



LONDON BOROUGH OF
HARROW

Planning Policy Advisory Panel Agenda

Date: Monday 18 September 2023

Time: 6.30 pm

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

Membership (Quorum 3)

Chair: Councillor Marilyn Ashton

Conservative Councillors: Christopher Baxter
Stephen Greek (VC)
Zak Wagman

Labour Councillors: Asif Hussain
Nitin Parekh
David Perry

Conservative Reserve Members:

1. Norman Stevenson
2. Anjana Patel
3. Paul Osborn
4. Salim Chowdhury

Labour Reserve Members:

1. Graham Henson
2. Varsha Parmar
3. Krishna Suresh

Contact: Mwim Chellah, Senior Democratic and Electoral Services Officer
Tel: 07761 405966 E-mail: mwimanji.chellah@harrow.gov.uk

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

Please:

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- (5) Advise Security on your arrival if you are a registered speaker.

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Agenda publication date: Friday, 8 September 2023

Agenda - Part I

1. **Attendance by Reserve Members**
To note the attendance at this meeting of any duly appointed Reserve Members.
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. **Minutes** (Pages 5 - 8)
That the minutes of the meeting held on 13 July 2023 be taken as read and signed as a correct record.
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, 13 September 2023. Questions should be sent to publicquestions@harrow.gov.uk No person may submit more than one question].
5. **Petitions**
To receive petitions (if any) submitted by members of the public/Councillors.
6. **Deputations**
To receive deputations (if any).
7. **External Presentation - Queens House Car Park** (To Be Tabled)
8. **Draft Infrastructure Delivery Plan (IDP) Context Report** (Pages 9 - 40)
9. **Harrow Community Infrastructure Levy - Update (September 2023)** (To Follow)
10. **Any Other Urgent Business**
Which cannot otherwise be dealt with.

Agenda - Part II - NIL

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



Planning Policy Advisory Panel

Minutes

13 July 2023

Present:

Chair: Councillor Marilyn Ashton

Councillors: Christopher Baxter Paul Osborn
Stephen Greek Varsha Parmar
Graham Henson David Perry

Apologies received: Zak Wagman
Nitin Parekh
Asif Hussain

1. Appointment of Vice-Chair

RESOLVED: To note that Councillor Stephen Greek was appointed Vice-Chair of the Panel for the 2023-2024 Municipal Year.

2. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Members:

Ordinary Member

Councillor Zak Wagman

Councillor Nitin Parekh

Councillor Asif Hussain

Reserve Member

Councillor Paul Osborn

Councillor Graham Henson

Councillor Varsha Parmar

3. **Declarations of Interest**

RESOLVED: To that there following declarations of interest were made:

Report on Local Areas of Special Character – Outcomes of Consultation on the Proposed Designation Criteria

Councillor Paul Osborn declared a non-pecuniary interest in that he lived in one of the areas being considered.

Tall Buildings ('Building Heights') Supplementary Planning Document (SPD)

Councillor Stephen Greek declared a non-pecuniary interest in that he worked for the Greater London Assembly, which oversaw planning policies in London.

4. **Minutes**

Councillor David Perry advised that he would like to amend the minutes to reflect comments he had made during deliberation on agenda item on the Report on the Proposed West Drive and Bellfield Avenue Conservation Area Designation - Outcomes of Consultation and Recommendations.

The Chairman confirmed that she would review the amendment after the meeting and consider this on behalf of the Panel.

RESOLVED: That, any proposed amendment be considered by the Chairman, and subject to being agreed, the minutes of the meeting held on 4 May 2023 be taken as read and signed as a correct record.

5. **Public Questions**

RESOLVED: To note that there were none.

6. **Petitions**

RESOLVED: To note that there were none.

7. **Deputations**

RESOLVED: To note that there none.

Recommended Items

8. Local Areas of Special Character Report

The Panel received a report on the Local Areas of Special Character – Outcomes of Consultation on the Proposed Designation Criteria.

The Panel had considered the draft criteria for the proposed Local Area of Special Character (LASC) designation at its meeting on 6 March 2023. The report fed back representations received to informal consultation on the proposed criteria, and recommended minor changes arising from these.

The Panel discussed the report, and consequently, unanimously recommended it to Cabinet for adoption.

RESOLVED: That the Panel:

- a) consider the consultation responses on the criteria for the new local heritage designation, namely proposed ‘Local Areas of Special Character’; and
- b) recommend to Cabinet the criteria for designation (including the minor clarification), as set out in paragraph 6.3 of the report.

9. Tall Buildings (Building Heights) Supplementary Planning Document

The Panel received a report on Tall Buildings (‘Building Heights’) Supplementary Planning Document (SPD) – for consideration of consultation responses and proposed amendments, and recommendation for Cabinet to adopt.

The report provided a progress update to the drafting of a draft Tall Buildings (‘Building Heights’) Supplementary Planning Document (“SPD”). The report specifically set out the public consultation undertaken, the consultation responses received and comments on these, and the proposed changes to the draft the SPD following consultation.

The Panel was invited to make comments on consultation responses and proposed amendments to the draft SPD, which was attached as Appendix 2.

The Panel discussed the report, and consequently, unanimously recommended it to Cabinet for adoption.

RESOLVED: That the Panel:

- a) notes the contents of the report, and the consultation feedback with responses (Appendix 1);
- b) notes the amended draft SPD which was considered to address the consultation responses where appropriate (Appendix 2); and
- c) provides comments / feedback in relation to the information set out in the report and associated draft SPD (Appendix 2) (to inform any revisions prior to the draft being submitted to Cabinet for consideration

and agreement to adopt) and commend the draft SPD as a final document to Cabinet for adoption.

10. Statement of Community Involvement Report

The Panel received the Updated Statement of Community Involvement (SCI).

The report set out the updated SCI as a replacement for the 2012 version.

It had been over 10 years since the Statement of Community Involvement (SCI) was last revised and adopted. The publishing of a new SCI facilitated Regulation 18 Consultation on the upcoming draft New Harrow Local Plan as it was good practice to ensure that the SCI is updated prior to launching such an extensive borough wide consultation.

The Panel discussed the report, and consequently, unanimously recommended it to Cabinet for adoption.

RESOLVED: That the Panel:

- a) notes and comments on the draft SCI and proposed changes;
- b) notes and comments on the intention not to formally consult on the document; and
- c) commends the updated Statement of Community Involvement (SCI) to Cabinet for adoption, subject to any legal advice received in relation to not undertaking consultation.

(Note: The meeting, having commenced at 6.30 pm, closed at 8.23 pm).

(Signed) Councillor Marilyn Ashton
Chair

**Report for: Planning Policy
Advisory Panel**

Date of Meeting:	18 September 2023
Subject:	Draft Infrastructure Delivery Plan (IDP) context report
Key Decision:	No – Advisory Panel / for information only
Responsible Officer:	Viv Evans, Chief Planning Officer Emma Talbot, Director of Regeneration and Sustainable Development
Portfolio Holder:	Councillor Marilyn Ashton, Deputy Leader of the Council, Planning & Regeneration Portfolio Holder
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	All Wards
Enclosures:	Appendix 1 – Infrastructure Delivery Plan Context Report (August 2023)

Section 1 – Summary and Recommendations

This report sets out the context and findings of the Infrastructure Delivery Plan (IDP) context report. This IDP is an integral aspect of the new Local Plan evidence base. Once the full IDP is completed, it will also inform decisions on the allocation of Harrow Community Infrastructure Levy (CIL) receipts.

The context report is attached at Appendix 1.

Recommendations:

The Panel is requested to:

- A. Note and comment on the findings of the IDP context report as they relate to the new Harrow Local Plan and potential future CIL receipts.

Reason:

The Infrastructure Delivery Plan (IDP) context report sets the context for the full IDP, which is expected to be completed in the middle of next year (in time for the second round of consultation on the draft Harrow Local Plan). The full Infrastructure Delivery Plan is required as part of the Evidence Base for Local Plans. Ensuring that the context report is comprehensive and sensible will ensure the success of the full report, and subsequently the plan for Infrastructure provision in the borough over the lifespan of the new Local Plan.

Section 2 – Report

1. Introduction

- 1.1 The Harrow Infrastructure Delivery Plan (IDP) will identify what infrastructure is required to sustainably support future population growth and development in the borough (including housing delivery). The IDP will also support and inform the policies contained in the new Local Plan, as well as potential site allocations.
- 1.2 Infrastructure is an umbrella term encompassing ‘strategic infrastructure’ (rail, road, electricity and heat, waste, water supply, water management and flood risk, digital connectivity, and green infrastructure) and ‘social infrastructure’ (health, education, community facilities, cultural, play, recreation and sports facilities, faith facilities, and emergency facilities, etc.).

2. Options Considered

- 2.1 None – This report is for information purposes only.

3. Background

- 3.1 The National Planning Policy Framework (NPPF) sets out the responsibility of local planning authorities to identify and proactively plan for the provision of infrastructure to support their projected growth.
- 3.2 This context report sets out the understanding of infrastructure need and provision across several key areas in Harrow. This report is the first step in the Infrastructure Delivery Plan (IDP) process and will be followed by a programme of internal and external engagement to inform the full IDP.
- 3.3 The current Local Plan has an associated IDP which can be found here (<https://www.harrow.gov.uk/downloads/file/23229/community-infrastructure-levy-revised-infrastructure-assessment-and-delivery-plan.pdf>). The updated IDP will use up to date data and will follow a slightly different structure. Additionally, the new IDP will utilise GIS

mapping and be presented in a more visual way which will be easier to understand.

