

Cabinet

Supplemental Agenda

Date: **Tuesday 24 May 2022**

Agenda - Part I

3. **Resetting the Council's Vision and Priorities: Putting Residents First**
(Pages 3 - 10)

Report of the Chief Executive.

Place

4. **Tall Buildings and Residential Conversions** (Pages 11 - 16)

Report of the Corporate Director of Place and the Chief Planning Officer.

5. **Harrow Card** (Pages 17 - 22)

Report of the Corporate Director of Place and the Director of Inclusive Economy, Leisure & Culture.

6. **1 hour free on street parking** (Pages 23 - 28)

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7. **Bulky Waste Collection - Consideration of free collection service**
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Agenda - Part II - Nil

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Report for: Cabinet

Date of Meeting:	24 May 2022
Subject:	Resetting the Council's Vision and Priorities: Putting Residents First
Key Decision:	No
Responsible Officers:	Sean Harriss, Chief Executive
Portfolio Holder:	Paul Osborn, Leader and Portfolio Holder for Strategy
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1: A New Council Vision – Putting Residents First

Section 1 – Summary and Recommendations

Following the change in Administration, this report sets out the intentions to move to a new vision: Putting Residents First. As part of the suite of reports that are also on the agenda as part of this first Cabinet under the new Administration, this report highlights the change in emphasis and direction of Travel of the Council, and signals that a new Corporate Plan will come forward for endorsement in due course which will encompass all the aspects of the new vision: Putting Residents First.

Recommendations:

Cabinet is requested to instruct Officers to:

1. Prepare a new Corporate Plan to formally change the vision of the Council to 'Putting Residents First';
2. Ensure the new vision underpins ongoing service delivery and all proposals to members for decision,
3. Re-establish the strategic performance framework and quarterly reviews, and
4. Commence work on redesigning the Council logo, in order to create better brand awareness with residents of the Council and its services, at zero or negligible additional cost to the Council and bring back ideas to Cabinet for decision.

Reason: (for recommendations)

To set out the intention to change the Council's Vision, Corporate Priorities and its logo.

Section 2 – Report

1.0 Introduction

- 1.1 This report outlines the Council's intention to change its vision and Corporate Priorities, and to commission work to redesign the Council's logo.

2.0 Options considered

- 2.1 To do nothing and rely on the existing policy framework and logo would not suffice as the Administration wishes to change direction from the latest approved Borough Plan (agreed by Council in February 2022). The strategic performance framework was suspended during the pandemic, so as the Council has moved out of the emergency situation it is right that it formally brings back the performance framework.

3.0 Background

- 3.1 The Council approves a Corporate Plan every year to set the overall policy framework for the Council. Following the local elections of 5th May 2022, and the change of Administration, there is an intention to now change the vision and corporate priorities of the Council. To enable this, the Council would need to approve a new Corporate Plan, so this report sets out the intention to do this under the new vision of 'Putting Residents First'.
- 3.2 This Cabinet agenda also has a number of other reports on it, which signal the intention to change direction on a number of areas, by the commissioning of work to develop either new or different approaches to those specific areas of Council delivery, including planning policy, parking and the possible introduction of a Harrow Card. All of these reports set out a new 'Putting Residents First' approach.
- 3.3 In addition, the Administration also wish to change the Council logo to a more recognisable brand, at zero or negligible additional cost, that will improve resident recognition of the services the Council delivers. The initial plans for this will be to work with education partners to offer students the opportunity to develop a new logo, based on an agreed design brief. This potentially could be a simplified version of the Crest the Council has used in the past.

4.0 Current situation

- 4.1 The Council approved its last Borough Plan (Corporate Plan) in February 2022.

5.0 Why a change is needed

- 5.1 Following the local elections in May 2022, the new Administration have set out that they want to change the vision of the Council to 'Putting Residents First'. In order to do this formally, a new Corporate Plan will need to be developed and approved by Council. Therefore, in order to signal this intention, this report sets out what this means through Appendix 1, and also supports the other reports on this Cabinet agenda by overlaying the intended move to this new vision.

6.0 Proposed action

- 6.1 It is proposed that the Council develops a new Corporate Plan with the overarching vision of 'Putting Residents First'.
- 6.2 It is also proposed that the Council commissions local partners, namely Harrow College and/or the University of Westminster, to support the redesign of the Council's logo by enabling students to do this through a competition. The winner will be able to use the design to add to their overall portfolio of work, whilst the Council will be able to get a new, professionally developed logo, at zero or negligible additional cost to the Council.

7.0 Risk Management Implications

7.1 A full risk management implications assessment will accompany any subsequent Cabinet report on the redeveloped Corporate Plan where appropriate.

8.0 Legal Implications

8.1 There are no legal implications as part of this report.

9.0 Financial Implications

9.1 The preparations of a new Corporate Plan will be undertaken within current resources.

9.2 The intention to work with partners, such as the local college and university to enable students to support the redesign of the logo will be at a zero-cost, as any logo that is chosen from this process would then provide for a commissioned project within that students' portfolio, which will be of significant benefit when seeking work. There is therefore benefit to all with no costs. The digital roll out of the new logo will also be zero cost, and any roll out physically onto buildings, signage and vehicles would only take place as part of the natural replacement cycle when the new logo is chosen.

