusing on residents, raising awareness of the council's programme to tackle fly-tipping and litters with a call to action to use the council's reporting tool. The team will also focus on the user experience, making the process as easy and simple as possible to report online.</p> <p>Reassurance – raise awareness of the successful actions the council has taken, highlighting punitive action taken against perpetrators.</p>	At least quarterly communications over the three years starting immediately	Communications
Early Intervention	Keep Britain Tidy	Explore the value of membership of "Keep Britain Tidy" to access their specialised knowledge and resources	Assessment by May 2023	Licensing and Enforcement
Early Intervention	Engagement Businesses	<p>Attendance at business forums to raise awareness about business duty of care and the consequences of non-compliance.</p> <p>Engagement with the Harrow BID team on how they can work with the Council to get information out to local businesses.</p>	Attend at least three forums a year	Licensing and Enforcement
Early Intervention	Engagement residents	Attendance at ward panel meetings to discuss fly tipping & littering hotspots in the ward location.	Attend each ward panel at least once every six months for the duration of the action plan.	Licensing and Enforcement

Early Intervention	Increasing correct waste disposal	Relaunch of the recycling Service to drive up the rates of recycling. Provide free bulky waste disposal.	Underway	Environmental Operations
Prevent Reoccurrence	Verge Planting Trial	Verge Planting Trial – Look at areas which are regularly affected by fly tipping. Consider whether they are suitable to be dug over to flower bed and planted out with hardy shrubs Letters to be sent to households located in the area around the site to highlight the work undertaken and to raise awareness and generate support for the objective to deter fly tipping in their community.	Identify three possible locations by October 2023	Environmental Operations/ Licensing and Enforcement
Prevent Reoccurrence	Design out hotspots	Joint working between Council Departments to identify where it may be appropriate to designing out the issue of littering & fly tipping hot spots by making changes to the existing environment.	Identify two possible locations by October 2023	Highways/Licensing and Enforcement/ Environmental Operations
Prevent Reoccurrence	Engagement with Businesses	Engaging with charity shops which are experiencing issues with fly tip to support them to reduce fly tips in the doorways.	July 2023	Licensing and Enforcement
Prevent Reoccurrence	Engagement with Landlords and PRS residents	Communications with Landlords of HMOs in the Borough reminding them of their responsibilities Review HMO and selective licence conditions to ensure that these are adequate to ensure that the landlords are responsible for correct waste disposal	Annual communication starting in 2023 March 2024	Licensing and Enforcement
Prevent Reoccurrence	Engagement with residents	Correct bin disposal Information leaflets distributed to residents in hot spot areas.	Commencing May 2023	Licensing and Enforcement
Prevent Reoccurrence	Target issues at hotspot area	Create a holistic action plan for each of the identified top 20 fly tip sites.	March 2023 and reviewed at least every six months	Licensing and Enforcement
Prevent Reoccurrence	Focus activity at location	Use of crime scene tape for fly tips in hot spot areas. These will be photographed, and this will be publicised on social media.	Commencing May 2023	Licensing and Enforcement

Prevent Reoccurrence	Private land	Working with the landowner to ensure that that private land is cleared from fly tip and advise on how to prevent recurrence.	Underway and Ongoing	Licensing and Enforcement
Targeted Enforcement	Intelligence lead	Ensure that the Council website is updated to make sure it is clear on how to report fly tip so hot stops locations can be tracked and addressed in real time Baseline the level of fly tip in each ward. Monitor these to identify new problem area and most prolific areas	Underway and Ongoing Underway and Ongoing Underway and Ongoing	Licensing and Enforcement/Communications/Digital
Targeted Enforcement	Mapping connections between HMOs and fly tips	Hotspot map identifying areas where licensed private rental properties overlap with fly tip hotspots and undertake visits to ensure adequate waste disposal at the properties	Commencing April 2023	Licensing and Enforcement
Targeted Enforcement	Partnership working between internal departments	Sending out enforcement officers with the waste team to known hotspots to find evidence of perpetrators whilst clearing the site	Underway and Ongoing	Licensing and Enforcement
Targeted Enforcement	Weeks of Action	Undertake dedicated weeks of action in fly tip hot spot areas. Actions will include business duty of care inspections, evidence gathering, removing abandoned vehicles, HMO inspections etc	Commencing May 2023	Licensing and Enforcement
Targeted Enforcement	Public Space Protection Order (PSPO) review	Review of current PSPO offences and consideration given to whether these should be retained/extended,	Undertaken and consultation underway in relation to wording of new proposed PSPO.	Licensing and Enforcement
Targeted Enforcement	Deployment of additional CCTV	Re-deployable CCTV – current re-deployable CCTV & plans for more	March 2023 and reviewed at least every six months	Licensing and Enforcement /CCTV team
Targeted Enforcement	Increase fly tip enforcement patrols into evening and weekends	A zero-tolerance approach will be adopted, and enforcement action taken for every fly tip where there is adequate evidence	Underway and Ongoing	Licensing and Enforcement
Targeted Enforcement	Increased enforcement action against unlicensed	Increased enforcement action against unlicensed HMOS and selective licence property	Underway and Ongoing	Licensing and Enforcement

	HMOS and selective licence property			
Targeted Enforcement	Partnership working	Undertake joint working days with police pulling vehicles over and checking waste transfer licenses.	By September 2023, and at least once annually	Licensing and Enforcement
Targeted Enforcement	Task and finish group	A task and finish group will meet monthly to oversee this plan. They will monitor the performance against the measures and intervene if changes are needed.	April 2023 and ongoing	Licensing and Enforcement

Appendix 1 – Fly tip trends



Recent reported fly tips by ward

	Reported Fly tips 1 Dec 2022- 1 March 2023
Belmont	66
Canons	56
Centenary	122
Edgware	319
Greenhill	97
Harrow on the Hill	101
Harrow Weald	99
Hatch End	51
Headstone	106
Kenton East	125
Kenton West	102
Marlborough	94
North Harrow	55
Pinner	55
Pinner South	70
Rayners Lane	88
Roxbourne	83
Roxeth	167
Stanmore	60
Wealdstone North	121
Wealdstone South	97
West Harrow	175

You will need to produce an Equality Impact Assessment (EqIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)		
Type of Decision:	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
Title of Proposal	reducing fly tipping and littering strategy	Date EqIA created 30 03 2023
Name and job title of completing/lead Officer	Emma Phasey Head of Licensing and Enforcement	
Directorate/ Service responsible		
Organisational approval		
EqIA approved by the EDI Team	Name: Jennifer Rock Assistant Policy Officer EDI Team	Signature <input checked="" type="checkbox"/> Tick this box to indicate that you have approved this EqIA Date of approval 05/04/23

1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed **after** you have completed sections 2 - 5)

a) What is your proposal?

This report seeks approval to adopt a new strategy to tackle and reduce instances of fly tipping and littering in the Borough.

The main strands of focus within the strategy to enable the delivery of improvements are:

- Early intervention – education, communication and engagement
- Prevent reoccurrence – Holistic action plans for hotspot areas
- Targeted enforcement – Intelligence lead appropriate enforcement action

It focuses on increased enforcement and compliance work at the same time as an increase in communications to residents and the public that fly tipping is an environmental crime and socially unacceptable.

b) Summarise the impact of your proposal on groups with protected characteristics

The recommendations in the report will apply to and benefit all households and all residents in Harrow and it is therefore considered that there will be no negative impact on any protected characteristics.

c) Summarise any potential negative impact(s) identified and mitigating actions

None

2. Assessing impact					
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to borough profile data , equalities data , service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on each group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact			
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact
			Minor	Major	
Age	<p>Harrow has a resident population of 251,1601. It has an above average working age population aged 16-64 of just under 63% (158,000) and a growing younger population aged 0-15, which is higher than the London average, suggesting that the borough is a popular destination for families²</p> <p>The proposal will:</p> <p>Ensure that the streets are clear and clean for persons of all ages by encouraging residents not to fly tip and taking swift enforcement action against those who do.</p> <p>Currently the majority of FPNS for littering are for the dropping of cigarette butts which means these is likely to be over 18s.</p> <p>We cannot break down out FPN data by offence type but overall we know that the following age groups are served the largest percentage of FPNS</p> <p>20-29 20.93%</p> <p>30-39 25.35%</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

¹ Nomis 2019

² ONS -2018 mid-year estimates

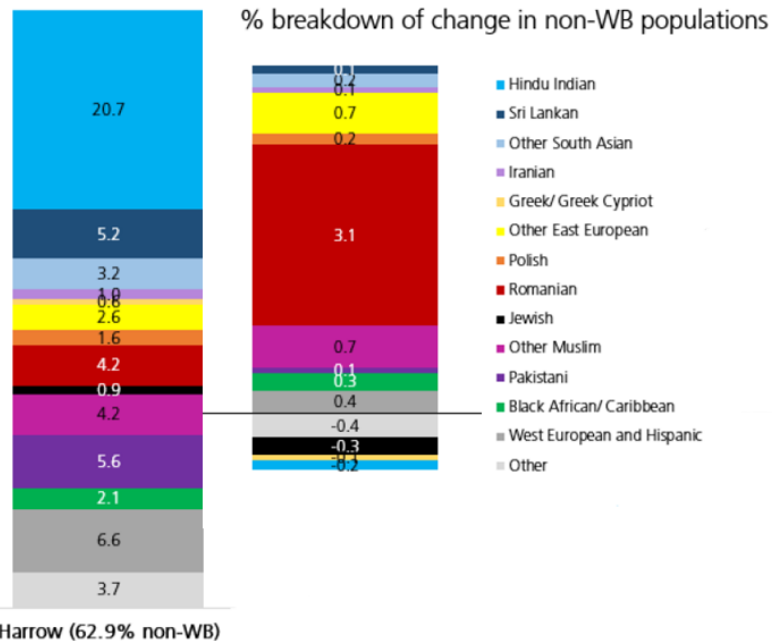
	40-49 17.30% Not known 22.23%				
Disability	<ul style="list-style-type: none"> ONS data for 2016-2018 shows that 19,208, (12.2%) of Harrow's working age population have a disability. There is a strong correlation between disability, in particular the extent of the disability, and economic inactivity. There are also particular groups that have specific obstacles in progressing to the labour market. These include adults with learning disabilities and those with severe mental health issues. Accessibility and suitable transport are also barriers for disabled people. Disabled people are also likely to be under-represented among business owners within Harrow. <p>The proposal will:</p> <p>Ensure that the streets are clear and clean for all persons.</p> <p>It is unlikely that the proposal will lead to differential impact for people based on this protected characteristic</p> <p>Keeping the streets clear and clean is likely to positively impact on those with disabilities affecting eyesight or mobility as it should reduce the amount of obstacles on the pavement</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender reassignment	<ul style="list-style-type: none"> There is limited national data collected for this characteristic. We will need to consider the inequalities and discrimination experienced for this protected group when data becomes available. The charity GIRES estimated in their Home Office funded study in 2009 the number of transgender people in the UK to be between 300,000 and 500,000. More recently Stonewall advised that it is estimated that around 1% of the population might identify as trans, including people who identify as non-binary. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	<p>This would represent about 600,000 trans and non-binary people in Britain and about 2,500 people in Harrow.</p> <p>The proposal will:</p> <p>Ensure that the streets are clear and clean for all persons. It is unlikely that the proposal will lead to differential impact for people based on this protected characteristic</p>				
<p>Marriage and Civil Partnership</p>	<p>At the time of the 2011 Census 54% of Harrow's residents were married, which was the highest level in London. 21% of households were married, or in same-sex civil partnerships, with dependent children, the highest level in London. At October 2020 there have been 144 Same Gender Civil Partnerships in Harrow, 25 of which has been converted to a Marriage. There have been 8 Opposite Gender Civil Partnerships. There have been 57 Same Sex marriages.</p> <p>The proposal will:</p> <p>Ensure that the streets are clear and clean for all persons</p> <p>It is unlikely that the proposal will lead to differential impact for people based on this protected characteristic</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Pregnancy and Maternity</p>	<ul style="list-style-type: none"> ONS births figures show Harrow as having 3,526 live births in 2019. 14 live births per 1000 population is higher than the England & Wales average of 10.8 The borough has the worst infant mortality rate in London, at a rate of 5.1 deaths per 1000 live births, which is a strong indicator of poverty and inequality in the borough. Nationally, women have faced discrimination during pregnancy and maternity in the workplace. EHRC Survey data shows that around one in nine mothers (11%) reported that they were either dismissed; made compulsorily redundant, where others in their workplace were not. <p>The proposal will:</p> <p>Ensure that the streets are clear and clean for all persons.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	It is unlikely that the proposal will lead to differential impact for people based on this protected characteristic				
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Race/
Ethnicity

% breakdown of non-WB populations, 2019



- Harrow is one of the most culturally diverse local authorities in the UK, with over 60% of residents from Black, Asian, and Multi-Ethnic backgrounds and an estimated 20% Eastern European community, which is fast growing³. Black African (notably the Somali Community) groups have been fast growing over the last 6 years or so, as has the Afghan community.
- Unemployment rates are significantly higher in certain areas of the borough, particularly in the Wealdstone and Marlborough wards (central Harrow) and
- Roxbourne (south Harrow), focused in an around the Rayners Lane estate and among residents classified as Black and Other ethnic groups. These areas are also ranked high on the indices of deprivation for the UK.

	☒	☐	☐	☒
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³ Harrow Economic assessment 2019-2020:population

	<ul style="list-style-type: none"> The majority of 16–18-year-olds that are classed as NEET are from Black and Multi Ethnic backgrounds and located in wards with high levels of deprivation. However, the data also shows that the single largest ethnic group of pupils aged 16-18 classed as NEET is White British. At ward level Marlborough, and Wealdstone have the highest number of households in need of re-housing. These respectively have a Black and Multi Ethnic population of 77% and 75%. The highest rates of overcrowding is in Greenhill ward (97.5 per 1,000 households) and a Black and Multi Ethnic population of 74% (2011 census). Over 94% of Harrow businesses are classed as micro-businesses. There is limited data on the profile of business ownership by protected characteristics. Anecdotal evidence suggests that most retail businesses in Harrow’s town centres are Black and Multi Ethnic - owned. <p>The proposal will:</p> <p>Ensure that the streets are clear and clean for all persons.</p> <p>It is unlikely that the proposal will lead to differential impact for people based on this protected characteristic.</p> <p>The evidence that we have suggests the areas most susceptible to fly tip are often the more deprived areas in the Borough which may have higher than average Black and Multi Ethnic population therefore tackling fly tip with this strategy will have a positive impact on these communities.</p> <p>Communications around this strategy will be made as pictorial as possible to reduce the barrier of language. Targeted communication will also be transmitted into the appropriate language where appropriate.</p>				
Religion or belief	<ul style="list-style-type: none"> Religious diversity is strong in Harrow. At the 2011 Census Harrow was the most religiously diverse borough in the country. Harrow had the highest number (and proportion) of Hindu followers in the country (25.3%), the highest number of Jains (2.2%) and the second highest number of Zoroastrians. Harrow 's Jewish community was the sixth largest nationally. 37.3% of residents were Christians (the 5th lowest proportion in the country) and 12.5% were Muslims. Harrow had the 2nd lowest ranking for 'no religion'. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	<ul style="list-style-type: none"> As the population's ethnic composition changes, rates of participation in various religions are also likely to change⁴. There is limited data on employment/unemployment rates for Harrow by religion. Data for London suggests that educational attainment and employment among the capital's Muslim community is lower than those from other faith groups located in the borough⁵. <p>The proposal will:</p> <p>Ensure that the streets are clear and clean for all persons.</p> <p>. It is unlikely that the proposal will lead to differential impact for people based on this protected characteristic</p>				
Sex	<ul style="list-style-type: none"> The Government's population estimates as of mid-2019 show that the total population of Harrow is now 251,200, made up of 125,800 men and 125,400 women. Overall, the number of males and females living in Harrow is very similar. Economic activity among Harrow's male population is higher than the London average at 86%, compared with 83%⁶. However, economic activity among females in the borough is lower than the London average at 72%. Harrow is a low wage borough, with both men and women that are employed in the borough earning less than the London average of £760⁷ earning less compared to men. Women earn less than men in the borough. Average gross weekly earnings among women working in Harrow is £500, nearly 38% lower than the London average of £688⁸. 20% of Harrow businesses are female led.⁹ While the pandemic may have negatively impacted both sexes, the shift to home working may have had a positive impact in enabling women to return to work, as they are able to share childcare responsibilities. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

⁴ Harrow Economic Assessment: 2019-2020:population

⁵ Annual Population Survey 2018.

⁶ NOMIS: Labour supply (at December 2020)

⁷ NOMIS: earnings by place of work 2020

⁸ NOMIS: earnings by place of work: 2020

⁹ Beahurst: number of companies registered at Companies House that are female led (April 2021)

	<p>The proposal will:</p> <p>Ensure that the streets are clear and clean for all persons.</p> <p>. It is unlikely that the proposal will lead to differential impact for people based on this protected characteristic</p> <p>We cannot break down out FPN data by offence type but overall we know FPNS served by sex are:</p> <p>Females 13.61%</p> <p>Male 86.39%</p> <p>Therefore the residents we will be seeking communicate with to improve compliance will be males</p>				
<p>Sexual Orientation</p>	<ul style="list-style-type: none"> • The Office for National Statistics estimated in 2014, 2.6% of Londoners identify as lesbian, gay, or bisexual, the highest of any UK region¹⁰. There is no official data on sexual orientation for Harrow in relation to employment. • LGBT people are also likely to be underrepresented among business owners within Harrow. <p>The proposal will:</p> <p>Ensure that the streets are clear and clean for all persons.</p> <p>. It is unlikely that the proposal will lead to differential impact for people based on this protected characteristic</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

¹⁰ Trust for London: London's Poverty profile 2016.

2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?

Yes No

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc), could your proposals have an impact on individuals/service users, or other groups?

Yes No

If you clicked the Yes box, Include details in the space below

3. Actions to mitigate/remove negative impact

Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for each group, identified in section 2. In addition, you should also consider and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact please state below.	Deadline date	Lead Officer

4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups

5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

Outcome 1

No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed

Outcome 2

Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4

Outcome 3

This EqIA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.

Include details here



Report for: Cabinet

Date of Meeting:	20 th April 2023
Subject:	Draft Climate & Nature Strategy 2023-2030
Key Decision:	Yes – affects more than two wards
Responsible Officer:	Dipti Patel – Corporate Director, Place
Portfolio Holder:	Cllr Anjana Patel - Portfolio Holder for Environment and Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Living Harrow: The London Borough of Harrow's Climate and Nature Strategy 2023 to 2030 (draft for consultation, including Strategic Action Plan Appendix) Equalities Impact Assessment

Section 1 – Summary and Recommendations

This report presents a draft Climate & Nature Strategy for approval for public consultation.

Recommendations:

Cabinet is requested to:

1. Approve the attached Draft Strategy for public consultation
2. Note that the results of public consultation will be considered and reported back to Cabinet with the final Strategy for approval.

Reason: (for recommendations)

To provide a strategic framework for the Council and the Borough to take action to reduce greenhouse gas emissions and enable the recovery of the natural world that supports us all.