- 3.4 The full IDP is intended to:
- a) Identify the infrastructure required to support anticipated housing and other growth.
 - b) Identify potential infrastructure funding mechanisms.
 - c) Identify key responsibilities, timescales and phasing elements in the delivery of infrastructure.
 - d) Provide advice on the range of delivery mechanisms available for delivering strategic infrastructure.
 - e) Provide evidence to support any review of the current Harrow Community Infrastructure Levy Charging Schedule, as well as future allocation of CIL funds.

4. Context Report

4.1 The context report provides a policy review and addresses physical and social infrastructure contexts through identification of a lead contact, needs assessment, current provision, known planned provision, gap analysis, key evidence base, and next steps.

4.2 The report covers the following infrastructure categories:

Physical Infrastructure

- Transport
- Energy & Utilities
- Digital Connectivity
- Flood Defence
- Waste & Recycling
- Green Infrastructure
- Blue infrastructure

Social Infrastructure

- Education
- Sport and Leisure Facilities
- Emergency Services
- Health and Social Care
- Community and Cultural Facilities

4.3 The context report highlights gaps in data availability, these will be filled by additional consultation with service providers, and additional reports/strategies that are being produced by the council at present. This work will be undertaken in the full IDP later this year and early next year.

4.4 The findings of the context report detail the following highlights:

- a) Most current infrastructure levels are generally adequate with the exception of EV charging points and cycle infrastructure.
- b) Reinforcement of electrical infrastructure is required. Of the seven primary substations in Harrow, six were forecasted to

have very little demand headroom, which is the spare capacity available in the network to accommodate additional demand without reinforcement.

- c) Energy Performance Certificate (EPC) ratings for residential properties in Harrow are quite low. 28% of residential properties in Harrow have an EPC rating Band C, 41% are rated D, and 15% are rated E. South Harrow and West Harrow in particular are challenges with average EPC ratings of D and higher percentages of fuel poverty.
- d) There are currently 56 EV charge points in Harrow and the need is forecasted to be 4,156 by 2030. Belmont, Canons Park, and Headstone appear to lack charge points. Additionally, Harrow has fewer total EVs compared to other boroughs.
- e) Broadband provision in the borough is generally good and is close to the London average, but full-fibre connectivity rates are amongst the lowest in London. Planned works are anticipated to roll out full-fibre across several networks by 2028.
- f) A series of flood management infrastructure projects have been planned, although financing these projects will be difficult. Sewer infrastructure is owned by Thames Water, ongoing liaison will be required to ensure that upgrades are completed.
- g) Additional waste management facilities will need to be developed in West London during the Plan period up to 2031 to address the 'gap' between the apportionment target and the waste management capacity that currently exists. West London Boroughs will need to have an additional 9.4 hectares of land available for waste management to meet these needs delivered through eight existing sites (including Forward Drive in Harrow).
- h) There is a significant requirement for more Special Education Needs and Disabilities (SEND) places, provision is currently insufficient.
- i) There is an identified need to replace or improve existing leisure and recreation facilities in the borough.
- j) Need for healthcare infrastructure is increasing. There is expected to be a 38% increase in people aged 65 by 2041, which will put sustained pressure on services across the system.
- k) Many community halls in Harrow require refurbishment, and the location of some existing halls pose accessibility issues for some residents. Existing community halls need to be retained and improved.
- l) The role of libraries is changing. They need to adapt to modern media consumption and act as community hubs, hosting a

variety of services in addition to their traditional role focused on book lending, as well as increasing opening hours and automated library lending.

- m) Most parts of the borough have a deficiency in access to open space. The increased use of Harrow’s green spaces (during and post covid) has resulted in a negative impact on the health and biodiversity of the spaces.

4.5 This information will be used to form part of the first (Regulation 18) draft of the new Harrow Local Plan, which is scheduled to be consulted on end of 2023 / early 2024. Additionally, the IDP will assist in forming a view on site allocations as they relate to infrastructure and assist in forming decisions on future Community Infrastructure Levy (CIL) spending.

4.6 Ward Councillors’ comments

None, report for information only.

5. Risk Management Implications

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

5.2 Separate risk register in place? **Yes**

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

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

Risk Description	Mitigations	RAG Status
Consultation with infrastructure providers is unsuccessful.	<ul style="list-style-type: none"> ▪ Contact providers early in next stage of IDP. ▪ Emphasize importance of project and need for collaboration on delivery. ▪ 	Green
Data not up to date	<ul style="list-style-type: none"> ▪ Use most up to date data available. ▪ Undertake extensive consultation to ascertain if new data has been released or is in the pipeline. ▪ Check back with consultees to ensure that the data captures their understanding of the situation. 	Green

6. Legal Implications

- 6.1 The new Harrow Local Plan is required to have an Infrastructure Delivery Plan as part of its evidence base in order to be found sound at examination. This IDP has been prepared in accordance with the National Planning Policy Framework (NPPF) and National Planning Practice Guidance (NPPG) alongside relevant best practice guidance, relevant cross-borough working, London and local policy.

7. Financial Implications

- 7.1 The cost of updating the IDP has been met from the Planning Policy budget. Additional work required to finalise the document will also be met from this budget.

8. Equalities implications / Public Sector Equality Duty

- 8.1 No Equalities implications are foreseen at this stage of the IDP as this context report is contextual and for information only. The draft Local Plan, including policies and site allocations relating to infrastructure, will be subject to a full Equalities Impact Assessment.

9. Council Priorities

- 9.1 Progressing the IDP will help meet the following Council priorities:
- 1. A council that puts residents first**
This IDP context report identifies existing deficiencies and planned future provision of infrastructure required to meet the needs of current and future Harrow residents. Creating a plan for infrastructure provision ensures that residents are well serviced by all forms of infrastructure.
 - 2. A borough that is clean and safe**
The cleanliness of the borough will be addressed through waste management infrastructure provision. Safety will be ensured through provision of emergency services infrastructure

Section 3 - Statutory Officer Clearance

Chief Officer: Viv Evans

Signed by Chief Planning Officer

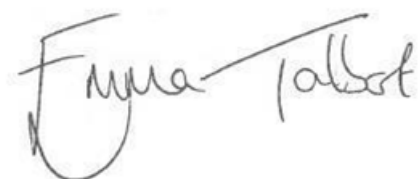


Date: 5th September 2023

Director: Emma Talbot

Signed by Director of Regeneration and Sustainable Development

Date: 5th September 2023



Corporate Director: Dipti Patel

Signed by Corporate Director

Date: 5th September 2023

Mandatory Checks

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

EqIA carried out: NO - for information only

Section 4 - Contact Details and Background Papers

Contact: Harriett Noall, Principal Policy Planner,
harriett.noal@harrow.gov.uk

Appendix 1: Infrastructure Delivery Plan Context Report (August 2023)

Background Papers:

Infrastructure Planning Guidance:

<https://www.gov.uk/government/collections/national-infrastructure-planning-guidance>

National Planning Policy Framework – Plan Making Guidance:

<https://www.gov.uk/guidance/plan-making>

PHASE 1: CONTEXT REPORT

London Borough of Harrow – Infrastructure Delivery Plan

September 2023

1. INTRODUCTION

1.1 Purpose of the Context Report

This context report sets out the understanding of infrastructure need and provision across several key areas in Harrow. This report is the first step in the Infrastructure Delivery Plan (IDP) process and will be followed by a programme of internal and external engagement to inform the IDP.

1.2 Additional Evidence Required

The evidence reviewed for the development of this context report is included in each section. There will be additional evidence needed for the development of the IDP which has not yet been obtained. The next stage of development includes engagement with infrastructure providers to identify any outstanding evidence.

1.3 Policy Context

The National Planning Policy Framework (NPPF)¹ sets out the responsibility of local planning authorities to identify and proactively plan to provide infrastructure to support their projected growth. The IDP will establish the infrastructure requirements to support the growth forecasted in the Local Plan. The IDP will identify requirements across various infrastructure types, including social, physical, and green and blue infrastructure.

Harrow Council's Core Strategy², approved in 2012, sets out the Council's strategic approach to managing growth and development in the Borough to 2026. The Strategy identifies key growth and regeneration areas, and an ambition to proactively plan for the provision of social and physical infrastructure in the borough. The goal is to enable the Council to plan for and manage growth in a way that focuses attention on the areas within the Borough where opportunities exist for regeneration and development, such as the Harrow & Wealdstone intensification area (which includes planned developments Poets Corner, Peel Road, and Byron Quarter) and other areas where there is also capacity to accommodate change, including District centres and brownfield sites.

The IDP is a key component in support of these Council strategies and will form part of the evidence base for the Local Plan.

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf

² <https://www.harrow.gov.uk/downloads/file/26426/local-plan-core-strategy.pdf>

1.4 Regional Context

The London Plan sets out 10-year growth targets which can help inform future infrastructure need. The London Plan targets 8,020 new homes in Harrow from 2019/20 to 2028/29³ based on the 2017 London Strategic Housing Land Availability Assessment (SHLAA)⁴. The GLA housing-led projections estimate that Harrow’s population will grow by 11,582 residents⁵.

LPAs should also take account of the need for strategic infrastructure including nationally significant infrastructure within their areas. The IDP will identify infrastructure that is planned by other public bodies but is critical to achieve place-making and sustainable development goals within the borough.

2. INFRASTRUCTURE ASSESSMENT

2.1 Methodology

This context assessment was informed by both a desktop review of relevant policy and strategies and engagement across the Council with internal stakeholders. These stakeholders included Council officers in Education, Transport, Digital, Leisure, Health and more. A list of those engaged is included in Appendix A.

