



Cabinet Agenda

Date: Thursday 16 November 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:	Portfolio:
Councillor Marilyn Ashton	Deputy Leader of the Council and Portfolio Holder for Planning & Regeneration
Councillor David Ashton	Finance & Human Resources
Councillor Stephen Greek	Performance, Communications & Customer Experience
Councillor Hitesh Karia	Children's Services
Councillor Jean Lammiman	Community & Culture
Councillor Mina Parmar	Housing
Councillor Anjana Patel	Highways, Infrastructure and Community Safety
Councillor Pritesh Patel	Adult Services & Public Health
Councillor Norman Stevenson	Business, Employment & Property

Non-Executive Members:	Role:
Councillor Thaya Idaikkadar	Non-Executive Cabinet Member
Councillor Kanti Rabadia	Non-Executive Cabinet Member
John Higgins	Non-Executive Voluntary Sector Representative Harrow Youth Parliament Representative

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

Contact: Andrew Seaman, Senior Democratic & Electoral Services Officer
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Please:

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Agenda publication date: Wednesday 8 November 2023

Public Notice

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, Monday 13 November 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, Monday 13 November 2023.]

6. Reports from the Overview and Scrutiny Committee or Sub-Committees

6.(a) Overview & Scrutiny Customer Experience scrutiny report response:
(Pages 5 - 32)

Report of the Assistant Director of Digital, Data & The Customer Experience

7. Progress on Scrutiny Projects (Pages 33 - 34)

For consideration

People

KEY 8. Annual Youth Justice Plan (Pages 35 - 106)

Report of the Director of Children's Services

Place

KEY 9. Climate & Nature Strategy 2023-2030 (Pages 107 - 252)

Report of the Corporate Director of Place.

KEY 10. Electric Vehicle Charging Strategy: Draft for approval (Pages 253 - 324)

Report of the Corporate Director of Place.

KEY 11. Harrow Long Term Transport Strategy: Draft for public consultation (To Follow)

Report of the Corporate Director of Place.

12. Any Other Urgent Business

Which cannot otherwise be dealt with.

Agenda - Part II - Nil

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 Monday 13 November 2023
Publication of decisions	Friday 17 November 2023
Deadline for Call in	5.00 pm on Friday 24 November 2023
Decisions implemented if not Called in	Saturday 25 November 2023



Report for: **Cabinet**

Date of Meeting:	16 November 2023
Subject:	Overview & Scrutiny Customer Experience scrutiny report response
Key Decision:	No
Responsible Officer:	Jonathan Milbourn (A. Director of Digital, Data & The Customer Experience)
Portfolio Holder:	Councillor Stephen Greek Portfolio Holder for Performance, Communications and Customer Experience
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	All Wards.
Enclosures:	Customer Experience Scrutiny Report (Appendix A)

Section 1 – Summary and Recommendations

This report sets out the response to the Customer Experience scrutiny response.

Recommendations: Cabinet is requested to consider the Customer Experience Scrutiny Report at Appendix A and agree the recommendations set out in Section 4 of that report.

Reason: In agreeing the recommendation, officers can work up action plans to further enhance the customer experience.

Section 2 – Report

Options considered

1. Review the recommendations of the scrutiny report and work towards improving the customer experience.
2. To reject the recommendations.

Option 1 is seen as the most beneficial as it will improve the customer experience, although Cabinet may consider accepting some of the recommendations and not others or ask officers to work up more detailed plans for some areas and bring these back for a future decision.

Current situation

In May 2022, Cabinet agreed that one of their key priorities was to put residents first and to treat both residents and businesses as valued customers. A customer experience strategy was agreed at Cabinet in July that year followed by an action plan that was signed off in December 2022.

Improving the customer experience for Harrow residents is a significant focus of this administration, and a large amount of work has been done, and continues to be done, to achieve this.

The interest from Overview and Scrutiny members on this topic is very timely, and constructive feedback is very much to be welcomed as the Council's work continues and develops.

Scrutiny agreed a scope to review progress against the Customer Experience action plan in March 2023 which focussed on the following areas:

- Provide alternative channels where required – support people to self-serve or provide an alternative means of contact for more complex issues.
- Reduce the need for contact – get things right first time and be proactive when there is a problem.
- Services are the best that they can be – ensure that services are built around the customer and identifying where the key problems are.

The approach was to experience the customer journey from end-to-end across all channels to understand how our residents interact with the Council.

The key objectives were as follows:

- To monitor the progress on more intuitive digital access for residents
- To better understand digital exclusion and those affected by it

- To ensure an improvement in the customer journey using the webpage and phone lines
- Review how services are delivered (such as the front door to Adult Social care and Council Tax) and key customer journeys (such as subscribing to Garden Waste, reporting bin issues and ordering a parking permit)
- To ensure an improvement in the council's complaints process and interaction with elected members

As part of the process, Members visited key Customer Service sites at Greenhill library and Gayton Road to observe and participate in following the cycle of a customer enquiry through to resolution.

The working party also analysed a number of data sets including the 2023 Resident Survey, customer demand by channel and customer survey responses.

The members also carried out a Challenge Panel which was designed as a way for the scrutiny group to discuss key findings from the Customer Experience review and to make recommendations for the further development of the policy.

A report outlining the findings of Scrutiny along with recommendations made was produced in September 2023 and the response to these can be found below.

RECOMMENDATION	DETAIL
<p>1. Using one site (Gayton Road) for the council service front-door instead of two (Greenhill Library and Gayton Road)</p>	<p>We acknowledge that there have been challenges in managing two different sites for customer access once the Civic Centre was closed.</p> <p>A review is underway to assess the impact of the new front door arrangements at both Gayton Road and Greenhill library.</p> <p>The Civic Centre site has been closed for over six months and in that time, we have helped over 16,000 people at Greenhill library where satisfaction rates are improving (currently at their highest of 80%)</p> <p>The design of Greenhill library was to support people with self-service however residents have told us that there is a wish for a deeper service for Council Tax and</p>

	<p>Benefits and room for more private interactions.</p> <p>Further work is underway to best define and improve the offer at Gayton road where we support our most vulnerable residents.</p> <p>We will review how we best work with the Citizens Advice Bureau who are also now based next door at Gayton Road.</p>
<p>2. Improved signage to both Greenhill Library and Gayton Road sites</p>	<p>We acknowledge that there is more work to be done in improving signage for the resident-facing offices.</p> <p>Street signage and building signage will be picked up as part of the face-to-face review.</p> <p>When moving out of the Civic Centre in Station Road, resident communication was carried out via a number of channels including:</p> <ul style="list-style-type: none"> • Two centre page spreads in the Harrow People magazine • Details on the relevant website pages • Regular messaging on the MyHarrow e-newsletter • Signage at the Civic Centre site • Through our Social Media channels <p>Any further changes will be managed through the Corporate Communications team.</p>
<p>3.A more accessible front-door service</p>	<p>Once the review of the face to face service provision has been completed, we will aim to implement any changes by the end of the 2023/24 financial year.</p> <p>Throughout 2024/25 we will look to strategically expand the face to face provision through the library network.</p> <p>We are assessing how we best support the Voluntary Sector to provide information and advice to their clients.</p> <p>Our digital channels are frequently reviewed and measured by a third party to</p>

	<p>ensure that online access is easily understood and accessed.</p> <p>The provision of telephony services is monitored to ensure that we assist those residents who cannot use our digital channels.</p>
<p>4. Better communication and engagement with the Council</p>	<p>The Customer Commitments were agreed at Cabinet on 29 June 2023 to set clear expectations to our residents of how our services should operate.</p> <p>We have reviewed our customer-facing email accounts to ensure clear messaging and consistency.</p> <p>The Council has agreed new protocols for resident consultation and engagement. It has also launched a new consultation website, MyHarrow Talk, to improve consultation with residents.</p> <p>The MyHarrow e-Newsletter is delivered to over 90,000 residents, keeping them informed.</p> <p>The Conversation Café is a relatively new initiative and discussions are in place to assess how Council services best integrate with this initiative, especially as funding has been established to continue the service into the next financial year.</p> <p>The launch of the new website in 2024 will make it easier for residents to track progress of service requests, reports and complaints.</p>
<p>5. A refined complaint process</p>	<p>The Complaints policy and process was agreed at Cabinet on 29 June 2023.</p> <ul style="list-style-type: none"> • In Q1, (April to June) 95% of complaints were responded to within timescale against a target of 90%. • In Q2 (July to September) 94% of complaints were responded to within timescale <p>The new Customer Commitments, as referenced above, set a default response time of five working days to resident</p>

	<p>queries, unless a specific service standard has been set. They also specify that residents should receive an update if their query is taking longer to answer.</p> <p>The new Member/MP process, whereby a dedicated email address was set up for each directorate, was implemented eighteen months ago.</p> <ul style="list-style-type: none">• The number of responses given within the five day target has been consistent at between 85% - 90% over the last twelve months. <p>Further monitoring and training is underway to improve the quality and frequency of response.</p>
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We are grateful to Scrutiny for their report and recommendations and look forward to working together to further improve the customer experience.

Implications of the Recommendation

Considerations

Resources, costs

A move to Gayton Road from Greenhill library will need to be costed and funding agreed.

Staffing/workforce

There will potentially be a change to the way the face-to-face service is run utilising more experienced officers at the front line. This will aid resolution at the first point of contact and improve resident satisfaction.

Ward Councillors' comments

Not Applicable

Performance Issues

There are no Performance issues associated with this report.

Environmental Implications

There are no environmental implications associated with this report

Data Protection Implications

There are no data protection implications associated with this report.

Risk Management Implications

Risks included on corporate or directorate risk register? **YES**

"Vulnerable and digitally-excluded customers cannot contact us" is included on the directorate risk register and rated at C3 (medium likelihood/moderate impact)

Separate risk register in place? **NO**

Are the relevant risks contained in the register are attached/summarised below? **NO**

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

Risk Description	Mitigations	RAG Status
The recommendations are not taken forward	<ul style="list-style-type: none">There is an existing improvement plan in place for the Customer ExperienceThere are processes in place to best resolve enquiries from Members and Customer Complaints	GREEN

Procurement Implications

There are no procurement implications associated with this report.

Legal Implications

There are no Legal implications associated with this report.

Financial Implications

A move to Gayton Road from Greenhill library will need to be costed and funding will need to be agreed.

Equalities implications / Public Sector Equality Duty

An initial equality impact assessment is underway as part of the Customer Experience programme.

Council Priorities

This report delivers the following Council priorities:

- 1. A council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

The report and action plan are designed to improve the customer experience to ensure that residents are at the heart of service delivery.

Has the Portfolio Holder(s) been consulted? Yes

Date: 3 November 2023

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed by the Chief Financial Officer

Date: 6 November 2023

Statutory Officer: Sarah Wilson

Signed on behalf of the Monitoring Officer

Date: 3 November 2023

Chief Officer: Alex Dewsnap

Signed by the Managing Director

Date: 4 November 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 6 November 2023

Head of Internal Audit & Corporate Anti-Fraud: Neale Burns

Signed by the Head of Internal Audit

Date: 6 November 2023

Mandatory Checks

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

EqlA carried out: NO

An initial equality impact assessment is underway as part of the Customer Experience programme.

Section 4 - Contact Details and Background Papers

Contact: Jonathan Milbourn,

Assistant Director for Digital, Data & The Customer Experience

jonathan.milbourn@harrow.gov.uk

020 8736 6711

Background Papers: NONE

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

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September 2023

Customer Experience

Customer Experience Scrutiny Review – Final Report

Members of the review group

Cllr Samir Sumaria – Chair (Conservative)

Cllr Rekha Shah (Labour)

Cllr Amir Moshenson (Conservative)

Cllr Graham Henson (Labour)

Cllr Chetna Halai (Conservative)

Cllr Yogesh Teli (Conservative)

Cllr Stephen Hickman (Labour)

Cllr Nicola Blackman (Conservative)

Cllr Matthew Goodwin-Freeman (Conservative)



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1 Background

At the Cabinet meeting on 24th May 2022, Cabinet agreed that one their key priority was to put residents first and treat both residents and businesses as valued customers. In practice this means ensuring that any interaction is a positive one with the Council being approachable, accessible, responsive, and informative through the best use of technology. The Council provides hundreds of different services to residents and businesses with tens of millions of interactions taking place each year and they therefore ‘*experience*’ customer service through many different routes.

1.1 Purpose of the review

- i. To investigate how we might use all the Council’s policies and strategies to help improve the customer experience through monitoring the progress of the customer experience action plan agreed at Cabinet and considering future customer needs, modern customer service delivery models and technology and the best outcomes for the Borough.



- ii. To ascertain how the council can fulfil its corporate objective of “Putting Residents First.” With the closure of the civic centre and changes in the way the council delivers services, it was necessary to develop a larger understanding of what residents require and the best way to deliver this as a council.

1.2 Objectives of the review

- To monitor the progress on more intuitive digital access for residents e.g., refined search options on webpage
- To better understand digital exclusion and those affected by it
- Review how services are delivered (*such as the front door to Adult Social care and Council Tax*) and key customer journeys (*such as subscribing to Garden Waste, reporting bin issues and ordering a parking permit*)
- To ensure an improvement in the council's complaints process and interaction with elected members
- To ensure an improvement in the customer journey using the webpage and phone lines

1.3 Scope of the review¹

- Provide alternative channels where required – support people to self-serve or provide an alternative means of contact for more complex issues.
- Reduce the need for contact – get things right first time and be proactive when there is a problem.
- Services are the best that they can be – ensure that services are built around the customer and identifying where the key problems are.

2 Methodology and Approach

Members were clear from the outset that to improve the customer experience, the customer journey across all channels and products must be understood. A focus on identifying and understanding the customer journey – the end-to-end experience that customers have with the council – was a priority.

Members therefore undertook site visits to Greenhill Library and Gayton Road – the councils new front-doors post the closure of the Civic Centre. This was to ensure that enquiries could be followed from initial point of contact (Customer Services) to other Departments. During a

¹ See full scope of the Customer Experience Scrutiny Review agreed in March 2023 in Appendix 1

site visit, Members would observe and participate in following a customer enquiry from beginning to end and see systems in action.

Site visits took place at the following departments:

- Customer Services (Greenhill Library)
- Emergency Services including Homelessness, Adults/Children Safeguarding (Gayton Road)

Members also reviewed existing data available such as:

- Residents Survey 2023
- Customer Experience Staff Survey 2023
- Greenhill Library Satisfaction Survey 2023
- Greenhill Library/Gayton Road footfall
- Webform Satisfaction Survey
- Access Harrow Call Volume
- Email Volume by Department

The members also carried out a Challenge Panel which was designed as a way for the scrutiny group to discuss key findings from the Customer Experience review and to make recommendations for the further development of the policy.

The session was attended by Jonathan Milbourn (Head of Customer Services and Business Support), Ben Jones (Head of Digital Services), Vinal Chauhan (Business Support Manager) and Cllr Stephen Greek (Portfolio Holder).

Councillors on the scrutiny review who attended the session were Cllr Samir Sumaria (Chair), Cllr Rekha Shah (Co-chair), Cllr Amir Moshenson, Cllr Yogesh Teli, Cllr Stephen Hickman, Cllr Graham Henson.

Corporate Policy Officers who attended the session were Mira Chauhan, Anthony Ilesanmi, Sudheesh Bhasi and Nahreen Matlib.

3. Customer Experience

3.1 Challenge Panel

The challenge panel was designed as a way for the scrutiny group to discuss key findings from the Customer Experience review and to make recommendations for the further development of the policy.

The objectives of this scrutiny challenge panel were to:

- Examine the efficiency of customer services through various channels.
- Further develop understanding of complaint management and its contribution to improvement of service delivery
- Make recommendations for the further development of the policy.

The Challenge Session was structured as follows:

- Welcome and Introduction by Chair (Cllr Samir Sumaria, Scrutiny Lead - Resources)
- Presentation on findings from Customer Experience Review (Mira Chauhan – Policy Officer)
- Questions and Discussion

Key Discussion Points:

For further improvement of the complaints management, it was highlighted that the council needed to:

- Find better ways of following ongoing and multi-faceted problems.
- Determine when to escalate residents' concerns.
- Ensure officers make regular contact to update residents and offer reassurance that the matter is progressing.

Suggested improvements included:

- Improved liaison with residents for all complaints (minimum contact of phone call/email). There should be a response from the council when something has changed in their case, resolved or if a certain number of days have passed and the case is still open, a response should still be sent to the customer to inform them their query is not lost, and we are still working on resolving it. Regular communication needs to be introduced from the time the council receives the query to when it has been resolved.
- Resolving simple matters ahead of target
- Measures for scoping multi-faceted issues and managing expectations.
- Measures for coordinating complex and multi-faceted issues.

3.2 Site Visits

The council aims to put the customer at the heart of everything it does. It strives to ensure that all sections of the community accessing the councils' services will experience consistently excellent customer service. The council receives contact from customers in a variety of ways for all services. Table 1 below shows the overall numbers of contacts for each method for 2021-2022 and 2022 – 2023.

Table 1

	2021 -2022	2022 – 2023	Comment
Visitors to our Offices	30,069	19,878	34 % decrease
Number of Calls received	905,250	801,492	11% decrease
Emails	78,192	73,342	6% decrease
MyHarrow Account	640,197	743,626	16% increase
Webforms	709,935	741,700	4% increase

Table 1 shows the proportion of people visiting our offices has reduced significantly (- 34%) and more customers are using MyHarrow account and webforms.

Customer Service Staff:

The first point of contact for most council services will be with a customer services officer. These officers deal with all aspects of the councils' services including:

- Providing a central call centre (Access Harrow) which deals with enquires for all services and providing a switchboard facility for services outside of Customer Services
- Manning the reception at Greenhill Library and Gayton Road
-

3.3 Greenhill Library Site Visit

Site visits to, and resident feedback on, customer services has highlighted that the first point of contact for members of the public is very professional and helpful. Staff are friendly and engaged and go out of their way to ensure enquires are handled efficiently as possible. This is highlighted below in Table 2 which shows the face-to-face satisfaction survey completed by customers who have come to Greenhill Library – with over 70% of customers having a positive experience.



Table 2

SATISFACTION	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	% Positive
Overall Satisfaction	55%	18%	5%	12%	11%	73%
Satisfied with the time taken	57%	22%	5%	7%	9%	79%
Clear how it was explained	62%	21%	5%	2%	10%	83%
Satisfied with resolution	52%	22%	10%	6%	10%	74%

It was apparent, however, that the current system does not always enable Customer Service staff to know if an issue or complaint has already been dealt with or which member of staff it has been passed to. During the site visit to Greenhill Library, members observed first-hand the difficulties with linking to other back offices. Links to the back office are poor and in most cases the Customer Service staff were only able to send an email to the relevant department with the contact details of the customer requesting for a call back. In these cases, there is no way of knowing whether this query was dealt with or not and for those departments that do not have a shared mailbox, it is difficult to determine who the nominated contact is in order to escalate queries. These aforementioned issues can cause a duplication of work and cause confusion around how an issue is being taken forward.

Table 3

GREENHILL LIBRARY	TOTAL
Council Tax/Benefit Enquiries	988
Citizenship/Registrars	50
Housing/Homeless	306
Residents/Visitors Permit/PCN	94
Payment Enquiry	22
Documents	438
Other	590
TOTAL	2488

This was particularly apparent when the queries were regarding Council Tax / Benefits which make up nearly 50% of all queries received at Greenhill Library (see Table 3). Members also witnessed that customers were coming to Greenhill Library with their Council Tax bills or letters regarding their benefits and required clarification or further explanation as to what was required from them. Unfortunately, as this is a specialist area, Customer Service staff were unable to assist customers with their queries directly and instead had to forward on the queries via email to back-office staff. Thus, resulting in the customer leaving Greenhill Library with their query unresolved.



In conjunction, members felt the space at Greenhill Library was not appropriate for private discussions with customers when dealing with confidential matters. With one desk and two computers at Greenhill Library, members felt that more than supported self-service was needed and that some residents will want and need a listening ear and more face-to-face interaction. Additionally, it was highlighted that the town centre presence is good, but security and privacy measures need to be looked at as members believed, in the current layout, you can feel very 'observed'.

Members highlighted the importance of introducing the below:

1. A dedicated officer on-site to deal with Council Tax/Benefits enquiries as they have the required knowledge to resolve any queries first-hand. This would ensure customers leave Greenhill Library with their query resolved whilst reducing the need for customers to return or to escalate the issue in case of a non-response.
2. A more appropriate space for Customer Service staff to deal with customer queries. It was noted that the area is very small and there is no sufficient/private space for discussions with customers and that when a queue does build up, there is no appropriate waiting area (only 2 chairs) and that the queue then blocks the staircase to the 1st floor of the library.

3.4 Gayton Road Site Visit

Gayton Road is the emergency front door for Housing and Social Services. During the site visits, members felt that the space at Gayton Road was more appropriate compared to Greenhill Library. Gayton Road has a waiting area for customers, appropriate desk space for three Customer Service Officers on-site, private, and confidential booths for discussions with customers, a security presence, and a back-office for officers to work from. However, members felt the building was not being used to its full potential. There was adequate space to deliver a reception service and yet the building was empty on the many occasions that it was visited. Members raised the question around whether Gayton Road would be a more appropriate venue to host the boroughs front-door service.

In addition, members raised the issue that there was inadequate signage to Gayton Road, and it was more difficult to find if you did not know the area very well. In addition to this, members witnessed customers having trouble with knowing which front-door site to visit for their particular query which caused a lot of back and forth as customers were sent from Greenhill Library to Gayton Road or vice versa. Members highlighted the potential issues and frustrations this can cause customers especially those with vulnerabilities.

Members highlighted the importance of introducing the below:

1. Improved signage in the town centre to direct customers to the correct building for their query. At present, there are no signs in the town centre directing customers to Greenhill Library or Gayton road. With both sites being newly built in the borough, it is imperative that better signage is introduced within Harrow Town Centre.
2. A review of the services offered at both Greenhill Library and Gayton Road and whether both sites are necessary and whether there is potential for one location to act as a front-door for customers.

3.5 Residents Survey

Between 30th January to 11th March 2023 a resident's survey was conducted using a stratified random sample of Harrow Residents. The aim was to understand resident's priorities and concerns. The survey gives a general overview of how residents perceive the council and its services and is a fundamental part of the customer service review due to the nature of the customer interaction:

Key Results:

- The residents survey of 2023 conducted by partners MEL Research showed that satisfaction with the council over time is increasingly positive with a figure of 60% in March of 2023
- Six in ten (60%) are satisfied with how Harrow Council runs things, compared to 23% who are dissatisfied. In July 2017, 49% were satisfied.
- The most commonly provided suggestions related to the maintenance / repairs of public facilities such as roads, potholes and tree trimming (17%), followed by cleaning streets (13%). 9% would like better communication.
- The most common method by which residents receive information about the Council's services is the Harrow Council website, although this is more commonly used by residents aged 25 to 44, and less used among those aged 65+. Leaflets/letters through the door, Harrow People magazine and MyHarrow email newsletter are the next most commonly cited methods.

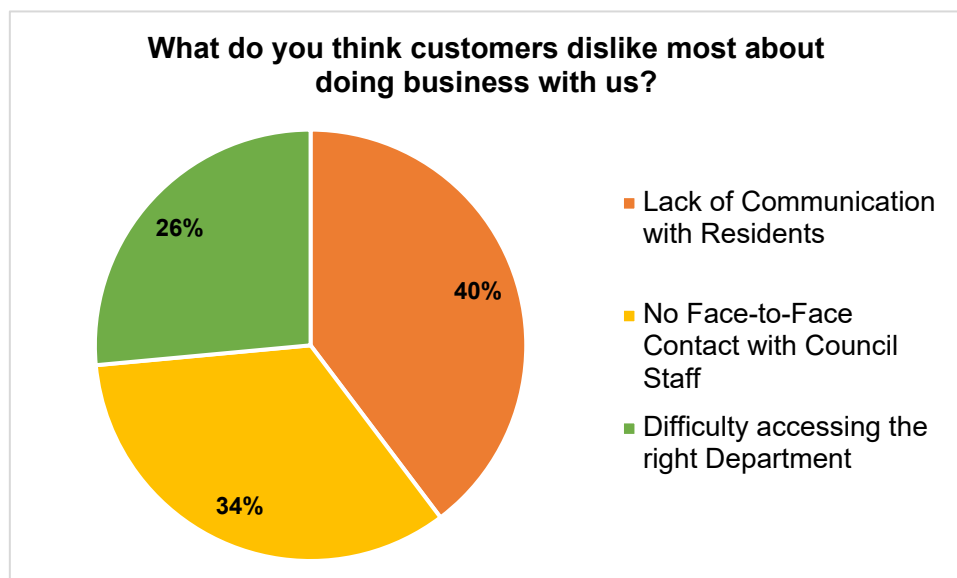
The Councillors highlighted that the Council team have won a number of awards for their migration of services to online, with other councils coming to Harrow to learn what works well. The Customer Services team are delivering an award-winning service through online channels with most transactions with residents now taking place electronically.

Overall, the results of the resident’s survey indicate a strong level of customer satisfaction across the borough. However, it is important to note that this survey was conducted before the formal closing of the civic centre, this margin of error should be considered when looking at overall satisfaction and communication rates in the borough.

3.6 Staff Satisfaction Survey

A staff satisfaction survey was circulated to 131 members of staff within Customer Services and Business Support area of the council. These members of staff are all customer facing. Staff were asked what they think customers disliked most about doing business with the council, and similar to the response received in the resident’s survey, staff believed it was a lack of communication (see table 4). Staff also highlighted that residents require more face-to-face contact with the council.

Table 4



Members highlighted the following:

- With both the residents survey and staff survey highlighting the issue of ‘communication’, there needs to be a further assessment into the councils’ current methods of engagement with the residents of Harrow and potentially alternative methods of outreach. An example could be introducing a ‘conversation café’ mobile front door to reach communities that do not easily engage.



4. Conclusion and Recommendations

Participants of the challenge panel agreed with the necessity and importance of effective and efficient customer services to ensure customer satisfaction and accessibility. Front facing customer services was a main discussion point that was discussed at length and formed a large part of the customer experience conversation. Digital exclusion was also discussed for residents that struggle with internet access or usage and how the council can alleviate this using an array of accessibility measures. Despite the discussion on face-to-face services, there is still a strong sentiment amongst members to continue to invest in the borough's digital services.

4.1 Using one site for council services instead of two.

Members of the session questioned the use of two sites and if it is viable for council services to be amalgamated into one central site for all borough functions. This recommendation comes as a cost saving measure which ideally can be used to support council services further. Amalgamating all services to one site also helps with accessibility for residents, by having a central site for residents, this alleviates issues of finding the right location or knowing the right site to go to for your query. However, it is necessary to ascertain the short- and long-term consequences for this recommendation and if there is a positive effect for residents given this measure.

Also, it is recommended that at the central site there is a dedicated officer on-site to deal with Council Tax/Benefits enquiries as they have the required knowledge to resolve any queries first-hand. This would ensure customers leave Greenhill Library with their query resolved whilst reducing the need for customers to return or to escalate the issue in case of a non-response.

4.2 Improved signage to sites

An alternative to amalgamating the site may be a simple decision to improve signage in the local area so that residents can properly differentiate between the locations. This will attempt to improve the accessibility of the area and help residents make better informed decisions about the sites they are visiting to avoid disappointment. Additionally, to better signpost to Gayton Road across the website and electronic communication with residents.

4.3 Accessibility

Although Greenhill Library's central location is great. In addition to front door, the introduction of a moving support service at different libraries i.e., different libraries in different parts of the

borough on different days which could provide an alternative face-to-face service for residents who may be digitally excluded and have accessibility issues.

4.4 Better communication and engagement to the council

Ensure communication about the new front door sites are robust. The website still carries old information on procedures as well as outdated information on departments and relevant officers to contact.

Additionally, to introduce 'Conversation café' style programmes and other outreach events that target communities who are hard-to-reach.

4.5 Refined complaints process

Improved liaison with residents for all complaints (minimum contact of phone call/email). There should be a response from the council when something has changed in their case, resolved or if a certain number of days have passed and the case is still open. A response should be sent to the customer to inform them their query is not lost, and that we are still working on resolving it. Regular communication needs to be introduced from the time the council receives the query to when it has been resolved.

Appendix 1 – Customer Experience Scope as agreed in March 2023



	SUBJECT	SCRUTINY REVIEW ON CUSTOMER EXPERIENCE
	COMMITTEE	Overview & Scrutiny
	CHALLENGE PANEL MEMBERS	Cllr Sumaria – Chair (Conservative) Cllr Shah (Labour) Cllr Moshenson (Conservative) Cllr Henson (Labour) Cllr Halai (Conservative) Cllr Teli (Conservative) Cllr Hickman (Labour) Cllr Blackman (Conservative) Cllr Goodwin-Freeman (Conservative)
	AIMS/ OBJECTIVES/ OUTCOMES	Aim The purpose of the review is to investigate how we might use all of the Council’s policies and strategies to help improve the customer experience through monitoring the progress of the customer experience action plan agreed at Cabinet and considering future customer needs, modern customer service delivery models and technology and the best outcomes for the Borough. Objectives: To monitor the progress on more intuitive digital access for residents e.g., refined search options on webpage



		<p>To better understand digital exclusion and those affected by it</p> <p>Review how services are delivered as a whole (<i>such as the front door to Adult Social care and Council Tax</i>) and key customer journeys (<i>such as subscribing to Garden Waste, reporting bin issues and ordering a parking permit</i>)</p> <p>To ensure an improvement in the council's complaints process and interaction with elected members</p> <p>To ensure an improvement in the customer journey using the webpage and phone lines</p>
	MEASURES OF SUCCESS OF REVIEW	Better customer experience, as measured by resident satisfaction, fewer failure demand contacts, increased ratings for services
	SCOPE	<p>The following areas will be in scope of the review:</p> <p>Provide alternative channels where required – support people to self-serve or provide an alternative means of contact for more complex issues</p> <p>Reduce the need for contact – get things right first time and be proactive when there is a problem.</p> <p>Services are the best that they can be – ensure that services are built around the customer and identifying where the key problems are</p>
	SERVICE PRIORITIES	<p>Choose from the following:</p> <p>A council that puts residents first</p> <p>A borough that is clean and safe</p> <p>A place where those in need are supported</p>
	SPONSOR	Shumaila Dar



	ACCOUNTABLE MANAGER	Rachel Gapp
	SUPPORT OFFICER	Jonathan Milbourn
	ADMINISTRATIVE SUPPORT	Mira Chauhan - Policy Team.
	EXTERNAL INPUT	N/A
	METHODOLOGY	<p>Desktop Research (system driven vs resident data)</p> <p>Residents Survey – telephone consultation</p> <p>Challenge Panel with Customer Service and Business Support owners</p> <p>Online Consultation via social media</p> <p>Resident Consultation</p> <p>Partner Consultation</p> <p>NB: The Challenge Panel can use outcomes from Peer Review which is due to take place</p>
	EQUALITY IMPLICATIONS	The Challenge Panels will consider, during the course of its work, how equality implications have been considered in current policy and practice and consider the possible implications of any changes it recommends. In undertaking the Challenge Panels, members and officers will consider their practices and how it can ensure all relevant stakeholders in the borough to have their voices heard.



	ASSUMPTIONS/ CONSTRAINTS	N/A
	TIMESCALE	<p>9th February 2023 – O&S meeting and sign-off</p> <p>February – First scrutiny review group meeting</p> <p>February – Officers prepare Desk Research</p> <p>March – Online Consultation</p> <p>March/April – Challenge Panels</p> <p>April – Officers to prepare final draft Scrutiny Report</p> <p>May – Report to be sent to members for comments</p> <p>May – Final report to be send to members</p> <p>Overview & Scrutiny Committee</p> <p>May – Legal clearance of Scrutiny Report</p> <p>May - Final Scrutiny Report submitted to O&S</p> <p>June 2023 (date tba) – Final Scrutiny Report presented to O&S</p> <p>Option 1 – June Cabinet</p>



		<p>May – Legal Clearance</p> <p>May – Cabinet briefing papers dispatched</p> <p>May – Report deadline</p> <p>June (date tba) – Cabinet briefing</p> <p>June (date tba) - Final deadline for Scrutiny Report</p> <p>June (date tba) – Final Scrutiny Report presented at Cabinet</p>
	RESOURCE COMMITMENTS	<p>Policy team will provide a briefing and administrative support to the Challenge Panels. The Policy team will report recommendations to O&S; officers from the appropriate Service Area will provide a response to Cabinet and take forward any recommendations agreed by Cabinet.</p>
	REPORT AUTHOR	<p>Mira Chauhan</p>
	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <p>The relevant Divisional Director(s) and Portfolio Holder(s) will be consulted in the drafting of the final report and recommendations</p> <p>Report to Overview and Scrutiny Committee</p> <p>Report referred to Cabinet</p> <p>Officer response to Cabinet</p>
	FOLLOW UP ARRANGEMENTS (proposals)	<p>It is anticipated that Cabinet would consider any recommendations made (alongside the officers' response) at the Cabinet meeting in [insert month] and responded to in [insert month].</p>



PROGRESS ON SCRUTINY PROJECTS

Review	Methodology	Type of report	Expected date for report to Cabinet	Comments
North West London Joint Overview & Scrutiny Committee (JHOSC)	Joint Committee	Update reports provided to Health & Social Care sub committee (for information)	As required	<p>The North West London (NWL) JHOSC last met on 12th September 2023. Key agenda items included the NWL adult community-based specialist palliative and end-of-life care review programme; Consultation Proposal on the Future of the Gordon Hospital; and the NWL Mental Health Strategy. The next JHOSC meeting is on 5th December 2023.</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 Health Sub, is Harrow’s member on the JHOSC.</p>
Customer Experience	Review	Report to September O&S and Cabinet thereafter	October 2023	Customer Experience Scrutiny Report Reference was received at October Cabinet, and it was agreed that a response report from the Executive be presented to Cabinet on 16 November.

Contact: Nahreen Matlib, Senior Policy Officer

Email: nahreen.matlib@harrow.gov.uk

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Report for: Cabinet

Date of Meeting:	16 November 2023
Subject:	Annual Youth Justice Plan
Key Decision:	Yes, the decision is significant in terms of its effects on communities living across all the wards of the borough.
Responsible Officer:	Parmjit Chahal – Director of Children’s Services
Portfolio Holder:	Cllr Hitesh Karia - Portfolio Holder for Children’s Services
Exempt:	No
Decision subject to Call-in:	No, as the decision is reserved to Council.
Wards affected:	All wards
Enclosures:	Appendix 1 - “The Harrow Youth Justice Plan 2023-24 Update” Appendix 2 - Equalities Impact Assessment Appendix 3 – Reference from Overview and Scrutiny Committee, 7 November 2023 (To Follow)

Section 1 – Summary and Recommendations

This report sets out how the Harrow Youth Justice Partnership establishes a team and system compliant with Section 39 of the Crime & Disorder Act 1998 to coordinate effective provision of Youth Justice Services in Harrow and provides the annual Youth Justice Plan for approval by Council.

Recommendations:

Cabinet is requested to recommend to Council that the Harrow Youth Justice Plan be approved.

Reason:

The establishment of a Youth Justice Service is a statutory requirement (under the Crime and Disorder Act 1998). There are certain partners who must form part of the Multi-Disciplinary Team including Police, Probation, Education, Health and Social Work and others may form part of the team and partnership governing Board (in Harrow this is the Youth Justice Partnership [Management Board] which also reports to the Safer Harrow (Community Safety Partnership)). Under the Crime and Disorder Act 1998 the authority is also required to produce (and implement) a Plan (Youth Justice Plan), and this Plan must be approved by Council.

Section 2 – Report

Introductory paragraph

The Annual Harrow Youth Justice Plan outlines how the Harrow Youth Justice Partnership Board establishes a service, a strategy and a system which aims to keep residents safe and supports children from becoming involved (or further involved) within the Criminal Justice System. Children who commit crimes or antisocial behaviour or are at risk or vulnerable to being exploited into committing crime through the organised activity of others come to notice either through early identification (for example by arrest and release with or without bail, charge or conditions) or as a result of admitting or being found guilty through a Court of a criminal offence. Children who are subject to Court Orders will be ordered to comply with a Youth Justice Service who will carry out a child first focused person centred assessment of needs. Such assessment will be psychologically informed, trying to get to an understanding of the underlying reasons for offending behaviours. An intervention plan will then be devised to address these reasons. This may include trying to reduce vulnerabilities such as poor educational attainment, misuse of substances, poor mental and emotional health, poor physical health and the negative impact of poverty. As such the Youth Justice System is focused on much more than only stopping offending behaviour, although that is of course a key indicator of success. The system is also focused on generational improvement in life chances of young people who are at risk. In addition, a restorative approach is taken towards both victims and perpetrators of crimes. Our system encourages, where safe to do so and victims agree, for perpetrators to attempt to make direct or indirect amends towards victims. We also support victims independently to recover from the adverse impact of

crimes against them. However, we often find that perpetrators have been victims and the line is not always clear.

By the council understanding the system and approving the priorities and resources required to support these as outlined in the annual Youth Justice Plan the council are assuring residents of its intention and commitment to keep them safe from crime while at the same time supporting its vulnerable younger residents and their families from becoming involved in the negative impact of crime and the negative impacts of the criminal justice system.

Options considered

Establishing a Youth Justice System and the core composition of the professionals which must take part in such a system is a statutory requirement. (Section 39 Crime and Disorder Act 1998). It is also a requirement to produce and Annual Youth Justice Plan.

The priorities established are a matter of local discretion based on data reflecting types of reported crimes committed as well as local intelligence regarding what crimes may be being committed and which young people are at risk of committing them even though they are not at this point subject to a formal finding or admission of guilt.

The level of prevention and early intervention work is a judgement based on available resources and the ability to understand if prevention work is actually working. As by its nature one cannot report on prevention apart from through extrapolation of what was expected to happen but did not. Our data shows that our levels of reoffending (specifically the amount people committing reoffences) is decreasing overall. However, the overall smaller cohort are a more complex and entrenched group and the number of re-offences they commit reflects this.

Currently the service is mainly established on the basis of addressing the reported and admitted levels of crime. However, the service has awarded a small grant of around £50K per year starting in Autumn 2023 (until end of March 2025) specifically to address children who have only been arrested once and not been otherwise involved in the criminal justice system to work with them so they do not get arrested or otherwise involved in the criminal justice system. From next year (April 2024) it may be an option to attempt to shift the resourcing towards this specific cohort of children to further reduce inequalities and support those children further in need to reduce their vulnerability to being involved in the criminal justice system.

However, for now there are no specific alternative options, and the Youth Justice Plan needs to be approved by Council for implementation, and this is the expectation of the Youth Justice Board who provide the grant money.

Background

The attached Harrow Annual Youth Justice Plan 2023-24 outlines the current situation, the resources and staffing arrangements. No change is currently being sought but oversight and approval of the current priorities and

arrangements for meeting the statutory duties outlined in Section 39 Crime and Disorder Act 1998 are being recommended.

Ward Councillors' comments n/a

Performance Issues

Relevant key performance data is reported to the Partnership Management Board and the national Youth Justice Board (YJB) on a quarterly basis. The current organisational arrangement shows that a good level of service provision is in place. If the priorities or available resourcing was to be substantially amended it is possible that our performance would be negatively impacted. This could impact on the YJB's decision to award their annual grant funding of around £250K.

Environmental Implications

The arrangements for establishing a service and partnership arrangement for governance and strategy have a minimal impact on the environment. The Governance Board meets quarterly mostly using Teams technology though there are occasional in person meetings which have a moderate impact if attendees choose to drive to these. The service itself involves meeting with Young People in various settings including at their residences, in secure locations such as Police Stations and Prisons and in community settings such as Youth centres and other community venues including schools. The environmental impact of such meetings is minimal though for some visits to young people placed in secure settings many miles away travel arrangements need to be made.

Data Protection Implications

Data generated as a result of establishing these Youth Justice Systems is done so as part of a public task and legal obligation and this provides the legal basis for the data processing of relevant data. Work with those at risk of offending is carried out by consent. The legal basis of such data processing is outlined in the Children's Services privacy notices on the Harrow Website.

Risk Management Implications

The risk of Council not approving this year's annual plan is that the document will not be seen as in a state of readiness by the Youth Justice Board. The impact of this would be substantial as may have a **high likelihood and critical impact** of reviewing their grant funding of around £250K per year. It may also raise a question to the relevant statutory inspection body to consider bringing forward an inspection which would be a **medium likelihood and moderate impact risk**.

Risks included on corporate or directorate risk register? **Yes**

Separate risk register in place? **No**

The relevant risks are summarised below.

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

Risk Description	Mitigations	RAG Status
If the report's recommendations for the Plan to approved by Council are not agreed, a statutory and compulsory inspection of Youth Justice Services in Harrow may be precipitated and brought forward again representing a further risk to the Council	<ul style="list-style-type: none"> • Agreement to the report's recommendations if given will mitigate this risk downwards from amber to green 	AMBER
Responsibilities for reporting of the delivery of the 2023/24 Plan are should be clarified	<ul style="list-style-type: none"> • Performance against 9 Key indicators are set to be reported to the National Youth Justice Board from Sept 2023. Once started to be reported this will mitigate the risk downwards towards Green 	AMBER
The consultation with users of the service in the strategic agreement of priorities and design of the plan is insufficient	<ul style="list-style-type: none"> • There is a part of the service plan and work of the local Board to include the views of children directly impacted by the YJ Service in it's future strategy and direction. This would mitigate the risk downwards towards Green. 	AMBER

Procurement Implications

"There are no procurement implications arising from the recommendation set out in this report".

Legal Implications

Maintaining a set of partnership arrangements to provide suitable Youth Justice Services for Harrow is a statutory requirement under section 39 Crime and Disorder Act 1998. Under section 40 of the Act, the authority must, after consultation with the relevant partner agencies, formulate and implement an annual Youth Justice Plan setting out how youth justice services in the area are to be provided and funded, and how the youth offending team(s) established by them are to be composed and funded, how they will operate and what functions they will carry out.

Local authorities have a statutory duty to submit the annual youth justice plan to the Youth Justice Board.

The Youth Justice Plan must be signed off by full Council in accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, and the Council's Constitution. If this has not taken place before 30 June (2023), the statutory guidance still allows the plan to be submitted to the Youth Justice Board (subject to conditions) in order that the Youth Justice Grant payment can be made in time.

Financial Implications

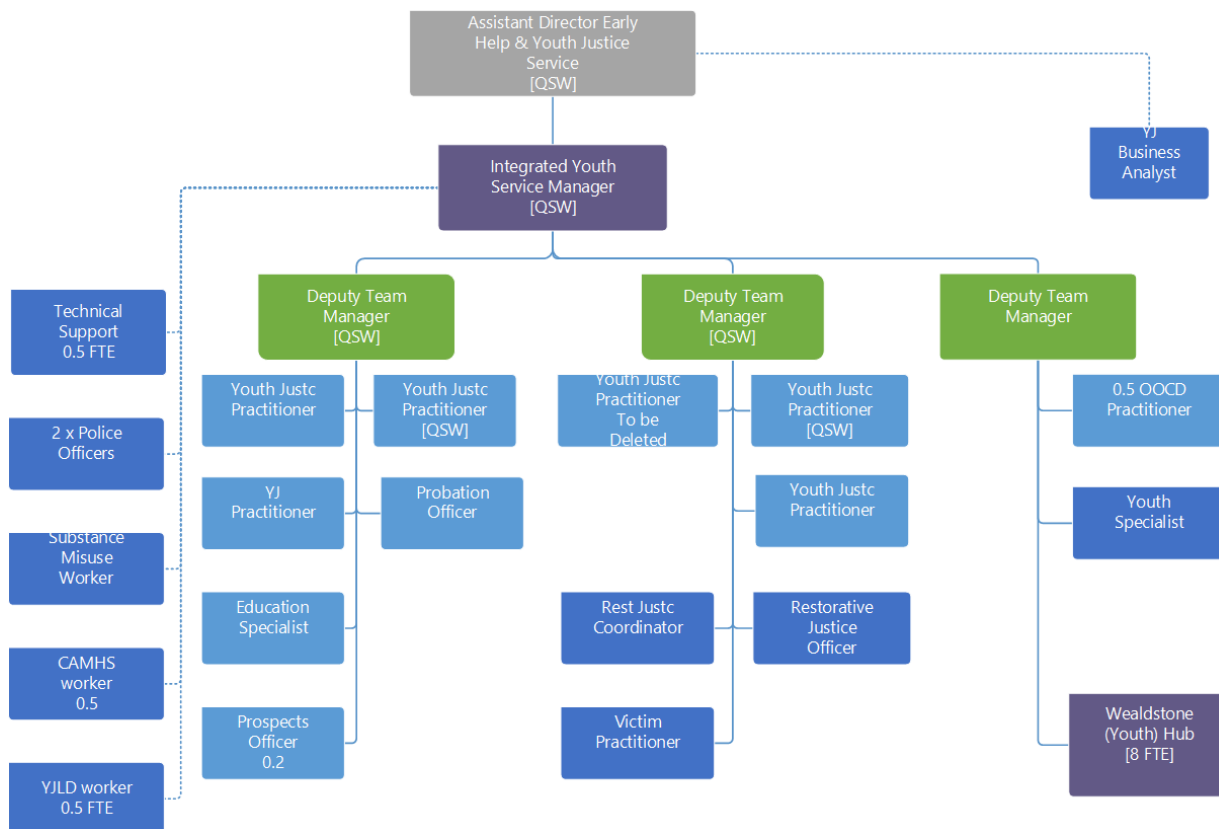
- The table below shows the income and expenditure of the Harrow YJS for 2022-23

INCOME	Youth Justice Board	Local Authority	Police	Probation	Health	Total
Cash	£257,636	£801,387		£5,000		£1,064,023
In-kind			£100,134	£31,709	£33,272	£165,115
Total income	£257,636	£801,387	£100,134	£36,709	£33,272	£1,229,138

-

EXPENDITURE	Youth Justice Board	Local Authority	Police	Probation	Health	Total
Salaries	£219,394	£686,692	£100,134	£31,709	£33,272	£1,071,201
Activity costs	£6,031	£13,877		£5,000		£24,908
Accommodation	£0	£0				£0
Overheads	£32,211	£100,818				£133,029
Equipment	£0	£0				£0
Total expenditure	£257,636	£801,387	£100,134	£36,709	£33,272	£1,229,138

- Funding from the Youth Justice Board is provided through an annual grant managed by the Council. Funding from the Police, Probation Service and Health are provided in-kind.
- The make up of the Harrow YJS is shown in the structure chart below



- In addition to the budgets listed above, specific grants may be bid for from time to time but these will not impact on the funding for the existing established service as they will have additional specific outcome goals.
- All activities within the Youth Justice Plan will be managed within existing budgets

Equalities implications / Public Sector Equality Duty

The Annual Youth Justice Plan does specifically address recognising the disproportionate over representation of Black Caribbean Young men within the Criminal Justice System as a whole and within London and indeed within Harrow. One of the priorities in the plan is to attempt to find ways to seek to address this disproportionality through a three pronged approach of a) supporting the directly impacted young people, b) ensuring all YJS staff are suitably professionally supported to recognise the impact of unconscious bias and c) challenging any direct or indirect forms of discrimination amongst our partner organisations and across Harrow if we ever encounter it.

The EQIA therefore concluded that there is no negative impact to mitigate against. The EQIA is attached as an appendix

Council Priorities

Please identify how the decision sought delivers this priority.

- 1. A council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

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By the council understanding the system and approving the priorities and resources required to support these as outlined in the annual Youth Justice Plan the council are assuring residents of it's intention and commitment to keep them safe from crime while at the same time supporting it's vulnerable younger residents and their families from becoming involved in the negative impact of crime and the negative impacts of the criminal justice system.

The priorities in the annual youth justice plan are a matter of local discretion based on data reflecting types of reported crimes committed as well as local intelligence regarding what crimes may be being committed and which young people are at risk of committing them even though they are not at this point subject to a formal finding or admission of guilt.

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Section 3 - Statutory Officer Clearance

Statutory Officer: Jo Frost

Signed on behalf the Chief Financial Officer

Date: 20 September 2023

Statutory Officer: Paresh Mehta

Signed on behalf of the Monitoring Officer

Date: 8 November 2023

Director of Children's Services: Parmjit Chahal

Signed on behalf of the Corporate Director

Date: 6 November 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 20 September 2023

Head of Internal Audit: Neale Burns

Signed on behalf of the Head of Internal Audit

Date: 21 September 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

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

EqlA carried out: YES

EqlA cleared by: Jennifer Rock

Date: 27 September 2023, further enhanced with additional specific data on 19/10/2023

Section 4 - Contact Details and Background Papers

Contact:

Mark Scanlon

Assistant Director for Youth Justice and Early Help

07860 828861 / mark.scanlon@harrow.gov.uk

Background Papers:

- Section 39 of the Crime and Disorder Act 1998 (linked as follows:

<https://www.legislation.gov.uk/ukpga/1998/37/section/39>

Call-in waived by the Chair of Overview and Scrutiny Committee

NO

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Harrow Youth Justice Plan

2022-24 [Updated May-June 2023]



Youth justice plan structure

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1. Introduction, vision and strategy

- Harrow endorse the vision of the Youth Justice Board. As such what follows aligns closely with the YJB's own vision statement for 2021-4.
- Harrow's Youth Justice Partnership's vision is for a youth justice system that treats children as children. This vision lies at the heart of who we are and what we stand for as a partnership.
- As adults, we have a moral responsibility to protect children in our society from all harms that might hinder their growth and their ability to realise their potential. If we fail in this responsibility, children will almost inevitably fail to thrive.
- In some cases, they may be drawn towards, coerced, or exploited towards negative influences and behaviours to feel self-worth and value. In such circumstances, contact with the youth justice system, the subsequent impact upon their sense of self, and the stigmatisation that follows will all hinder their ability to constructively move forwards.
- Harrow Youth Justice Partnership want to break this cycle. We want to make sure that wherever possible, children are prevented from having contact with the youth justice system.
- In cases where contact is unavoidable, any interventions that are deployed create constructive opportunities for children to realise their potential. This will benefit both the child as an individual, and society.
- Evidence tells us that this works in preventing offending and reoffending¹. This is our core principle and what we regard as a Child First approach.
- The Harrow Youth Justice Partnership aims to ensure that the whole of the local youth justice sector can respond to children's differing levels of vulnerability and need to ensure less contact occurs with the system.
- Our vision calls for a systemic response to meet this challenge, where the all organisations contributing to the Harrow Youth Justice Partnership operate according to the following Child First approach as follows:
 1. Prioritise the best interests of children, recognising their particular needs, capacities, rights and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.
 2. Promote children's individual strengths and capacities to develop their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.
 3. Encourage children's active participation, engagement and wider social inclusion. All work is a meaningful collaboration with children and their carers (including "corporate parents") and carried out with respect, kindness, empathy, to help keep children safe, informed and provided with positive opportunities.
 4. Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

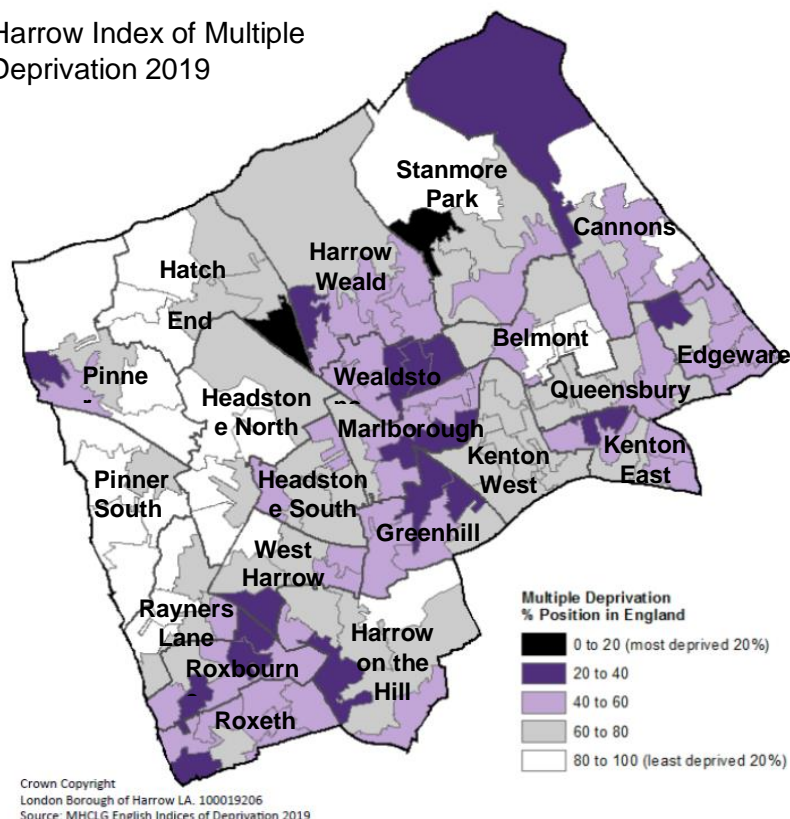
¹ For example, in relation to resettlement from custody, see <http://www.beyondyouthcustody.net/>

2. Local context

1. Borough profiles (including proportionality) (Data from June 2022)

- i. Approximately 59,375 CYP under 18 (24% of population)
- ii. Approximately 6,500 in "deprived" households (IDACI*), focused on Wealdstone, Marlborough, Roxbourne. ***The Income Deprivation Affecting Children Index**
- iii. 12% Primary Free School Meals (FSM), 16% Secondaries FSM
- iv. 84% of all children are from minority ethnic groups: Indian (25%), White British (16%), Other Asian (16%). 90% of school population other than White British
- v. EAL: 64% Primaries, 60% Secondaries
- vi. SEN: 4829 pupils (Jan 2020); including 1202 EHCPs

Harrow Index of Multiple Deprivation 2019



2. Children's Services Profiles

- i. Referrals: 470/10,000; 5% with NFA; 446 go to assessment; 93% complete in 45 days
- ii. 547 Child Protection enquiries, rising (257/10,000)
- iii. 91% of Initial Child Protection (CP) Conference go to a CP Plan (CPP). Almost none on a plan after 24 months
- iv. CPP Numbers: increasing as complexity of cases increases. More Violence Vulnerability Exploitation (VVE) involving Child Criminal Exploitation (CCE) and Child Sexual Exploitation (CSE).
- v. Looked After Children (LAC) decreases have enabled investment in VVE and adolescent safeguarding
- vi. Disproportionality noticed and being addressed in series of plans

3. Child First

See children as children: Prioritise the best interests of children, recognising their particular needs, capacities, rights, and potential. All work is child-focused, developmentally informed, acknowledges structural barriers and meets responsibilities towards children.