Section 2 – Report

1. Introduction

- 1.1 In July 2019 full Council debated a motion to declare a Climate Emergency and to resolve to ‘Aim to make the London Borough of Harrow carbon neutral by 2030, taking into account both production and consumption of emissions. The motion was approved for referral to the Executive and subsequently agreed at the meeting of Cabinet in September 2019.
- 1.2 In March 2020 the Council’s cabinet agreed an Interim Strategy and Action Plan, setting out initial short-term areas of action on greenhouse gas (GHG) emissions reduction.
- 1.3 A range of emissions reduction projects have since been planned and delivered by the Council, including an initial programme of energy and carbon saving measures across our schools, corporate buildings and housing, and the adoption of a Low Carbon Procurement Charter, Policy and Toolkit, in order to drive emissions reduction via our supply chain. Details of key work to date are set out in section 2 of the draft Strategy.
- 1.4 However, an effective response to the significant risks posed by climate change and the depletion of natural ecosystems requires a long-term strategic framework around which both the Council and our communities in Harrow can take concerted action. This report introduces a draft Strategy for the period 2023 to 2030 and accompanying strategic action plan, for consultation with residents and businesses within Harrow.

2. Options considered

- 2.1 Do nothing: this option is not recommended. Recent scientific assessments are clear that rapid reductions in greenhouse gases are needed to mitigate the worst effects of climate change, along with action to protect natural ecosystems, and concerted local action on these issues is essential.
- 2.2 Agree the draft Climate and Nature Strategy for consultation: to provide a long-term strategic framework for action both as an organisation and a borough.

3. Background

An urgent need for action

- 3.1 The burning of coal, gas and oil (together known as fossil fuels) in huge quantities is increasing the concentration of carbon dioxide in the earth's atmosphere, causing global heating and significant disruption to our climate.
- 3.2 The most immediate consequences of this are the extreme weather events that have been experienced worldwide over recent years – including heatwaves, droughts, flooding and fires. In the summer of 2022 for example, the UK witnessed its first ever 40°C day, with some of the hottest temperatures nationally occurring in West London. Left unchecked, climate change has the potential to destabilise our planet's ecosystems and life support systems, posing a serious risk to societies here and around the world.
- 3.3 At the same time, the extractive land use practices and pollution associated with our high carbon lifestyles and economy are also contributing to the depletion and weakening of those same ecosystems upon which we depend for the essentials of life, including clean air, water and food. A 2021 study by the Natural History Museum estimated that global biodiversity and ecosystem intactness is only around 75% overall, significantly below the 90% threshold that scientists believe is safe. In the UK that figure is 53%, putting us in the bottom 10% of countries worldwide (Natural History Museum, Biodiversity Trends Explorer).
- 3.4 This is why climate change and the crisis in our natural world are two sides of the same coin and must be tackled together.

Harrow's Greenhouse Gas Emissions

- 3.5 The Council's measured emissions relate to the gas burned across its estate of corporate buildings and maintained schools, the electricity used in those buildings and the fuel used within its fleet of vehicles. Together these have reduced by around 40% since 2014, comprising 13,247 tonnes CO₂e in 2021/22. In addition, notwithstanding that comprehensive utility data on emissions is not available, the Council

has influence over reductions from its housing stock of 4900 homes and also via its extensive supply chain.

- 3.6 In the wider borough, for which 2019 figures are available, it is estimated that the direct emissions occurring in Harrow are around 558,000 tonnes CO₂e per annum, 30% of which are from road transport, with the remainder primarily from gas heating of buildings, of which residential buildings are the largest proportion. In addition, there are an estimated 140,000 tonnes CO₂e of annual emissions from electricity use in the borough, over 60% of which are associated with residential buildings.
- 3.7 Further details of the emissions data for the Council and the borough, including the consumption carbon footprint of the average Harrow resident (which includes out of borough emissions), are contained within section 1 of the draft Strategy.
- 3.8 Overall the data reinforces a focus, both for the Council and the wider borough, on significantly reducing the greenhouse gas emissions associated with our buildings, transport and the things that we use and consume, particularly food.
- 3.9 Sustainable consumption habits, for example buying more re-used and remanufactured products, adopting climate friendly diets and minimising waste, will also make space for nature and reduce the pressure on ecosystems from the extraction of natural resources. Locally there are significant opportunities for the Council and residents to adopt more sensitive management practices that enable the recovery of nature both in our parks and opens spaces and across the borough's extensive network of gardens and private land.

Overview of the draft Strategy

- 3.10 The draft Strategy has three parts. Section 1 sets out the background and context, both nationally and locally. Section 2 introduces the four main thematic action areas:
 1. *Clean Energy Used Efficiently* – how we can heat and power our homes and buildings in low carbon ways;
 2. *Green Mobility* – how we can reduce our reliance on fossil fuel vehicles;
 3. *A Waste Free Economy* - how we can minimise waste and grow a sustainable and circular economy; and
 4. *Healthy Places for Us and Nature* – how we can make space for nature in our borough and build a healthy and resilient local environment.

Finally, section 3 looks at the approach to implementation of the strategy, focussing on the importance of engagement, finance and decision making, along with issues of social justice.

- 3.11 The Appendix to the draft Strategy then sets out the key strategic actions that have been identified across each of the four themes, in each case split by actions for the Council as an organisation and also actions that will influence emissions reduction and nature recovery in the wider borough.
- 3.12 The draft Strategy affirms the Council's aim to reach carbon neutrality as regards its measured organisational emissions by 2030, although recognises that this approach will require significant levels of investment in our buildings and fleet in a climate of changing technologies, for which new funding approaches will need to be developed and which will require an element of external investment. For the wider borough, the Strategy recognises that the majority of greenhouse gas emissions are beyond the Council's direct control and that achieving significant reductions in emissions across Harrow as a whole will therefore require concerted action from all of Harrow's residents and businesses. Whilst it will be extremely challenging to achieve a carbon neutral position for the borough as a whole by 2030, the Council has a key role to play as a convener and via its statutory services in order to encourage and support positive change across our communities. The consultation on this draft Strategy provides an opportunity to begin that process with our residents, businesses and partner organisations.

The co-benefits of action

- 3.13 The draft Strategy also identifies, within each thematic area, the many co-benefits to our communities of taking action on climate change and enabling nature to recover. These include the extensive business growth, innovation and skills opportunities arising from the net zero agenda, as well as increased local resilience to climate change and other global shocks. There are also significant public health benefits, from improvements to air quality to more active lifestyles, healthier diets and better mental health. Taken together, there is increasing evidence that the human and economic costs of inaction on climate change and nature recovery will significantly exceed the costs of taking action now.

Engagement on the Strategy

- 3.14 The Council has an important role to play in meeting these challenges, both in terms of minimising our own emissions and impacts as an organisation, and as a key provider of public services within the borough. However, with the Council's own emissions only comprising a small percentage of the borough's as a whole, it is clear that an effective response also requires the active involvement of all in Harrow. It is therefore important that the strategy reflects our community and their needs. It is proposed that the Council consults on the draft

Strategy over the summer of 2023, to include surveys of both our resident and business communities. This will help to raise awareness of the issues and identify both the current barriers and also the opportunities for change. Engagement will also enable the Council to better understand and map the good work that is already going on in our communities, and how this can be supported and further scaled up.

4.Implications of the recommendations

Environmental implications

4.1 Environmental implications are integral to the subject matter of this report.

Risk Management Implications

4.2 Risks included on corporate or directorate risk register? Yes

Separate risk register in place? No

The relevant risks contained in the register are attached/summarised below. Yes

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
<p>A failure to take significant steps to address organizational and borough wide greenhouse gas emissions will contribute to:</p> <ul style="list-style-type: none"> • Risks to health, well-being and productivity arising from high temperatures and more frequent droughts • The risk of increased flooding and property damage • Risks to global and local natural capital essential for the functioning of society, including 	<p>The draft Climate and Nature Strategy presented with this report provides a strategic framework under which the Council and the wider borough’s communities can plan and take positive local action to reduce greenhouse gas emissions and help enable the recovery of the natural world.</p>	<p>Amber</p>

Risk Description	Mitigations	RAG Status
<p>ecosystems, soils and biodiversity</p> <ul style="list-style-type: none"> • Migration pressures and international security issues • Economic contraction and instability • Increase in fuel and other types of poverty for residents 		
<p>The draft Strategy does not adequately identify and prioritise the key areas where action is required</p>	<p>A number of other London local authority climate strategies have been reviewed in the preparation of the draft Strategy, and the strategic actions have been developed with input from relevant council service areas. Key data sets around emissions as a council and as a borough have also been identified in the draft Strategy and directly inform the areas of action. The Strategy now requires input from our communities to help galvanize action and support, and to ensure it adequately reflects local challenges and opportunities. This is the purpose of the proposed consultation process.</p>	
<p>The draft Strategy is unaffordable</p>	<p>Many of the strategic action areas can be incorporated within, and supported by, existing Council service delivery. The strategy acknowledges the significant financing challenges that accompany the high-level of capital investment that is required over coming years particularly in building</p>	

Risk Description	Mitigations	RAG Status
	retrofit and electrification of vehicles. For the Council as an organisation this will require a significant element of external financing, building upon existing grant successes, as well as different approaches to the valuation of benefits (including whole life costings and consideration of avoidance of future costs).	

Procurement Implications

- 4.4 Responsible and sustainable procurement is integral to the delivery of the recommendations of this report. The Council has a considerable procurement spend and a very large third-party supply chain delivering works, goods and services. In recognition of this, in 2022 the Council introduced compulsory questions for major new procurements, to test bidders' ability to deliver emissions reductions through contracts.

Any procurement of works or services required pursuant to the action plan will be undertaken in accordance with the Council's Contract Procedure Rules and, as applicable, The Public Contracts Regulations 2015 or successor legislation.

Legal Implications

- 4.5 The Climate Change Act 2008 (as amended) imposes a duty on the government to ensure that by 2050 net carbon dioxide and other greenhouse gas (GHG) emissions are reduced by at least 100% when compared to 1990 levels. In other words, the UK has committed to reach a net zero carbon position by 2050. In April 2021 the government further committed to an interim target, as set out in the Sixth Carbon Budget, to reach a 78% reduction in emissions by 2035.

There is no specific legal requirement for local authorities to set their own local targets, although they are free to do so. However, they do need to comply with a range of environmental and planning legislation, which together contribute to meeting the government's national commitments. In addition, in London local authorities need to observe a range of mayoral policies, guidance and funding requirements which all contribute to the GLA's adopted 2030 net zero target for the capital as set out in the Mayor's London Environment Strategy.

Furthermore, the recommended actions set out in the draft Climate and Nature Strategy to reduce greenhouse gas emissions and enable the

recovery of the natural world will go a long way in helping the Council discharge its statutory duty to conserve and enhance biodiversity under section 40 of the Natural Environment and Rural Communities Act 2006.

Financial Implications

- 4.6 Whilst it is increasingly recognised that the costs to our economy and public services of inaction on climate change and ecosystem recovery will significantly exceed the costs of action, in the short and medium term it must be acknowledged that the delivery of net zero, both nationally and locally, is dependent upon unprecedented levels of private and public funding that represent a significant challenge in the current financial climate.
- 4.7 The capital costs to the Council for example of moving to an electric fleet so far as possible in 2022 (excluding minibuses as vehicles were not readily available in the mainstream market) were estimated to be around £20 million. Similarly, a comprehensive programme of energy efficiency upgrades, solar PV installations and heat pump replacements to the majority of our maintained schools and corporate buildings would require a level of investment of at least £35 million at today's prices. As there is currently no provision in either the capital programme or the MTFS, the Council will need to carefully plan for progressive and prioritised investment in both of these key areas with detailed analysis of costs and benefits including analysis of full life costings, avoidance of other costs, energy efficiency savings, and levels of external investment.
- 4.8 To date the Council has successfully been awarded £2.4 million of Public Sector Decarbonisation Scheme funding that has been applied, together with match funding from our capital programme, towards a £4.2 million investment in seven school and corporate sites. In March 2023 we have also received notification of a successful bid for over £2 million of funding from the Social Housing Decarbonisation Fund, to be used as part of a £5 million project towards our housing stock.
- 4.9 The Council currently has £500,000 per annum allocated in its capital programme for each of the coming three financial years directly to decarbonisation projects, mainly energy related projects to public buildings. Levels of investment in decarbonisation of our estate from 24/25 onwards, including prioritisation of projects according to current building condition and boiler age, will be informed by the development of the Strategic Asset Management Plan in 2023.
- 4.10 The Borough and Neighbourhood components of the Community Infrastructure Levy, collected via the planning process, also have significant potential to be applied to improve the borough's blue and green infrastructure and contribute to climate mitigation and adaptation. Making the most of future external funding opportunities, combined with strategic match funding through the Council's existing capital

programme, will be a key part of our approach to meeting this funding challenge going forwards.

Equalities Implications / Public Sector Equality Duty

- 4.11 The risks posed by climate change and ecosystem depletion have the potential to impact the most vulnerable in our societies disproportionately, as those individuals and groups can lack the means to adapt to the economic and physical impacts.
- 4.12 A draft Equalities Impact Assessment (EqIA) has been prepared, which accompanies this report. This shows that the elderly, disabled, and women, including pregnant women, may be particularly impacted by extreme weather events and other environmental impacts such as low air quality. The elderly and disabled can also be particularly vulnerable to issues such as fuel poverty when energy prices rise and may not be able to access green travel solutions such as walking, cycling and public transport. It will be necessary to ensure these groups are protected by for example ensuring their access to green vehicular options for travel and prioritising low income, fuel poor households for support on retrofit and energy efficiency works.
- 4.13 It is also clear, however, that helping to mitigate climate change and enabling the recovery of nature are universal issues upon which all individuals have opportunities to take action in their daily lives and within their own sphere of influence. Wide and meaningful participation in this common, shared endeavour also therefore represents a significant opportunity to help break down barriers and foster good relations between people from different groups.

5. Council Priorities

- 5.1 The draft Strategy presented with this report aims to deliver a just transition to a low carbon and Nature-positive borough. It will help deliver the Council's vision of *Restoring Pride in Harrow* by realising the opportunities of new jobs and investment, improved health, wellbeing and education, and a thriving environment for local people.
- 5.2 All four of the key action areas identified in the Strategy support the delivery of the Council's Priority of *A Borough that is Clean and Safe*, with the just transition supporting the Priority *A Place where Those in Need are Supported*.

Section 3 - Statutory Officer Clearance

Statutory Officer: Jessie Man

Signed on behalf of the Chief Financial Officer

Date: 30th March 2023

Statutory Officer: Abiodun Kolawole

Signed on behalf of the Monitoring Officer

Date: 31st March 2023

Chief Officer: Dipti Patel

Signed off by the Corporate Director

Date: 11th April 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 31st March 2023

Head of Internal Audit: Susan Dixson

Signed by the Head of Internal Audit

Date: 6th April 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO as it impacts on all Wards

EqIA carried out: YES

EqIA cleared by: Jennifer Rock

Section 4 - Contact Details and Background Papers

Contact: Matthew Adams, Assistant Director - Climate Change & Natural Resources, email: matthew.adams@harrow.gov.uk

Background Papers: None

Call-in waived by the Chair of Overview and Scrutiny Committee - NO

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Living Harrow: The London Borough of Harrow's Climate and Nature Strategy 2023-2030

[Draft for Consultation, April 2023]

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STRATEGY ON A PAGE

THE VISION

This strategy establishes a framework of key action areas around which the Council and our communities can significantly reduce our combined greenhouse gas emissions by 2030, whilst also enabling the recovery of the natural world upon which we depend.

By doing so, we will play our part to leave Harrow a better place for future generations: stabilising our climate, promoting climate resilience, and allowing the regeneration of ecosystems that support us all.

This will be a just transition that Restores Pride in Harrow by realising the opportunities of new jobs and investment, improved health, wellbeing and education, and a thriving environment for local people.

KEY ACTION AREAS

We will deliver our vision through a determined focus on:

Clean Energy used Efficiently – how we power and heat homes and buildings

Green Mobility – how we get around

A Waste-free Economy – the things we buy, use and dispose of

Healthy places for us and Nature – a healthy, resilient local environment

All four of the key action areas support the delivery of the Council's Priority of *A Borough that is Clean and Safe*, with the just transition supporting the Priority *A Place where Those in Need are Supported*

OUR APPROACH

We will lead by example and help enable action by supporting the development of **Eco-literate and Engaged Communities** in Harrow, promoting **Good Governance for Long Term Sustainability** and ensuring a **Socially Just Transition**

SECTION 1: BACKGROUND AND CONTEXT

1.1 Climate change and Nature recovery – the interlinked challenges

'We declare clearly and unequivocally that planet earth is facing a climate emergency . . . An immense increase in scale of endeavours to conserve our biosphere is needed to avoid untold suffering due to the climate crisis . . . To secure a sustainable future, we must change how we live. [This] entails major transformations in the ways our global society functions and interacts with natural ecosystems'

(Bioscience Statement, November 2019, endorsed by 11,000 scientists from 153 nations)

'Making peace with Nature is the defining task of the twenty first century'

(Antonio Guterres, UN Secretary-General, 2021)

What is climate change and how does it impact our planet?

The destabilisation of our climate by the burning of fossil fuels, and the associated weakening and depletion of ecosystems on our planet caused by human activity, are the two great, interlinked challenges of our age.

Fossil fuels such as oil (from which petrol, diesel and most plastics are derived), natural gas and coal are the remains of long dead plants and animals that once lived on our planet. The reserves of carbon contained within their bodies were laid down in the earth by the processes of life operating over vast geological timespans of millions of years, as part of our planet's natural, self-regulating carbon cycle.

However, there is now overwhelming scientific consensus that the rapid extraction and burning of these fossil fuels by humans to meet our societies' energy demand, which has taken place at significant scale over only the last 100 years, is causing a substantial net increase of carbon dioxide (CO₂) in the atmosphere. World Meteorological Office data suggests that in 2021 atmospheric CO₂ was 149% of the pre-industrial level and average mean global temperatures were over 1°C higher, with a 50% chance of exceeding 1.5°C within the coming five years.^{1 2}

CO₂ is the most important of the 'greenhouse' gases (GHGs) that also include methane. Together these gases act like a blanket to trap the sun's heat in earth's atmosphere. On the one hand, this is an essential thermostatic function of our planetary system. Without this warming effect much of the sun's heat would radiate out into space leaving the earth too cold for life. However, too great a concentration of greenhouse gases has the opposite result,

¹ [Greenhouse Gas Bulletin | World Meteorological Organization \(wmo.int\)](https://www.wmo.int/news-room/press-releases/2021/06/greenhouse-gas-bulletin);

² [WMO update: 50:50 chance of global temperature temporarily reaching 1.5°C threshold in next five years | World Meteorological Organization](https://www.wmo.int/news-room/press-releases/2021/06/wmo-update-50-50-chance-of-global-temperature-temporarily-reaching-1.5c-threshold-in-next-five-years)

leading to global heating and increasingly dramatic and serious changes to the earth's climate.

The effects of climate change, that we have unfortunately begun to witness with increasing severity over recent years, include drought, heatwaves, famine, forest fires, flooding, storms and the spread of new pests and diseases. They affect not only human settlements but also significantly weaken the wider natural world and its ecosystems upon which we depend.

At a global, national, and local level there is therefore a pressing need to rapidly reduce and eventually eliminate carbon emissions from the burning of fossil fuels. In this way we can contribute to mitigating the worst effects of runaway climate change and help to secure a more stable future.