10.0 Council Priorities

10.1 As this report sets out the intention to change the Council vision and priorities, a new set of Corporate Priorities will come to Cabinet and Council for endorsement in due course as part of a new Corporate Plan.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 17th May 2022

Statutory Officer: Hugh Peart

Signed by the Monitoring Officer

Date: 17th May 2022

Chief Officer: Sean Harriss
Signed off by the Chief Executive

Date: 16th May 2022

Section 4 - Contact Details and Background Papers

Contact: Alex Dewsnap, alex.dewsnap@harrow.gov.uk

Background Papers: None

Appendix 1: A New Council Vision – Putting Residents First

Putting Residents First

Following the Local Election result, the Council intends to change its vision to ‘Put Residents First’ through a refreshed Corporate Plan. This means that all actions and service delivery will be anchored to this new vision, whether it be handling customer enquiries, cleaning the streets or new initiatives; everything should be able to show that residents are at the heart of the way we do things. The following five pledges are good examples of what this new vision of ‘Putting Residents First’ will mean for the Council and for residents:

- Review of Regeneration Priorities and Plans;
- One-hour Free Parking;
- Fly-tipping and street cleaning, with free bulky waste collections;
- Enforcement – Houses of Multiple Occupation, Beds in Sheds and Planning;
- Treat residents and business as valued customers.

Regeneration

The Council has a critical role in place shaping, ensuring that the homes built meet the needs of current and future communities, whilst making sure that in such developments the infrastructure built supports the need of residents and the community. With the Harrow Strategic Development Partnership, and the key sites in the borough targeted for development there is a clear opportunity to ensure that community need is met by building the right homes in the right places. The nature of development is also incredibly important to our residents, which is why we are also bringing to this Cabinet meeting a report setting out the proposal to review the Council’s planning policies, so that residents’ needs and concerns become central to the way development will be carried out in the future.

Parking

Although there is a need to recognise the importance of shifting to more sustainable modes of transport, the use of the car is still an important need for residents. One-hour free parking will not only support residents going about their daily business, but also support our district shopping centres allowing residents to conveniently go to and from local shops, keeping the Harrow Pound in Harrow. Again, a report at this Cabinet meeting proposes to start the development of a proposal for how one-hour free parking can be enabled in the borough.

The Harrow Card

Other Councils have successfully implemented a residents’ card, which offers local discounts (including parking), helping to incentivise residents to spend their hard-earned down time (and money) in Harrow, be it shopping, eating in restaurants, or using the many leisure facilities in the borough. Again, as part of this Cabinet meeting it is proposed to instruct officers to develop a business case to consider bringing such a card into Harrow, and in doing so shape the offers and deals around the needs of our residents.

Flytipping, bulky waste, street cleaning

The state of the place is one of the most important things to our residents. We want people to step out from their front doors and feel pride in the cleanliness of their neighbourhood, with clean streets and no unsightly fly tips. We want to support those residents that want to do the right thing with services that allow quick and efficient removal of waste or ease of access to our Waste and Recycling Centre. For those few that want to fly tip and break the rules, which also includes people coming to Harrow and dumping rubbish, we will improve our enforcement approach and make examples of those we successfully prosecute.

Treat residents and business as valued customers

Over the coming months we will set out more of our specific priorities and plans to put residents first through a refreshed Corporate Plan, and treating them and all our many and diverse businesses as valued customers. We will ensure that we reduce bureaucracy, make processes simple and straight forward, and when we say we will do something we will do it quickly and to the requisite quality. We will also treat our voluntary and community sector partners in the same way, again ensuring we make the interactions as seamless as possible, be that leasing out one of our buildings, or the payment of grants.

A key priority is to create a positive customer experience when dealing with the Council, and improve its responsiveness to residents, businesses and other partners.

We are also proposing to carry out a review of our logo, so that residents get better recognition of the high-quality services the Council delivers. We intend to ask partners to help with this so that any changes are at zero extra cost to residents.

For many residents, their interactions with the Council are through the services provided by the Place Directorate like our parks and open spaces, refuse collection and the cleanliness of our streets. However, our most vulnerable residents are supported by the People's Directorate through such areas as Adults and Children's Social Care and Children with Special Needs. It is important that we also treat these more vulnerable residents with the care and respect they need and deserve and recognise that as a Council the majority of our spend goes towards delivering high quality services to these cohorts of residents.

Value for Money

It is important that residents feel that the Council offers good value for money, especially with the current challenges around cost of living. In Putting Residents First, ensuring that every pound the Council spends adds value is vital, so that inefficiencies can be reduced and the experience of residents is enhanced, be that through better use of digital technology or changes to service delivery methodologies. Where there is a need to lobby the Government for a better deal for residents, again, the Council will lead this, so that residents ultimately gain from such actions.

Next Steps

In due course a new Corporate Plan will be put to Cabinet and Council to replace the current Borough Plan and its priorities, but for now all new plans, initiatives and services should start to align and support 'Putting Residents First'.

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Report for: Cabinet

Date of Meeting:	24 May 2022
Subject:	Tall Buildings and Residential Conversions
Key Decision:	No
Responsible Officers:	Dipti Patel Corporate Director Place Beverley Kuchar, Chief Planning Officer
Portfolio Holder:	Councillor Marilyn Ashton, Portfolio Holder for Planning and Regeneration
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	None

Section 1 – Summary and Recommendations

This report sets out proposals to prepare guidance in relation to tall buildings and residential conversions within the borough, including broad process and timeframes.