- Harrow have ensured staff are developed in a psychologically informed approach. This has included training in Forensic Case Formulation, Trauma Informed Approaches, Adverse Childhood experiences, identifying strengths by adopting a Strengths Based approach. We are maintaining development of staff, management and leadership. Children receive high quality assessments within the service which consider their needs and their contexts. We work very closely with social work teams to ensure a holistic assessment of the entire family. Screening takes place of all children for emotional and wellbeing issues and staff are trained in identifying needs for Early Support. The Youth Justice Service (YJS) is a part of the Children's Early Help Service so integrated with the universal and targeted Youth Offer.
- Workers are skilled and knowledgeable about child development and developmental milestones and all will seek suitable referral and signposting as required whether about learning style of family need. Where capacity impairments are identified, suitable support will be sought to support these children. As a service we have promoted the idea of a Child First approach. There were challenges from some partner agencies in implementing the Turning Point delayed prosecution model as others did not appear to be Child First oriented. YJS staff were keen to support partners learning in this area which I see as a testament to the approach being embedded in the YJS staff ethos.

Develop pro-social identity for positive child outcomes: Promote children's individual strengths and capacities as a means of developing their pro-social identity for sustainable desistance, leading to safer communities and fewer victims. All work is constructive and future-focused, built on supportive relationships that empower children to fulfil their potential and make positive contributions to society.

- Being integrated within the Early Help Service area, the YJS benefits from seamless pathways into Youth Offer provision including positive individual (such as gym work) and group activities (such as youth club, music production, sports) and targeted support such as mental toughness and resilience training programmes and leadership programmes. Early Help staff are trained and supported by the systems in use to identify strengths and work with young people on goals they identify for themselves. We find that consistently, using our impact measures that there is a positive movement in all the young people we work with.
- Children who have additional vulnerabilities, say for example NEET, receive tailored support from our education worker and linked careers guidance service offer. They will also receive swift support from substance harm minimisation services, counselling and access to offers within the voluntary sector (such as the premier league sponsored Chances Programme) which directly offers to work with young people at risk of offending and reoffending.

Collaboration with children: Encourage children's active participation, engagement, and wider social inclusion. All work is a meaningful collaboration with children and their carers

- From support following arrest, through the processes of support at Court, assessment, intervention and review all our work seeks to actively engage the children and families we work with. With input from some of our children, we have developed child friendly version of our intervention plan which families say is much easier to input to and refer to. We use child and family questionnaires to gauge how much involved they felt during the intervention. We developed mobile telephone links to our simple on line surveys.
- Throughout the process of assessment practice evaluations regularly find high levels of high quality involvements with children. For example understanding the trauma of a UASC's journey to Harrow. This extends into interventions where workers go the extra mile to ensure children are engaged, for example during lockdown even mirroring children on video calls to bake cakes together. Through this high quality relationship based work the team enable trusting relationships to be formed and this leads to high quality assessments and intervention plans.
- Practice evaluation and systemic review has identified that as a service we need to extend this collaborative approach into the review process more consistently and this is an action on our improvement planning. Nevertheless, overall we provide a highly tailored and high quality participative service to the children and young people we work with.

Promote diversion: Promote a childhood removed from the justice system, using pre-emptive prevention, diversion, and minimal intervention. All work minimises criminogenic stigma from contact with the system.

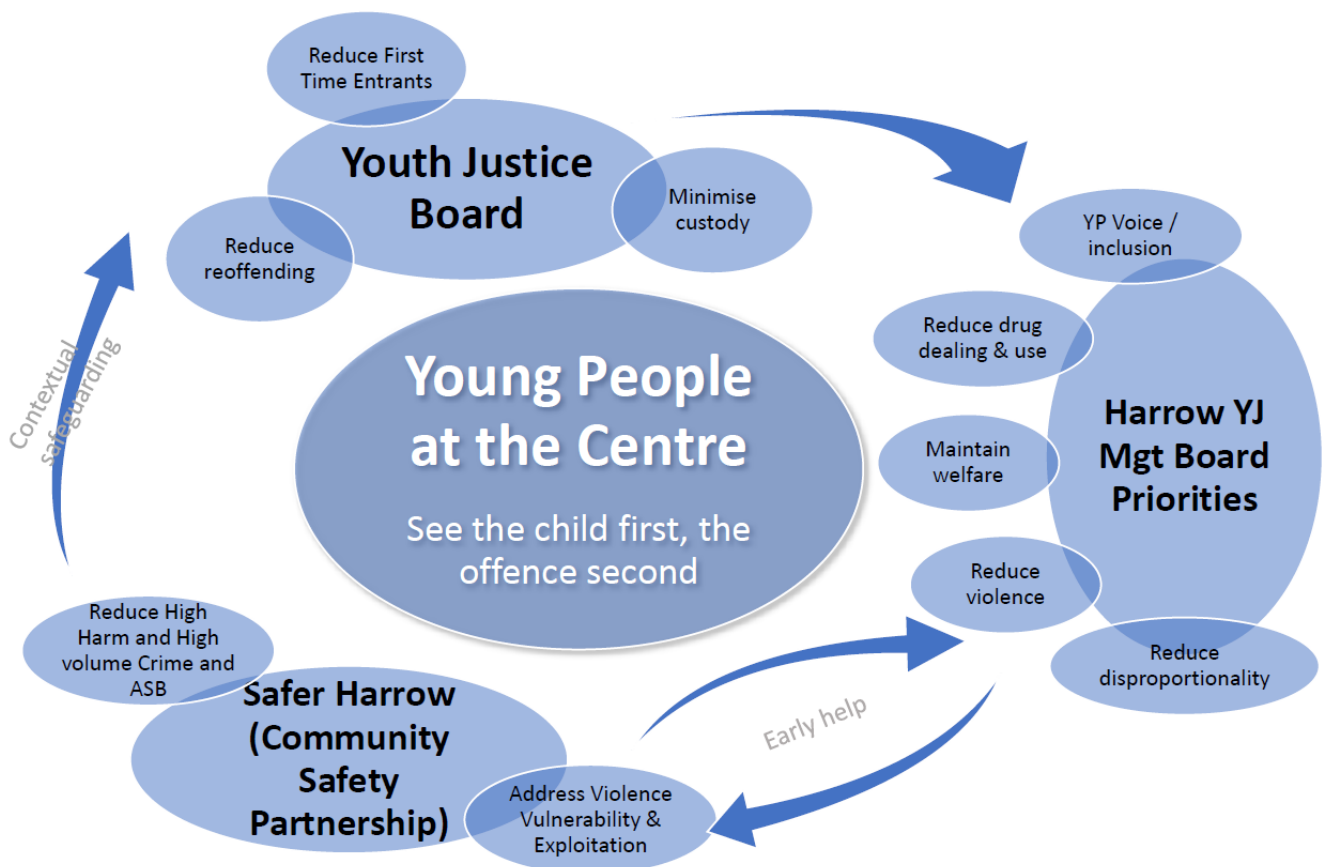
- In addition to our Youth Justice, Liaison and Diversion worker who is embedded within the team (although has recently moved to another role so we are recruiting again) we also benefit from having an integrated Youth Justice and Youth Offer management structure and delivery service. Children, within the service automatically benefit from an introduction to our Youth Offer and certainly at the formal end of an intervention are usually signposted over to the universal or targeted Youth Support Offer.
- Harrow took part in the deferred prosecution Pilot known as Turning Point which enabled children who did not want to admit guilt to still be eligible for non-prosecution route. Preliminary findings from the research team which includes oversight from the University of Cambridge have showed significant decreases in rearrest and charging rates. The success is also having a positive impact on over-represented cohorts of children (particularly young Black adolescent males). Language issues aside these results show immensely positive outcomes for young people made possible by the courageous leadership within the partnership.
- Harrow have employed a specialist Intensive Youth Support Officer
- Harrow are in the process of recruiting to Project Engage (Youth Work within Custody) and the Turnaround Programme (ongoing Youth Work to Young People at risk of involvement with the Criminal Justice System).
- We have also taken steps to ensure all street issued RJ are also referred to us by police so that additional early support can be offered to these children and their families.

4. Voice of the child

- The Youth Justice Service in Harrow work in close partnership to gather the views of children and their families. Throughout the process of assessment and intervention planning, the views of children we are working with is central to the work. Staff are skilled in developing rapport with children and maintaining a reliable trusting professional relationship with the children and families they work with. They gather the views of family members using the self-questionnaires within the asset and as part of building family friendly intervention plans and via inclusion in reviews. The family Friendly "My Plan" was developed by practitioners in consultation with their children.
- In 2021, we also launched our first mobile phone based survey using the government "Notify" service which enabled us to send a link direct to young people's (and carers) mobile phones for them to give more detailed views about the quality of service they had received, how they had received it and what we could build on and do better as a service. The result of this were around a 14% return and showed us that some of the delivery methods we had developed throughout lockdown (such as communicating about appointments by text message) were valued highly and so we can continue this, whereas for most young people they found virtual meetings difficult so we have taken a default position of ensuring meetings are always in person unless there are specific reasons to make them virtual. We also learnt that our capacity for delivering on line meetings with parents and professionals (especially distant) has been significantly developed over the last 2 years and it is now very easy for us to arrange virtual meetings at short notice.
- As a final result of our first survey we have now implemented a much briefer online survey which is issued to mobile phone numbers of young people at the end of their intervention. We began this at the beginning of 2022 (financial year). Results were lower than hoped so we have amended the methodology to combine with the very highly completed self assessment questionnaires completed as part of the asset plus process.
- Our performance management information is being developed to include a thematic analysis of issues arising from children in their daily interactions with practitioners.
- We have also proposed a new sub group to our main partnership board specifically to look at developing more participation by young people in strategic developments. We are considering establishing options for more engagement with the Board including a Young People's Board and / or a young people's representative (most likely from our well established Harrow Youth Parliament [HYP]). HYP also are facilitated within the same directorate as the Youth Justice Service and they have direct access to the Head of Service / Assistant Director who regularly attends and briefs them on YJ matters and issues.

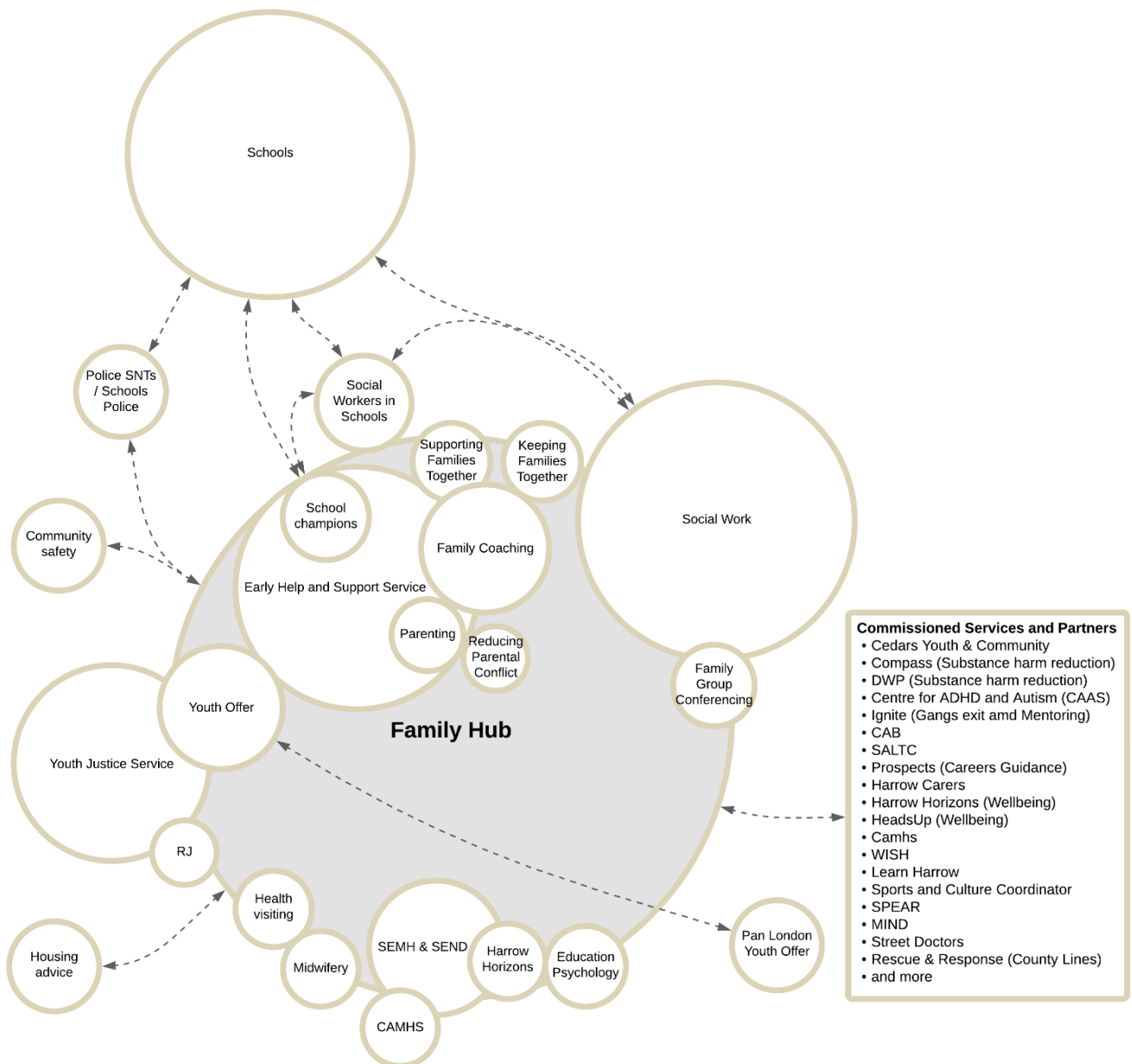
5. Governance, leadership and partnership arrangements

- Appendix 1a and b shows the structure charts of
 - a) The YJ Team and YJ Team Data Table
 - b) The relation of the YJ Service to the Directorate, the Council and Wider Partnership Boards (including Community Safety Partnership and Children’s Safeguarding Boards)
- Appendix 1c shows the membership of the Local Youth Justice Partnership Management Board
- The Harrow Youth Justice Partnership Board meets quarterly and is chaired by the Director of Children’s Services (DCS) in the Harrow People Directorate.
- The Board carry out effective scrutiny of practice and effectiveness and take an active role in the process of continual assessment for improvement strategically. Performance Data is considered at each meeting and any risks and issues receive suitable scrutiny, unblocking and direction.
- All required statutory and an excellent range of non-statutory agencies are represented enabling outstanding partnership and networking opportunities
- Board members and YJ Team members take advantage of observing each other’s work and shadowing opportunities
- Widespread political support championed by portfolio holder for Children – who presents the annual plan to Scrutiny and Cabinet committee
- Reports up to the Harrow Community Safety Partnership – “Safer Harrow” which is chaired by portfolio holder for public safety. Strategic intentions are aligned as described on the following graphical representation of the Harrow YJ Service “Plan on a page”



- In the Spring and Summer of 2021 following the revised guidance from YJB issued in April 2021 about the role of Partnership Management Boards the Management Board undertook a deep review of its Terms of reference, membership and resources. As this work was completing, we were also notified of an HMIP inspection. The results therefore of our own scrutiny have been incorporated within our improvement plan.
- As well as all statutory partners within the team (see Appendix 2b) there are a suitable range of partnership arrangements with external partner providers. These include but are not limited to: Health Services, substance harm minimisation and cessation services, mental health and emotional wellbeing support services, youth advisory and careers guidance services, mindfulness resources, parenting groups and of course social care.
- With the Assistant Director responsible for Youth Justice Service being a part of the Children’s Directorate Senior Leadership Team and also responsible for the Early Help service, the development of Family Hubs which is being implemented in Harrow integrates fully with the Youth Justice Service. All of the services shown below already exist and pathways between them. The development of a “Hub” approach will bring in enhanced integration and provision pathways.

Harrow Family Hub - Universe Model [in development]



- Commissioned Services and Partners**
- Cedars Youth & Community
 - Compass (Substance harm reduction)
 - DWP (Substance harm reduction)
 - Centre for ADHD and Autism (CAAS)
 - Ignite (Gangs exit and Mentoring)
 - CAB
 - SALT
 - Prospects (Careers Guidance)
 - Harrow Carers
 - Harrow Horizons (Wellbeing)
 - HeadsUp (Wellbeing)
 - Camhs
 - WISH
 - Learn Harrow
 - Sports and Culture Coordinator
 - SPEAR
 - MIND
 - Street Doctors
 - Rescue & Response (County Lines)
 - and more

6. Board Development

- I would refer you to paragraphs above under heading 15.1 regarding **Improvements to the Board** at page 32

7. Progress on previous plan

The plan we submitted for 2022-24 included 6 key strands:

- a) Service developments
- b) Benefits definitions
- c) Workforce development
- d) Partnership improvements
- e) Organisational supports/improvements
- f) YJB influence and support

Over the last 12 months we have:

- a)
 - Improved the integration of the YJ Service into the wider work of Early Support
 - Undertaken surveys of views with our children
 - Fully implemented our family friendly version of the intervention plan
 - Continued to work closely with partners within the council and related partner organisations including with Social Work, Police and community safety team (which includes the serious violence prevention coordinator)
- b) and c)
 - Further defined a set of quality interventions to work with any young person. We are still developing this "library"
 - Continued to offer bespoke and standard training and development opportunities to staff so they can gain subject specific knowledge and develop generic skills and experience in providing beneficial work with young people. This has included increased awareness about on-line safety and grooming and we are looking to build on our Case Formulation Training by offering support for motivational interviewing in greater depth and for Formulating intervention plans and within review processes.
 - Across the council there has been a commissioning of training for coaching and in recent months a number of coaches are now available to all members of staff and staff can request these sessions. We are hoping to see take up of this offer within the staff team over the next 12 months.
- d)
 - The strong partnerships have been maintained and many service providers already commissioned by YJS or working by cooperative agreement with us have been extended. This includes, MIND who run mindfulness sessions for our YP, Cedars Youth and Community Centre who offer a

Premier league funded programme called "Chances" to young people at risk of offending or reoffending, Street Doctors who provide sessions for young people around life-saving emergency first aid techniques based on peer associations. We have developed new partnerships with SPEAR who deliver employability improvements to young people through providing opportunities for acquiring foundational skills and facilitating work placements and apprenticeship opportunities. The directorate was successful in implementing a Social Work in School programme which links up with Early Support Champions in schools and other school based supports thus providing a more preventative and proactive approach for resolving predisposing and precipitating factors earlier.

- Several new partnerships were created with organisations and bodies offering opportunities and volunteers for working on our reparations projects. These include an urban farm providing experiences for people with special educational needs, community art installation projects. Local radio opportunities and working with elected officials to explain the life experiences of being stopped, searched and arrested. This restorative approach to reparation works has made a big impact on many of the young people and community members and representatives who have taken part. Some of the plans for developing further projects are still being progressed.

e)

- Organisationally, a review has been undertaken of the effectiveness of the Board's representation and engagement. As a result there has been a refresh of the Terms of reference and membership to ensure consistent representation at a suitable level.
- We have initiated 3 sub groups
 - Disproportionality
 - Early Intervention and Prevention
 - Representation (voice of the child)
- We have also agreed to carry out a Self Evaluation against National Standards in the year 2023-24

8. Resources and services

The table below shows the income and expenditure of the Harrow YJS for 2022-23

INCOME	Youth Justice Board	Local Authority	Police	Probation	Health	Total
Cash	£257,636	£801,387		£5,000		£1,064,023
In-kind			£100,134	£31,709	£33,272	£165,115
Total income	£257,636	£801,387	£100,134	£36,709	£33,272	£1,229,138

EXPENDITURE	Youth Justice Board	Local Authority	Police	Probation	Health	Total
Salaries	£219,394	£686,692	£100,134	£31,709	£33,272	£1,071,201
Activity costs	£6,031	£13,877		£5,000		£24,908
Accommodation	£0	£0				£0
Overheads	£32,211	£100,818				£133,029
Equipment	£0	£0				£0
Total expenditure	£257,636	£801,387	£100,134	£36,709	£33,272	£1,229,138

We use our grant, partner contributions and available resources to deliver the services described above including:

- A core offer to young people within the criminal justice system in terms of support at Court, a holistic and strengths based high quality assessment to produce reports to help Court's determine most suitable sentences
- An effective intervention service involving young people and their families from the start and throughout to create meaningful intervention plans and support their personal development and progress against the agreed targets within the plan.
- An holistic offer of tailored support to address predisposing, precipitating, perpetuating and protective factors with regards to offending and re-offending behaviours. The offer extends to a psychologically informed understanding which is shared with the young person. This will lead to plans for tailored packages of support and referrals to suitable agencies with which we have agreements and commissioning arrangements with (and are quality assured as a result).
- Within house we have range to a high degree of multi-professional inputs including, education specialists, mental health specialists, substance misuse specialists. And we have access to a vast range of support services within the council and across the wider partnership as has been described and displayed diagrammatically above with reference to the Family Hub universe.

We believe this high quality relation based approach which builds trusting professional relationships and attempts to understand and share this insight with the young person, their family and the network of professionals they work with leads to good results for the young person and local community. Our data shows that overall the numbers of children coming into contact with the Youth Justice service is decreasing as is our rate of reoffending (young people committing reoffences – though number of reoffences per young person less so) and children within custody. Remand bed days however, have seen a significant increase in Harrow mainly due to a small number of highly complex and serious incident trials being delayed over the period of the pandemic. In a minority of cases, young people were remanded for almost 6 months (including for murder, attempted murder and assault with intent to cause serious harm). The direction of travel has been consistent in Harrow for the last 5 years that the children we are working with though they are fewer in number overall are coming to notice for more serious crimes and with more complex backgrounds requiring more intensive support to bring about a positive impact on desistance. The majority of our cases are also open to Social Work teams as well.

Although overall numbers are down there is still a high proportion of children who are subject to Out of Court Disposals. As a result we have invested in ensuring all practitioners can work with this cohort. This has resulted in decision to carry out full AssetPlus assessments with this cohort BEFORE OOC decision panels. This has led to improved services and decision making for this group of children and if they subsequently require additional interventions there is an even more sound foundation for assessment.

We have also created an Intensive Youth Support Officer [IYSO][within the YJ Service. Though primarily a youth work role, this officer is skilled and trained to work with YJS clients and is a fully embedded member of the team. This post enables early intervention and diversion opportunities for children who have been arrested and released under investigation of bailed to return but without any involvement with the YJS. Now all street RJ or Community Resolutions are shared with the YJ team via the embedded police officers and we offer support in all cases to relevant young people. Having already been in discussion with local Custody Command units locally to embed our IYSO within custody suited to reach people while they are within that “teachable moment” of being under arrest and a captive audience within a custody suite we are now taking advantage of the resources available under Project Engage to provide this in a structured way alongside our BCU neighbours. We are looking to improve our offer within 2022/23 by ensuring this role becomes embedded and continuing to provide high quality and quality assured services which meet the individual needs of the children we work with.

As last year, the YJS do not have the same level of access as they had pre-pandemic to secure interview rooms with adjacent office space. This has remained a concern for staff, However, Harrow have opened a new state of the art office space for collaborative or individual back office work The YJ team are also using the Youth centre and other family centres as their main base and carrying out most office based face to face with children work on a designated day. This has been a challenge on the morale of staff however, they have on the whole made good use of the opportunity of having sessions within a youth centre. Some young people have commented on the benefits too but some parents of children using the Youth Offer have been concerned about the influence of YJ clients within a universal setting.

9. Performance

9.1. New national key performance indicators

From 23/24 the YJB have introduced a set of 10 new KPI's. The first return will cover April to June (Q1) and will be due for submission at the end of July 23.

The rationale for the new indicators is to improve the understanding of how YJ partnerships are responding to the changes in context such as the move towards multi agency /partnership models of working and increased complexities of the caseload. Also, to reflect the areas that are strategically important in delivering effective services and outcomes for children.

Much of this data collection will require some manual data extraction as reports and data recording processes do not already exist in our YJS data management system (Capita). The YJ performance analyst has been working on the data to ensure it can be collected and that any processes are put in place to make the data collection easier in future.

We are expecting our Information management system provider, Capita, to make changes to the system to accommodate the new data recording requirements. However, we do not yet have a date for this change.

See below for the national indicators and progress/issues that may be faced in collecting the data.

Indicator	Input required from partner agencies.	Process, progress and issues
1. Suitable Accommodation	Information to be gathered internally. With support of YJ case managers.	The system is not currently set up to record the accommodation status. YJ Management system provider to make changes to the system in the future. No date has been given yet. In the meantime this data will be collected by going through each of the cases with the practitioners at monthly data days. Risk: Manual and time consuming task. Relies on case managers being available to discuss the data.
2. Education Training and employment (ETE)	Information to be gathered internally. With support of YJ Education Worker.	Data collection process has been discussed and agreed with the education worker. Data to be shared / collected monthly with education worker. No issues expected in collecting this data
3. Special Educational Needs	Information to be gathered internally. Data available through YJ information system.	This data is available through the YJ information management system as it links to the SEN system Capita One. Manual checks will be required, however other than the time pressures no issues expected in collecting this data. Collected monthly.
4. Mental Health and Emotional Wellbeing	Initial list to be gathered internally. Then sent to CAMHS and YJLD workers for their input.	Input from specialist services required. The list of cases eligible to be included in the return will be sent to the YJLD and CAMHS workers to confirm if they have had a mental health assessment / intervention

		<p>This is required because this information is not easily extractable from our YJ information management system.</p> <p>We have met with both CAMHS and YJLD worker to confirm the process.</p> <p>Data to be shared / collected monthly</p>
5. Substance Misuse	Initial list to be gathered internally. Then sent to Compass for their input.	<p>Input from specialist services required. The list of cases eligible to be included in the return will be sent to Compass to confirm if they have had a substance misuse assessment / intervention</p> <p>This is required because this information is not easily extractable from our YJ information management system.</p> <p>We have met with compass to confirm the process.</p> <p>Data to be shared / collected monthly</p>
6. Out Of Court Disposals	Information to be gathered internally by Performance Analyst	<p>All data is readily available from the YJ system and easy to extract. No issues identified.</p> <p>Collected monthly.</p>
7. Wider Services	Information to be gathered internally by Performance Analyst. Cross referencing with MOSAIC data and early support data. Input required from early support analyst.	<p>The list of cases eligible to be included in the return will be taken from the YJ system. This list will then be cross referenced with children's service data for LAC/CIN/ CPP data.</p> <p>Data will also be passed to early support analyst to cross check against early support service.</p> <p>Data to be shared / collected monthly</p>
8. Management Board Attendance	Information to be taken from management board minutes.	<p>Required attendance list discussed with management board. Any gaps in representation have been discussed and changes suggested.</p> <p>Agreed to use the attendance from the latest Board.</p> <p>Collected quarterly</p>
9. Serious Violence	Data collected through YJMIS return. Form will only need submitting if YJMIS is unable to be submitted.	<p>If the data cannot be collected by the YJB from the YJMIS returns, all data is readily available from the YJ system and easy to extract. No issues identified.</p>
<ul style="list-style-type: none"> Victims 	Information to be gathered internally. With support of Victim Worker.	<p>Met and discussed the process with the Victim Worker.</p> <p>No issues expected in collecting this data</p> <p>Data to be shared / collected monthly</p>

9.2. Existing national key performance indicators

■ Binary reoffending rate

% Re-offending within 12 months (Jan 21 - Mar 21) – 22.2%.

Actual number of Re-offenders (Jan 21 - Mar 21) – 4 re-offender from a cohort of 18

Harrow's current figure (Jan 21 - Mar 22) is 22.2%, 4 re-offenders from a cohort of 18. This compares to 60.9% for the same period last year (Jan 20 - Mar 20) and is a decrease of 38.6%. Harrows current figure is lower than comparator YOT's (27.4%), national figure (31%) and the London figure (31.8%).

■ Frequency of reoffending

Reoffences per reoffender (Jan 21 - Mar 21) – 5.

On average the re-offenders are responsible for 5 re-offences each which is slightly higher than family average of 3.46. This shows that we have less re-offenders but committing a higher number of re-offences, suggesting a smaller but more intensive caseload.

■ First time entrants

Rate per 100,000 population (Oct 21-Sep 22) – 119.

Actual number of First Time Entrants (Oct 21-Sep 22) – 31

The YOT family comparator data for the last few years shows a decline in the number of first time entrants to the youth justice system. This is a trend which is also reflected nationally.

The current period for Harrow (Oct 21 - Sep 22) shows a Decrease of 39.8% on the same period in the previous year (Oct 20 - Sep 21). The current rate per 100,000 population is 119 compared to 197 for the same period last year. Harrows current rate is lower than the YOT family average of 147. The last 2 quarters have seen Harrow fall below the YOT family average for the first time in 18 months. Harrow is also at its lowest first time entrants rate for the past 3-4 years.

■ Use of custody

Rate per 1,000 population (Jan 22 - Dec 22) – 0.19

Actual number entering custody (Jan 22 - Dec 22) – 5

Over the past 3 years, Harrow's actual numbers in custody have been varied from between 2 and 11 in any 12 month rolling period. The current quarters (Jan 22 - Dec 22) figure of 5 is the same as the same period last year (Jan 21- Dec 21).

The custody rate per 1,000 population indicator allows for a better comparison between YOT's performance.

Overall, Harrow's current position of 0.19 (Jan 22 - Dec 22) is slightly lower than the previous years figure of 0.20 (Jan 21 - Dec 21). Harrows current rate is higher than YOT family comparators (0.11), London (0.15) and National (0.11). Even though the actual custody numbers are the same (5) the rate is slightly lower due to an overall increase in population numbers.

9.3. Local performance indicators

- During 2022/23 there were 91 new interventions starting that were either Out of court disposals (triage and community resolutions) or court orders. 33 (36%) of cases were out of court disposals (OOC), 36 (40%) were first time entrants and 22 (24%) were young people who had previously offended and been involved with the youth justice service. Overall numbers receiving these types of outcomes had been reducing over the last couple of years but numbers have remained stable in

22/23 with a very slight increase of 3 on the previous year. O OCD cases have increased from 27 last year to 33 this year, and they make up a slightly larger proportion of the caseload 36% compared to 31% in the previous year. The biggest difference is in the breakdown of first time entrants and re-offenders. Last year had seen a reduction in first time entrants but this has increased again in 22/23 with 40% (36) of the caseload compared to 32% (28) for the previous year. The actual number of those in the re-offending group has decreased in 2022/23, from 33 in the previous year to 22 in the current year. Proportionately re-offenders make up 24% of the caseload compared to 38% in the previous year. This is proportionately the lowest it has been for the past few years and despite an increase in the previous year, numbers of re-offenders have reduced.

Month	2020/21 Total	2021/22 Total	Q1	Q2	Q3	Q4	2022/23 Total
Number of new interventions starting	100	88	22	30	27	12	91
Number of O OCD. (Inc Triage and community resolutions)	32	27	6	15	10	2	33
% O OCD	32%	31%	27%	50%	37%	17%	36%
Number that are FTE's (in YCC's)	41	28	10	11	8	7	36
% That are FTE's	41%	32%	45%	37%	30%	58%	40%
Number that are re-offenders	27	33	6	4	9	3	22
% That are re-offenders	27%	38%	27%	13%	33%	25%	24%

10. Priorities

10.1. Over-represented children

Harrow YJS have implemented an approach to addressing disproportionality which we call the 3 pronged approach which is described in the following presentation slide

The Task

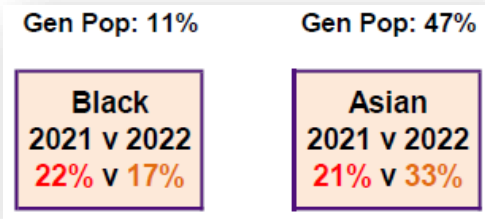
1. Equip disproportionately affected individuals with skills for life.
 - Rights, respect, leadership, education, entrepreneurship, developing talents
2. Develop competencies of the workforce across the Youth (Criminal) Justice partnership
 - Cultural competence, Unconscious bias, good lives model, trauma (including race trauma) informed approaches, psychologically informed practice
3. Identify and challenge wider structures, systems, cultural vestiges and legacy colonial racism to move towards a more inclusive anti-racist norm
 - Colour aware (not colour blind), positive action, workforce analysis, inclusion of Black YP in system re-designs

As a result of this we have delivered a number of actions

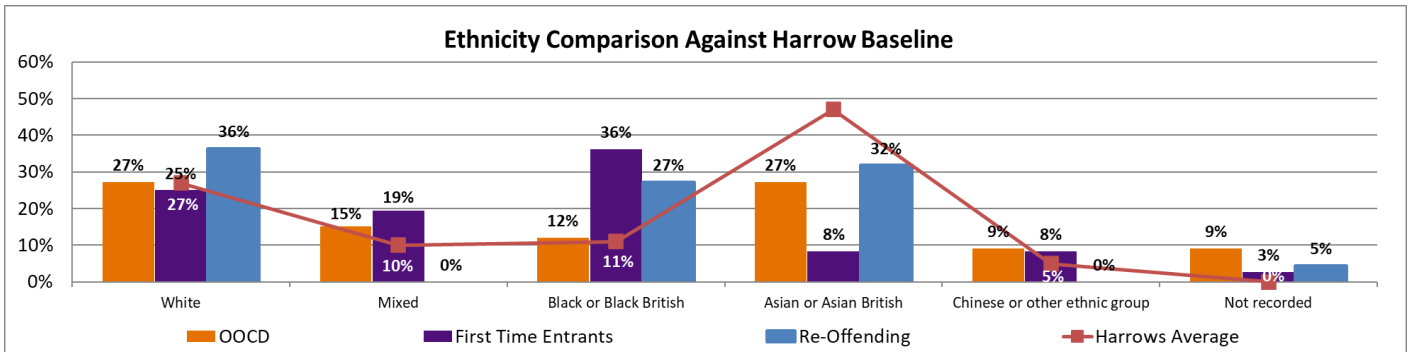
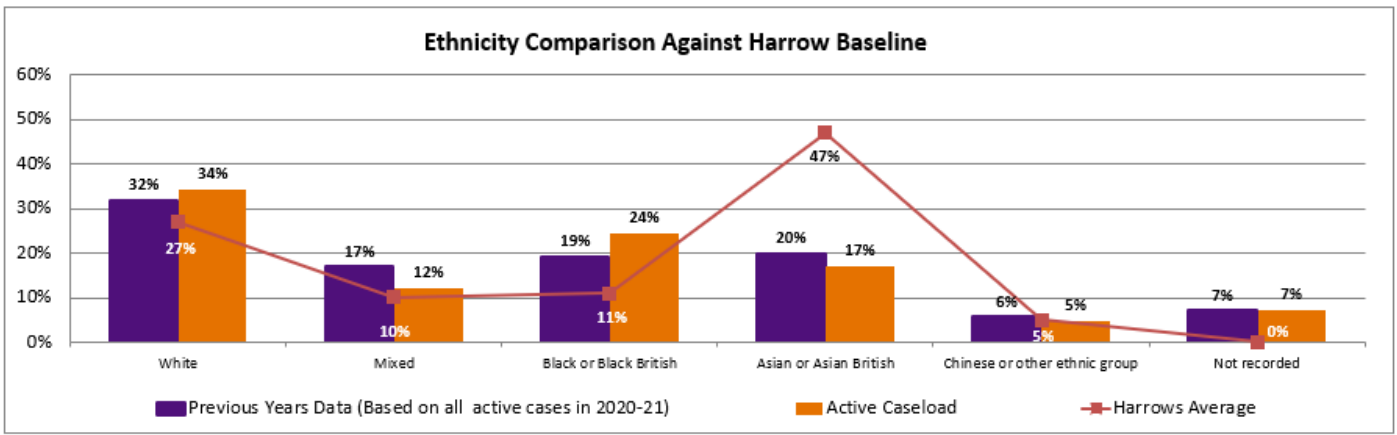
Actions

Individuals	Workforce	Culture
Empire to inspire - leadership programme	Psychologically informed development framework	Harrow's own Race Report (Patrick Vernon - OBE)
Excluded pupils of BCH retrospective	Case Formulation Approach	BLM Steering Group and Council Priority
Turning point	Trauma Informed Approaches	Performance framework review
Mental toughness programme	Restorative Approaches	Met Police Wide Scrutiny Panels
Good lives (motivational) and strengths based interventions	Good Lives Model	Engage with wider regional based programmes eg W & G London
Education Psychology Partnership	Unconscious bias and cultural competence	Engage with YJB and YOTAD Network National Programmes
SALT / CAMHS / Specialist Custody / EET / PAYP / and more...	Offer to partners...	...

The Board consider the disproportionality data at each meeting. Below, I again attach an extract from the year end data pack. Though this does show that the over-representation of Black cohorts and under-representation of Asian cohorts does persist, we have identified that this disproportionality has reduced



2. Demographics. Ethnicity, Age, Gender.



We still have a long way to go to address disproportionality in Harrow as is common with many other areas within London.

Our **next step** is to receive data from our partner organisations at a Board level to ascertain what impact we have made locally by taking this approach. We will also bring in a new level of timescale comparative reporting of a number of key indicators including:

- Rate of interventions
- Disposal Types (CR, Triage, Cautions, YCC, Court Disposals, Custody, Lengths of Orders)

- Remands²
- Arrests / Stop and Search / RUI / CBOs

This will provide an even higher degree of transparency and accountability.

The YJ Partnership has started to receive the Arrest / RUI / SuS and CBO data but bringing this formally into the board will happen from Q3 in 2022-23.

As a service and indeed an authority, Harrow is committed to improving the life chances cohorts of children who have been historically disadvantaged and we believe our approach to work with our children, our staff, our partner agencies and our communities is making a difference but that this is a strategy which must be employed consistently for generations to come.

10.2. Prevention

- I have described above how the Harrow Youth Justice Service sits within a wider system of Early Help and Family Hub universal provision. Within the existing arrangements, there is already close collaboration on work and information sharing between YJS and Children's Social Care (CSC) and Community Safety (Com Safe) and the Police. Every day there is an information and intelligence sharing briefing where reports of significant arrests and incidents are shared in this briefing session. Children who are missing or at risk or have indicators of being at risk of being vulnerable to criminal exploitation are considered. Essentially this is like a mini strategy discussion held every day on children at risk of coming into the criminal justice system.
- Children already allocated to a partnership key professional the information is shared with so it can be taken account of. Children who are not allocated already will likely be considered for Early Help. The pathway for this is for a screening by our Early Help worker within the MASH team who may be able to provide immediate information, advice and guidance or else signpost to our internal Youth Offer or Early Support service, and if more suitable will broker a referral to a suitable partner operated Early Help service.
- This bridges the need for children who are identified as being vulnerable but cannot be supported by a statutory YOT intervention.
- For children who are already known to the Youth Justice System, they are introduced to our Youth Offer either during the period of their statutory intervention with us or in all cases, as they are existing. They will then be eligible to receive support from skilled youth workers to engage in positive activities and be helped with information, advice, guidance and navigation of the support pathways they may need to access additional support services.

² Also see the

Remand Table on page 25

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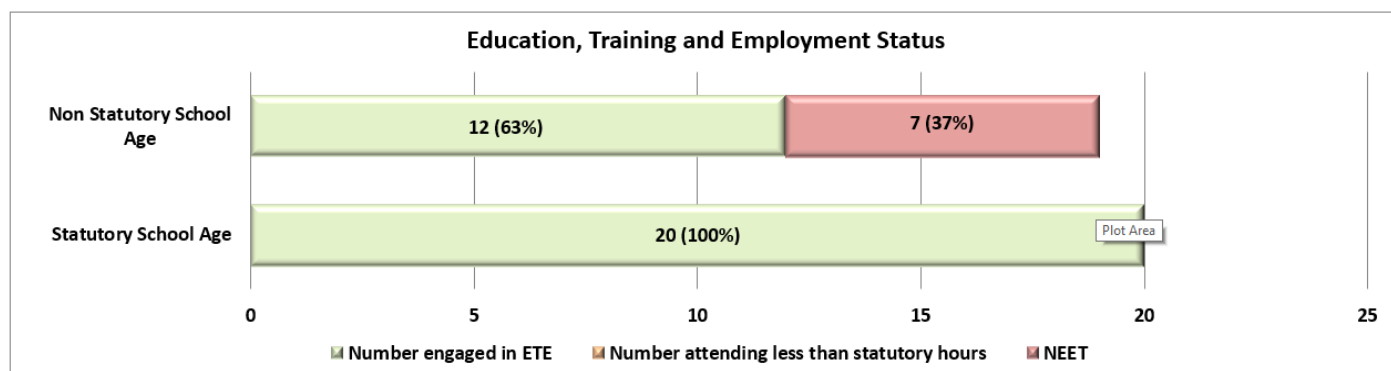
- Harrow are in the mobilisation phases of key regional and national projects and programmes including Project Engage (Youth Work within Custody Suites) and Turnaround (Youth Work follow up with Young People at risk of involvement in the criminal justice system)

10.3. Diversion

- Ending in April 2022, Harrow actively took part in a London based deferred prosecution model (Turning Point) pilot with our partner boroughs comprising the tri-partite North West Borough Command Unit.
- Although primarily focused on reducing disproportionality this scheme benefited children by enabling them to accept a contract of work as an alternative to certain charging with an offence. Eligibility for the scheme was that the CPS were more than 50% certain of achieving a successful prosecution and that it may not be in the public interest to proceed with such prosecution. Crucially, the child does not have to admit guilt, only to accept the condition of the contract which would typically involve attending an assessment session and then undertaking a number of learning and reparation sessions. The results are still being evaluated by the University of Cambridge, early findings indicate this was a significant success as children going through the process have mainly not come back to arrest or charge. The rate of re-arrest/charge is statistically significant and is shown to be a direct result of intervention.
- Our Triage programme works well with children who have been arrested and referred to us. We carry out a full assessment with these children where families consent to this to provide intensive Early Help aimed at preventing further touchpoints with the criminal justice system.
- Harrow also have taken steps to ensure that all police issued / street RJ / instances of Community resolutions are reported via YOT police into the YJS. There, the family is offered support by the out of court workers and Youth Offer workers. We have created and recruited to a specific role which bridges our Early Help Youth Offer and our Statutory YJS. We are currently mobilising our project of working with local custody suites to provide early help and information advice and guidance to young people arrested who may subsequently be released under investigation or under bail but under no duty to engage with the local YJS.
- As is common with many boroughs we benefit from a liaison and diversion resource serving those young people who have been arrested and detained in custody. Screening for SEN and mental health issues takes place and may mitigate formal criminal justice responses as well as enable Early signposting and help to relevant mental health resources. Our main postholder has recently left the post and it is being covered virtually while recruitment is actively underway – we are currently just awaiting vetting completion.

10.4. Education

- Our data for 2022-23 is within our year end data pack. I attach a relevant extract below



Statutory School Age	Q4 Previous year		Q1		Q2		Q3		Q4		Average for Year	
Total actively engaged (25hr +)	15	100%	19	100%	16	100%	11	100%	20	100%	66	100%
Total engaged less than statutory hours	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total not engaged (NEET)	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Number at Statutory School Age	15	-	19	-	16	-	11	-	20	-	66	-

Above Statutory School Age	Q4 Previous year		Q1		Q2		Q3		Q4		Average for year	
Total actively engaged (16hr +)	18	64%	23	88%	12	63%	12	63%	12	63%	59	71%
Total engaged less than statutory hours	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Total not engaged (NEET)	10	36%	3	12%	7	37%	7	37%	7	37%	24	29%
Number at Non Statutory School Age	28	-	26	-	19	-	19	-	19	-	83	-

Statutory School Age - A snapshot of the live caseload at the end of March 2023 shows that 100% (20) of young people at statutory school age are involved in 25hrs + of education and 0% (0) are attending for less than statutory hours.

Non statutory School Age - A snapshot of the live caseload at the end of March 2023 shows that 63% (12) of those above statutory school age are involved in 16hrs + of education training and employment and 37% (7 individuals) are NEET.

10.5. Restorative justice and victims

- There is strong support for victims and RJ in Harrow through the dedicated separate team which sits within the service.
- The suitability of all cases is considered for work to achieve a level of restorative justice. Our pathway includes a consideration of the parties views and where there is agreement an active RJ outcome will be pursued. Where there is no recognition of harm caused work will be undertaken to bring about mutual understanding of other's points of view.
- Reparations may include direct contact (taking victims wishes and feelings into account). Ideally we aim for an RJ conference which requires a significant amount of preparation.
- We have established a wide variety of positive reparation programmes aimed at

- developing the life skills and practical skills that young people can use in their lives going forward and inform their Education / training / employment choices
- having a therapeutic effect for those experiencing mental health issues in their lives
- giving back to the community / those harmed
- The programmes include:
 - **Heathrow Special Needs Centre (farm – out of borough)**
 - Working with animals e.g., grooming animals, cleanings stalls, gardening, fencing
 - Research evidences that working with animals helps young people who are suffering from trauma/mental health benefits
 - **The RoundTable (evening online project)**
 - This involves local Councilors, young people and Harrow Youth Justice Service management/team in discussions of issues affecting them as young people
 - To date, we have had successful events where young people had the opportunity to share their thoughts/personal experiences of what they thought about stop and searches
 - This is a creative means that young people can use as a platform to have their voices heard, empower them, to contribute to change/impact/make a difference in a supportive environment
 - Each month theme topics change, the next event is what do young people think about carrying knives
 - **St Luke's Hospice Charity Store**
 - This project was set up for young people whose offence is retail related e.g. shoplifting
 - This project involves sorting through donations, labelling/tagging garments, stocking racks/shelves
 - Originally to cover one store for reparation, agreed that we would be covering reparation projects for 8 stores across the Harrow borough
 - **Radio Harrow (only to be run during school holidays)**
 - The aim of this project is for young people to assist in the community radio for Harrow, and young people would assist in: Radio presentation and interviews, Voice techniques, Studio and sound production
 - **Several other projects are in development** including: A graffiti Art project, climate change projects and supporting the NHS blood drives
- We also have a permanent officer who works with victims alongside the RJ team and also links in with the Victim Support service.

10.6. Serious violence and exploitation

Harrow Community Safety Partnership (known locally as Safer Harrow) are the overarching governance body for considering high harm and high volume crime in Harrow. The Youth Justice Partnership Board report into the Safer Harrow Board which is chaired by the portfolio holder for community Safety. This relationship is shown in the diagram on Appendix 1b - The relation of Harrow's Youth Justice Service to the Directorate, the Council and Additional Partnership Boards.

The borough's Community Safety Strategy is managed via the Safer Harrow Board. The delivery plan for this strategy includes consideration of serious violence and exploitation and the Youth Justice Partnership are a key vehicle for feeding into this strategy.

Additionally, within Children's Social Care there is an Adolescent Safety and Development Team (previously known as Violence, Vulnerability and Exploitation multi agency Team) which sits within Social Work management structures but engages in the daily meetings I described above which shares near real time intelligence briefings about significant incidents.

Within the wider safeguarding partnership the Schools also organise an all schools briefing meeting called the Significant Incidents Group (SIG).

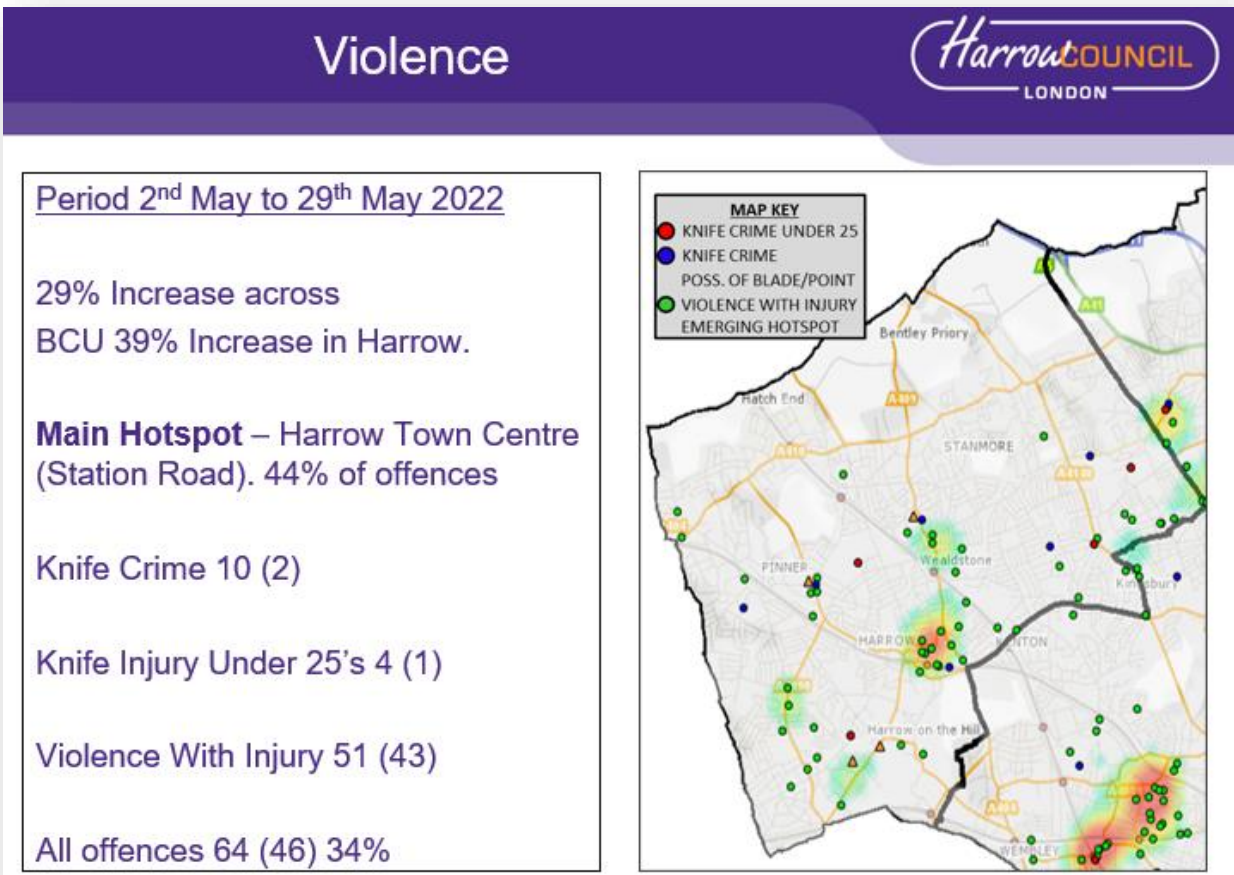
Additionally at operational levels there is a Multi-Agency Child Exploitation (MACE) Panel and within the YJS there is a Safety, Wellbeing and Risk Management (SWARM) panel for the multi-agency consideration of higher risk cases.

Together with the Safer Harrow, Safeguarding Board, SIG, VVE team and YJ team, MACE, SWARM and the Violence Reduction Coordinator post (which is a post within Community Safety Team) there is a significant and coordinated approach to identifying, mapping and responding to serious violence and the vulnerability to exploitation including criminal and sexual exploitation on the borough. As a Borough partnership, the Community Safety Board is leading on the development of our Serious Violence Duty Action Plan.


Social Care direct referrals to the National Referral Mechanism and we have had successful final outcome findings which some of which have been used as part of statutory defences for supply related charges in some cases. We also are part of a North London arrangement for supporting children at risk of involvement in County Lines. Services available via this partnership including St Giles Mentoring Service and Gangs Exit Services. There are also counselling services specifically for women and girls.

We also have an active strategy for countering Violence Against Women and Girls (VAWG) and there is more detail on this in the slides below.

Our partners provide us with maps of violent incidents and we analyse these to target any potential outreach Youth work as well as working with statutory agencies to address organised crime and gang activity. The following slides all were produced for our new member briefings in June 2022.



Borough Violence Response



Police Street Duties based at Harrow Police Station being utilised for additional High Visibility

Policing in Town Centre

Police Violence Suppression Unit to provide additional patrols during peak times in hotspot localities

Police to provide an officer in LA CCTV control room to monitor areas during peak times.

Criminal Behaviour Orders used for offenders. Three Offenders have received 5+ year orders preventing them from entering the town centre in last three months.

Knife Crime Prevention Orders for habitual offenders

Offenders managed through high risk panels

Violence Against Women & Girls / Sexual offences against females



Non Domestic Violence related only
Period 2nd May 22 to 30th May 22

33 Public protection offences (Rape, Sexual Assault, Exposure)

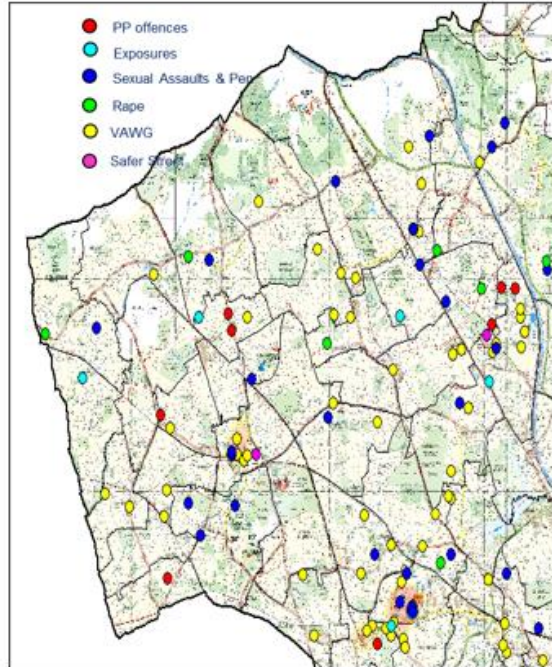
25 Violence Against Women & Girl offences

Hotspot

Harrow Town Centre / Harrow Bus Station

Peak times

Week days 1600 -1900 hrs.
 Thursday – Sunday 0000 – 0230 hrs



Borough VAWG Response



Violence Against Women & Girls Sub Group set up in Harrow incorporating Met Police action plan

Police high visibility patrolling during peak hours.

Use of Local Authority CCTV to monitor hotspot areas within Town Centre and Bus Station

Local authority front line staff trained on preventing, identifying and supporting victims of VAWG

Safe Places initiative being implemented

Ask Angela in licensed premises

Offenders managed through Multi Agency Public Protection Arrangements (MAPPA)

10.7. Detention in police custody

10.8. Remands, use of custody and Constructive resettlement

Our resettlement policy was approved in March 2021 and was reviewed in Q3 2022. It will be reconsidered again during Q3 2023.