2.2 Physical Infrastructure

2.2.1 Transport

Category	Physical
Infrastructure Type	Transport
Responsible Person/Lead	LBH: Laura McIntosh, Interim Transportation Manager Transport for London (London Underground, London Buses, London Overground, TfL Rail, and all traffic lights)
Needs Assessment	<p>The National Transport Policy aims to boost economic growth, reduce inequality, and address environmental issues. Initiatives like the Levelling Up Agenda and Bus Back Better strategy focus on improving bus services. Multiple plans, including 'A Green Future,' Net Zero, and Clear Air, set goals for cutting carbon emissions and promoting healthier lifestyles. London's comprehensive London Plan and Mayor's Transport Strategy target a net-zero transport system by 2050, healthier streets, and development of underutilised areas. Borough-level plans like the Local Implementation Plan 3 and Walking, Cycling, and Sustainable Transport Strategy guide future actions.</p> <p>The Local implementation Plan uses population projections (midyear 2014) to estimated local transport needs. This identified the following changes in terms of population:</p> <ul style="list-style-type: none"> • London's population is projected to grow significantly by 2041, requiring at least 66,000 new homes to be built every year. • Harrow needs to build 13,920 new homes by 2028/29 to meet the growing demand. • The demographic of the population is forecast to change, including an increase in ethnic minority groups, one-person households, lone parents, and multi-occupation households. • Harrow has a disproportionately high increase in the proportion of older residents and adults living alone, with forecasts showing an

³ <https://www.london.gov.uk/programmes-strategies/planning/london-plan>

⁴ <https://www.london.gov.uk/programmes-strategies/planning/london-plan/new-london-plan/strategic-housing-land-availability-assessment>

⁵ <https://data.london.gov.uk/dataset/housing-led-population-projections>

	<p>increasing number of people aged over 85 and a growth in the under 15 age group.</p> <ul style="list-style-type: none"> • Harrow is one of the most diverse boroughs in London and the most religiously diverse in the UK. • The average household size in Harrow is estimated to be about 2.8 persons, higher than the London average, while the proportion of one-person households is estimated to be lower. <p>The Harrow Long Term Transport Strategy (LTTS) uses updated population projections to identify that:</p> <ul style="list-style-type: none"> • LB Harrow experiences frequent transportation issues, such as congestion and delays, which are expected to worsen due to population growth projections (with an expected increase of 8.6 per cent to 283,900 residents by 2041 compared to the 2021 baseline according to Census 2021). • Borough is expected to gain 2,000 – 8,000 jobs by 2036 depending on the growth scenario. The sectors that will experience the most gains are predicted to be professional services, education, healthcare, and social work. • Around 46.4% of trips in Harrow are made by car. In contrast, active travel is relatively low, at 0.8 per cent of trips by bicycle and 28.7% of trips by walking.
<p>Current Provision</p>	<p>TfL is responsible for most of London's public transport services, including the London Underground, London Buses, London Overground, TfL Rail, and all traffic lights across London.</p> <ul style="list-style-type: none"> • Harrow is served by four London Underground lines, the London Overground network, and mainline rail services. • There are 37 bus routes serving areas within the borough and Harrow bus station is operating over capacity. <p>Harrow is responsible for maintaining, managing, and operating all non-motorway roads in the borough. A network of cycle routes provides a total of 41km cycle lanes in the borough.</p>
<p>Known Planned Provision</p>	<p>Interventions identified in the LTTS aim to address population growth in key locations in the borough such as the Harrow & Wealdstone Opportunity Area, including Byron Quarter, Peel Road, and Poets Corner. The area aims to deliver around 1500 new homes (though this figure is subject to change and final confirmation), which will have an impact on transport networks.</p> <p>These interventions seek to:</p> <ul style="list-style-type: none"> • Address increased demands in accordance with the expected increase in population • Improve the maintenance of existing services, and • Fulfil wider policy objectives <p>The LIP and LTTS identify a range short-term and long-term initiatives to enhance mobility, reduce congestion, make improvements and expand capacity of transport, and create a more connected, sustainable and accessible transport network.</p> <p>Interventions include, for example, improved integration and capacity of transport services, expanding the bus network, improvements to the cycle network serving key destinations and neighbourhoods, expanding school streets and safety zones, supporting electric transport infrastructure, and delivery of liveable neighbourhoods schemes.</p>

	There is also an interest in using transport interventions and network improvements in order to reduce inequality in the borough.
Gap Analysis	<p>In terms of performance and service issues, the borough has no transport on demand services (LTTS), it has insufficient route provision and limited connections in the south-east and west of Pinner.</p> <p>The LIP indicates that there are likely sources of funding for long-term interventions, which may indicate that there is no certainty of funding for these projects. Also, timescales are uncommitted for the development of long-term projects. Step-free access remains an issue at many of the borough's stations and bus stops.</p> <p>Transport for London has put forward proposals for a Superloop bus which will serve Harrow. However, through engagement with the Council, there is a challenge around whether this will appropriately meet local transport gaps.</p> <p>Furthermore, it has been noted that working age residents would benefit from improved connectivity to Park Royal, Heathrow Airport. This could include improved connections to Old Oak / Park Royal Opportunity Area and the aspirational West London Orbital train line.</p>
Key Evidence Base	<ul style="list-style-type: none"> • Harrow Transport Local Implementation Plan 2019/20 2021/22⁶ • Harrow Council's Local Plan⁷ • Transport for London's (TfL) Network Management Plan • The Greater London Authority's (GLA) Transport Strategy⁸ • The Harrow Long Term Transport Strategy
Next Steps	Engage with external providers, including TfL.

2.2.2 Energy and Utilities

Category	Physical
Infrastructure Type	Energy and Utilities
Responsible Person/Lead	Electricity: National Grid, UKPN, EDF Gas: National Grid, Cadent Gas, EDF
Needs Assessment	<p>The Council does not provide gas and electricity infrastructure but Harrow's Local Economic Assessment (2019 – 2020) Environmental Infrastructure and Sustainability report assesses gas, electricity, and water consumption. The LGA measures fuel poverty in Harrow as 11.7%, higher than the London average of 11.4%⁹.</p> <p>Electricity The Local Economic Assessment reports electricity consumption in Harrow as 559 GWh, the lowest amount in West London. More recently, The 2023 GLA's West London Local Area Energy Plan (LAEP) Report sets out the current and future picture for the electricity distribution and transmission grid in West London. The report finds that the grid is under significant pressure due to high density development and redevelopment. Both forecasted population growth and Net Zero targets are cited as further constraints.</p> <p>The report summarises work done by Arup and the West London LAEP Partnership. It aims to build an evidence base, guide West London authorities</p>

⁶ <https://www.harrow.gov.uk/downloads/file/26428/harrow-transport-local-implementation-plan.pdf>

⁷ <https://www.harrow.gov.uk/planning-developments/harrows-local-plan-core-strategy>

⁸ <https://www.london.gov.uk/programmes-strategies/transport/our-vision-transport/mayors-transport-strategy-2018>

⁹ https://lginform.local.gov.uk/reports/lgastandard?mod-area=E09000015&mod-group=AllRegions_England&mod-metric=2131&mod-type=namedComparisonGroup

in delivering their local plans, plan for future needs, and enable the energy transition.

Current provision was characterised through the use of a Local Energy Asset Representation tool, an ArcGIS platform hosted by the GLA. Projections of future energy need were modelled based on borough planning data. The report also looked into transport demand projects based on mode shift and electric vehicle adoption, and multiple scenarios for net-zero transition were explored.

The report projects 9,417 new homes in Harrow by 2050 based on data collected from the borough on planned residential growth and extrapolated. Assumptions were made on the average floor space of new homes and combined with energy demand benchmarks to estimate future megavolt amperes (MVA) power capacity connection requirements. The result is 108 MVA at completion year and 330 MCA by 2050 at maximum.

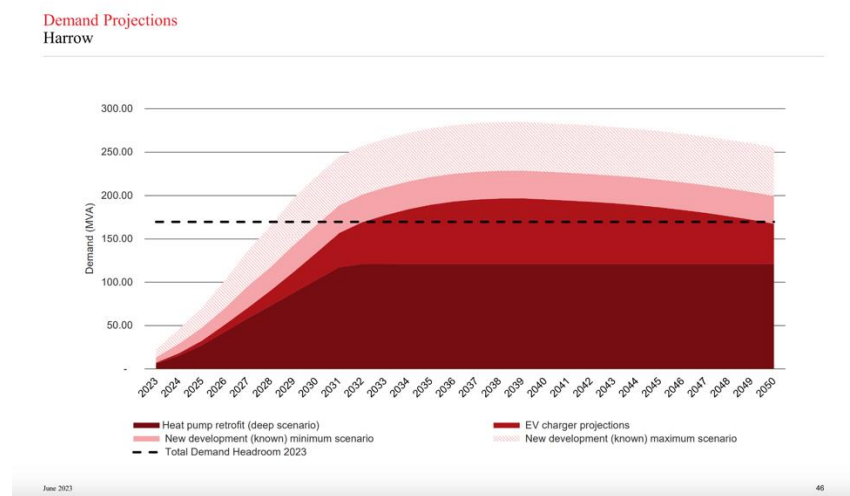


Figure 1: Harrow-specific Demand Projections

The report also highlighted future potential for retrofit, renewable energy generation and hydrogen throughout Harrow.

Gas

The 2019-2020 Harrow Local Economic Needs Assessment found the total gas consumption in Harrow in 2018 was 1,689 GWh. 85% of this was consumed by residential users which was the highest proportion of any London borough. Harrow also had the highest median domestic consumption of all boroughs due to larger family housing and poor energy efficiency due to an aging housing stock.

District Heating

The Local Economic Needs Assessment identifies District Heating as key for reduction of greenhouse gas emissions and fuel poverty. It cites a 2016 energy masterplan produced for Harrow and Wealdstone and Grange Farm. The Harrow Economic Strategy 2021-2030¹⁰ sets the goal of delivery of a heat network within the next 4+ years.