Recommendations:
Cabinet is requested to:

1. Note the report and instruct officers to prepare a proposed Tall Buildings SPD and residential conversion guidance and bring them back to Cabinet for adoption.

Reason: (for recommendations)
To enable Cabinet to consider additional guidance in relation to tall buildings and residential conversions.

Section 2 – Report

1.0 Introduction

- 1.1 This report suggests the preparation of guidance in relation to tall buildings and residential conversions.

2.0 Options considered

- 2.1 To do nothing and rely on the existing local policy framework (Core Strategy and Development Management Policies adopted in 2012 and 2013 respectively). The London Plan 2021 has been published and the update to the Local Plan will not be completed and adopted for at least two years meaning to do nothing would leave a significant period without contemporary local guidance relating to tall buildings and residential conversions.

3.0 Background

- 3.1 Tall buildings have been the subject of significant public interest in the context of the new London Plan 2021 and a number of recent proposals for tall or taller buildings in more suburban areas within the borough. Matters raised have included the character of the borough, the definition of a tall building (having regard to context), suitability of tall buildings (generally and in specific areas) and the most appropriate planning mechanisms to inform the consideration of planning applications.
- 3.2 Concern has also been expressed about the standard of accommodation and design quality of residential conversions. These concerns include the quality of streetscape created through any physical alterations / extensions to the building itself, as well as additional infrastructure required to support the additional dwellings (i.e. hard standing for car parking, refuse containers etc).

4.0 Current situation

- 4.1 The Council has previously committed to a review of its Local Plan in the context of policy changes at national and spatial (regional) levels. The London Plan 2021 for example introduced a specific policy relating to tall buildings (Policy D9) that emphasises the role of Local Plans in defining tall buildings (having regard to local context), identifying appropriate locations for tall buildings and the importance of good design. At present the Harrow Local Plan only specifically identifies the Harrow and Wealdstone Opportunity Area as being appropriate for tall buildings (defined within that area as being 30 metres or more).

- 4.2 In response to the London Plan, the Council has to-date completed a Characterisation and Tall Buildings Study for the borough; this will form part of the evidence base for the Local Plan review. However, it will be at least two years before this review is complete and the replacement Local Plan adopted.
- 4.3 In terms of residential conversions, updated design guidance in relation to small sites and householder development was consulted on in December 2021 – January 2022. The draft guidance covers a range of design considerations that are applicable to residential conversions. However, this is in a more general context and hence the necessity the need to adopt specific guidance about the quality of residential conversions.

5.0 Why a change is needed

- 5.1 The Local Plan process can span several years as it involves evidence gathering, policy development, at least two statutory periods of consultation and independent examination of the draft Local Plan by the Planning Inspectorate (which may also trigger further consultation).
- 5.2 Applications for tall buildings are coming forward in the meantime, with limited guidance (especially outside the Harrow and Wealdstone Opportunity Area) in the current Local Plan context.

6.0 Proposed action

- 6.1 It is proposed to prepare and adopt more immediate guidance in relation to tall buildings and residential conversions.

Tall Buildings

- 6.2 The proposed more immediate measures relating to tall buildings will provide greater clarity with respect to what the Council considers to be acceptable in relation to the character of the area. Matters likely to be covered include what constitutes a tall or taller building, relative to its context / location in the borough, factors to be considered in determining the suitability of tall or taller buildings in a given location, and design requirements.
- 6.3 In providing guidance, the SPD will draw upon the existing development plan (London Plan 2021 and Harrow Local Plan) and the National Planning Policy Framework (NPPF). This will include providing tall building specific guidance on Harrow Local Plan Policy DM1 (All Development) and building upon the principles of London Plan Policy D9 (Tall Buildings). It will also draw upon the Characterisation and Tall Buildings Study where appropriate.
- 6.4 It is proposed that a draft of the SPD will be reported to Cabinet at the earliest opportunity given the urgency to bring in local guidance.

Residential Conversions

- 6.5 As noted in paragraph 4.3 above, updated design guidance in relation to small sites and householder development was consulted on in December 2021 – January 2022. The draft guidance covers a range of design considerations that are applicable to conversions, but in a general sense. It is proposed to develop specific guidance relating to conversions for inclusion in any amended draft presented to Cabinet for adoption.

7.0 Ward Councillors' comments

- 7.1 Ward Councillor input will be sought during the preparation of guidance and any formal consultation.

8.0 Environmental Implications

- 8.1 Proposed guidance and accompanying Cabinet reports will address environmental implications where appropriate.

9.0 Legal Implications

- 9.1 Section 38(6) of the Planning and Compulsory Purchase Act (2004) states that, if regard is to be had to the development plan for the purpose of any determination to be made under the planning Acts, the determination must be made in accordance with the plan unless material considerations indicate otherwise.
- 9.2 The Town and Country Planning (Local Planning) (England) Regulations 2012 provide guidance on the preparation and adoption of supplementary planning documents.
- 9.3 Although the proposed SPDs are not development plan documents they will, on adoption, be a material consideration in the determination of tall building and residential conversions development proposals within Harrow.
- 9.4 The Council is required by law to consult on the SPD and to take into account all consultation responses received before adopting the SPD. As soon as reasonably practicable after adopting an SPD, the Council must (i) make available the SPD and an adoption statement and (ii) send a copy of the adoption statement to any person who asked to be notified of the adoption of the SPD.

