**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** | | 1.1 Ensure that Council’s Corporate Asset Strategy and related policies fully support decarbonisation of our school and corporate estate    1.2 Develop an Estate Decarbonisation Action Plan and funding strategy for the existing maintained school and corporate estate. The Plan to include:     * maximising roof top solar installations to include 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     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)    1.4 Mainstream implementation of retrofit works as part of the Facilities and Capital Works Teams’ activity and develop internal capacity and skills    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    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)    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)    1.8 To ensure works to existing buildings are carried out with a view to minimising emissions (e.g., using low embodied carbon materials) | Estate Decarbonisation Action Plan in place    New building management database implemented    Internal capacity and skills developed    Funded decarbonisation programme being implemented with demonstrable carbon savings | 23/24 with new programme from 24/25 | Estates & Facilities Teams with support from the Energy Team |
|  | **2. Council housing decarbonisation** | | 2.1 To develop a Housing Decarbonisation Action Plan for:  (i)  Properties within the HRA  (ii) Temporary accommodation owned by the Council (General Fund)    The plan to include:    - 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)    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, opportunities for fabric upgrades)    2.3 Mainstream implementation of retrofit works as part of the Housing Asset Teams’ activity and develop internal capacity and skills    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    2.5 Promote good energy management and conservation practices to tenants (e.g., thermostatic controls and heating settings, LED lightbulbs, low-cost draught control)    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)    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) | Estate Decarbonisation Action Plan in place    New building management database implemented    Internal capacity and skills developed    Funded decarbonisation programme being implemented with demonstrable carbon savings | 23/24 with concurrent implementation of retrofit programme | Housing Team |
|  | **3. New Council development** | | 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.    3.2 To ensure construction works are carried out minimising emissions (e.g., using sustainably sourced low embodied carbon materials)    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) | HSDP Energy strategy agreed    Low carbon new development achieved    Council schemes showcase new technology | 23/24 (strategy and design) implementation from 24/25 | Regeneration and Housing Teams |
|  | **4. Leased assets** | | 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.    4.2 To review opportunities to upgrade the energy efficiency of buildings during void periods | Energy efficiency improvements to council leased buildings | 23/24 and ongoing | Corporate Estate Team |
|  | **5. Borough infrastructure** | | 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    5.2 To work with utility companies to expand the capacity of the electrical and low carbon heating infrastructure in Harrow | LED conversion complete    Capacity improvements within the borough | 2025/2026, subject to available funding (LED lighting) | Highways Team    Energy Team    Planning Team |
|  | **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 | Climate Team    Communications Team |
| ***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** | 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  8.2 Signpost residents, landlords and businesses to reliable sources of information on energy saving and retrofit (eg Energy Saving Trust)  8.3 Introduce an Energy Advice Service for residents and voluntary sector organisations | | Increased communications with residents and businesses (to include small business case studies)  Energy Advice Service in place | Ongoing  23/24 – Energy Advice Service established | Climate Team    Economic Development Team    Enforcement Team    Communications Team |
|  | **9. Planning** | 9.1 Ensure that the planning framework (and the emerging new Local Plan) secures net zero new development.    9.2 To review carbon offset rates to incentivise onsite improvements and ensure that they properly reflect the true cost of offsetting carbon emissions    9.3 To review how local planning policy and guidance can facilitate retrofit of existing buildings (including those in conservation areas), to include heat pump and solar PV installations | | New Local Plan agreed          Carbon Offset rates updated                Guidance in place | 25/26            23/24 and ongoing                23/24 | Planning Team |
|  | **10. National Policy** | 10.1 Work with central and London government to enable policy and funding solutions that enable new net zero development and retrofit decarbonisation activity at scale | | New policy and funding in place | Ongoing | Housing Team    Climate Team    London Councils |