The crisis in our natural world

“Biodiversity, the unique variety of life on our planet, is more than just flora and fauna. It's the lynchpin to the continued existence of our species. Remove the pin, and everything begins to come apart – climate, food chains, weather, the economy, our way of life and place in the natural world.”³

In tandem with climate change, recent decades have seen unprecedented declines in the quality and quantity of life on our planet, with global species populations plummeting by 69% on average since 1970.⁴

These declines are as a result of the unsustainable land use practices related to our high carbon lifestyles and include pollution, deforestation, and uncontrolled extraction of water and other resources. The effects of climate change further compound these high levels of habitat loss and destruction. The Intergovernmental Panel on Climate Change (IPCC) concluded in its Sixth Assessment Report⁵ that global heating has altered the distribution, growing area suitability and timing of key biological events, such as flowering and insect emergence, affecting food quality and harvest stability. The IPCC has also reported that a rise of 2 degrees Celsius over pre-industrial global temperatures would be expected to result in the destruction of 99% of coral reefs globally. Tropical coral reefs are some of the most species rich environments on our planet and are worth billions to the global economy, supporting hundreds of thousands of jobs from fishing to medical research.⁶

In the UK, we live in one of the most nature depleted countries in the world. The Environment Agency found in 2022 that our long history of industrialisation and land use changes over millennia have resulted in the loss of 99.7% of fens, 97% of species-rich grasslands, 80% of lowland heathlands, up to 70% of ancient woodlands and up to 85% of saltmarshes destroyed or degraded. With just 13% remaining cover, the UK is one of the least densely forested countries in Europe. This compares with 38% for the EU as a whole and 31% worldwide.⁷ The impacts on our native species have also been severe, with a quarter of mammals in England and almost a fifth of UK plants threatened with extinction.⁸

³ [Nature and climate crises: two sides of the same coin – European Commission](#)

⁴ [Living Planet Report 2022, WWF.](#)

⁵ [IPCC AR6 WGII FullReport.pdf](#)

⁶ [Summary for Policymakers of IPCC Special Report on Global Warming of 1.5°C approved by governments – IPCC](#)

⁷ [Forest cover: international comparisons - Forest Research](#)

⁸ [Environment Agency Working with Nature Report, July 2022.](#)

Nature is our most valuable asset. We depend upon biodiversity and healthy ecosystems for clean air, water, food, medicines, our health and wellbeing, in short the essentials of life. Although this simple truth is obscured by many aspects of modern life, we are of course ourselves also a part of Nature, and we all have a profound connection with it. This is something children intuitively recognise but which we can forget as we grow older. Re-establishing and cultivating that respect and wonder for the natural world so that we care for it better is a fundamental part of how as a society we must transform ourselves to meet the demands of climate change and biodiversity loss.

The message is clear: we must all work together to rapidly develop and implement more sustainable ways of living that strengthen rather than deplete our planet's life support systems.

The international response

The Paris Agreement on Climate Change was adopted at a meeting of 195 nations in December 2015. This included the aim of 'holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels.'

In October 2018 the IPCC published a special report, further to the Paris Agreement, finding that globally actions to limit global greenhouse gas emissions to meet the 1.5°C target were not happening fast enough and that 'rapid and far-reaching' transitions were required across land use, energy use, industry, buildings and cities. The IPCC report warned that failure to act could result in 'tipping points' being reached in our planet's natural systems. It concluded that the coming decade to 2030 was a crucial window of opportunity that must be acted upon.

Subsequent Climate Summits (COP), including COP 26 hosted by the UK in 2021, have reaffirmed the commitments of the Paris Agreement. Although the Agreement targets are likely to have to be revised over coming years, it is encouraging that around 140 countries, including the biggest polluters – China, the United States, India and the European Union – have now set a net-zero target, covering almost 90% of global emissions.⁹

In December 2022 the historic Kunming-Montreal Global Biodiversity Framework was adopted by the world's nations at the UN's annual summit. It includes the flagship '30 x 30' commitment to protect 30% of global land and water by 2030.

The co-benefits of climate action

Climate action aims to reduce carbon emissions and restore the natural world, but it is increasingly clear that doing so also offers the opportunity for radical and positive change across a wide range of areas that matter most to people in their day to day lives, including cleaner air, greener spaces, warmer homes, healthier travel, and a thriving economy.

In Harrow, moving away from combustion vehicles and encouraging active transport along healthy, liveable streets has the potential to significantly improve public health outcomes. This can reduce the current costs of NHS treatment and in turn free up public funding to be spent on additional low carbon measures including home energy efficiency measures and local renewable generation, in turn positively impacting issues such as fuel poverty. Similarly, reducing waste and growing a local green economy in repair and re-use of goods, and in home retrofit, would result in more wealth being retained in the borough and create new local

⁹ [Net zero target evaluations | Climate Action Tracker](#)

opportunities for skilled, meaningful work that directly benefits local communities and contributes to low carbon outcomes. Thriving biodiverse parks, open spaces and gardens that provide opportunities for people locally to spend time outdoors and connect with the natural world are also vital to maintaining our mental and physical health¹⁰.

Section 2 of this strategy highlights some of the key co-benefits associated with the four main thematic areas of action.

1.2 The UK and London-wide context

Net Zero, Carbon Neutrality and Offsetting

Achieving true **net zero** emissions globally refers to reducing the greenhouse gas emissions associated with human activity so far as possible and ensuring that all the remaining carbon emissions attributable to that activity are at least matched by absorbing, or sequestering, an equivalent amount of CO₂ from the atmosphere. Typically this is achieved by natural processes, mainly through the assistance of land and ocean based plants, which capture and store CO₂.

In the context of an individual, organisation or municipal area, net zero is often used interchangeably with **carbon neutrality**. In this case the balancing exercise to achieve a neutral carbon position is achieved by investing in initiatives which result in an equivalent reduction of carbon emissions elsewhere. This is also referred to as **offsetting**. This can take the form of tree planting or soil restoration initiatives inside or outside the area but can also include for example funding additional renewable energy generation capacity elsewhere that replaces the need for fossil fuel energy.

Carbon neutrality can technically be achieved by continuing a business-as-usual approach and paying to offset emissions by funding sequestration or carbon reduction initiatives elsewhere. However, such an approach on its own does not achieve the widespread, systems level social and economic change that is required to meet the challenge of the climate and nature crisis.

Instead, the first priority at an individual, organisational and municipal level should be to reduce and remove fossil fuel-based emissions at source, working towards ultimately transitioning to zero carbon emission solutions in relation to key areas such as energy and transport requirements. Where the availability of technological solutions on an economic basis and / or the state national infrastructure at the time prevents further reductions in emissions, the individual or organisation may then choose to adopt offsetting measures in order to achieve an overall carbon neutral position.

UK Targets

Under the Climate Change Act 2008 (as amended), the UK as a whole has a legally binding target to reach a net zero carbon position by 2050, with an interim target of reducing emissions by 78% by 2035, when compared to 1990 levels. In early 2023 the UK Government's commissioned independent review of its net zero targets, which focussed primarily on net zero through the lens of the economy and business growth, recommended

¹⁰ [LET'S GO OUTSIDE: USING NATURE TO RECOVER - Harrow Annual Public Health Report, 2021](#)

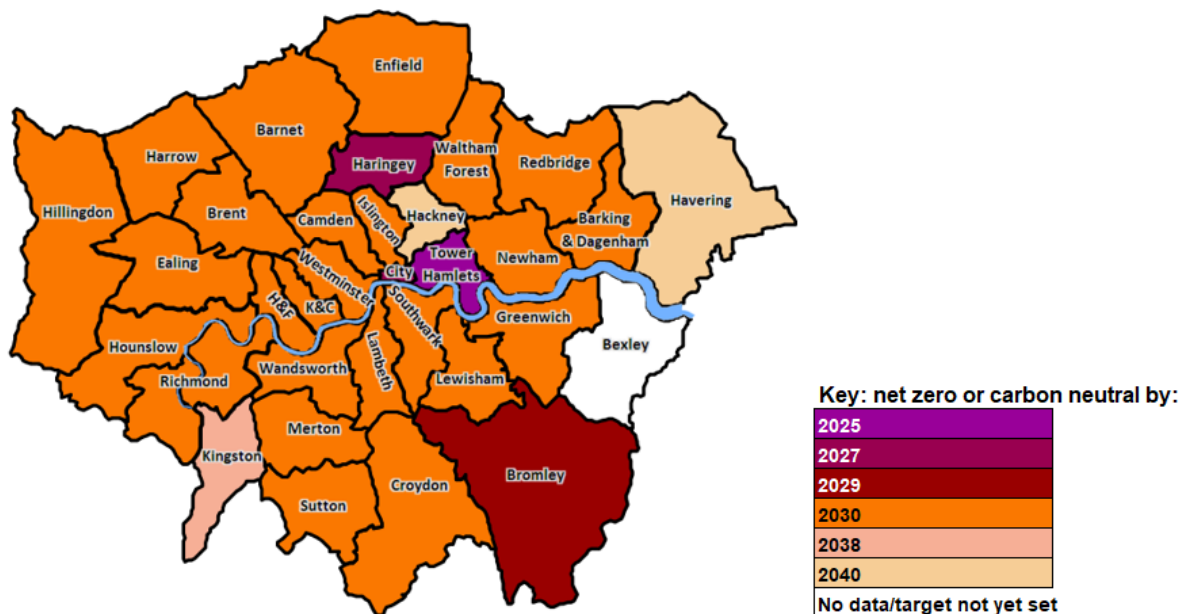
that the target be pursued. The review describes net zero as ‘the economic growth opportunity of the twenty first century’ and emphasises that over coming years the costs of inaction to the UK economy would far exceed the cost of action.¹¹

London Targets

The Mayor of London has a net zero target for the metropolis of 2030, albeit with a degree of offsetting included within this. The ‘Accelerated Green’ pathway adopted in January 2022 has 22 per cent residual emissions by 2030 (i.e. a reduction in emissions of 78 per cent relative to 1990).¹² For comparison, if the UK meets its targets, it will have 32 per cent residual emissions by 2030. It is reasonable to expect that London, with much denser populations, better public transport networks and scaled supply chains will be in advance of the UK as a whole in achieving carbon reductions.

A number of other London councils also have a 2030 borough wide target. However, all will likewise require some significant element of offsetting in order to achieve net zero / carbon neutrality by that date.

Since their own council’s emissions are mostly within the direct control of local authorities, nearly all councils in London have a 2030 organisational target for net zero / carbon neutrality, as shown in the map below.



London Boroughs’ Net Zero / Carbon Neutrality Organisational Targets, January 2022
(Source: London Councils)

The Seven London Climate Programmes including One World Living

¹¹ [MISSION ZERO - Independent Review of Net Zero \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

¹² [Pathways to Net Zero Carbon by 2030 | London City Hall](#)

In November 2019, a grouping of London Environment Directors and the Transport and Environment Committee (TEC) came together to discuss common climate change issues facing boroughs and how they could work together to address them. The result was a Joint Statement on Climate Change, that sets out seven major programmes for cross-borough working.¹³

The programmes each have TEC-endorsed lead boroughs responsible for overseeing the implementation of an action plan:

#1 Retrofit London	Enfield & LB Waltham Forest
#2 Low Carbon Development	Hackney
#3 Low Carbon Transport	Kingston & Westminster
#4 Renewable Energy	Islington
#5 One World Living	Harrow (consumption emissions)
#6 Green Economy	Hounslow
#7 Resilient and Green	Southwark

Such cross-borough action and collaboration on Climate Change is not only welcome but vital if London is to effectively meet the challenges ahead.

The Harrow co-ordinated programme, which is closely supported by West London Waste Authority, ReLondon and four designated sub-theme lead boroughs, focusses on reducing carbon emissions from food (Hackney), textiles (Wandsworth), electricals (Hammersmith & Fulham) and plastics (Richmond). Key actions to date include sponsoring, jointly with ReLondon, a campaign to reduce food waste and promote climate friendly diets. The campaign is due to launch later in 2023 and has received direct financial support from 26 London boroughs.

1.3 Harrow emissions and targets

An Overview of Emissions Data

The internationally adopted Greenhouse Gas Protocol provides a high-level framework of three 'scopes' for categorising the sources of an organisation's or an area's GHG emissions:

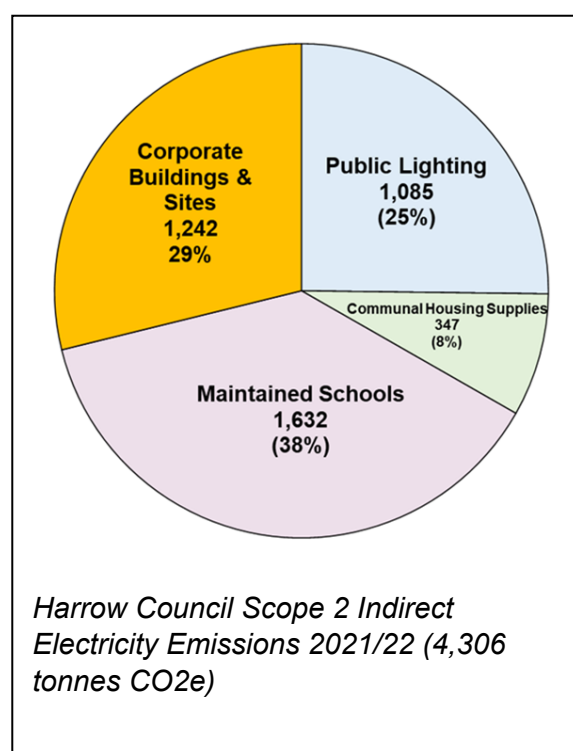
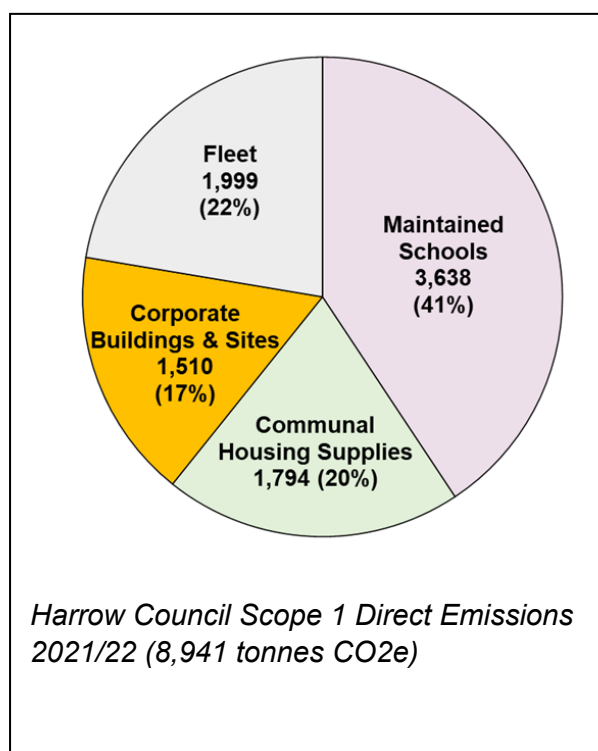
- Scope 1:** direct emissions produced by sources in the area (e.g., road transport and gas heating);
- Scope 2:** indirect emissions from the generation of purchased energy used in the area (i.e. electricity);
- Scope 3:** indirect emissions, not included in Scope 2, that are generated outside the area but as a result of activity taking place within the area (e.g., embedded

¹³ <https://www.londoncouncils.gov.uk/our-key-themes/climate-change>

carbon emissions in goods and services consumed and international transport. These are also referred to as consumption emissions.

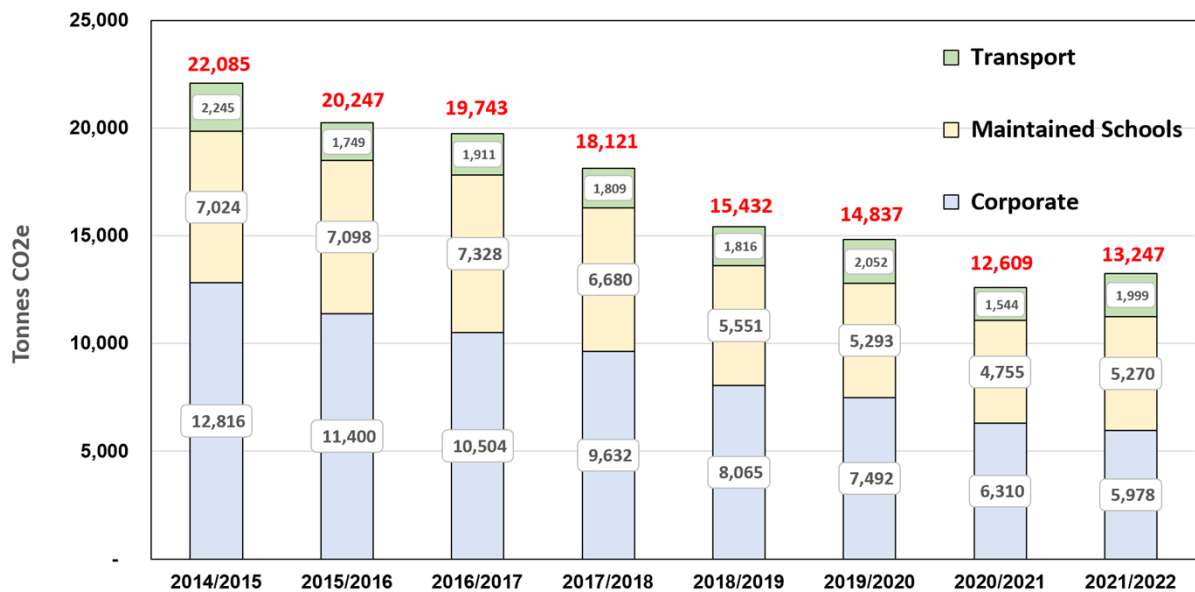
The Council's emissions

The Council's Scope 1 emissions mostly derive from gas heating of buildings within its estate and fossil fuels burnt in its fleet of vehicles. Its Scope 2 emissions represent the carbon content of grid-purchased electricity used within the estate. The emissions can be accurately ascertained from utility bills and fuel purchases, and are summarised in the following charts:



It should be recognised that the emissions within the above charts only include those buildings where the Council receives the utility bills. All let properties, which include the majority of the Council's housing stock, are not included in the above figures. In addition, although the Council does collect the data for the Borough's academy schools, it has no influence or control over capital improvements to those schools, who are directly funded by the Department for Education, so academies are therefore also excluded from the figures.

With the exception of the fall back seen after 20/21, which was a highly unusual year worldwide for GHG emissions because of reductions in activity associated with Covid, there has been a steady year on year reduction in Council emissions, as demonstrated by the following graph.



Harrow Council Scope 1 and Scope 2 Emissions reduction 2014 to 2022 (Tonnes Co2e)

The Council's combined Scope 1 and Scope 2 emissions in 2021/22 were 13,247 tonnes CO₂e, a decrease of around 40% from 2014/15. Whilst there is much still to be done, this is a significant improvement, the result of a programme to upgrade boilers and improve energy efficiency in schools and some corporate buildings, the renewal of most of the Council's fleet in 2019 with more efficient modern vehicles, and reductions in the carbon content of grid-purchased electricity.

The Council's Scope 3 consumption emissions are those carbon emissions embodied in the goods and the services that we use and procure via our supply chain. There is currently no easy means of measuring these as supply chains are complex and often extend abroad. However, we know that in total they will be significantly greater than our direct emissions. For example, a global 2019 study found that businesses' Scope 3 emissions were on average over five times their combined Scope 1 and Scope 2 emissions.¹⁴ It is expected that as more businesses measure their own supply chain emissions, the reporting of outline data on the Council's Scope 3 emissions will become possible. In the meantime, it is clear that there must continue to be a concerted focus on reductions of emissions via all key contracts let by the Council along with promoting more sustainable 'circular' ways of doing business.