10.0 Financial Implications

- 10.1 The cost of preparing and implementing the guidance on tall buildings and residential conversions will be met from Planning Policy Team resources.

11.0 Equalities implications / Public Sector Equality Duty

11.1 By definition, supplementary planning documents cannot introduce new policies nor modify adopted policies and do not form a part of the development plan. Rather, their role is to supplement a 'parent' policy in a development plan document. The proposed SPDs the subject of this report will supplement adopted policies within the Harrow Core Strategy and subsequent Development Management Policies Local Plan. A full equalities impact assessment was carried out at each formal stage in the preparation of the Core Strategy. Similarly, the London Plan (including Policy D9: Tall Buildings) was subject to an Equalities Impact Assessment as part of the broader Integrated Impact Assessment of the Plan.

12.0 Council Priorities

12.1 This report and the proposed guidance have been requested by the Portfolio Holder for Planning and Regeneration reflecting the priorities of the new administration.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 16 May 2022

Statutory Officer: Hugh Peart

Signed by the Monitoring Officer

Date: 17 May 2022

Chief Officer: Dipti Patel

Signed off by the Corporate Director

Date: 13 May 2022

Section 4 - Contact Details and Background Papers

Contact: David Hughes, Planning Policy Manager,
david.hughes@harrow.gov.uk

Background Papers:

- National Planning Policy Framework (2021)
- London Plan (2021)
- Harrow Local Plan
- Harrow Statement of Community Involvement (2013)
- Amendment to Statement of Community Involvement to Covid-19 (2020)



Report for:	Cabinet
Date of Meeting:	24 th May 2022
Subject:	Harrow Card
Key Decision:	No
Responsible Officer:	Dipti Patel - Corporate Director Place; Mark Billington - Director Inclusive Economy Leisure & Culture
Portfolio Holder:	Councillor Anjana Patel - Portfolio Holder for Environment & Community Safety
Exempt:	No
Decision subject to Call-in:	Yes

Section 1 – Summary and Recommendations

This report sets out the rationale for a Harrow Smart Card.

Recommendations:

Cabinet is requested to agree to:

1. Resource a feasibility study detailing the options for the implementation of a Harrow Smart Card; and
2. Request a future decision from Cabinet to agree or reject to the introduction of a Harrow Smart Card subject the recommendation of the feasibility study.

Reason: A feasibility study will determine the most cost-effective way to develop and deliver a Harrow Smart Card that benefits Harrow's residents and businesses.

Section 2 – Report

Our neighbouring Borough of Hillingdon offers a HillingdonFirst Residents' Card to enable them to offer services and discounts to local Residents. In Hillingdon the HillingdonFirst Card is used to provide discounts on parking, library services and access to leisure centres. It also offers discounts on products and services at hundreds of participating businesses.

Harrow's Metropolitan Town Centre and its District Centres are the borough's commercial, community and employment hubs. Over the last two years they have been adversely affected firstly by the pandemic and now by global supply chain issues which are generating inflation. The increasing costs of goods particularly fuel costs is reducing the spending power of our residents. This in turn reduces spend in our High Streets which threaten both businesses and jobs. The Harrow Resident Smart Card can provide savings to people that live in the borough and shop locally, which will stimulate footfall and spend in our High Streets. As in Hillingdon it could be used by the Council to provide services in libraries and discounts in parking to Harrow Residents. A feasibility study will determine the most cost-effective way to deliver those benefits through the development and implementation of a Harrow Card.

Background

A single multifunctional Smart Card can provide a single access point for residents to access free one hour parking, council library and leisure services and benefit from offers and promotions from local businesses.

The introduction of a Harrow Smart Card could ensure that the free one-hour parking that the council is introducing can be targeted specifically to Harrow residents. The integration of access to parking, leisure and libraries through a single card can also declutter the number of cards that people need to carry with them. A Harrow smart Card could also enable local businesses to target their promotions to residents. The combination to access to one hour's free parking and the local shopping offers will provide a stimulus to encourage residents to spend their money in Harrow. Every pound spent locally will have a multiplier effect as money circulates in the Harrow economy. There is therefore a strong economic rationale for the introduction of such a Smart Card.

Why a Change is needed

The pandemic affected footfall and spend across London and the UK, which has led to an increase in empty shops. The adverse impact of changing shopping patterns is now being accelerated by the economic uncertainty generated by rising energy costs, global supply chain problems and rising inflation.

Initiatives such as the Welcome Back Fund, grants to support the HA1 BID, to help local businesses, and to develop local Traders Associations have been used as tools to support Harrow's High Streets. The current economic uncertainty requires a new tool to support our businesses and help residents.

The introduction of a Harrow smart card would build upon that work and help deliver the objectives of Harrow's Economic Strategy to support

- Small and Medium sized enterprises to grow
- Ensure Vibrant town and district centres

The need for local measures to support businesses has become more pressing with the increased inflationary pressures faced by both our residents and our businesses. Those pressures impact on the disposable incomes of residents. A Smart Card provides the council with the means to reduce the cost of shopping locally by targeting the offer of one hours free parking to residents. It will also provide a means for Harrow businesses to promote their offers to residents.