Water

The Local Economic Needs Assessment identifies pressure on water provision. Based on 2016 modelling from Water UK, Harrow is expected to experience more frequent and severe droughts in the future.

Current Provision

Electricity

¹⁰ https://www.harrow.gov.uk/downloads/file/30046/Harrow_Economic_Strategy_2021_2030.pdf

	<p>UKPN is the District Network Operator (DNO) operating in Harrow. The West London LAEP identified seven primary substations within Harrow. Of those, six were forecasted to have very little demand headroom, which is the spare capacity available in the network to accommodate additional demand without reinforcement. There is one communal boiler in the borough and one CHP site. At the time of the report there were 1,265 PVs installed in Harrow with capacity of 5.4MW.</p> <p>The report finds that 28% of residential properties in Harrow have an EPC rating Band C, 41% are rated D, and 15% are rated E. South Harrow and West Harrow in particular are challenges with average EPC ratings of D and higher percentages of fuel poverty.</p> <p>Gas According to the Local Development Framework Infrastructure Assessment and Delivery Plan Working Document¹¹, Gas is provided by EDF. The report states the National Grid has no gas transmission assets located within the Borough or any future proposals affecting Harrow. Cadent gas also operates in the area.</p> <p>Water Most homes in Harrow are provided water by Affinity Water. Their water mains are mapped¹² and they are currently preparing their latest Water Resources Management Plan.</p>
<p>Known Planned Provision</p>	<p>Harrow should engage with energy and water providers to understand planned provision, in particular for the Wealdstone Opportunity Area and South Harrow.</p>
<p>Gap Analysis</p>	<p>Electricity The West London LAEP report make several recommendations to address the address the need for network reinforcement, local renewable energy generation, and decarbonisation of transport. These include:</p> <ul style="list-style-type: none"> • Electricity network reinforcement <ul style="list-style-type: none"> ○ Engage with DNOs to understand capacity limitations. This is relevant for South Harrow 33/11kV which is forecasted to have negative demand headroom by 2030 • Energy system flexibility • Decarbonisation of heat • Energy efficiency in upgrades in buildings • Maximising local renewable generation <ul style="list-style-type: none"> ○ North Action, Central Greenford and Hangar Hill have the most potential for PV • Decarbonisation of transport <ul style="list-style-type: none"> ○ Increase number of EV charge points and encourage EV uptake for privately owned vehicles. There are currently 56 EV charge points in Harrow and the need is forecasted to be 4,156 by 2030. Belmont, Canons Park, and Headstone appear to lack charge points. Additionally, Harrow has fewer total EVs compared to other boroughs. <p>Gas While there is information on gas consumption from the 2019-2020 Local Economic Assessment, this information is likely out of date and does not forecast consumption given population projections.</p> <p>Water</p>

¹¹ <https://www.harrow.gov.uk/downloads/file/27925/environmental-infrastructure-and-sustainability.pdf>

¹² <https://www.affinitywater.co.uk/my-water/mapping>

	The Local Economic Needs Assessment predicts a gap in water provision and recommends demand-side interventions including retrofit, water metering, and tighter building standards.
Key Evidence Base	<ul style="list-style-type: none"> West London Local Area Energy Plan Report: Phase One, Subregional Output Report – June 2023 (Greater London Authority)¹³ Harrow Local Economic Assessment 2019 – 2020: Environmental Infrastructure and Sustainability (London Borough of Harrow)¹⁴ Local Development Framework Infrastructure Assessment and Delivery Plan Working Document
Next Steps	Engage with external providers to understand plans for future provision

2.2.3 Digital Connectivity

Category	Physical																							
Infrastructure Type	Digital Connectivity																							
Responsible Person/Lead	BT/Virgin Media/Community Fibre LBH: David Sklair																							
Needs Assessment	<p>The government has placed emphasis on improving digital connectivity including gigabit-capable broadband and 5G within the National Infrastructure Strategy 2020. The recently adopted London Plan (2021) supports the delivery of Digital connectivity infrastructure, by requiring new development to provide for high-quality fixed and mobile digital infrastructure. Harrow Council have also published a Digital Strategy in 2021.</p> <p>In 2022 the average monthly data use had grown to 482 GB, compared to 453 GB in 2021 or 241 GB in 2018 according to the Ofcom annual connectivity report. This suggests double the data consumption in five years. While some of this growth may be attributed to the pandemic, the continued data consumption growth suggests expected continued growth well into the future.</p> <p>The report also shows that people with access to faster connectivity often upgrade if possible. This suggests that there is a further latent demand for faster connections and more connectivity.</p>																							
Current Provision	<p>Broadband: According to the Ofcom Annual Connectivity Report, the broadband connectivity in Harrow is as follows:</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="3">Latest Availability</th> <th colspan="2">Latest Unavailability</th> </tr> <tr> <th>Super-Fast</th> <th>Gigabit</th> <th>Full Fibre</th> <th>10Mb/s</th> <th>30Mb/s</th> </tr> </thead> <tbody> <tr> <td>London Av.</td> <td>97.12%</td> <td>83.35%</td> <td>48.12%</td> <td>0.34%</td> <td>2.6%</td> </tr> <tr> <td>Harrow</td> <td>98%</td> <td>80.5%</td> <td>19.8%</td> <td>0.5%</td> <td>1.8%</td> </tr> </tbody> </table> <p>Broadband provision in the borough is generally good and is close to the London average, but full-fibre connectivity rates are amongst the lowest in London.</p> <p>Mobile Connectivity The specific locations of small cells and detailed information about the type of equipment installed is not publicly available. Operators have current coverage maps available on their websites, but the detail of this information is often limited.</p>		Latest Availability			Latest Unavailability		Super-Fast	Gigabit	Full Fibre	10Mb/s	30Mb/s	London Av.	97.12%	83.35%	48.12%	0.34%	2.6%	Harrow	98%	80.5%	19.8%	0.5%	1.8%
	Latest Availability			Latest Unavailability																				
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¹³ <https://www.london.gov.uk/media/98682/download>

¹⁴ <https://www.harrow.gov.uk/downloads/file/27925/environmental-infrastructure-and-sustainability.pdf>

Known Planned Provision	<ul style="list-style-type: none"> • Wayleave framework to support full fibre connections across the 5,000 homes • BT Openreach to rollout full-fibre network to cover the whole of the west of the Borough by April 2025 • Virgin Media plan to deliver a new full-fibre network using its existing ducting infrastructure by 2028 • Openreach delivers full fibre connections on a cost-neutral basis for developments of >19 units, with smaller schemes being subject to a fee depending on their size and location, and cost (source: Openreach) • Community Fibre to deliver '1000s' of fill-fibre connections in Harrow. • Harrow Council signed a Framework Wayleave Agreement with Community Fibre in April 2021 and wish to sign further agreements with other providers
Gap Analysis	Based on discussions with the Council, there are some challenges in delivering fibre connections to rural or town centre locations due to a variety of challenges.
Key Evidence Base	<ul style="list-style-type: none"> • Ofcom Connected Nations update Spring 2023, data collected in January 2023¹⁵ • Annual connectivity report 2022¹⁶ • National Infrastructure Strategy 2020¹⁷ • Harrow Digital Infrastructure Strategy 2021¹⁸
Next Steps	Develop a map which combines all connectivity maps for Harrow.

2.2.4 Flood Defence

Category	Physical
Infrastructure Type	Flood Defence
Responsible Person/Lead	<p>LBH: Michael Bradshaw, Flood Risk Manager LBH is the Lead Local Flood Authority The LBH Highways Authority The Environment Agency (Consultee) Thames Water (Wastewater)</p>
Needs Assessment	<p>The 2016 Local Flood Risk Management Strategy explains that while Harrow has a “low susceptibility to surface water flooding, complex interactions exist between the pluvial (surface water), fluvial (river) and sewer systems which do pose a risk”. The strategy sets out several key priorities for the management of flood risk. These objectives align with the Environment Agency’s National Flood and Coastal Erosion Risk Management Strategy for England. The strategy also highlights the increasing risks of flooding due to climate change and increasing densification with insufficient green infrastructure, explaining that with increased rainfall the number of properties, business and critical infrastructure at risk will also increase.</p> <p>Harrow has co-developed the West London Strategic Flood Risk Assessment with neighbours Barnet, Brent, Ealing, Hillingdon and Hounslow. This document provides an assessment of flood risk, explaining that a key aspect is the need to adapt to climate change, including more extreme weather events and flooding. This report assesses the risk of flooding now and in the future, projecting the impacts of climate change, land use changes and development on flood risk.</p>

¹⁵ <https://apps.london.gov.uk/connectivity/#/51.59690785616062,-0.3354263305664063,12/data/17,16,15,12,11,10,9,8,7,0/17,16,15,10,9,8,1/borough/E09000015/>

¹⁶ https://www.ofcom.org.uk/__data/assets/pdf_file/0034/249289/connected-nations-uk-report.pdf

¹⁷ <https://www.gov.uk/government/publications/national-infrastructure-strategy>

¹⁸ <https://moderngov.harlow.gov.uk/documents/s174499/Draft%20Digital%20Infrastructure%20Strategy%20-%20Appendix%201.pdf>