Harrow's wider borough emissions

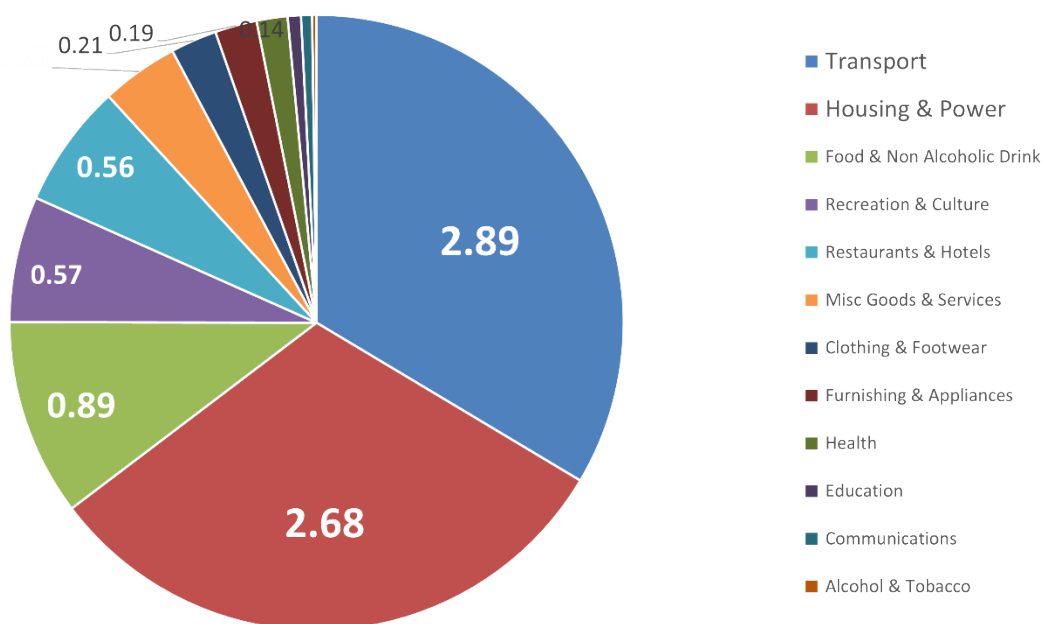
The SCATTER assessment tool for local authority emissions has been developed by Manchester and Nottingham in collaboration with research and consultancy partners. It uses national data applied to Harrow according to its population and estimates of the different types of land use in the borough to calculate the area's Scope 1 and Scope 2 emissions. As such the figures are approximations only, but they do nevertheless serve to highlight the main sources of emissions for planning purposes.

¹⁴ [Global Supply Chain Report 2019 - CDP](#)

According to SCATTER data for 2019, the borough's total Scope 1 emissions were 558,000 tCO2e and Scope 2 were 140,000 tCO2e, a combined total of just under 700,000 tCO2e for the borough.

Around 64% of Scope 1 emissions are from the burning of fossil fuels for building energy, primarily residential gas boilers, with 30% from road transport in the borough and the remaining 6% associated with waste and industrial processes. Of Scope 2 electricity related emissions, 62% are associated with residential buildings and the remaining 38% split across industrial, business and institutional buildings.¹⁵

This scope 1 and Scope 2 emissions data, however, only takes into account emissions directly occurring in the borough or related to power use. Given the suburban character of the borough, a large proportion of emissions are associated with the ordinary day to day activities of residents. A more comprehensive understanding of the emissions picture for the borough can therefore be obtained by looking at the overall consumption carbon footprint of the average resident in Harrow, to include the emissions attributable to their activity occurring both inside and outside the borough. This has recently become possible due to new data commissioned by London Councils from the University of Leeds, in association with the One World Living programme led by Harrow.



The Average Harrow Resident's 8.6 tonnes CO2e Consumption Emissions 2018 ¹⁶

The chart shows that, for the average Harrow resident, transport emissions, comprising all travel inside and outside the borough including flights, are the single biggest part of their carbon footprint, around a third of the total. This is closely followed by the heating and

¹⁵ [SCATTER \(scattercities.com\)](https://scattercities.com)

¹⁶ Nb. The data has a three year delay due to statistical reporting - <https://www.londoncouncils.gov.uk/node/38613>

electricity used in homes. The final third of the footprint is comprised of other goods and services consumed, with food being the single most carbon intensive area.

Taken together, the data emphasises the importance of reducing the carbon impact of energy used in the borough's buildings, promoting green mobility solutions and reducing the impact of the things that we buy through sustainable consumption and the minimisation of waste. These areas of focus, in tandem with measures to improve the natural environment in the borough and its resilience to climate change, have informed the development of the key action areas set out in Section 2 and the Appendix of this Strategy.

The Council's Targets

On 18th July 2019 full Council debated a motion to declare a Climate Emergency and to resolve to 'Aim to make the London Borough of Harrow carbon neutral by 2030, taking into account both production and consumption of emissions.' The motion was approved for referral to the Executive and subsequently agreed at the meeting of Cabinet on 12th September 2019.

Having analysed the emissions data and undertaken pilot decarbonisation initiatives to our estate over the past two years, including a range of heat pump installations, it is clear that achieving carbon neutrality by 2030 as an organisation, taking into account Harrow Council's Scope 1 and Scope 2 measured emissions from its fleet and those buildings where it pays for the energy, remains an ambitious target but one that is potentially achievable and in line with most other London boroughs, including our neighbouring boroughs.

Meeting the target will however require significant and long-term investment in our property portfolio including the scaling up of heat pump technology at operational buildings and maintained schools, combined with a programme to move towards full electrification of the Council's fleet of vehicles by 2030, in each case building upon the work that has already been started (see Section 2 below). Once emissions have been minimised so far as is achievable within financial and technological constraints, the Council will need to explore options to offset remaining emissions, where possible within the borough focussing on further sequestration using its land and open spaces, and also through pursuing renewable power generation opportunities. The specific pathway and investment decisions for decarbonisation of our estate will be established through the development of the Council's Strategic Asset Management Plan during 23/24.

Our Council Housing stock comprises around 4,900 homes, with a current average Energy Performance Certificate (EPC) score of 67, equating to a high D rating. Whilst not currently within the scope of a carbon neutrality target, the Council will pursue decarbonisation of its stock as a priority within its HRA investment strategy, with an aim to meet at least a good average C rating across the portfolio by 2027/28. Further modelling will also be undertaken to see how this could be improved upon to raise a significant proportion of properties to EPC B or above, in line with the ambition set by London Councils through its Retrofit London programme.¹⁷ Initial decarbonisation work has already been commenced by our Housing team. 79 properties are currently being retrofitted and a bid has been submitted to the Social Decarbonisation Fund for a two year £5million programme from 23/24 onwards, aimed at improving around a further 250 of the worst energy performing Council properties.

¹⁷ [Retrofit London | London Councils.](#)

The Council will also continue its focus on decarbonisation of its supply chain, building upon work that began in 2022 with the introduction of a Low Carbon Procurement Policy and supplier Charter. It is recognised that our supply chain is a significant part of the Council's overall emissions profile and that our spending power also represents a crucial leverage point to help influence the growth in the green economy locally. All commissioners of major contracts will be expected to work with their suppliers to ensure carbon reduction and promotion of the circular economy is at the heart of new contract arrangements. It is also highly likely that as supply chain emission reporting and business net zero targets continue to be adopted widely, there will be the opportunity for the Council to bring particularly its major suppliers within the scope of its carbon neutrality target. This area of work will be kept under review and will be part of the annual reporting on this Strategy going forwards.

For the wider borough, the Strategy recognises that the majority of the emissions are beyond the Council's direct control and that achieving significant reductions in emissions across Harrow as a whole will therefore require concerted action from all of Harrow's residents and businesses. Whilst it will be extremely challenging to achieve a carbon neutral position for the borough as a whole by 2030, the Council has a key role to play as a convener and via its statutory services in order to encourage and support positive change across our communities. The consultation on the draft strategy provides an opportunity to begin that process with our residents, businesses and partner organisations.

Section 2: STRATEGIC ACTION AREAS

2.1 CLEAN ENERGY USED EFFICIENTLY

2.1.1 Theme summary and key areas of action

Overview

The clean energy transition involves moving electricity and heat production away from fossil fuels to those that release little to no greenhouse gases, e.g., hydropower, wind and solar. At the same time, we must reduce demand for energy through more efficient buildings, both in the design and construction of new high performing developments and through improvements to the insulation of existing buildings.

The importance of decarbonising heat

Over 75% of the Council's direct greenhouse gas emissions and around 63% of the wider borough's locally produced emissions are from the burning of natural gas for heating buildings, with 78% of the borough's 90,000 homes having gas as their only form of heating¹⁸. The reduction and eventual elimination of fossil fuel gas as a heat source must therefore be a cornerstone of the transition to a low carbon future both in Harrow and beyond.

Fortunately, alternative heating technologies do already exist and are well proven. Air source heat pumps¹⁹, which extract heat from the environment and are powered by electricity, are between three and four times more efficient than gas boilers and, as the renewable content of our electricity supply continues to increase, have the potential to become a true zero carbon heating solution of the future. Planning controls for new developments in Harrow will generally now require heat pumps. However, it is estimated that 80% of the buildings that will be in use in 2050 have already been built²⁰. The decarbonisation of heat in existing buildings through a progressive replacement of boilers with heat pumps, combined with improvements in the insulation levels of those buildings to reduce their energy demand, must therefore be a key focus of national and local action over coming years.

Renewable power

There is also significant potential to generate more renewable electricity locally in Harrow through the installation of rooftop solar photovoltaic (PV) panels. It is estimated that 1/3 of the total area of London comprises roof space²¹ and Harrow, as a suburban borough with a large proportion of houses, is well suited to accommodate the technology. Not only is the electricity produced from solar PV completely renewable, but it can also have significant cost saving benefits, particularly in the context of the rapid global rise in energy costs that has been experienced in 2022 and 2023. The Energy Saving Trust estimates that a typical domestic installation generates around 3.5kwp of energy and costs around £5,500 to install. The payback period will vary according to a household's electricity usage in the daytime, but it is typically 4 to 12 years, with an expected system lifespan of around 25 years. Battery storage

¹⁸ [Type of central heating in household - Census Maps, ONS](#)

¹⁹ [Heat pumps - Energy Saving Trust](#)

²⁰ [Climate change - UKGBC - UK Green Building Council](#)

²¹ [Date \(london.gov.uk\)](#)

options are also increasingly available to store energy from the solar panels for use at other times of the day²².

2.1.2 Strategic objectives for this theme

- To transition our borough to renewable and low carbon energy solutions
- To maximise energy efficiency and conservation measures across the borough's new and existing buildings
- To ensure long-term access to secure and affordable energy supplies through a significant increase in local renewable energy generation

2.1.3 Progress / work completed to date

- In 2022 the Council has installed its **first large scale heat pumps at four schools and corporate sites**, part funded through the Public Sector Decarbonisation Scheme. This includes Harrow Arts Centre which has received 8 heat pumps and 65 solar panels in a project that saves over 50 tonnes of Co2 per annum. As part of the same scheme a total of 680 fluorescent lights were upgraded to LEDs across five sites.
- Approximately **70% of existing streetlighting columns in Harrow have been replaced and upgraded to highly energy efficient LEDs**, including a £1.5 million investment in 2021/22. There is a trial underway in a limited number of residential roads to further reduce lighting to 50% intensity during (00.00 Hrs (Midnight) to 06.00am Hrs), to yield further energy savings.
- A programme to **upgrade existing electricity and gas meters** in Harrow corporate buildings and Schools to automatic meter reading (AMR) type has been completed, with 98% of sites included, which greatly aids accurate energy and carbon emission measurement across the estate.
- In 2022/23 the Council has begun progressing the installation of **ground source heat pump systems** at two sheltered housing blocks.
- In 2022 the Council has **moved its main offices** from large, ageing and energy inefficient 1960s civic centre to a newly constructed, modern Hub building at Forward Drive.
- As at March 2023 installation is underway of the **Council's largest solar PV array to date** at this new building - 311 solar panels generating 155kwp of renewable energy, enough to power the electricity demands of over 30 typical UK houses.
- In 2021 and 2022 the council has participated in **Solar Together London**, a group buying scheme organised by the GLA which **enables residents to access lower cost solar panels for their homes**. More Harrow residents than any other London borough opted to participate in the scheme, with 285 people committing to getting panels installed, 139 of which also opted for battery storage.

²² [A comprehensive guide to solar panels - Energy Saving Trust](#)

2.1.4 Co-benefits, including climate adaptation

- **Healthy planet:** Moving to less carbon intensive forms of energy reduces extractive land use practices and pollution, such as those associated with coal, oil and gas extraction.
- **Economic growth:** Significant economic growth and innovation opportunities, including the implementation at scale of renewable energy technologies such as heat pumps and solar PV.
- **New jobs and skills:** New skills and jobs through the growth of the clean energy sector and the low carbon economy.
- **Improved public health:** Warm and efficient homes, reducing pressure on health services. Cold homes are estimated to cost the NHS around £1.4 billion per year²³.
- **Energy resilience:** Increased resilience to fluctuations in the international energy markets through reduced overall demand from efficient buildings and more local energy generation.
- **Lower ongoing utility costs:** lower energy costs to the council and the taxpayer and to residents and businesses, positively impacting fuel poverty and the overall cost of living.

2.1.5 Main challenges

Whilst we have no choice but to transition to a clean energy future if we are to avoid catastrophic destabilisation of our climate, we recognise that there are still significant challenges that we must all work together to overcome. These include:

- **Access to up front funding:** Unlocking the capital funding required by the Council to retrofit schools and other public buildings. Many homeowners also lack the financial means to fund the upfront costs of retrofit options, in order to realise the longer-term benefits, and there is a need for new financial and investment models to be developed to assist with this.
- **Tenure issues:** Developing new letting models for landlords that incentivise landlords to invest in building upgrades beyond statutory minimum levels (as under current models the tenant usually takes the benefit of lower utility costs).
- **Retrofit skills:** Meeting the current skills gap in the retrofit market, and addressing capacity issues and high prices for some technologies.
- **Planning and housing policy:** Balancing the financial and social pressures to build new affordable homes quickly in order to meet housing shortages against the need for more robust net zero requirements via planning policy.
- **Managing works disruption:** Understanding, planning for and managing the practical disruption to occupiers of retrofit solutions, particularly at large operational buildings such as schools which must remain in use.

²³ [BRE report finds poor housing is costing NHS £1.4bn a year - BRE Group](#)

2.2 GREEN MOBILITY

2.2.1 Theme summary and key areas of action

Overview

Green mobility explores how the Council and our communities can significantly reduce fossil fuel transport emissions by enabling low-carbon sustainable travel within Harrow. This involves a shift towards increased walking, cycling, public transport, car-sharing and electric vehicle usage. In addition to tackling a major part of Harrow's carbon emissions, doing so will significantly reduce air and noise pollution in Harrow, lead to better health outcomes, improve biodiversity and result in a more pleasant place in which to live and work.

Transport in Harrow

Transport, primarily the use of fossil fuel vehicles on our roads, makes up around 30% of all direct greenhouse gas emissions in Harrow and our fleet represents 22% of the Council's own direct organisational emissions. Taken as a whole, including in and out of borough travel and flights, transport is the single highest category of emissions for the average Harrow resident, comprising around 1/3 of the total.

Levels of private car use in the borough remains very high, with 108,000 Harrow vehicles registered with DVLA in 2022, of which nearly 99,000 are cars, along with 5800 Light Goods Vehicles (LGVs). There are currently 3293 EVs registered in Harrow in 2022 comprising mainly cars, of which 40% are plug in hybrid with petrol and 60% battery electric. Only 68 are LGVs.

Over the 3-year period 2017/18 to 2019/20 23.5% of journeys in Harrow were made by public transport, 28.7% by walking and 0.8% by cycling, to give an overall number of journeys by sustainable means of 53%. This compares to an outer London average of 55.1% and 64.8% for London as a whole.²⁴

How do we ensure that we travel more sustainably?

Although the Council has a modern fleet, including small vans that are now mostly electric, we recognise that we need to continue to reduce our own direct impact through a progressive electrification of larger vehicles over coming years, as technology becomes available and financially accessible. In a shift which has been mirrored across many businesses, our staff travel, especially commuting, has reduced as a result of more flexible working practices introduced as a result of the Coronavirus epidemic. Continued investment in our IT systems will enable this pattern to continue.

For the borough as a whole, our focus is on creating safe and pleasant pedestrian and cycling environments, alongside facilitating expansion in the publicly accessible electric vehicle charging infrastructure.

The Council has a range of policies to encourage active travel and sustainable transport choices, as set out in the Harrow Walking, Cycling and Sustainable Transport Strategy 2019²⁵. Furthermore, Harrow has adopted the Vision Zero approach towards eliminating all road traffic

²⁴ [Travel in London Report 13 \(tfl.gov.uk\)](https://www.tfl.gov.uk)

²⁵ [Harrow walking cycling and sustainable transport strategy 2019](#)

deaths and serious injuries by 2041²⁶. Specific interventions, such as ‘school streets’, where the roads around a school are restricted to cars at drop off and pick up times, have recently been introduced in the borough and have the potential to be expanded more widely in appropriate locations.



Heathy Streets Indicators

With the help of the Healthy Streets approach²⁷, Harrow can undergo changes that will make it easier for residents to go around on foot, by bike, public transportation and electric vehicles, with many positive effects on our communities and the quality of life in our borough.

2.2.2 Strategic objectives

- To decarbonise all council operated vehicles and to support significant decarbonisation of public and private transport in Harrow.
- To maximise the use of active and public transport options.
- To significantly improve air quality in the borough.

2.2.3 Progress / Work completed to date

- The Council has a **modern and efficient fleet of vehicles**, many of which were replaced in 2019. The majority of vehicles meet the highest Euro 6 emissions standard. They include 16 electric vans and, from 2021, a fully electric road sweeper.
- Our **Hub building car park** at Forward Drive **has 31 dedicated EV bays** with another floor wired for expansion in the future.
- **64 publicly accessible charging points** delivered, or in delivery, with opportunities for further expansion subject to grant funding.
- **3 school streets** made permanent in 2022.

²⁶ [Vision Zero for London - Transport for London \(tfl.gov.uk\)](https://www.tfl.gov.uk)

²⁷ [Harrow Walking Cycling and Sustainable Transport Strategy 2019](#)

- A new **Highways Asset Strategy** approved by the council in 2023, **to include low carbon materials and implementation.**

2.2.4 Co-Benefits, including Climate Adaptation

- **Improvements to air quality:** There were an estimated 3600 – 4100 deaths in London attributable to air pollution in 2019²⁸, and significant costs to the NHS and reductions in productivity linked with air pollution.
- **Reductions in noise pollution:** The social cost of urban road noise in England is estimated at c£7bn/yr ²⁹.
- **Increased road safety:** 23k people nationally were killed or seriously injured in 2020, with the social cost of road collisions estimated at c£9billion/yr³⁰.
- **Decreased road congestion:** Annual social cost nationally c £7bn/yr³¹, but estimates vary.
- **Improving health:** through more physical activity (inactivity costs NHS c£7.4bn/yr³²).
- **Improving connectivity:** supporting green jobs and growth, leading to a more resilient local transport network.
- **Improvements to biodiversity and local ecosystems:** through significantly better air quality and green infrastructure.

2.2.5 Main Challenges

The transition from fossil fuel vehicles is underway but as with any major societal change there are technological, financial and behavioural challenges that must be worked through. These include:

- **Behaviour Change:** Finding the most effective means to influence ingrained travel habits and make available attractive and affordable alternatives to fossil fuel journeys.
- **Access to charging points:** Access to a charging point is required before purchasing an electric vehicle, and this is best accomplished by having access to home charging facilities. This, however, is not always possible and the publicly accessible charging infrastructure in our borough must be improved.
- **Funding:** The council, like many other boroughs, is reliant on TfL funding being available to fund improvements to our highways network and ensure active and other green travel measures are introduced locally.
- **Affordability:** many of our residents are from less financially well-off households, which remains a current barrier to fully transitioning to electric vehicles.