A Harrow smart Card linked to an app on Smart phones could revolutionise the way in which local independent businesses could generate offers for their goods and services which in turn could be promoted automatically through a Harrow Card app.

Implications of the Recommendation

Smart Cards incur both costs and benefits. The former will depend on the functionality and means of issuing cards. In addition to the benefits outlined above, the feasibility study will consider how the council targets access to its services through a card. In addition to parking, this could also include providing free access to the council's Recycling Centre and charging non-residents. The council could consider targeting special promotions at the Harrow Arts Centre to local residents.

Key considerations include:

- The level and timing of integration between council services
- Bulk buying cards and issuing to residents
- Residents Self Ordering cards
- Design of the card. For example double sided, colour or black and white, photo ID.
- The level of integration required, for example parking, leisure, libraries, business directory, app.

Other factors will include Marketing and staff costs. The latter is dependent on how the council wishes to allocate its existing staffing resources. For example, Hillingdon have 5 administrators and 3 Customer Care supervisors working on the Hillingdon Residents' Card. Those staff are based in the Hillingdon Customer Access Service and their work is not solely related to the Hillingdon Card.

The answers to the above will determine the cost. For example the integration of a card with parking, libraries, leisure and a business discounts directory will cost approx. £20,000, the integration with parking approx. £5,000, and the bulk purchase of 150,000 cards approx. £211,500 with added postage costs. Whilst issuing cards only to residents that self order could be less than a fifth of the cost, (subject to the number of people ordering cards).

The pricing schedule indicates that a card could be issued in less than 6 months. However, this does not account for integration with existing systems, which may or may not require new parking meters which can be a significant cost.

The project team to develop the feasibility study will provide more detailed scenarios outlining costs, risks, and timescales linked to each option. The team will need to be resourced and could be led by a Project Manager and includes Access Harrow, iDigital Services, Access, Network Management (Parking), Economic Development, Libraries, Leisure, Finance and Communications. The work will be informed through working with other boroughs with Smart Cards and with SmartCitizen. The scope of the work will be established by the Corporate Director in consultation with the Portfolio Holder. It is likely to include:

- Electronic systems integration & implementation. This would include Card Types, Data Protection, Apps, Parking, Libraries, Leisure, integration with wider customer services through Access Harrow and potentially garden waste, Card Encoding and Distribution.
- Business analysis; Customer Base, differential charging between residents and non-residents and impact on income, method of distribution. Procurement opportunities to collaborate with other boroughs on the design, purchasing and distribution of Smart resident cards.
- Project management; determining where the development and ongoing management for the development and delivery of a card should sit.
- Equality Impact Assessment, to identify how to maximise the benefits of a Harrow Card.

Performance Issues

Key Performance Indicators will include

- Number of cards issued and Apps downloaded
- Active Card
- Number of transactions
- Number of businesses promoting local offers
- Number of offers redeemed (including one hour free parking redemptions)

Environmental Implications

The promotion of local shopping is a key tool to reduce distances travelled to businesses outside of the borough.

Financial Implications

The cost of the feasibility study can be funded from the Capital Feasibility Reserve.

There is currently no budget provision for a Harrow Smart Card. Before setting up the card, the necessary actions will have to be identified and implemented to release the budget within the MTFS to fund the scheme to ensure no budget pressure.

Equalities implications / Public Sector Equality Duty

A full Equality Impacts Assessment will be conducted in tandem with the options scoped out through the feasibility study.

Council Priorities

The Harrow Card will support the council's objective for a Thriving Economy. The provision of a card that is linked to accessing free one hours car parking and shopping offers will promote footfall and spend in Harrow's High Streets. It will also help Tackling poverty and inequality by offer discounts to Harrow Residents to help deal with the increases in the cost of living.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed off by the Chief Financial Officer

Date: 17th May 2022

Statutory Officer: Hugh Peart

Signed off by the Monitoring Officer

Date: 17th May 2022

Chief Officer: Dipti Patel

Signed off by the Corporate Director

Date: 18th May 2022

Section 4 - Contact Details and Background Papers

Contact: Mark Billington, Director Inclusive Economy Leisure and Culture
mark.billington@harrow.gov.uk



Report for: Cabinet

Date of Meeting:	24 th May 2022
Subject:	1 hour free on street parking
Key Decision:	No
Responsible Officer:	Dipti Patel - Corporate Director Place; Tony Galloway - Director of Environment
Portfolio Holder:	Councillor Anjana Patel - Portfolio Holder for Environment & Community Safety
Exempt:	No
Decision subject to Call-in:	Yes

Section 1 – Summary and Recommendations

This report sets out proposals for introducing free one hour parking in paid for parking bays across the borough. Authority is sought to develop options to be brought to a future meeting of Cabinet.

Recommendations:

Cabinet is requested to:

1. Instruct officers to develop costed options to deliver free one hour parking in paid for parking bays across the borough and bring a further report to the meeting of Cabinet in June; and
2. Agree that if necessary the Leader determine the preferred option for implementation.

Reason: (for recommendations)

Consideration of one-hour free parking is being recommended to assist the recovery of local businesses in the borough following the pandemic.

Section 2 – Report

Introductory paragraph

Following the pandemic local businesses are in recovery and require support. In addition to all the other projects the Council is offering to support the local high streets, this report seeks authority to explore a one-hour free parking scheme in paid for parking bays.