Current Provision	<p>In Harrow, there are 67 flood defence structures, 17 flood storage areas, three reservoirs, 82kms of watercourse and several water bodies which are managed by The Council's Infrastructure Team. There are also 19,509 road drainage gullies, highway drain and kerb drainage systems.</p> <p>There are three river catchments in Harrow: the Pinn catchment, the Brent catchment, and the Crane.</p> <p>Newton Park West¹⁹ was recently completed, which was a flood alleviation project involving creating four new wetland areas to improve water quality.</p>
Known Planned Provision	<p>The Local Flood Risk Management Strategy sets out planned provision and this has been updated over the last several years within the Council. These projects include George V Impounding Reservoir, Summerhouse Reservoir and Silk Stream, Prince Edward FSA (both Edgware Brook), Oxley Farm FSA (Wood ridings Stream), New River Pinn FSA and Queensbury Recreation Ground River Restoration and FSA (Kenton Brook).</p> <p>Through engagement with the Council, several other priority projects were identified including projects within the Environment Agency national programme, a flood resilience project in partnership with Barnet, work with two of the river catchment hosts, and a partnership with Thames Water on the Smart Wall catchment project.</p> <p>In partnership with Barnet and the Environment Agency, Harrow produced the DEFRA Policy Challenge: Retrofitting drainage and water management arrangements in urban areas paper in order to identify additional interventions to manage surface water and flood risk.</p>
Gap Analysis	<p>The challenges highlighted through engagement with the Council include:</p> <ul style="list-style-type: none"> • Thames Water is the owner of the sewer and will need to continue to liaise with LBH • Insufficient maintenance budgets for flood infrastructure <p>The Flood Risk Management Strategy dates from 2016 and has not been re-published, though it has been updated internally within the Council. This should be updated to include the latest information.</p>
Key Evidence Base	<ul style="list-style-type: none"> • DEFRA Policy Challenge – Retrofitting drainage and water management arrangements in urban areas²⁰ • Harrow Council Local Flood Risk Management Strategy (2016)²¹ • West London Strategic Flood Risk Assessment²²
Next Steps	Engage with Thames Water to understand wastewater capacity.

2.2.5 Waste and Recycling

Category	Physical
Infrastructure Type	Waste
Responsible Person/Lead	<p>West London Waste: West London Waste is the statutory Waste Disposal Body for the London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames.</p> <p>LBH: Frank Higgins, Jackie Barry-Purssell and Cathy Knubley</p>

¹⁹ <https://metisconsultants.co.uk/case-studies/newton-park-flood-alleviation-and-river-restoration-project/>

²⁰ https://www.harrow.gov.uk/downloads/file/31740/Policy_Challenge_Paper_FINAL.pdf

²¹ <https://www.harrow.gov.uk/downloads/file/26508/local-flood-risk-management-strategy.pdf>

²² <https://westlondonsfra.london/>

<p>Needs Assessment</p>	<p>The Mayor set out in the London Plan (adopted in 2021) forecasts for how much household, commercial and industrial waste will be generated by each borough over the next 20 years (to 2041).</p> <p>Each borough was allocated an amount of London’s waste that it is required to positively plan for and manage. This includes ensuring that sufficient capacity is identified to meet the apportioned targets in the London Plan.</p> <p>The West London Waste Plan:</p> <ul style="list-style-type: none"> • sets out the estimated amounts for the different types of waste that will be produced in West London up to 2031; and • identifies and protects the current sites to help deal with that waste; • identifies the shortfall of capacity needed over the life of the Plan (to 2031); and • allocates a set of sites to meet the shortfall which are preferred for waste related development. <p>The West London Waste Plan forms part of the Development Plan for Harrow.</p> <p>The Plan sets out the different types of waste being generated in West London and how it is currently managed, this includes:</p> <ul style="list-style-type: none"> • municipal solid waste • commercial and industrial waste • construction, demolition & excavation waste • wastewater and sewage sludge waste. <p>The West London Waste Plan was prepared in accordance with the waste projections and apportionment figures contained in the London Plan.</p> <p>The Plan states that additional waste management facilities will need to be developed in West London during the Plan period up to 2031 to address the ‘gap’ between the apportionment target and the waste management capacity that currently exists. The Plan calculates that West London Boroughs will need to have an additional 9.4 hectares of land available for waste management to meet these needs. The Plan identified eight existing sites (including Forward Drive in Harrow) to meet these needs. This exceeds the required supply to create some flexibility in the Plan</p> <p>The Plan states that it will be monitored and reviewed every five years to ensure it is still meeting the apportionment targets according to any changes in updates to the London Plan.</p> <p>The Joint Municipal Waste Management Strategy was created by the West London Waste Authority and provides the vision for service delivery to achieve the authority’s purpose. It is developed in line with national policy and regulations. It identified six key project areas across its service delivery, the most relevant to spatial planning and infrastructure being the objective to double recycling infrastructure.</p>
<p>Current Provision</p>	<p>West London Waste are responsible for:</p> <ul style="list-style-type: none"> • Transporting and recycling or disposal of waste. • Storing and disposing of abandoned vehicles removed by the boroughs. • Running three waste transfer stations; in South Ruislip, Brent and Brentford. <p>The West London Waste Plan sets out the existing waste sites across the boroughs which comprise of the West London Waste Authority, only one is</p>

	<p>in Harrow – the Council Depot on Forward Drive. Under the Plan, existing and allocated waste sites are safeguarded.</p> <p>Currently, West London has a range of waste management sites. The intention of the Plan is to prioritise the use of existing sites in West London, including redevelopment of some waste management sites and depots, then adding new sites, as necessary.</p>
Known Planned Provision	The Plan identified eight existing sites to provide sufficient capacity to its apportionment targets (including Forward Drive in Harrow), plus one additional site, the Western International Market site in Hounslow.
Gap Analysis	<p>The plan identifies sufficient capacity and that it will be monitored and reviewed every five years to ensure it is still meeting the apportionment targets according to any changes in updates to the London Plan.</p> <p>The current West London Waste Plan (WLWP) could be out of date as it was completed in 2015. It has been noted that West London Waste Authority (WLWA) is working on updating WLWA Waste Plan.</p>
Key Evidence Base	<ul style="list-style-type: none"> • West London Waste Plan (2015)²³ • Waste Management Strategy – (2016-2026)²⁴ • West London Waste Business Plan (2020-2025)²⁵ • Joint Municipal Waste Management Strategy²⁶
Next Steps	<ul style="list-style-type: none"> • Understand the timeline around the updated WLWA Waste Plan. • Engage with neighbouring boroughs through West London Waste.

²³ <http://www.wlwp.net/>

²⁴ <https://www.harrow.gov.uk/downloads/file/23873/waste-strategy.pdf>

²⁵ <https://moderngov.harrow.gov.uk/documents/s170227/1%20WLWA%20Business%20Plan%202020-25%20Review%20Report%202021.pdf>

²⁶ <https://www.harrow.gov.uk/downloads/file/23873/waste-strategy.pdf>

2.3 Social Infrastructure

2.3.1 Education

Category	Social Infrastructure
Infrastructure Type	Education
Responsible Person/Lead	LBH: Raj Parmar, Kuljit Bisal, Johanna Morgan
Needs Assessment	<p>There is no single accepted method for projecting school numbers and London boroughs have recently faced major challenges in providing places to meet a growing child population²⁷.</p> <p>Primary Increased demand is primarily driven by increased birth rate, so the initial focus across London has been on ensuring sufficient places in the primary sector.</p> <p>Demand for new primary school places in Harrow has been falling and therefore there is no immediate expansion of schools required. This decline in demand has also been reflected in a reduction in the number of school places across schools in Harrow since 2019. Increased housing delivery could lead to increased demand for primary education.</p> <p>Secondary A Harrow Council Cabinet report identified an increasing need for secondary school places in Harrow until 2033, with the peak rising from one form of entry through to a shortfall of nine forms of entry by 2029/30.²⁸</p> <p>There is some new housing development planned in Harrow over the coming years, but more information is required to understand the impact on the secondary sector.</p> <p>SEND From September 2021 to September 2026 Harrow will require on average 1215 additional new severe learning difficulties (SLD) school places per year.</p>
Current Provision	<p>Harrow Council has 52 primary schools and 26 secondary schools. 16% of Harrow's schools are private schools. 31 state schools in Harrow follow the local authority's admissions criteria, while 30 set their own.</p> <p>Schools in Harrow perform well in comparison to national and statistically similar local authorities. Most primary and secondary schools are judged 'Good' or 'Outstanding' by Ofsted.</p> <p>As of 31st March 2020, 92% of Harrow's primary and secondary schools were judged to be 'Good' (48%) or 'Outstanding' (44%), in line with 93% in London (62% Good, 31% Outstanding) and above 86% nationally (67% 'Good', 19% 'Outstanding') (Source: Ofsted Data View).</p>
Known Planned Provision	<p>One new primary school site has been identified within areas of housing delivery to address potential demand in those areas (Source: School Planning report 2020):</p> <ul style="list-style-type: none"> View Primary School (three forms/90places)

²⁷ https://modern.gov.harrow.gov.uk/documents/s173861/2021_Appendix_A_Demographic_SRP_Report.pdf

²⁸ https://modern.gov.harrow.gov.uk/documents/s166333/Cabinet_Report__May_2020%20School%20Org%20Sept%202020%20-%20FINAL.pdf

	Most secondary schools have increased the number of places available over the past few years but additional information is required to understand what further changes are planned.
Gap Analysis	This is dependent on additional information. There is a significant need for more Special Educational Needs and Disabilities (SEND) places (source: SEND Strategy Report). Based on discussions with the Council, this is an area that suffers from a critical shortage of provision with not enough spaces, and pupils being sent to schools/provision outside of the council area.
Key Evidence Base	<ul style="list-style-type: none"> • School Roll Projections 2021-2022 to 2033-2034 report²⁹ • School place planning report September 2020³⁰ • Send Strategy Report³¹
Next Steps	Further engagement to understand how school placement numbers are estimated.