²⁸ [Air pollution: applying All Our Health - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/air-pollution-applying-all-our-health)

²⁹ [Health impact of noise pollution – Healthy Streets Scorecard](https://www.healthystreets.org.uk/healthy-streets-scorecard)

³⁰ [casualties-in-greater-london-2021.pdf \(tfl.gov.uk\)](https://www.tfl.gov.uk/roadworks/casualties-in-greater-london-2021.pdf)

³¹ [fc-20211124-item11a-impacts-of-reduced-funding.pdf \(tfl.gov.uk\)](https://www.tfl.gov.uk/roadworks/fc-20211124-item11a-impacts-of-reduced-funding.pdf)

³² [Context | Physical activity and the environment | Guidance | NICE](https://www.nice.org.uk/guidance/2019/physical-activity-and-the-environment)

2.3 A WASTE-FREE ECONOMY

2.3.1 Theme summary and key areas of action

Overview

The waste-free approach is one where the council, our communities and businesses are all working to reduce the adverse impacts upon the planet of the things that we use and consume. It ensures that goods and products are made to be reused, repaired and ultimately recycled back into nature or the marketplace and provides practical solutions that enable all to contribute to this endeavour. In this way we will grow a strong, resilient green economy that tackles climate change, waste, and pollution and actively supports the regeneration of nature.

Developing a circular economy

The approach requires a fundamental shift in our global, national and local economies that is encouragingly already underway in many industries. This can be understood as a shift from a linear TAKE-MAKE-WASTE approach to a circular -MAKE-USE-REPAIR/REUSE-RECYCLE-REMAKE cycle that is based on keeping materials in use and circulation in a sustainable loop. It is an approach that mirrors the way nature works, just as there is no waste in a natural ecosystem system such as a forest. All waste is recycled and re-incorporated.



This new low carbon and low-waste economy that works towards achieving net zero, has been described by various commentators as ‘the fourth industrial revolution’, and is recognized by

global business leaders, and the government commissioned independent review of the UK's Net Zero target, as the economic opportunity of this century^{33,34}.

The Council's own supply chain

As an organisation, the Council has significant buying power that can help to influence this shift towards a low carbon circular economy. In 2021/22 its total spend on third party goods and services was around £350 million, nearly £84 million of which (24%) was with local businesses. This is why the Council has recently introduced, along with a number of other West London Boroughs, a Low Carbon Charter, Policy and Toolkit to ensure that we are actively working with all new major suppliers to deliver reductions in carbon emissions and other circular economy outcomes through the contracts that we enter in to. This will continue to be a keen focus of our activity in the future.

How our communities can help

Residents and businesses in Harrow also have, through their own consumption decisions, many daily opportunities to influence and shape positive change. According to the data for 2021/22, Harrow currently has the highest residual waste levels in West London, with 619kg of residual waste produced on average by each household in Harrow. Our recycling rates of 35.70% are better than the London-wide average of 32.7%, and only marginally lower than some of our West London peers, but there remains significant room for improvement. We need everyone's help to do this. Positive steps that can be taken include trying to minimise single use plastics and moving to refill options, considering second-hand clothes and other consumer items, sharing goods between family and friends, and minimising residual waste by actively recycling household waste where possible.

Our food system accounts for around one third of all global greenhouse gas emissions as well as the cause of significant ecosystem destruction worldwide³⁵. With 99% of London's food imported, much of it from abroad, our daily food consumption decisions are far reaching³⁶. Minimising food waste, sourcing food locally and seasonally where possible and managing our meat and dairy intake are positive actions that we can all take which together will add up and make a big difference for our planet.

The Council does however recognise that knowing what action to take and what opportunities are available to live more sustainably is not always clear and can sometimes be confusing. We will work to support residents with better information and opportunities locally, including through improvements to our waste and recycling services.

2.3.2 Strategic objectives

- To ensure waste is minimised and enable goods to be re-used and recycled as part of a circular economy approach

³³ [The Circular Economy Imperative | World Economic Forum \(weforum.org\)](https://www.weforum.org/publications/the-circular-economy-imperative)

³⁴ [MISSION ZERO - Independent Review of Net Zero \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/101234/MISSION_ZERO_-_Independent_Review_of_Net_Zero.pdf)

³⁵ [Food systems account for over one-third of global greenhouse gas emissions | UN News](https://www.un.org/press/en/2021/03/210321-food-systems-account-for-over-one-third-of-global-greenhouse-gas-emissions-20210321.html)

³⁶ [Report - London's food footprint: An analysis of material flows, consumption-based emissions, and levers for climate action - ReLondon](https://www.relondon.org.uk/reports/2021/03/21-report-london-s-food-footprint-an-analysis-of-material-flows-consumption-based-emissions-and-levers-for-climate-action)

- To build a thriving green economy with new skills and jobs
- To enable greater access to healthy and affordable sustainably produced food
- To minimise single use plastics across the organisation and support the borough to do the same

2.3.3 Progress / work completed to date

- In 2022 Harrow has led a multi-borough collaboration on the production of a **low carbon procurement policy, charter and toolkit** for implementation by 8 West London boroughs and West London Waste Authority.
- Tailored communications take place focused on recycling under **#RecycleforHarrow**.
- In 2022/23 the Council has been implementing a **pilot project to increase food waste recycling** for flats, food businesses and schools. 10% of flats in the borough are taking part in the trial and more bins will be rolled out across other flats. The project has also been introduced to commercial food businesses and schools within the borough.
- The Council has supported the expansion of the **Restart Electrical Repair Directory** to Harrow, to help residents find local repairers for their electrical goods^{37,38}.
- The Council held a **repair, re-use and recycling competition in 2021** and has since funded 3 local projects. These include **Harrow Sustain IT**³⁹, delivered by Voluntary Action Harrow with support from local volunteers. The project collects, cleans and if necessary, repairs unwanted laptops and passes them on to local charities and voluntary organisations.
- The Economic Development Team has worked with the West London Green Skills Hub⁴⁰ to input into **Green Skills Curriculum development** across West London colleges.
- In 2022 **Harrow Arts Centre** has delivered **repair workshops** with partner WRAP⁴¹ and hosted a production of **Plastic Ocean**, a children's theatre show exploring the effect plastic has on our ocean ecosystems⁴².

2.3.4 Co-benefits, including climate adaptation

- **Healthier planet:** reducing pressure on scarce natural resources, including lower land use, water use and pollution, helping vital ecosystems to recover and adapt to climate change.

³⁷ [West London Waste | Electrical Repair Service Directory](#)

³⁸ [The Repair Directory now has 300 listings following our West London expansion! - The Restart Project](#)

³⁹ [Harrow Sustain IT – Harrow Council](#)

⁴⁰ [West London Green Skills Hub](#)

⁴¹ [The Boulevard of Broken Dreams | Harrow \(harrowarts.com\)](#)

⁴² [Plastic Ocean inside 'The Whale' | Harrow \(harrowarts.com\)](#)

- **Cleaner and safer local environment:** a reduction in the levels of waste and pollution in our borough (e.g., single use plastic litter, microplastics).
- **New jobs and skills:** Promote innovation, business growth and new jobs and skills that are sustainable in the long term.
- **Improved public health:** including through adopting healthier, climate-friendly diets.
- **Local resilience:** Stronger local supply chains that are more resilient to national and international disruptions, including climate change.
- **Lower costs:** to the council and the taxpayer, through a reduction in waste disposal costs.

2.3.4 Main challenges

The transition to a waste free, low carbon circular economy is underway. However, in this all of our choices matter and everyone has a part to play. Some of the main challenges that need to be addressed are:

- **Normalising new consumer behaviours:** Normalising sustainable consumption of goods, including more sharing, leasing, repair and re-use over buying new.
- **Access to sustainable choices:** Making sustainable choices more accessible and attractive than low cost, environmentally damaging options, e.g. refill options that minimise single use plastic.
- **Making recycling easier:** Increasing public knowledge and awareness of how to recycle different materials and enabling easy access to recycling options for residents (e.g. home textiles collections by TRAIID).
- **Support from business:** Improving consumer support by manufacturers and retailers, ensuring goods are manufactured sustainably, designed for long-life by enabling repair and re-use, and capable of full recycling at end of life.

Food choices: Improved education as to the damaging impact of certain food consumption habits, including minimising food waste and supporting residents on how to transition to healthy, climate friendly diets.

2.4 HEALTHY PLACES FOR US AND NATURE

2.4.1 Theme summary and key areas of action

Overview

This theme explores how we can build a healthier, more resilient and thriving local natural environment that is valued by the people of Harrow. This will be one that makes space for Nature and increases biodiversity, whilst helping to protect people and places from climate impacts and risks. It includes enriching our parks and open spaces and improving residents' health and wellbeing through greater opportunities for connection with the natural world.

Harrow's green and blue spaces

Approximately 20% of our borough's land by area is identified as open space. Our green spaces are formed of more than 80 areas⁴³, including parks, allotments, nature reserves and cemeteries. Harrow's most visible green spaces include 36 parks and open spaces, 6 of which are green flag parks. 22 of our parks also have park user groups who play an active role in the management of those parks. Furthermore, Harrow has 44 designated Sites of Importance for Nature Conservation (SINCs). These include Bentley Priory Nature Reserve, the borough's only Site of Special Scientific Interest (SSSI) and one of a number of sites cared for by passionate volunteers at Harrow Nature Conservation Forum. Additionally, there are 446 ha of agricultural fields to the north of the borough and 163.5 ha of sports fields throughout Harrow. There are also approximately 80kms of watercourse in Harrow, including 13 flood storage areas all of which are in open spaces that provide a blue element to our green amenity spaces.⁴⁴

As a suburban borough, Harrow also of course has a wide variety of private gardens that have the potential to provide valuable space for both residents and local wildlife.

The importance of thriving local natural environment

Taking steps to enable Nature to recover and building local healthy ecosystems within our open spaces provides many benefits to the people of Harrow. These include cleaner air and water, aiding the recovery of insect life which is essential for pollination of gardens and local food growing initiatives, and sequestering carbon through the development of diverse woodland and grassland areas that promote soil health. Healthy, water retentive soils and improved tree canopy cover will also play a vital role in mitigating drought and urban heating in our borough as the climate changes and we need to deal with more extreme weather. In addition there is also a wealth of evidence that human health and wellbeing - in short the

⁴³ [Harrow's green spaces – Harrow Council](#)

⁴⁴ [Biodiversity Action Plan Harrow 2015 \(harrow.gov.uk\)](#)

quality of our daily lives - is dramatically enhanced by regular time outside in contact with nature rich environments.⁴⁵

However, the natural world in Harrow needs our help. With an increasing number of gardens paved over, widespread littering in some places, incidents of watercourse pollution and limited public funds to look after all of Harrow's open spaces, we need assistance from all in Harrow so that we can make the most of these precious assets. The actions in this theme look at how the Council and its communities can work together to do just that, for the long-term benefit of the borough.

2.4.2 Strategic objectives

- To ensure land and other natural resource use in our borough better balances the needs of people and nature
- To ensure the protection and restoration of biodiversity and ecosystems in our borough
- To provide public access to high quality and ecologically diverse green spaces
- To optimise tree / hedge planting and other natural carbon sequestration measures in our borough
- To improve the health and wellbeing of residents through greater connection with the local natural environment
- To enable local adaptation to climate change
- To support local food growing

2.4.3 Progress / work completed to date

- Trials of **reduced mowing to improve habitat and biodiversity** were carried out at 3 Verge sites and part of Kenton Recreation ground in the summer of 2022. A public consultation on the trials and biodiversity interventions showed strong support for an extension of the initiative. An enhanced programme will be delivered in 2023.
- The **Stop and Grow Project** is a Public Health led initiative which encourages Harrow residents to access a safe green space within Harrow. The activities offered aim to improve health outcomes around mental health, by **decreasing social isolation** and encouraging people to **improve their mental wellbeing** by using their local green space: addressing physical health, by encouraging physical activity; and healthy eating, by **growing food** and promoting ways to enjoy plant-based eating. Volunteers and attendees maintain the grounds, greenhouses and grow produce from seed to harvest, and then sell on/ cook with the produce.
- The Council supported and promoted **Harrow Go Green**, a biodiversity competition delivered by the voluntary community. There were categories for Primary schools,

⁴⁵ [Let's Go Outside: Using Nature to Recover - Harrow Annual Public Health Report 2021](#)

Secondary schools, Adult residents and Juniors and prizes were awarded in October 2021 and winners promoted on the Council's website.

- Residents are encouraged to **sponsor tree planting** via our Trees for Streets partnership⁴⁶.
- In 2022 a **major planting initiative was undertaken by Pinner Park School**, with the creation of a new micro forest of 600 trees and 150m of hedgerow, as well as developing a biodiversity plan for the school. All 800 children from the school were involved.
- The Council has continued to invest in **major infrastructure projects** to address flooding whilst enhancing the natural environment. Working closely with community groups, in 2021 we completed major flood resilience and biodiversity improvement works as part of the **Headstone Manor Park Project**⁴⁷. Barnet and Harrow have also secured a £6m grant bid to reduce river and surface water flooding in **the Silk Stream catchment** through an extensive programme of nature-based solutions to be implemented over coming years ⁴⁸.

2.4.4 Co-benefits including climate adaptation

Green space is linked to a range of positive effects, including reduced impact of deprivation. Actions to improve access, quality, and quantity of green spaces are therefore likely to have a particularly positive impact on Harrow's communities.

- **Restoring pride in Harrow:** through higher quality, more ecologically diverse and beautiful parks, gardens and open spaces.
- **Climate resilience:** Supporting our places and communities to better adapt to the impacts of climate change such as flooding, heat waves or other extreme weather events.
- **Health:** Improved access for residents to quality open space for exercise and mental wellbeing; better air quality and reduced local pollution through increased planting initiatives.
- **Eco-literate communities:** Residents, including schoolchildren, have greater opportunities locally in Harrow to explore, understand and value the natural world, and in turn care for it better.

2.4.5 Main challenges

Some challenges include:

- **Land use pressure:** Pressure on some spaces, especially private gardens and other privately owned land, for other uses including parking and new development.

⁴⁶ [Let's fill Harrow with trees - Trees for Streets](#)

⁴⁷ [Headstone Manor Park Project](#)

⁴⁸ [Silk Stream Flood Resilience Innovation \(SSFRI\) project – Harrow Council](#)

- **Volunteering:** Encouraging greater numbers of people from all of Harrow's diverse communities to volunteer with our park user and nature conservation groups.
- **Securing investment and ongoing maintenance:** securing funding to undertake capital works to our parks and open spaces and establishing a sustainable ongoing maintenance regime.
- **Connectivity:** securing biodiversity corridors to facilitate interconnectedness of habitat, sometimes across both private and public space and working transboundary with other boroughs.
- **Invasive species, pests and diseases and changing climate:** removing invasive species and dealing with new pests and diseases that reduce biodiversity by affecting native species and altering habitats.

Section 3: DELIVERING THE STRATEGY

3.1 Eco-literate and engaged communities

Concern about climate change and nature

Recent polling undertaken London-wide in September 2022 shows that Londoners are worried about the effects of climate change and the severe impact it has on our communities.

The main findings are:

- 94% of Londoners say they are aware of climate change
- 84% of Londoners say they are concerned about climate change, and concern is high across all age groups
- 72% of Londoners say their level of concern has increased over the past 12 months
- 62% of Londoners say their day-to-day life in London has been impacted by the changing climate, compared to 55% last year.

The survey also highlighted anxiety over the cost-of-living crisis, with 75% of Londoners saying they are finding it more difficult to take action to prevent climate change as a result. However, more than half of those surveyed feel motivated to make environmentally friendly choices, which will help them reduce their costs during the cost-of-living crisis.

A survey of our residents undertaken in 2022 specifically about biodiversity overwhelmingly supported action to improve ecosystems and habitats in the borough, with 93% of those surveyed in favour of more being done to support biodiversity in Harrow.

Taking action together

Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and our community, that helps make Harrow such a great place to live, work and visit⁴⁹.

Climate Change and the nature crisis are global issues but they can only be tackled through concerted local action. To reach our borough-wide goal of significantly reducing our emissions and improving the vitality of our local natural world, community involvement and grassroots education are essential. Collective understanding is needed amongst all our staff, members, businesses and residents about the need for taking urgent action, as well as the many benefits that come from the transition to a low carbon future.

As a Council we can enable people to take action in their own sphere of influence by encouraging and incentivising sustainable choices. The Council through this strategy seeks to convey the critical nature of the current climate and nature crises and provide a framework for action. Through collaborating with members of our community, we can gain an understanding of which actions are already being taken within our borough that can be amplified and scaled up. Along with our religious and ethnic communities, it is recognised that the role of our schools

⁴⁹ [annual-equalities-data-2017-18.pdf \(harrow.gov.uk\)](#)

and young people in this change are particularly critical, both in terms of empowering the new generation to drive action and influencing the wider Harrow community.

We will be consulting the public on this draft strategy over the summer of 2023 and the views of our communities will be considered and incorporated into the final version that is developed.

3.2 Good governance for long-term sustainability

It is increasingly clear what we need to do in Harrow and elsewhere to reduce greenhouse gas emissions, and the key action areas in which we can all make positive changes are set out in Section 2 and the Appendix to this Strategy.

However, to truly transform to a low carbon borough that enables our natural world to regenerate requires a mindset shift, to ensure that all the many choices we make as an organisation and as private citizens, contribute to meeting these challenges and protecting our planet for future generations.

As an organisation the Council will ensure that the areas of action within this strategy are integrated into other strategic frameworks that we have and into our decision making as a public body. We will also pursue opportunities to align Council funding and investment, including maximising external funding opportunities.

Links with other strategies

The key strategies that are supported by, and in turn support, this Climate and Nature Strategy include:

The Corporate Plan – including the overall vision of *Restoring Pride in Harrow*, the environmental targets set out in the Council's corporate priority of *A clean and safe borough* and the just transition supporting the priority of *A place where those in need are supported*.

The Health & Wellbeing Strategy 2022-2030 – there are many links between this strategy and the improvement of public health in Harrow, from cleaner air to more active travel to improvements in mental health from the restoration of nature in our borough.

The Economic Strategy (being refreshed in 2023/24) – The transition to a green and circular economy that benefits jobs and skills in Harrow.

Strategic Asset Management Plan (being developed in 2023/24) – this will set out how we will manage our non-housing estate of buildings will have decarbonisation as a key objective.

Housing Asset Management Strategy – the approach to management of the Council's housing stock has a key focus on investment in energy efficiency and decarbonisation.

Harrow Strategic Development Partnership / Regeneration Strategy – the overall approach taken as to how the Council will develop its key regeneration sites, including energy efficiency, travel and improvements to biodiversity at the sites.

The Local Plan (being consulted upon from 23/24 as part of the development of a new Plan)– the range of policies that enable sustainable, low carbon, nature positive development in Harrow.

Decision Making

The Council will strengthen internal knowledge and awareness around climate change and the recovery of nature, and wherever possible align its decisions on key initiatives to support the delivery of this Strategy over both the short and long term. In this process, all officers and members have a role to play as gatekeepers to ensure that opportunities for decarbonisation are realised.

This process is already underway in our procurement activity, with all major new procurements requiring bidders to demonstrate how they contributing to reducing greenhouse gas emissions and promoting the circular economy.