Options considered

Options considered were to continue to provide 20 minutes free parking, remove the free parking option or increase the free parking option. The latter option is proposed as this maximises the support for local businesses and an extension to one hour will assist other retail and restaurant businesses which would require more than 30 minutes to visit.

Current situation

Currently the Council offer of free parking is made up of 20 minutes free parking and a 10-minute grace period.

The proposed free parking is for on street paid for parking bays only and does not include car parks, with the exception of the Leisure Centre car park where there is a 3 hour free period implemented when Harrow took over operational control.

The free session would only be valid for one registration each calendar day and be obtained via the pay and display machines and not via cashless parking.

It should be noted that since cashless parking was introduced, usage has increased year on year and since March 2022 65.5% of all paid parking transactions are completed using a cashless solution compared to 53% in 2020.

Why a change is needed

Local businesses require support to recover from the pandemic and this new proposal will assist them in conjunction with the other Council projects to support local businesses and the high street.

There are several options which could be considered and officers will work out a detailed set of costings and options available. When the options have been developed, a detailed report will be brought back to Cabinet in June with the full costs for implementation, income impacts, timescales, and a detailed communications plan.

High level costs and resources have been provided for the purpose of this report, but this will need to be reviewed as options are developed. The relevant options put before Cabinet will be appropriately costed and affordable within the budget and this will be included in the report to June 22 Cabinet.

If a decision is made by Cabinet in June to introduce a scheme, a traffic management order will be put out to a 21 day statutory consultation and subject to objections could be implemented by August 2022.

Should objections be received to the traffic management order, an objections report will be drafted for consideration by the Portfolio Holder for Environment and Community Safety.

Implications of the Recommendation

Staffing/workforce

Operationally managing the transition to 1-hour free parking will only have a minor impact to current arrangements with an increase of observation periods to allow motorists time to attend PayPoint locations to start their parking sessions from 3 minutes to 10 minutes.

Financial Implications

The income budget for on street Pay & Display parking and car parks is £2.838m in total.

Parking income has been adversely affected by the COVID-19 pandemic. For illustration purpose, the financial data prior to 2020/21 is used in the analysis below.

On Street parking

The average number of paid and free tickets are summarised in the table below. An average annual income of around £1.2m was achieved for the 3 year period between 2017/18 and 2019/20.

Average no. of Paid tickets issued	904,566
Average income per Paid ticket	£1.32
Average Total Income	£1,195,830
Average no. of Free 20 mins tickets issued	1,254,901

Should the current free parking period be extended to an hour, it is anticipated that the number of free tickets would increase and the number of paid tickets would decrease accordingly. The table below provides a sensitivity analysis of the potential loss of income. This sets out scenarios of 5% to 50% reduction in the number of paid tickets, with the estimated potential loss of income of £60k at 5% increasing to £600k at 50%.

	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%
Scenario	Less Paid tickets issued									
Reduction in the number of paid tickets	45,228	90,457	135,685	180,913	226,142	271,370	316,598	361,826	407,055	452,283
Potential loss of P&D income	£59,738	£119,477	£179,215	£238,953	£298,692	£358,430	£418,168	£477,907	£537,645	£597,383

Car Parks

The tickets data and income from car parks are summarised in the table below. An average annual income of around £1.5m was achieved for the 3 year period between 2017/18 and 2019/20.

Average no. of Paid tickets issued	1,545,324
Average income per Paid ticket	£0.98
Average Total Income	£1,510,024

Should free parking be introduced in car parks, income would be lost for the first hour of parking. The table below provides a sensitivity analysis of the potential loss of income. This sets out scenarios of 5% to 50% reduction in the number of paid tickets, with the estimated potential loss of income of £75k at 5% increasing to £755k at 50%.

	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%
Scenario	Less Paid tickets issued									
Reduction in the number of paid tickets	77,266	154,532	231,799	309,065	386,331	463,597	540,864	618,130	695,396	772,662
Potential loss of P&D income	£75,473	£150,945	£226,418	£301,891	£377,364	£452,836	£528,309	£603,782	£679,255	£754,727

Based on the data above, should the one hour free parking be provided for both on street and car parks, the combined financial impact is estimated at £135k at 5% reduction of paid tickets increasing to £1.355m at 50% reduction.

There would also be a one-off implementation cost of £86k for signage and notice of TMO. These also attract an on-going revenue cost of £5k per annum.

Council Priorities

Thriving economy – this objective will be assisted by assisting local businesses in the recovery from the pandemic by providing a one hour free parkign session for their short term customers on street.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed off by the Chief Financial Officer

Date: 17th May 2022

Statutory Officer: Hugh Peart

Signed off by the Monitoring Officer

Date: 17th May 2022

Chief Officer: Dipti Patel
Signed off by the Corporate Director
Date: 18th May 2022

Section 4 - Contact Details and Background Papers

Contact: Nicolina Cooper, Interim Head of Traffic, Highways and Asset Management, 07926072600
Nicolina.cooper@harrow.gov.uk

Background Papers: None

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Report for: Cabinet

Date of Meeting:	24 th May 2022
Subject:	Bulky Waste Collection – Consideration of free collection service
Key Decision:	No .
Responsible Officer:	Dipti Patel - Corporate Director of Place; Tony Galloway – Director of Environment
Portfolio Holder:	Councillor Anjana Patel - Portfolio Holder for Environment & Community Safety
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix A

Section 1 – Summary and Recommendations

This report sets out a summary of the Council's current bulky waste collection services and proposes the development of options for introducing a free collection service for households.