2.3.2 Sports and Leisure Facilities

Category	Social
Infrastructure Type	Sports and Leisure Facilities
Responsible Person/Lead	Tim Bryan, Head of Service-Culture and Leisure
Needs Assessment	<p>The draft Indoor and Outdoor Sports Facilities Strategy 2023-2037 follows the Sport England Facilities Planning Model (FPM) for shaping its evidence base that informs future decisions regarding the demand and supply of existing and new playing pitches and built sports facilities.</p> <p>The strategy is underpinned by standard facility audits and surveys of current and potential users, as well as affiliation data provided by the relevant governing bodies of sport and facility booking records where available. In accordance with Sports England recommendations, the strategy also takes the GLA's 2020 mid-year population estimates, demographic profile and needs into account, recognising the importance of sport in delivering health and wellbeing benefits, as well as their vital contributions to the local economy and quality of life for Harrow's residents, communities and visitors.</p> <p>The Strategy identifies key objectives and local needs (currently and projections to 2037), including:</p> <ul style="list-style-type: none"> • The need to replace or improve existing Leisure and recreation facilities • Additional pressures from a growing, ageing and changing population • The need to protect future usage and extend access to facilities where possible • The important role the Council plays as an enabler in developing better quality facilities in partnership with Sport England and National Governing Bodies of Sport • The role of sport and physical activity to support residents and visitors through recovery from the pandemic and the cost-of-living crisis.
Current Provision	Harrow Council has a major role in providing access to sporting opportunities at a cost that is acceptable to the wider community. The Council is a direct provider of entry-level facilities such as free recreational

²⁹ https://moderngov.harrow.gov.uk/documents/s173861/2021_Appendix_A_Demographic_SRP_Report.pdf

³⁰ https://moderngov.harrow.gov.uk/documents/s166333/Cabinet_Report_May_2020%20School%20Org%20Sept%202020%20-%20FINAL.pdf

³¹ <https://moderngov.harrow.gov.uk/documents/s154802/SEND%20Strategy.pdf>

	<p>spaces, pay and play summer and winter sports pitches, park tennis courts and leisure facilities to allow clubs to play competitively.</p> <p>The Indoor and Outdoor strategy identifies recent improvements ranging from infrastructure to support cycling, improvements to existing pitches and provision of new areas for sport.</p> <p>The three key sites for sports and leisure provision in Harrow are as follows:</p> <ul style="list-style-type: none"> • Harrow Leisure Centre • Hatch End Swimming Pool • Bannister Sports Centre <p>In addition, professional sports clubs based in the borough provide and manage facilities catering for elite sport.</p>
Known Planned Provision	<p>An initial action plan in the Indoor and Outdoor Strategy identifies the potential individual priority projects and facility needs for sport and recreation in the short, medium, and long-term, including provision, expansion of capacity and improvements for playing pitches and built facilities across the borough.</p> <p>The Strategy accounts for new provision needed as a result of future regeneration and growth in the borough, including the Harrow and Wealdstone Opportunity Area.</p>
Gap Analysis	<p>While Harrow Borough currently has some sports and leisure facilities, there may be gaps in terms of capacity, accessibility, and inclusivity. The Infrastructure Delivery Plan will assess the existing facilities and identify areas for improvement and expansion. The analysis will also consider the preferences and demands of the community to ensure that new facilities align with the residents' needs.</p> <p>The Indoor and Outdoor Sports Facilities Strategy recognises the importance of ongoing engagement and updates to the needs assessment to ensure that provision meets emerging demand.</p>
Key Evidence Base	<ul style="list-style-type: none"> • Health and Wellbeing Strategy for Harrow 2022-2030³² • Draft Indoor and Outdoor Sports Facilities Strategy 2023-2037
Next Steps	Engagement with external providers.

2.3.3 Emergency Services

Category	Social
Infrastructure Type	Emergency Services
Responsible Person/Lead	<p>London Fire Brigade</p> <p>Metropolitan Police/British Transport Police</p> <p>(Fire and Emergency Services do not work to borough boundaries)</p>
Needs Assessment	<p>The LDF Infrastructure Assessment and Delivery Plan³³ identifies police and fire provision though it is unclear when the evidence was gathered.</p> <p>Police</p> <p>The Police map crime occurrence across the borough³⁴ and identify key priorities including addressing violence against women, drug activity and burglary. The Metropolitan Police Service Business Plan 2021-24 sites a plan</p>

³² <https://www.harrow.gov.uk/health-leisure/health-wellbeing-strategy-2022-30>

³³ <https://www.harrow.gov.uk/downloads/file/23229/community-infrastructure-levy-revised-infrastructure-assessment-and-delivery-plan.pdf>

³⁴ <https://www.met.police.uk/area/your-area/met/harrow/harrow-on-the-hill/about-us/crime-map>

	<p>for growth in response to growing demand in London, focused on new officer deployment in centres, high streets, and transport hubs.</p> <p>Fire Alongside their London Community Management Plan³⁵ for 2023-29 and Delivery Plan³⁶, London Fire Brigade has published a Borough Risk Management Plan, which analyses the number and nature of past incidents (between 01/01/2020 and 21/03/2023) in Harrow to identify the areas requiring higher or more specialised provision. The plan cites Harrow on the Hill and Greenhill as the most at-risk areas in relation to purpose built flat fires, and Harrow Weald ward as the most at-risk in relation to fires in houses. As a result, LFB carries out targeted intervention and advice in those areas.</p> <p>The strategy also sets out high risk areas related to non-fire incidents (e.g. road vehicle incidents) and finds a 71.8% increase in Non-Fire related casualties and 60% increase in Road Traffic Collisions between April 2021 and March 2022.</p> <p>The plan outlines six service areas LFB work across: Prevention, Protection, Response, Preparedness, Recovery and Engagement. Finally, the plan identifies several key measures, including target response times, visits to high-risk households, and more.</p>
Current Provision	<p>Police There are four police stations which service Harrow:</p> <ul style="list-style-type: none"> • Harrow Police Station • Wembley Police Station • Colindale Police Station • Oxhey Police Station <p>Fire There are two Fire Station grounds within Harrow, Harrow fire station and Stanmore fire station (though LFB does not work to borough boundaries and response vehicles may travel from other stations). The majority of Stanmore’s area is within Harrow, made up of predominately residential areas but also including small shopping centres and areas of open wood and parkland. Harrow fire station area covers housing, the centre, and some industrial area. Special sites identified in the fire risk assessment include Harrow School, Barnet FC, and more. LFB carries out specialist training to serve these sites.</p>
Known Planned Provision	<p>Harrow should engage with the Met Police and LFB to understand planned provision for the area.</p>
Gap Analysis	<p>Police The latest Metropolitan Police Estates Strategy was published in 2008. It is unclear whether the police plan infrastructure provision based on population projections and needs assessments and engagement should take place to understand policy and provision plans.</p> <p>Fire</p>

³⁵ <https://www.london-fire.gov.uk/about-us/your-london-fire-brigade-our-plan-for-2023-29>

³⁶ <https://www.london-fire.gov.uk/media/7404/london-fire-brigade-delivery-plan-2023-2029.pdf>

	The LFB Community Management Plan cites population growth in London overall as a key risk for service delivery but does not detail the methodology for this projection or whether this is a key concern for provision in Harrow. The risk assessment identifies high risk areas in Harrow and explains prevention measures but does not detail whether the provision to these areas is considered sufficient or projected to become strained with population growth.
Key Evidence Base	<ul style="list-style-type: none"> London Fire Brigade: Borough Risk Management Plan Metropolitan Police Website: Area-based data
Next Steps	Engage with LFB and the Metropolitan Police to understand if provision is at risk or will become strained due to increase population projections. This will be particularly relevant for the Wealdstone Opportunity Area among others.

2.3.4 Health and Social Care

Category	Social
Infrastructure Type	Health and Social Care
Responsible Person/Lead	Carole Furlong, Head of Public Health The Harrow Borough Based Partnership is an ICP partnership including Harrow Council and North West London CCG, the Community Health Service provider for Harrow, the Mental Health Service provider for Harrow, the Primary Care Networks of Harrow, the main Acute Service provider for Harrow, the nominated organisation for the Voluntary and Community Sector for Harrow, the GP Federation for Harrow and the local hospice.
Needs Assessment	<p>The Primary Care Strategy for Harrow CCG 2018/19 – 2022/23 identifies that the borough is currently experiencing a surge in demand due to an ageing population and significant growth that will increase the borough’s population by 20,000 people within the next 8 years.</p> <p>The Joint Strategic Needs Assessment (JSNA)³⁷ looks at the health and well-being need of people living in the borough and helps to plan health and social care service. The JSNA is produced jointly by the Local Authority and the Clinical Commissioning Groups (CCGs). It projects that people in Harrow are living longer and population is increasing (based on ONS data), and as a result need for healthcare infrastructure is increasing. There is expected to be a 38% increase in people aged 65 by 2041, which will put sustained pressure on services across the system. The JSNA also sets out vitality profiles and explains priorities for provision to help people start well, live well, work well and age well. The needs assessment also identifies a number of other health and wellbeing challenges facing Harrow, such as smoking, alcohol misuse, sexually transmitted infections, and cardiovascular disease.</p> <p>The 2022-2030 Health and Wellbeing Strategy highlights the particular needs of people living in poverty, explaining “people in our poorest neighbourhoods die more than 4 years earlier than people in the wealthiest parts of Harrow”. The strategy details specific challenges around health inequalities, obesity, mental health, and social isolation in Harrow.</p>
Current Provision	<p>According to Northwest London Integrated Care System, Harrow’s primary care medical centres are based on geographical location. The 33 general practices in Harrow are grouped across five primary care networks (PCN), listed below:</p> <ul style="list-style-type: none"> Harrow East Sphere Health Alliance

³⁷ <https://www.harrow.gov.uk/health-leisure/harrow-joint-strategic-needs-assessment>