The Council has also taken steps to exert leverage through revisions to its Pension Fund. In 2021 the Council transferred 33% of the fund (c£330m) directly into low carbon and sustainable equity investments and committed a further £50m towards a renewable infrastructure fund, investing in green energy technologies. Opportunities for progressive decarbonisation of the fund and other council investments will continue to be pursued.

Finance and Funding

Climate change and related ecosystem collapse risk is acknowledged by the World Economic Forum as the pre-eminent long-term threat to our economy, comprising five of the top six risks globally.⁵⁰ In this context, and notwithstanding the extensive human toll and suffering that might be mitigated here and abroad, it is increasingly recognised that the costs to our economy and public services of inaction on climate change and ecosystem recovery will significantly exceed the costs of action. A study by LSE in 2022, for example, found that the net-zero transition in the UK would cost a maximum of 2% of UK GDP but would be expected to have a net benefit of around 4% of GDP⁵¹. Nevertheless, in the short and medium term it must be acknowledged that the delivery of net zero, both nationally and locally, is dependent upon unprecedented levels of private and public funding that represents a significant challenge in the current financial climate.

The capital costs to the Council for example of moving to an electric fleet so far as possible in 2022 (excluding minibuses as vehicles were not readily available in the mainstream market) were estimated to be around £20 million. Similarly, a comprehensive programme of energy efficiency upgrades, solar PV installations and heat pump replacements to our maintained schools and corporate buildings would require a level of investment of at least £35 million at today's prices. The Council will need to carefully plan for progressive and prioritised investment in both of these key areas with detailed analysis of costs and benefits including analysis of full life costings, avoidance of other costs, energy efficiency savings, and levels of external investment.

⁵⁰ [WEF Global Risks Report 2023.pdf \(weforum.org\)](#)

⁵¹ [What will climate change cost the UK? \(lse.ac.uk\)](#)

To date the Council has successfully applied for £2.4 million of Public Sector Decarbonisation Scheme funding, that has been applied, together with match funding from our capital programme, towards a £4.2 million investment in seven school and corporate sites. As at March 2023 the council has been notified of a successful bid for over £2 million of funding from the Social Housing Decarbonisation Fund, to be used as part of a £5 million project towards our housing stock over the next two years.

The Council currently has £500,000 per annum allocated in its capital programme for each of the coming three financial years directly to decarbonisation projects, mainly energy related projects to our corporate buildings. Levels of investment in decarbonisation of our estate from 24/25 onwards, including prioritisation of projects according to current building condition and boiler age, will be informed by the development of the Strategic Asset Management Plan in 2023. The Borough and Neighbourhood components of the Community Infrastructure Levy, collected via the planning process, also have significant potential to be applied to improve the borough's blue and green infrastructure and contribute to climate mitigation and adaptation.

Making the most of future external funding opportunities, combined with strategic match funding through the Council's capital programme, will be a key part of our approach to meeting this funding challenge going forwards.

Review and Monitoring of this Strategy

The Council will continue to monitor and report the Council's own organisational Scope 1 and 2 emissions annually, along with collating borough data from either SCATTER or LEGGI and relevant consumption emissions data commissioned by London Councils.

The key actions identified in the Appendix to this strategy will be managed internally by the Council as a corporate programme overseen by the Climate and Sustainability Board, comprising senior officers and working closely with the Portfolio Holder for the Environment and other members of the executive.

Monitoring of the Council's overall progress, and review and updates to this Strategy, will be reported annually to the Council's cabinet.

3.3 A socially just transition

Climate change as a social issue

Climate change has the potential to impact the more vulnerable in our society, including those who are less financially well off, to a greater degree than the population at large and therefore deepen existing inequalities⁵². This includes risks to groups with characteristics that are protected according to UK law. Some of these protected groups (age, disability, gender reassignment, pregnancy and maternity, race/ethnicity, religion, or belief) are from disadvantaged communities and have less means to mitigate against the impacts of climate change.

⁵² [wp152_2017.pdf \(un.org\)](#)

That is why climate change is not just an ecological problem, but one of social justice where we must ensure our approach reduces inequality and does not place disproportionate obligations on those least able to adapt to change.

How we can help protect those most vulnerable to climate change

Making sure that the most vulnerable in our communities are supported and protected during this period of major social and economic transformation includes informing and advising on grants available, such as Warmer Homes⁵³ and Winter Fuel Payment⁵⁴ to help mitigate fuel poverty. It is also why the Council's involvement in the Green Homes Grant Scheme, which is delivering energy efficiency measures at 79 homes, specifically targets poor energy performing households (EPC D and below) on low incomes of less than £30k per annum. Furthermore, educating individuals on how to cope with temperature extremes will also help to reduce the unequal impact of these events on certain age groups. Ensuring that buildings and homes are adapted to future climate risk is identified as a key element to this, as is tree planting and other greenspace measures that will help reduce urban heating effects.

Since October 2021, the Council, utilising the Household Support Fund⁵⁵ has also distributed vouchers to low-income residents to assist with the cost of living⁵⁶, including energy costs. Families of children on free school meals have also been supported through school holiday periods with vouchers funded from the same scheme. Over Winter 2022/23 an ongoing network of Warm Hubs⁵⁷ were made available to residents across the borough. These provide a warm and safe space for residents to use, and volunteers are available to give advice/signposting around cost of living and wellbeing concerns. The Council has worked with the local voluntary and community sector and partners to establish this network (e.g., Harrow Giving). Furthermore, the Council, through Help Harrow, has worked with London Community Kitchen to recycle and redistribute food for consumption by households in need. Socio economic issues and the ongoing cost of living crisis will continue to be a focus of the Council as it develops the implementation plan for this Strategy.

Promoting equality through this Strategy

Some climate actions such as the move to electric vehicles, home improvements to energy efficiency and heat pumps, and certain diet choices (e.g., organic food) are less accessible for those on lower incomes. Generally, those in lower socio-economic groups also lack the financial means to mitigate the worst effects of climate change, for example coping with energy and food price fluctuations caused by extreme weather events, international events, or natural disasters. However, those on lower incomes in many cases already have a significantly lower carbon footprint individually than those on higher incomes. This is because those on higher incomes generally have greater levels of consumption - for example: multiple cars, greater numbers of flights and larger more energy demanding houses. Those on higher incomes therefore can have a proportionally greater opportunity to reduce their carbon footprint as well as greater means to do so.

⁵³ [Warmer Homes | London City Hall](#)

⁵⁴ [Winter Fuel Payment: Overview - GOV.UK \(www.gov.uk\)](#)

⁵⁵ [Household Support Fund – Harrow Council](#)

⁵⁶ [Help with the cost of living – Harrow Council](#)

⁵⁷ [Warm Hubs & Spaces - Harrow Giving](#)

The draft Equalities Impact Assessment (EQIA) conducted on this Strategy indicates that exposure to air pollution⁵⁸ disproportionately affects socioeconomically disadvantaged populations including Black, Asian and Multi Ethnic communities. Furthermore, air pollution has been linked to a range of adverse pregnancy outcomes, including preterm labour and low birthweight, which are themselves risk factors for conditions such as cardiovascular disease and diabetes in adulthood. Exposure to pollution can also affect lung development and function and is thought to contribute to the development of childhood asthma. Ensuring the reduction of fossil fuel transportation in the borough, which is the main cause of poor air quality in Harrow, and monitoring air pollution should have a positive impact particularly for these protected groups. Furthermore, older, and disabled people sometimes are less able to take advantage of active travel options due to their frailty and disability. It will therefore be important to ensure that they still have access to low carbon vehicular transport options. Improvements to public travel and active travel infrastructure should also be undertaken to enable greater access for older and disabled people, for example step free access, and over time this will result in a more accessible public realm for the benefit of people with mobility issues.

According to the Office of National Statistics⁵⁹19.7%⁶⁰ of Harrow's residents are under 16 and 64.9% of Harrow's population are of working age (16 to 64). Younger people will benefit particularly from positive action to address climate change and nature recovery by helping to improve their future living conditions and economic prospects.

⁵⁸ <https://obgyn.onlinelibrary.wiley.com/doi/10.1111/aogs.14124>

⁵⁹ [Age - Census Maps, ONS](#)

⁶⁰ [Age - Census Maps, ONS](#)

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

THEME 1: CLEAN ENERGY USED EFFICIENTLY

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

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

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

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

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

THEME 2: GREEN MOBILITY

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

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

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

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

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

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

emissions (e.g., climate-friendly options at the canteen)

PRIORITY ACTION AREAS FOR THE BOROUGH

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

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

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

THEME 4: HEALTHY PLACES FOR US AND NATURE

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

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

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

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

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

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LIVING HARROW: The London Borough of Harrow's Climate & Nature Strategy [draft for consultation] - Equality Impact Assessment (EqIA)

You will need to produce an Equality Impact Assessment (EqIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EqIA and sign off process are available on the Hub under Equality and Diversity. You must read the [guidance notes](#) and ensure you have followed all stages of the EqIA approval process (outlined in appendix 1). Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: [Equality Impact Assessment](#) - sources of statistical information.

Equality Impact Assessment (EqIA)		
Type of Decision:	<input checked="" type="radio"/> Cabinet <input type="radio"/> Portfolio holder <input type="radio"/> Other (state)	
Title of Proposal	Living Harrow: The London Borough of Harrow's Climate & Nature Strategy [to approve draft for public consultation]	Date EqIA created: 13/2/23
Name and job title of completing/lead Officer	Nomusa Dube (Climate Programme Officer) / Matthew Adams (Assistant Director)	
Directorate/ Service responsible	Place Directorate	
Organisational approval		
EqIA approved by the EDI Team:	Name: Jennifer Rock Assistant Policy Officer EDI Team	Signature <input checked="" type="checkbox"/> Tick this box to indicate that you have approved this EqIA Date of approval: 28.03.23

1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed **after** you have completed sections 2 - 5)

a) What is your proposal?

Fossil fuels are increasing the concentration of carbon dioxide in the earth's atmosphere, causing global temperature rises and significant disruption to our climate. The most immediate consequences of this are extreme weather events including record-breaking heatwaves and flooding.

Harrow Council declared a climate emergency in July 2019, with an ambition to work towards carbon neutrality by 2030. This strategy establishes a framework of key action areas around which the Council and our communities can significantly reduce our combined greenhouse gas emissions, whilst also enabling the recovery of the natural world upon which we depend. The strategy also outlines the need to implement measures which allow Harrow and its residents to adapt to the effects of climate change. By doing so, we will play our part to leave Harrow a better place for future generations: stabilising our climate, promoting climate resilience, and allowing the regeneration of ecosystems that support us all.

This will be a just transition that restores pride in Harrow by realising the opportunities of new jobs and investment, improved health, wellbeing and education, and a thriving environment for local people. We will deliver our vision through the four key themes within this strategy to focus the resources of the borough on:

- **Theme 1: Clean Energy used Efficiently** - how we power and heat homes and buildings
- **Theme 2: Green Mobility** - how we get around
- **Theme 3: A Waste Free Economy** - the things we buy, use and dispose of
- **Theme 4: Healthy Places for Us and Nature** - a healthy, resilient local environment

b) Summarise the impact of your proposal on groups with protected characteristics

The strategy will have an impact on everyone who lives, works, and studies in Harrow, as well as those who visit the borough.

c) Summarise any potential negative impact(s) identified and mitigating actions

This EQIA has considered the potential impacts of the strategy on the protected characteristics under the Equality Act 2010 of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race/ethnicity, religion or belief, sex, and sexual orientation.

Evidence of the impact of the strategy was gathered through ready available sources including: published and peer reviewed data.

Older and very young people and people with chronic or severe illnesses are most at risk of developing heat exhaustion, heatstroke and respiratory problems due to extreme temperature changes; ensuring that buildings and homes are adapted to future climate risk is identified as a key element to mitigating this.

Disabled people sometimes are less able to take advantage of active travel options due to their disability. It will therefore be important to ensure that those who require it still have access to low carbon vehicular transport options. Improvements to public travel and active travel infrastructure should also be undertaken so as to enable greater access for disabled people, e.g. step free access, and over time this will result in a more accessible public realm for the benefit of disabled people with mobility issues.

Air pollution has been linked to a range of adverse pregnancy outcomes, including preterm labour and low birthweight, which are themselves risk factors for conditions such as cardiovascular disease and diabetes in adulthood. Therefore, monitoring air quality and the reduction of fossil fuel transportation in the borough (which is the main cause of poor air quality) should have a positive impact particularly for this protected group.

The decline in urban green spaces in the UK will most severely affect Black, Asian and Multi Ethnic communities, who tend to rely more on urban green space and can have less access to outdoor space at home, such as a balcony or garden. This will be mitigated through promoting the benefits of local green spaces to residents, including the value of spending time outdoors to physical and mental wellbeing. Additionally, improving access, quality, and quantity of green spaces are therefore likely to have a particularly positive impact on Harrow's ethnic minority communities; thus, restoring pride in Harrow.

Language barriers may limit the extent to which non-English speakers can get involved in, and benefit from information campaigns, community engagement strategies, and emergency planning aimed at the public. Therefore, as a way to mitigate this, our messaging on climate change will be designed to be inclusive and tailored to its audience, so that our engagements and outputs can achieve a positive impact.

2. Assessing impact					
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to borough profile data , equalities data , service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on each group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact			
Protected characteristic	For each protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	Negative impact		No impact
			Minor	Major	
Age	<p>People over the age of 75, very young people and people with chronic or severe illnesses are most at risk. Climate change means heat waves are likely to become more common and during hot weather there is a risk of developing heat exhaustion, heatstroke and respiratory problems. Young children are more likely to over-heat as they sweat less, and are less able to adapt their own clothing and behaviour. Many excess deaths during heatwaves are among older people; their temperature regulation processes are less efficient, making them less able to cope with extreme temperature. Older people may also be more likely to experience effects such as dehydration and the worsening of existing health problems during heatwaves.</p> <p>The strategy aims to reduce both wider greenhouse gas emissions from consumption, and also territorial carbon emissions in the borough. This will help to slow global warming and thus reduces the likelihood and severity of future temperature extremes. Educating individuals on how to cope with temperature extremes will also help to reduce the unequal impact of these events on certain age groups. Ensuring that buildings and homes are adapted to future climate risk is identified as a key element to this, as is tree planting and other greenspace measures that will help reduce urban heating effects.</p> <p>According to the Office of National Statistics¹19.7%² of Harrow's residents are under 16. 64.9%¹ of Harrow's population are of working age (16 to 64) and 15.4% of Harrow's</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹ [Age - Census Maps, ONS](#)

² [Age - Census Maps, ONS](#)

residents are 65 or older. The average (median) age is 38 years, lower than many other places³.

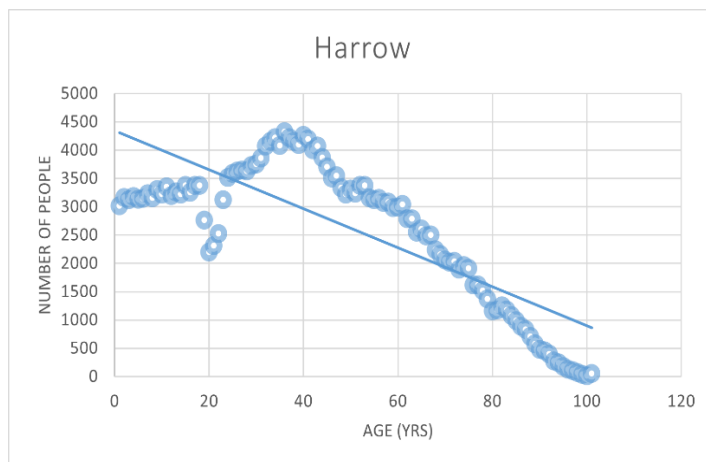
In the winter older people are potentially at risk of having health issues associated with cold homes.

Investment in more energy efficient, warmer homes has a positive impact on older people's health and well being.

Older people sometimes are less able to take advantage of active travel options due to frailty. It will be therefore important to ensure that they still have access to low carbon vehicular transport options.

Younger people will benefit particularly from positive action to address climate change and nature recovery by helping to improve their future living conditions and economic prospects (e.g., investment in new green skills and jobs).

Figure 1: (Trends in age population of Harrow)



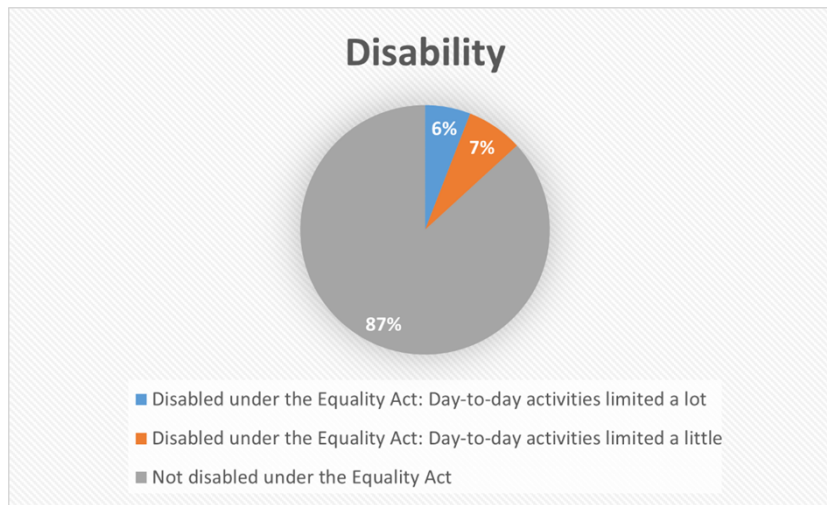
³ [future-of-an-ageing-population.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/future-of-an-ageing-population.pdf)

Disability

People with pre-existing physical or mental health issues are likely to be disproportionately affected during extreme weather events such as heatwaves or flooding. These groups may have a lower ability to act due to physical constraints, or they may be less aware of their circumstances and how to act. Some medications impair the body's ability to sweat or perform temperature regulation functions, making people more susceptible to the effects of heat. Individuals suffering from mental illnesses may be less likely to take effective precautions against extreme weather events, as well as to know what to do in response.

According to the Office of National Statistics 2021 Census, 5,9%⁴ of people in Harrow are disabled under the Equality Act limiting their day to day activities a lot. 7.3% of people are disabled and their day to day activities are limited a little and 86.8% of people in Harrow are not disabled under the Equality Act.