Recommendations:

Cabinet is requested to:

1. Instruct officers to undertake a feasibility study into offering Harrow households an appropriate free bulky waste service and report to a future Cabinet on the options.

Reasons: Due to recent increases in global living costs the council wants to support its residents in reduce the costs of services where appropriate. The measure will also improve Harrow's environment by reducing incidences of fly tipping.

Section 2 – Report

Background

Harrow's bulky waste collection is a special waste removal service that allows for the removal of large and bulky household items from domestic, residential and commercial properties.

Before 2015 the Waste and Recycling department had a collection scheme called 'special collections'. The aim was to collect white goods and bulky waste separately from the residual waste stream and reduce fly-tipping. The service operated once a week with an average of 5-10 collections.

Since then the service offer has expanded to meet demand. Currently the bulky waste service is used by of Harrow residents, businesses, and schools, through an online booking system with a daily collection of 15 slots and 3 premium collection slots.

A list of what is collected by the service can be seen in appendix A.

Items are collected between 6:30am and 3pm from the curb side, Monday to Friday. Customers can choose a next day collection for an extra £28.80.

The Government has proposed banning local authorities from charging for the disposal of DIY waste from households. The Department for Environment, Food & Rural Affairs (Defra) argues that this would help reduce the number of fly-tipping incidents. A technical consultation is now underway and is due to end in July 2022.

Charges

The current charges for the service are:

Collection fees if you are a resident:

Bulky waste item	Collection fee
Mattress	£17.40
Up to 4 items	£51.00
Up to 8 items	£75.00
Up to 12 items	£99.00

Charges for landlords and HMOs differ slightly (An HMO is any property housing three or more tenants who make up more than one household (i.e. not related) and share toilet and kitchen facilities).

Collection fees if you are a landlord

Bulky waste item	Collection fee
Mattress	£17.40
Up to 4 items	£64.60
Up to 8 items	£87.60
Up to 12 items	£138.00

Breakdown of bookings by number of items per household/year

The table below shows the number and percentage of bookings with less / more than 3 items per booking (note the Council currently charge in batches of 4 items to ensure the service income breaks even with the cost of service at least).

Booking yr.	Total No. of bookings	4 or more items	% of bookings	3 or less items	% of bookings
2019/20	3895	1791	46%	2104	54%
2020/21	3806	1883	49%	1923	51%
2021/22	3008	1396	46%	1612	54%
Yearly Ave.	3570	1690	47%	1880	53%

Initial feasibility Options for a free collection service

Option 1 – One free item collection per annum

Based on the table above it is evident that 54% of households, who currently use the service, want three items or less collected.

By estimating that a third of these require at least one item collected the resulting loss of income to the council would be circa £24K.

It has also been assumed that there will be a rise in demand for this service if it is offered on a free basis of at least 20% leading to increase disposal cost of circa £14K as illustrated in the Financial Implications section below. However, there is a risk that demand, and therefore costs, could be higher.

Some costs associated with disposal of fly tipping have also been assumed to reduce in this scenario although this is thought to be minimal and hence these costs have not been offset against the above figures.

The total cost of this option is circa £38K.

Option 2 – Two free items collection per annum

Again using the figure that 54% of households, who currently use the service, want three items or less collected and by estimating that two thirds of these require two or more items of bulky waste collected the resulting loss of income to the council would be circa £48K.

The rise in demand for the service has been estimated also to be approximately 20% leading to increase disposal cost of circa £14K as illustrated in the Financial Implications section.

Some costs associated with disposal of fly tipping could be assumed to reduce in this scenario although this is thought to be minimal and hence these costs have not been offset against the above figures.

Total cost of this option £62K.

Option 3 - Three free items collection per annum

As already indicated, 54% of collections were for three items or less. If the council introduced a free collection service for three items income would reduce by £72k per year.

It is estimated that with a service that allows three free collections per year per resident the costs would rise somewhat as demand would increase approximately 30% (best estimate) for this service – circa £22K on disposal costs.

Some costs associated with disposal of fly tipping could be assumed to reduce in this scenario although this is thought to be minimal and hence these costs have not been offset against the above figures.

The total cost for this option would be circa £94K.

West London Council Bulky Waste Collections

Council	Service Provided	Cost	Concessions
Ealing	Charged for service https://www.ealing.gov.uk/info/201172/refuse_services/2017/request_a_bulky_items_collection	Up to 8 items - £40 and £25 per fridge or freezer There is no limit or restrictions on the number of collections booked within a year.	No concessions