	<ul style="list-style-type: none"> • Harrow Collaborative • Healthsense
Known Planned Provision	<p>In order to meet the population needs identified in the JSNA, the 2030 Health and Wellbeing Strategy identifies housing, education and skills, food, family, friends and community, work, surroundings, and transport as building blocks for health, though these have no specific infrastructure provision implications in the strategy.</p> <p>The Borough Based Partnership has published a delivery plan for 2022/23³⁸ which highlights interventions to address the JSNA, though these are largely focused on collaboration, new models of care, and community engagement rather than infrastructure provision.</p> <p>The Harrow CCG has published recommendations to implement, though it is not clear without further engagement whether these have been delivered:</p> <ul style="list-style-type: none"> • Three central services to be created at Pinn Medical Centre, Belmont Health Centre and Alexandra Avenue in order to align health services to provide more care closer to home and move care from hospitals to out-of-hospital settings. • Harrow CCG aims to improve primary care facilities and services in the borough. • Harrow CCG will support and endorse viable schemes to increase the capacity within practices and address any premises concerns raised through CQC inspections. • Harrow Council will work with Harrow CCG to maximize opportunities from Section 106 funding for investment in health premises and services in the borough.
Gap Analysis	<p>In consultation with the Head of Public Health in Harrow, a clear evidence base for healthcare provision was identified, but there are gaps in provision of service, especially in the centre. Whilst new GP practices are allocated in new development, these are not necessarily taken up by healthcare providers. There is a risk that this will create further pressure on GPs as the population increases and ages. Harrow Council needs to consult with GPs to understand how to address this gap.</p> <p>According to the Pharmacy Needs Assessment³⁹, Harrow has sufficient supply for its current population and even has capacity for expansion. However, it is important to consider that two pharmacies were recently closed and if closer, this may create a gap in terms of supply and needs for the current and future population.</p>
Key Evidence Base	<ul style="list-style-type: none"> • Harrow Borough Council's Health and Well-being Strategy 2022-2030 • National Health Service (NHS) Long-Term Plan • The Primary Care Strategy for Harrow CCG 2018/19 – 2022/23 • Draft Harrow CCG's Commissioning Intentions 2019/21 • Harrow's Social Care Strategy 2019-2024 • Harrow Joint Strategic Needs Assessment
Next Steps	Engage with the Borough Based Partnership to understand planned infrastructure provision

2.3.5 Community and Cultural Facilities

Category	Social
Infrastructure Type	Community Facilities (Including Libraries and Cultural Facilities)
Responsible Person/Lead	Sophie Linton, Estates Manager Tim Bryan, Culture and Leisure

³⁸ <https://moderngov.harlow.gov.uk/documents/s178000/Harrow%20Borough%20Based%20Partnership.pdf>

³⁹ <https://www.harlow.gov.uk/health-leisure/pharmaceutical-needs-assessments>

	<p>Mark Billington, Director Inclusive Economy, Leisure and Culture The Library Service was brought back in-house from January 2018.</p>
<p>Needs Assessment</p>	<p>Community and Cultural Facilities There does not appear to be an up to date, specific needs assessment for cultural and community facilities. The Cultural Strategy (2018-2021)⁴⁰ does outline key strategic themes, objectives and outcomes Harrow aims to deliver.</p> <p>The Infrastructure Assessment and Delivery Plan identified several challenges for community facility provision, including:</p> <ul style="list-style-type: none"> • The need for a national standard for community hall provision makes it difficult to assess the adequacy of facilities in Harrow • Many community halls in Harrow are old and need refurbishment or modernisation • The geographical location of some cultural spaces, such as the Harrow Arts Centre, poses accessibility issues for some residents <p>The Cultural Strategy included a number of objectives relating to planning and infrastructure including:</p> <ul style="list-style-type: none"> • To develop and implement planning policies to protect existing artistic and creative workspace and develop new workspace (including incubation space). • Work with developers to identify and develop appropriate sites for artistic and creative sector • Bid for capital funds to provide space and capital equipment for the creative sector • Work with the University of Westminster to find a location for their Menswear Archive and associated incubator units for creative businesses <p>Libraries A library service review was completed in 2019/20. This review found increases in visits and physical issues.</p> <p>It was noted that the Council maintains data on visits and usage trends which can be used to demonstrate demand patterns, e.g. the reduction in physical issues and increase in digital issues when libraries were closed during Covid-19 lockdowns and subsequent recovery.</p> <p>Headstone Manor and Harrow Arts Centre There are reports for both Headstone Manor and Harrow Arts Centre which assess levels and types of use.</p>
<p>Current Provision</p>	<p>According to the Corporate Property Strategy (2023 to 2028), there are 19 community buildings, 5 leisure services, 6 libraries, and 51 open/recreational spaces in Harrow. Several wards in the South have fewer community buildings when compared to their population, whilst Pinner Central among others have higher numbers of community buildings.</p> <p>Harrow has six libraries:</p> <ul style="list-style-type: none"> • Greenhill library • Kenton library • Pinner library • Roxeth library • Stanmore library • Wealdstone library <p>A new town centre library (Greenhill) opened in 2021, which has had increasing usage and increasing demand for access to WIFI and study</p>

⁴⁰ https://www.harrow.gov.uk/downloads/file/30970/CD_11_.pdf

	<p>space. There is also a registrar's office at this library, though there is still a need for a civic centre or town hall.</p> <p>The Corporate Property Strategy highlights that there is a need to improve energy efficiency and renewable energy for current community facilities.</p> <p>Harrow Arts Centre According to engagement with the Council, demand for Arts Centre room hire has been increasing. In 2023, A new multi-space building for classes and activities opened its doors at Harrow Arts Centre⁴¹</p> <p>Headstone Manor There is a Tudor Barn for events and weddings at Headstone Manor.</p>
Known Planned Provision	The Cultural Strategy does not forecast the specific implementation of infrastructure intervention with respect to community facilities. Similarly, the 2022/23 – 2024/25 Capital Programme contains no capital projects for libraries or cultural facilities. The Harrow Arts Centre has a number of different size spaces available for hire which are mainly used for cultural and artistic activities but these are not community halls.
Gap Analysis	<p>The Library Strategy from 2015-2018 is out of date. The Cultural Strategy is from 2018-2021 so there is a risk that this information is out of date. The Council maintains data on library usage so this should be reviewed to further understand demand.</p> <p>In consultation with the Council, an issue with inefficient hall booking systems was raised. Many bookable community facilities have different contacts responsible (either within the Council or community organisations). This could be streamlined to improve access to and usage of these spaces.</p> <p>According to discussion with the Council, there is also a deficit in artist studio space.</p> <p>According to engagement with the Council, there is a need for a new archive at Headstone Manor Museum.</p> <p>Harrow does not currently have a civic centre/space or town hall.</p>
Key Evidence Base	<ul style="list-style-type: none"> • Cultural Strategy (2018-2021) • Harrow Library Service Member Briefing 2019/20 • Harrow Library Strategy (2015-2018) • Harrow Joint Strategic Needs Assessment • Infrastructure Assessment and Delivery Plan Working Document
Next Steps	Further internal engagement to understand planned community facility provision

2.3.6 Cemeteries and Crematoriums

Category	Social
Infrastructure Type	Cemeteries and Crematoriums
Responsible Person/Lead	Frank Higgins, Viv Evans (Chief Planning Officer), Cathy Knubley (Director Environment is responsible for Cemeteries)
Needs Assessment	<p>Harrow published a report in 2015 on Burials and Cemeteries in Harrow.</p> <p>The latest London Plan references the 2011 Audit of London Burial Provision⁴², which assesses demand and supply of burial spaces in London boroughs.</p>

⁴¹ <https://www.harrow.gov.uk/news/article/11242/state-of-the-arts-new-building-opens-at-harrow-arts-centre>


⁴² https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/Audit%20of%20London%20Burial%20Provision.pdf

Current Provision	<p>In 2015, there were 7 cemeteries within Harrow (and an 8th in Hertfordshire), all owned by the Council. The 2011 Audit of London Burial Provision identified capacity but as of 2023, Eastcote Lane, Paines Lane, Wealdstone and Harrow are all at full capacity⁴³, so there is likely to be increased pressure in the future.</p> <p>Brent and Harrow also jointly own Carpenter’s Park Cemetery in Hertfordshire, which currently has some space available.</p> <p>There are spaces available for persons of various faiths:</p> <ul style="list-style-type: none"> • Harrow Weald Cemetery and Carpenter’s Park have space available for persons of Muslim faith • Pinner New Cemetery has space available for persons of the Greek Orthodox faith <p>The Council does not own a crematorium but does have a service agreement with the Breakspear Crematorium in Hillingdon which allows Harrow's residents to use it.</p>
Known Planned Provision	There are no recent published policies detailing planned provision.
Gap Analysis	<p>The latest projections available are from 2011 and there is a risk these are out of date.</p> <p>A lead within the Council has not been identified nor have any recent needs assessments been published.</p> <p>It has been noted that borough has a low supply of burial plots remaining.</p>
Key Evidence Base	<ul style="list-style-type: none"> • Cultural Strategy (2018-2021) • Burials and Cemeteries in Harrow (2015) • Audit of London Burial Provision (2011)
Next Steps	Engage further with the Council to understand planned provision and whether an updated strategy should be drafted.