The Harrow social care working protocol outlines expectations of the YJS and Children's Social Care (CSC), including when a child is remanded to local authority care or youth detention. This protocol details the roles of services, joint working responsibilities and procedures required to manage safety and risks when a child is remanded or receives a custodial sentence. In addition, it clearly states that resettlement activity needs to start promptly and that there will be separate resettlement meetings with appropriate professionals in attendance, where a personalised plan will be developed that takes into consideration the child's diversity needs.

The development of the resettlement meeting has been led by the team manager. While there is no specific resettlement team, the resettlement meeting requires all appropriate partnership services and practitioners working with the child to attend and work collaboratively.

All resettlement cases are considered by the team manager who would head up a meeting to ensure suitable actions are being progressed. There have been some instances of testing the protocol's effectiveness where a child is being sentenced for a significant period of time and will require a placement upon release to ensure a suitable placement is identified early enough to meet the needs of the secure unit while at the same time not so early as to cause unsustainable budget pressures for the placements team.

The expectation set is that all resettlement meetings fully involve the child, their family (where available) and corporate parenting representatives (social workers). This will be tested as part of our Self Evaluation during 2023-24 and standard practice evaluations.

Where Youth Justice workers are concerned about resettlement issues they can raise this for discussion with the Senior Leadership Partnership team via the monthly Safety Wellbeing and Risk Management (SWARM) panel. This has been the case and the Head of Service has escalated cases to their equivalent in Children's Social Care on occasion. This resulted in suitable resolution of escalated issues and risks. Aside from some issues of timeliness, the quality of resettlement provision (whether in foster care, semi independent accommodation, or back within family or extended family) will be monitored and evaluated to ensure it remains suitable and any support required can be accessed easily as a result of the close working relationship and protocol arrangements between YJS and Children's Social Care (CSC).

The data table below was produced in relation to work about remand costs but is also pertinent and noted as part of our work addressing disproportionality (as already noted above). The following table also includes data about the age, gender and ethnicity of children on remand.

Remand Table

Alleged Offence	Establishment	Type	£day	Days	Cost	Outcome	Notes	Age	Gender	Ethnicity
Breach of bail	Cookham Wood	YOI	307	43	£13,201	Custody (32 months)	Sentenced as adult to custody	18	Male	White Other
Robbery	Feltham	YOI	307	24	£7,368	DTO Custody (18 Months)	Sentenced to DTO custody	16	Male	Black Carribean
Possession cannabis, hoax, criminal damage.	Parc	YOI	307	7	£2,149	Youth rehabilitation order (12 months)	Young Person given bail and then sentenced to community order	17	Male	White Other
Robbery, possession offensive weapon, fraud, breach	Feltham	YOI	307	6	£1,842	Recalled to custody (6 weeks)	Recalled to custody as on licence.	17	Male	Black Carribean
Robbery	Wetherby	YOI	307	485	£148,895	DTO Custody (72 Months)		17	Male	Asian Other
Robbery x 4, Shoplifting.	Feltham	YOI	307	119	£36,533	Still on remand	Still on remand - young person is on remand but is also in custody for another offence so not sure if we will be charged or not.	17	Male	Black Carribean
Possession of firearms with intent to endanger life, possession of offensive weapons, intent to supply cannabis	Feltham	YOI	307	232	£71,224	Still on remand	Still on remand - Remand could extend past this date	17	Male	Black African
	Total remand days for these cases			916	£281,212					
	Total remand days in 22/23			560	£171,920					

11. Standards for children in the justice system

- Our last Board led self-assessment was in the Summer of 2019 which showed that we were delivering a Good level of service across all domains apart from Reviews which required improvement.
- We plan to carry out another self-assessment of standards review in the last quarter of 2023-24.
- Our HMIP inspection – though the domains had slightly changed since the 2019 framework showed broadly that most areas needed to demonstrate improvements apart from Assessments which were outstanding in Court Disposals and Good for Out of Court and the organisational arrangements for staffing which was also Good.
- Harrow’s own view, while accepting the judgement of the HMIP, is that the results were skewed by the inclusion of a very small number of “Turning Point” cases which should have been excluded in the consideration. Our overall rating was 2 points away from a good overall due to these cases.
- We are not complacent, however, and recognise that improvements across a range of areas are required for the service to demonstrate the good service we believe we provide.

- As a result, we have produced an improvement plan and started a concerted series of improvement focused workshops both with the team and with the board.
- Our intention is for these to continue over the next inspection cycle as part of a continuous improvement journey. We intend to widen the inclusiveness of the workshops to include partner agencies (leaders and practitioners) going forward.
- As a result of the 9 recommendations of the HMIP inspection we have of course included 9 specific action areas. Some of these relate specifically to the Turning Point Pilot and specifically actions for external agencies (Police) and as this pilot has now ceased for children within the criminal justice system these aspects have been completed.
- I have attached our improvement plan summary as Appendix 3 below. This outlines our progress to date and planned activities for the coming year.

12. Workforce Development

- Harrow YJS have been implementing a psychologically informed approach to the training and development needs of our workforce for the last 5 years.
 - This has meant that all staff have been trained in the use of Forensic case Formulation Theory (including the 4Ps (Predisposing, Precipitating, Perpetuating and Protective factors)), the impact of Adverse Childhood Experiences, Trauma informed Approaches and the strengths based Good Lives Model. We will be continuing this development to implement Forensic case Formulation within Intervention Plans and Reviews (as it is strongly present in assessments).
 - The operational management team are also collaborating with some lead practitioners to develop a practitioner development programme. This will consider training undertaken and yet to be undertaken and enable career development opportunities.
 - As all Harrow YJS staff are permanent employees they are eligible for all training opportunities available to council staff and Children's Directorate / Safeguarding staff. This includes our contracted offer with Research in Practice and the West London Alliance as well as all training offered through the Harrow Local Children's Safeguarding Board Partnership.

13. Evidence-based practice and innovation

13.1. Activity evaluation

- As outlined earlier, Harrow are developing a number of key innovative areas of practice including

- **Extending the offer of Early Help** to young people arrested and released under investigation or bailed to return through offering Help through our Youth Offer based on information of young people's arrest or on-street police-issued Community Resolution where we are informed about these instances and young people involved.
- **Extending our offer of Early Help** to young people arrested and released under investigation or bailed to return through negotiating with our local BCU Custody Command unit to have our Intensive Youth Support Officer (IYSO) based within custody suites for regular times each week. This officer would build rapport during the "teachable moments" children are under arrest. They would then provide information, advice, guidance and pathways into support wither directly with them selves or their own Youth Offer colleagues in Harrow or to a central signposting / Early Help team in either of our neighbouring boroughs. We are ready to begin this work and are just waiting for custody command unit authorisation and vetting procedures.
- **These previous two items are now being supported** through 2 grant funded programmes: a) Engage (MOPAC funded) Youth Work session with children in Police Custody Suites and up to 3 follow up sessions in the community, b) Turnaround (MoJ funded) Extended Early Help for those arrested and released but remaining on the edge of the criminal justice system
- **Implementing a psychologically informed approach** within our work not just at assessment but also at intervention planning, delivery and review stages. The Senior Leadership Team is seeking an academic research partner to support an evaluation of this approach.
- Harrow have developed a 3 pronged approach **to addressing disproportionality** (Oupskilling impacted children, Oupskilling workforce, Ochallenging and supporting the development of wider systems and structures). At the same time we are noticing a reduction in some disproportionality in local data. We will seek to build on this work and include local young people and families in the strategic development of this work.

14. Service development plan

14.1. Service development

The Year ahead will focus on aligning our priorities to the available resources

Implementing:

- Project Engage (Youth Work within Custody + up to 3 Community based sessions)
- Turnaround Programme (up to 12 months of Early Help and Prevention focused work for Youth following on from Engage)
- Your choice (Cognitive Behavioural Therapy interventions) research base for Youth Justice Service
- Self Assessment of National Standards

Developing:

- 3 sub groups of main YJ Partnership Board

- Voice – improving representation of young people on the Board’s main functions of setting direction and priorities and contributing to scrutiny: challenge and support
- Disproportionality – addressing known disproportionality – with a particular focus on Black and Mixed Race, Caribbean Boys + additional support for low number of girls)
- Prevention and Diversion – supporting the development of all programmes to keep children from becoming involved in the criminal justice system and having highly effective interventions to minimise any further involvement
- Staff professional development
- Contributing to (and taking leadership of some of) the wider developments of more integrated Children’s Services and Family Hub model of delivery

Maintaining / managing

- Good operational practice with statutory (Court based) Orders and Out of Court Disposals
- Progress with all aspects of the Improvement plan – including Board and Strategic focus
- Managing resources of staff, buildings and budget to deliver the best value possible within the constraints

14.2. Challenges, risks and issues

- With so much going on both locally and nationally and so little resource there is a risk of change fatigue and of management becoming over-extended relative to the scope of the tasks
- The Casey Review has challenged all London boroughs to consider how to develop constructive relationships with the police and maintain the trust of communities and particularly our young people. Harrow have engaged with NW London Police Borough Command units regarding the Commissioner’s Turnaround plan (not to be confused with the MoJ Turnaround Programme) and are working constructively to provide suitable support and challenge.
- Our revised data pack now includes a summary each quarter of any issues and risks arising to the local youth justice systems and services.
- We have identified the following service risks and actions addressing these
 - Implement all actions on HMIP Improvement plan (see appendix 3 below)
 - Costs of remand beds is very significant. An area of overspend as the YJB grant is based on an expected number formula.
 - SALT C – although there is a provision it is recognised the pathways, accessibility and level of support available can be enhanced. A re-commissioning process is currently underway.
 - System stability has been an intermittent issue. We are currently soft market testing for an alternative case management system provider.
 - The Chair of the Board retired in 2021 and was replaced. The new Chair is also retiring in 2023. It will take some time to develop the long term understanding of local issues for the new Chair
 - Non school age NEET: maintain under scrutiny at Board level and support specialist support pathways

- Custody figures for 2021-2 have increased on 2020-1 (though are still lower than 2019-20) – maintain high standard of PSRs – implement routine QA feedback from Courts.
- Implement additional measures for considering impact of local approaches for addressing disproportionality. See our disproportionality data **next step** on page 19.

■ As in last year’s plan, the base for the Youth Justice Team is acknowledged to have been challenging since Covid. At that time, our main site was deemed mainly unsafe to work in due to inadequate ventilation measures. At the same time this main site has been subject of redevelopment designs. Over the last 2 years the YJ team have been operating from a number of sites to a) carry out back office function and collaborative work, b) meet with young people. For a while a lot of that was done virtually. Now the expectation is that all of that is done in person unless by specific exception. Harrow have now built a new state of the art building for workers to collaborate and carry out non resident facing work. This still leaves working with young people at the older site which is suitable as a venue but requires from travel time. The team and the rest of the council staff know that this building is also vulnerable to being demolished and that there would need to be an interim arrangement while a new Civic Centre was built. This has led to vulnerabilities in morale within the team. The service head and leads raise this with the council senior leadership team and the board. An accommodation strategy is in place addressing these concerns but they do take time.

The Children’s Directorate is currently starting to develop and plan for a new delivery model within a system of Family Hubs (see

- **Harrow Family Hub - Universe Model [in development]** on page 9, above). This will clarify arrangements for the medium to long term and in advance of the build of a new Civic centre for Harrow which is expected to begin in 2025.

15. Service improvement plan

15.1. Service Improvement

Improvements to the Board

- We expect to see the routine use and update of the induction pack and induction process for new Board members
 - This will clarify expectations of Board members and ensure they are suitably prepared to scrutinise, support and challenge the work and effectiveness of the local YJ System
- We expect to see young people more directly contributing to the Board.
 - This will result in review of policies, procedures and operating protocols
 - This may provide leadership development opportunities for previous client young people of the local YJS
 - Representation may take a number of forms – a sub group of the current Board is leading on this work
 - We expect the voice of children to have an increasing impact on the scrutiny of the effectiveness of the local YJS
- We expect to see consistent attendance by suitable level of seniority for all statutory partners

Improvements to data

- We expect to see routine contributions of agreed data items from all partners on a routine basis which enables a more rounded picture of the effectiveness of the local YJS system
 - This would demonstrate further
 - What approaches are working well for desistance
 - What approaches are working well for over-representation / disproportionality
- We expect to see new data items reflecting the views of children and their families with whom we are working regarding the quality of service we are providing and areas for improvement. We also expect to see themes from children which their practitioners feed into the data from their routine and frequent contacts with them. A Board Sub Group is addressing this development.

Improvements to partnership working

- We expect to see improved consistency in reviews and resettlement planning
- We expect to see an enhanced pathway and level of service for children requiring support with Speech Language and Communication needs
- We expect to see enhanced operations for our Out of Court, triage and Custody level interventions to enable greater effectiveness of approaches for early intervention and diversion from more entrenched involvement with the local criminal justice system
- We expect to embed routine use of feedback mechanisms at the end of an intervention to gather the view of children and their families to inform us about the quality of service we have provided and areas we can improve on



Improvements to community level communications

- We anticipate developing our local offer / website to provide helpful information to the local communities about the services we provide and how we work collaboratively

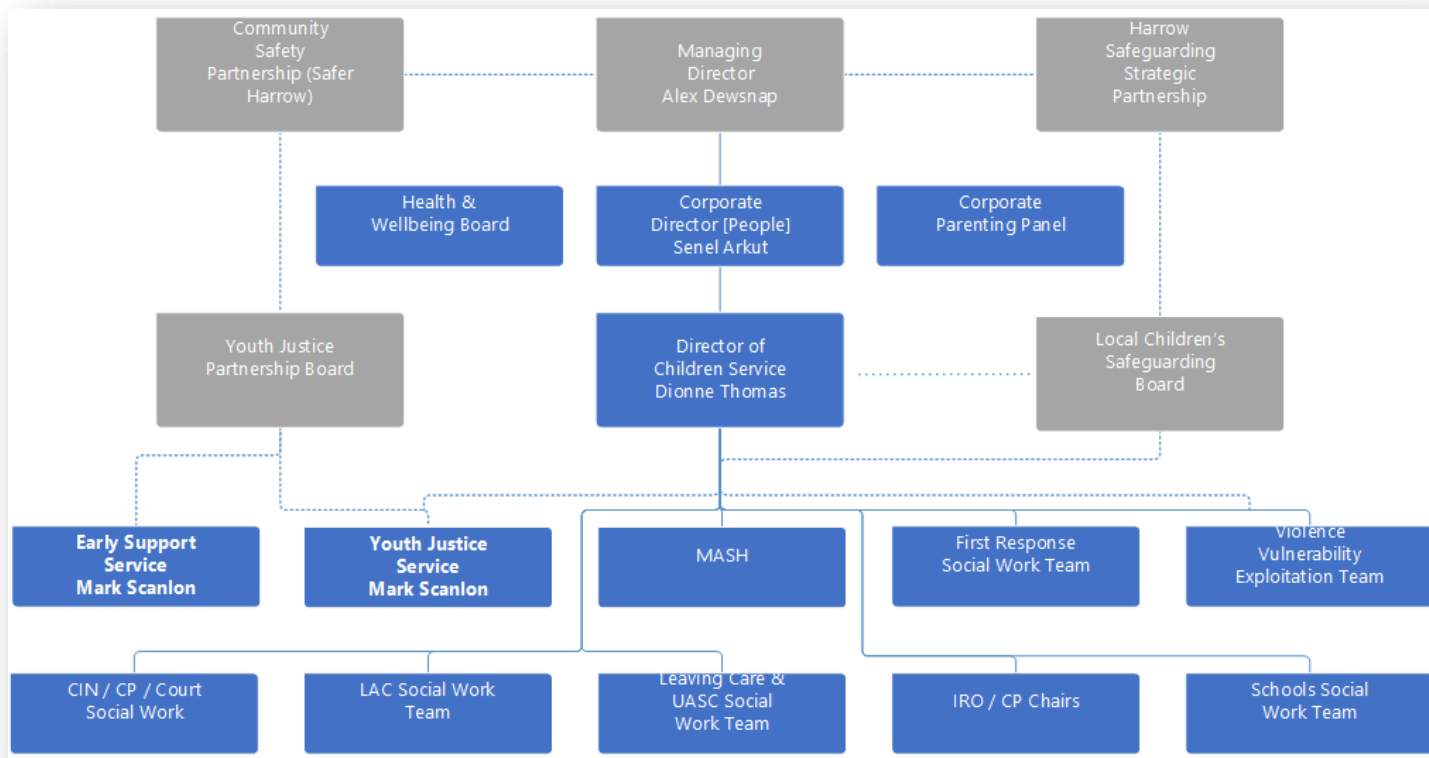
15.2. Looking forward

- Within 2023-24 The key priority areas for the Harrow Youth Justice system (team, partnership and board) are:
 - To carry out the improvement actions set out in our improvement plan based on the HMIP Inspection (as laid out in [Appendix 3 below](#))
 - To carry out the other areas of improvement listed above relating to
 - Board (including):
 - Increased participation of children and families in the Board
 - Data (including):
 - Increased representation of Children's views thematically captured
 - Routine engagement of children and families in intervention closure surveys
 - To develop our current areas of [innovative practice](#) and increase the evidence base through seeking academic research partner to work with (particularly our approach to the [psychologically informed development of staff](#) and our anti-racist [three pronged approach](#))
 - To undertake a self-evaluation of the local implementation of National Standards

- To fully implement the Engage and Turnaround (Prevention focused grant funded projects/programmes)
- For the Board's 3 subgroups (Voice, Disproportionality, Prevention) to start to deliver improved strategic and operational outcomes.
- To develop our web pages to show the range of services on offer and how we work
- To collaborate with others about the integration of YJS services into the development of [Family Hub models](#) of delivery of services.

	
Mark Scanlon – 22 June 2023 Assistant Director for Youth Justice & Early Help Peoples Directorate, London Borough of Harrow, Forward Drive, Harrow, HA3 8NT	Peter Tolley – June 2023 Director of Children's Services Peoples Directorate, London Borough of Harrow, Forward Drive, Harrow, HA3 8NT

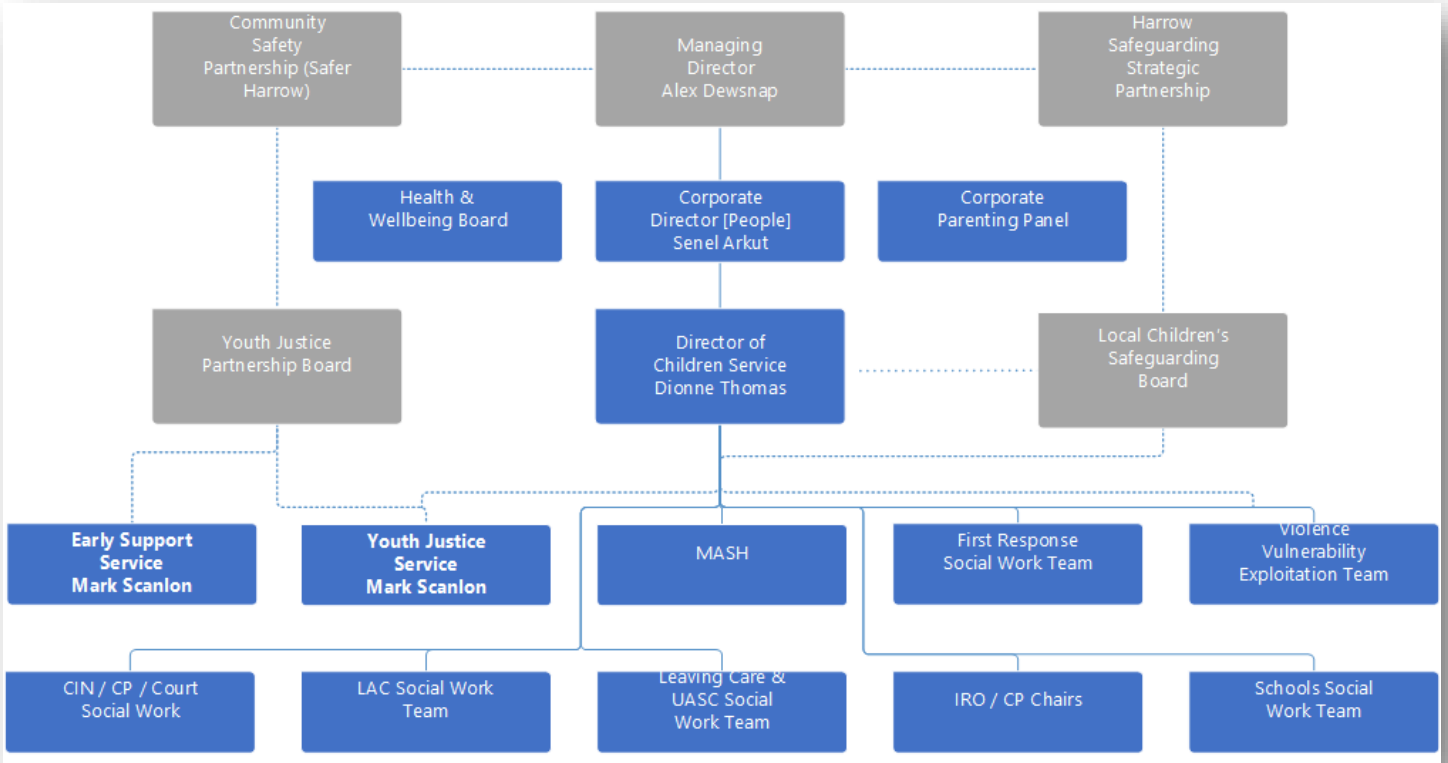
16. Appendix 1a - The YJ Team



Staffing table

Item	2021-2	Current	Comment / Note
Total staff headcount	26	25	Staff in team whose sole role is within YOT: 19
Total number of FTE posts	19.7	20.5	
Average caseload case managers	6	6.75	Current: 48 cases to 8 practitioners Previous Year: 54 cases to 8 practitioners
Percentage of workforce female	77%	72%	20 out of 26
Percentage of workforce Black Asian and Multi Ethnic	54%	56%	14 out of 26
Percentage of workforce with declared disability	0%	0%	

17. Appendix 1b - The relation of Harrow's Youth Justice Service to the Directorate, the Council and Additional Partnership Boards



18. Appendix 2 - Budget Costs and Contributions 2023/24

19. Appendix 3 – HMIP Improvement Plan

LBH YJS HMIP Improvement Plan - 16 December 2021

HMIP Recommendations are in red and blue font

The chair of the management board should:

1. Ensure that there is consistent attendance by representatives of the appropriate seniority from all statutory partners

What will the HYJS do? (Specifically)

- Review current membership specifically gaps in attendance and/or seniority
- Invite attendance from suitable representatives of all statutory partners
 - Ensure suitable induction pack and process
 - Ensure commitment to attending

Who will lead on it / be the responsible owner?

- Chair of the Harrow Youth Justice Partnership Board

How will we measure success?

- All core delegates of the partnership board to sign a commitment of undertaking

Timescales

- Q2 2022/3

2. Work with board members so they understand their role and the function of the YJS to enable them to challenge and advocate on behalf of the children and families accessing the service.

What will the HYJS do? (Specifically)

- Ensure all (and any new) members engage in a review/induction process by Q3 2022
- There will be a set of specific workshops for the Board themselves to produce an online document which outlines their role and the function of the YJS

Who will lead on it?

- Chair of the Harrow Youth Justice Partnership Board

How will we measure success?

- Peer review of the published document

Timescales

Q2-3 2022-3

The Harrow YJS partnership board should:

3. Ensure it is receiving analytical data that improves its understanding of the needs of children who access the YJS and better informs its strategic direction for the service

What will the HYJS do? (Specifically)

- Review the current data pack and frequency of production
- Propose a new data pack for monthly, quarterly and annual reports
 - Ensure more comprehensive data about Harrow Children's
 - a) desistence needs
 - b) vulnerabilities and risk factors
 - c) what works
 - Ensure voice of the child is apparent and captured and informed the strategic direction of the service
 - a) Implement satisfaction surveys for each young person worked with
- Work to implement young people's representation on the Harrow YJ Partnership Board
 - Consider and report back to Main Board on options for this (including inviting representatives of Harrow Youth Parliament, Corporate Parenting Panel Young People, YJ user participation groups, Shadow Board)

Who will lead on it?

- Head of Service

Supporters

- Data analyst
- Team Manager
- Representatives of Harrow Restorative Justice Team

How will we measure success?

- Internal scrutiny of the proposed data pack
- Peer review of our new data pack

Timescales

- By end of Q4 2022

4. Challenge and advocate for the YJS across the partnership to ensure that children are prioritised and able to access services and provision effectively to meet their needs

What will the HYJS do? (Specifically)

- The Board to engage in a workshop (or set of workshops) to produce a consolidated statement about the child focused mission and vision of the Board and partnership. Suitable form of words to be produced to be published on the Harrow YJS web pages. This to be added to the Board induction pack.
 - By Q2-3 2022-23
 - Head of Service / Board Business Manager to lead
- Establish an anonymous pathway (with an option to provide contact details) (using MS Forms) for YJ Practitioners to raise concerns directly to the Board (via Business Intelligence Unit) about any aspect of case work or partner service provision which in their view does not prioritise children (child first approach)³. These concerns to be collated and presented within the quarterly Board data pack.
 - By Q2 2022-23
 - Head of Service + Data Analyst
- The Board to ensure its revised Terms of Reference include specific reference to wanting to hear about such blockages whether they be child specific or systemic with a view to resolving any concerns or issues raised. The board to consider any such issues at each quarterly meeting.
 - By Q2 2022-23
 - Board Deputy Chair
- Ensure Escalation Policy is reviewed and known about by all relevant stakeholders. Ensure it addresses disproportionality and encourages an initially informal resolution and restorative focused approach. Note formal escalation should be the last resort and most matters would be expected to be resolved before this step is taken as outlined in the Youth Justice Service and Children's Social Care Joint-Protocol
- Statutory Core members will lead a review of practice against national standards
 - Statutory Partners will lead this and deliver a report to Board by Q4 2022-23

5. Ensure that there is provision and a clear pathway to identify and address the speech, language and communication needs of children known to the YJS.

What will the HYJS do? (Specifically)

- A) Review and report current provision to Board with recommendations
- B) Specify and Commission an enhanced provision*
- C) Devise quality and effectiveness assurance process

³ There will be an option to flag if the case is subject to a Turning Point delivered intervention

- D) Implement new pathways

Who will lead on it?

- HYJS Team Manager

Supporters

- Children's Commissioner for LA and for CCG

Timescales

- A) Q1 2022-23
- B) Q2 2022-23
- C) Q3 2022-23
- D) Q3-4 2022-23

How will we measure success?

- * The new specification will be made available as a separate document
- Publish the agreed pathway on the YJS web pages
- Undertake a satisfaction survey with all young people identified as requiring speech, language and communication needs support. Report the result of this each quarter to the Local Partnership Board

The Harrow Youth Justice Service should:

6. Ensure that all out-of-court disposal options are known, considered and promoted so that children can be diverted from the criminal justice system effectively

What will the HYJS do? (Specifically)

- Produce a comprehensive guide on all out of court disposal options for practitioners to share with Board members, service providing partners, children and families involved with the YJ Service.
- Include data in the Quarterly Board Data pack about the number of each type of OOCB disposal chosen through the weekly OOCB panel.
 - Specifically look for any bias against recommending Youth Cautions as HMIP highlighted this risk.
- Bench-mark against a range of other YOTs to ascertain if Harrow is within or outside of usual range
 - Consider other Boroughs within the Police NW BCU
 - Consider statistical neighbours
 - Consider London
 - Consider England

- Continue to participate in the six monthly London Wide MOPAC backed Met Police facilitated Multi Agency Scrutiny Panels which are participated in by MOPAC, YJB, Met Police, CPS and Judiciary which consider the suitability of disposal decisions and which in the first 4 panels over the last 2 years considered 100% of Harrow's decisions to be suitable. Report results to the local partnership board.

Who will lead on it?

- Operational managers will produce the guide
- Business Analyst will produce the data reports and bench marking reports
- Head of Service will continue to lead on the scrutiny panels

Supporters

- Team Manager + one statutory Board member to act as Champion/promoter

How will we measure success?

- Bench marking
- Data scrutiny
- Practice Evaluation theme at least once every year

Timescales

- Produce Guide by Q2 2022
- Produce local data report by Q1 2022
- Produce benchmarking data reports by Q3 2022
- Scrutiny Panels every 6 months
- Practice Evaluation theme at least annually

7. Formally collate feedback from children and families who access the service and use this to inform service delivery.

What will the HYJS do? (Specifically)

- Implement an annual survey of all children who have been involved with the HYJS during the preceding 12 months
- Implement a satisfaction survey for all children and their families/carers to be issued at the end of a period of intervention
- Implement an analysis of learning from Asset+ self-assessment questionnaires on a routine basis (ideally with each quarterly data pack)
- Create a work stream and allocate one core member of the partnership board and one member of the HYJS to lead on the development of a VOICE of the CHILD work stream which will consider and recommend options to the Board about how best to enable children and families who access the service to inform service delivery
 - Consider a range of options including:

- a) A shadow/children's board
- b) Running some Boards as twilight sessions or out of school times and inviting a range of children or children's representatives to attend (eg Harrow Youth Parliament, and/or Corporate Parenting CIC group and/or a HYJS user group*)

Who will lead on it?

- Head of Service

Supporters

- Portfolio Holder (council lead member) for children's services
- Service Management / Coordinators team
- At least one partnership board member
- One YJS Practitioner
- At least one YP (or representative)
- Young Harrow Foundation
- * Restorative Justice Coordinator

How will we measure success?

- Reports of questionnaire and self-assessment data (quarterly and annual summary)
- Establishment of a meaningful mechanism to gather involvement of children's views in strategic and operational matters
- Involvement of children and families in any new policies and strategies
- Harrow Youth Parliament continue to be involved in Overview and Scrutiny of the Annual YJ Plan

Timescales

- Annual Survey to Commence each Q1 – report to the following board meeting
- Satisfaction surveys on closure to commence from Q1 2022
- Consolidation of Asset+ VOICE questionnaires to commence reporting from Q1 2022
- VOICE workstream to commence from Q2 2022 with recommendations by Q3 2022 and implementation by Q4 2022

8. Improve the quality of delivery of interventions for all children where safety and wellbeing concerns or risks to others are identified.

What will the HYJS do? (Specifically)

- Establish a series of workshops⁴ for members of the Harrow Youth Justice Service to consider and develop best practice in planning, delivering and reviewing interventions. This will particularly include:

⁴ This may include external facilitators / trainers

- making suitable contingency arrangements for if risks increase
- maximising opportunities for engaging in restorative justice
- ensuring the safety and protection of actual or potential victims
- ensuring that the engagement and outcome of all externally delivered interventions are followed up on, are suitably recorded and taken account of in reviewing progress
- Strengthen the process of reviewing case work progress
 - a) Develop and report⁵ in the board data pack a data tracking tool to show “distance travelled” by individuals in terms of:
 - Risk of reoffending
 - Risk of Serious Harm (to others)
 - Risk to child’s own safety and wellbeing
- Assure that the joint protocol between the Harrow Youth Justice Service and Children’s Social Care Service results in effective co-working, collaboration and intelligence sharing within joint and integrated working opportunities⁶
- Review the Terms of reference of SWaRM and the interface between MACE and SWARM and any developments regarding an Adolescent Safeguarding Strategy / Operating Model / Practice Guidance
- Review Supervision Policy to ensure consideration of contingency planning/plans

Who will lead on it?

- Head of Service

Supporters

- External expert facilitators and trainers
- The leadership and management team
- Business Intelligence Analyst
- Victims lead / Victims representatives
- Restorative Justice Lead
- Client user group / representatives

How will we measure success?

- One member of the Youth Justice Partnership Board should be nominated as Champion to take a specific interest in these developments and be able to independently report back to the main Board about progress
- The Board will undertake a further self-evaluation
- The Board will consider inviting a peer review

Timescales

⁵ Show aggregated data within the Board data pack and show individual’s distance travelled tool to child files

⁶ Such as cases which are jointly allocated to Youth Justice Practitioners as well as Children’s Social Care Social Workers

- Planning for workshops and development sessions will take place within Q4 2021-2 and Q1 2022-3
- The first internal whole service workshop is booked for 19 January 2022
- Further whole service workshops / training sessions will be planned for delivery within Q2-4 2022-3 and thereafter twice yearly

The Metropolitan Police and Harrow Youth Justice Service should:

9. Review and improve communication between both services, particularly at operational level, to ensure effective information-sharing, joint working and progression reports in relation to all children participating in the Turning Point pilot.

What will the HYJS do? (Specifically)

- Ensure the memorandum of understanding which sets out the data sharing requirements and expectations is well understood by all Harrow YJS officers. Make available to all YJS staff on internal intranet site.
- Ensure that Turning Point's officers' reports of children's intervention plans, progress reports and outcome are received by Harrow YJS and copied into Harrow YJS case management recording systems.
- Promote good communications between Turning Point and Harrow YJS particularly at an operational level.
- Enable concerns to be flagged through the recognised escalation systems and in addition through the new anonymous pathway which will be developed as outlined against recommendation 4.

Who will lead on it?

- Head of Service for Harrow YJ

Supporters

- The Harrow Youth Justice Partnership Board Police Representative
- The Met Police Turning Point Lead and local lead
- Team manager Harrow YJS and Deputy Team Managers

How will we measure success?

- Anonymised concerns reported within the Data pack
- Published memorandum of understanding on internal intranet site
- Harrow YJS to contribute their findings to the University of Cambridge's evaluation

Timescales

- Reports from Turning Point case managers about plans, progress and outcomes are now being received routinely. Harrow YJS have received these for all cases which have been part of the

pilot since it was initiated. As they are received these reports are added to Harrow's Case Management Systems

- Communications will continue to be encouraged through the continuation of sharing and discussing Turning Point Quarterly newsletters within the team and through the continued attendance of Turning Point officers at Harrow Youth Justice Service Team meetings and presentations to the Partnership Board
- Additionally, the new mechanism for anonymously highlighting concerns⁷ to the Harrow YJ Partnership Board will be implemented in Q1 2022-3

⁷ This will be achieved through the use of Microsoft Forms which enables anonymous questionnaire returns.

20. Appendix 4 – Consultation

The 2023 update draft has benefited from a range of consultation including

- Community Safety Partnership (Safer Harrow) organised events about the most recently available data regarding crime, the perception of crime, those committing crime, victims of it and those supporting victims and perpetrators of crime. At these sessions the Community Safety Plan priorities were reviewed, considered and reformulated. The Youth Justice Partnership is a part of the wider Safer Harrow Community Safety Plan. The priorities identified within the YJ plan form an integrated part of the delivery of the Harrow Community Safety Plan.

The 2023 update will pass through a range of council procedures planned for the summer and autumn of 2023 including

- Portfolio Holder briefing: May / June 2023
- Key Decision notification of intention to proceed to Council sign off: August 2023
- Publication of incorporated reports to cabinet briefing: August/September 2023
- Overview and Scrutiny Committee: September 2023
- Cabinet reports and questions: September 2023
- Cabinet meeting: October 2023
- Council Meeting: November 2023

As part of additional consultation, the following questions are being asked

- Are the 5 local priorities outlined on the "[plan on a page](#)" graphic, the right ones?
 - What should be added / taken away / amended?
- [The Service Development Plan](#) section talks about: implementing, maintaining and developing a range of required and innovative best practice ambitions.
 - Do you think this section captures all it should?
 - Is there anything to be added, taken away or amended to this section
 - Associated [Challenges and Risks](#) are identified [here](#)
 - Are there others to be logged?
 - What mitigation is in place to manage these?
- How could you support the Harrow Youth Justice Partnership?
 - Support the work of the subgroups: Voice, Disproportionality, Prevention?
 - Support the Standards Self Assessment?
 - Support Training and Development?
 - Support operationally / volunteering?
 - Support Strategically: developing partnerships?
 - Other?
- Do you have any other comments on the 2023 YJ Plan update?

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	Approve the Youth Justice Annual Plan	Date EqIA created: 20 Sep 2023
Name and job title of completing/lead Officer	Mark Scanlon – Assistant Director of Harrow Youth Justice & Early Help Service	
Directorate/ Service responsible	People > Children and Families	
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: 27.09.23

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?

The Annual Plan is a government requirement. It outlines the strategy and arrangements of fulfilling the Statutory Duty outlined at Section 39 of the Crime and Disorder Act 1998 to establish suitable Youth Justice Services and partnership arrangements in a local authority area. The proposal is for Council to approve the annual plan which outlines the arrangements and strategies in place to fulfil this requirement.

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

The Annual Plan includes a strategic objective to address the over representation of young Black men within the criminal justice system. This is a pattern which is evidenced at National, London and Harrow wide level. The inclusion of a priority to address this aims to reduce such over-representation.

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

No negative impacts have been identified

2. Assessing impact																			
Protected characteristic		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																	
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															
		Minor		Major															
		No impact																	
Age	<p>Harrow has a resident population of 261,300¹. Increasing by 9.3% in the ten years between 2011 and 2021 with an increase of 7.8% in people aged 15 to 64 years, It has an above average working age population aged 16-64 of just under 64% (160,462) and a growing younger population aged 0-15 of 18.5% (48,300), which is higher than the London average, suggesting that the borough is a popular destination for families².</p> <div style="text-align: center;"> <p>Population by Age-band % (Harrow 2021 Census)</p> <table border="1"> <thead> <tr> <th>Age Band</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>0-15</td> <td>20%</td> </tr> <tr> <td>16-24</td> <td>10%</td> </tr> <tr> <td>25-49</td> <td>37%</td> </tr> <tr> <td>50-64</td> <td>17%</td> </tr> <tr> <td>65-84</td> <td>13%</td> </tr> <tr> <td>85+</td> <td>2%</td> </tr> </tbody> </table> </div>	Age Band	Percentage	0-15	20%	16-24	10%	25-49	37%	50-64	17%	65-84	13%	85+	2%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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85+	2%																		

¹ Census 2021

² Census 2021

	<ul style="list-style-type: none"> As with most areas in the country, the borough has an ageing population. With the number of residents aged 65 plus Increasing by 19.4% in the ten years between 2011 and 2021 with 31% rise in people aged 90 years and over³. Those aged 85 plus could increase by 60% by 2030⁴. Data available shows that the pandemic has adversely impacted young people aged 18-24, with 1 in 10 young people out of work⁵. Harrow has one of the lowest proportions of young people Not in Education, Employment and Training (NEETS). However, due to the Covid-19 pandemic, there has been a significant increase in numbers, from 0.8% to 1.8%⁶. (Now 1.2% August 2022⁷) <p>Impact The projects will aim to be inclusive of all residents regardless of their age as it is a statutory obligation for the council to maintain a Youth Justice Service</p>				
Disability	<ul style="list-style-type: none"> The 2021 Census data shows that 9.75% of Harrow's population aged 15 to 64 years have a disability this equates to 16,840 people. 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 or sustaining self-employment. These include adults with learning disabilities and those with severe mental health issues. Disabled people are also likely to be under-represented among business owners within Harrow. <p>Impact The Youth Justice Service aims to be inclusive of all residents regardless of their disability status.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

³ Census 2021

⁴ Poppi and Pansi projections to 2030

⁵ DWP Job claimant data April 2021

⁶ NEETS data at December 2020.

⁷ NEETS data at December 2022.

<p>Gender reassignment</p>	<ul style="list-style-type: none"> In 2020, the Equality and Human Rights Commission (EHRC) survey found that one in six respondents identified themselves as prejudiced towards transgender people⁸. 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 Gender Identity Research & Education Society (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. This would represent about 600,000 trans and non-binary people in Britain and about 2,500 people in Harrow. <p>Impact</p> <ul style="list-style-type: none"> The Youth Justice Service will be inclusive of all residents regardless of their gender reassignment status. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Marriage and Civil Partnership</p>	<ul style="list-style-type: none"> At the time of the 2021 Census 53.9% of Harrow's residents were married or in a registered civil partnership, 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>Impact</p> <p>The projects will be inclusive of all residents regardless of their marriage and partnership status.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

⁸ Equality and Human Rights Commission (2020), Attitudes transgender people, 2020

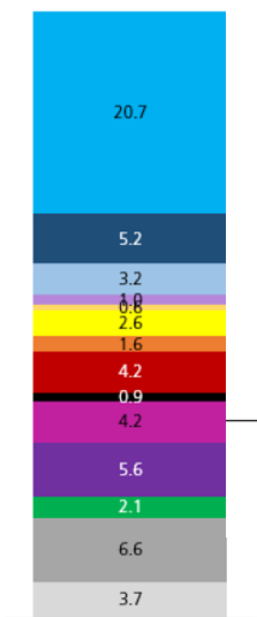
<p>Pregnancy and Maternity</p>	<ul style="list-style-type: none"> • ONS births figures show Harrow as having 3,312 live births in 2021⁹. 14 live births per 1000 population is higher than the England & Wales average of 10.8 • The borough has a higher-than-average infant mortality rate in London, at a rate of 3.9 deaths per 1000 live births, which is an indicator of poverty and inequality in the borough.¹⁰ • 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><u>Impact</u> The projects will be inclusive of all residents regardless of their pregnancy and maternity status, including residents with childcare/caring responsibilities.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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⁹ Source: Office for National Statistics (ONS, 2022), Live births in England and Wales 2021

¹⁰ Public Health England (2022), London's Poverty Profile 2022,

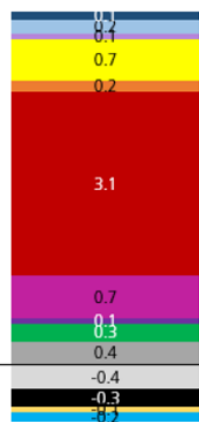
Race/
Ethnicity

% breakdown of non-WB populations, 2019



Harrow (62.9% non-WB)

% breakdown of change in non-WB populations

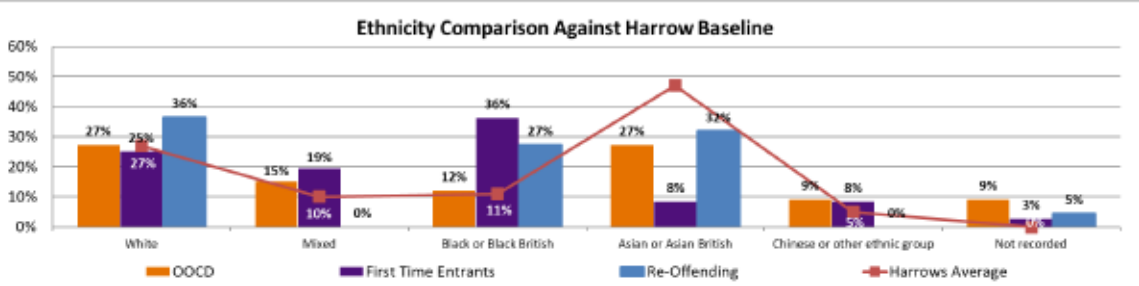


- Hindu Indian
- Sri Lankan
- Other South Asian
- Iranian
- Greek/ Greek Cypriot
- Other East European
- Polish
- Romanian
- Jewish
- Other Muslim
- Pakistani
- Black African/ Caribbean
- West European and Hispanic
- Other

- 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 growing¹¹. 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 area (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.



¹¹ Harrow Economic assessment 2019-2020: population

<p>Race/ Ethnicity continued</p>	<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 neighbourhoods 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. Marlborough, and Wealdstone neighbourhoods 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).  <p>Impact The Youth Justice Service will aim inclusive of all residents regardless of their race and ethnicity and explicitly anti-racist in attempting to address the known disproportionality of young Black men overly represented in the criminal justice system.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p>Religious diversity</p>	<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 with the highest number Hindus (25%) and Jains (2.2%) and the second highest number of Zoroastrians. At the 2021 census Harrow had the highest number (and proportion) of Hindu followers in the country (25.8%). At 2.8% Harrow's Jewish community was the ninth largest nationally. 33.9% of residents described themselves as Christians (the 11th lowest proportion in the country) and 15.9% described themselves as Muslims. Harrow had the lowest ranking for 'no religion' (10.9%). 	<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 change¹². There is limited data on employment/unemployment rates for Harrow by religion. <div data-bbox="443 347 1402 930"> <p style="text-align: center;">Harrow, Religion 2021 census</p> <table border="1"> <thead> <tr> <th>Religion</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Other religion</td> <td>0.6%</td> </tr> <tr> <td>Sikh</td> <td>1.1%</td> </tr> <tr> <td>Buddhist</td> <td>1.1%</td> </tr> <tr> <td>Jain</td> <td>2.4%</td> </tr> <tr> <td>Jewish</td> <td>2.8%</td> </tr> <tr> <td>Not answered</td> <td>5.9%</td> </tr> <tr> <td>No religion</td> <td>10.6%</td> </tr> <tr> <td>Muslim</td> <td>15.9%</td> </tr> <tr> <td>Hindu</td> <td>25.8%</td> </tr> <tr> <td>Christian</td> <td>33.9%</td> </tr> </tbody> </table> </div> <p>Impact The Youth Justice Service will aim to be inclusive of all residents regardless of their religion or beliefs.</p>	Religion	Percentage	Other religion	0.6%	Sikh	1.1%	Buddhist	1.1%	Jain	2.4%	Jewish	2.8%	Not answered	5.9%	No religion	10.6%	Muslim	15.9%	Hindu	25.8%	Christian	33.9%				
Religion	Percentage																										
Other religion	0.6%																										
Sikh	1.1%																										
Buddhist	1.1%																										
Jain	2.4%																										
Jewish	2.8%																										
Not answered	5.9%																										
No religion	10.6%																										
Muslim	15.9%																										
Hindu	25.8%																										
Christian	33.9%																										
<p>Sex</p>	<ul style="list-style-type: none"> The 2021 census show that the total population of Harrow is now 261,300, made up of 132,500 women (50.7%) and 128,800 men (49.3%). Overall, the number of males and females living in Harrow is very similar. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>																						

¹² Harrow Economic Assessment: 2019-2020: population

- Economic activity among Harrow's male population is higher than the London average at 86%, compared with 83%¹³. However, economic activity among females in the borough is lower than the London average at 72%.
- Harrow is a low wage borough, with those that are employed in the borough earning less than the London average weekly earnings of £813.40¹⁴. Women also earn less than men in the borough. The average gross weekly earnings among women working in Harrow is £480.10, this is 28% lower than the London average of £666¹⁵.
- 20% of Harrow businesses are female led.¹⁶
- 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.

Impact

The Youth Justice Service will be inclusive of all residents regardless of their sex.

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



Black young men are over represented nationally already within the criminal justice system. The Harrow Youth Justice Service aims to address this through a 3 pronged anti-racist approach

- a) Train all team members in anti-racist and unconscious bias approaches
- b) Provide leadership and resilience building programmes for children already within the system to help them understand the structural context and how to overcome the pernicious impact of structural biases
- c) Challenge all partners and providers to develop their own cultural competence and understanding of structural and entrenched forms of endemic racist systemic arrangements

¹³ NOMIS: Labour supply (at December 2020)

¹⁴ Source: NOMIS: earnings by place of work: 2021

¹⁵ Source: NOMIS: earnings by place of work: 2021

¹⁶ Beauhurst: number of companies registered at Companies House that are female led (April 2021)

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
n/a				

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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

The relevant priority within the Annual YJ Plan aims to promote greater equality of representation within the criminal justice system.

The YJ plan aims to promote greater equality of outcome for all young people at risk of being impacted by the criminal justice system as a whole.

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:	16 November 2023
Subject:	Climate & Nature Strategy 2023-2030
Key Decision:	Yes
Responsible Officer:	Dipti Patel – Corporate Director, Place
Portfolio Holder:	Cllr Anjana Patel, Portfolio Holder for Highways, Infrastructure and Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All wards
Enclosures:	Appendix 1 - Living Harrow: The London Borough of Harrow's Climate and Nature Strategy 2023 to 2030 (including Strategic Action Plan Appendix) Appendix 1a – Strategic Action Plan Appendix 2 - Report on Public Consultation Appendix 2a – Business Engagement Report Summary Appendix 3 - Equalities Impact Assessment

Section 1 – Summary and Recommendations

This report summarises the results of the public consultation on the Climate & Nature Strategy and presents the final strategy for approval.

Recommendations:

Cabinet is requested to:

1. Note the results of the public consultation on the draft Strategy;
2. Approve the attached Climate & Nature Strategy 2023-2030;
3. Authorise the Corporate Director – Place, following consultation with the Portfolio Holder for Highways, Infrastructure and Community Safety, to keep the Strategy under review and make minor amendments as are necessary; and
4. Note that progress in implementing the Strategy and accompanying Strategic Action Plan will be subject to annual reporting to Cabinet.

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 reductions.
- 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 attached 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. In April 2023 Cabinet approved the draft Climate and Nature Strategy for public consultation. This report highlights the results of the subsequent public consultation and presents the final Strategy and accompanying strategic action plan for approval.

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 Climate and Nature Strategy: 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. Data for 22/23 is being finalised but is expected to show a continuing reduction. In addition, although these are not measured directly, 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. There are also 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 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 open spaces and across the borough's extensive network of gardens and private land.

Overview of the Strategy

- 3.10 The 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* – heating and powering our homes and buildings in low carbon ways;
2. *Green Mobility* –reducing our reliance on fossil fuel vehicles;
3. *A Waste Free Economy* - minimising waste and growing a sustainable and circular economy; and
4. *Healthy Places for Us and Nature* –making space for nature in our borough and building 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 Strategy then sets out the key strategic actions that have been identified across each of the four themes (Strategic Action Plan), 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 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 the draft Strategy has provided an opportunity to commence that process with our residents, businesses, and partner organisations.

The co-benefits of action

- 3.13 The 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.
- 3.15 The Council consulted publicly on the draft Strategy between 20th June and 24th September 2023. The objectives of the engagement were:
- To share the Council's draft strategy with Harrow residents, local businesses and groups; to promote discussion, feedback and questions.
 - To understand the views of Harrow residents and local businesses and groups on climate change and nature recovery in Harrow.
 - To identify the practical actions that residents / businesses / community groups are taking, or are willing to take, and the key barriers that exist to making more sustainable choices.
 - To help the Council understand how it can support and scale existing work and initiatives around climate and nature in Harrow.
- 3.16 The core consultation activity comprised resident and business surveys undertaken on the MyHarrow Talk engagement platform. In the case of Harrow's small businesses, completion of physical surveys proved to be a much more effective engagement method, and the results were subsequently uploaded to MyHarrowTalk. The survey activity was supplemented by three town centre public drop in events, together with a range of in person events and meetings with businesses and community groups. Further details are contained in the report on the consultation activity appended to this cabinet report.
- 3.17 Throughout the consultation period there were 1660 visits to the MyHarrow Talk consultation page, with 118 resident and 58 business surveys being completed. It is estimated that engagement took place with at least an additional 250 people through online and in person events.

Consultation Feedback and Opportunities

- 3.18 A full report on the consultation activity is enclosed. The key messages and opportunity action areas highlighted by the consultation are summarised in the following sections. The opportunity areas in each thematic area are cross referenced to the relevant strategic action in the Strategic Action Plan (SAP), which has been updated where appropriate.

Attitudes to Climate Change and the Environment

- 3.19 Overall the resident survey demonstrated that a clear majority of respondents were concerned about climate change, motivated to take action and believe that this should be a priority of the Council. Over three quarters were 'very concerned' about climate change and a similar proportion thought that addressing it should be a top priority for the Council. Only a small minority of 5% or less were not concerned about climate change and not motivated to take any action. However, when presented with the statement "I know what actions I can take to reduce my impact on the environment" only 46% of total respondents selected "definitely agree", with 47% indicating that they 'somewhat agree'.
- 3.20 Amongst the mainly small businesses who were surveyed, concern about impact of climate change was lower overall than the residents' sample, with just over one quarter feeling 'very concerned' and the majority (56%) being 'somewhat concerned'. One third were 'very motivated' to take action, but all businesses were motivated to some degree. Awareness of the actions that can be taken, though, was also lower than the residents' sample, with only one third definitely agreeing and 44% 'somewhat agreeing'.
- 3.21 In summary, those surveyed were concerned about climate change and the environment and were motivated to take action. Some respondents however were not fully confident about what actions they could take to reduce their impact. This underscores the importance of widely available, good quality information about the practical steps that residents, community organisations and businesses in the borough can take in their personal and professional lives. In part this was the intention of this initial engagement exercise - for example, the Grantham Institute's '9 things you can do about Climate Change' leaflets were widely distributed at the in-person events, and the surveys themselves were designed to highlight the range of actions that could be taken across the four material themes. Education on the climate change and nature recovery agendas will, though, remain an ongoing requirement that needs to be further developed through the Council's communications activity, both internally and externally.

Clean Energy Used Efficiently

- 3.22 Resident feedback highlighted that up-front costs remain a barrier to the fitting of heat pumps and solar panels, and the market is perceived as complicated. Furthermore, those living in tenanted properties have limited scope to carry out improvements themselves and are

dependent upon landlords. It was also suggested that clear guidance from the Council's planning team about what the permission requirements were for common energy and retrofit improvements would be welcomed, particularly from those living in conservation areas.

3.23 The engagement with small businesses revealed that, whilst energy costs are a significant concern, most have not undertaken any significant energy efficiency measures beyond LED lighting. Some businesses are unsure exactly how to save energy and those in leasehold premises are similarly dependent upon landlords to carry out more significant improvements.

3.24 The key opportunity action areas for this theme include:

- Promoting the new Harrow Energy Advice Line to residents and voluntary organisations (new SAP 8.3 inserted)
- Signposting to the Energy Saving Trust and reliable advice on retrofit and improving insulation levels in homes and business premises, highlighting the cost-saving benefits (SAP 8.2 inserted)
- Considering how landlords can be incentivised to improve insulation levels and install solar and heat pump technologies in homes / business premises (within the scope of SAP 8.1)
- Developing clear planning guidance on retrofit, including conservation areas (within the scope of SAP 9.3 as amended)
- Case studies to illustrate energy saving measures that could be carried out by small businesses and the benefits of doing so (now referenced in SAP 8.1)

Green Mobility

3.25 Resident feedback consistently highlighted a willingness to consider cycling as a healthy and cost-effective alternative to the private car (whilst also noting that cycling is not suitable for all members of the community, for example the elderly). However, it is considered that the private car is currently prioritised in Harrow and there is a lack of suitable segregated infrastructure, and properly connected routes, to cycle safely in Harrow. Lower levels of cycle storage in parks and at public facilities, and the absence of a bicycle or EV bike hire scheme was also a limiting factor.

A need was expressed for more publicly accessible electric vehicle infrastructure, especially on streets for those without dedicated off street parking at home, and there was support for the introduction of car share schemes, which was an option a significant number of survey respondents would be willing to consider.