Hounslow	Charged for service and concessions https://www.hounslow.gov.uk/info/20002/recycling_and_rubbish/30/tidy_town_bulky_waste_collection	Up to 5 items - £40 with any additional items charged at £8. Landlords – Up to 5 items - £70 with additional items charged at £14. You can use the service as many times as you want.	Residents in receipt of Council Tax Reduction are eligible for the discounted rate of £15 for up to 5 items, with any additional items charged at £3 per item.
Hillingdon	Charged for service and concessions https://www.hillingdon.gov.uk/bulkywaste	Up to 6 items - £30 for residents, £55 for landlords. Residents can book up to one collection slot per day.	Residents aged over 65 and those in receipt of Personal Independence Payment can book 1 free collection every 3 months.
Richmond	Charged for service and concessions https://www.richmond.gov.uk/book_a_bulky_item_collection	Up to 5 items - £64.00 Additional Item (Per 1) - £7.50 No limit on maximum collections per financial year	Residents aged over 60 - £21.20 per collection for up to 5 items Additional Item (Per 1) - £6.00 Maximum 5 collections per financial year. Additional collections are charged at full price. Residents on low income - Free up to 5 items Additional Items (Per 1) - £6.00 Maximum 2 collections per financial year

London councils that offer a free bulky waste collection service

Enfield – Residents can ask the council to collect furniture and other non-electrical bulky items from their home, free of charge. Collections are made on the same day as the rubbish, recycling or garden waste collection. Alternatively, they can choose a day that suits them, but the council will charge a fee of £15

<https://www.enfield.gov.uk/services/rubbish-and-recycling/bulky-rubbish>

Waltham Forest - collect up to 5 items free of charge

<https://www.walthamforest.gov.uk/rubbish-and-recycling/household-bin-collections/book-large-item-collection>

Lewisham - provides free mattress recycling

<https://lewisham.gov.uk/myserVICES/wasterecycle/dispose-of>

Tower Hamlets - offer 2 free collections per year for household waste from a resident's own property only. The resident must be living in the property at the time of booking and collection. Up to 5 items can be taken away per collection.

Environmental Implications

The introduction of a bulky waste collection service that allows households to access free collections for a number of items is likely to have an affect reducing fly tipping across the borough.

Financial Implications

Bulky waste collection service is provided by a crew of two driver operatives and a dedicated vehicle, and an administrative support in the back office. The total cost is around £110k per annum. The waste disposal cost associated with this is variable, dependent on the actual tonnage collected. Based on 2021/22 data, around 500 tonnes were collected at a disposal cost of £70k. These costs are currently met from the Waste Services budget.

The service has an income budget of £130k per annum. Actual income achieved in the last two financial years is broadly in line with the budget level.

	Actual income	Total bookings	Average income per booking
2020/21	-£139,729	3,806	-£36.71
2021/22	-£132,500	3,008	-£44.05
2-year average	-£136,115	3,407	-£40.38

The historical booking data suggests that around half of the collections were for 3 items or less.

Should a free collection of items be introduced, it is anticipated that there would be a reduction in income. The sensitivity analysis in the table below shows a potential loss of income. This ranges from £14k for 10% reduction in paid bookings to £69k for 50% reduction in paid bookings.

Scenario	10%	20%	30%	40%	50%
Reduction in paid bookings	341	681	1,022	1,363	1,704
Potential loss of income	-£13,760	-£27,520	-£41,270	-£55,030	-£68,790

In addition to the loss of income, there is also an anticipated increase in waste disposal cost arising from the bulky waste service because the demand is likely to increase when this is changed to a free collection of items service. The table below shows a range of potential increase in disposal costs, from £7k for 10% increase in tonnage increasing to £36k for 50% increase in tonnage.

Increase in waste tonnage	Additional Disposal costs
10%	£7,190
20%	£14,370
30%	£21,560

40%	£28,750
50%	£35,940

The introduction of free bulky waste collection may have a positive impact on flytipping, meaning that the current disposal cost associated with flytipped waste could reduce. However, it is not possible to quantify this at this stage.

This report has not identified if the cost of disposal will increase as a result of offering this free collection service. The feasibility study will test the sensitivity of such costs

Following the feasibility work, the cost of free collection service will be appropriately costed and must be affordable within the budget and MTFS which will be reported back to Cabinet.

Section 3 - Statutory Officer Clearance

Statutory Officer: Jessie Mann

Signed on behalf of the Chief Financial Officer

Date: 17th May 2022

Statutory Officer: Hugh Peart

Signed off by the Monitoring Officer

Date: 17th May 2022

Chief Officer: Dipti Patel

Signed off by Corporate Director Place

Date: 17th May 2022

Section 4 - Contact Details and Background Papers

Contact: Andrew Elkington, Interim Head of Strategy, Development and Performance, andrew.elkington@harrow.gov.uk

Background Papers: None

Appendix A

Current items collected by Harrow Council's bulky waste service

Bags of rubbish (3 tied black refuse sacks count as 1 item. max weight 10kg)
Fridges/Freezers
Cookers
Microwaves
Washing Machines/Tumble Dryers
Boilers
Electric/Gas Fires
Radiators/Storage Heaters
Hi-fi Systems
Toasters
Kettles
TVs
Beds/Mattresses
Sofas
Tables
Chest of Drawers
Vinyl flooring/Floor tiles/Linoleum
Kitchen units (max dimensions 1.2m)
Storage units (max dimensions 1.2m)
Sideboards
Wardrobes/Cupboards
Chairs
Garden Furniture
Fence panels (1 panel counts as 1 item)
Sheds

The Service does not collect the following items:

Bathtubs/Sinks/Toilets
Car parts/Tyres
Clinical Waste
Oil drums/Gas cannisters
Soil/Rubble/Building Waste
Asbestos or any hazardous waste

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