Figure 2: (total % of people impacted by disability)



The strategy seeks to reduce greenhouse gas emissions, which aid in slowing global warming and, as a result, the likelihood and severity of future temperature extremes. The strategy aims to promote active travel, in line with the Mayor's target of 80% of Londoners

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⁴ [Disability age standardised - Census Maps, ONS](#)

	<p>walking, cycling, or taking public transportation by 2041⁵. Incentives for active travel may have a negative impact on people with disabilities, who may be less able to travel by walking or cycling. Not all modes of public transportation are fully accessible to people with disabilities. Individuals with sensory impairments or learning disabilities may find information campaigns, community engagement strategies, and emergency planning less accessible.</p> <p>Disabled people sometimes are less able to take advantage of active travel options due to their disability. It will be therefore important to ensure that they still have access to low carbon vehicular transport options.</p> <p>Improvements to public travel and active travel infrastructure will however be undertaken so as to enable greater access for disabled people e.g., step free access, and over time this will result in a more accessible public realm for the benefit of disabled people with mobility issues.</p>				
Gender reassignment	<p>Not directly applicable.</p> <p>Whilst the strategy itself will have neither a positive nor a negative impact on transgender people, we do have a responsibility to ensure that our climate change messaging combats discrimination and showcases positive role models. Our messaging on climate change will be designed to be inclusive and tailored to its audience, so that our engagements and outputs reflect their diverse audience. There are numerous barriers which transgender communities face. We intend to make sure that transgender people are equally considered in our communication strategies so that information is accessible for them, and that we do not unknowingly cause stigmatisation or guilt.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marriage and Civil Partnership	<p>The strategy itself does not create unlawful discrimination related to marriage or civil partnership.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pregnancy and Maternity	<p>Pregnant women and their foetuses are more vulnerable to the health effects of climate change than the general population because: Climate-related hazards, such as extreme heat, flooding, and wildfires, have been linked to certain health problems, including anaemia, eclampsia, low birth weight, preterm birth, stillbirth, and even miscarriage.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

⁵ [The Mayor's Transport Strategy - Transport for London \(tfl.gov.uk\)](https://www.tfl.gov.uk)

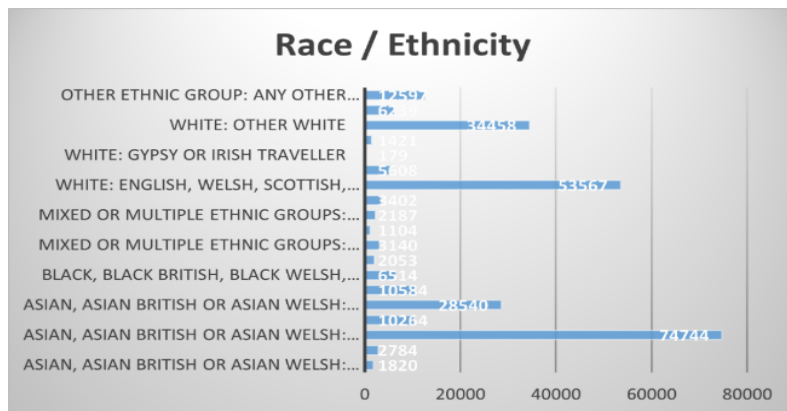
	<p>Pregnant women require consistent access to transportation and medical care, which can be disrupted by extreme weather events. Many biological and behavioural changes occur during pregnancy and the postpartum period, making women more susceptible to insect, food, and water-related illnesses. Some of these illnesses, which may become more common as a result of climate change, can also endanger maternal and foetal health. Pregnant and postpartum women are more likely to suffer from post-traumatic stress disorder (PTSD) and depression following natural disasters and extreme weather events.</p> <p>According to a study⁶, air pollution has been linked to a range of adverse pregnancy outcomes, including preterm labour and low birthweight, which are themselves risk factors for conditions such as cardiovascular disease and diabetes in adulthood. Exposure to pollution can also affect lung development and function, and is thought to contribute to the development of childhood asthma. Air pollution disproportionately affects socioeconomically disadvantaged populations in many countries.</p> <p>The strategy aims to reduce fossil fuel transportation in the borough which is the main cause of poor air quality and therefore should have a positive impact particularly for this protected group.</p>				
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⁶ <https://obgyn.onlinelibrary.wiley.com/doi/10.1111/aogs.14124>

Race/
Ethnicity

Harrow is in the top three of local authorities in London and the South East with the highest proportion of people (45.2%)⁷ identifying as Asian according to the data census 2021, after Redbridge (47.3%) and Slough (46.7%). Research suggests that particulate air pollution in the UK is concentrated in the poorest 20% neighbourhoods in England, and in areas with greater ethnic diversity (defined as those where more than 20% of the population is non-white). Several actions included in the strategy aim to reduce air pollution. According to Natural England, the decline in urban green spaces in the UK will most severely affect Black, Asian and Multi Ethnic communities, who tend to rely more on urban green space and can have less access to outdoor space at home, such as a balcony or garden, than white people.

Figure 3: (total numbers of different ethnic groups in Harrow)



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⁷ [Ethnic group - Census Maps, ONS](#)

Figure 4: (total % in London and South East)



Green space is linked with a range of positive effects, including reduced impact of deprivation, increased sense of community and reduced risk of health problems like depression and lung disease. Green areas also have substantive potential benefits for improving mental and physical health. Actions to improve access, quality, and quantity of green spaces are therefore likely to have a particularly positive impact on Harrow’s ethnic minority communities. 5.6%⁸ of residents in Harrow do not have English as their main language and cannot speak English well. This may limit the extent to which these groups can get involved in, and benefit from information campaigns, community engagement strategies, and emergency planning aimed at the public which may be less accessible for individuals whose first language is not English.

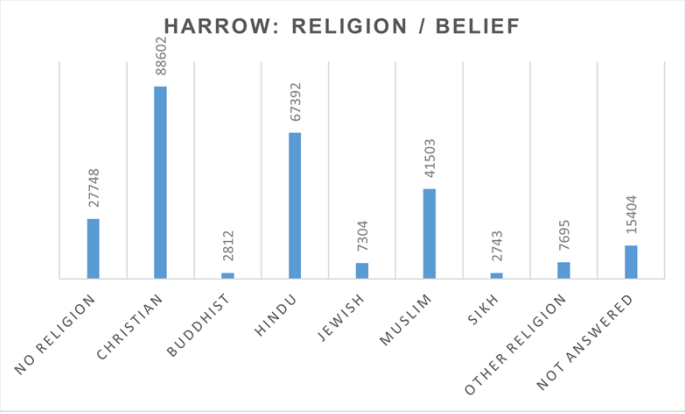
Religion or belief

Not directly applicable. However, figures from the Office for National Statistics suggest that 10.6%⁹ of people in Harrow are not affiliated with any religion. 33.9% of people in Harrow are Christian; 1.1% are Buddhist; 25.8% (Hindu); 2.8% (Jewish); 15.9% (Muslim); 1.1% (Sikh); 2.9% (Any other religion) and 5.9% did not answer.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

⁸ [Proficiency in english language - Census Maps, ONS](#)

⁹ [Religion - Census Maps, ONS](#)

	<p>In the strategy we will recognise that communities are not just physical communities. Religious communities tend to have a large voluntary movement and can have high immigrant populations. Direct engagement with these communities will have a positive impact in ensuring climate action is widely adopted across the borough.</p> <p>Some sensitivity on messaging around climate friendly diets is also needed to take into account cultural and religious dietary practices.</p> <p>Figure 4: (total number of people with different religious beliefs)</p>  <table border="1"> <caption>HARROW: RELIGION / BELIEF</caption> <thead> <tr> <th>Religion / Belief</th> <th>Number of People</th> </tr> </thead> <tbody> <tr> <td>NO RELIGION</td> <td>27748</td> </tr> <tr> <td>CHRISTIAN</td> <td>88602</td> </tr> <tr> <td>BUDDHIST</td> <td>2812</td> </tr> <tr> <td>HINDU</td> <td>67392</td> </tr> <tr> <td>JEWISH</td> <td>7304</td> </tr> <tr> <td>MUSLIM</td> <td>41503</td> </tr> <tr> <td>SIKH</td> <td>2743</td> </tr> <tr> <td>OTHER RELIGION</td> <td>7695</td> </tr> <tr> <td>NOT ANSWERED</td> <td>15404</td> </tr> </tbody> </table>	Religion / Belief	Number of People	NO RELIGION	27748	CHRISTIAN	88602	BUDDHIST	2812	HINDU	67392	JEWISH	7304	MUSLIM	41503	SIKH	2743	OTHER RELIGION	7695	NOT ANSWERED	15404				
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OTHER RELIGION	7695																								
NOT ANSWERED	15404																								
<p>Sex</p>	<p>According to data from 2021 Census, 50.7%¹⁰ of people in Harrow are female and 49.3% are male.</p> <p>According to UN Women¹¹, across the world women depend more on, yet have less access to, natural resources. In many regions, women bear a disproportionate responsibility for securing food, water, and fuel. Agriculture is the most important employment sector for women in low- and lower-middle income countries, during periods of drought and erratic rainfall, women, as agricultural workers and primary procurers, work</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				

¹⁰ [Sex - Census Maps, ONS](#)

¹¹ [Explainer: How gender inequality and climate change are interconnected | UN Women – Headquarters](#)

	<p>harder to secure income and resources for their families. This puts added pressure on girls, who often have to leave school to help their mothers manage the increased burden. Furthermore, as climate change drives conflict across the world, women and girls face increased vulnerabilities to all forms of gender-based violence, including conflict-related sexual violence, human trafficking, child marriage, and other forms of violence.</p> <p>Gender inequalities have social, economic, political, and cultural implications for individuals responding to climate change. Examining gender is important because women, men, boys and girls, while hardly homogenous groupings, tend to have systematically different experiences in relation to climate change based on the inequalities associated with socially constructed gender roles¹².</p> <p>The strategy has been developed in such a way that it is not intended to create unlawful discrimination related to gender.</p>				
<p>Sexual Orientation</p>	<p>Not directly applicable</p> <p>As set out above in the context of gender reassignment, our messaging on climate change will be designed to be inclusive and tailored to its audience, so that our engagements and outputs reflect their diverse audience.</p> <p>There is a scarcity of research on climate change effects for non-binary people, who might also be particularly vulnerable¹³.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?</p> <p><input checked="" type="checkbox"/> Yes No <input type="checkbox"/></p>					
<p>If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below</p>					

¹² [GGCA-RP-FINAL.pdf \(wedo.org\)](#)

¹³ [Climate change and gender-based health disparities - The Lancet Planetary Health](#)

Overall, the reduction in greenhouse gases to reduce the severity of future climate change will disproportionately benefit a number of groups with protected characteristics (the young, elderly, disabled, and women) who are otherwise more vulnerable to those effects.

2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc), could your proposals have an impact on individuals/service users, or other groups?



Yes

No



If you clicked the Yes box, Include details in the space below

Certain climate actions (e.g., the move to electric vehicles, home improvements to energy efficiency and heat pumps, certain diet choices such as organic food) are less accessible for those on lower incomes. Generally, those in lower socio-economic groups also lack the financial means to mitigate the worst effect of climate change e.g., energy price fluctuation caused by international events, natural disasters e.t.c.). However, those on lower incomes in many cases already have a significantly lower carbon footprint individually than those on higher incomes. This is because those on higher incomes generally have greater levels of consumption - for example: multiple cars, greater numbers of flights and larger more energy demanding houses. Those on higher incomes therefore can have a greater opportunity to reduce their carbon footprint.

Since October 2021, the Council, utilising the Household Support Fund¹⁴ has distributed vouchers to low-income residents to assist with the cost of living, including energy costs. Families of children on free school meals have also been supported through school holiday periods with vouchers funded from the same scheme.

The Council website now includes information and advice for residents on support with the rising cost of living¹⁵. This includes information on additional benefits and payments available to mitigate rising energy costs, and signposting to energy efficiency advice.

Over Winter 2022/23 an ongoing network of Warm Hubs¹⁶ were made available to residents across the borough. These provide a warm and safe space for residents to use, and volunteers are available to give advice/signposting around cost of living and wellbeing concerns. The Council has worked with the local voluntary and community sector and partners to establish this network (e.g., Harrow Giving).

Socio economic issues and the ongoing cost of living crisis will continue to be a focus of the Council as it develops the implementation plan for its climate and nature recovery strategy.

¹⁴ [Household Support Fund – Harrow Council](#)

¹⁵ [Help with the cost of living – Harrow Council](#)

¹⁶ [Warm Hubs & Spaces - Harrow Giving](#)

3. Actions to mitigate/remove negative impact

Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.

State what the negative impact(s) are for each group, identified in section 2. In addition, you should also consider and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact please state below.	Deadline date	Lead Officer
<p>Age - People over the age of 75, very young people and people with chronic or severe illnesses are most at risk of developing heat exhaustion, heatstroke and respiratory problems due to extreme hot weather. Furthermore, in the winter older people are potentially at risk of having health issues associated with cold homes.</p> <p>Older people sometimes are less able to take advantage of active travel options due to frailty.</p>	<p><u>Retrofit</u></p> <p>Ensuring that buildings and homes are adapted to future climate risks. Investment in more energy efficient, warmer homes has a positive impact on older people's health and well being. Priority support should be directed to those living in poor energy rated properties who are on lower incomes and this can include older people.</p> <p><u>Active Travel</u></p>	<p><u>Retrofit</u></p> <p>Continuing to monitor fuel poverty in Harrow and prioritising support accordingly.</p> <p><u>Active Travel</u></p> <p>To work with TFL to improve the electric bus network.</p>		

	To ensure that older people still have access to low carbon vehicular transport options.	Continue to invest our priority transport services for elderly vulnerable people (e.g., electrification of our adult social care minibuses)		
Disability - These groups may have a lower ability to act due to physical constraints, or they may be less aware of their circumstances and how to act. Medications impair the body's ability to sweat or perform temperature regulation functions, making people more susceptible to the effects of heat. Not all modes of public transportation are fully accessible to people with disabilities.	<u>Active Travel</u> To ensure improvements to public travel and active travel infrastructure will however be undertaken so as to enable greater access for disabled people e.g., step free access, and overtime this will result in a more accessible public realm for the benefit of disabled people with mobility issues.	<u>Active Travel</u> To work with TFL to improve the electric bus network. Continue to invest our priority transport services for disabled people (e.g., electrification of our social care minibuses)		
Pregnancy/Maternity - Air pollution has been linked to a range of adverse pregnancy outcomes, including preterm labour and low birthweight, which are themselves risk factors for conditions such as cardiovascular disease and diabetes in adulthood. Exposure to pollution can also affect lung development and function, and is thought to contribute to the development of childhood asthma.	<u>Reduced Emissions</u> To ensure the reduction of fossil fuel transportation in the borough which is the main cause of poor air quality and therefore should have a positive impact particularly for this protected group. To ensure greater access to low carbon public transport.	<u>Reduced Emissions</u> Reduction in the total number of fossil fuel vehicles in Harrow and improvements in air quality		
Race/Ethnicity - The decline in urban green spaces in the UK will most severely affect Black, Asian and Multi Ethnic communities,	<u>Community Engagement</u> To promote the benefits of local green spaces to residents, including the	<u>Community Engagement</u> Ensuring that local partners including faith and community		

<p>who tend to rely more on urban green space and have less access to outdoor space at home, such as a balcony or garden.</p> <p>5.6%¹⁷ of residents in Harrow do not have English as their main language and cannot speak English well. This may limit the extent to which these groups can get involved in, and benefit from information campaigns, community engagement strategies, and emergency planning aimed at the public which may be less accessible for individuals whose first language is not English.</p>	<p>value of spending time outdoors to physical and mental wellbeing.</p> <p>To improve access, quality, and quantity of green spaces are therefore likely to have a particularly positive impact on Harrow's ethnic minority communities; thus, restoring pride in Harrow.</p> <p>To ensure that our climate change messaging combats language barriers, discrimination and showcases positive role models. Our messaging on climate change will be designed to be inclusive and tailored to its audience, and that our engagements and outputs reflect a positive impact.</p>	<p>groups are aware of the opportunities available in Harrow and can communicate messaging to their communities.</p>		
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Additional Notes: Generally we will be looking to consult and engage with Harrow communities on the strategy during the summer of 2023 which will give residents the opportunity to comment on these issues so that the council can take responses into account before the strategy is approved.

¹⁷ [Proficiency in english language - Census Maps, ONS](#)

4. Public Sector Equality Duty

How does your proposal meet the Public Sector Equality Duty (PSED) to:

1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
2. Advance equality of opportunity between people from different groups
3. Foster good relations between people from different groups

Include details in the space below

Whilst there can be differential impacts as set out in this assessment, tackling climate change and ensuring the protection of the natural world are at the same time universal challenges that affect everyone irrespective of their protected characteristics. Similarly, all individuals have opportunities to take action in their daily lives and their own sphere of influence to reduce their emissions and impact on the planet. Wide and meaningful participation in this common, shared endeavour is a significant opportunity to help break down barriers and foster good relations between people from different groups.

5. Outcome of the Equality Impact Assessment (EqIA) click the box that applies

Outcome 1

No change required: the EqIA has not identified any potential for unlawful conduct or disproportionate impact and all opportunities to advance equality of opportunity are being addressed

Outcome 2

Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4

Outcome 3

This EqIA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.

Include details here

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Report for: Cabinet

Date of Meeting:	20 th April 2023
Subject:	Procurement of Microsoft Dynamics Finance and Operations Finance & Operations Support Partner
Key Decision:	Yes - key decision due to the significant impact it has on Council expenditure, potential for efficiency savings and the wide-ranging impacts on all Council services.
Responsible Officer:	Alex Dewsnap - Acting Corporate Director, Resources
Portfolio Holder:	Cllr Stephen Greek – Portfolio Holder for Performance, Communications and Customer Experience Cllr David Ashton – Portfolio Holder for Finance and Human Resources
Exempt:	No, except for Appendix 2 which is exempt pursuant to paragraph 3 of Schedule 12A to the Local Government Act 1972 on the grounds that it contains information relating to the financial and business affairs of the Council and 3 rd party suppliers
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 – Evaluation Report (anonymised) Exempt Appendix 2 – Evaluation Report with supplier details and pricing submissions

Section 1 – Summary and Recommendations

This report sets out the procurement undertaken to select a preferred provider to deliver Microsoft Dynamics Application Maintenance and Implementation Support services to the Council.

Recommendations:

Cabinet is requested to:

1). Approve the award of a contract to the recommended provider named in Appendix 2 for Microsoft Dynamics Application Maintenance and Implementation Support for a period of up to 3 years, with an option to extend for a period of up to 1 year with effect from May 2023.

Reason (for recommendations): To ensure continued support of and enhancements and improvements to Harrow Council's Microsoft Dynamics ERP system.

Section 2 – Report

Introductory paragraph

This report covers the award of an essential IT maintenance contract for the Council's Finance, Procurement, Human Resources (HR) and Payroll systems.

Options considered

Creation of new in-house D365 Team before July, to negate need for an outsourced contract.

It is not feasible to move to in-house support in the near-term. Dynamics Finance & Operations (F&O) technical skills take time to learn and are in high demand, the Council has experienced problems with recruitment and retention. A considerable injection of capacity would be needed over the coming year to address system challenges, and it would then be possible to vary scope during the life of the new contract.

Procurement of a new contract to replace the existing Microsoft Dynamics contract with PWC.

This is considered the preferred option as it ensures continuity of service. The contract to be awarded includes provisions to reduce the size of the contract, or to terminate the contract for convenience.

Background

After deciding to procure a new Enterprise Resource Planning (ERP) system in 2019, Harrow Council embarked upon implementation of the Microsoft Dynamics 365 ERP system in 2020. Finance and Procurement services went

live with the Microsoft Finance & Operations (F&O) solution in October 2021, HR and Payroll services went live with the separate Microsoft HR/Talent Application and third-party LOKI payroll in April 22.

The system was implemented with PwC who were appointed as Systems Integration partner for the duration of the project. To ensure service continuity the system was handed over from the project team to a PwC Application Maintenance Support (“AMS”) contract for ongoing support.

The PwC support team have since worked together with the Harrow IT department to support the system. The PwC AMS contract will expire on 3 July 2023, and a replacement outsourced contract is required. The Council have undertaken a procurement exercise using Lot 3 (Cloud Support) of the G-Cloud 13 framework contract to source a replacement provider.

The Council has worked with an established third-party ERP provider, Version1 Ltd to develop the Council’s requirements for procurement of a new AMS contract to:

- provide support for the Microsoft Dynamics 365 system
- perform a Discovery phase which will allow the partner to plan and cost a series of work packages that will result in an improvement in how Microsoft Dynamics 365 is used at the Council.