There was also support expressed for expanding school streets (noting that some other neighbouring boroughs have more) and increased communications to highlight the environmental damage and health impacts caused by fossil fuel vehicles whilst promoting active travel alternatives.

- 3.26 Business feedback reiterated that some roads are congested, and cycle lanes are considered poor and not connected. Also, the embodied carbon and circular economy impact of electric cars and vans, compared to traditional vehicles is not well known. It would be useful for good quality information to be made available about these issues to inform individual decision making. There are also a large number of small logistics movements in Harrow currently undertaken by vans and other goods vehicles that could benefit from the introduction of cargo bike / e-cargo bike delivery services.
- 3.27 The key opportunity action areas for this theme include:
- Development of more connected, safer cycle infrastructure (and walking routes) across Harrow, combined with installation of cycle storage at key public sites / buildings. Also continued working with Harrow Cycle Hub to promote the benefits of cycling and consideration of trialling a bike hire / e bike hire scheme in selected locations (within the scope of SAP 6.1 and 6.2)
 - Expanding the car club offering on council land (within SAP 5.5)
 - Communications that explain the benefits of active travel, including the air quality health benefits (SAP 5.3 amended)
 - Improving air quality monitoring and data capture in Harrow, to include areas of high fossil fuel vehicle use, to inform target setting (SAP 5.3 amended)
 - Developing a long-term plan for EV charging expansion to include both residential slow charging and rapid chargers, combined with good quality information to residents and businesses about the switch to EVs (within the scope of SAP 5.2 and upcoming borough Electric Vehicle Strategy)
 - Improving the Highways infrastructure environment (including tree planting / biodiversity enhancements) to encourage more active travel. There is an immediate opportunity to do so through the upcoming Harrow Town Centre improvement scheme (within SAP 6.3, 9.3 and 9.4)
 - Consider trialling cargo bike / e-cargo bike delivery services in areas of high demand (SAP 7.2 amended)

A Waste-Free Borough

3.28 Feedback from residents highlighted the work of Harrow Litter Pickers and urged greater levels of joint working with the council, including on behaviour change and tackling a culture of littering and waste that exists in some parts of the borough. Respondents asked for better information on where the borough's waste goes and how to recycle difficult items (e.g., film and textiles). There were also comments on the lack of infrastructure to recycle in the borough beyond the Household Waste and Recycling Centre, whilst noting that contamination can be an issue in these locations.

There was support for greater leasing / hiring options for goods, which could include establishing a Library of Things in Harrow. A low awareness was reported of the TRAIID doorstep textiles / electricals collection service that is currently available to residents.

3.29 Business feedback indicated that, whilst there is appetite for working with the Council to reduce waste and increase recycling, the Council's trade waste service is considered to be more expensive than using some private companies. There is also a perception amongst businesses that booking restrictions at local waste recycling centres have contributed to increased fly-tipping and litter being dumped on streets and on business premises, which makes the high street less attractive and impacts on business. Generally, there is relatively low awareness amongst businesses of the circular economy and the financial and other benefits that can accrue from minimising waste and embracing circular business models.

3.30 The key opportunity action areas for this theme include:

- Improving education and communications about the impact of waste, the importance of sustainable food consumption (e.g. the Eat Like a Londoner Campaign), recycling, and repair (within SAP 5.1, 5.2 and 6.1)
- Further promotion of the TRAIID doorstep textile / electricals collection service for residents (SAP 5.3 updated)
- Considering a suitable location and funding model for a Library of Things in Harrow (within the scope of SAP 5.1 to 5.3)
- Continuing to develop the relationship and opportunities for collaboration with Harrow Litter Pickers (within SAP 5.1 as amended)
- Utilising ongoing business support programmes to help small businesses understand what they waste, and why (simple waste audit) and support for embedding circular economy principles into their operations (within SAP 4.1 and 4.2)
- Reviewing the Council's commercial waste service, to ensure the offering is competitive and supports the objectives of this Strategy (SAP 4.3 added)

- Promoting development of repair skills in Harrow, to encourage repair rather than disposal of common items such as bicycles, clothes and electrical goods (within SAP 5.3 and 5.8)

Healthy Places for us and Nature

3.31 Residents expressed support for continuing to actively improve biodiversity in our parks, open spaces, housing areas and verges, working closely with volunteer groups. There was also support for more tree planting in the borough's streets, open spaces and private gardens, together with a need to develop a stronger vision for Nature in the borough, accompanied by the setting of clear targets for nature recovery across Harrow, which are currently lacking. Harrow Nature Conservation Forum and Harrow Wildlife Action submitted a detailed response pledging their support for the further development of these areas.

Concern about concretisation of front and rear gardens and removal of hedges / plants by owners also came up repeatedly in survey responses from individual residents, as did the need to secure nature positive outputs from new developments – swift bricks, green rooves etc.

3.32 Business engagement on this theme overall highlighted a disconnect in the understanding that all businesses are eventually reliant on a healthy ecosystem. However, whilst local businesses do not currently consider a healthy natural environment as being linked directly to their business resilience or success, they do link unsightly waste in public spaces as being negative for business. Most small companies in the borough would benefit from a greater understanding of their supply chain, their ultimate reliance on nature, and then the climate risks that exist in the locations where their suppliers of goods and services are based.

3.33 The key opportunity action areas for this theme include:

- Expanding biodiversity projects on council open spaces, parks and verges (noting the importance of choosing the right site and good communications), to include upskilling of the Green Team (New SAP 3.3 and existing SAP 7.3)
- Working with existing volunteers involved in nature and conservation activities to showcase their work and expand volunteer participation (Within existing SAP 4.4 as amended)
- Better signposting of residents to our parks, open spaces and nature events, also highlighting the actions that individuals can take

to enable the recovery of nature in their own private spaces (within SAP 4.1 and 4.2)

- Developing a medium and long-term vision for nature and natural capital in Harrow working with Harrow Nature Conservation Forum and other local groups, informed by good data and target setting (new SAP 4.6 and 6.4)
- Developing our Local Plan in a way that reserves space for nature and consider the levers available to the Council to tackle the concretisation of gardens (Existing SAP 5.1 and new SAP 5.4)
- Raising awareness with local businesses of supply chain risks and ecosystem dependencies as part of Harrow's business support programmes, to include consideration of a relevant case study (eg a local restaurant business) (New SAP 4.7)

General Comments

3.34 The Strategy was welcomed by a clear majority of respondents to the consultation, who felt that the overall scope of the four thematic areas was comprehensive. A number of additional overarching points were raised, including:

- The key convening role of the council to bring together community initiatives that tackle climate change and nature using its existing borough networks (voluntary sector, statutory partners, faith groups, schools).
- The central importance of education and active, culturally inclusive, communications to and from residents and businesses, and within the Council itself, across all of the thematic areas.
- Governance and decision making: consideration of climate and nature impacts needs to be better embedded in council decision making.
- It was noted that young people and schools have a crucial role in terms of influencing behaviours now and in the future.
- The impact of food and climate friendly diet choices has relatively low awareness (although some communities are already vegetarian) but has large role in emissions.
- It was noted that the effect of climate changes that are already 'locked in' are yet to be fully felt, therefore the development of resilience and adaptation measures that also build the borough's natural capital (eg tree planting and nature based solutions to increase flood resilience and combat drought) will be crucial, alongside mitigation through carbon reductions.

- 3.35 Key challenge and opportunity areas arising from the general comments include:
- Consideration of how the Council can facilitate ongoing engagement on climate and nature issues with residents and businesses across its full range of services, building upon this initial consultation (an ambition now reflected in 3.1 of the Strategy)
 - The introduction of core training on climate change and nature for all staff and members, to raise corporate awareness of the issues, highlight how different service areas can contribute and build organisational capacity to take action (now included in 3.2 of the Strategy)
 - Development of guidelines to ensure consideration of climate and nature impacts as part of all cabinet decision making (now included in 3.2 of the Strategy)
 - Increasing organisational capacity and staffing to deal with adaptation and resilience issues (to be considered as part of SAP 5.3)

Strategy and Strategic Action Plan and Next Steps

- 3.36 The thematic action areas within the Strategic Action Plan have been updated where needed as set out above, in light of the key recommendations from the consultation phase. Section 3 of the Strategy has also been updated to reflect the general comments, as set out above.
- 3.37 Overall the response to the consultation indicated that the scope of the Strategy and its four thematic areas provides a comprehensive overall framework for action, and no changes are therefore proposed to this structure. It is however noted that target setting and specific actions to achieve the outcomes needs to be further developed under the strategic action areas as part of the next phase of work.
- 3.38 The Council can't action all that has come from this consultation; much of this work needs to be led within communities themselves, and the findings show that there is a lot being done and significant motivation to do more, which is very encouraging. However the Council does have a critical role as a convenor of residents and local groups, bringing together current initiatives and community projects and helping to highlight and share these with residents. As such, important that the Council treats the consultation as the beginning, not the end, of meaningful engagement on these issues with our communities.
- 3.39 Once approved, the Strategic Action Plan will be progressed by responsible delivery teams under the oversight of the Council's Climate and Sustainability Board, with regular internal reporting to the Portfolio

Holder and other responsible cabinet members. This next phase of action development will include consideration of relevant data, target setting in key areas and available resources and capacity. It is intended that progress on delivering the Strategic Action Plan will be reported annually to the Council’s cabinet, together with any required recommendations for consideration.

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. N/A

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 organisational 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 • Increased flooding and property damage 	<ul style="list-style-type: none"> ▪ The 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>AMBER</p>

Risk Description	Mitigations	RAG Status
<ul style="list-style-type: none"> • Risks to global and local natural capital essential for the functioning of society, including ecosystems, soils and biodiversity • Migration pressures and international security issues • Economic contraction and instability • Increase in fuel and other types of poverty for residents 		
<p>The strategy is inflexible and cannot be adapted quickly to meet unforeseen and/or changing circumstances</p>	<ul style="list-style-type: none"> ▪ The strategy proposes high level strategic action areas that are intended to be comprehensive at a strategic level but allow for operational flexibility as to how actions are implemented ▪ Progress on the strategy and any need to revise or amend it will be monitored on on-going basis throughout the year by the Climate and Sustainability Board ▪ Implementation of the strategy will be reported annually to Cabinet along with any updates and necessary amendments 	GREEN
<p>Roles and responsibilities (individually and in groups) for delivering the strategy across the Council are not clearly allocated or assigned</p>	<ul style="list-style-type: none"> ▪ The Strategic Action Plan sets the teams within the Council for responsible for progressing relevant action areas ▪ The Climate and Sustainability Board will oversee the strategy and ensure all officers and groups are contributing and fully engaged on the strategy. 	GREEN

Risk Description	Mitigations	RAG Status
Arrangements for the performance management of the strategy, including for SMART target-setting on the strategy, have not yet been clarified	<ul style="list-style-type: none"> ▪ A climate change action tracker and performance monitor will be established to develop, monitor and report on the setting and achievement of targets in specific action areas ▪ The Council's carbon emissions are monitored by energy and fuel usage and will be reported to Cabinet annually 	AMBER
The Strategy does not adequately identify and prioritise the key areas where action is required	<ul style="list-style-type: none"> ▪ Key data sets around emissions as a council and as a borough have been identified in the Strategy and directly inform the areas of action. ▪ 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. ▪ The Strategy has also now been subject to public consultation (considered in this report) to help ensure the Strategy reflects local challenges and opportunities. 	AMBER
The draft Strategy is unaffordable	<ul style="list-style-type: none"> ▪ 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 	AMBER

Risk Description	Mitigations	RAG Status
	<p>is required over coming years particularly in building retrofit and electrification of vehicles.</p> <ul style="list-style-type: none"> ▪ 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 the Council, along with other West London Alliance councils, has developed and adopted a Low Carbon Procurement Charter, Policy and Toolkit in order to drive emissions reduction via our supply chain. This was implemented in 2022, when 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 strategic 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 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 limited 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 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. For the 2023-25 period, the Council has also successfully secured over £400,000 of UK Shared Prosperity Funding to support the establishment of an Energy Advice Service for residents and the voluntary sector, along with a programme of biodiversity enhancement

projects and increased community volunteering opportunities, in our parks and open spaces.

- 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 decisions as regards the future of individual estate assets to be made further to the Corporate Asset Strategy.
- 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 An Equalities Impact Assessment (EQIA) has been prepared, which accompanies this report and which has been updated in light of the consultation feedback. 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. This includes ensuring ongoing access to green vehicular options for travel within Harrow for the elderly and disabled and providing access to energy advice and support, for example via the newly introduced Harrow Energy Advice service. Improvements to Harrow's air quality monitoring and data capture will also enable the Council to better target action on areas of poor air quality, for the particular benefit of vulnerable residents within the protected groups.
- 4.13 Whilst the Council must take into consideration the disproportionate effects of climate change on some protected groups, it is also clear 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 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: 26 October 2023

Statutory Officer: Abiodun Kolawole

Signed on behalf of the Monitoring Officer

Date: 24 October 2023

Chief Officer: Dipti Patel

Signed off by the Corporate Director

Date: 26 October 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 23 October 2023

Head of Internal Audit: Neale Burns

Signed on behalf of the Interim Head of Internal Audit

Date: 26 October 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO as it impacts on all Wards

EqlA carried out: YES

EqlA cleared by: Jennifer Rock

Section 4 - Contact Details and Background Papers

Contact: Matthew Adams, Assistant Director - Climate Change & Natural Resources 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

November 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](#)

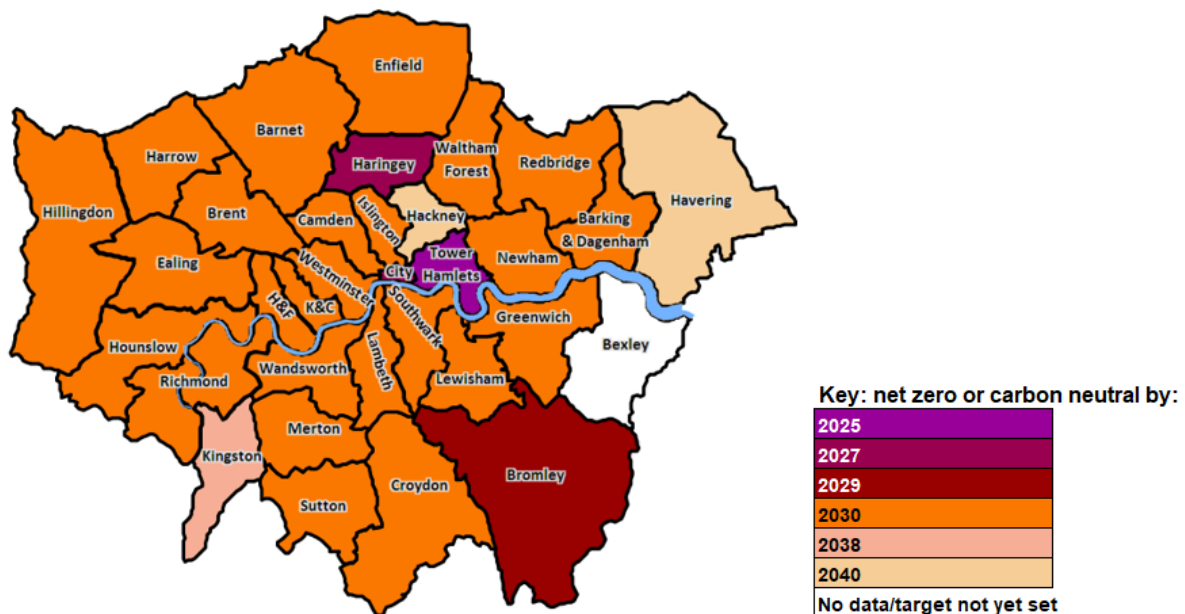
that the target be pursued. The review describes net zero as ‘the economic growth opportunity of the twenty first century’ and emphasises that over coming years the costs of inaction to the UK economy would far exceed the cost of action.¹¹

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](https://www.london.gov.uk/press-releases/major/2022/01/pathways-to-net-zero-carbon-by-2030)

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	TBC
#5 One World Living	Harrow (consumption emissions)
#6 Green Economy	Hounslow
#7 Resilient and Green	Southwark & Kensington & Chelsea

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:

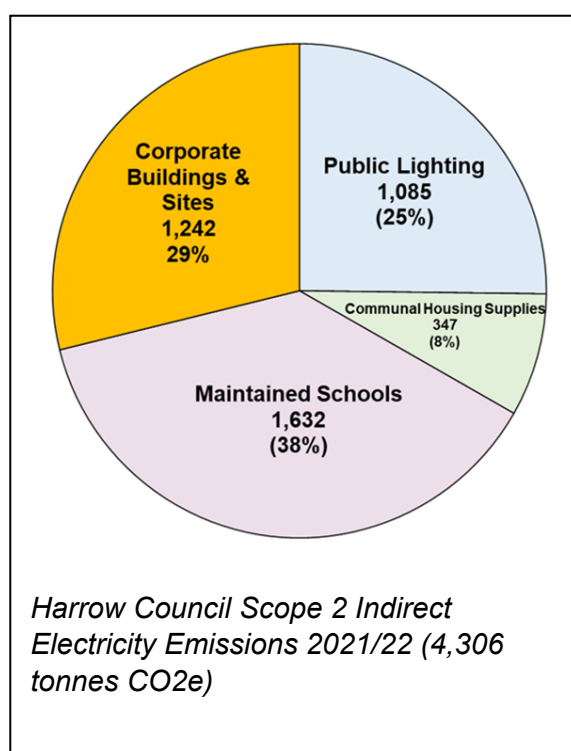
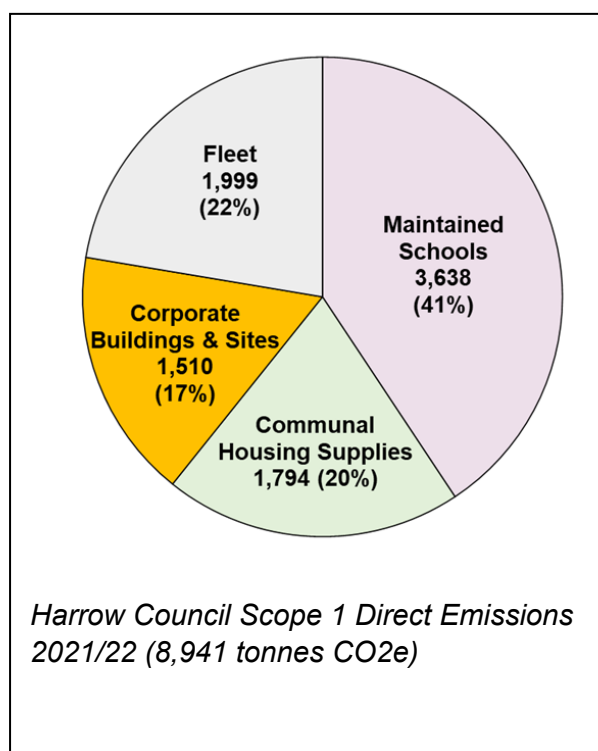
- Scope 1: direct emissions produced by sources in the area (e.g., road transport and gas heating);
- Scope 2: indirect emissions from the generation of purchased energy used in the area (i.e. electricity);
- Scope 3: indirect emissions, not included in Scope 2, that are generated outside the area but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

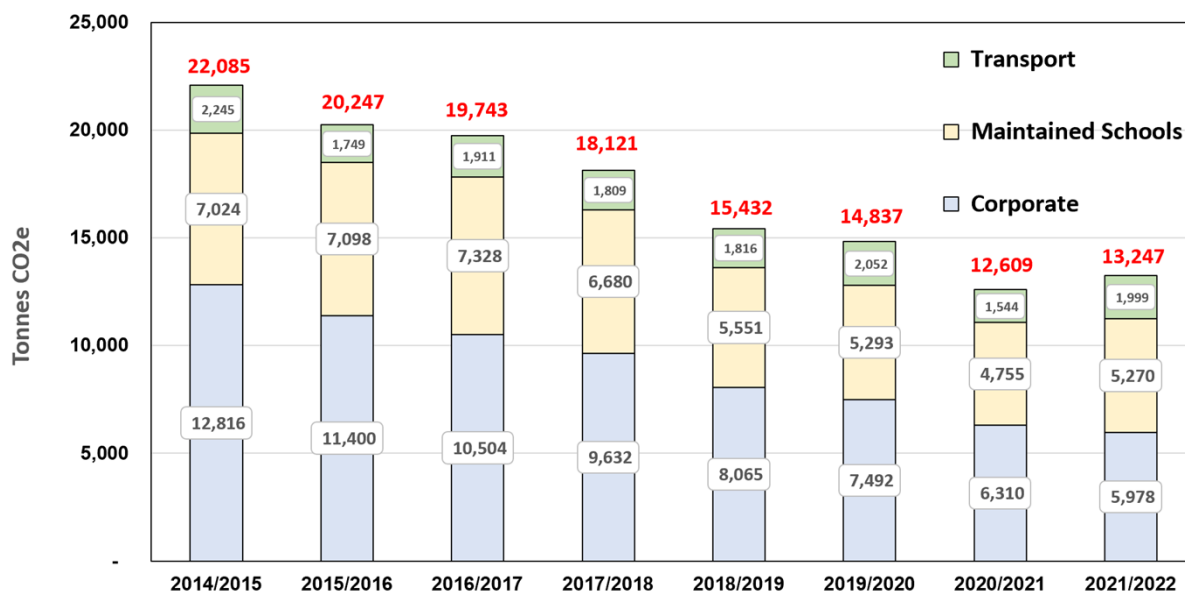
The Council's emissions

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

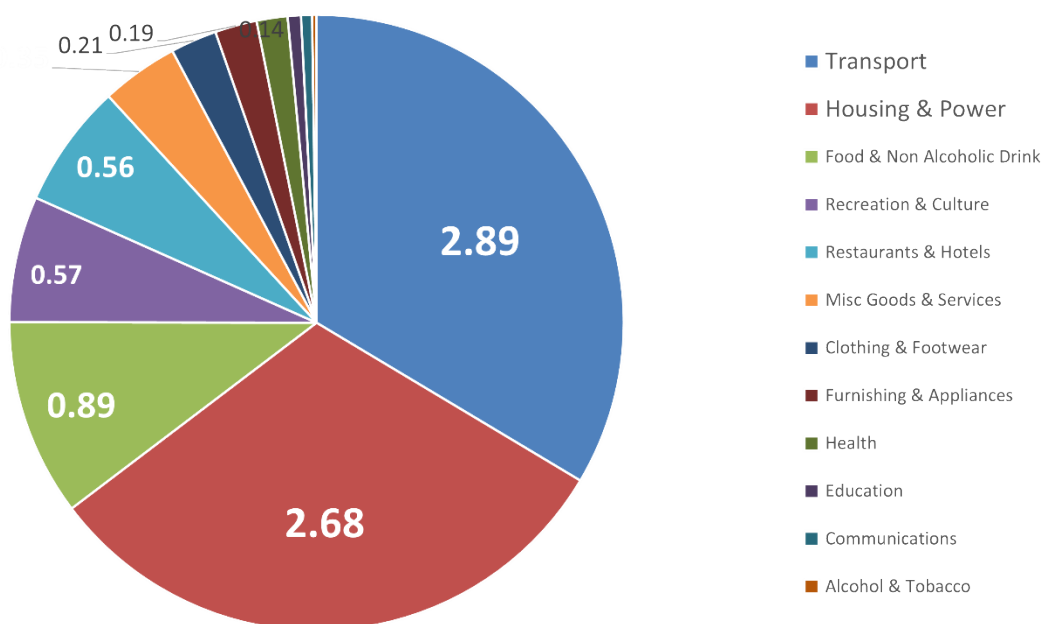
The SCATTER assessment tool for local authority emissions has been developed by Manchester and Nottingham in collaboration with research and consultancy partners. It uses national data applied to Harrow according to its population and estimates of the different types of land use in the borough to calculate 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 of this strategy has provided 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/asset-upload/casualties-in-greater-london-2021.pdf)

³¹ [fc-20211124-item11a-Impacts-of-Reduced-Funding.pdf \(tfl.gov.uk\)](https://www.tfl.gov.uk/asset-upload/fc-20211124-item11a-Impacts-of-Reduced-Funding.pdf)

³² [Context | Physical activity and the environment | Guidance | NICE](https://www.nice.org.uk/guidance/2019/07/physical-activity-and-the-environment)

- **Infrastructure:** Harrow currently lacks an integrated cycle network where residents feel safe to travel by bicycle.

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)

³⁴ [MISSION ZERO - Independent Review of Net Zero \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

³⁵ [Food systems account for over one-third of global greenhouse gas emissions | UN News](https://www.un.org)

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

- 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; tackling a culture of littering that exists in parts of the borough.
- **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 TR Aid).
- **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. Learning to properly measure, value and then grow the many benefits that nature brings to Harrow – the borough's combined store of 'natural capital' – is essential. 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, with the borough's natural capital valued and protected
- 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](#)

- **Awareness & Volunteering:** educating residents and businesses as to the benefits they derive directly and indirectly from nature; 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.
- **Data and target setting:** There is currently a lack of up-to-date data on the borough's natural capital and associated risks, including climate adaptation and resilience risks. Identifying key metrics and developing robust targets will be a key phase of upcoming work.

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.

Consultation undertaken with Harrow residents on the draft of this Strategy in the summer of 2023 demonstrated that a clear majority of respondents were concerned about climate change, motivated to take action and believe that this should be a priority of the Council. Over three quarters were 'very concerned' about climate change and a similar proportion thought that addressing it should be a top priority for the Council. Only a small minority of 5% or less were not concerned about climate change and not motivated to take any action.

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.

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

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 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.

Following the consultation on this draft strategy over the summer of 2023 the views of respondents were reported to the Council's Cabinet in November 2023, prior to the adoption of this Strategy. Where appropriate the Strategic Action Plan and Strategy were updated to reflect the themes emerging from the responses received to the consultation. The findings of the consultation showed that there is a lot being done and significant motivation to do more amongst Harrow residents, which is very encouraging. Furthermore, the Council acknowledges that it has a critical role as a convenor of residents and local groups, bringing together current initiatives and community projects and helping to highlight and share these with residents. Finding ways to continue meaningful and ongoing engagement with our communities, building upon the initial consultation, will be crucial to ensuring successful implementation of this Strategy.

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.

The Long-Term Transport Strategy and associated Electric Vehicle Strategy (currently being developed for consultation in early 2024) – the overall strategy guiding the development of transport infrastructure and policies in harrow, including electric vehicle charging infrastructure

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.

This will include developing and implementing a requirement that the climate change and nature recovery implications of cabinet decisions are considered as part of officer reports.

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

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

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

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.

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 periodically as this is updated.

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 Highways, Infrastructure and Community Safety 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.

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 has delivered energy efficiency measures at 79 homes, specifically targeted 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

⁵² [wp152_2017.pdf \(un.org\)](#)

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](#)

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.

The 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 Statistics⁵⁹ 19.7%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](#)

LIVING HARROW- CLIMATE AND NATURE STRATEGY - APPENDIX

STRATEGIC ACTION PLAN

(updated October 2023)

THEME 1: CLEAN ENERGY USED EFFICIENTLY

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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

		<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			
		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>1.4 Mainstream implementation of retrofit works as part of the 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>			
	2. Council housing decarbonisation	<p>2.1 To develop a Housing Decarbonisation Action Plan for:</p> <p>(i) Properties within the HRA</p>	Estate Decarbonisation Action Plan in place	23/24 with concurrent implementation of retrofit programme	Housing Team

	<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>New building management database implemented</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 24/25	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 and energy saving in Private Buildings	<p>8.1 Promote the cost saving and other benefits of retrofitting privately owned housing and commercial property with energy conservation and generation measures, identifying and focussing upon worst performing stock first</p> <p>8.2 Signpost residents, landlords and businesses to reliable sources of information on energy saving and retrofit (eg Energy Saving Trust)</p> <p>8.3 Introduce an Energy Advice Service for residents and voluntary sector organisations</p>	<p>Increased communications with residents and businesses (to include small business case studies)</p> <p>Energy Advice Service in place</p>	<p>Ongoing</p> <p>23/24 – Energy Advice Service established</p>	<p>Climate Team</p> <p>Economic Development Team</p> <p>Enforcement Team</p> <p>Communications Team</p>
	9. Planning	<p>9.1 Ensure that the planning framework (and the emerging new Local Plan) secures net zero new development.</p> <p>9.2 To review carbon offset rates to incentivise onsite improvements and ensure that they properly reflect the true cost of offsetting carbon emissions</p> <p>9.3 To review how local planning policy and guidance can facilitate retrofit of existing buildings (including those in conservation areas), to include heat pump and solar PV installations</p>	<p>New Local Plan agreed</p> <p>Carbon Offset rates updated</p> <p>Guidance in place</p>	<p>25/26</p> <p>23/24 and ongoing</p> <p>23/24</p>	<p>Planning Team</p>

	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
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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

		<p>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</p> <p>1.4 Transition small grounds maintenance tools (e.g., strimmers and blowers) to electric</p>	<p>Measures implemented</p> <p>Tools electrified</p>	<p>Ongoing</p> <p>23/24 - 25/26</p>	
	2. Staff Travel	<p>2.1 Continue to facilitate remote and flexible working arrangements to reduce unnecessary work-related travel</p> <p>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</p> <p>2.3 Improve cycle storage options at the Harrow Hub</p>	<p>Reduced emissions associated with staff travel</p>	<p>Ongoing</p>	<p>IT Team</p> <p>HR Team</p> <p>Climate Team</p> <p>Communications Team</p> <p>Estates Team</p>
	3. Council Development	<p>3.1 Ensure that sustainable transport options are prioritised when developing the Council's own land, including via the Harrow Strategic Development Partnership</p>	<p>Transport emissions minimised</p>	<p>23/24 onwards</p>	<p>Regeneration Team</p> <p>Housing Team</p> <p>Planning Team</p>
PRIORITY ACTION AREAS FOR THE BOROUGH					
Theme	Sub - Themes	Action Areas	Key Performance Indicators	Timescale(s)	Lead (s)
GREEN MOBILITY	4. Avoiding Unnecessary Travel	<p>4.1 Facilitate the development of broadband infrastructure and enable higher levels of digital inclusion in the borough</p>	<p>Increased connectivity and digital inclusion</p>	<p>Ongoing</p>	<p>Economic Development Team</p>

		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	Reduced travel and better local amenities		Planning Team
	5. Vehicles	<p>5.1 Improve and expand the public EV charging infrastructure in Harrow, including on Council assets (e.g., car parks and roadside locations).</p> <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 Improve Air Quality data capture and usage to inform target setting and transport interventions, including promoting anti-idling in the borough and communications around the air quality and health benefits of active travel</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>	<p>EV Charging Strategy in place</p> <p>Increased private and public charging provision</p> <p>Improvements in air quality and public health</p> <p>Greater access to car clubs</p>	Ongoing	<p>Highways Team</p> <p>Environmental Health</p> <p>Planning Team</p> <p>Communications Team</p>

	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, to include working with Harrow Cycle Hub</p> <p>6.5 To continue to deliver and maintain school travel plans that prioritise active travel</p>	Greater levels of walking and cycling in Harrow	Ongoing	Highways Team
	7. Goods Deliveries	<p>7.1 Facilitate the consolidation, rescheduling, and electrification of goods delivery in the borough by working with partners in the public and private sectors</p> <p>7.2 Promote sustainable 'last mile' delivery solutions for businesses and residents, to reduce emissions and congestion (to include consideration of cargo bicycle schemes)</p>	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	Greater access to low carbon public transport for residents	Ongoing	Highways Team

		8.2 Integration of cycling and walking infrastructure at public transport hubs (e.g., step free access)			
	9. Highways Infrastructure	<p>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</p> <p>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</p> <p>9.3 Ensure that the use of highways land supports climate adaptation, flood resilience and the recovery of nature by enhancing the borough's blue and green infrastructure</p> <p>9.4 To maximise the biodiversity value of grass verges at appropriate locations</p>	<p>Reduced emissions from our highways supply chain</p> <p>Improvements to the natural capital value of our highways land</p>	Ongoing	<p>Highways Team</p> <p>Procurement Team</p> <p>Climate Team</p>

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
	5. Reduce, Re-use and Recycle	4.3 Review the Council's commercial waste service offering to ensure it remains competitive and supports the aims of this Strategy			Economic Development Team
		5.1 Support residents to responsibly minimise waste entering the Council's waste management system, including working with local voluntary groups	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 (to include promotion of the TRAIID collection service)	Increased communication activity		West London Waste Authority
			Improved information / offering at the Waste & Recycling Centre		Public Health Team

		<p>5.4 Facilitate the reduction of single use plastics across Harrow, including via the food supply chain and promotion of refill opportunities</p> <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</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>

		<p>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>			
	7. Disposal	<p>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.</p>	<p>Reduce residual waste</p> <p>Increase recycling</p>	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	1.1 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	2.1 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	3.1 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>3.2 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> <p>3.3 To improve the skills and knowledge within the Council's Green Team, to enable the management of green spaces in a more nature orientated way</p>	Increased internal communications / training		HR Team
<i>PRIORITY ACTION AREAS FOR THE BOROUGH</i>					
<i>Theme</i>	<i>Sub – Themes</i>	<i>Action Areas</i>	<i>Key Performance Indicators</i>	<i>Timescale(s)</i>	<i>Lead (s)</i>

HEALTHY PLACES FOR US AND NATURE	4. Community Engagement	<p>4.1 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>4.2 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>4.3 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>4.4 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, to include</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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		<p>showcasing existing projects</p> <p>4.5 To work with the community to minimise environmental pollution and significantly decrease littering across Harrow, including robust enforcement where necessary</p> <p>4.6 To work with community groups to develop a medium and long term vision for nature and natural capital in Harrow, informed by improved data and target setting</p> <p>4.7 To work with local businesses to raise awareness of ecosystem dependencies and risks, including via their supply chain</p>			
	5. Planning and other policy	<p>5.1 To ensure the development of the planning policy framework via the Local Plan promotes the objectives of this theme, to include greater emphasis on the importance a natural capital approach, enhancing biodiversity and protecting green infrastructure (e.g.,</p>	Local Plan adoption	25/26	<p>Planning Team</p> <p>Climate Team</p> <p>Environment Team</p> <p>Emergency Planning Team</p>

		<p>incorporating sustainable drainage solution).</p> <p>5.2 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>5.3 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>5.4 To consider the policy levers available to help reverse the concretisation and paving of gardens and driveways</p>	<p>Biodiversity Net Gain being delivered</p> <p>Climate adaptation plan in place</p>	<p>From 23/24</p> <p>24/25</p>	
	<p>6. Green and Blue Infrastructure</p>	<p>6.1 To develop and implement enhancements to the borough's green and blue infrastructure, to enhance climate and ecosystem resilience</p> <p>6.2 To deliver the council's Environment Agency nationally funded projects</p>	<p>The borough's green and blue infrastructure is enhanced</p>	<p>Ongoing</p>	<p>Environment Team</p> <p>Planning Team</p>

		<p>including the Silk Stream project</p> <p>6.3 To encourage and support residents to implement sustainable drainage solutions on their properties</p> <p>6.4 To improve data collection and target setting for green and blue infrastructure, to include tree planting</p>			
	7. Public Green Spaces	<p>7.1 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>7.2 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>7.3 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</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>

		biodiverse grassland areas and other new habitats			
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REPORT ON CONSULTATION

London Borough of Harrow's consultation on its *Climate Change and Nature Strategy 2023-2030*

October 2023

1. Introduction & Aims

This report summarises the findings of a public consultation held on the London Borough of Harrow's draft *Climate and Nature Strategy 2023 - 2030*. During a three-month period from 20th June to 24th September 2023, Harrow residents, including local businesses and the voluntary sector, were asked about their views on climate change and nature recovery in Harrow, including which actions they would be willing to take across the four key themes included in the strategy.

This report sets out the key findings from the consultation and makes recommendations as to how the Strategic Action Plan can be built upon, to meet the needs of Harrow residents.

The aims of the consultation were:

- To share the Council's draft strategy with Harrow residents, local businesses and groups; to promote discussion, feedback and questions.
- To understand the views of Harrow residents and local businesses and groups on climate change and nature recovery in Harrow, in order to inform the development of the strategy.
- To identify the practical actions that residents / businesses / community groups are taking and are willing to take, and the key barriers that exist to making more sustainable choices.
- To find out what existing initiatives exist in Harrow focusing on climate and nature, and help the Council understand how they can support and scale existing work and initiatives around climate and nature in Harrow.

2. What we did

From 20th June to 24th September 2023, we administered a multifaceted approach to engaging Harrow residents and local groups in discussion around the draft Climate and Nature Strategy.

We asked residents and the voluntary, business and schools sectors:

- How concerned they are about climate change and nature recovery
- How motivated they are to help prevent climate change
- Whether they understand what actions they can take to reduce their environmental impact
- The degree to which being 'environmentally friendly' affects their everyday decision making
- How much of a priority climate change should be for the council
- Which practical actions they are/would be willing to take to help prevent climate change and aid nature recovery in Harrow, across the four thematic areas of the strategy
- What the key barriers are to taking (further) action
- What are the local initiatives and projects in Harrow addressing climate and nature

We used online and offline communications to reach residents in Harrow, including:

- Social media messaging
- Online newsletters: Harrow People magazine, My Harrow News email, Harrow Online shared across their platforms
- Print media: Harrow People magazine and posters in Harrow's libraries
- Three Harrow town-centre drop-in events held on both weekdays and at a weekend
- A webinar with representatives of the voluntary sector from Voluntary Action Harrow
- Meeting with Harrow nature and wildlife conservation groups, Harrow Nature Conservation Forum and Harrow Wildlife Action, and a separate meeting with Harrow's U3A group
- In person workshop at a Super Traders' Group meeting and a drop-in webinar for local businesses
- A presentation and Q&A with the Harrow Business Improvement District
- Attending the Harrow Means Business event in September 2023. The team had an exhibition stand at the event and hosted a conference session
- An interactive map of Harrow on the [consultation web page](#) for contributors to pin any local climate and nature initiatives they are involved in or aware of

Through the duration of the consultation period:

- 1660 people visited the Climate Change and Nature Recovery in Harrow web page.
- 118 people completed the residents' survey.
- 58 business survey responses were received.
- We spoke to an estimated further 250 people at the town-centre events, online webinars and other meetings.

3. Demographics of contributors

A number of factors limit the representativeness of the survey sample of Harrow residents', notably:

- The likelihood of respondents to be a sub-group who already have an interest in environmental issues and/or are civically engaged to some degree. The survey results illustrate this, e.g. a high proportion (37%) of respondents are part of a local voluntary group.
- The majority of people we spoke to at the Town Centre drop in events were middle-upper age (50+) and many were retired or unemployed.

However, we endeavoured to make our reach as wide as possible by:

- Including a weekend date as one of the town-centre event days.
- Promoting the consultation as widely as possible across online and offline channels.
- Attending existing meetings such as the Community Touchpoint weekly meeting and business forums.

Interestingly, pairing the town-centre events with the Conversation Café expanded our reach to people who were coming to talk to the Council about other issues. We brought ipads and physical copies of the survey to the event, and there was an opportunity for residents to fill out the survey, copies of which were subsequently uploaded to MyHarrow Talk.

Demographic data of resident survey contributors:

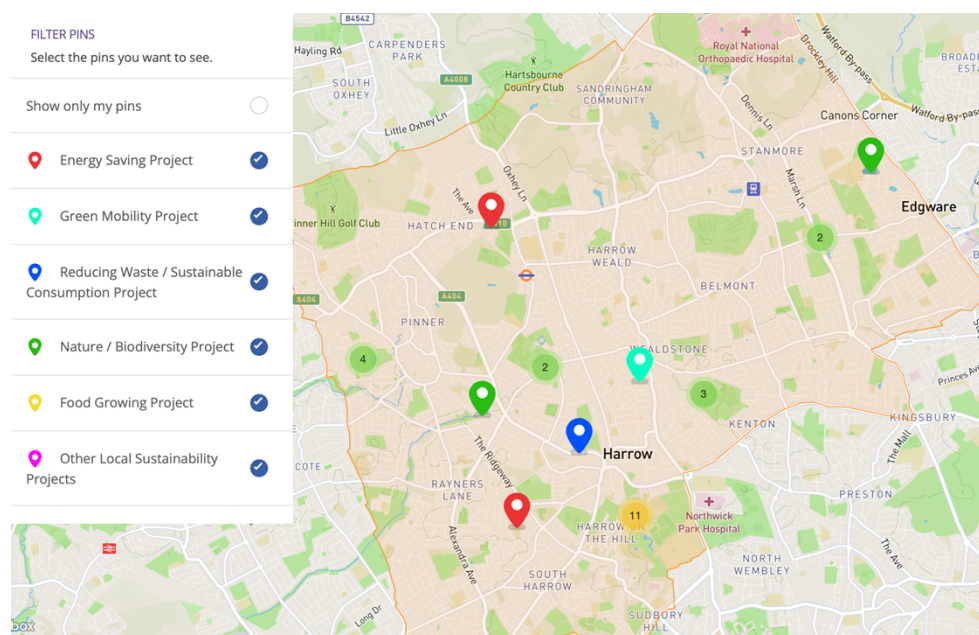
- 97% lived in Harrow, with the remaining 3% living in nearby boroughs of Hillingdon and Brent. Respondents lived across different areas of Harrow.
- Ages range from 27 to 80, with the median age being 48.
- 63% of respondents work in Harrow.
- 6% of respondents own a business in Harrow.
- 37% are part of a voluntary group.

4. Interactive map of current initiatives

The interactive map function on the consultation hub web page asked contributors to mark any current initiatives tackling climate and nature in Harrow, with the aim of helping the Council understand what's out there and sharing this with residents.

There were 28 pins added to the map, showcasing local initiatives with an environmental agenda, focusing on various aspects of the four themes, from food growing projects to energy saving.

Many of the initiatives listed, for example Harrow Cycle Hub, and Sustain IT, have a social and community resilience-building mission. The Council can continue to act as a convenor linking residents with these groups, and highlighting the positive work of the initiatives. It is intended to maintain the map function as an ongoing resource.



5. Key findings and analysis

The sections that follow present the findings of the consultation with individual Harrow residents and some local voluntary groups. We also consulted local businesses and the findings from that element of the consultation are separately set out in the report at the **Appendix**.

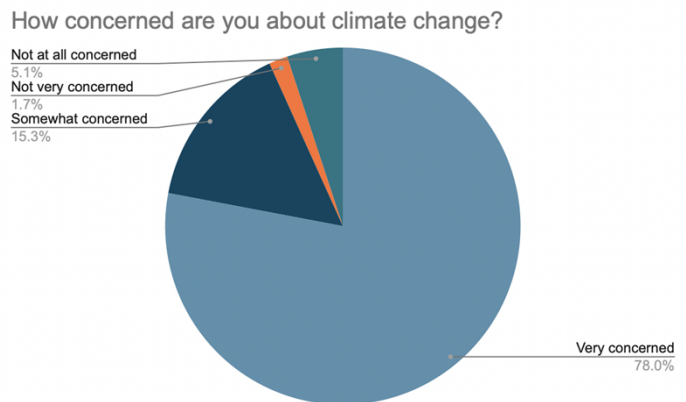
Note: the data presented in graphs is raw data from survey reporting and in-person feedback. The statistics displayed are interpreted in the text of this report as percentages.

5.1 Levels of awareness, understanding, perceived importance and motivation to take action around climate change

Respondents to the survey and feedback from in-person events shows that a high proportion of Harrow residents are concerned about climate change.

Overall 93% of survey respondents said that they were concerned about climate change. Of these 78% were 'very concerned', 15% were 'somewhat concerned' and 7% were 'not very concerned' or 'Not at all concerned'.

Respondents were also motivated to help prevent climate change, with 65% answering that they were 'very motivated', 25% answering "somewhat motivated" and 7% "slightly motivated". **Overall 97% were motivated to some degree to take action, with only 3% saying they were not at all motivated.**



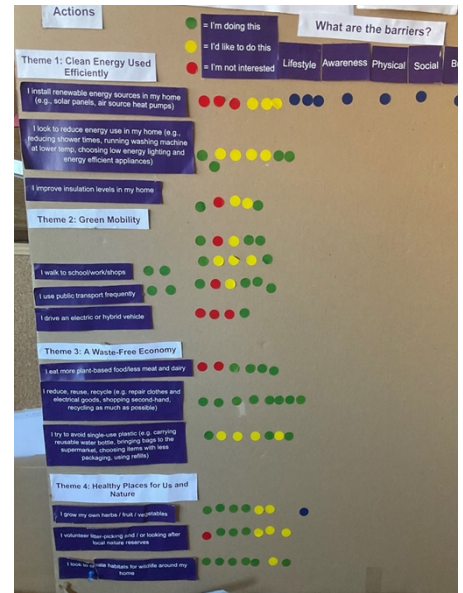
However, responses show that **a lot of people who were motivated to prevent climate change do not know what actions they can take to reduce their impact on the environment.** Only 45% of total respondents selected "Definitely agree" when presented with the statement "I know what actions I can take to reduce my impact on the environment". A higher proportion of respondents (47%) said they "somewhat agree", indicating some level of uncertainty, and a small number (3%) disagreed. The remaining respondents opted for 'I don't know' (5%).

An overwhelming majority of respondents thought preventing climate change should be a top priority for the council. **75% said it should be one of their top priorities**, as opposed to it being something they think about, but not a top priority (17% chose this answer) or not a priority at all (7%) and 1% opting for 'I don't know'.

In terms of the immediate relevance of climate change to their daily lives, **54% of respondents answered "Yes" when asked if they feel their lives are impacted by changes in climate** such as heat waves and flooding. 23% said 'no', **20% said 'maybe'** and 3% said 'No'.

5.2 Taking action across the strategy’s four thematic areas

Note: The interpretations of graphs from survey data (listed as percentages in the report) also include additional feedback collected around the actions under the four themes at town-centre events. This was collected by means of a sticker board - pictured here.



Residents were asked whether they are currently taking, or would consider taking, a number of actions chosen for their relevance to, and potential impact, in each theme of the strategy.

For each theme, they were asked to select what the main barriers are to taking (further) action.

Theme 1: Clean Energy Used Efficiently

What are residents currently doing?

- 55% are using a renewable energy provider
- 9% are installing renewable energy sources in the home
- 43% are improving insulation levels in the home
- 85% of residents are reducing energy in their homes
- 83% are using low energy lighting and/or energy efficient appliances

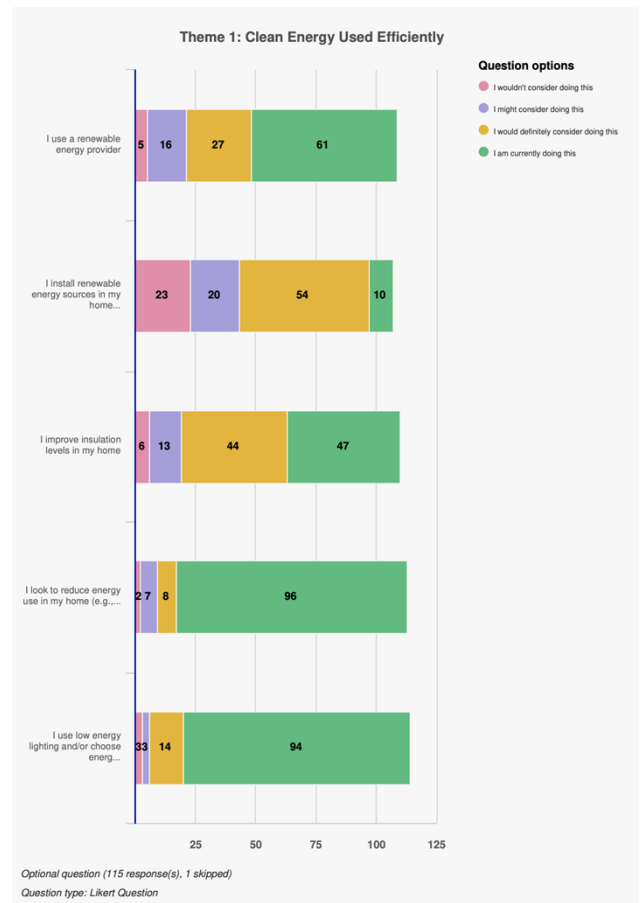
What would residents consider doing, and what are the barriers - analysis

This section reflects on whether residents would consider taking actions they are not already taking, and the main barriers to taking these actions.

- Over half of respondents were already using a renewable energy provider, and the majority of the remainder would/might consider doing so
- 43% of respondents were already improving insulation levels in the home, and again the majority would/might consider
- There were high levels of those already reducing energy use in the home and choosing low energy appliances with the majority of the remaining willing to consider doing so

The main barriers:

- Budget - 60% selected as a barrier
- Physical - 27%



- Other - 20%
- Awareness - 18%

Installing renewable energy (solar panels / heat pumps) had the fewest number of people already doing this (8%) but three quarters of those who had not yet done so would consider this action.

This move to renewable energy sources and the installation of insulation are two actions which currently have relatively low uptake but high levels of motivation, indicating future areas of focus.

The main barriers to taking these actions are budget (overwhelmingly) and physical.

Conversations at town-centre events told us that the primary motivation behind making these choices is often cost-saving, however reducing environmental impact is a secondary motivation.

All of the most popular actions that people *would consider* have additional budget implications. Tariffs for renewable energy providers are often more expensive than fossil fuel suppliers; installing sophisticated insulation and renewable energy sources in the home require significant budget (though would offer longer term cost-saving benefits).

The Council could support residents in this area by sharing guidance on low-cost options to insulate their homes and switch to renewable energy providers.

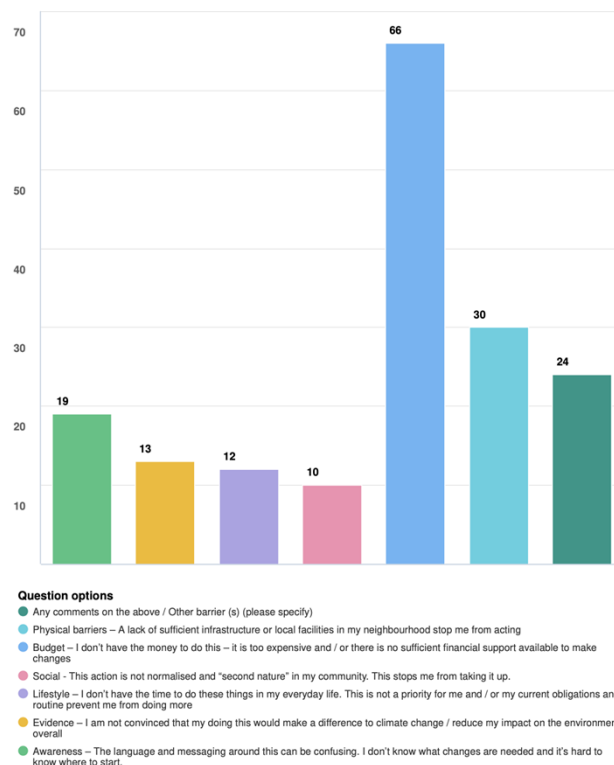
It was noted in comments on the survey and at the events that for tenants the making of long-term energy adjustments to the home was not in their gift. The Council might consider outreach to landlords with support in this area, e.g. targeted communications sharing advice.

Most respondents are already looking to reduce energy use in their homes and are using energy-saving lighting/appliances. Budget and physical barriers are less significant when using energy-saving lighting/appliances, so this is a key area where the Council can share guidance and support on making these switches.

To summarise, there are many residents already taking measures to move towards green energy; residents surveyed are motivated and engaged to take (further) action to reduce energy use, but budget and lack of physical capacity are significant obstacles. Quick wins for the Council that aren't resource-intensive would be focusing on communications, helping residents to understand the low-cost lifestyle changes and home adjustments they can make, and promoting government schemes that assist with the costs of retrofit (eg Boiler Upgrade Scheme).

Other patterns in comments from survey responses and in-person feedback

What are the key barriers stopping you doing more of this/these? Please select one or more options and add any comments below.



- Some concern was expressed by a number of residents about the complexity of retrofit (eg solar and heat pump installers) and navigating the market for these products
- Residents asked if planning guidance could be given around common retrofit actions – eg window replacements, solar panels and heat pumps – particularly in planning conservation areas.

Recommendations for the Council for Theme 1: Clean Energy

- Promoting the new Harrow Energy Advice Line to residents and voluntary organisations
- Signposting to the Energy Saving Trust and reliable advice on retrofit, improving insulation levels and installing simple energy saving measures in homes and business premises, highlighting the cost-saving benefits
- Considering how landlords can be incentivised to improve insulation levels and install solar and heat pump technologies in homes / business premises
- Developing clear planning guidance on retrofit, including conservation areas

Theme 2: Green Mobility

What are residents currently doing?

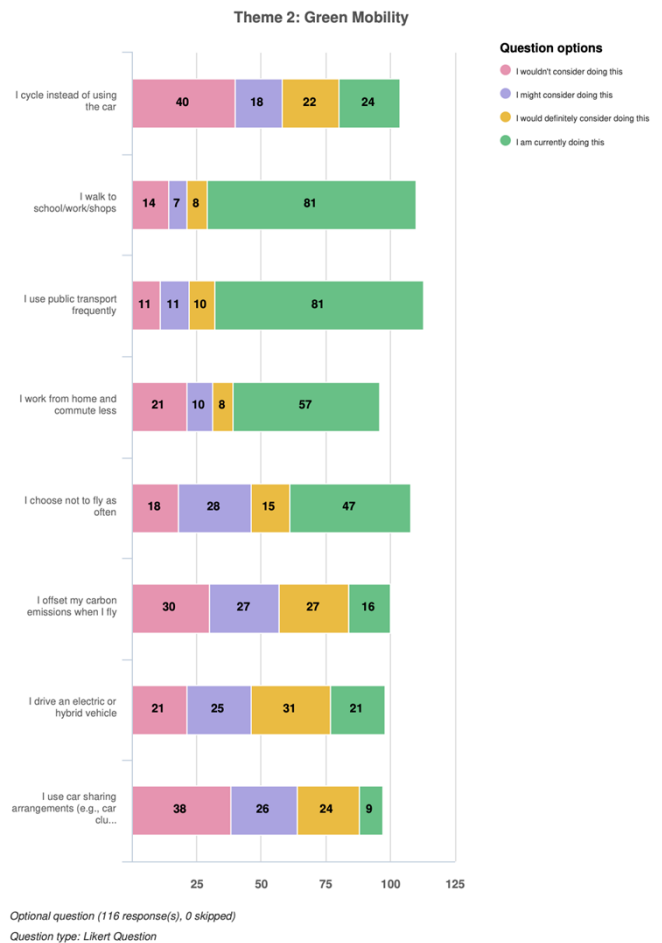
- 20% of residents surveyed cycle instead of using a car
- 72% walk to school/work/shops
- 72% use public transport frequently
- 49% work from home and/or commute less
- 40% choose not to fly as often
- 14% offset carbon emissions when they fly
- 22% are driving electric or hybrid vehicles
- 8% use car sharing arrangements

What would residents consider doing, and what are the barriers - analysis

This section reflects on whether residents would consider taking actions they are not already taking, and the main barriers to taking these actions.