⁴³ <https://www.harrow.gov.uk/births-deaths-marriages/arrange-burial/2>



2.1 Green and Blue Infrastructure 2
 2.1.1 Green/Open Spaces and Biodiversity

Category	Green and Blue infrastructure																																																																
Infrastructure Type	Green and Open Spaces																																																																
Responsible Person/Lead	Steve Whitbread and Sally Reeves, Biodiversity Mark Billington, Director Inclusive Economy, Leisure and Culture																																																																
Needs Assessment	<p>A PPG17 compliant assessment of Harrow’s open space, sport and recreation facilities was completed by Ashley Godfrey & Associates for Harrow Council in 2010⁴⁴. It replaces an earlier assessment, published in 2005. The ‘PPG17 Study (2010)’ provides an audit of the provision of publicly accessible open space.</p> <p>There has been no newer assessment of open space in Harrow and therefore this section will summarise the findings from the above 2010 report. There is a management plan specific to Green Flag provision which identifies a need for three additional Green Flag parks over the next two years.</p> <p>In discussion with the Council, demand for pocket parks was said to be increasing and improving pedestrian access and accessibility to green spaces was a key priority.</p>																																																																
Current Provision	<p>The following table summarises the surplus/ deficiencies in open space provision in 2010 according to the population at the time.⁴⁵</p> <p>Table 20: Existing Deficiency/Surplus in Open Space Land Supply (2010)</p> <table border="1"> <thead> <tr> <th colspan="8">Existing Surplus/Deficiency (Ha)</th> </tr> <tr> <th>Sub Area</th> <th>Parks</th> <th>Play</th> <th>Amenity</th> <th>Natural</th> <th>Sport</th> <th>Allotments</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Central</td> <td>-7.68</td> <td>-2.0</td> <td>-14.17</td> <td>-16.72</td> <td>-18.83</td> <td>-7.73</td> <td>-67.13</td> </tr> <tr> <td>North-East</td> <td>+4.66</td> <td>-1.45</td> <td>+6.96</td> <td>0</td> <td>-1.80</td> <td>-5.89</td> <td>+2.48</td> </tr> <tr> <td>North-West</td> <td>+11.97</td> <td>-1.12</td> <td>-0.04</td> <td>-7.20</td> <td>+29.17</td> <td>+0.96</td> <td>+33.74</td> </tr> <tr> <td>South-East</td> <td>-4.18</td> <td>-2.05</td> <td>-10.44</td> <td>-16.03</td> <td>-1.32</td> <td>-0.17</td> <td>-34.19</td> </tr> <tr> <td>South-West</td> <td>-11.70</td> <td>-2.71</td> <td>-12.39</td> <td>-15.92</td> <td>-19.58</td> <td>+9.82</td> <td>-52.48</td> </tr> <tr> <td>Total</td> <td>-6.92</td> <td>-9.33</td> <td>-30.08</td> <td>-55.87</td> <td>-12.37</td> <td>-2.81</td> <td>-117.38</td> </tr> </tbody> </table>  <p>Discussions with Harrow Council also identified some risks related to the biodiversity in the current provision. It is suggested that the increased use of Harrow’s green spaces (during and post covid) has resulted in a negative impact on the health and biodiversity of the spaces.</p> <p>A project was recently completed at Headstone Manor to improve biodiversity provision⁴⁶.</p>	Existing Surplus/Deficiency (Ha)								Sub Area	Parks	Play	Amenity	Natural	Sport	Allotments	Total	Central	-7.68	-2.0	-14.17	-16.72	-18.83	-7.73	-67.13	North-East	+4.66	-1.45	+6.96	0	-1.80	-5.89	+2.48	North-West	+11.97	-1.12	-0.04	-7.20	+29.17	+0.96	+33.74	South-East	-4.18	-2.05	-10.44	-16.03	-1.32	-0.17	-34.19	South-West	-11.70	-2.71	-12.39	-15.92	-19.58	+9.82	-52.48	Total	-6.92	-9.33	-30.08	-55.87	-12.37	-2.81	-117.38
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⁴⁴ <https://www.harrow.gov.uk/downloads/file/26943/harrow-final-report-ppg17.pdf>

⁴⁵ <https://www.harrow.gov.uk/downloads/file/23229/community-infrastructure-levy-revised-infrastructure-assessment-and-delivery-plan.pdf>

⁴⁶ <https://www.harrow.gov.uk/downloads/file/24004/harrow-biodiversity-management-plan-headstone-manor.pdf>

<p>Known Planned Provision</p>	<p>Based on discussions with the Council, Pinner Park farm has been identified as potential site to create a new modern open space/park. It is currently on a long agriculture lease. The site is situated to the east of the borough and would therefore help address issues with access for people outside of the north. Furthermore, this new space has a potential to address some the risks related to biodiversity mentioned above.</p> <p>Harrow's Economic Strategy 2023-26 states that Neighbourhood Community Infrastructure Levy will be used to invest in the improvement of its green spaces but does not mention further details.⁴⁷</p> <p>Harrow launched a Green Grid⁴⁸ project after the All London Green Grid was published in 2012. A map was produced of provision in 2012/2013 but does not appear to have been updated⁴⁹.</p> <p>There is a planned Action for Silk Stream⁵⁰ project to explore opportunities to build new wetlands and restore stretches of the river, which is closely linked to flood resilience.</p>																																																														
<p>Gap Analysis</p>	<p>There is a significant gap in the currently published evidence base as the latest open space strategy was published in more than 10 years ago. This strategy detailed the projected deficiency in open space:</p> <p>Table 21: Projected Deficiency/Surplus in Open Space Land Supply (2026)</p> <table border="1" data-bbox="480 853 1257 1133"> <thead> <tr> <th rowspan="2">Sub Area</th> <th colspan="6">Future Surplus/Deficiency (Ha)</th> <th rowspan="2">Total</th> </tr> <tr> <th>Parks</th> <th>Play</th> <th>Amenity</th> <th>Natural</th> <th>Sport</th> <th>Allotments</th> </tr> </thead> <tbody> <tr> <td>Central</td> <td>-7.48</td> <td>-2.73</td> <td>-14.08</td> <td>-16.60</td> <td>-18.60</td> <td>-7.48</td> <td>-66.97</td> </tr> <tr> <td>North-East</td> <td>+4.93</td> <td>-1.80</td> <td>+7.08</td> <td>0</td> <td>-1.48</td> <td>-5.82</td> <td>+4.39</td> </tr> <tr> <td>North-West</td> <td>+11.02</td> <td>-1.76</td> <td>-0.48</td> <td>-7.77</td> <td>+29.05</td> <td>+0.70</td> <td>+29.76</td> </tr> <tr> <td>South-East</td> <td>-6.19</td> <td>-2.65</td> <td>-11.38</td> <td>-17.25</td> <td>-3.70</td> <td>-0.72</td> <td>-41.89</td> </tr> <tr> <td>South-West</td> <td>-14.70</td> <td>-3.70</td> <td>-13.80</td> <td>-17.74</td> <td>-23.12</td> <td>+9.00</td> <td>-64.06</td> </tr> <tr> <td>Total</td> <td>-12.42</td> <td>-12.64</td> <td>-32.66</td> <td>-59.36</td> <td>-18.86</td> <td>-4.31</td> <td>-138.77</td> </tr> </tbody> </table> <p>In discussion with the Council, another gap is the lack of revenue funding to maintain green spaces.</p>	Sub Area	Future Surplus/Deficiency (Ha)						Total	Parks	Play	Amenity	Natural	Sport	Allotments	Central	-7.48	-2.73	-14.08	-16.60	-18.60	-7.48	-66.97	North-East	+4.93	-1.80	+7.08	0	-1.48	-5.82	+4.39	North-West	+11.02	-1.76	-0.48	-7.77	+29.05	+0.70	+29.76	South-East	-6.19	-2.65	-11.38	-17.25	-3.70	-0.72	-41.89	South-West	-14.70	-3.70	-13.80	-17.74	-23.12	+9.00	-64.06	Total	-12.42	-12.64	-32.66	-59.36	-18.86	-4.31	-138.77
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<p>Key Evidence Base</p>	<ul style="list-style-type: none"> • Infrastructure Assessment and Delivery Plan Working Document • London Borough of Harrow Open Space PPG17 Study Final Report • Harrow Economic Strategy 2023-26 • Green Flag Management Plans • All London Green Grid⁵¹ 																																																														
<p>Next Steps</p>	<p>Engage with stakeholders to understand planned green and open space strategies.</p>																																																														

⁴⁷ https://www.harrow.gov.uk/downloads/file/31727/HC_economic_strategy_06.pdf

⁴⁸ <https://www.harrow.gov.uk/planning-developments/green-grid>

⁴⁹ <https://www.harrow.gov.uk/downloads/file/23178/green-grid-project-map-2012-13>

⁵⁰ <https://www.harrow.gov.uk/environment-parks/silk-stream-flood-resilience-innovation-ssfri-project>

⁵¹ https://www.london.gov.uk/sites/default/files/algg_spg_mar2012.pdf

APPENDIX A
Internal Stakeholder Engagement

Topic	Contact
<i>Transport</i>	Laura McIntosh
<i>Energy and Utilities</i>	<i>TBC</i>
<i>Digital Connectivity</i>	David Sklair
<i>Flood Defence</i>	Michael Bradshaw
<i>Waste and Recycling</i>	<i>Frank Higgins, Jackie Barry-Pursell and Cathy Knubley (to be completed)</i>
<i>Education</i>	Raj Parmar, Kuljit Bisal, Johanna Morgan
<i>Sports and Leisure Facilities</i>	Tim Bryan
<i>Emergency Services</i>	<i>TBC</i>
<i>Health and Social Care</i>	Carole Furlong, Sebastian Baugh, Laurence Gibson
<i>Community and Cultural Facilities</i>	Sophie Linton, Mark Billington
<i>Green/Open Spaces and Biodiversity</i>	Steve Whitbread, Sally Reeves, Mark Billington
<i>Cemeteries and Crematoriums</i>	<i>Frank Higgins, Viv Evans, Cathy Knubley (to be completed)</i>