Current situation

The current PwC AMS contract expires on 3 July 2023, there is a need to secure a replacement which will:

- Provide initial “second line” (functional) and ongoing “third line” (technical) support contiguously from the date of the current vendor’s exit.
- Make upgrades and changes to the solution as required (a backlog of required changes exists).
- Assist with a necessary combining of the Finance and Operations application with the Human Resources application to remain on a supported platform going forward.
- Up-skill the internal Dynamics 365 team.

Why a change is needed

The existing support contract is ending and has no extension provisions. A new support partner will be well-placed to review and further develop the Harrow Dynamics365 implementation to align with current best practice for the product. This is expected also to involve removal of some historic customisations which significantly complicate maintenance, specifically the routine patching and upgrade process.

The procurement has also identified that additional capacity and capability can be sourced within the available budget, offering benefit to the Council compared to current arrangements.

Implications of the Recommendation

Considerations

The new vendor will:

- Complete transition of technical support responsibility from PwC prior to the end of the existing contract in July 2023;
- Provide a costed plan by August 2023 for migration from existing configuration to a “Vanilla” best-practice product configuration, including merger of HR and F&O applications;
- Provide an operational support service which meets the Service Level Agreement (SLA) requirements of the Council, and a standing capacity to deliver updates and changes;
- Provide for the initial 6 months a “Level 2” functional support service, to allow for upskilling of a new client-side functional team within the Council;
- Commit to a contract which allows for adjustment in scope and charges as the Council’s requirements and internal capacity develop over time.

Ward Councillors’ comments

N/A

Performance Issues

There are none.

Environmental Implications

There are none

Data Protection Implications

Comprehensive requirements have been included in the specification to ensure any new supplier is GDPR compliant, and robust data protection provisions will be included in the contract.

A Full Data Protection Impact Assessment (DPIA) will be carried out with the new service provider.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **Yes**

The relevant risks contained in the register are attached/summarised below.
Yes

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
There is a risk that priority fixes will not be completed before PwC complete their contract.	<ul style="list-style-type: none"> ▪ Identifying all open items and prioritising what can be completed before PwC roll-off. ▪ Daily management calls in order to track progress and get early visibility of any issues. ▪ Agreed that any remaining backlog will be passed to the new provider. ▪ Fortnightly senior management oversight meetings to escalate issues and solutions 	Amber
There is a risk that required skills and resources for the Harrow support team will not be ready in time to receive Knowledge Transfer from PwC prior to them leaving.	<ul style="list-style-type: none"> ▪ Requested new providers to provider extra support for a time of 6 months to backfill and then upskill Harrow team ▪ Dialogue with PwC senior partners to agree the 'best exit' 	Amber
Documentation might not be available to perform a proper transition.	<ul style="list-style-type: none"> ▪ Early commencement of work to gather and organise documentation for the transition. ▪ Microsoft has completed a technical code review to ensure that the scope of the system customisation is clear. 	Amber
Selection of a technology rather than a management consulting partner may mean there is limited capacity for the business analysis/change effort needed in initial phase of contract	<ul style="list-style-type: none"> ▪ Strong and senior Council governance of the initial phase of implementation ▪ Senior IT Leadership engagement ▪ Regular management of risk through transition project ▪ Early and ongoing engagement with winning organisation to ensure effective governance and support arrangements 	Amber

Risk Description	Mitigations	RAG Status
	<ul style="list-style-type: none"> ▪ Costed plan in August to include business change requirements where relevant 	

Procurement Implications

This procurement has been conducted under the Crown Commercial Service G Cloud 13 Framework (RM 1557.13).

This route was chosen as the G Cloud 13 Framework offers a broad selection of service offerings relevant to this requirement from suppliers ranging from small and medium enterprises to large systems integrators and consultancy firms. It provides an efficient route to market which is fully compliant with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.

The high-level evaluation criteria used were:

Quality	75%
Price	25%

Quality consists of Technical Merit & Functional Fit (55%), After Sales Service Management (7%), and Non-Functional (13%)

Due to the nature of the procurement and following consultation with Portfolio Holders and other key stakeholders it was deemed not appropriate to include social value and climate change as evaluation criteria, although all responding suppliers signed up to the Council's Climate Commitment Charter as part of the process.

Legal Implications

Legal note Procurement Comments that this procurement has been conducted compliantly under the Crown Commercial Service G Cloud 13 Framework (RM 1557.13).

The G Cloud 13 Framework is current, has been lawfully procured under The Public Contracts Regulations 2015 (PCR), and the services the Council is calling off are in scope.

Compliant call off contracts from lawfully procured framework agreements are a lawful route for the Council to procure services under both the PCR and the Council's Contract Procedure Rules.

Legal Services can advise on completing the Cal Off contract documentation.

Financial Implications

The total cost of the contract is set out in Confidential Appendix 2. The one-off transition and discovery phase costs in year 1 (2023/24) will be met from the IT Capital Programme in 2023/24. The cost of the application maintenance and management charges are a revenue cost and the total cost is based on a period of 3 years and 9 months. This annual cost can be met from the annual IT revenue budget.

Equalities implications / Public Sector Equality Duty

N/A

Council Priorities

A council that puts residents first

Optimising the Dynamics ERP platform will help to support and further develop and enhance the Council's Finance, Procurement, HR and Payroll services. This will significantly improve the efficiency of internal corporate operations and release capacity for more support to frontline services.

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed on behalf of the Chief Financial Officer

Date: 06/04/2023

Statutory Officer: Stephen Dorrian

Signed on behalf of the Monitoring Officer

Date: 06/04/2023

Chief Officer: Alex Dewsnap

Signed off by the Acting Corporate Director

Date: 06/04/2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 06/04/2023

Head of Internal Audit: Susan Dixson

Signed by the Head of Internal Audit

Date: 06/04/2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

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

EqIA carried out: NO

Section 4 - Contact Details and Background Papers

Contact: Ben Goward, Director of ICT,
Ben.Goward@harrow.gov.uk

Background Papers: None

Call-in waived by the Chair of Overview and Scrutiny Committee - NO

APPENDIX 1 – EVALUATION REPORT (Anonymised)

Introduction

There is no tender process under the G-Cloud 13 Framework. The customer conducts a search or number of searches on G-Cloud using relevant keywords and filters to produce a shortlist of potential suppliers. Through study of the suppliers G-Cloud service summary and more detailed service description, and then discussions and clarifications with suppliers, followed by an evaluation, the customer identifies the supplier whose G-Cloud offering (including service description and service and pricing definition documents) best fits its requirements.

Number of Expressions of Interest Received and Key Procurement Dates

G-Cloud Search and Shortlisting

A combined search on G-Cloud (Lot 3 – Cloud Support) provided a long list of 24 service offerings from 14 different suppliers. 11 service offerings were eliminated as there were Service Offerings from those suppliers which provided a better fit to the Council's requirements. A further 4 service offerings were eliminated as their G-Cloud service summary was not a good fit to the Council's requirements.

The remaining 9 service offerings were shortlisted. Clarification documents consisting of Introduction & Instructions, Background & Requirements, Service Offering Clarifications and Pricing Clarifications were issued to the respective suppliers them via the London Tenders portal on 6th March 2023, with a return date of 27th March 2023

4 responses were received on 27th March 2023.

Full detail of Evaluation

Criteria	Weighting	Sub-criteria	Weighting	Supplier A	Supplier B	Supplier C	Supplier D
Technical Merit & Functional Fit	55%	Application Maintenance Support Requirements	10%	6	8	8	8
		Skills Suitability – Application Maintenance	10%	6	10	4	8
		Continuous Improvement	10%	8	6	8	8
		Work Packages – Discovery Phase	15%	12	12	9	12
		Skills Suitability - Implementation	10%	8	10	4	6
After Sales Service Management	7%	Team Structure	7%	5.6	4.2	2.8	5.6
Non Functional	13%	Governance	3%	1.8	1.8	0.6	2.4
		Support Transition	3%	1.8	1.2	1.2	2.4
		Change Management	7%	5.6	4.2	1.4	5.6
Quality Total	75%		75%	54.8	57.4	39	58
Pricing	25%		25%	17.15	25	23.22	18.67
Total	100%			71.95	82.4	62.22	76.67

The recommended provider is Supplier B



Report for: Cabinet

Date of Meeting:	20 th April 2023
Subject:	Critical Works to Sancroft Care Home
Key Decision:	Yes - the value of the procurement is in excess of £1m in capital expenditure and therefore is deemed to fall within the parameters of a key decision
Responsible Officer:	Dipti Patel – Corporate Director, Place Dawn Calvert - Director of Finance and Assurance
Portfolio Holder:	Councillor David Ashton - Portfolio Holder for Finance and Human Resources Councillor Norman Stevenson, Portfolio Holder for Business, Employment & Property
Exempt:	No, except for Appendix 1 which is exempt pursuant to paragraph 3 of Schedule 12A to the Local Government Act 1972 on the grounds that it contains information relating to the financial and business affairs of the council and 3 rd party suppliers
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Draft Tender Pack: <ul style="list-style-type: none">- Specification Preliminaries- Intermediate Building Contract with contractor’s design 2016- Schedule of Rates- Invitation to Tender

Section 1 – Summary and Recommendations

This report sets out the detail of the critical work that requires to be undertaken urgently at the Council owned premises located at 28B Sancroft Road, Harrow, HA3 7NS. Operating out of the premises is a residential care home business delivered by Sancroft Community Care Limited, a wholly owned company (LATCO) of the Council.

Recommendations:

Cabinet is requested to:

1. Approve the commencement of a procurement exercise to select a contractor to undertake replacement of the plastic water piping network, and 8 bathrooms at Sancroft Care Home
2. Note the draft tender pack that has been developed for the procurement exercise to competitively select a suitably experienced contractor and delegate authority to the Director of Finance & Assurance following consultation with the Corporate Director of Place and the respective Portfolio Holders for Finance and Human Resources and Business, Employment & Property to make changes and finalise the tender pack prior to going to tender.
3. Delegate authority to award the contract following the procurement exercise to the Director of Finance & Assurance following consultation with the Corporate Director of Place and the respective Portfolio Holders for Finance and Human Resources and Business, Employment & Property.

Reason: (for recommendations)

The reason for the recommendations is to seek approval to undertake a compliant procurement to identify a suitably experienced contractor that is value for money to undertake the critical work detailed in this report at Sancroft Care Home.

Section 2 – Report

Introductory paragraph

Sancroft Care home is a Harrow based care home delivering high quality care to residents of Harrow. Nearly all the care home beds are occupied by in-borough clients. To that end it the decision being sought for the ultimate outcome of improving the fabric of the home is wholly consistent with the Council vision of:

1. Putting residents first
2. A borough that supports those in need

The decision is also consistent with the flagship action of improving the quality and sustainability of care in Harrow.

Options considered

There were a number of possible options considered for this report.

Option 1: To continue to operate the care home without undertaking the critical works required at the premises.

Option 2: To sell the building

Option 3: To undertake the critical works set out in this report.

The option selected and proposed is option 3 to ensure that the Council continue to have a safe and fit for purpose care home in which residents of the care home, staff and visitors operate in a safe modern environment that supports the health and wellbeing of everyone who lives there and considers it as their home.

Background

Sancroft Community Care Limited (SCCL) is a wholly owned company of Harrow Council. SCCL is a 62-bed care home situated in the borough of Harrow and began operating on the 08th of February 2018.

The company was awarded a contract by Harrow Council for a period of 5 years ending the 7th February 2023 with an option to extend for up to a further 5-year period. In December 2022 Cabinet approved the extension of the contract for a further two years to February 2025. The contract with the Council is for the provision of 45 block beds for residential and dementia clients, the remaining beds providing commercial capacity within the wider bedded care market.

SCCL has in the first five years of operation delivered a high-quality care service and won a number of awards including being recognised as one of the top 20 best care home in London for three consecutive years. During the pandemic it operated in very difficult circumstances but did not suffer any Covid related deaths.

Current situation

SCCL provides guaranteed in borough beds for adult social care, currently 45 under contract. It provides an excellent service to adult social care with a full utilisation by the Council of the 45 block beds and further purchases by adult social care through spot placement (currently a further additional 7 beds).

To that end the home is seen as invaluable in the provision of in borough guaranteed care provision at competitive bed rates.

The care home was purpose built by Freemantle in 1999, under a Private Finance Initiative (PFI) arrangement. Following the Council's acquisition of the property a number of renovations and updates have been made including:

- The conversion of the wing of the building that was a day centre into 12 ensuite bedrooms and an additional two assisted bathrooms
- The replacement of all the windows with new double glazing
- The replacement of the boilers with new modern state of the art boiler system.
- New commercial washing machines and tumble dryers
- Patio and decking replacement
- Emergency lighting
- Data cabling
- Nurse call system

From the above it is evident that Sancroft Care Home benefits from ongoing maintenance and repairs, keeping it from falling into disrepair. Externally, the building is in good condition exhibiting no significant structural defects which would require urgent remedial works

The home has, as listed above, seen considerable updating/modernisation over the 5 years since it was purchased. Day to day upkeep and renovations of rooms are also undertaken by Sancroft Community Care Limited who operate in the home under an annual licence agreement.

Why a change is needed

Notwithstanding all the modernising work undertaken to date, the primary reason for the recommendations set out at the front of this report is to undertake two outstanding critical pieces of modernisation works that are currently creating considerable operational, commercial, health & safety and reputational risks to both the home and Harrow Council.

Replacement of the plastic water piping network throughout the home.

The heating and hot water distribution pipework in the home is 23 years old and consists of plastic pipework serving bathrooms and heating throughout the home. This existing plastic pipework due to its age and method of installation, frequently fails resulting in major leaks and loss of service

Since taking over operations at the building there have been multiple pipe bursts throughout the building and the associated cost of making good damage is over £30,000. The pipe network runs through the false ceilings and so when pipes burst the water rains down onto whatever is below. This has

caused extensive damage to bedrooms, lounge areas and other communal areas rendering them out of use until repaired and put good. The pattern has been that when one pipe burst and the impact of it has been out right, a similar event will take place elsewhere in the building. The most recent event occurred on the 01st of April 2023, the pipe burst on this occasion has taken two communal lounges out of action leaving residents having to have their meals on the isolation of their bedrooms. Additionally, damage was caused to electrical equipment and the collapse of a ceiling narrowly missed a member of staff. The home is not able to take new admissions until the damage is put good.

A condition survey carried out by Ayer Associates proposes a total strip out and removal of existing internal pipework to be replaced by copper pipework

Total replacement of 8 bathrooms

The majority of bathrooms/wet rooms in the care home are in serious disrepair which at best allows residents to be bathed in an environment that compromises their dignity and health and wellbeing and at worst creates a situation where bathrooms are put out of use having a knock-on effect of increasing the residents to bathroom ratio meaning that residents find themselves only having the opportunity to bath/shower much later than they would normally.

Due to the total state of disrepair of the bathrooms there is also a danger of terrible stench from the plugholes and piping and the danger of infection.

Therefore, what is required is a complete refurbishment and refit of all wet rooms / bathrooms including new floor finishes, ceilings, redecoration of walls, sanitaryware as well as making good all areas affected by the pipework replacement works.

Implications of the Recommendation

The implications of the recommendations:

The work required at Sancroft Care Home will be resourced by the contractor who is successful in the procurement that is undertaken. We will however be looking to engage an interim project manager to be responsible for the successful mobilisation of the contractor and delivery of the works to the quality standards set out in the tender. The project manager will work to ensure key deliverables and milestones are met and the project is completed within the accepted tendered amount. The project manager will triangulate clear, effective, and regular communication between the Council, the contractor, and the care home to ensure project timescales and measures of success are met. The cost implications of the project are detailed in the finance section of this report.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
N/A

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Continuation of operational (loss of use of bathrooms and other areas of the building), commercial (loss of income), health & safety (risks to residents and staff) and reputational risks to both the home and Harrow Council.	<ul style="list-style-type: none"> ▪ A tender exercise will commence following approval of this report to identify a suitable contractor to begin the works detailed in recommendation 1 	Red
Unsuccessful in procuring a suitable supplier	<ul style="list-style-type: none"> ▪ The market for the services we are looking to procure is mature and we expect to have a healthy interest in this opportunity. 	Green
The tendered price being over the set approved budget	<ul style="list-style-type: none"> ▪ Cost consultants have estimated the work should be in the region of the budgeted amount. ▪ Return to cabinet seeking approval for the additional amount. 	Amber
The works not being delivered on time and to quality expectations set out in the tender specification	<ul style="list-style-type: none"> ▪ A project manager will ensure the delivery timetable submitted by the winning contractor is managed and weekly project board meeting will keep on top of the delivery on time and to quality. 	Green

Procurement Implications

The recommendation(s) set out at the front of this report seeks approval to undertake a procurement to identify a suitably qualified contractor to undertake the critical works at Sancroft Care Home as detailed in this report.

The procurement team will lead on the procurement process ensuring the appropriate procurement route is selected and all procurement undertaken is consistent with the Public Contracts Regulations 2015 and the Council Contract Procedure Rules.

The draft tender pack for the procurement is also attached as an appendix to this report for noting and has been discussed with relevant portfolio holders. The respective portfolio holders named at the front of this report will be briefed on the final tender pack and procurement route prior to the procurement going live as per recommendation 2.

The key high level evaluation weightings in the tender are:

Quality evaluation 30%
Social Value 10%
Price evaluation 60%

Legal Implications

Decision takers may only take key decisions in accordance with the requirements of Rule 23 of the Executive Procedure Rules set out in Part 4 of this Constitution.

As 28 days' notice for taking key decisions has not been given, the Director of Legal & Governance Services, as required by the Access to Information Rules in Part 4G of the Constitution, has given written notice to the Chair of the Overview and Scrutiny Committee that the decision will be taken and made available to the public at the Harrow Council Hub and on the Council's website, a copy of that notice, at least five clear working days before the date of the Cabinet meeting.

Procurement of public works contracts with a value greater than £5,336,937 must be competitively procured and awarded in compliance with The Public Contracts Regulations 2015. Works below this value must be procured in compliance with the Council's Contract Procedure Rules.

The Council must also comply with its Contract Procedure Rules and Financial Regulations when procuring any goods, works or services.

Financial Implications

Ayer Associates cost consultants, working for Harrow Council, have, through a condition survey undertaken in April 2022, estimated the cost of the works detailed in this report to be circa £1.7m including the cost of engaging a project manager to oversee successful delivery by the contractor of the works which will be under the Corporate Estates service.

There is provision within the existing Capital Programme to fund this work within the project 'Council Wide Schemes.' The carried forward budget from 2022/23 is £2.25m and there is provision of £500k in the 2023/24 Capital Programme.

The refurbishment works will be done on a phased approach, and this will inevitably impact on the ability to maintain the number of beds available to Adult Services and this will be closely managed with the Council.

There will also be an impact on the financial performance of SCCL, but this will not impact on the Council as there is no budgeted contribution from SCCL to Harrow.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 6 April 2023

Statutory Officer: Stephen Dorrian

Signed on behalf of the Monitoring Officer

Date: 6 April 2023

Chief Officer: Dipti Patel

Signed by the Corporate Director

Date: 12 April 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement:

Date: 6 April 2023

Head of Internal Audit: Susan Dixon

Signed by the Head of Internal Audit

Date: 6 April 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO

EqlA carried out: NO

EqlA cleared by: N/A

Section 4 - Contact Details

Contact: Nimesh Mehta, Head of Procurement, tel. 07949 054 739, Email.
Nimesh.Mehta@harrow.gov.uk

**Call-in waived by the Chair of Overview and Scrutiny
Committee - NO**

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