The most popular actions that respondents who are not already doing would/might consider doing are:

- 56% of people who weren't already would/might consider walking to school/work/shops
- 67% would/might consider using public transport more frequently
- 70% would/might consider flying less often



- 64% would/might consider offsetting carbon emissions when they fly
- 64% would/might consider driving an electric/hybrid vehicle

The main barriers:

- Physical: 43% selected as a barrier
- Budget: 41% selected cost as a barrier
- Other: 37%
- Lifestyle (not having the time): 18%

A high number of people already walk and use public transport, and nearly half work from home and/or commute less.

It is important to note that some of these actions are context-dependent and presumptive that residents have the budget to make these choices in the first place. Lifestyle and physical barriers, such as physical ability to walk or cycle, and whether work is desk based, make certain actions non-applicable to some residents. It was noted at town-centre events and in comments that flying is not an option for many people in Harrow due to cost.

That being said, a considerable number of people who weren't already choosing to fly less often and/or offsetting carbon emissions when flying said they would/might consider this (70% and 64% respectively). In-person feedback highlighted a significant obstacle for certain communities in Harrow who need to see loved ones overseas.

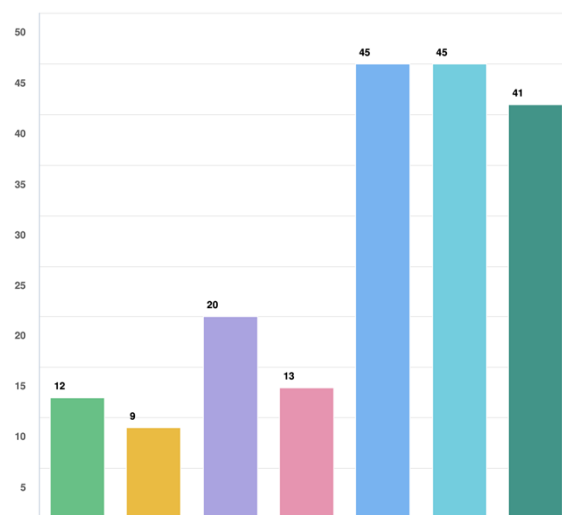
A relatively low number (18%) of survey respondents are driving electric vehicles, but of those who aren't, 64% would/might consider, likely contributing to the top-most selected barrier 'physical' (lack of infrastructure). This highlights the need for the Council's ongoing investment in infrastructure for electric vehicles.

Only 34% of those who weren't already commuting less would/might consider this. It is worth noting that this could well be due to the 'physical' / 'lifestyle' barrier or not having a desk-based job, or whether the respondent is employed or retired.

Other patterns in comments from survey responses and in-person feedback

- There is willingness to consider cycling as a cost-effective alternative to the private car, but residents cited a lack of suitable segregated infrastructure to do so safely. This includes properly connected routes, safe separation from other road users with wide enough cycle lanes, and cycle storage in parks and at public facilities. This area would require concerted long-term infrastructure improvements, but could be transformative.

What are the key barriers stopping you doing more of this/these? Please select one or more options and add any comments below.



Question options

- Any comments on the above / Other barrier (s) (please specify)
- Physical barriers – A lack of sufficient infrastructure or local facilities in my neighbourhood stop me from acting.
- Budget – I don't have the money to do this – it is too expensive and / or there is no sufficient financial support available to make changes.
- Social - This action is not normalised and "second nature" in my community. This stops me from taking it up.
- Lifestyle – I don't have the time to do these things in my everyday life. This is not a priority for me and / or my current obligations and routine prevent me from doing more
- Evidence – I am not convinced that my doing this would make a difference to climate change / reduce my impact on the environment overall
- Awareness – The language and messaging around this can be confusing. I don't know what changes are needed and it's hard to know where to start.

- There is a need for more publicly accessible electric vehicle charging infrastructure, with emphasis on streets for those without dedicated parking.
- Harrow has a private car centric culture, which leads to air pollution and emissions - interventions needed to change this – some support was expressed in the consultation responses for ULEZ, properly thought through LTNs, 20mph zones, car and bike / EV bike share schemes.
- There is support for expanding school streets, and it was noted other neighbouring boroughs have more.
- Better communications are needed to illustrate environmental damage caused by fossil fuel vehicles, and to advocate active travel and alternatives to using a private car – e.g promoting Street Tag, cycle training.
- Residents commented that it is excellent that TfL has introduced a number of electric buses in Harrow - this is really welcomed. However, there was some feedback that diesel buses are still idling unnecessarily, e.g. when drivers changeover.
- Residents asked if the Council can do more around expanding the use of car clubs in Harrow.
- It was noted that bicycle parking is not always plentiful, for example at medical centres – residents asked what can the council do to encourage greater provision on its own sites and encourage private owners to do the same.
- It was stressed that there is a need for a Green Mobility approach to be inclusive and non-discriminatory. This is borne out by the findings of the Equality Impact Assessment that accompanies the Strategy, which emphasises for example the need for continuing vehicular access for access impaired individuals.

Recommendations for the council for Theme 2: Green Mobility

- Feedback supports the actioning of existing Strategic Action Plan (SAP) action to expand and improve cycle and walking routes across the borough. The Council should focus on developing a fully integrated, safer cycle infrastructure (and walking routes) where possible, given 43% of people who are not already cycling would or might consider doing so if these factors were addressed.
- Building on point 6.2 of the SAP, the Council could consider trialling a Bike / EV Bike Hire Scheme, and improving cycle storage at key public locations.
- Results affirm the importance of maintaining a good public transport system. 88% of respondents are either currently doing this or would consider it.
- Residents' feedback supports the Council's planned expansion of the car club offering (SAP, 5.5). Only a small number of respondents use car sharing arrangements, yet 57% of those who are not currently doing this would consider it.
- Use communications to promote Street Tag and other active options.
- Residents' comments show support for the Council's planned EV charging expansion (SAP 5.2).
- Explore ways to improve air quality monitoring and data capture to inform target setting.
- Consider how to improve the liveability of highways infrastructure (for example, tree planting / biodiversity enhancements) that encourage more active travel.

Theme 3: A Waste-Free Economy

What are residents currently doing?

Of all the four themes, survey responses show the most action, and willingness to take action, around reducing waste.

Whilst it should be noted that respondents are likely to be already engaged on these issues, the survey responses nevertheless reflect a significant effort to reduce waste:

- 79% of respondents eat leftovers or meal plan to reduce food waste.
- 62% choose items wrapped in less packaging, and 74% try to avoid single-use plastic.

High levels of reuse are also prevalent:

- 90% of respondents donate items to charity shops.
- 93% carry their own bags to the supermarket.
- 76% carry a reusable water bottle.

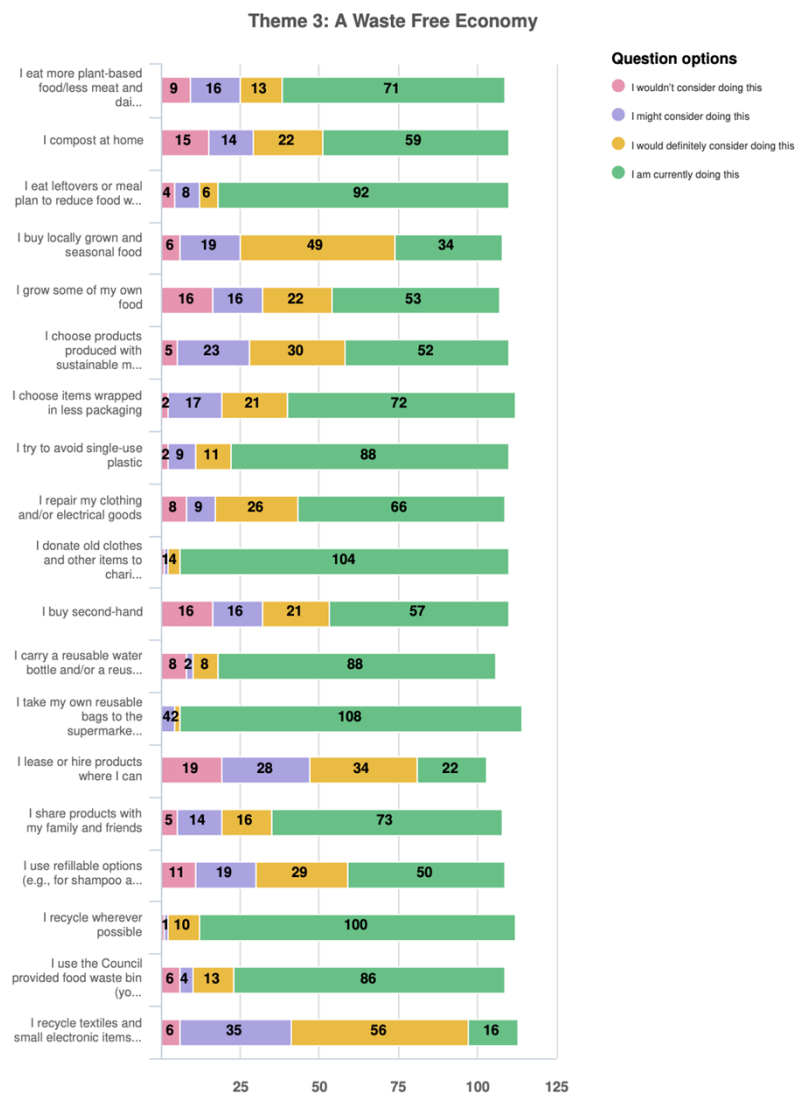
Recycling levels among respondents are high, but more could be done to promote recycling of textiles and e-waste:

- 89% recycle wherever possible, and a further 10% would or might consider recycling wherever possible.
- 79% use the Council provided food waste bin, and a further 16% would consider doing so.
- Only 14% recycle textiles and small electronics, but a further 81% would or might consider doing so.

The in-person feedback at the events also reflects a significant effort among Harrow residents to minimise waste, with 100% saying they reduce, reuse recycle wherever they can, e.g. repairing clothes and electrical goods, shopping second hand and recycling as much as possible.

67% of people surveyed at the events said they currently eat more plant-based food and dairy, and 43% try to avoid single use plastic - with the remaining 57% saying they would like to do this.

What would residents consider doing, and what are the barriers - analysis



Almost all of the actions under ‘A Waste-Free Economy’ are already being taken by at least half of respondents (noting that these level of uptake is likely to be higher than in the borough as a whole, taking into account less engaged resident groups).

Buying locally grown and seasonal food, and recycling textiles and electronic items are the only two actions that a lower number of respondents (30% and 14%, respectively) are already doing.

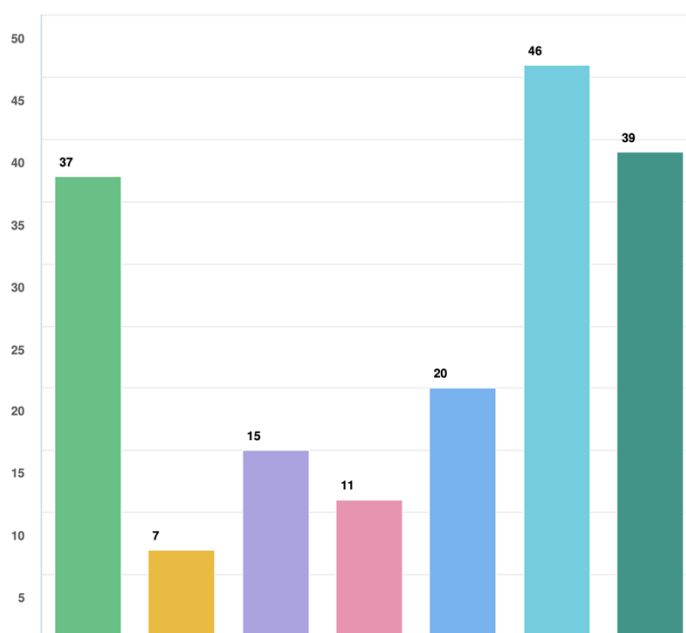
‘Awareness’ and ‘Infrastructure’ are key barriers for this thematic area (see chart on the next page), therefore the council might consider helping to share and scale local initiatives selling local and seasonal produce, and sharing information widely on recycling textiles and electronic items.

Whilst the results demonstrate a significant commitment to reducing waste in Harrow from respondents, the main barriers listed were ‘physical’ and ‘awareness’. A suggested focus for the council is signposting residents to information around how to access existing recycling infrastructure and consideration as to whether this can be improved / extended.

Other patterns in comments from survey responses and in-person feedback

- There is an existing initiative in London to borrow household items, the ‘Library of Things’. Residents expressed an interest in having this initiative introduced to the borough.
- It was noted by a number of contributors, including Voluntary Action Harrow in the online webinar, that the Council should continue to develop the relationship with existing volunteer groups such as Harrow Litter Pickers. The Council could highlight the work that is being done and work collaboratively with these groups to share info and raise awareness around behaviour change and culture of littering (including HMOs, food waste in flats, fly tipping and dumping).
- It was also noted that littering is still a big problem across the borough, and needs a work to change the culture around this, encouraging people to take pride in their borough.
- In-person conversations revealed an overall low awareness of TRAIID doorstep textile collection service.
- Awareness on where waste goes and how to recycle difficult items (such as plastics

What are the key barriers stopping you doing more of this/these? Please select one or more options and add any comments below.



- Question options**
- Any comments on the above / Other barrier (s) (please specify)
 - Physical barriers – A lack of sufficient infrastructure or local facilities in my neighbourhood stop me from acting
 - Budget – I don't have the money to do this – it is too expensive and / or there is no sufficient financial support available to make changes
 - Social - This action is not normalised and "second nature" in my community. This stops me from taking it up.
 - Lifestyle – I don't have the time to do these things in my everyday life. This is not a priority for me and / or my current obligations and routine prevent me from doing more
 - Evidence – I am not convinced that my doing this would make a difference to climate change / reduce my impact on the environment overall
 - Awareness – The language and messaging around this can be confusing. I don't know what changes are needed and it's hard to know where to start.

and film) is low. More communications are needed around this.

- Feedback revealed there is a lack of infrastructure to recycle beyond the home and waste and recycling centre (such as in parks or car parks). However, this can be difficult to manage as often there are high levels of contamination.
- There is demand for more refill facilities.
- Residents commented that information about where Harrow's waste and recycling goes is hard to find - they asked that the Council signpost clearer information about this, which would give residents confidence that recycling is worth doing.
- Residents commented that on one occasion some staff were seen emptying green and blue bins into the same truck - they asked why this happened, and stated it undermines confidence in recycling. Whilst this may well have been justified (eg contamination), good information about this (as above) would help to maintain confidence.

Recommendations for Theme 3: A Waste Free Economy

- Support residents to minimise waste by providing and sharing clear information on where Harrow's waste and recycling goes - this would help instil confidence that recycling is worth doing.
- Signposting residents to existing infrastructure and schemes to reduce waste e.g., council-provided food bins.
- Explore the opportunity, including funding requirements, for the Council to introduce a Library of Things at a suitable location.
- Further promote TRAIID, the doorstep textile collection service for residents, as conversations revealed most people don't know about this.
- Improve communications as a whole around waste, for example sharing where waste goes; food (promoting the Eat Like a Londoner Campaign); and textiles repair.
- The Council could consider expanding recycling infrastructure beyond the Harrow waste and recycling centre e.g., Bottle banks in car parks (noting that the right location is crucial to avoid contamination and Anti Social Behaviour)
- More awareness is needed around single-use plastic, e.g. plastic films - residents noted that the information is confusing.
- Continue to share comms around behaviour change and the culture of littering, encouraging residents to take pride in keeping their borough clean, including sharing praise and support for existing work being done by Harrow Litter Pickers and others.

Theme 4: Healthy Places for Us and Nature

What are residents currently doing?

- 81% regularly visit their local park / 75% regularly visit open spaces
- 55% grow their own fruit or vegetables
- 64% make efforts to create more sustainable wildlife around their home, with bee-friendly flowers and bird feeders etc
- 68% use peat free compost
- 38% volunteer to preserve local environments and participate in litter picking
- 86% look for ways to save water

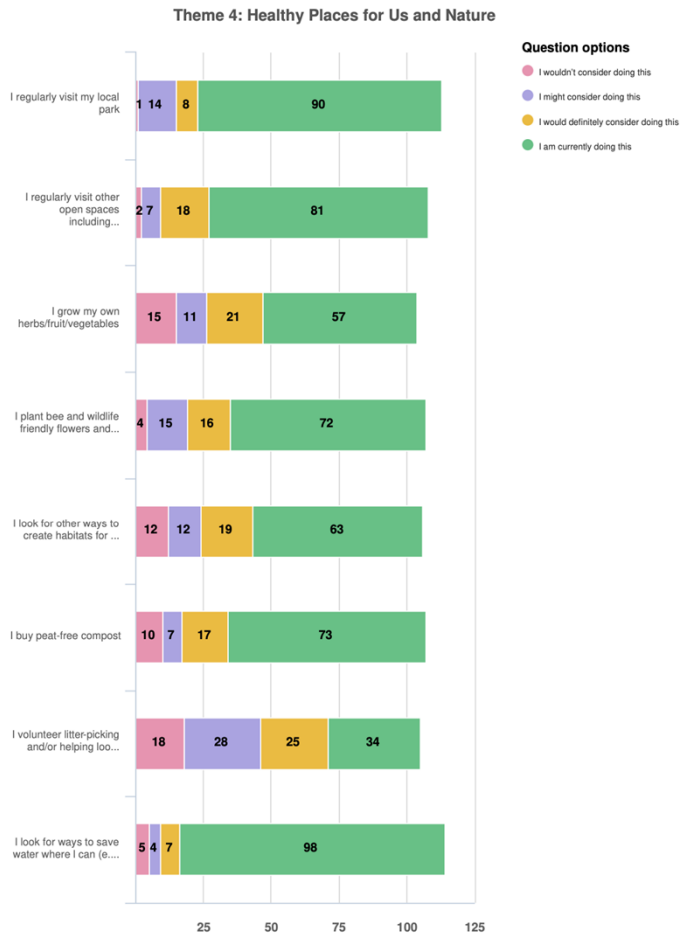
What would residents consider doing and what are the barriers - analysis

The survey results reflect an overall keenness to do more around helping protect the natural environment, with numbers of people who wouldn't consider each of the actions very low:

- Less than 1% of people would not consider visiting their local park.
- Only 2% of people wouldn't consider visiting open spaces
- 14% wouldn't consider growing their own fruit and veg
- Less than 5% wouldn't consider using bird feeders etc to aid local wildlife
- 13% wouldn't consider looking for other ways to create habitats for local wildlife
- Less than 10% wouldn't consider using peat free compost
- 19% wouldn't consider volunteering litter picking

What are the barriers?

- 5% of people are unconvinced of the evidence surrounding climate change and ecology

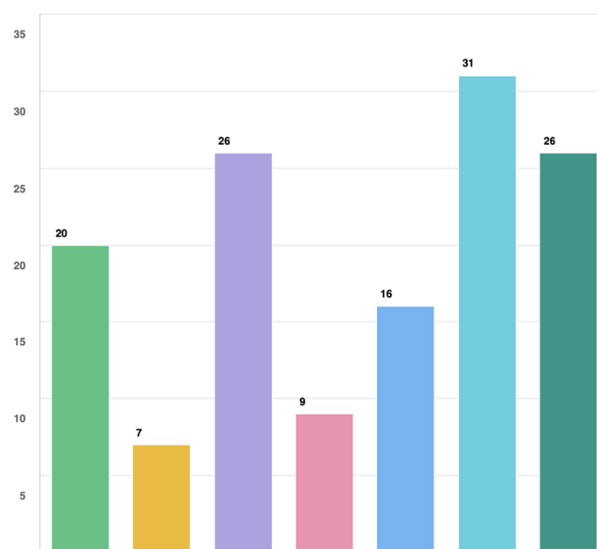


- 19% said that their lifestyle conflicted with their ability to live ecologically
- 6% said that social normality inhibited their ability to live more ecologically
- 11% said that their budget prevented them from participating
- 22% are prevented by physical barriers.
- 14% said they were lacking the awareness to help

Clearly, there is a willingness to visit local spaces and parks to engage with the environment, and signposting residents to these and borough events should continue to be a communications focus.

Most people would at least consider making lifestyle choices that benefit their environment, with less than 5% unconvinced of evidence surrounding environmentalism. The people surveyed are therefore generally informed and willing to engage with nature, and this ought to be maintained. Although awareness is generally quite high in the survey group, across the borough it is highly likely that there are still large numbers of residents for whom awareness is a barrier, therefore sharing of good information and resources should continue.

What are the key barriers stopping you doing more of this/these? Please select one or more options and add any comments below.



Question options

- Any comments on the above / Other barrier (s) (please specify)
- Physical barriers – A lack of sufficient infrastructure or local facilities in my neighbourhood stop me from acting
- Budget – I don't have the money to do this – it is too expensive and / or there is no sufficient financial support available to make changes
- Social - This action is not normalised and "second nature" in my community. This stops me from taking it up.
- Lifestyle – I don't have the time to do these things in my everyday life. This is not a priority for me and / or my current obligations and routine prevent me from doing more
- Evidence – I am not convinced that my doing this would make a difference to climate change / reduce my impact on the environment overall
- Awareness – The language and messaging around this can be confusing. I don't know what changes are needed and it's hard to know where to start.

Other patterns in comments from survey responses and in-person feedback

- Residents discussed their support for the continuation of actively improving biodiversity in our parks, open spaces, housing areas and verges.
- There was concern repeatedly expressed over the concretisation of front and rear gardens and removal of hedges or plants.
- Residents are keen to see more tree planting in the borough's streets and open spaces (Pinner Park School was cited as a good example).
- Nature-positive outputs from new developments should be built into planning requirements – for example swift bricks, green rooves.
- Residents commented that the Council need to develop a vision for natural capital in the borough and hard targets for nature recovery, linked to climate resilience and including a focus on water pollution.
- Although survey responses indicated high awareness, we learnt from in-person feedback at the resident drop-in sessions that some people are not aware of Harrow's open spaces such as the borough's Nature Reserves.

Recommendations for the Council for Theme 4

- Expanding biodiversity projects on council open spaces, parks and verges (noting the importance of choosing the right site and good communications), to include upskilling of the Green Team

- Working with existing volunteers involved in nature and conservation activities to showcase their work and expand volunteer participation
- Better signposting of residents to our parks, open spaces and nature events, also highlighting the actions that individuals can take to enable the recovery of nature in their own private spaces
- Developing a medium term and long-term vision for nature and natural capital in Harrow working with Harrow Nature Conservation Forum and other local groups, informed by good data and target setting
- Developing our Local Plan in a way that reserves space for nature and consider the levers available to the Council to tackle the concretisation of gardens
- Raising awareness with local businesses of supply chain risks and ecosystem dependencies as part of Harrow's business support programmes, to include consideration of a relevant case study (eg a local restaurant business).

5.3 Consultation with the Voluntary Sector, represented by Voluntary Action Harrow

We met with Voluntary Action Harrow to find out what the voluntary sector is doing across the four themes of the strategy; what the challenges are and where the opportunities lie for the Council to support or scale existing work.

Voluntary Action Harrow is the largest volunteer network in Harrow, so they are well-positioned to represent the views of the wider volunteer sector.

VAH emphasised the shared value of acting in the greenest way possible across the sector. However, although making greener choices is a priority, it is secondary to budget considerations, and it was noted that often making more environmental decisions is unaffordable due to very narrow budgets across the sector.

Clean Energy: The voluntary sector recognise and emphasise the importance of clean energy for future sustainability - regular newsletters within the sector report on local progress in this area. However, some key barriers were noted, preventing the sector changing their operations to cleaner or lower energy options.

Foremost amongst these, volunteer organisations don't usually own the buildings in which they operate, so they asked how the Council can incentivise landlords to invest in their buildings.

The sector shares information around clean energy with its audiences (though local newsletters and the like), but they noted lack of education around this making it challenging task to explain the topic in an accessible way.

Green Mobility: VAH noted that volunteers usually use their own cars instead of car-sharing arrangements. They noted that there is a big car culture in Harrow – much discourse is anti-ULEZ and pro car, this can be seen on social media, for example. It was suggested that giving greater weight in comms to public health schemes, cycle networks and groups and volunteer groups operating in this space would help to change this culture.

Similar to the responses given in residents' survey, VAH commented on the lack of safe cycle networks in the borough - they noted road width as a main obstacle here, and that existing cycle networks feel unsafe. VAH also noted that many people don't have their own driveways, so on street EV charging should be prioritised.

A Waste-Free Economy: VAH told us that reducing waste is one area that the volunteer sector is really good at. This is not necessarily always coming from an environmental perspective, but is also due to cost and limited resources, and the "make do and mend" attitude of the voluntary sector. They commended the work of Harrow Litter Pickers and encourage the council to collaborate further with the group.

They noted that, borough-wide, there are social initiatives redistributing food that are widely used (including food banks), refurbishing and sharing tech devices (Harrow Sustain IT), and sharing general household items. Charity shops are also a key cultural aspect of Harrow that helps support a waste-free economy. VAH suggested that considerable learning could be shared by older generations in Harrow, and highlight their attitudes towards waste. This corroborates a number of comments received at the drop ins from older people who indicated that a culture of waste is shocking to see today, and was not so prevalent in their youth when more goods were for example repaired.

VAH were supportive of establishing a Library of Things in Harrow, if a suitable location and funding could be found. They considered that there would be demand in the right location.

Healthy Places for Us and Nature: There are key voluntary groups doing conservation work in Harrow. VAH commended their work and their drive to protect green spaces in the borough.

VAH shared that many residents don't realise that there is so much wildlife within the borough's nature reserves. The Council could do more to highlight this and encourage walking and getting into the outdoors, focusing on reaching groups that are less engaged and using existing networks to do so.

5.4 Feedback from Harrow Nature Conservation Forum and Harrow Wildlife Action

Harrow Nature Conservation Forum (HNCF) and Harrow Wildlife Action submitted a detailed response to the consultation, which was subsequently discussed with lead members and representatives from those organisations.

The two groups represent a significant cohort of nature conservation volunteers in Harrow - HNCF has worked closely with the Council over the past four decades in the management and care of Harrow's nature reserves – and their input is valuable particularly for the fourth Strategy theme of Healthy Places for Us and Nature.

The groups pledged their support and stressed the pivotal role of the Council in acting 'boldly and decisively' in its contribution to preventing climate change and recovering nature. They emphasised the urgency of getting this right and acting immediately across Harrow, commenting that "The sheer scale of biodiversity loss and destruction across our borough points to the need for crisis level intervention".

As methods of engagement, they pointed to the overall importance of 'education, communication and positive encouragement to residents'.

Their response to the strategy headlines with a call for Harrow Council to craft a long term (Nature 2050) and a medium term (Nature 2030) vision for the borough. It is noted that data and target setting also needs to be improved to inform more detailed action planning to deliver these visions.

Other key points / asks include:

- More ambitious tree planting programme on streets and residential roads and incentivising residents to plant trees in their own gardens
- Extending well beyond the minimum statutory 10% threshold for biodiversity net gain, when that requirement is introduced in the borough for new developments
- Support for upskilling of the Harrow Green Team in managing open spaces in a more nature-orientated way
- The key role that nature-based solutions play in improving resilience and adaptation to the effects of climate change, for example the role of planting in helping to prevent heat islands
- Consideration of how residents can be incentivised to retain / enhance planting and habitat creation or own land over the paving of driveways and gardens

5.4 Other General Comments

The Strategy was welcomed by a clear majority of respondents to the consultation, who felt that the overall scope of the four thematic areas was comprehensive. A number of additional overarching points were raised, including:

- The key convening role of the council to promote and bring together community initiatives that tackle climate change and nature using its existing borough networks (voluntary sector, statutory partners, faith groups, schools).
- The central importance of education and active, culturally inclusive, communications to and from residents and businesses, and within the Council itself, across all of the thematic areas.
- Whilst comprehensive in overall scope, it was noted by some respondents that target setting and specific actions to achieve the outcomes needs to be further developed under the strategic action areas.
- Governance and decision making: consideration of climate and nature impacts needs to be better embedded in council decision making.
- It was noted that young people and schools have a crucial role in terms of influencing behaviours now and in the future.
- The impact of food and climate friendly diet choices has relatively low awareness (although some communities are already vegetarian) but has large role in emissions.
- It was noted that the effect of climate changes that are already 'locked in' are yet to be fully felt, therefore the development of resilience and adaptation measures that also build the borough's natural capital (eg tree planting and nature based solutions to increase flood resilience and combat drought) will be crucial, alongside mitigation through carbon reductions.

APPENDIX – SUMMARY REPORT ON BUSINESS ENGAGEMENT
[see separate document]

Draft Climate & Nature Strategy

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Summary Business Engagement Report



LONDON BOROUGH OF
HARROW

1. Executive Summary
2. Summary of Key Findings:
 - a. Clean Energy Used Efficiently
 - b. Green Mobility
 - c. A Waste Free Economy
 - d. Healthy Places for us and Nature

The London Borough of Harrow worked with sustainability experts Square Gain and engaged with over fifty businesses from across the borough. Most of these businesses were micro-SMEs with fewer than ten employees, which is representative of the majority of businesses operating in Harrow.

The process involved engagement through a series of meetings and workshops and meetings, using both remote technology such as Microsoft Teams, and in-person meetings, and also via a business specific survey hosted on the MyHarrow Talk engagement website. The survey was promoted to local businesses via existing channels such as the Economic Development Team's business newsletter. A summary version of the survey was also completed by attendees and exhibitors at the Harrow Means Business networking event in September.

Key findings:

- Harrow's SME businesses are busy and find it hard to engage with the Council.
- Local businesses are very concerned about some thematic areas of the Climate and Nature Strategy, and are not as concerned about others. The area of greatest concern is Waste. This is in contrast to experience with other larger businesses outside of Harrow, who tend to focus more on Energy, mainly due to the significant cost and carbon. The Theme of least concern was Healthy Places, although there is commonality between that the Waste theme.
- Climate risks had not been considered by most Harrow businesses, with most businesses focused on short-term issues rather than perceived longer-term issues and risks such as climate change.
- Harrow businesses don't tend to associate their operations with Healthy Places for us and Nature directly. This could be due to a lack of space on their premises and a lack of awareness of the impacts of their supply chain on the natural world, or their reliance on nature to provide business-critical resources.

Suggested recommendations for future business engagement:

- Integration of climate and sustainability actions within the business support programme, particularly linked to risk management (direct and supply-chain), and branding.
- Climate change can be seen as a long-term problem. SMEs have a far shorter time-horizon than large corporates, and messages need to fit with this short-term planning, to prioritise action in the near term.
- Significant interest from businesses to engage with their supply chain and on the support that could be provided in this area.
- Green High Street awards, to encourage smaller businesses to engage and receive recognition. It would be particularly useful if a 'green star' system could be displayed in premises' windows to inform customers, and it would be beneficial to collaborate with neighbouring West London boroughs, also working with West London Business, to make such a scheme feasible.
- Local businesses would also like more regular updates, and information from the Council, including signposting on green services and support, and on stories of green business successes in the borough.

Key feedback:

- Energy is invisible and only seen when utility bills arrive.
- Energy costs are a significant concern to local businesses, but most have not undertaken any significant energy efficiency measures beyond LED lighting.
- Most companies are unsure exactly how to save energy.

Recommended actions:

- Advice and support specific to individual businesses, helping them to visualize energy use, energy wastage, costs and simple, pragmatic and opportunities to improve that are specific to their business. This could be done as a simple energy audit and must be done in-person to add the most value to local businesses.
- A local case study on energy controls (PIRs, Photocell, timer-switches, temperature controls etc.) would be useful to demonstrate the significant cost savings that can be achieved.
- A local case study on PV would be useful to demonstrate a simple action and the cost-benefit of installing PV.

Key feedback:

- Local buses are overcrowded during peak times
- Roads are congested and cycle lanes are poor and not connected
- The embodied carbon and circular economy impact of electric cars and vans, compared to traditional vehicles is not well known. Which is better – useful to bust the myths.

Recommended actions:

- Establish/ support and expand existing bike repair facilities.
- Facilitate micro-EV charging locations throughout the borough for e-bikes, e-cargo-bikes and e-scooters. This could be by the Council facilitating the introduction of e-cargo bike delivery services across the borough.
- Ensure there are adequate and secure cycle storage facilities across the borough.
- Active transport by increasing the number of bike lanes in the borough, in some parts there are wide pavements that would be suitable for converting to cycle lanes, and ensure connectivity between cycle lanes across the borough, and with neighbouring boroughs.
- Highlight EV charging plans across the borough (linking to the EV Strategy being developed).
- Case study on EV including total cost of ownership, carbon and wider sustainability credentials.
- Case study on last mile logistics, including e-cargo bikes. LB Harrow to consider how to facilitate / encourage an e-cargo bike pilot.
- Improve bus services in partnership with TfL.

Key feedback:

- Business recycling services via the Council is reported by local businesses to be more expensive than using some private companies, and greater value for money needs to be demonstrated.
- There is a perception amongst businesses that booking restrictions at local waste recycling centres have contributed to increased fly-tipping and litter being dumped on streets and on business premises, which makes the high street less attractive and impacts on business.

Recommended actions:

- 212
- Through the business support programme, help companies to understand what they waste, and why (simple waste audit). Any waste is wasted money.
 - LB Harrow to review their own commercial waste service, both in terms of the level of service offered to businesses, the amount of recycling, and the cost. Must ensure competitive and has good green credentials.
 - Education, including about the Council's free bulky waste service and TRAIID textiles collection service – to ensure local residents are aware, so that they do not fly-tip waste on local high streets or business premises.
 - Greater collaboration between businesses and the Council on reusing materials and circular economy, including demonstration of how some waste types could be repurposed and be integrated into the circular economy.
 - Promote development of repair skills in Harrow, to encourage repair rather than disposal. This could facilitate cost effective repairs across the borough including bikes, and bulky items such as fridges where only small components may need replacing to prolong the items' life.
 - Circular Economy support for the high street, potentially in partnership with ReLondon.

Key feedback:

- Currently appears to be a disconnect from the understanding that all businesses are eventually reliant on a healthy ecosystem.
- Local businesses do not currently consider a healthy natural environment as being linked directly to their business resilience or success, but do link unsightly waste in public spaces as being negative for business.
- Most small companies in the borough would benefit from greater understanding of their supply chain, their ultimate reliance on nature, and then the climate risks that are posed in locations where their suppliers of goods and services are based.

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Recommended actions:

- 'Greener' high streets could be more attractive and more resilient to issues such as overheating and flash-flooding
- Case study on a local restaurant business, and its food supply chain:
 - where does the food come from
 - what are the risks (floods, droughts, transportation etc) and
 - what the restaurant is doing to minimize the risks, and costs for customers.
- Support for local companies wishing to engage with their supply chain, which could link the existing Low Carbon Procurement Charter to cascade benefits of supply chain risk management throughout the borough.

Appendix 1

Climate and Nature Strategy Survey

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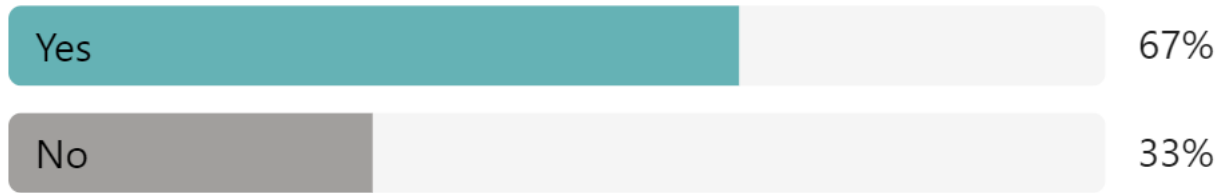
Business Responses



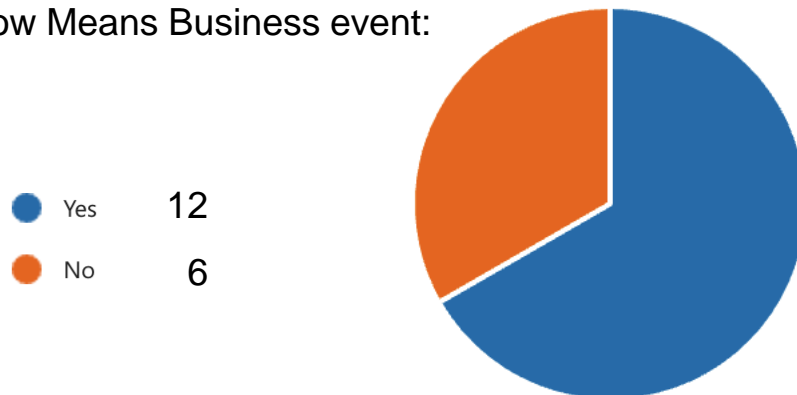
LONDON BOROUGH OF
HARROW

Is your business based in the London Borough of Harrow?

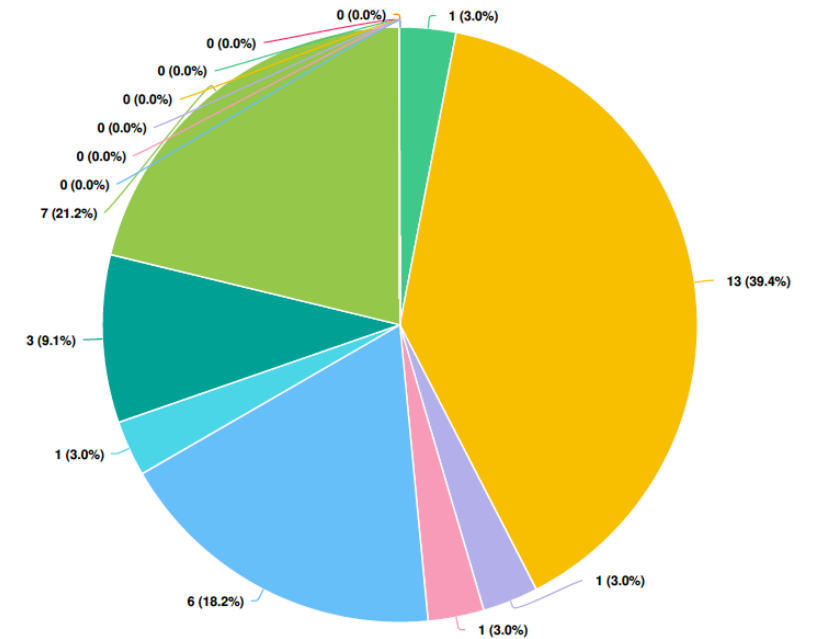
215



Harrow Means Business event:



Q6 Industry sector



Question options

- Construction
- Wholesale and retail trade
- Information and communication
- Human health and social work activities
- Accommodation and food service activities
- Transportation and storage
- Education
- Other (please specify)
- Professional scientific and technical activities
- Manufacturing
- Repair of motor vehicles and motorcycles
- Administrative and support service activities
- Real estate activities
- Financial and insurance activities
- Arts, entertainment and recreation

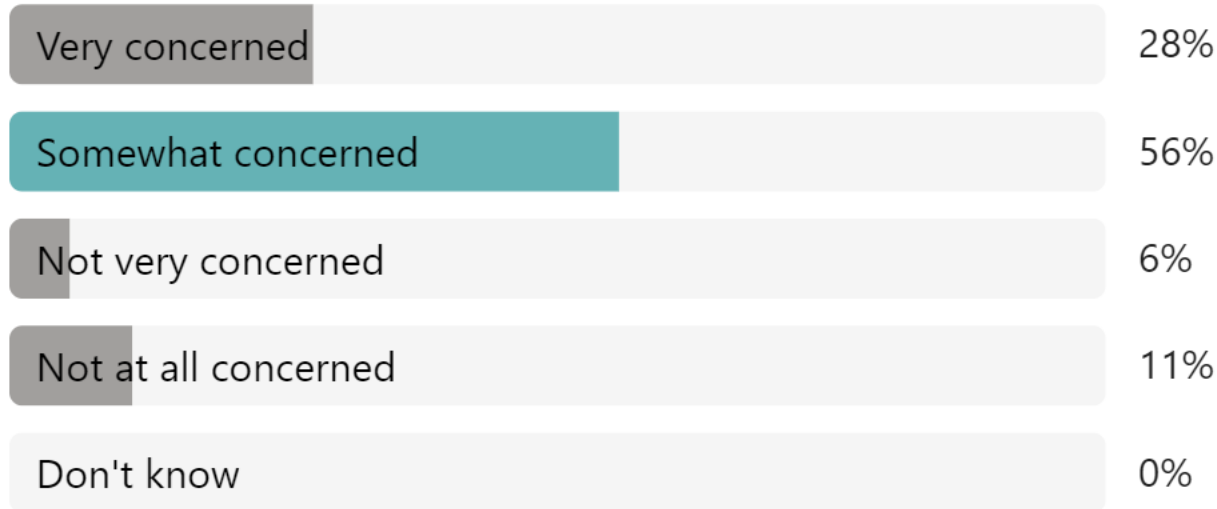
Optional question (33 response(s), 1 skipped)
Question type: Dropdown Question

Concern about Climate Impacts

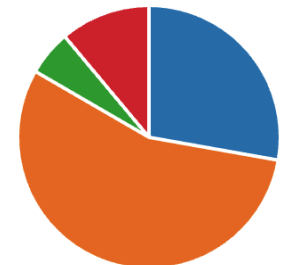
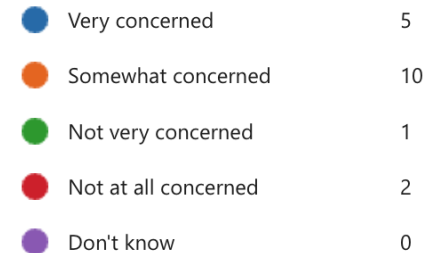


How concerned are you about the impact of climate change on your business?

216

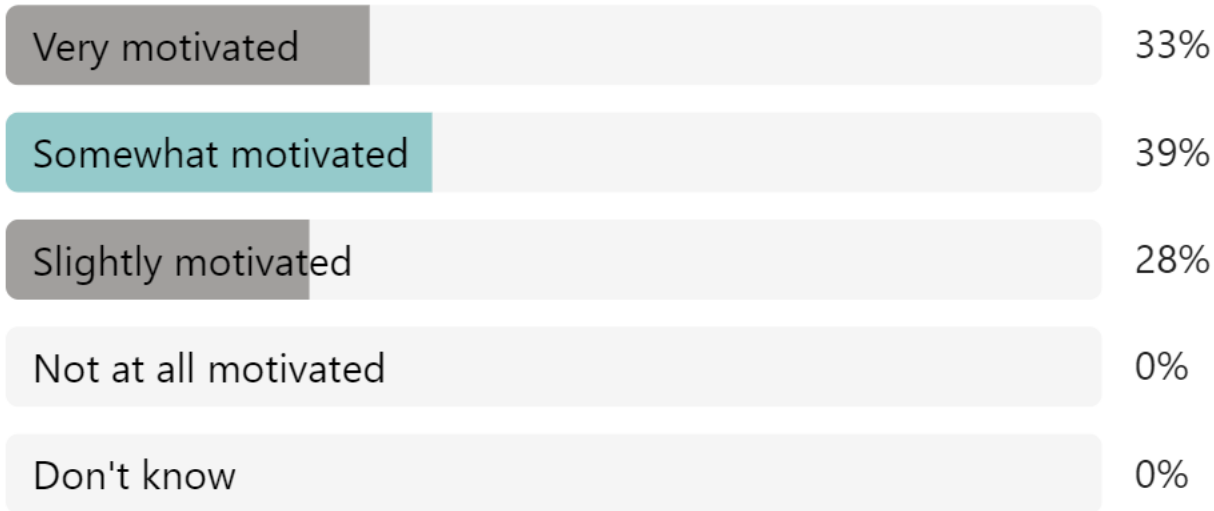


Harrow Means Business event survey:

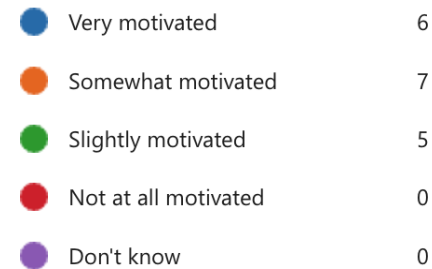


How motivated is your business to help prevent climate change?

217



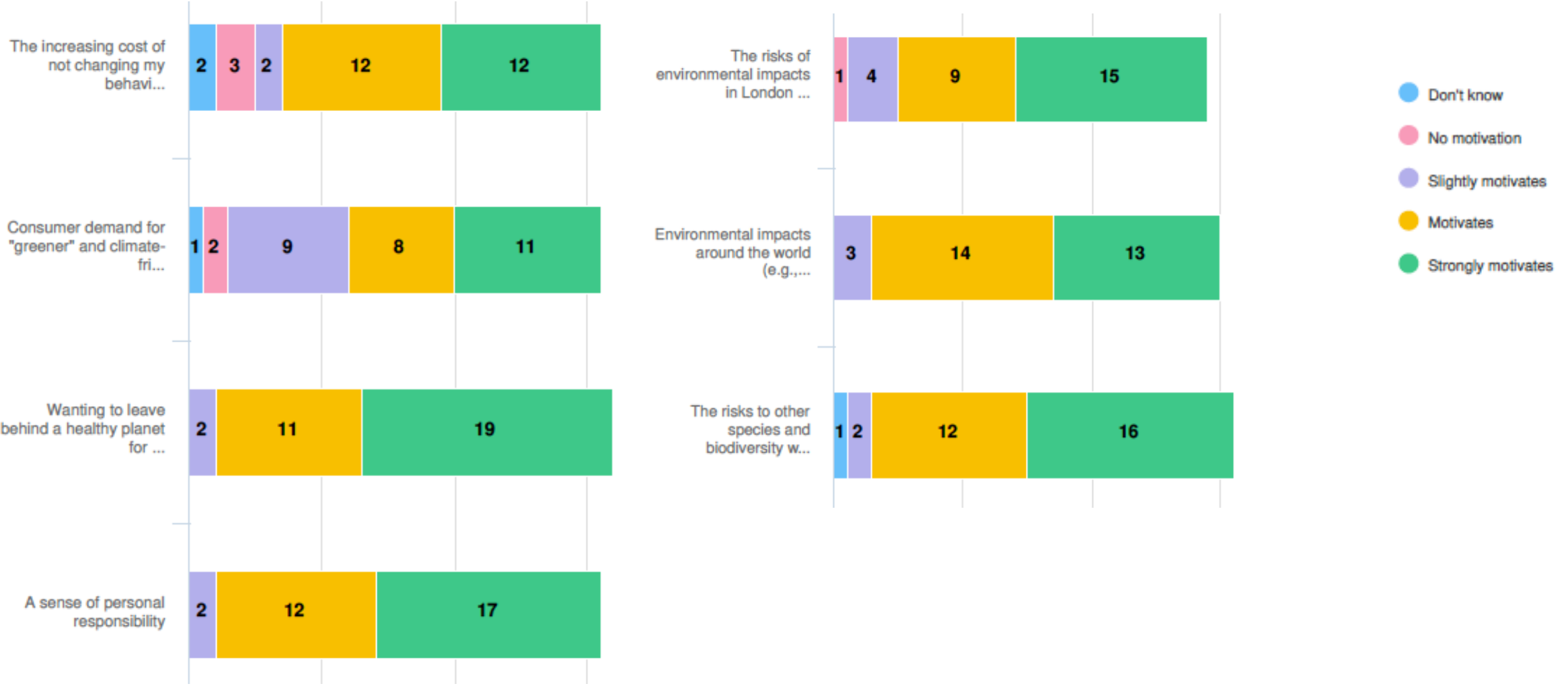
Harrow Means Business event survey:



What motivates your business most to help prevent climate change at work?

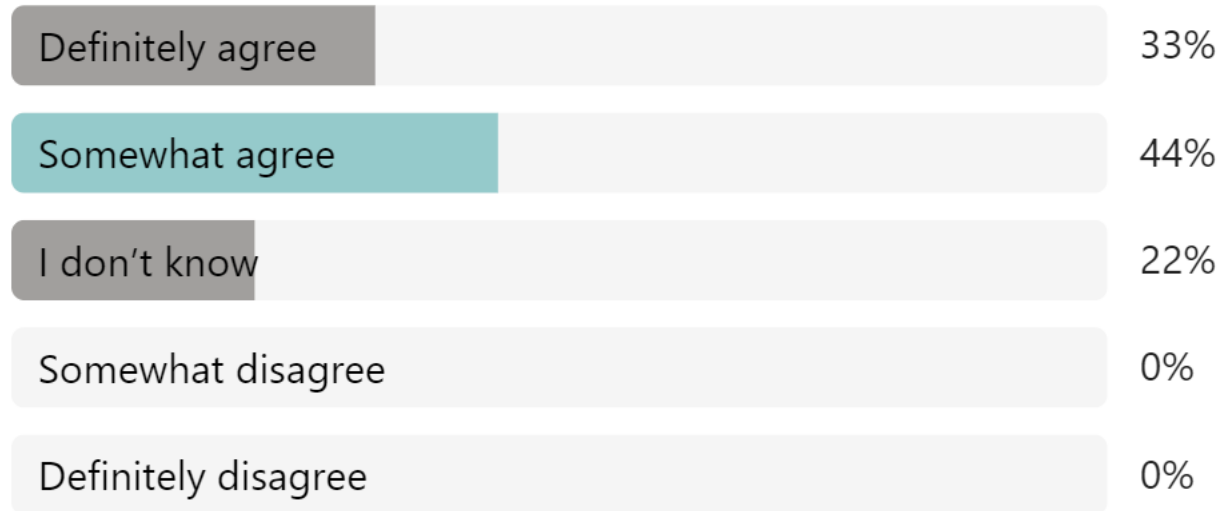


218



I know what actions that my business can take to reduce my impact on the environment

219

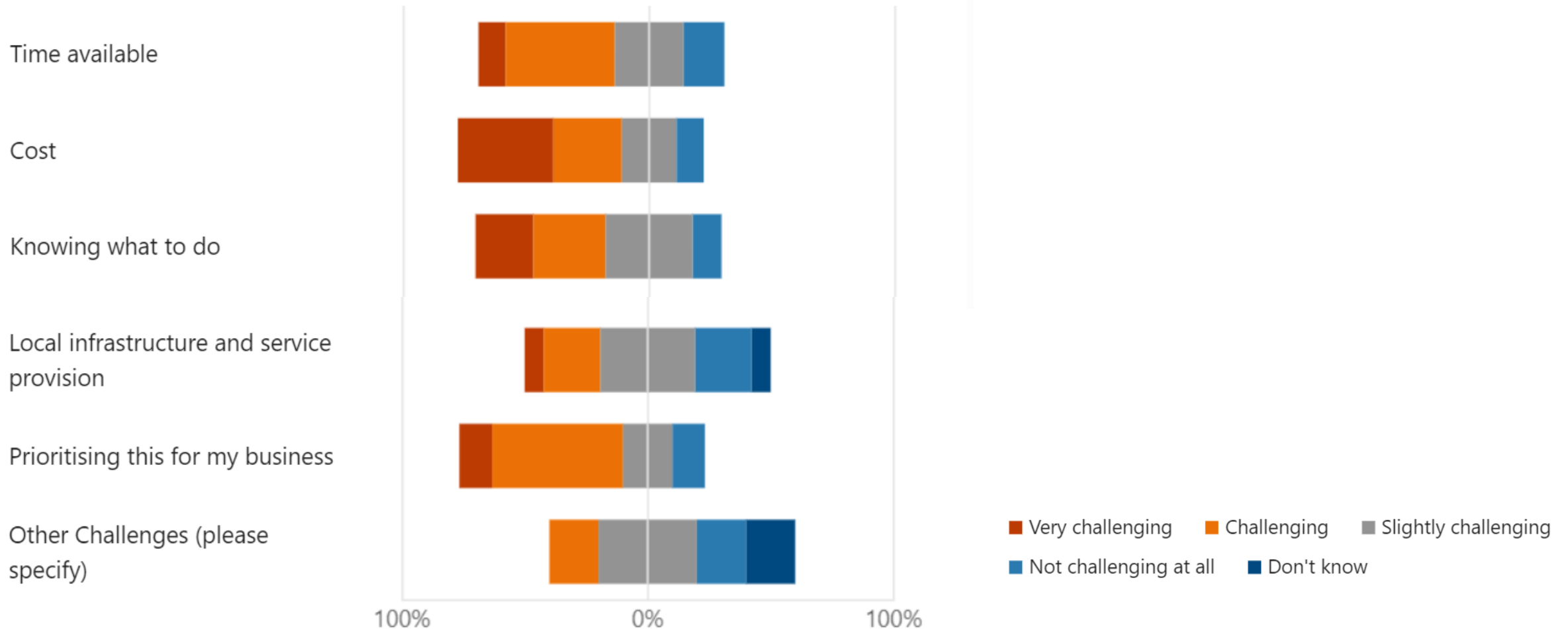


Clean Energy Used Efficiently - challenges



What challenges do you find when trying to achieve Clean Energy Used Efficiently?