**THEME 2: GREEN MOBILITY**

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| **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      1.2 Implement an electric vehicle charging network at council sites to support decarbonisation of the council vehicle fleet    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    1.4 Transition small grounds maintenance tools (e.g., strimmers and blowers) to electric | Fleet decarbonisation plan in place and being delivered      Further development to the existing depot provision    Measures implemented            Tools electrified | 23/24 - 26/27            Ongoing          Ongoing              23/24 - 25/26 | Fleet Management Services / Environment Team    Climate Team    Estates Team |
|  | **2. Staff Travel** | 2.1 Continue to facilitate remote and flexible working arrangements to reduce unnecessary work-related travel    2.2 Encourage and support our staff to decrease emissions from their commuting and business travel, including via car sharing initiatives and cycling / e-bikes  2.3 Improve cycle storage options at the Harrow Hub | Reduced emissions associated with staff travel | Ongoing | IT Team    HR Team    Climate Team    Communications Team  Estates Team |
|  | **3. Council Development** | 3.1 Ensure that sustainable transport options are prioritised when developing the Council’s own land, including via the Harrow Strategic Development Partnership | Transport emissions minimised | 23/24 onwards | Regeneration Team    Housing Team    Planning Team |
| ***PRIORITY ACTION AREAS FOR THE BOROUGH*** | | | | | |
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| **GREEN MOBILITY** | **4. Avoiding Unnecessary Travel** | 4.1 Facilitate the development of broadband infrastructure and enable higher levels of digital inclusion in the borough    4.2 Support, including via our Local Plan and Economic Strategy, the development of local shops and amenities accessible by walking, cycling and public transport | Increased connectivity and digital inclusion      Reduced travel and better local amenities | Ongoing | Economic Development Team    Planning Team |
|  | **5. Vehicles** | 5.1 Improve and expand the public EV charging infrastructure in Harrow, including on Council assets (e.g., car parks and roadside locations).    5.2 To facilitate expansion of EV charging provision through planning controls for new development and guidance for existing householders    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    5.4 Subject to consultation, to look to expand the school streets scheme to further suitable sites    5.5 Encourage the further development of car clubs and car sharing schemes in the borough including making space available on Council assets    5.6 Utilise parking and traffic management powers (e.g., speed limits, CPZs, parking charges) where appropriate to support reductions in transport related emissions | EV Charging Strategy in place  Increased private and public charging provision    Improvements in air quality and public health    Greater access to car clubs | Ongoing | Highways Team    Environmental Health    Planning Team  Communications Team |
|  | **6. Active Travel** | 6.1 Expand and improve cycle and walking routes across the borough to include linking key transport hubs and town centres    6.2 Promote bike hire schemes (including e-bikes) and improve cycle storage on public realm and housing land    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    6.4 To deliver cycle training within the borough, to include working with Harrow Cycle Hub    6.5 To continue to deliver and maintain school travel plans that prioritise active travel | Greater levels of walking and cycling in Harrow | Ongoing | Highways Team |
|  | **7. Goods Deliveries** | 7.1 Facilitate the consolidation, rescheduling, and electrification of goods delivery in the borough by working with partners in the public and private sectors    7.2 Promote sustainable ‘last mile’ delivery solutions for businesses and residents, to reduce emissions and congestion (to include consideration of cargo bicycle schemes) | Reduced emissions from business deliveries / reduced delivery vehicles on our roads | 24/25 onwards | Highways Team    Economic Development Team |
|  | **8. Improve Public Transport** | 8.1 Engage with TFL to improve and promote the public transport offering available to Harrow residents, including the introduction of further zero emission buses and new routes    8.2 Integration of cycling and walking infrastructure at public transport hubs (e.g., step free access) | Greater access to low carbon public transport for residents | Ongoing | Highways Team |
|  | **9. Highways Infrastructure** | 9.1 Explore how investment in our highway’s infrastructure can support reduction in emissions and the growth of the circular economy through the utilisation of low embodied carbon materials and installation processes    9.2 To ensure that the procurement of the highways term contractor includes consideration of sustainable materials, service delivery and innovation to reduce carbon emissions    9.3 Ensure that the use of highways land supports climate adaptation, flood resilience and the recovery of nature by enhancing the borough’s blue and green infrastructure    9.4 To maximise the biodiversity value of grass verges at appropriate locations | Reduced emissions from our highways supply chain          Improvements to the natural capital value of our highways land | Ongoing | Highways Team    Procurement Team    Climate Team |