220



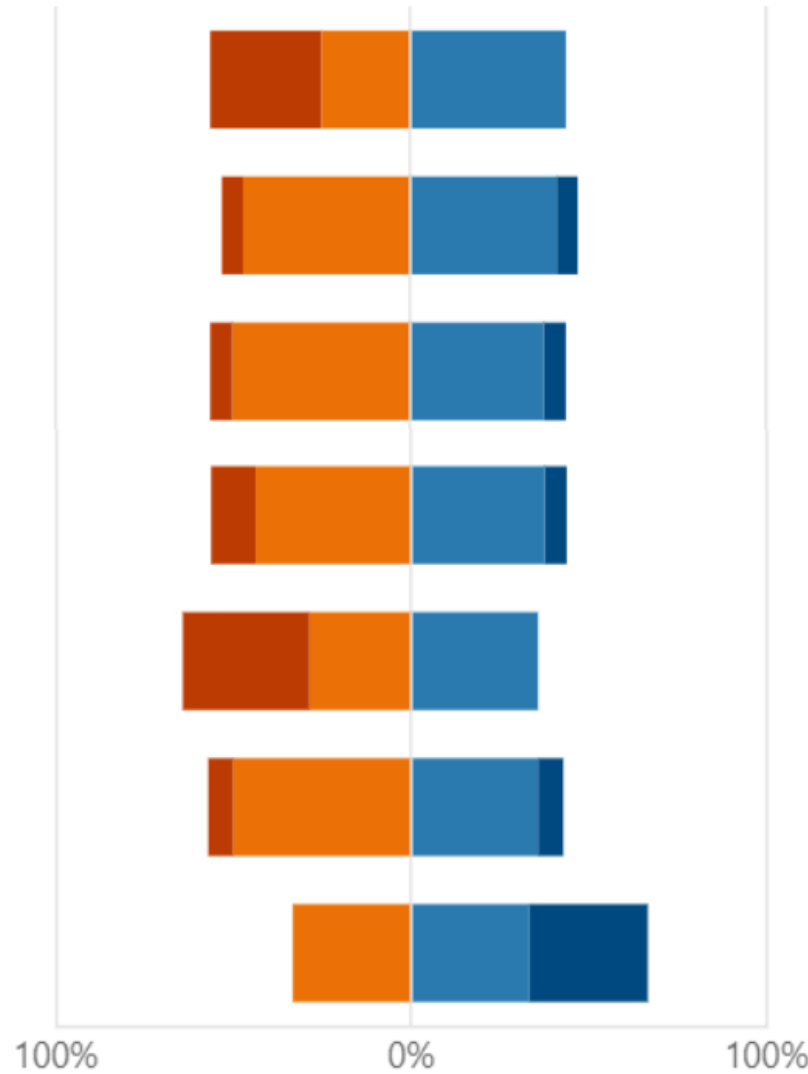
Clean Energy Used Efficiently - encourage



My business encourages:

221

- Measured current performance
- Set improvement targets
- Develop an action plan to improve performance
- Implement improvement measures
- Communicate with customers
- Communicate with supply-chain and others
- Other action (please specify)



■ Have done
 ■ Plan to do
 ■ Need support
 ■ No plans to

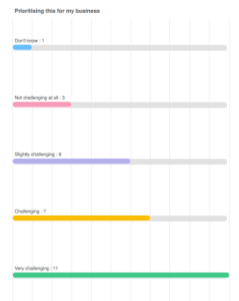
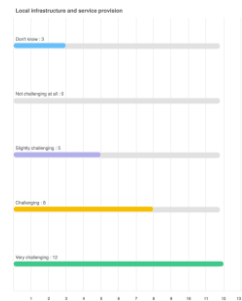
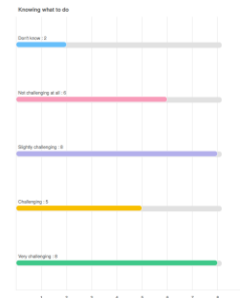
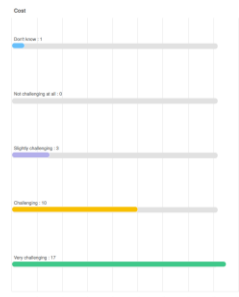
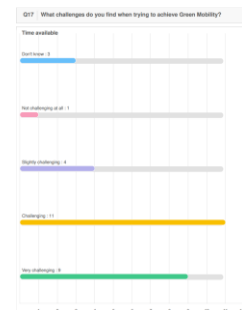
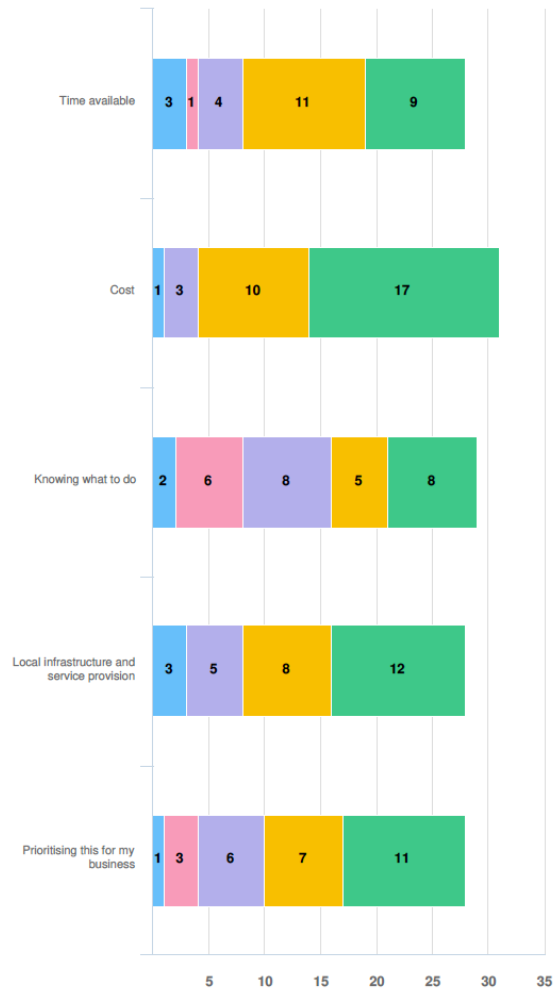
Green Mobility - challenges



Q17 What challenges do you find when trying to achieve Green Mobility?

Question options

- Don't know
- Not challenging at all
- Slightly challenging
- Challenging
- Very challenging



Q18 Other challenges (please specify)

Anonymous 03/03/2020 10:30 AM

Commenting others that this is important and achievable.

Anonymous 03/03/2020 09:30 AM

Poor EV charging facilities in Harrow!

Optional question (2 responses), 02 skipped

Question type: Single Line Question

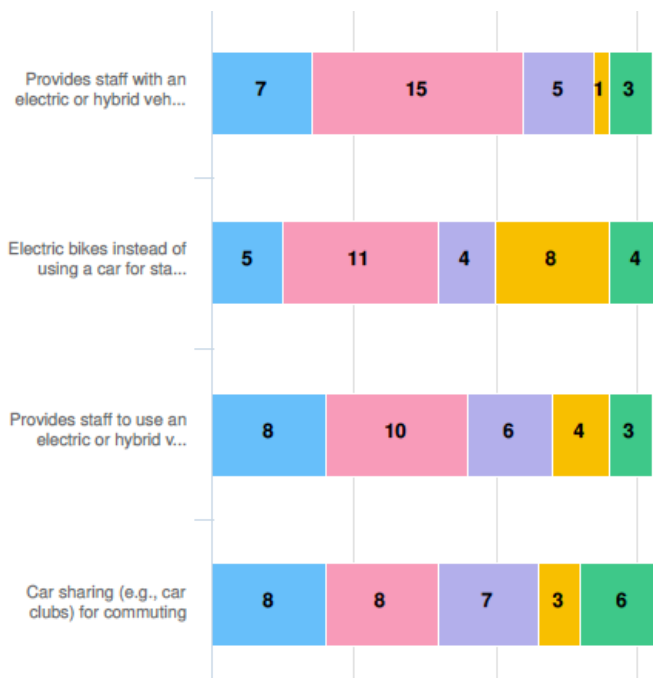
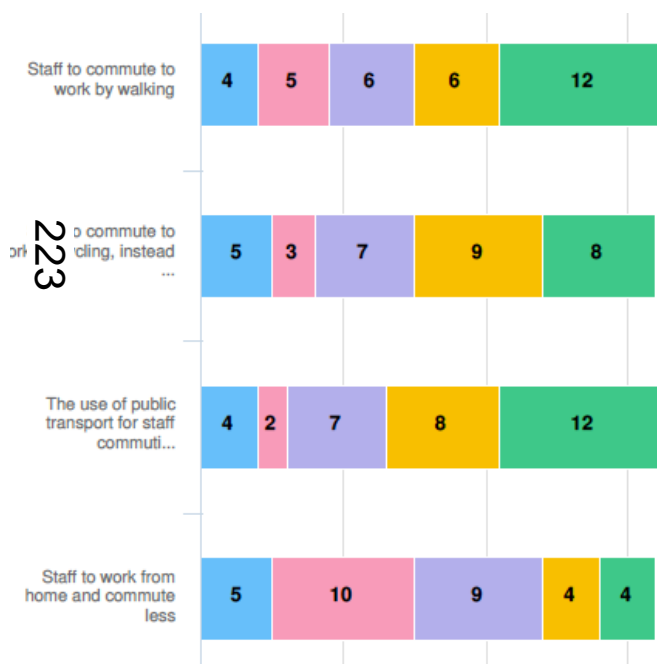
222

Green Mobility - encourage

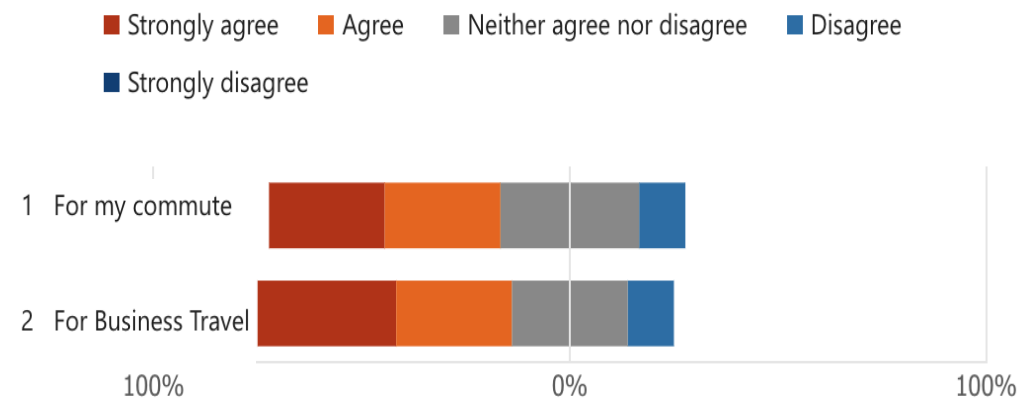


My business encourages:

Main survey



Harrow Means Business event survey



Waste Free Economy - Challenges



224



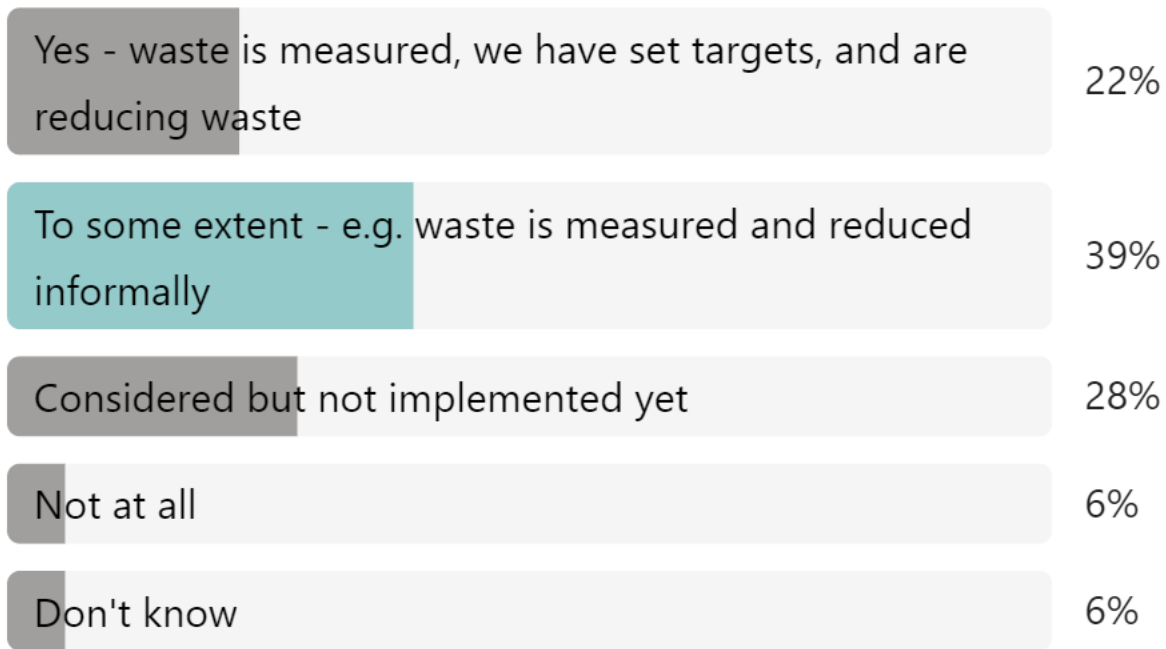
Waste Free Economy - encourage



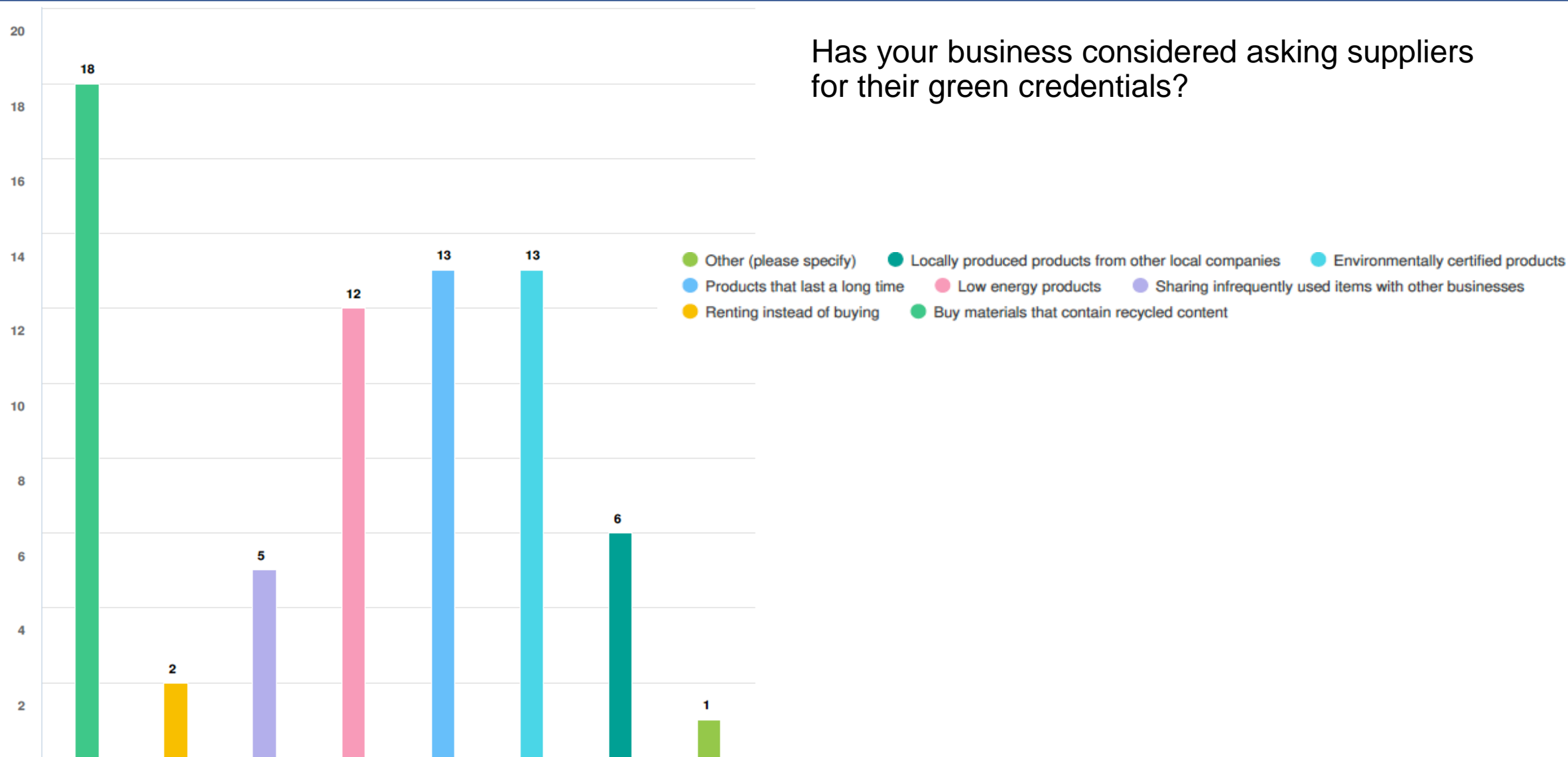
LONDON BOROUGH OF
HARROW

Have you considered the waste that your business produces and how this could be reduced?

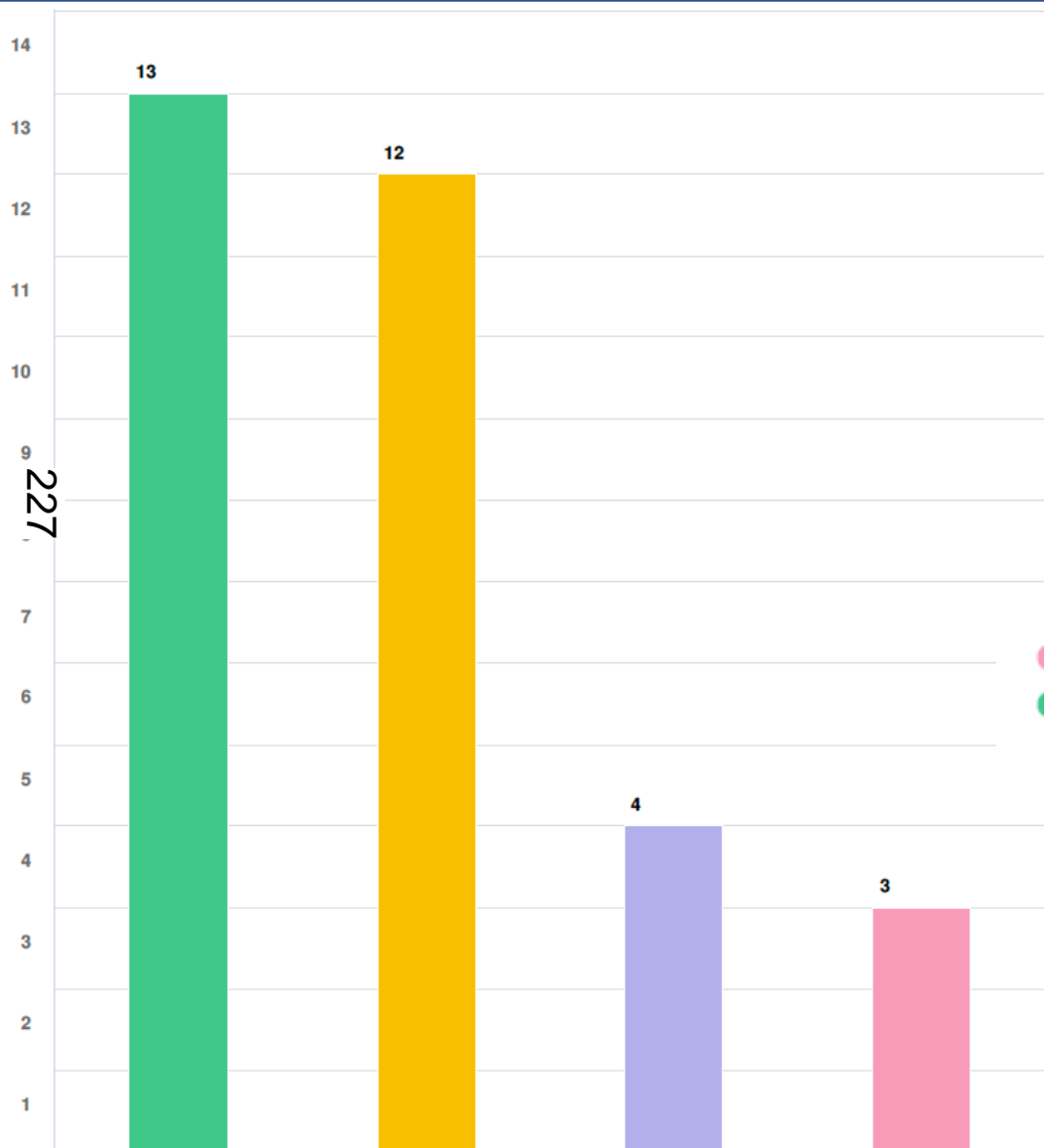
225



Has your business considered asking suppliers for their green credentials?



Green Skills, Products and Services



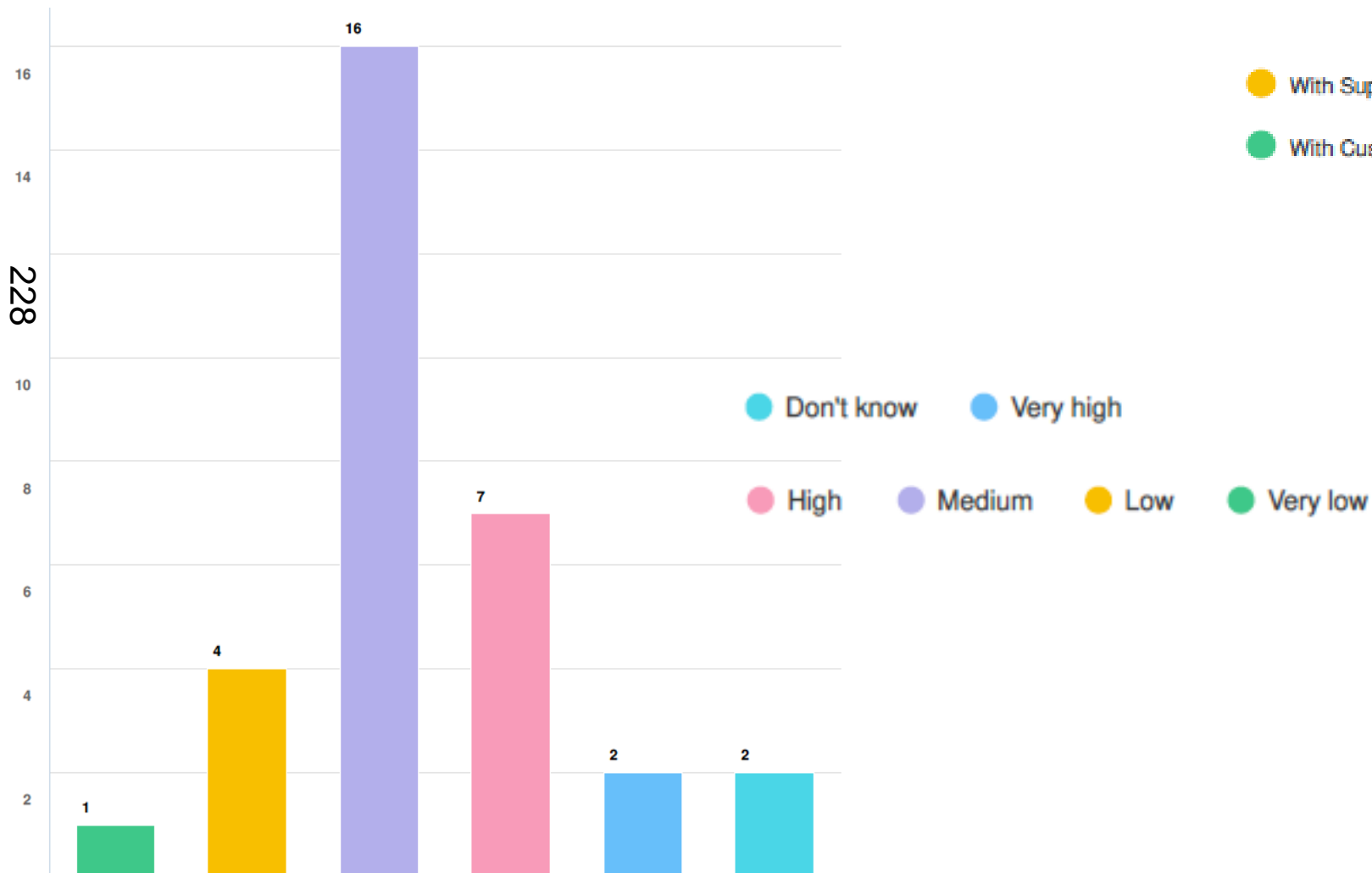
Has your business considered how to improve the green credentials of the products and services that are offered?

- Don't know
- Not at all
- We have considered this but not implemented yet
- Yes - we have set a baseline, improvement targets, and are communicating this with customers, suppliers and others

Green Skills and Green Communication

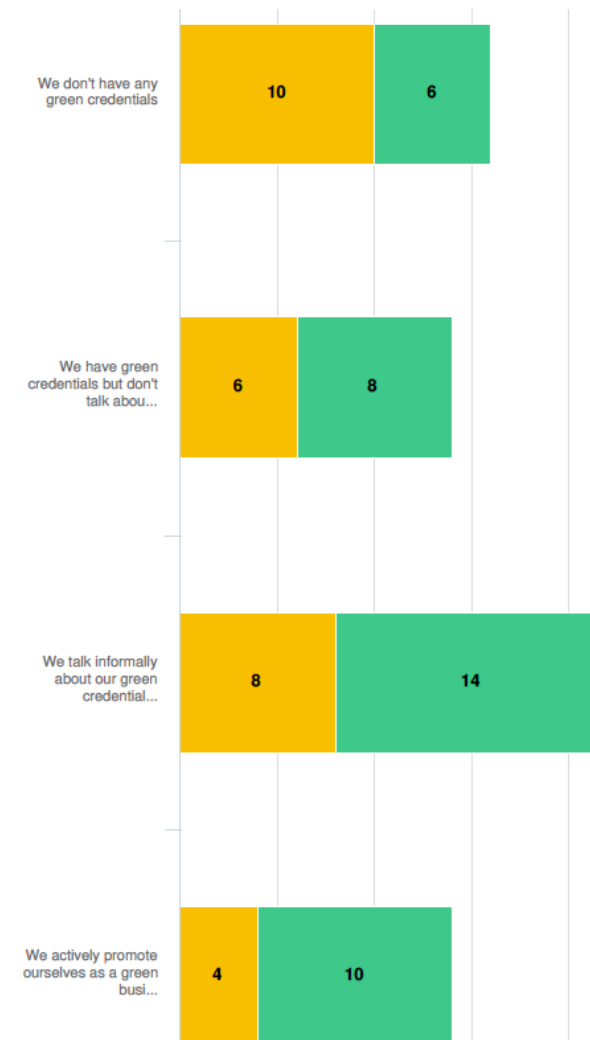


How would you rank your businesses' Green Skills?



Do you communication with customers and suppliers on your green credentials?

- With Suppliers
- With Customers

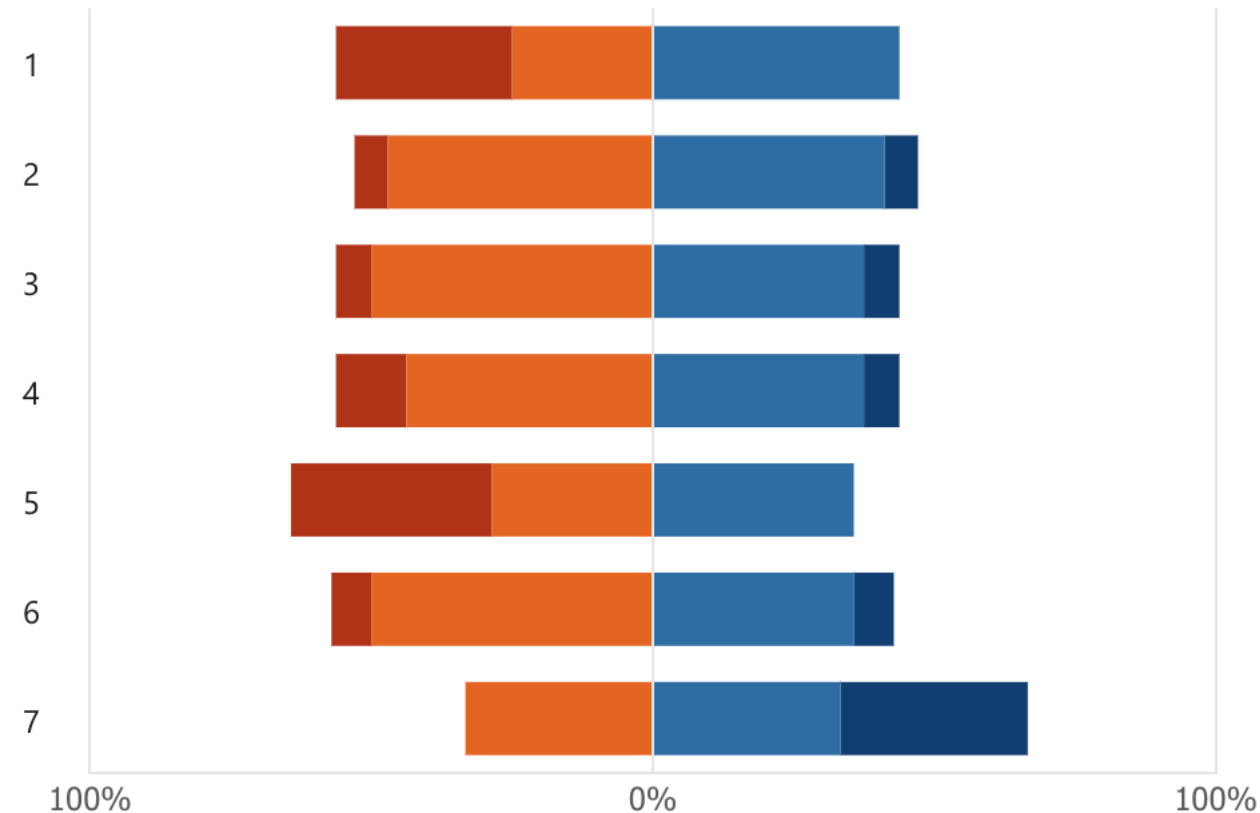


- When thinking of energy and carbon, for each of the actions below what have you done, are you planning to do, would like to do but need support, have no plans to do?

229

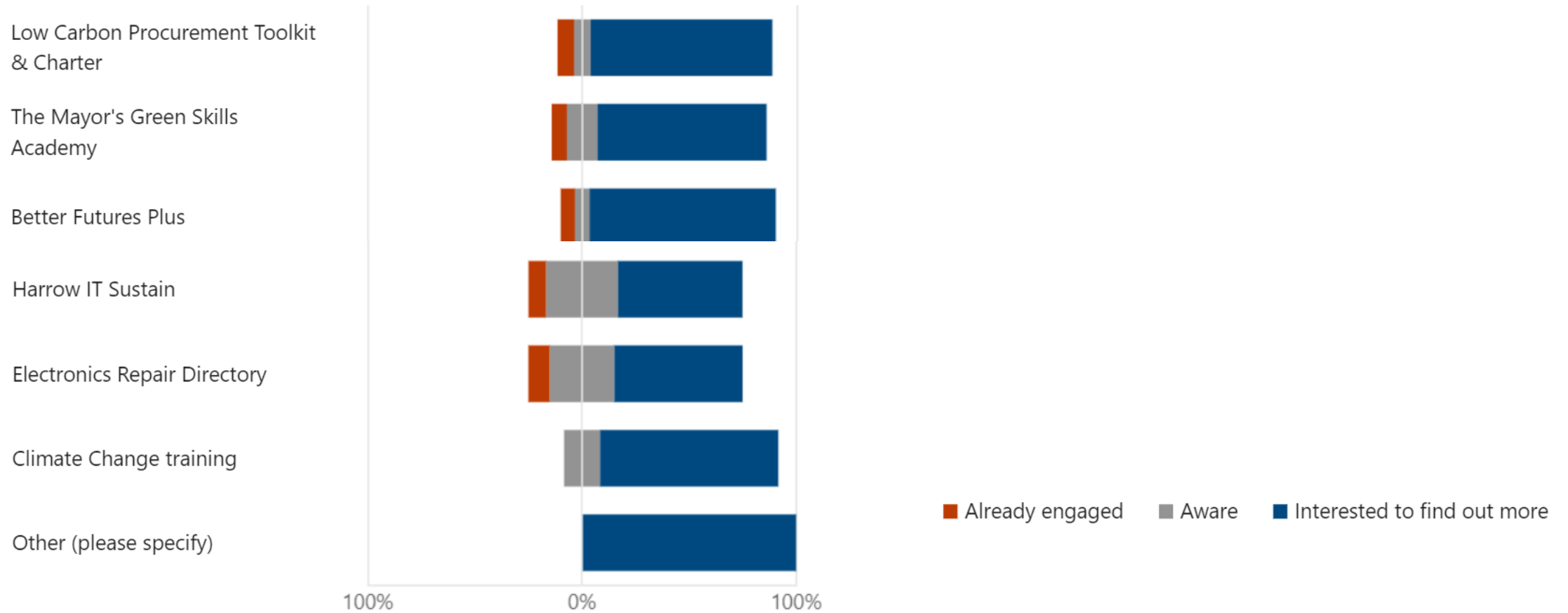
- 1 Measured current performance
- 2 Set improvement targets
- 3 Develop an action plan to improve performance
- 4 Implement improvement measures
- 5 Communicate with customers
- 6 Communicate with supply-chain and others
- 7 Other action (please specify)

■ Have done ■ Plan to do ■ Need support ■ No plans to



Are you engaged, aware or interested to find out more about the following business support services?

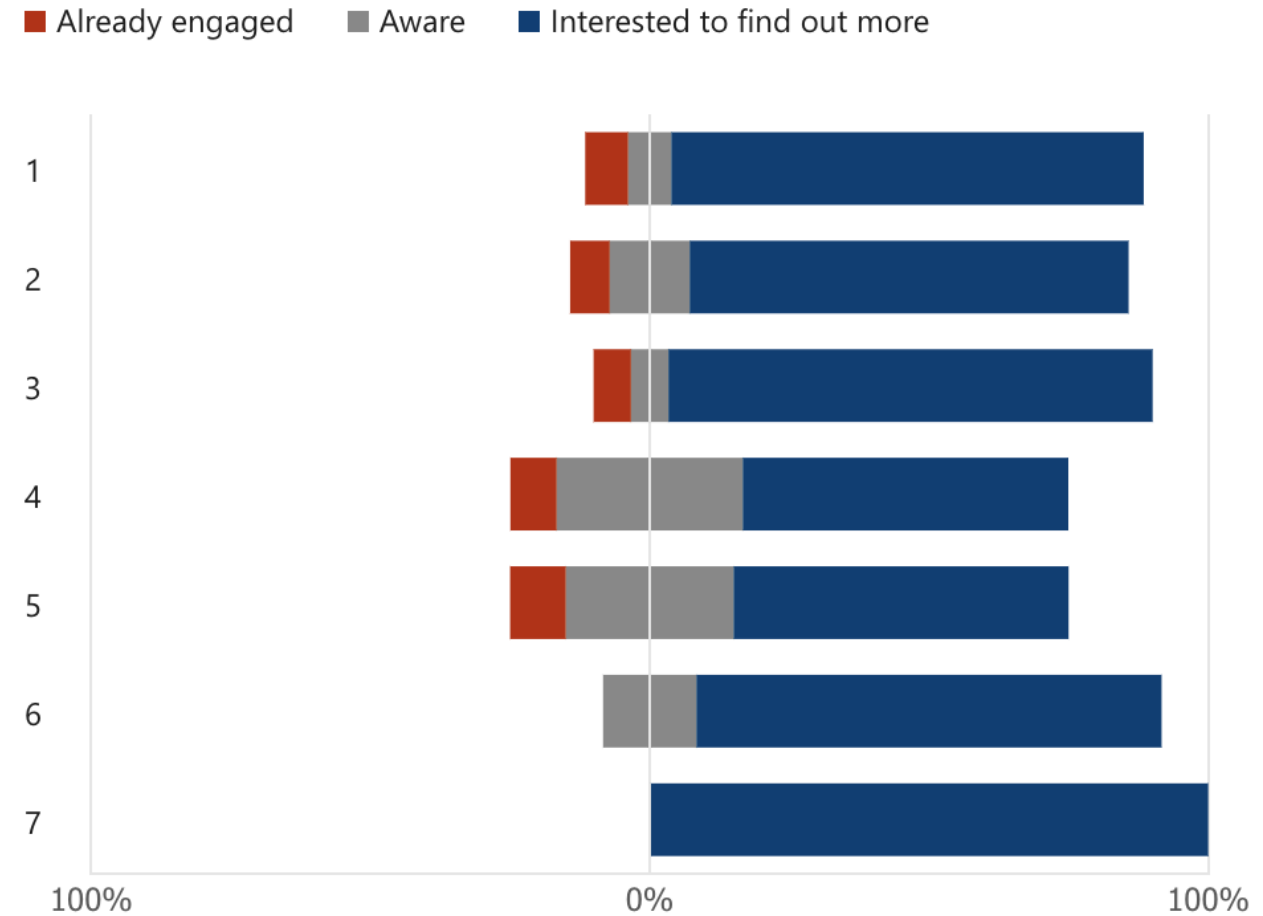
230



• Are you engaged, aware or interested to find our more about the following business support services?

231

1. Low Carbon Procurement Toolkit & Charter
2. The Mayor's Green Skills Academy
3. Better Futures Plus
4. Harrow IT Sustain
5. Electronics Repair Directory
6. Climate Change training
7. Other (please specify)





Greg Chant-Hall
gregchanthall@squaregain.co

Greg Poole
gregpoole@squaregain.co



LIVING HARROW: The London Borough of Harrow's Climate & Nature Strategy - 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	Date EqIA created: 13/2/23 Updated: 18/10/23 (following public consultation)
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 & 19.10.23

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. During the public consultation phase, which ran between June and September 2023, supplementary evidence was gathered from survey responses, three town centre drop in sessions with residents, and in-person and online workshops with businesses (including the Super Traders Group and the voluntary sector).

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.

Feedback from the draft Climate and Nature Strategy consultation indicates that cost is perceived as a barrier for heat pumps and solar panels and the retrofit market is deemed complicated, with a need for clear and reliable advice to make retrofit easy and accessible. Furthermore, in tenanted properties tenants have limited influence on improvements and are dependent upon landlords. To help mitigate this, opportunities have been identified in the strategic action plan to; promote the new Harrow Energy Advice Line to residents and voluntary organisations, clearly signpost on the Harrow website the Energy Saving Trust and reliable advice on retrofit and improving insulation levels in homes, highlighting the cost-saving benefits.

Disabled people and the elderly 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 and older people, e.g. step free access, and over time this will result in a more accessible public realm for the benefit of older and disabled people with mobility issues. Following the public consultation, this was highlighted as a key point towards mitigating the barriers faced by disabled and mobility impaired people in the borough. Through better and improved public realm connectivity, residents mentioned that they would feel more included and would be encouraged to take up more active travel.

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 capturing data to inform target setting 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. Feedback from the Strategy consultation highlighted a need for better signposting for residents to our parks, open spaces and nature events (e.g., volunteering section in Harrow People). This will have a positive impact particularly for Black, Asian and Multi Ethnic communities.

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.

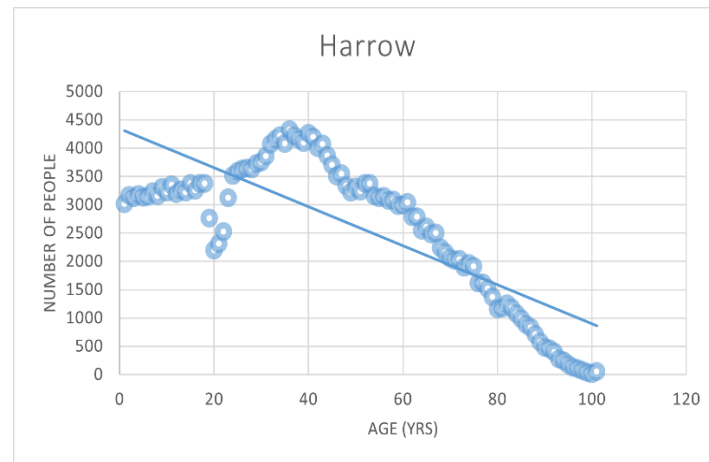
In the winter older people are potentially at risk of having health issues associated with cold homes.

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)



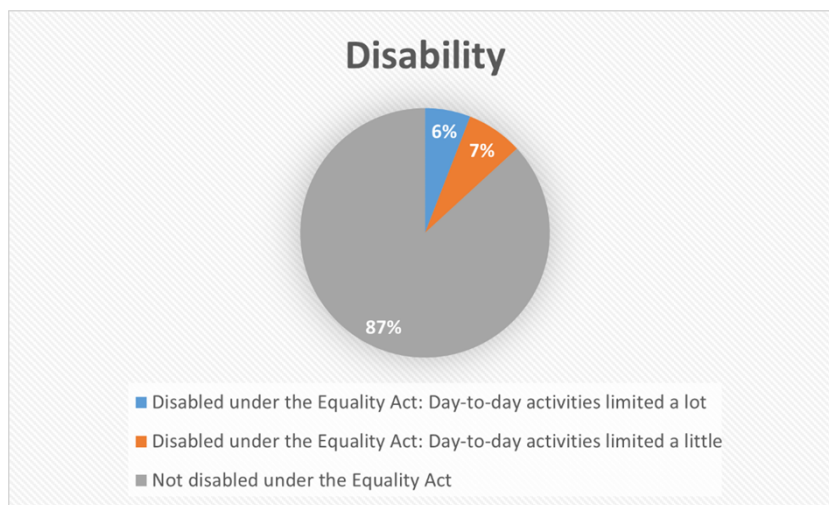
³ [future-of-an-ageing-population.pdf \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/future-of-an-ageing-population.pdf)

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://tfl.gov.uk)

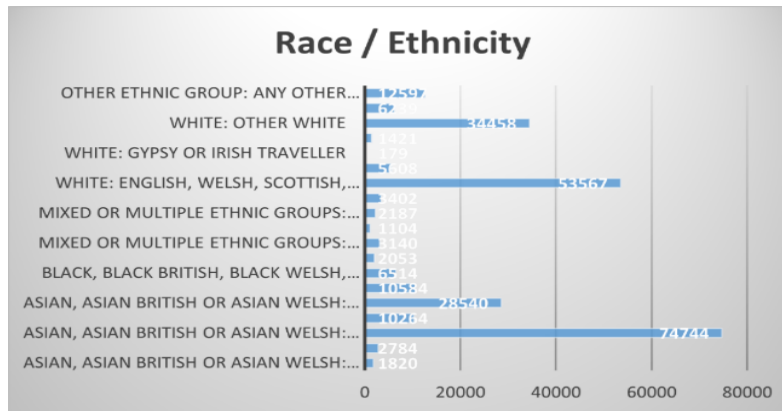
	<p>Pregnant women require consistent access to transportation and medical care, which can be disrupted by extreme weather events. Many biological and behavioural changes occur during pregnancy and the postpartum period, making women more susceptible to insect, food, and water-related illnesses. Some 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.

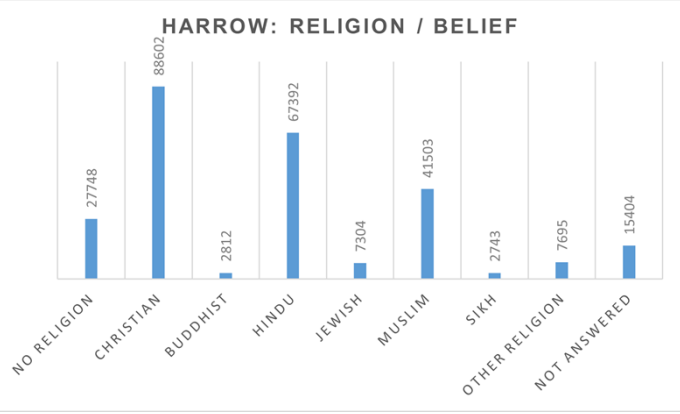
Religion or belief

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.



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 5: (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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<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>		
--	--	--	--	--

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. Update: The consultation ran from Tuesday 20th of June and closed on Sunday 24th of September 2023, and included three town centre drop in sessions, in-person and online workshops with businesses e.g., Super Traders Group and the voluntary sector. The purpose of the

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

engagement was to have a better understanding of attitudes to climate change among Harrow residents and to ascertain what practical action is being undertaken and what the barriers and opportunities there are locally and how the Council can support and scale existing work and initiatives around climate and nature in Harrow. This EQIA has been updated further to the consultation and will be reviewed on an ongoing basis through the implementation phase of the strategy.

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:	16 November 2023
Subject:	Electric Vehicle Charging Strategy: Draft for approval.
Key Decision:	Yes, affects multiple wards and over time will be significant in terms of its impact on our communities.
Responsible Officer:	Dipti Patel, Corporate Director for Place
Portfolio Holder:	Councillor Anjana Patel, Portfolio Holder for Highways, Infrastructure and Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All
Enclosures:	Appendix 1 – Harrow Electric Vehicles (EV) Strategy 2038

Section 1 – Summary and Recommendations

This report presents a draft Harrow Electric Vehicles (EV) Strategy 2038 for approval.

Recommendations:

Cabinet is requested to:

1. Approve the attached draft Electric Vehicles Strategy.
2. Delegate authority to the Director of Environment, following consultation with the Portfolio Holder for Highways, Infrastructure and Community Safety, to make minor changes to the Electric Vehicles Strategy as and when necessary.

Reason: (for recommendations)

To provide a strategic framework for the Council and the Borough to enable the expansion of electric vehicle (EV) charging infrastructure on public assets for the benefit of Harrow residents, whilst contributing to the decarbonisation of transport in Harrow.

Section 2 – Report

Options considered

- Do nothing: this option is not recommended as this will not advance the Council's and national government's decarbonisation aims and will fail to support residents in the transition to electric vehicles.
- Agree the draft Harrow Electric Vehicles (EV) Strategy 2038 to provide a long-term strategic framework for action within the borough.

Background

The London Borough of Harrow wants to encourage the uptake of ultra-low emission vehicles through the use of promotional activities and the introduction of EV infrastructure. The council aims to improve air quality, reduce traffic noise and reduce CO2 emissions throughout the borough by expanding the availability of electric vehicle charging facilities to support the transition to ultra-low emission vehicles.

Until 2023, the Council's focus has largely been providing chargepoints in locations requested by residents and/or businesses. However, there is now a requirement for a longer-term Strategy that aims to achieve a more ambitious roll out of publicly accessible chargepoints at scale, based upon underlying demand potential, alongside rapid charging hubs on the strategic road network and within town centres.

Purpose of the Strategy

The UK Government have prohibited the sale of new diesel and petrol-powered vehicles by 2035, with an interim requirement that at least 80% of new cars and 70% of new vans are electric by 2030.

In mandating the adoption of electric vehicle (EV) and other alternative fuel technologies to decarbonise the transport system, the UK government acknowledge the climate emergency and the requirement for comprehensive decarbonisation of the transport system, in order to support its overarching 2050 net zero target.

The Office for Zero Emission Vehicles (OZEV) has cited the pivotal role local authorities have in facilitating the uptake of EV and the development of publicly available EV chargepoint infrastructure.

To this end, Harrow's EV strategy will facilitate the transition to EV and the provision of accessible and reliable EV chargepoints for everyone who lives, works and visits Harrow, while also meeting the long-term objectives of reducing overall car ownership and usage in the borough.

The draft Strategy looks beyond the present day, to the near future, and up to fifteen years until 2038. Given the highly evolving nature of the EV industry, it is recommended that once approved, the planned actions in the Strategy are revisited no later than 2030.

The Strategy consists of the following chapters:

Chapter 1 – Background & Purpose

Chapter 2 – EV Market Overview

Chapter 3 – Vision & Objectives

Chapter 4 – Forecast for EVCPs (Electric Vehicle Charge Points)

Chapter 5 – EVCP Location Assessment

Chapter 6 – EVCP Delivery Model

Chapter 7 – Action Plan

Overview of key draft Strategy messages

Current situation

There are currently about 3,500 EVs in Harrow, which is less than 3.4% of total registered vehicles in Harrow. However, the Council anticipates this will increase to about 20% in 2030, nearly 60% in 2038 and approaching 100% by 2050. EV penetration in Harrow currently trends with adjacent local authorities outside London. In addition, since the pandemic, EV penetration of new car sales has shown strong growth within the UK.

In addition to home-based charging solutions, Harrow currently has around 64 public chargepoints including 57 lamp column (3kW) and fast (7-22kW); and seven rapid (>50kW) chargepoints at both publicly and privately owned land in Harrow. In addition, the Council plans to deploy funds secured through the On-street Residential Chargepoint Scheme (ORCS) in delivering 225 additional

lamp column chargepoints in 2023/24. Delivery of these additional chargepoints is focused on supporting residents who do not have access to off-street parking.

EV chargepoints

There is a range of different types of public EV charging infrastructure available across the market, alongside emerging technologies which are being trialled and piloted across the UK. There are several chargepoint options for users as to where, how and when they want to charge their vehicles. EV charging infrastructure can be split into four categories based on speed/power output:

- Slow
- Fast
- Rapid; and
- Ultra-rapid.

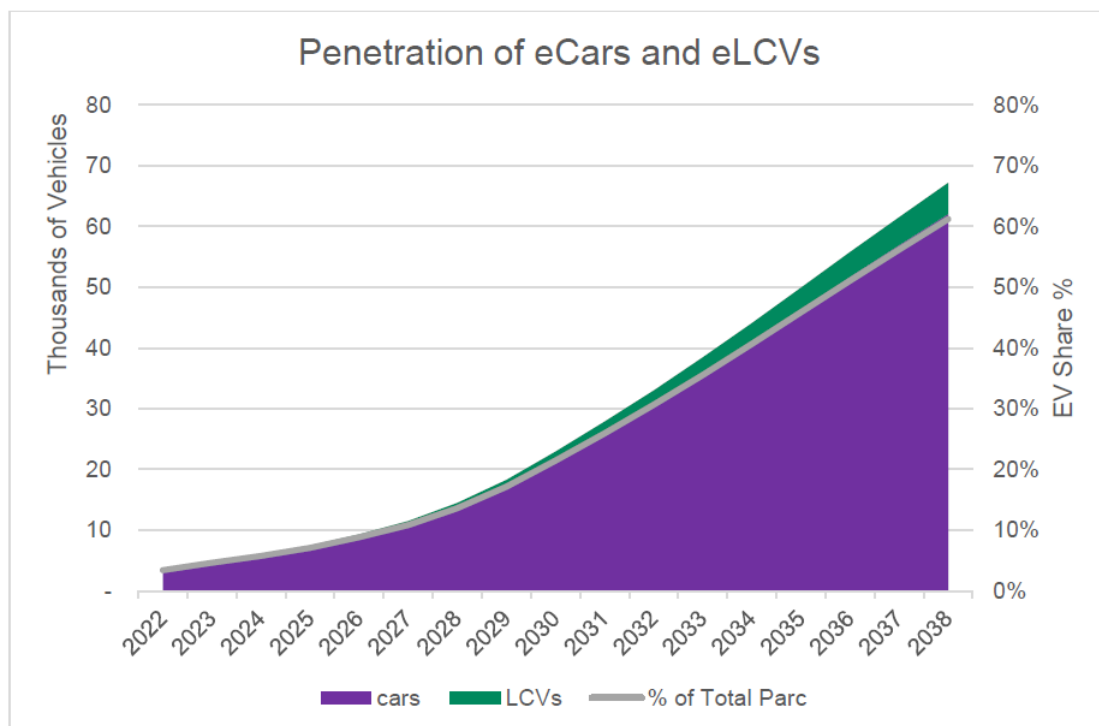
Harrow currently operates a mixed provision of chargepoints both on-street and in car parks. The council intends to keep a mixed provision of chargepoints for different use cases, so that there are a range of chargepoint options for residents.

EV forecast projection to 2038

The projection of EV penetration within Harrow shown below is based on:

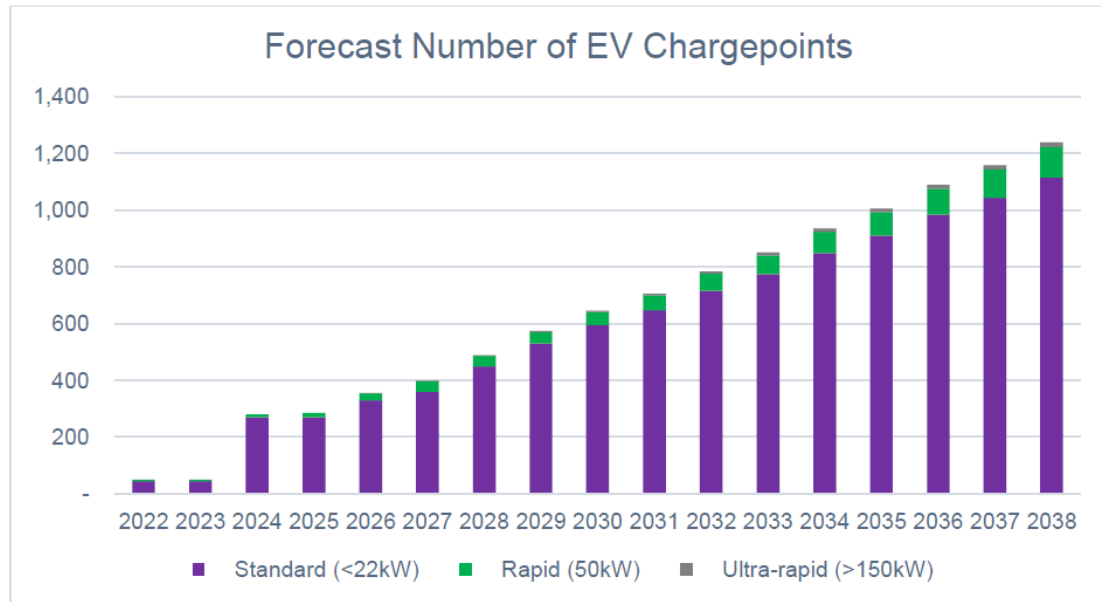
- The penetration of EV within total new vehicle sales according to the trajectories defined in OZEV’s zero emission vehicle (ZEV) mandate; and
- The rate at which older incumbent diesel and petrol-powered vehicles age out as a function of average useful life estimates derived from Department for Transport (DfT) data.

Figure 4.1: Forecast EV growth and penetration in Harrow



Source: Steer analysis
 *eLCV – Electric Light Commercial Vehicles

Table 4.2: Projected EVCP demand by type



However, only a portion of the public charging network will be located on Council land (assumed to be 50%). The remaining EV chargepoints will be deployed on private land by project sponsors including supermarkets, other retailers and existing diesel and petrol sellers.

Potential locations for rapid or ultra-rapid charging

Key locations for potential rapid or ultra-rapid chargepoints (50-150kW) have been identified, considering both the key destinations across Harrow (i.e., locations with higher dwell time) and the availability of space to locate rapid chargepoints (either standalone or in bunch). These locations include high opportunity areas (e.g., retail, high street car parks, industrial areas and so on). These chargepoints will help meet the need of residents for top-up charging, as well as that of visitors, small businesses, taxi and private hire vehicle (PHV) drivers travelling into the borough.

It is anticipated that nearly half of the public charging network in Harrow will be located on Council land (including the public highway) and that the remaining chargepoints will be on private land (e.g., supermarkets etc). Development of charging infrastructure on Council land (roughly 700 chargers by 2030) will require a mix of funding from both public sources (e.g., the ORCS and Local Electric Vehicle Infrastructure (LEVI) programs) and private sources.

Key actions

A set of actions to meet the objectives of the Strategy in the short (2024-26), medium (2027-33) and long (2034-38) term have been developed. They are included in Chapter 7 of this Strategy.

Some of the key targets include:

- Ensure at least 10 rapid (50kW) and ultra rapid (>150kW) chargepoints are deployed on council land by 2026.
- Deliver up to 500 on-street chargepoints on council land by 2030.
- Ensure 80% of the residents in the borough have access to a chargepoint within 3 minutes walk from home by 2033.
- Develop a phased approach to the Council's own fleet electrification (as the existing vehicles reach end of life) and progress towards full fleet electrification by 2035.
- Ensure all new chargepoints deployed on council land meet the accessibility standards set out in BSI Electric vehicles - Accessible charging - Specification (PAS 1899:2022).
- Continue to provide emission-based parking permits in the Controlled Parking Zones (CPZs).

Implications of the Recommendation

Environmental Implications

Environmental implications are integral to the subject matter of this report. The development of a decarbonised transport system that reduces and ultimately eliminates fossil fuel vehicle journeys has many environmental benefits including better air quality, reductions in noise pollution, increases in local biodiversity and healthier, more liveable streets.

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.
Yes

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

Risk Description	Mitigations	RAG Status
<p>Without a coherent Strategy Harrow will not have identifiable objectives. The Council would lack the focus required to achieve vehicle electrification at scale and enable the borough to meet its green mobility and decarbonisation commitments, providing the necessary charging infrastructure for the benefit of residents and businesses in Harrow. A lack of objectives would indicate that the council does not have a clear vision for the future.</p>	<ul style="list-style-type: none"> ▪ Adopt this report's recommendations and advance the development of the Strategy. 	GREEN
<p>The draft Strategy is unaffordable.</p>	<ul style="list-style-type: none"> ▪ The Strategy acknowledges the significant financing challenges that accompany the high-level of capital investment that is required over coming years to supply EV infrastructure and electrification of the Council's vehicle fleet. For the Council as an organisation this will require a significant element of external financing, building upon existing grant successes. 	AMBER
<p>Grid infrastructure – the development of a comprehensive EV charging network across Harrow will require electrical capacity upgrades to be carried out by the network operator.</p>	<ul style="list-style-type: none"> ▪ Consideration of electrical charging requirements will be undertaken as projects are developed, to include early engagement with the network operator. 	AMBER

Procurement Implications

There are no immediate procurement implications through the adoption of the Strategy. However, any project initiated through enacting the Strategy will require procurement to be undertaken in compliance with the Council's Contract Procedure Rules and the legislative requirements, including the relevant procurement legislation.

Legal Implications

There is currently no specific legal requirement for local authorities to have a local EV Strategy, although they are free to do so, and certain requirements are imposed on new developments through the London Plan. Nationally, the Climate Change Act 2008 (as amended) imposes a duty on the UK 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. The decarbonisation of road transport will be a key part of achieving this objective.

The Council will assess and deal appropriately with any title or other restrictions affecting the locations identified for the installation of EV charge points.

There are no direct legal implications associated with considering this report. Any proposals or projects arising from the EV Strategy will be detailed in future reports and will include the relevant legal implications.

Financial Implications

A significant capital investment on the installation of new EV charging points will be required in order to meet the key targets set out in Chapter 7 of the draft Strategy. This may come from public sources (e.g. external grant funding from OZEV) and private sources.

As detailed in Chapter 6 of the draft Strategy, there are different commercial models for delivering the EV charging points. A licensee-based operating model has been suggested as the preferred option for new deployments of charging points going forward. The Council will aim to secure a license fee from the operator and a yield on some or all of the funding invested by the Council in new infrastructure.

In the current Medium Term Financial Strategy (MTFS), there is a target of £300k to be achieved over 2 years (2024/25 and 2025/26) from EV charging points. The delivery of the EV Strategy and a commercial arrangement based on the model described above will help to contribute to achieving the MTFS.

Equalities implications / Public Sector Equality Duty

A draft Equalities Impact Assessment (EQIA) has been prepared for the long-term Transport Strategy, which considers the impact of transport and future changes (including the electrification of vehicles) upon those with protected characteristics, and has therefore informed the development of the EV Strategy. The elderly, disabled and those who are pregnant are currently more reliant upon vehicular transport than the population at large, and this will remain the case over coming years. Whilst the provision of a comprehensive electric vehicle charging network will benefit Harrow residents with or without those protected characteristics, it will benefit these groups to a greater degree, for

whom non-vehicular methods of transport are not easily accessible. Similarly, a failure to provide adequate electrical vehicle charging infrastructure within Harrow will (as fossil fuel vehicles become more expensive and less common over time) disproportionately affect them. The draft EQIA will be kept under review and updated as necessary in light of consultation feedback relating to the long-term transport strategy, as the EV strategy forms part of the policy landscape for the long-term transport strategy.

Council Priorities

The expansion of EV charging provision aims to deliver a lower carbon borough. It will help deliver the Council's overall vision of Restoring Pride in Harrow by realising the opportunities of new jobs and investment in Electric Vehicles and associated infrastructure, improved health and air quality and a more pleasant, thriving environment for local people.

The increase in public charging helps to put residents first by delivering much needed infrastructure to enable greater levels of green mobility in Harrow and contributes to a borough that is clean and safe. The focus on on-street residential charging also aims to support those households who live in smaller homes with no off-street parking.

Section 3 - Statutory Officer Clearance

Statutory Officer: Jessie Man

Signed on behalf of the Chief Financial Officer

Date: 8 November 2023

Statutory Officer: Melissa Trichard

Signed on behalf of the Monitoring Officer

Date: 8 November 2023

Chief Officer: Dipti Patel

Signed by the Corporate Director

Date: 8 November 2023

Head of Procurement: Nimesh Mehta

Signed on behalf of the Head of Procurement

Date: 8 November 2023

Head of Internal Audit: Neale Burns

Signed on behalf of Head of Internal Audit

Date: 8 November 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO as it impacts on all Wards

EqlA carried out: Yes

There will be equalities implications as set out in the Equalities Implications section above.

Section 4 - Contact Details and Background Papers

Contact: Dalton Cenac / Interim Head of Traffic, Highways and Asset Management dalton.cenac@harrow.gov.uk

Background Papers: None

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

Harrow Electric Vehicle (EV) Strategy 2038



Harrow Electric Vehicle (EV) Strategy 2038

Prepared by:

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Prepared for:

London Borough of Harrow
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Our ref: 24243201

Glossary

Acronyms	Description
BEV	Battery Electric Vehicle (BEV) is a pure electric and only use chemical energy in rechargeable battery packs, with no secondary source of propulsion.
CAZ	Clean Air Zone (CAZ) refers to dedicated areas within the UK where there is targeted action to improve air quality.
CPO	Charge Point Operator (CPO) refers to private entities that supplies, installs and operates the chargepoints.
DfT	Department for Transport
EV	Electric Vehicle (EV) is a vehicle powered by an electric motor for propulsion.
EVCP	Electric Vehicle Charge Point (EVCP), also referred to as charger, chargepoint and EV chargepoint, is the infrastructure for charging EVs. Duration to fully charge vehicles varies depending on the capacity of the EVCPs.
ICCT	The International Council on Clean Transportation (ICCT) is an independent non-profit organisation. The ICCT provides technical and scientific analysis on the environment to regulators.
LEVI	Local Electric Vehicle Infrastructure
ORCS	On-street Residential Chargepoint Scheme
OZEV	Office of Zero Emission Vehicles
PHEV	Plug-in Hybrid Electric Vehicle (PHEV) can utilise external energy sources to store power within the vehicle battery packs.
TfL	Transport for London
ULEZ	Ultra Low Emission Zone (ULEZ) in which if a vehicle does not meet certain emission standards, then they are charged a fee of £12.50 per day.
VED	Vehicle Excise Duty (VED) is an annual tax that is imposed as an excise duty for powered vehicles which are used on public roads.

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Appendix A: EV Chargepoint forecast methodology

Executive Summary

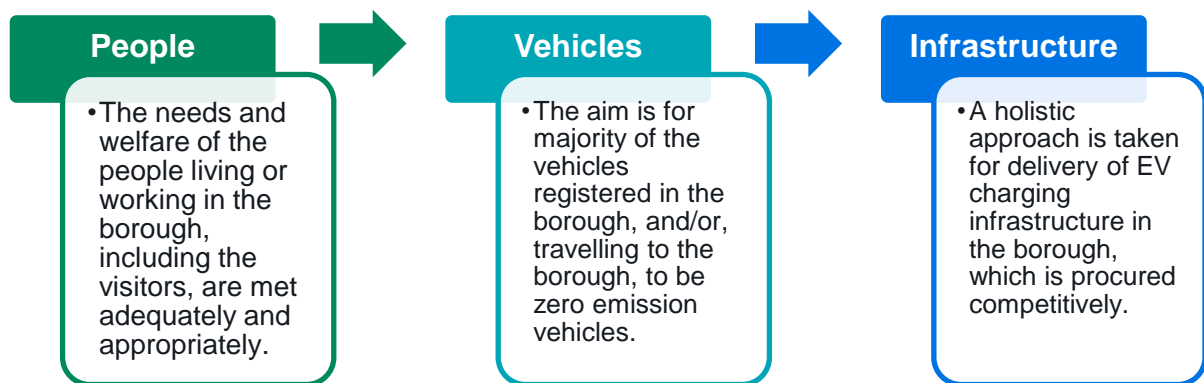
Vision for the Strategy

Harrow will achieve carbon neutrality by 2030 by encouraging greener and sustainable travel options in the borough. Whilst we promote integrated and active travel as an attractive alternative to private vehicles, our vision for those trips that require a private vehicle is that they be made by zero emission vehicles.

We will support the transition to electric vehicles by residents, businesses, and visitors by facilitating provision of a reliable, accessible, and equitable network of electric vehicle charging infrastructure throughout the borough.

Objectives

Harrow has developed 10 objectives which will underpin the achievement of its vision. These objectives are aimed at achieving three main outcomes:



Objectives for People

- ✓ Increase awareness of EVs in the borough.
- ✓ Support a smooth EV transition for residents, local businesses and visitors.
- ✓ Develop an EV charging network that flexibly meets the side range of user needs.

Objectives for Vehicles

- ✓ Lead by example, by electrifying Harrow's own fleet and developing Net Zero contracts.
- ✓ Deliver a network of EV charging infrastructure which is fit for all types of vehicles and all their various use cases.
- ✓ Promote EV adoption, while encouraging walking, cycling, and wheeling, the sharing of road transport and the reduction of private vehicle usage.

Objectives for Infrastructure

- ✓ Deliver EV charging infrastructure that is reliable, accessible, and inclusive.
- ✓ Ensure that EV charging infrastructure is fairly priced and economically sustainable.
- ✓ Ensure that EV charging infrastructure does not obstruct or disrupt the safety of pedestrians and other road users.
- ✓ Ensure that the EV charging infrastructure provided remains relevant and fit for purpose over the long run.

Context

The UK government has committed to become Net Zero by 2050 (a 100% reduction in carbon emissions compared with 1990 levels). As road transport accounts for nearly $\frac{1}{4}$ of the nation's total greenhouse gas emissions, its decarbonisation is crucial to meet the UK's commitment and electric vehicles (EVs) will play an important role.

In 2020, the UK's Prime Minister announced a ban on sales of all new petrol and diesel cars and vans by 2030 (which is extended to 2035 as of October 2023) and a ban on sales of new hybrids by 2035.

Within this policy context, we anticipate rapid expansion of EV adoption in Harrow requiring deliberate expansion Harrow's network of publicly available EV charging infrastructure.



As of April 2023, Harrow has only 64 public chargepoints¹ or just 24 per 100,000 residents, significantly behind London average of 145 per 100,000 residents. Harrow anticipates deploying a grant from the UK's On-street Residential Chargepoint Scheme (ORCS) in procuring an additional 225 chargepoints in 2023/24.

To date, EV adoption has been primarily amongst:

- Residents with access to private off-street parking (and often participating in their employers' company car or salary sacrifice programs) and
- Businesses whose fleet operations accommodate overnight charging in electrified depots.

Going forward, we anticipate EV adoption to also include those 33% of households without access to off street parking (e.g., living in flats, terraced housing, etc.)². In addition, Harrow will host increasing numbers of visiting EVs and electrically powered commercial vehicles (e.g., taxis & private hire vehicles and light commercial & heavy goods vehicles) all requiring sufficient EV chargepoint facilities.

Harrow's Electric Vehicle Strategy (the Strategy) adopts a proactive approach to delivering EV chargepoints as a function of anticipated demand, while also facilitating faster EV adoption.

¹ <https://www.zap-map.com/live/>

² [On Street Charging \(acceleratedinsightplatform.com\)](https://www.onstreetcharging.com/)

Projected EV chargepoint requirements

Our projection of the rate of adoption of EVs within Harrow reflects two driving forces:

- The rate by which OZEV's ZEV Mandate obliges manufacturers (OEMs) to incorporate EV within their new vehicle supply (for new car sales, that rate to rise from 22% in 2024 to 80% by 2030 and 100% by 2035) and
- The aging out of older incumbent diesel and petrol-powered vehicles.

We project that the number of EVs in Harrow will increase from only about 3,500 EV cars and light commercial vehicles in 2022 to nearly 9,500 EVs by 2026 and 68,000 EVs (or over 60% of total registered vehicles) by 2038.

The projection of public EV chargepoints required to serve the growing charging demand in Harrow is developed in consideration of:

- Energy consumed by the entire EV vehicle fleet
- Power consumed via off-street residential charging
- = Power consumed via public charging
- × Utilisation factors for each of standard, rapid and ultra-rapid chargepoints
- = The number of standard, rapid and ultra-rapid devices required.

However, only a portion of the public EV charging network will be located on council land. The remaining chargers will be deployed on private land by project sponsors including supermarkets, other retailers and existing diesel and petrol refuelling stations.

Based on our projections, a total of about 350 EV chargepoints will be required on council land by 2026, which will increase to 850 by 2033 and 1,250 by 2038.

	By 2026	By 2033	By 2038
Standard (<22kW)	330	775	1,116
Rapid (50kW)	25	67	108
Ultra-rapid (>150kW)	1	9	16

Principles for public EV chargepoint deployment

Our principles for public EV chargepoint deployment will be in accordance with the Draft Public Chargepoint Regulations 2023 which has mandated that all chargepoints across the UK should meet the following principles:

99%
reliability of
chargepoints

Contactless
payments for all >7kW
chargers

24x7
helpline

Transparent
pricing

Key actions

We have developed a set of actions to meet the objectives of the Strategy in the short (2024-26), medium (2027-33) and long (2034-38) term. They are included in Chapter 7 of this Strategy. The targets by year and ongoing measures for the short term (2024-26) are summarised below.

Action	2024	2025	2026	Ongoing	Indicative costs*	Delivery Lead
Develop existing council website as a platform to inform and signpost users to educational information on EVs, such as different EV models including large vehicles, associated costs as well as information on existing EVCPs.	✓				£	Communications Team
Co-organise/support local engagement campaigns to encourage adoption of EVs and to understand where there is the greatest demand for charging.	✓				££	Communications Team
Deploy a dedicated EV lead for the borough, who maintain an up-to-date understanding of the EV infrastructure industry by attending industry webinars and keep the councillor and borough officers informed.	✓				££	Climate Team
Engage with other London boroughs to develop an effective EVCP procurement plan (which is scalable and with shorter timescales) and make joint applications for government funding (e.g., LEVI) to support commercialisation of EVCPs.	✓				£	Highways and Parking Team
Develop a prioritised rollout plan for the procurement of chargepoints across Harrow's car parks e.g. at leisure facilities, parks, housing estates, based on the underlying demand in the area. Where available	✓				£	Parking and Estates Team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

Action	2024	2025	2026	Ongoing	Indicative costs*	Delivery Lead
use utilisation and charge duration data from existing chargepoints to assess demand for charging and type of chargepoints in the area.						
Almost 95% of Harrow is made of micro businesses. Work with small and high street businesses to understand their travel patterns and support them in considering EV adoption.	✓				£	Climate Team
Support increased provision of EV car clubs in the borough by offering discounted or free permits to car club operators, dedicated marked bays and EV charging facilities for EV car clubs.	✓				£	Highways Team
Conduct feasibility of introducing Mobility Hubs with EV charging, public transport, shared mobility services, and other public realm improvements in one space (e.g., town centre car parks).	✓				£	Highways and Parking Team
Organise events with EV manufacturers to allow residents to test EVs before purchasing them.		✓			££	Communications Team
Engage with taxi and PHV operators and review the evidence from existing electric taxi and PHV schemes to identify most advantageous locations where chargepoints can be installed to facilitate the usage of EVs by the drivers.		✓			£	Highways and Parking Team
Assist in the development and promotion of electric car club schemes and their use, particularly for employees to reduce congestion in the borough by considering workplace parking levies.		✓			££	Highways and Parking Team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

Action	2024	2025	2026	Ongoing	Indicative costs*	Delivery Lead
Develop a staff travel plan to encourage sustainable travel behaviour, including the use of EVs for all trips that need to be made by car or van.		✓			£	Highways and Parking Team
Ensure EV charging bays in council car parks are clearly marked and signposted. On-street chargepoints will be at least clearly signposted.			✓		££	Highways and parking team
Develop passive connections, increase electrical capacity and complete street/ground works ahead of demand emerges throughout the borough (utilising LEVI funding).			✓		£££	Highways and parking team
Ensure at least 10 rapid (50kW) and ultra rapid (>150kW) chargepoints are deployed on council land.			✓		££	Highways and Parking Team
Deploy a mix of EVCPs (on-street fast and rapid) in strategic locations in accordance with the location assessment undertaken in Chapter 5.			✓		£££	Highways and Parking Team
Provide residents and visitors with confidence by deploying banks of rapid chargepoints in hubs, ideally in council car parks, leisure centres and parks, subject to funding availability and interests from private sector.			✓		£££	Highways and Parking Team
Ensure new contracts with third party service providers require contractors to use Zero Emission Vehicles for their operations.			✓		£	All departments
Continue to provide emission-based parking permits in the CPZs.				✓	£	Highways and parking team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

Action	2024	2025	2026	Ongoing	Indicative costs*	Delivery Lead
Continue to provide the facility for residents to request chargepoints in their area and ensure that these requests are reviewed (against planned rollout, wider demand analysis) and included in subsequent chargepoint procurement rounds. We will continue to respond to local demand and install EVCPs in locations identified by residents and businesses while seeking to ensure good distribution across the borough.				✓	£	Highways and parking team
Ensure all new developments in the borough comply with London Planning Regulations of providing passive EV charging connections at 20% of parking spaces.				✓	£	Planning Team
Review periodically and ensure all the information available on the website are up to date, and provide sufficient details on available schemes, upcoming trends and developments to allow residents to make an informed decision.				✓	£	Highways and parking team
Engage with the industry to stay up to date on the latest developments in EV technologies and to pilot/trial technologies appropriate for our area.				✓	£	Climate and Nature Team
Support TfL's objective to roll-out rapid chargepoints in TfL owned sites and support joint-delivery of Hub development throughout the borough. This will be achieved through updating each other on roll-out and undertaking joint site visits and site shortlisting.				✓	££	Planning Team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

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Action	2024	2025	2026	Ongoing	Indicative costs*	Delivery Lead
Work with TfL to support phased electrification of all buses in the borough.				✓	£	Highways and Parking Team
Ensure users are able to access information on availability, costs and payment method remotely through an App or website. Ensure parking for chargepoints do not replace parking designated for people with a disability/blue badge parking spaces.				✓	£	Highways and parking team
Ensure public chargers on council land are 100% reliable.				✓	£	Highways and parking team
Ensure public chargepoints on council land are accessible 24 hours a day throughout the year and will be well lit.				✓	£	Highways and Parking Team
Ensure contactless payments is available on all chargepoints over 7kW capacity.				✓	£	Highways and parking team
Ensure all new chargepoints meet the accessibility standards set out in BSI Electric vehicles - Accessible charging - Specification (PAS 1899:2022).				✓	£	Highways and parking team
As recommended by the Competition and Markets Authority (CMA), ensure that several chargepoint providers operate in the area to allow competition and fair priced tariffs.				✓	£	Highways and parking team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ – >£200,000

Action	2024	2025	2026	Ongoing	Indicative costs*	Delivery Lead
Conduct demand assessment periodically and facilitate delivery of chargepoints as and when demand emerge by prompt engagement with CPOs.				✓	££	Highways and parking team
Engage with UK Power Networks (UKPN) to review and address power connection constraints in the borough at early stages of planning to support planned rollout of chargepoints.				✓	£	Highways and parking team
For residential charging, look for solutions that integrate seamlessly into local streets, minimising disruption to pavement access. Where possible we will install lamp column chargepoints in clusters of at least two or three to ensure that chargepoints are easy to find.				✓	££	Highways and parking team
Develop and oversee contracts that ensure the charging network is reliable, well managed and maintained and that infrastructure is removed (and upgraded) if obsolete. Users should be able to report issues easily and these should be resolved promptly by the operator.				✓	£	Highways and parking team
Attract private sector investment into EVCP provision by guiding them on where the demand exists and emerges over time to ensure at least 60% electrification of all vehicles in Harrow by 2038.				✓	£	Highways and parking team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

. Some of other medium to long term targets include:

- Deliver at least 500 on-street chargepoints on council land by 2030.
- Ensure 80% of the residents in the borough have access to a chargepoint within 3 mins walk from home by 2033.
- Develop a phased approach to the Council's own fleet electrification (as the existing vehicles reach end of life) and progress towards full fleet electrification by 2035.

Monitoring and evaluation of actions

The council will review and update the strategy periodically to ensure delivery of actions and targets. This will include sharing information and knowledge with other boroughs, and implementing lessons learnt.

We will assign clear action owners to monitor the progress of each action, and will collect the evidence on:

- What actions have been delivered and with what outcome (e.g., carbon reductions);
- Who was involved in the delivery; and
- What was the impact on the vision and the objectives.

1 Background and Purpose

Introduction

- 1.1 The Draft Strategy sets out the vision, objectives and an action plan to support the transition to transport decarbonisation, namely Electric Vehicles (EVs) in Harrow in the next 15 years by 2038. This will be achieved by delivering EV chargepoints to those who live, work and visit Harrow, whilst also addressing local barriers to EV adoption as set out in the action plan in Chapter 6.
- 1.2 The development of the Draft Strategy is led by the Traffic, Highways and Asset Management team at Harrow Council, and is informed by engagement with different council stakeholders including the Council Fleet, Council Estates, Planning and Council Business Support teams and external stakeholders including chargepoint operator Char.gy, BP Pulse, Trojan Energy, the Energy Savings Trust, an independent organisation dedicated to promoting energy efficiency, low carbon transport and sustainable energy use and UK Power Networks (UKPN), a distribution network operator for electricity covering South East England, the East of England and London. The Elected Members also provided guidance to the borough officers during the development of this Draft EV Strategy.

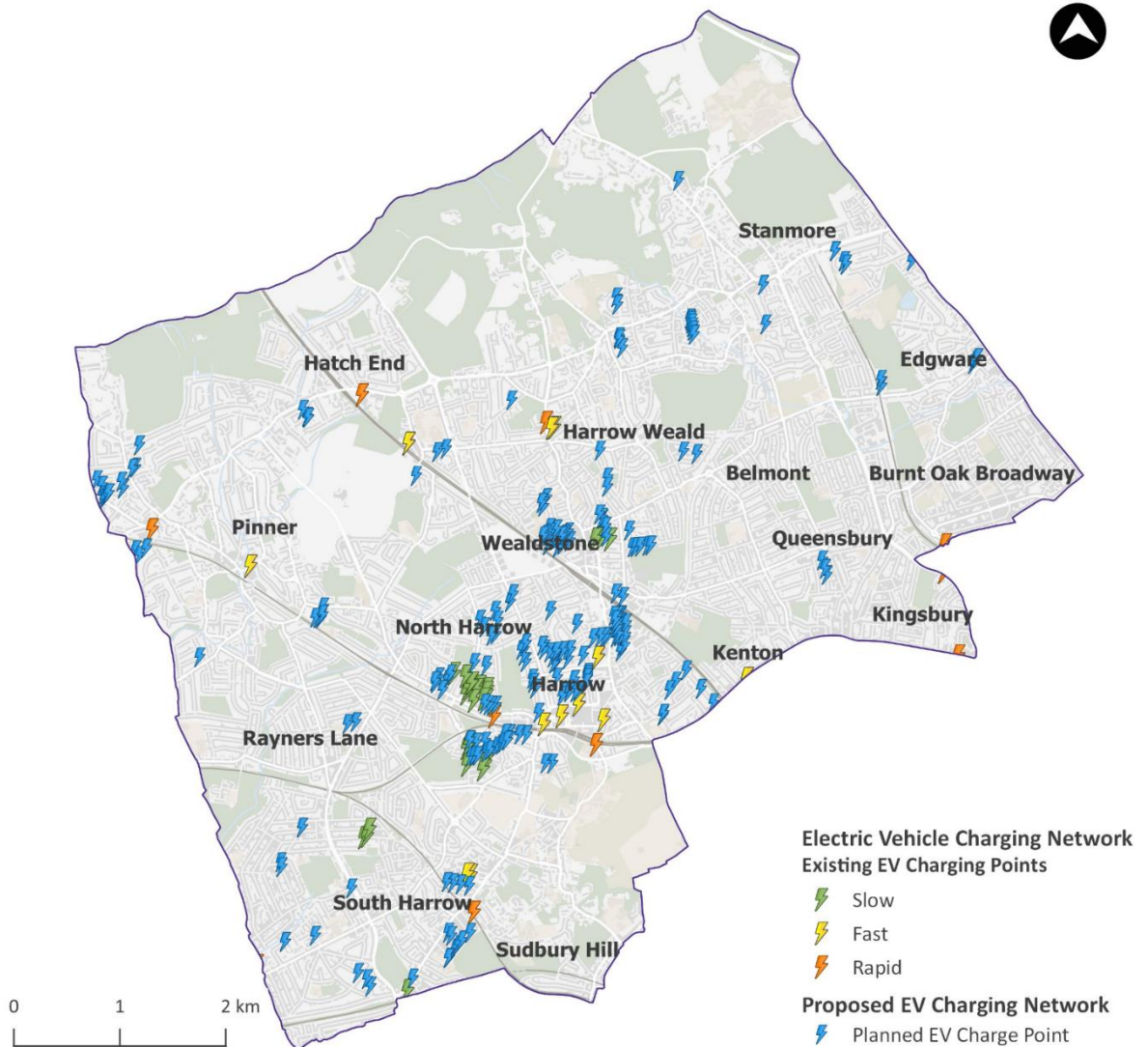
Current situation in Harrow

- 1.3 The London Borough of Harrow wants to encourage the uptake of ultra-low emission vehicles through the use of promotional activities and the introduction of EV infrastructure. The council aims to improve air quality, reduce traffic noise and reduce CO₂ emissions throughout the borough by expanding the availability of electric vehicle charging facilities to support the transition to ultra-low emission vehicles.
- 1.4 Until 2023, Harrow Council's focus has largely been providing chargepoints in locations requested by residents and/or businesses. However, Harrow Council aims to roll out more chargepoints through an ambitious approach by providing chargepoints based on underlying demand potential, alongside rapid charging hubs on the strategic road network and within town centres.
- 1.5 There are currently about 3,500 EVs in Harrow which is less than 3.4% of total registered vehicles. However, we anticipate this to increase to nearly 10% in 2026 (9,500 vehicles), over 60% in 2038 (68,000 vehicles) and approach 100% by 2050. EV penetration in Harrow currently trends with adjacent local authorities outside London. In addition, since the pandemic, EV penetration of new car sales has shown strong growth within the UK.
- 1.6 In addition to home-based charging solutions, Harrow currently has around 64 public chargepoints including 57 lamp column (3kW) and fast (7-22kW) and seven Rapid (>50kW) chargepoints at both publicly and privately owned land in Harrow. In addition, the Council plans to deploy funds secured through the On-street Residential

Chargepoint Scheme (ORCS) in delivering 225 additional lamp column chargepoints in 2023/24. Delivery of these additional chargepoints is focused on supporting residents who do not have access to off-street parking.

Figure 1.1: Current and planned distribution of EV chargepoints on council land

Note: Image prepared by Steer with data from Harrow council.



Purpose of the strategy

- 1.7 The UK Government have prohibited the sale of new diesel- and petrol-powered vehicles by 2030 and hybrid vehicles five years thereafter. In doing so, the UK Government acknowledge there is a climate emergency in mandating the adoption of electric vehicle (EV) and other alternative fuel technologies to decarbonise the transport system.
- 1.8 The UK's Office of Zero Emission Vehicles (OZEV) has cited the pivotal role local authorities have in facilitating the uptake of EV and the development of publicly available EV chargepoint infrastructure.

- 1.9 In addition, a key objective of Harrow’s Local Transport Plan 3 is to encourage the uptake of ultra-low emission vehicles through the use of promotional activities, engagement on “neighbourhoods of the future”, and expanded availability of electric vehicle charging facilities, thereby improving air quality, reducing traffic noise and reducing CO2 emissions throughout the borough.
- 1.10 To this end, Harrow’s EV strategy will facilitate the transition to EV and the provision of accessible and reliable EV chargepoints for everyone who lives, works and visits Harrow, while also meeting the long-term objectives of reducing overall car ownership and usage in the borough.

Timescales for the strategy

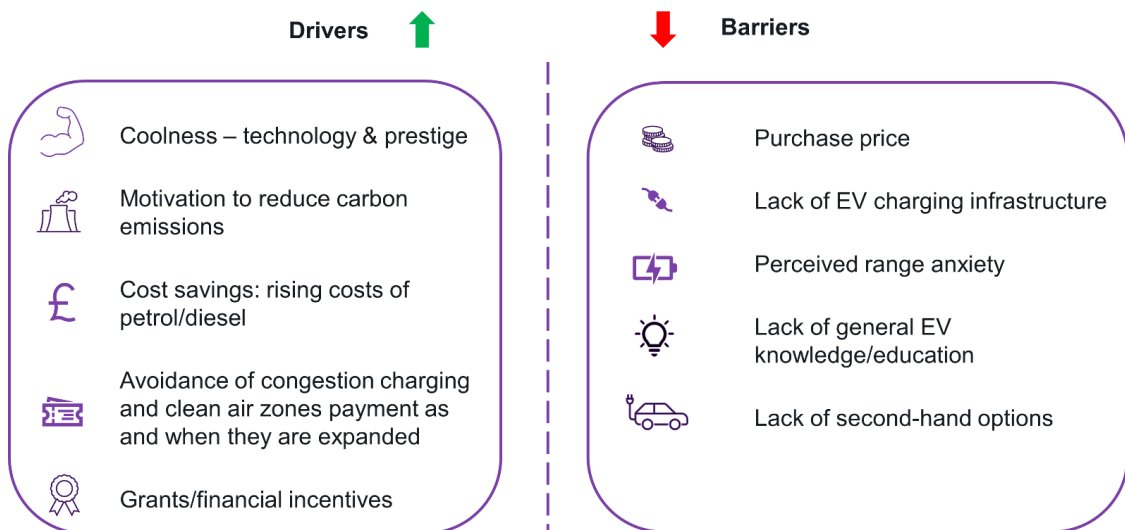
- 1.11 The Strategy looks beyond the present day to the next 15 years and up to 2038. Given the highly evolving nature of the EV industry, we recommend revisiting the planned actions in the Strategy in 2030.
- 1.12 The Strategy consists of the following chapters:
- Chapter 2: EV Market Overview
 - Chapter 3: Vision and Objectives
 - Chapter 4: Forecast for EVCPs
 - Chapter 5: EVCP Location Assessment
 - Chapter 6: EVCP Delivery Model
 - Chapter 7: Action Plan

2 EV Market Overview

Drivers and barriers to EV adoption

- 2.1 Since October 2023, Harrow has offered emission-based parking permits to eligible residents within Controlled Parking Zones (CPZs). At only £23.80, permit fees for Electric Vehicles are up to 75% lower than those for diesel or petrol vehicles,³ helping to reduce cost for EV ownership.
- 2.2 In developing the Draft Strategy, we reviewed key drivers and barriers to EV adoption, which are summarised in Figure 2.1 below.

Figure 2.1: Key drivers and barriers to EV adoption



Drivers

- 2.3 Key drivers for buying an EV in the UK include consumer awareness of the environmental impact of carbon emissions from diesel- and petrol-powered vehicles (ICE) vehicles. However, a number of regulatory and cost-based drivers also apply:
- EVs feature cheaper running costs particularly related to the ongoing cost of fuel and vehicle maintenance,
 - Battery powered electric vehicles (BEVs) are not currently subject to road tax and owners of Plug-In Hybrid Electric (PHEVs) pay a reduced Vehicle Excise Duty,⁴

³ <https://www.harrow.gov.uk/parking-permits/resident-parking-permits/3>

⁴ <https://pod-point.com/guides/driver/road-tax-on-electric-cars#:~:text=Road%20tax%2C%20officially%20known%20as%20Vehicle%20Excise%20Duty,Plug-in%20hybrid%20electric%20vehicles%20%28PHEVs%29%20pay%20reduced%20VED.>

- In London, EVs can be used for free within the congestion charging zone and the ULEZ,⁵
- TfL scrappage grants will be motivating factors to encourage a shift to EVs,⁶
- Those securing their EVs through company car and salary sacrifice schemes enjoy subsidy defraying the benefit-in-kind (BIK) aspect of their vehicle access,
- Available grants can help people install residential chargepoints for OZEV eligible vehicles⁷ and programs such as On-street Residential Chargepoint Scheme (ORCS) and Local Electric Vehicle Infrastructure (LEVI) offset local authorities' costs of installing on-street residential chargepoints.⁸

2.4 In an electric vehicle survey by CTEK/YouGov of 11,100 people across six different European countries, respondents cited that their top three main reasons for purchasing an EV were:

- Lower running costs (34%),
- Better for the environment (26%) and
- Government subsidy towards cost (18%).⁹

That same study indicated that the top factors that would encourage consumers to purchase an EV included:

- Lower purchase price (51%),
- Lower running costs than an ICE (34%),
- Government subsidy/scheme to make EV more affordable (34%) and
- Better access to EV chargepoints (30%)

2.5 Finally, from 2035 it will not be possible to purchase new petrol or diesel cars and vans along with hybrids in the UK. From such date, all new cars sold will be zero emission compatible at the tailpipe.

Barriers

2.6 There are several (perceived) barriers which prohibit consumers from purchasing an EV in the UK. These include:

- Affordability,
- Concerns around range anxiety,
- Chargepoint provision,
- Lack of reliable information on EV technology,
- Lack of second-hand EV options and
- Concerns about using the chargepoint technology.

2.7 The EY Mobility Consumer Survey stated that the top three inhibitors to purchasing an EV are lack of charging stations in cities/on route (34%), range anxiety (33%) and upfront costs (27%).

⁵ [UK car market Europe's pioneer for electric-car adoption | Autovista24 \(autovistagroup.com\)](https://www.autovista24.com/news/uk-car-market-europes-pioneer-for-electric-car-adoption)

⁶ <https://tfl.gov.uk/modes/driving/scrappage-schemes>

⁷ [Grants for plug-in vehicles - GOV.UK \(www.gov.uk\)](https://www.gov.uk/grants-for-plug-in-vehicles)

⁸ [Grant schemes for electric vehicle charging infrastructure - GOV.UK \(www.gov.uk\)](https://www.gov.uk/grant-schemes-for-electric-vehicle-charging-infrastructure)

⁹ [CTEK - Electric Vehicle Survey 2023 EN FINAL 1.pdf](#)

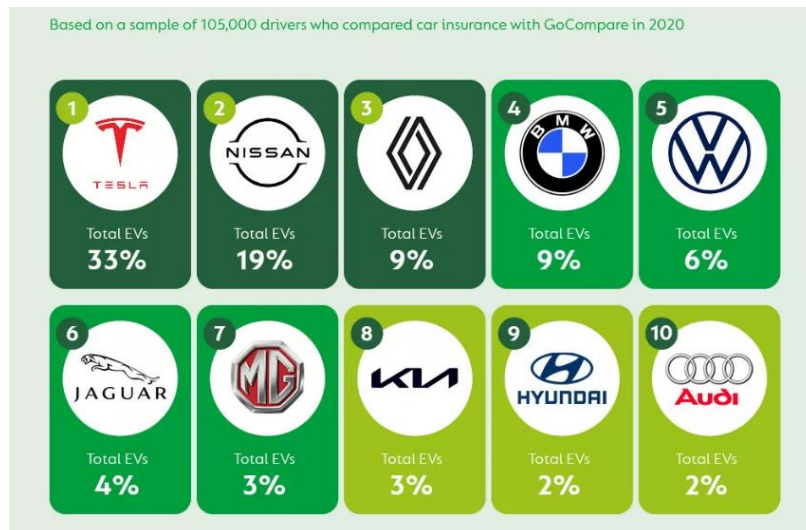
2.8 A survey by Jardine Motors Group of 2,000 consumers in the UK reported that 75% of respondents would consider switching to an EV if the high purchase price of EVs is reduced and 80% of respondents who are considering an EV are apprehensive around range anxiety and availability of public chargepoints.¹⁰

2.9 It is important to note that whilst some of these barriers may be real, in certain areas and geographies these barriers have diminished over time and are often perceived rather than reality.

Addressing the barriers

- **Purchase prices:** Upfront costs for EVs are gradually declining and are expected to be comparable to diesel and petrol vehicles from as early as 2024.
- **EV Infrastructure:** The UK government and TfL have ambitious plans to grow public EV charging infrastructure, including an objective to have EV chargepoints on 20% of public parking spaces.
- **Range anxiety:** An average EV can travel between 100 to 300 miles on a single charge, depending on the vehicle model.
- **Running cost:** EVs have on average 30% lower maintenance costs than diesel or petrol cars.
- **Negative impact:** EVs reduce carbon emissions and nitrogen dioxide levels, however they still emit particulate matter through brake and tyre wear, which negatively impacts air quality. The Council will continue to encourage reductions in car usage/ownership and promote more sustainable modes such as walking, cycling, and wheeling for shorter trips.

Figure 2.2: UK’s popular EVs



2.10 Overall, consumer confidence is growing in EV technology. A survey by EY of 13,000 people across 18 countries including the UK, Spain, Norway, Germany, and France in 2022 cited that 52% of respondents intended to buy an EV in the next two years.¹¹

¹⁰ <https://www.jardinemotors.co.uk/electric/cars/making-the-change-to-electric/>

¹¹ [EY Mobility Consumer Index 2022 study](#)

- 2.11 Whilst purchase price of an EV is typically higher than an ICE vehicle, fuel, maintenance and other running costs are generally lower. Therefore, financial incentives and reliable information on EV chargepoint and EV grants is important for addressing barriers to adoption. Moreover, EV technology will continue to develop improving vehicle efficiency and range capabilities. However, many EVs are suitable for the majority of journeys, and the Office for Zero Emission Vehicles (OZEV) states that 99% of car journeys are under 100 miles.¹² In addition, the current EV supply chain and production will increase to meet demand for mass adoption of EVs, as such the high purchase prices of EVs are expected to fall. Indeed, more EVs will likely enter the used car market, so the cost to purchase an EV will decrease.
- 2.12 London currently has the most chargepoints in the UK. The CMA Electric Vehicles Charging Market Study 2021 report cited there are 80 chargepoints per 100,000 people compared to 34 per 100,000 in the UK.¹³ Chargepoints will continue to expand in London with the ICCT Working Paper 2020-26 estimates projecting London will need 44,000 public chargepoints to meet demand in 2030.¹⁴ Indeed, to support residents, businesses and visitors within Harrow the London Borough of Harrow have developed this Strategy to set out the vision and objectives to enable an accessible transition to EVs and provide a range of chargepoint options across the borough.

Overview of EV chargepoints

- 2.13 There is a range of different types of public EV charging infrastructure available across the market, alongside emerging technologies which are being trialled and piloted across the UK. There are several chargepoint options for users as to where, how and when they want to charge their vehicles. EV charging infrastructure can be split into four categories based on speed/power output:
- Slow;
 - Fast;
 - Rapid; and
 - Ultra-rapid.
- 2.14 The range in charging times is to do with the function of the battery state charge, battery capacity and on-board charging capabilities. This means even when plugged into a 150kW ultra-rapid chargepoints the majority of EV's available on the market at this point will not be able to receive more than 100kW.
- 2.15 Harrow currently operates a mixed provision of chargepoints both on-street and in car parks. The council intends to keep a mixed provision of chargepoints for different use cases so there are a range of chargepoint options for residents.

Standard chargepoint technologies

- 2.16 Residents with off-street parking are likely to carry out the majority of their charging at home, as this is cost-effective and convenient. Private home chargepoints can be shared through chargepoint hosts whereby residents share their chargepoints with

¹² ['Common misconceptions about electric vehicles'](#)

¹³ [CMA, Electric Vehicle Charging market study 2021](#)

¹⁴ [Fulfilling electric vehicle charging infrastructure needs in Greater London and its boroughs \(theicct.org\)](#)

other EV users through schemes like Co-Charger and JustPark.¹⁵¹⁶ However, lamp column chargepoints are most common form of residential on-street charging for individuals without access to private chargepoints. They are convenient and relatively inexpensive when used overnight on an off-peak tariff, see Table 2.1 below.

Table 2.1: Slow/Fast Chargepoint examples



Chargepoint speed (and type)	Chargepoint power	Connector type	Usage location type	Charging time: 40kWh battery Nissan Leaf
Slow (e.g., backpack or lamppost) 	3.6kW – 7kW	Type 1 or 2	Home; On-street	14 hours
Fast (e.g., kerbside column or pop-up, etc) 	7kW 11-22 kW	Type 1 or 2 Type 1 or 2	Home; On-street; Destination Home; Destination.	6 hours 6 hours

Image source: Harrow council; EV Clicks

Rapid chargepoint technologies

- 2.17 Rapid and ultra rapid are the most expensive charging but can be useful for EV users who drive a lot of miles such as taxi drivers or need a top-up charge, see Table 2.2 below.

¹⁵ <https://onstreetcharging.acceleratedinsightplatform.com/>

¹⁶ <https://www.justpark.com/ev/justcharge>

Table 2.2: Rapid chargepoints example



Chargepoint speed (and type)	Chargepoint power	Connector type	Usage location type	Charging time: 40kWh battery Nissan Leaf
Rapid DC (e.g. BP Pulse local hub etc.) 	50kW	CCS or CHAdeMO	On-street; Destination; En-route; Motorways	40 minutes
Ultra-rapid DC (e.g. Instavolt, MSA, or Gridserve forecourt) 	100 – 350 kW	CCS or CHAdeMO	Destination; En-route; Motorways	N/A

Image source: EV Clicks

Emerging technologies in EV charging infrastructure

2.18 Through market engagement with chargepoint operators there are a range of upcoming chargepoint innovations being trialled and piloted including gul-e, flat and flush chargepoints and wireless charging. Harrow council will closely monitor development around these technologies and trial these innovations as appropriate to help understand what’s feasible to deliver safely within the borough.

Gul-e

2.19 Gul-e is a solution that allows homeowners with on-street parking to safely pass a cable from their property to the car using a cable gully. The solution by ODS Group meets British Standards for load bearing and corrosion and keep the footpath 100% clear. Installation does not require heavy machinery and can be done by LA with the Installation Guide.

2.20 The main advantages of Gul-e charging include:

- Can utilise residents’ energy supply which means cheaper tariffs;
- Cheaper installation; and
- No street clutter or trip hazards.

2.21 The main challenges of Gul-e charging include:

- New form of infrastructure will require updates to local planning policies and process;
- Requires a parking space in front of house to be available when charging required;

- Limited use for flats and other residential buildings in multiple occupancy; and
- Regular maintenance and cleaning & complex installation.

Case Study: Gul-e Trials and Pilots

Oxfordshire & Bedfordshire Gul-e Trial:

- Currently being trialed in Oxfordshire, phase 2 trials started in Spring 2023 by 1,600 volunteers.¹⁷ Previously, 30 volunteers were trialing the solution at their homes.
- Oxfordshire are due to release a report on potential business models before year end.
- There are second trials at 20 locations across Central Bedfordshire.¹⁸
- Users have reported the Gul-e is convenient and cheaper compared to commercial charging tariffs. In addition, the design is user friendly, and the cables can be plugging into their EV outside their home using their household energy supply.



Milton Keynes Gul-e Trial:

- Kerbo Charge device is being trialed in Milton Keynes.¹⁹
- Funding for the Gul-e project was awarded by the Governments Office for Zero Emission Vehicles and Innovate UK.



Images sources: EV clicks

Flat and flush charging

- 2.22 Flat and flush chargepoints are a public solution developed with Innovate UK funding for individuals without off-street parking. The chargepoints do not require permanent raised street furniture at the pavement edge, which means they do not take up any space when not in use. The charger's pop-up when the user plugs in a cable. Currently there are several trials ongoing with Urban Fox and Trojan Energy.
- 2.23 The main advantages of wireless charging include:
- No street clutter/car park clutter when not in use;
 - Can be installed in areas without lampposts for on-street charging; and
 - Disability Rights UK provided design input to improve usability.
- 2.24 The main challenges of wireless charging include:
- No commercial rollout at present;
 - Installation is costly and expensive; and
 - When in use this technology represents additional street furniture and the cable could be a trip hazard.

¹⁷ [Phase two of Go Ultra Low Oxford to start this spring | Oxford City Council](https://www.oxfordcitycouncil.gov.uk/news/phase-two-of-go-ultra-low-oxford-to-start-this-spring)

¹⁸ <https://www.transportxtra.com/publications/local-transport-today/news/71759/gul-e-electric-vehicle-charging-scheme-trialled-in-central-bedfordshire/>

¹⁹ [Local authorities — Kerbo Charge](https://www.localauthorities.co.uk/news/local-authorities-kerbo-charge)

Case Study: Flat and Flush Trials and Pilots

Urban Fox flat and flush trials:²⁰

- Urban Fox launched Flat and Flush trials in Oxford in 2018.
- Six on-street 7kW chargepoints were installed in pavements, which could pop up and pop down into the ground when not in use.
- The chargepoint is designed to be visible by partially sighted people. In addition, the chargepoint is integrated with Payday, which uses sensors and charging data to determine the availability of a chargepoint.



Trojan Energy flat and flush trials:²¹

- As part of the STEP trial, there have been 10 sets of 15 chargepoints installed on six streets across Brent and four streets in Camden.
- Over 150 drivers signed up to take part in the trial which started in September 2022.
- The technology provides on-street charging solutions for users without driveways or garages, whilst also keeping streets and paths clear from obstacles and loose cables.
- The technology requires a proprietary lance to access the chargepoint, so only local residents signed up the scheme can access it.
- The Trojan Hub work also works alongside Decier Cameras which are linked to an app to alert users of availability of the chargepoint.
- The chargers utilize residents energy supply, which means there are cheaper tariffs for residents who use on-street charging.



Images sources: EV clicks

Wireless charging

2.25 Wireless charging (or induction charging) is an innovative technology solution which is being trialled in pilots globally and undergoing testing and development. The technology is not commercially or technologically ready due to EVs needing expensive retrofits to enable wireless charge.

2.26 Nottinghamshire is taking part in a wireless charging trial (launched in October 2022), which will analyse nine electric taxis fitted with wireless charging hardware to assess its commercial and technical viability.²²



2.27 The main advantages of wireless charging include:

- Eliminates the need for cables – removes concerns around street clutter and potential trip hazards; and

²⁰ [Users very happy with Urban Electric charge points in Oxford trial - Zapmap \(zap-map.com\)](#)

²¹ [Flat and flush Trojan Energy EV chargers go live across London - Trojan Energy](#)

²² [About - WiCET](#)

- Removes the requirement to plug and unplug cables – improves accessibility for disabled and elderly drivers.

2.28 The main challenges of wireless charging include:

- Low technology readiness level;
- Requires vehicles to be retrofitted; and
- Cost of installation and maintenance could be very expensive.

3 Vision and Objectives

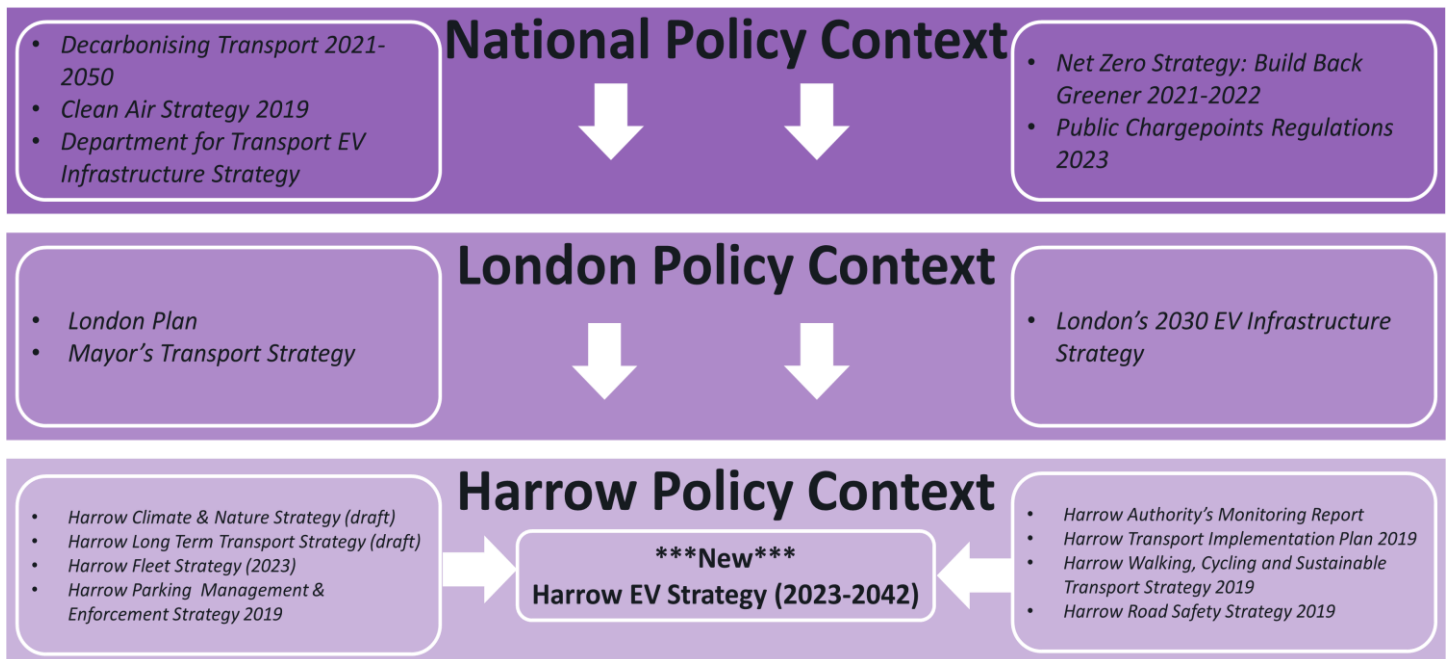
Introduction

- 3.1 The EV strategy is built around two main areas:
 - Our **vision** for residents, business and visitors in the brough; and
 - The **objectives** we need to achieve our vision.
- 3.2 The vision and objectives consider the national, London and Harrow policy objectives and a review of good practice guidance developed by the industry.

Policy context

- 3.3 A policy review was conducted to inform the vision and objectives of the Draft Strategy. The latest national, regional and local strategies and policies were reviewed, as summarised in Figure 3.1 below.

Figure 3.1: Key Policies Reviewed



- 3.4 The Draft EV Strategy supports the UK Government’s vision for 2030 that states that ‘everyone should have access to a reliable EV chargepoint through inclusively designed public charging and effortless on and off-street charging solutions.

The Strategy will support Harrows ambitions for council fleet electrification by 2030 and encourage the use of cleaner vehicles through specific facilities such as chargepoints for EVs at council owned car parks.

National commitments

- 3.5 The Department for Transport (DfT) EV Infrastructure strategy committed to:
- End the sale of new petrol, diesel petrol and diesel vehicles by 2030 or all new cars and vans to be fully zero emission at the tailpipe by 2035.
- 3.6 The Government's vision for 2030 is that:
- Everyone can find and access to a reliable public chargepoint.
 - Effortless on and off-street charging.
 - Reliable network of high powered chargepoints along major roads.
 - Fairly priced and inclusively designed public charging.
 - Market-led roll-out for the majority of chargepoints.
 - Infrastructure seamlessly integrated into a smart system.
 - Continued innovation to meet drivers' needs.
- 3.7 Draft Public Chargepoints Regulations 2023
- Public chargepoints should have a reliability standard of 99% for rapid chargers & all chargers >8 kW will need to have a contactless payment within the next year
 - Chargepoint operators will be required to be transparent with their pricing & offer 24/7 helplines.

London commitments

- 3.8 The **London Plan** committed to:
- Moving towards a zero-carbon city by 2050.
 - At least 20% of parking spaces should have active EV charging facilities.
 - Zero emission zones across London by 2050.
 - Zero emission zone in central London from 2025.
 - Introduce pricing incentives for EVs.
 - All new cars and vans zero emission by 2030.
 - From 2023 all taxis/private hire vehicles (PHV) need to be zero emission capable (ZEC).
 - Net zero by 2030.
- 3.9 Mayor's Transport Strategy identified that:
- A fully zero emission fleet could be in place by 2037.
 - Boroughs and TfL should be implementing EV charging infrastructure and supporting zero emission car clubs.
- 3.10 London's 2030 EV Infrastructure Study outlined:
- 40,000-60,000 charge points needed by 2030.
 - Public sector land could support 4,000 rapid chargers by 2030.
 - Need for five flagship rapid hubs in each sub-region by 2025.

Harrow commitments

- 3.11 Climate and Nature Strategy (draft) 2023:
- Develop a fleet decarbonisation plan that ensures the electrification of the Council's fleet by 2030.

- Support public and private vehicle decarbonisation.

3.12 Harrow Long term Transport Strategy (draft) 2023:

- Support electrification of buses in Harrow.
- Electrify council fleet by 2035.
- Trial electric van hire for businesses.
- Implement off-street EV charging infrastructure at council owned car parks.