**THEME 3: A WASTE FREE ECONOMY**

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| **WASTE -FREE ECONOMY** | **1. Council Supply Chains** | 1.1 Phase out single use plastics across the Council’s estate, including via catering supply chains    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 | | Minimisation of single use plastics        Suppliers enter into Charter    Increase in no of suppliers with net zero targets and strategies | | Ongoing          Review in 23/24, implementation ongoing | Facilities & Catering Teams        Procurement Team    Council-wide commissioning officers | |
|  | **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 | | Divestment from fossil fuel investments    Increase in % of Pension Fund investments in green funds | | Ongoing | Finance team | |
|  | **3. Enabling Low- Carbon Options** | 3.1 Implement high quality waste management and recycling practice within the Council’s civic buildings, to include minimisation of food waste    3.2 Support our staff and members to reduce their consumption-related emissions (e.g., climate-friendly options at the canteen) | | All food waste recycled    Residual waste minimised | | Ongoing - staff recycling campaign 23/24 | Facilities Team    Catering team    Communications Team | |
| ***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    4.2 Support businesses to prevent waste, e.g., unnecessary packaging, whilst promoting the use of materials that can be reused and recycled.  4.3 Review the Council’s commercial waste service offering to ensure it remains competitive and supports the aims of this Strategy | Commercial Waste Team data        Number of reuse and repair businesses in Harrow | | 23/24 onwards | | | Commercial  Waste Team    Licensing Team    Economic Development Team |
|  | **5. Reduce,**  **Re-use and Recycle** | 5.1 Support residents to responsibly minimise waste entering the Council’s waste management system, including working with local voluntary groups    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    5.3 Increase the availability of local repair, re-use and recycling options available to residents within the borough (to include promotion of the TRAID collection service)    5.4 Facilitate the reduction of single use plastics across Harrow, including via the food supply chain and promotion of refill opportunities    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    5.6 Using the planning system to facilitate the reduction of waste and maximisation of recycling    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    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) | Reduced residual waste      Increased recycling      Increased communication activity    Improved information / offering at the Waste & Recycling Centre | | Ongoing    Local Plan adoption 25/26 | | | Waste Team    Comms Team    West London Waste Authority    Public Health Team |
|  | **6. Food** | 6.1 Promote the benefits of healthy, climate-friendly food choices    6.2 Support schemes to reduce food waste and enable the redistribution of surplus food locally    6.3 Encourage home composting where appropriate and otherwise enable the separation of food waste from residual waste    6.4 To use the new Local Plan to facilitate local growing opportunities through protecting and expanding allotments and community gardens | Less food waste overall (and contribution to the cost-of-living crisis)    Increased communications on diet choices and food waste | | Ongoing    23/24 and 24/25 (food campaign)    25/26 Local Plan adoption | | | Public Health    Comms Team    Waste Team    Planning Team |
|  | **7.  Disposal** | 7.1 Work with West London Waste Authority (WLWA) and other partners to progressively reduce the carbon and environmental footprint of the borough’s waste disposal arrangements. | Reduce residual waste    Increase recycling | | Ongoing | | | West London Waste Authority |

**THEME 4: HEALTHY PLACES FOR US AND NATURE**

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| **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 | |
|  | 1. **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 | |
|  | 1. **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 green space where possible    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  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 | High quality working environments    Staff satisfaction  Increased internal communications / training | Ongoing (training programme from 23/24) | Estates Team    Climate Team    Communications Team    HR Team | |

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| ***PRIORITY ACTION AREAS FOR THE BOROUGH*** | | | | | | | |
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| **HEALTHY PLACES FOR US AND NATURE** | 1. **Community Engagement** | 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    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)    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)    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 showcasing existing projects    4.5 To work with the community to minimise environmental pollution and significantly decrease littering across Harrow, including robust enforcement where necessary  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  4.7 To work with local businesses to raise awareness of ecosystem dependencies and risks, including via their supply chain | Increased communication activity / signposting to residents    Improved public health outcomes        New habitats and increased biodiversity    Increased volunteering    Lower levels of litter / pollution | | Ongoing | | Public Health    Climate Team    Communications Team    Infrastructure Team / Environment Team    Partner Organisations (Harrow Conservation Forum) |
|  | 1. **Planning and other policy** | 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., incorporating sustainable drainage solution).    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.    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.  5.4 To consider the policy levers available to help reverse the concretisation and paving of gardens and driveways | Local Plan adoption                                    Biodiversity Net Gain being delivered                      Climate adaptation plan in place | | 25/26                                      From 23/24                            24/25 | | Planning Team    Climate Team    Environment Team    Emergency Planning Team |
|  | 1. **Green and Blue Infrastructure** | 6.1 To develop and implement enhancements to the borough’s green and blue infrastructure, to enhance climate and ecosystem resilience    6.2 To deliver the council’s Environment Agency nationally funded projects including the Silk Stream project      6.3 To encourage and support residents to implement sustainable drainage solutions on their properties    6.4 To improve data collection and target setting for green and blue infrastructure, to include tree planting | The borough’s green and blue infrastructure is enhanced | | Ongoing | | Environment Team    Planning Team |
|  | 1. **Public Green Spaces** | 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)    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    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 biodiverse grassland areas and other new habitats | Green Flag Parks accredited                    Park Strategy and further management plans developed              New habitats created in parks | | 23/24 - 24/25 (Ongoing) | | Leisure Team    Environment Team    Climate Team |