3.13 Harrow Transport Local Implementation Plan 2019:

- Extend 20mph zones and encourage the use of cleaner vehicles through specific facilities such as chargepoints for EVs at council owned car parks.

3.14 Harrow Road Safety Strategy 2019:

- Encourage the uptake of ultra-low emission vehicles instead of fossil fuelled powered vehicles through the use of promotional activities and greater availability of EV chargepoints.

3.15 Harrow Parking Management and Enforcement Strategy 2019:

- Provide chargepoints at key locations and expand provision of EV chargepoints & permits for EVs reduced to encourage uptake.

Good practices in EVCP delivery

3.16 A good practice review was conducted to inform the development of the vision and objectives of the Draft Strategy. Key documents reviewed include:

- SMMT Plugging the Gap 2022
- ICCT Working Paper 2020-26
- Zemo Partnership/Energy Taskforce Commercial EV Fleet Charging Requirements
- Green Finance Institute Charging infrastructure
- Energy Saving Trust Procuring Electric Vehicle Chargepoints for Local Authorities
- Energy Saving Trust Minimising the costs of street work and grid connections for electric vehicle charging infrastructure 2019
- EAMA Best Practice for Future Proofing Electric Vehicle Infrastructure
- Electric Vehicle Charging Market Study 2021
- BSI Electric Vehicles – Accessible Charging Specification

3.17 Key summaries from the good practice review are presented in Table 3.1 below.

Table 3.1: Good practice review

Relevant studies	Key takeaway
SMMT - Plugging the Gap 2022	The SMMT Plugging the Gap report provides an industry update on the uptake of EV. In addition, the report outlines updates regarding the market transition and progress made on new car registrations of EVs. Information regarding public charging infrastructure expansion and improving production of EVs to increase supply chain to meet future demand.
ICCT Working Paper 2020-26	The ICCT Study outlines the targets for charging infrastructure at the borough level up to 2035. The study concludes that London will need more chargepoints to sustain its EV leadership, by 2025, 26,800 public chargepoints needed and by 2030 44,200 public chargepoints needed. Additional efforts will be needed to ensure equal charging infrastructure across London and different charging combinations to suit the diverse needs of boroughs.
Zemo Partnership/Energy Taskforce - Commercial EV Fleet Charging Requirements	The Zemo Partnership and Energy Taskforce outlines solutions and recommendations for commercial EV fleet charging requirements. Key recommendations include the government should ensure there is nationwide access to public charging networks, establish regional and local forums for data sharing, enable fleet collaboration and implement local charging hubs. In addition, the government should issue guidance on the design of public charging bays.
Green Finance Institute -Charging infrastructure.	The Green Finance Institute outline policy recommendations to accelerate the transition to EVs in their report on charging infrastructure. Policy recommendations include the importance of a planned approach to EV infrastructure roll out, national infrastructure projects, addressing planning issues relating to the grid upgrades and infrastructure rollout alongside market integration and transparency.
Energy Saving Trust -Procuring Electric Vehicle Chargepoints for Local Authorities	The Energy Saving Trust provide guidance on different ownership models for EV charging infrastructure and tips for Local authorities to consider when procuring EV chargepoint infrastructure. The document sets out key considerations including
Energy Saving Trust -Minimising the costs of street work and grid connections for electric vehicle charging infrastructure 2019	The report outlines several approaches to minimise the costs of street works and grid connections for installation EV charging infrastructure. In particular, type or equipment, location, and local energy supply needed. Approaches recommended include but are not limited to considering a range of chargepoint technologies, minimise distances between chargepoints and electricity supply, integrate street works for chargepoints with other projects, lane rental schemes, consider way/leave agreements, engage early with DNO, and consider how grid connection issues could impact procurement.
BEAMA - Best Practice for Future Proofing Electric Vehicle Infrastructure	The BEAMA Best Practice for Future Proofing Electric Vehicle Infrastructure report outlines planning considerations such as future proofing chargepoints and usability of chargepoints alongside recommendations. The key recommendations include: ensuring chargepoints are interoperable, roaming and payment systems capability, data security, smart charging, placement, installation and operation and planning and procurement of chargepoints at the street level as well as hubs.

Relevant studies	Key takeaway
CMA - Electric Vehicle Charging Market Study 2021	The CMA market study provides recommendations following a review of whether the EV sector can deliver the scale and pace investment needed and how people interact with the sector. The document outlines recommendations relation to meeting the scale of the challenge: by speeding up grid connections and investing strategically with lower connection costs. Secondly, unlocking competition along motorways and targeting rural gaps in remote areas. In addition, boosting the rollout of on-street charging and set open standards for home chargepoints. The report also outlines that consumer challenges are related to issues locating chargepoints, reliability of chargepoints, comparing costs of charging and payment methods.
BSI - Electric Vehicles – Accessible Charging Specification	The Chargepoint Accessibility Standard – BSI PAS 1899 was published in October 2022. It is important to consider the following clause 5.3.1 when the chargepoint is not in use, the cable length is supported by appropriate cable routing at the chargepoint and/or an appropriate cable management system, so that it does not present a trip hazard for users and pedestrians. When the chargepoint is in use, the unused cable length is supported either safely on the ground adjacent to a vehicle and/or by an appropriate cable management.

Key takeaways from policy and good practice guidance review

The UK Government’s EVI (Electric Vehicle Infrastructure) strategy wants **local authorities to take on the leadership role in delivering a smooth transition to EVs**, while also encouraging walking, cycling and wheeling.



Vision

3.44 Our vision statement for the Harrow EV Strategy is:

Harrow will achieve carbon neutrality by 2030 by encouraging greener and sustainable travel options in the borough. Whilst we promote integrated and active travel as an attractive alternative to private vehicles, our vision for those trips that require a private vehicle is that they be made by zero emission vehicles.

We will support the transition to electric vehicles by residents, businesses, and visitors by facilitating provision of a reliable, accessible, and equitable network of electric vehicle charging infrastructure throughout the borough.

Objectives

3.45 A set of objectives have been identified which will underpin the achievement of this vision around three outcome targets: People, Vehicles and Infrastructure which are as following:

People: *The needs and welfare of the people living or working in the borough, including the visitors, are met adequately and appropriately.*

- ✓ Increase awareness and knowledge of EVs in the borough.
- ✓ Support a smooth transition to EVs by residents, local businesses, and visitors to the borough by providing access to appropriate EV charging infrastructure at suitable locations.
- ✓ Develop a network of EV charging infrastructure which is flexible enough to meet different user needs, at different time of the day.

Vehicles: *The needs and welfare of the people living or working in the borough, including the visitors, are at the core of our EV Infrastructure strategy.*

- ✓ Lead by example, by electrifying our own fleet of vehicles and developing Net Zero contracts.
- ✓ Deliver a network of EV charging infrastructure which is fit for all types of vehicles and all types of vehicular trips made within the borough.
- ✓ Incentivize use of EVs, while encouraging walking, cycling, and wheeling and reducing private vehicle ownership and mode share.

Infrastructure: *A holistic approach will be taken for delivery of EV charging infrastructure in the borough, which will be procured competitively.*

- ✓ Deliver a network of EV charging infrastructure which is reliable, accessible, and inclusive.
- ✓ Ensure the EV charging infrastructure is fair-priced for all users and economically sustainable.
- ✓ Ensure the EV charging infrastructure does not obstruct or disrupt the safety of pedestrians and other road users.
- ✓ Ensure the EV charging infrastructure provided in the borough remains relevant and fit for purpose in the long run.

4 Forecast for EVCPs

Introduction

- 4.1 The efficient development and funding of a network of publicly available EVCP relies on the Council’s comprehensive outlook as to:
- Where demand for EVCP will arise;
 - When it will arise; and
 - What types of charging infrastructure will be required.
- 4.2 This emerging demand for EVCP is itself a function of growing adoption of EVs in and around the borough and the patterns by which such vehicles are parked and driven. Therefore, we have projected:
- The uptake of electric cars and LCVs;
 - The amount of electricity to be consumed by EVs in Harrow both in private domestic and public settings; and
 - The number of publicly available chargepoints including those to be located on Council land.

Projection methodology

- 4.3 The Council have reviewed the recent history of EV adoption within Harrow to establish a current baseline for both Electric Cars (eCars) and Electric Light Commercial Vehicles (eLCVs). We’ve reviewed such baseline both in terms of penetration of the total registered cars and LCVs and penetration of new car sales as summarised in Table 4.1 below.

Table 4.1: Harrow and London EV Penetration

CY 2022	Harrow		London	
	Cars	LCVs	Cars	LCVs
Parc Size (thousands)	97.9	5.7	2,605.7	204.3
New Registrations	4.6	0.2	117.4	9.8
Indicated Turns	21 x	24 x	22 x	21 x
EV Penetration				
Total Parc	4%	1%	4%	2%
New Registrations	26%	8%	29%	8%

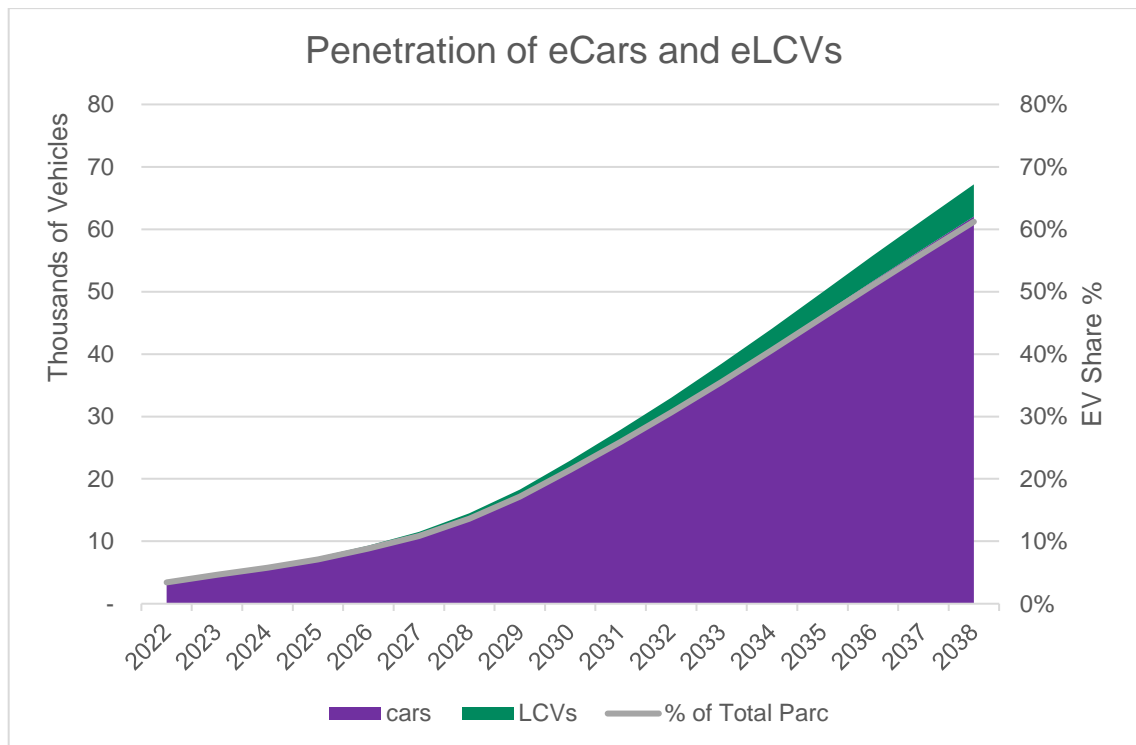
Derived from tables VEH0105, VEH0142 and VEH1154, DfT

- 4.4 In 2022, the rate at which owners registered new vehicles in Harrow 21x and 24x respectively for cars and LCVs was similar to the rates identified for the whole of inner and outer London boroughs. Such figures are relatively larger, indicating a relatively smaller number of new cars registered than is typical reflecting vehicle supply issues

associated with both Covid and Global supply scarcity throughout the automotive sector.

- 4.5 Likewise, the penetration of EVs within both the total registered cars and LCVs and new registrations in Harrow are quite similar to comparable figures for all inner and outer London boroughs. In summary, EVs comprise about 4% and 1-2% of all cars and LCVs in Harrow and Greater London, and 26-29% and 8% respectively of all new car and LCV sales.
- 4.6 Projection of EV penetration within Harrow’s parc (refers to the number of cars within Harrow) of cars and LCVs reflects:
- The penetration of EV within total new vehicle sales according to the trajectories defined in OZEV’s ZEV mandate; and
 - The rate at which older incumbent diesel- and petrol-powered vehicles age out of the parc as a function of average useful life estimates derived from DfT data.
- 4.7 Reflecting both the ZEV Mandate trajectories (rising to 100% by 2035) and an average useful life of vehicles of about 18 years, penetration of eCars and eLCVs within Harrow’s parc should reach 10% by 2026, exceeding 60% by 2038 and approach 100% by 2050. Figure 4.1 presents our projection through 2038.

Figure 4.1: Forecast EV growth and penetration in Harrow



Source: Steer analysis

- 4.8 The number of eCars and eLCVs in Harrow drives local demand for EV chargepoints and the energy supplied through such EV chargepoints.
- 4.9 The projection of public chargepoints required to serve demand in Harrow reflects:
- Energy consumed by the entire EV vehicle fleet;

- Power consumed via off-street residential charging
- = Power consumed via public charging
- × Utilisation factors for each of standard, rapid and ultra-rapid chargepoints
- = The number of standard, rapid and ultra-rapid devices required.

4.10 However, only a portion of the public charging network will be located on Council land (assumed to be 50%). The remaining EV Chargepoints will be deployed on private land by project sponsors including supermarkets, other retailers and existing diesel and petrol sellers.

4.11 The projection of energy required of the publicly available chargepoints on Council land reflects:

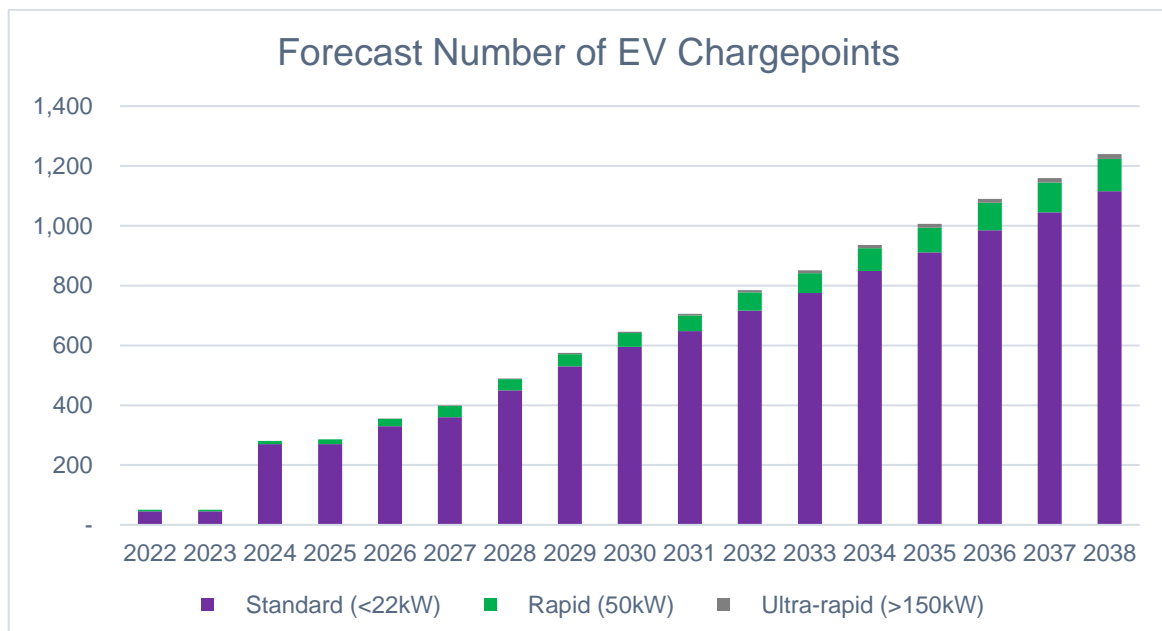
Publicly available chargepoints on public land including:

- Existing chargepoints,
- Those to be funded through the ORCS program
- Those to be impacted by LEVI capital funding and
- Those to be deployed after full distribution of LEVI funding
- × Utilisation factors for each of standard, rapid and ultra-rapid chargepoints
- = The amount of energy to be distributed via chargers on Council land

4.12 We forecast that approximately 350 EV Chargepoints will be required in council land by 2026, 850 in 2033 and up to 1,250 in 2038. Over 90% of these EV chargepoints will be standard (<22kW) chargers typically deployed on-street and some on public carparks for use by residents and local businesses, with the remaining being rapid (50kW) or ultra-rapid (>150kW) primarily for destination or top up charging.

4.13 Appendix A presents the methodology for converting projected EV adoption into projected demand for EVCI and Table 4.2 illustrates the summary results:

Table 4.2: Projected EVCP demand by type



4.14 Key considerations:

- Generally, LCVs travel longer distances with heavier loads consuming more fuel. As such, our methodology considers energy demand by LCVs separately from that

for cars and instead incorporates the projected amount of energy to be supplied via dedicated fleet depots.

- About 33%²³ of households in Harrow don't have access to off-street parking. We project that a higher proportion of early EV adopters will have access to off-street parking than the wider community. This assumption drives energy demand from the public infrastructure from 25% up to 32% by 2030.
- With the deployment of 225 standard/fast chargers to be funded via ORCS and installed throughout 2024, the percentage of public charging to be supplied from chargers on Council land will increase dramatically from the estimate for 2023.
- Utilisation factors for 2022 and 2023 reflect similar utilisation data reflected in Zap Map analyses. Due to the relatively large deployment of standard/fast chargers in 2024, we've anticipated a drop in utilisation as the charging estate grows faster than the EV parc in the short term.

Other considerations

Council fleet

- 4.15 Harrow council owns 275 fleet vehicles which are all kept at the Harrow Council Hub on Forward Drive.
- 4.16 7% of the fleet (18 vehicles) are already fully electric. Another 20 could be electrified at the next renewal cycle with vehicles currently available on the market. 40 vehicles can be electrified but the cost differential is significant, Harrow staff are actively pursuing these options.
- 4.17 58% of Harrow's fleet is made up of Special Needs Transport (SNT) vehicles, half of these 160 vehicles are then leased to and used in neighbouring Barnet. The costs of current models are prohibitive with the range and duty cycle.

Figure 4.2: Electric Sweeper in Harrow



²³ [LAD_Table2.pdf \(racfoundation.org\)](#)

Table 4.3: Council fleet electrification goals

Vehicle electrification timeline	Number of vehicles electrified	Proportion of Fleet	Vehicle types and characteristics
Today	18	7%	Cars and 1.5t vehicles plus a road sweeper
Short-term (2026)	54	20%	3.5t and below, average 15,000 miles/annum.
Medium-term (2030)	111	40%	31 x 15 – 26t vehicles used by the Refuse team 80 x SNT vehicles used in Harrow
Long-term (2035)	91	33%	80 x SNT vehicles used in Barnet 11 x 4.6 – 7.5 t vehicles used by the Streets and Grounds team

4.18 The Harrow Council Hub car park is used by staff and fleet vehicles and has between 25-30, 7.4 kW chargers which were installed two years ago when the building was built. No further chargers will be required for fleet in the next 5 years.

Figure 4.3: Satellite view of Harrow Council Hub, the car park for fleet and staff vehicles.



5 EVCP Location Assessment

Introduction

5.1 Further to the number of chargepoints needed, it is important to consider where they are needed. Harrow residents regularly request for chargepoints to be deployed closer to their homes to support them with EV purchase. The existing roll-out plan for on-street chargepoints across Harrow has been based on these requests.

Figure 5.1: Harrow resident chargepoint requests 2022-23



Source: Steer analysis of data from Harrow

Potential locations for slow and fast chargepoints

- 5.2 An analysis of the distribution of population and socio-economic factor across the borough was undertaken to evaluate the relative demand for EVCPs. Table 5.1 below presents the metrics used to develop a hexcell-based ranking map showcasing the distribution of EV charging demand, particularly for slow and fast chargepoints (e.g., chargepoints which are less than <22kW) charging for on-street and occasional destination charging across Harrow.

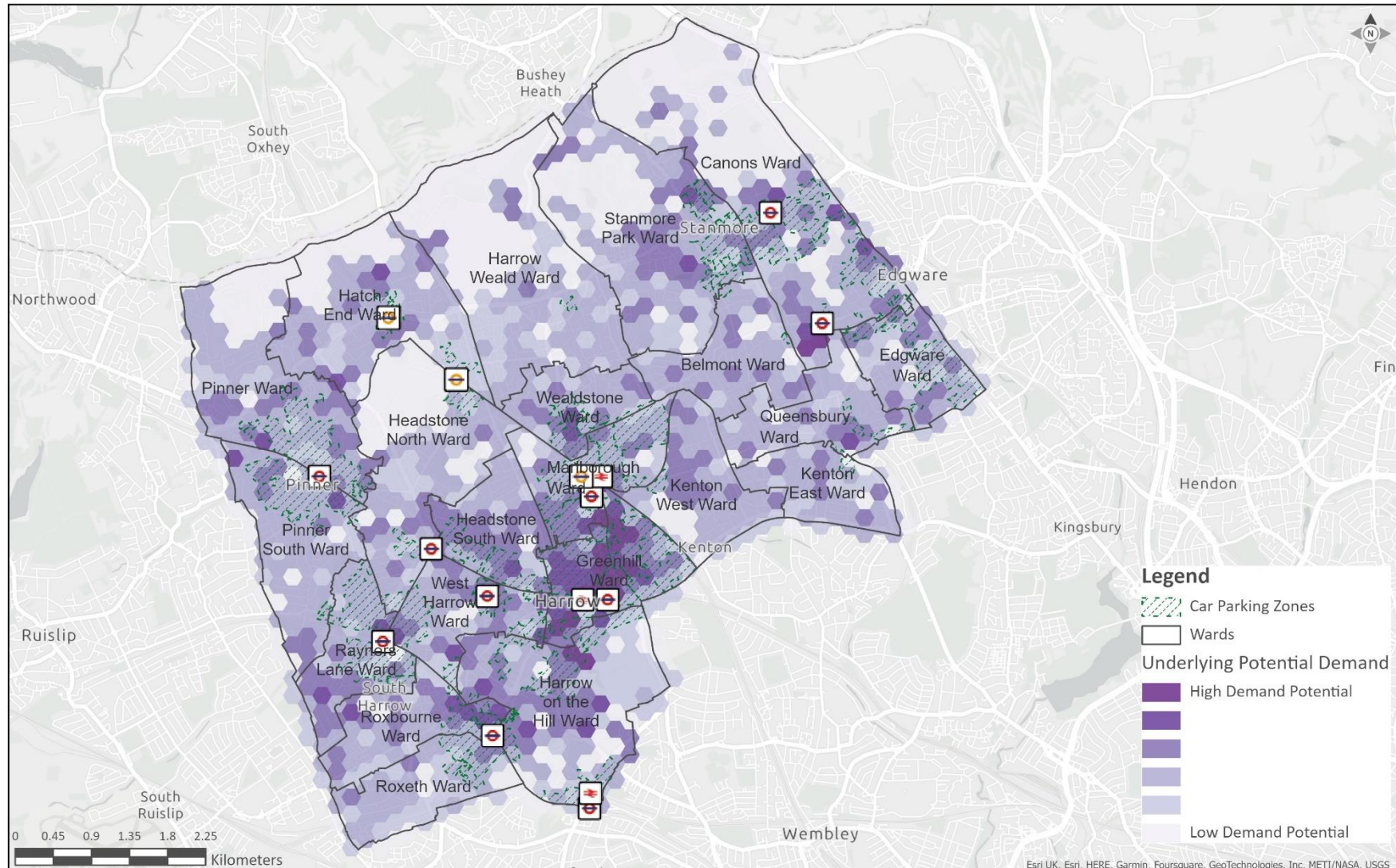
Table 5.1: Metrics considered for EVCP location assessment

Indicator	Reason for selection	Weight/ importance in ranking
Population	Higher population represents a higher potential demand	High
Household income	Higher household income represents a higher potential demand	High
Housing Type	Those without driveways (terraces / flats) are more likely to require on street charging	High
Car Ownership	Higher car ownership represent higher potential for those with cars to switch fuel type	High
Resident chargepoint requests	A resident request means there could be demand. Note all these are not feasible locations to implement, they are considered to understand where there is higher potential demand.	Medium
Employment	Higher employment represents a higher potential demand	Medium
Mosaic Population who says EV is the future of Motor Industry ²⁴	Population groups who have expressed that EV is the future of Transport	Low

- 5.3 The highest potential for on-street slow and fast chargepoints are in locations where there is high population density alongside higher car ownership, and lower access to off-street parking.
- 5.4 The map in Figure 5.2 below presents locations across Harrow with the relative demand for slow/fast chargepoints (on-street) with highest demand represented by the darkest areas and lowest by lightest areas respectively. There is highest potential around Harrow town centre in Greenhill ward, followed by Headstone South, West Harrow, Harrow on the Hill, Wealdstone ward and scattered around other wards.

²⁴ Experian's Mosaic UK profiling provides an accurate understanding of the demographics, lifestyles and behaviour of all individuals and households in the UK.

Figure 5.2: Slow/fast chargepoint potential locations



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Potential locations for rapid or ultra-rapid charging

- 5.5 Furthermore, key locations for potential rapid or ultra-rapid chargepoints (50-150kW) have been identified, considering both the key destinations across Harrow (i.e., locations with higher dwell time) and the availability of space to locate rapid chargepoints (either standalone or in bunch). These locations include high opportunity areas (e.g. retail, high street car parks, industrial areas and so on). These chargepoints will help meet the need of residents for top-up charging, as well as that of visitors, small businesses, taxi and PHV drivers travelling into the borough.
- 5.6 Council car parks near town centre including St Anns Car Park, Greenhill Way Car Park, or Harrow Civic centre are good locations for Rapid/Ultra-rapid charging Hubs.

Figure 5.3: Rapid/ultra-rapid chargepoint potential locations

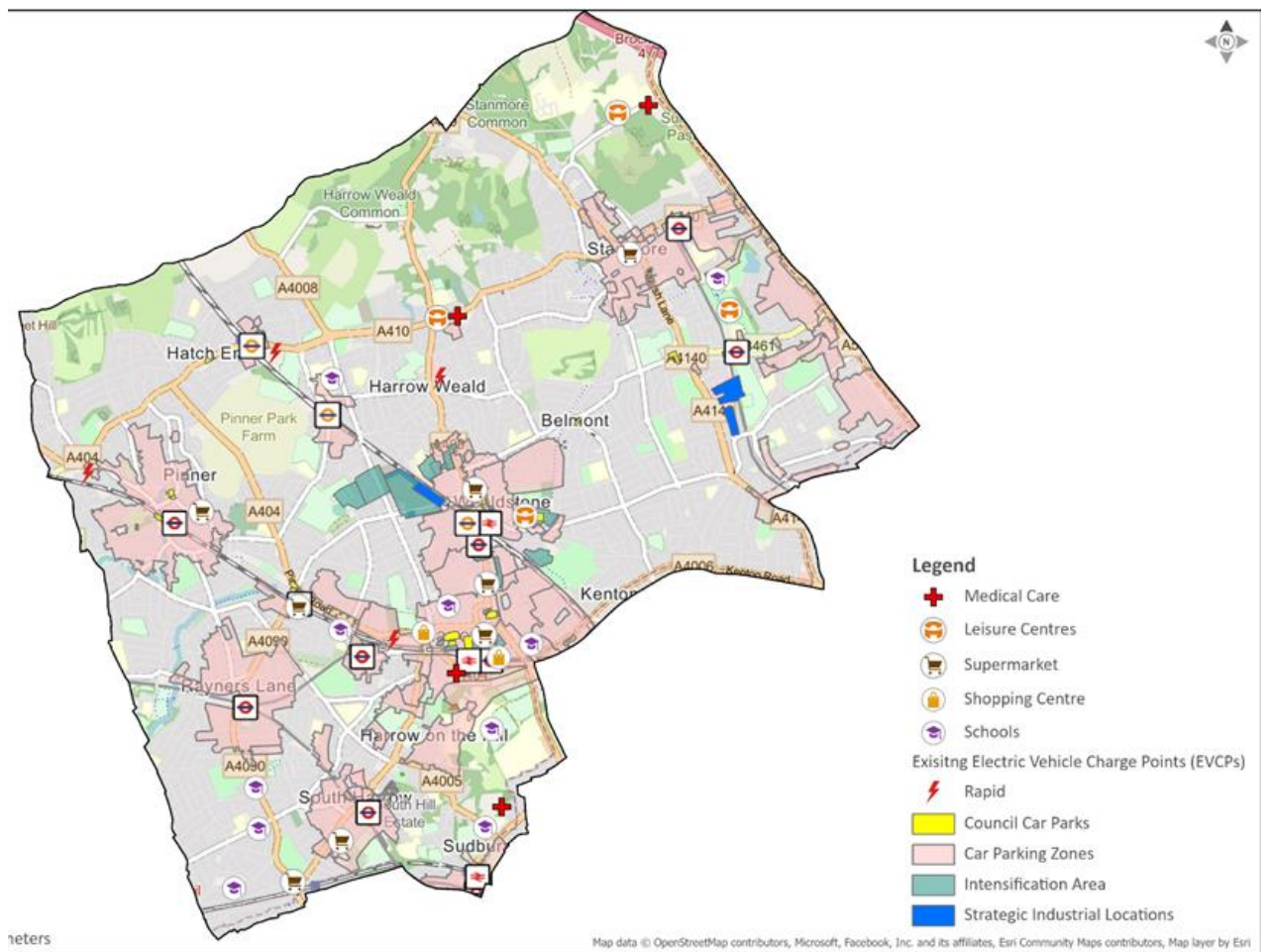
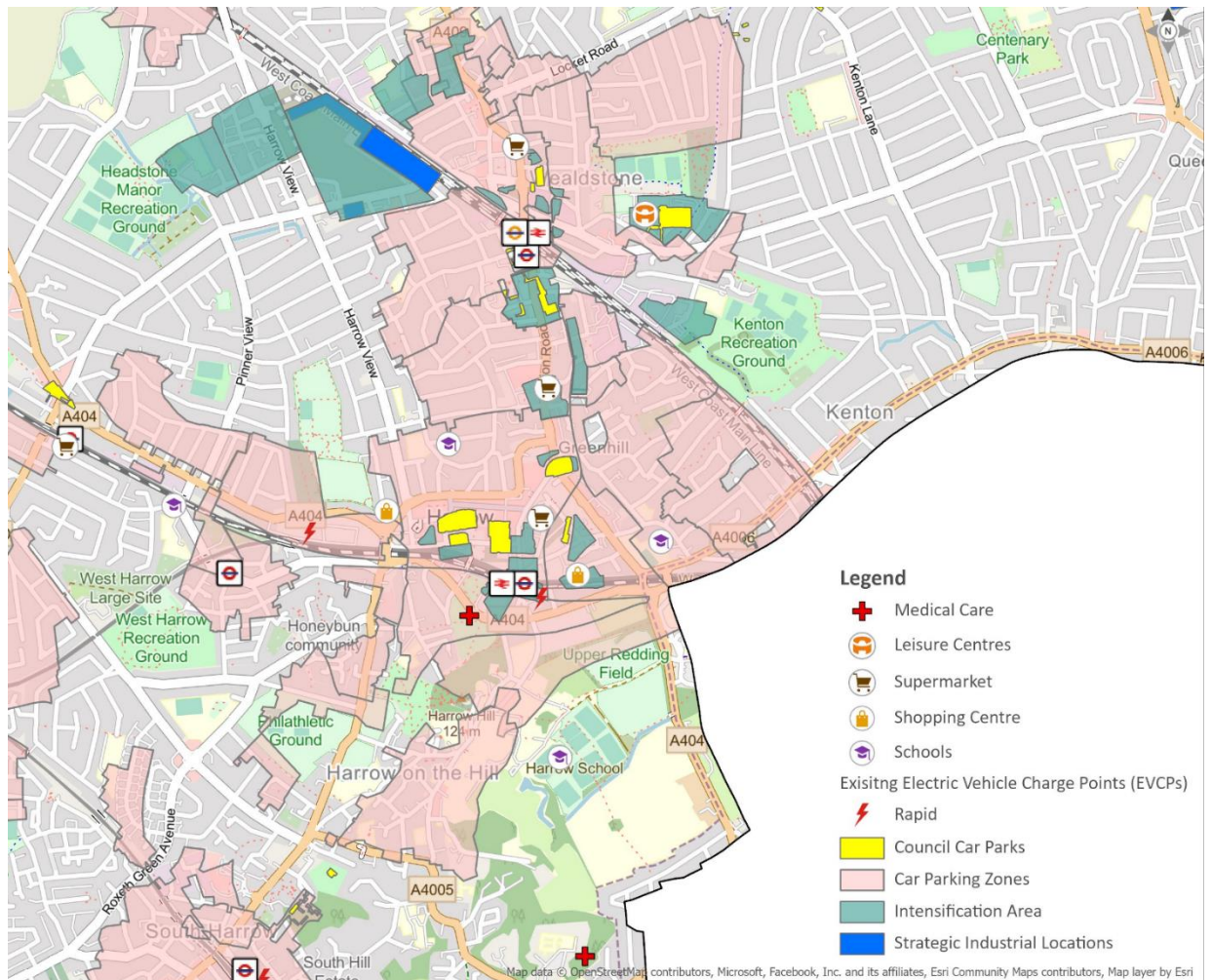
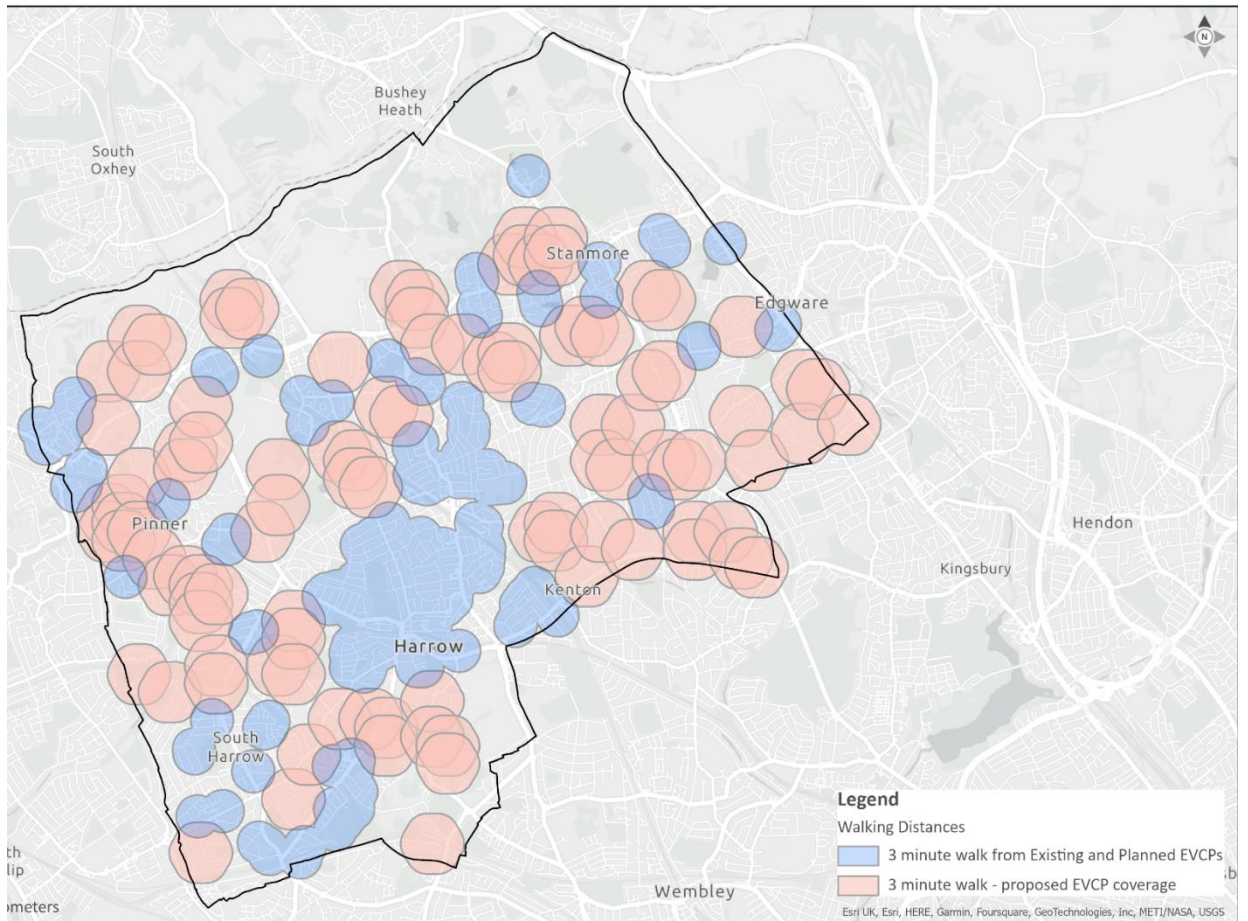


Figure 5.4: Rapid/ultra-rapid chargepoint potential locations (Harrow town centre)


Accessibility

- 5.7 Harrow is committed to ensuring equal access for all. Upon delivery of 225 additional chargepoints in 2023-24 (276 total), around 45% of population in Harrow will have access to a chargepoint within 3-mins walk.
- 5.8 In addition to underlying demand for chargepoints, the strategy also considers provision of chargepoints more equitably, to ensure more residents have access to a chargepoint within a walking distance.
- 5.9 The blue shaded areas in the map in Figure 5.5 represent areas where residents have access to a chargepoint within 3-min walk and the pink shaded areas show additional areas where a chargepoint would be needed to ensure all residents are within a 3-min walk to a chargepoints.
- 5.10 Please note, access does not ensure availability – there will be only one charger per 575 population so just considering equal access will not ensure sufficient coverage. This will be considered in addition to the relative demand assessment (Figure 5.2 and
- 5.11 Figure 5.3) while identifying potential locations for EVCPs.

Figure 5.5: 3-min walk EVCP coverage



6 EVCP Delivery Model

Introduction

- 6.1 We anticipate that nearly half of the public charging network in Harrow will be located on Council land and that the remaining chargepoints will be on private land (e.g., supermarkets etc). Development of charging infrastructure on Council land (roughly 350 chargers by 2026) will require a mix of funding from both public sources (e.g., the ORCS and LEVI programs) and private sources.
- 6.2 The sale of electricity through a public EV charging network is a commercial endeavour. The optimal commercial model to be engaged by the Council and licensed operators/investors relies on the resources each will bring to the undertaking including:

Harrow	Commercial Sector
<ul style="list-style-type: none"> – Licensing right (access to real estate and any other contributed assets) – Perspective on emerging demand – Stewardship of public money (e.g., ORCS and LEVI) 	<ul style="list-style-type: none"> – Facility for infrastructure procurement and installation – Access to private investment capital – Access to wholesale energy supply – Tech platform (customer bookings and payments, customer experience, etc.) – Back office functions (AR, AP, billing & collection, tax, regulatory)

Harrow enjoys the right to license operations on Council land, has a proprietary perspective on emerging demand for EVCP and stewards public money dispersed from the ORCS and LEVI programs. However, Harrow may elect to engage resources of the private sector including capital and certain operating expertise.

Commercial model for EVCPs

- 6.3 The array of potential commercial models are bounded by two extremes.

Table 6.1: Commercial models definition

	Council owned and operated	Licensed to a commercial CPO and private investor
Investment	Funded (and therefore owned) by the public sector via: <ul style="list-style-type: none"> • Public resources • Public subsidy 	Funded and owned by the licensee (CPO & private investor) via: <ul style="list-style-type: none"> • Private funds • Public subsidy
Installation	Undertaken by the Council	Undertaken by the Licensee (CPO)
Operations	Undertaken by the council and/or outsourced for fee	Undertaken by the licensee and/or outsourced for fee
Cash flow	Council w/ fees to suppliers	Licensee w/ fee to council

6.4 Between these two models there are an infinite number of variations by which each party contributes certain resources and enjoys a corresponding claim. The table below summarises some of the advantages and disadvantages of the two models to Harrow.

Table 6.2: Pros and cons of different commercial models for Harrow

Model	Council Owned		Council Licensed	
	Advantages	Disadvantages	Advantages	Disadvantages
Funding, ownership and installation	<ul style="list-style-type: none"> Greater control over distribution: <ul style="list-style-type: none"> Where and when devices are installed, What types of devices are installed 	<ul style="list-style-type: none"> Deployment limited to availability of public funds Vendor management obligation Commercial & tech risk Liability 	<ul style="list-style-type: none"> Access to private capital (supplement with public) affords wider distribution of public network 	<ul style="list-style-type: none"> Obligation to supplement investment opportunities to commercial viability Exposure to buy-out obligation: <ul style="list-style-type: none"> Early term End of term
Operations	<ul style="list-style-type: none"> Ownership of the customer experience and tariff management 	<ul style="list-style-type: none"> Burden on public resources to engage and manage retail-focussed business functions 	<ul style="list-style-type: none"> Turnkey operation Access to best-in-class resources Limited draw on council resources 	<ul style="list-style-type: none"> Longer-term commitment Exposure to license's operating and financial performance and Performance monitoring obligation
Value share	<ul style="list-style-type: none"> Prospectively higher (as a function of the greater amount of resources committed), but exposed to multiple commercial and technical risks 		<ul style="list-style-type: none"> Prospectively lower, but far more predictable and with far lighter burden on public resources 	

Preferred operating model for EVCPs

6.5 In establishing existing EV chargepoints and planning for the roughly 225 chargers to be deployed with ORCS funding, Harrow has already established a precedent in favour of the licensee-based commercial model. While Harrow has and will continue to subsidise at least some of the installed infrastructure cost, the Council is unlikely to suffer exposure to operating costs or risks and may enjoy some form of licensing fee.

6.6 On new deployments going forward, the Council will aim to secure both:

- A license fee from the operator and
- A yield on some or all of the funding invested by the Council (e.g., with proceeds secured from the LEVI fund) in new infrastructure.

6.7 With key resources in hand including:

- The right to license operating permissions for opportunities on Council land to private operators;
- Primary perspective on the emergence of demand for charging infrastructure throughout the borough; and
- Stewardship over public funds such as ORCS and LEVI..

Harrow is in a strong position to negotiate with prospective licensees for a commercial arrangement that fairly compensates the Council for resources contributed to the undertaking.

7 Action Plan

Introduction

- 7.1 A list of actions and interventions have been identified to support achievement of the key objectives and realisation of the vision of the EV Strategy. The proposed actions alongside a high-level implementation timeline are included in the following pages.

Monitoring and evaluation

- 7.2 We will review and update the strategy periodically to ensure delivery of actions and targets. This will include sharing information and knowledge with other boroughs, and implementing lessons learnt.
- 7.3 We will assign clear action owners to monitor the progress of each action, and will collect the evidence on:
- What actions have been delivered and with what outcome (e.g., carbon reductions);
 - Who was involved in the delivery; and
 - What was the impact on the vision and the objectives.



Targets and actions

Table 7.1: EV Strategy action plan

Objective	Action	Short (2026)	Medium (2033)	Long (2038)	Indicative costs*	Delivery Lead
Outcome 1 - People: The needs and welfare of the people living or working in the borough, including the visitors, are met adequately and appropriately.						
312 Facilitate increased awareness of the benefits of EVs throughout the borough.	Continue to use existing council website as a platform to inform and signpost users to educational information on EVs, such as different EV models including large vehicles, associated costs as well as key facilities around EVs in the borough such as information on existing EVCPs.				£	Communications Team
	Review periodically and ensure all the information available on the website are up to date, and provide sufficient details on available schemes, upcoming trends and developments to allow residents to make an informed decision.				£	Communications Team
	Co-organise/support local engagement campaigns to encourage adoption of EVs and to understand where there is the greatest demand for charging.				££	Communications Team
Support the smooth transition to EVs	Almost 95% of Harrow is made of micro businesses. Work with small and high street businesses to understand their travel patterns and support them in considering EV adoption.				£	Climate Team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

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Objective	Action	Short (2026)	Medium (2033)	Long (2038)	Indicative costs*	Delivery Lead
by residents, local businesses, and visitors.	Organise events with EV manufacturers to allow residents to test EVs before purchasing them.				££	Communications Team
	Continue to provide emission-based parking permits in the CPZs.				£	Highways and parking team
	Ensure EV charging bays in council car parks are clearly marked and signposted. On-street chargepoints will be at least clearly signposted.				££	Highways and parking team
	Continue to provide the facility for residents to request chargepoints in their area and ensure that these requests are reviewed (against planned rollout, wider demand analysis) and included in subsequent chargepoint procurement rounds. We will continue to respond to local demand and install EVCPs in locations identified by residents and businesses while seeking to ensure good distribution across the borough.				£	Highways and parking team
	Ensure all new developments in the borough comply with London Planning Regulations of providing passive EV charging connections at 20% of parking spaces.				££	Planning Team
	Attract private sector investment into EVCP provision by guiding them on where the demand exists and emerges over time to ensure over 60% electrification of all vehicles in Harrow by 2038.				£	Highways and parking team

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Objective	Action	Short (2026)	Medium (2033)	Long (2038)	Indicative costs*	Delivery Lead
Develop a network of EV charging infrastructure which is flexible enough to meet different user needs, at different time of day	Deliver 500 on-street chargepoints on council land by 2030.				££	Highways and Parking Team
	Ensure at least 10 rapid (50kW) and ultra rapid (>150kW) chargepoints are deployed on council land by 2026.				££	Highways and Parking Team
	Provide residents and visitors with confidence by deploying banks of rapid chargepoints in hubs, ideally in council car parks, leisure centres and parks, subject to funding availability and interests from private sector.				££	Highways and Parking Team
	Develop a prioritised rollout plan for the procurement of chargepoints across Harrow's car parks e.g. at leisure facilities, parks, housing estates, based on the underlying demand in the area. Where available use utilisation and charge duration data from existing chargepoints to assess demand for charging and type of chargepoints in the area.				£	Parking and Estates Team
	Support TfL's objective to roll-out rapid chargepoints in TfL owned sites and support joint-delivery of Hub development throughout the borough. This will be achieved through updating each other on roll-out and undertaking joint site visits and site shortlisting.				£	Planning Team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

Objective	Action	Short (2026)	Medium (2033)	Long (2038)	Indicative costs*	Delivery Lead
	Ensure public chargepoints on council land are accessible 24 hours a day throughout the year and will be well lit.				£	Highways and Parking Team

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Outcome 2 - Vehicles: The aim is for the majority of the vehicles registered in the borough or travelling to the borough, to be zero emission vehicles.

Deliver a network of EV charging infrastructure which is fit for all types of vehicles and all types of vehicular trips made within the borough.	Deploy a mix of EVCPs (on-street fast and rapid) in strategic locations in accordance with the location assessment undertaken in Chapter 5.				£££	Highways and Parking Team
	Work in partnership with taxi and PHV operators and other stakeholders and review the evidence from existing electric taxi and PHV schemes to identify most advantageous locations where chargepoints can be installed to facilitate the usage of EVs by the drivers.				£	Highways and Parking Team
	Engage with other London boroughs to develop an effective EVCP procurement plan (which is scalable and with shorter timescales) and make joint applications for government funding (e.g. LEVI) to support commercialisation of EVCPs.				£	Highways and Parking Team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

Objective	Action	Short (2026)	Medium (2033)	Long (2038)	Indicative costs*	Delivery Lead
	Engage with the industry to stay up to date on the latest developments in EV technologies and to pilot/trial technologies appropriate for our area.				£	Climate and Nature Team
316 Lead by example, by electrifying our own fleet of vehicles and developing Net Zero contracts.	Deploy a dedicated EV lead for the borough, who maintain an up-to-date understanding of the EV infrastructure industry by attending industry webinars and keep the councillor and borough officers informed.				££	Climate Team
	Develop a phased approach to council's own fleet electrification (as the existing vehicles reach end of life) and progress towards full fleet electrification by 2035.				£££	Fleet Team
	Periodically engage with CPOs to evaluate the market interests in deploying EV chargepoints at council estates, including review of electrical constraints.				£	Estates Team
	Develop a staff travel plan to encourage sustainable travel behaviour, including the use of EVs for all trips that need to be made by car or van.				££	Highways and Parking Team
	Ensure new contracts with third party service providers require contractors to use Zero Emission Vehicles for their operations.				£	All departments

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

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Objective	Action	Short (2026)	Medium (2033)	Long (2038)	Indicative costs*	Delivery Lead
Encourage use of EVs, while also promoting active travel (e.g., walking and cycling) and public transportation to reducing private vehicle ownership.	Support increased provision of EV car clubs in the borough by offering discounted permits to car club operators, dedicated marked bays and EV charging facilities for EV car clubs.				££	Highways Team
	Assist in the development and promotion of electric car club schemes and their use, particularly for employees to reduce congestion in the borough by considering workplace parking levies.				££	Highways and Parking Team
	Conduct feasibility of introducing Mobility Hubs with EV charging, public transport, shared mobility services, and other public realm improvements in one space (e.g., town centre car parks)				£	Highways and Parking Team
	Work with TfL to support phased electrification of all buses in the borough.				£	Highways and Parking Team

Outcome 3 - Infrastructure: A holistic approach is taken for delivery of EV charging infrastructure in the borough, which is procured competitively.

Ensure the EV charging infrastructure is reliable,	Ensure 80% of the residents in the borough have access to a chargepoint within 3 mins walk from home.				£££	Highways and parking team
	Ensure public chargers on council land are 100% reliable.				£	Highways and parking team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

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Objective	Action	Short (2026)	Medium (2033)	Long (2038)	Indicative costs*	Delivery Lead
accessible, and inclusive.	Ensure contactless payments is available on all chargepoints over 7kW capacity.				£	Highways and parking team
	Ensure users are able to access information on availability, costs and payment method remotely through an App or website.				£	Highways and parking team
	Ensure all new chargepoints meet the accessibility standards set out in BSI Electric vehicles - Accessible charging - Specification (PAS 1899:2022).				£	Highways and parking team
Ensure that charging through the public EV infrastructure is fairly priced and economically sustainable.	As recommended by the Competition and Markets Authority (CMA), ensure that several chargepoint providers operate in the area to allow competition and fair priced tariffs.				£	Highways and parking team
	Conduct demand assessment periodically and facilitate delivery of chargepoints as and when demand emerge by prompt engagement with CPOs.				££	Highways and parking team
	Engage with UK Power Networks (UKPN) to review and address power connection constraints in the borough at early stages of planning to support planned rollout of chargepoints.				£	Highways and parking team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

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Objective	Action	Short (2026)	Medium (2033)	Long (2038)	Indicative costs*	Delivery Lead
Ensure the EV charging infrastructure does not obstruct or disrupt the safety of pedestrians and other road users.	For residential charging, look for solutions that integrate seamlessly into local streets, minimising disruption to pavement access. Where possible we will install lamp column chargepoints in clusters of at least two or three to ensure that chargepoints are easy to find.				££	Highways and parking team
	Ensure parking for chargepoints do not replace parking designated for people with a disability/blue badge parking spaces.				£	Highways and parking team
Ensure the EV charging infrastructure provided in the borough remains relevant and fit for purpose.	Develop passive connections, increase electrical capacity and complete street/ground works ahead of demand emerges throughout the borough (utilising LEVI funding).				£££	Highways and parking team
	Develop and oversee contracts that ensure the charging networks is reliable, well managed and maintained and that infrastructure is removed (and upgraded) if obsolete. Users should be able to report issues easily and these should be resolved promptly by the operator.				££	Highways and parking team

*Indicative costs: £ – <£50,000; ££ – £50-200,000 and £££ - >£200,000

A Methodology to forecast number of EV Chargepoints

Demand for EV Charging Infrastructure is a function of the adoption of electric vehicles. The following illustrates Steer's methodology for converting projected EV adoption into projected demand for EVCP:

Table A.1: Forecasting methodology for EV Chargepoints

	Total Forecast Number of EVs	"total parc"
(-)	EVs with access to off-street parking	"off-street parc"
	Number of EVs 100% reliant on public charging resources	"on-street parc"
	Number of EVs 100% reliant on public charging resources	"on-street parc"
(x)	Energy consumption factor (annual mileage divided by fuel efficiency)	"energy factor"
	On-street parc from public chargepoints	"on-street/public"
	Off-street parc	"off-street parc"
(x)	energy consumption factor (annual mileage divided by fuel efficiency)	"energy factor"
	total fuel consumption of off-street parc	"off-street/total"
(x)	percent of charge taken away-from-home	"roaming factor"
	Off-street from public chargepoints	"off-street/public"
	On-street/public	"on-street/public"
(+)	Off-street/public	"off-street public"
	Total power demand from public chargepoints	"total public"
(x)	Channel allocation	"channel allocation"
	Demand for public charging via channel (i.e., fast, rapid, ultra)	"public by channel"
(x)	Utilization factors for standard/fast, rapid and ultra-rapid devices	"utilization factors"
	Number of standard/fast, rapid and ultra-rapid devices required	"public devices"

Figure A.1: Results for forecast EV Chargepoints

	2022	2023	2024	2025	2026	2029	2031	2033	2035	2037	2038
EV Parc (cars and LCVs)	3,535	4,829	6,024	7,467	9,312	18,298	27,854	38,432	49,946	61,524	67,192
% of Total Parc	3%	5%	6%	7%	9%	17%	26%	36%	46%	56%	61%
Total Energy Demand (mWh)	6,907	9,898	12,898	16,156	20,263	40,677	63,789	90,481	119,864	150,271	165,256
% of Total via Public	25%	26%	27%	28%	28%	31%	32%	33%	35%	36%	36%
% of Total via Public on Public Land	6%	8%	11%	13%	15%	16%	14%	13%	12%	12%	12%
% of Public on Public Land	24%	29%	41%	48%	51%	53%	43%	39%	36%	34%	33%
Utilization Factors											
Standard/Fast	14%	15%	10%	9%	11%	13%	14%	15%	15%	16%	16%
Rapid	11%	13%	12%	11%	11%	13%	14%	14%	15%	16%	16%
Ultra-rapid	12%	15%	11%	10%	11%	13%	12%	13%	13%	14%	14%
Devices on Council Land											
Standard (<22kW)	45	45	270	270	330	530	648	775	911	1,045	1,116
Rapid (50kW)	6	6	11	16	25	41	52	67	83	99	108
Ultra-rapid (>150kW)	0	-	-	-	1	4	6	9	12	15	16

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Control Information

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