

Page 1. Front cover:

Our strategy for Restoring Pride in Harrow 2023-26

Page 2. Cllr Osborn's foreword

Restoring pride in Harrow

I want Harrow to be a great place to live, learn, work and visit. Harrow is a vibrant and richly diverse borough. We have excellent schools, a thriving local economy and outstanding parks and green spaces. Overall, I think we deliver good services, but I know from talking to residents, responding to their e-mails and reading about problems with the delivery of Council services on social media that we can and should be better. This plan sets out our commitment to improve our services and put residents at the heart of everything we do.

I am ambitious in the things we can achieve for our residents, and I want to make Harrow a place once again where people are proud to call home, feel safe and supported and where communities' flourish. I know this change won't happen overnight, and that we can't do this on our own, but we will make it happen. We will work with our partners, such as the police, and the voluntary sector to help make Harrow safer and to support those in need.

In the first nine months of our Administration, we have listened to what Harrow people want and are putting our residents first.

We have supported our residents and boosted local business by introducing an hour's free parking in all council spaces. To date more than half a million hours of free parking have helped residents rediscover their local high streets, making sure that more of their hard-earned cash is staying in their pockets or being spent with Harrow businesses.

We're committed to improving the responsiveness of the council and listening to our residents. We will improve our website and continue to put residents first through better response times to issues that are raised and being right first time when we do so.

We are launching a new standard for consultation with residents, which will see more in-person events as well as online engagement, keeping the views of residents at the centre of decision making. An example of this is the removal of the unpopular Marlborough School Street scheme after reconsulting with residents and the school.

We're keeping Harrow clean and green – we have improved access to the recycling centre with multiple bookings on a single day, launched food waste collection in flats, introduced a free annual bulky waste service, and reduced the price of our annual garden waste service – making it one of the lowest prices in London. We continue to act against those who blight our borough by dumping

waste and rubbish, rogue landlords who let poor private rented accommodation, and traders who operate illegally and with disregard for others.

We are proud of the character of our borough and are committed to creating more quality family homes and lowering heights of development by reviewing the plans for Harrow's regeneration programme and giving planners more power to stop unsuitable developments. We will put a limit on the height of any new buildings in our suburbs.

We're continuing to support the most vulnerable Harrow people, by working with our brilliant faith communities and amazing voluntary sector. We will continue to use government funding to help keep our poorest children fed through the holidays as well as during term time, and support those looking for training or employment.

Unlike previous Corporate Plans, which set out lofty and unmeasurable objectives over a 10-year period making it hard to hold anyone to account, this is a 3-year plan with clear objectives and deliverable actions, what we are calling Flagship Actions. These will be tangible, visible, high-profile projects showing how we are putting our vision into practice. We are committed to supporting our residents and communities while delivering a well-run and efficient council that lives within its means, providing good value for money.

This plan sets out our vision and priorities for the next three years, and the actions we will take in 2023/24 to achieve our ambitious plans for Harrow. In delivering this plan we will make a positive difference for everyone who lives, works, raises a family, runs a business in or visits Harrow. I think it is an ambitious and credible plan, even in the tight financial position the Council is in, and I am happy to be judged on its delivery by the residents of Harrow.

Cllr Paul Osborn
Leader, Harrow Council

Page 3. Our Borough – Harrow in numbers **Infographic to be added in final designed version**

- Harrow has 261,300 residents
- 51% of our population are female, compared to 49% who are men
- 64% of Harrow's population come from a Black, Asian, and Multi-ethnic background
- Average age of Harrow residents: 38
- Half of the council's workforce live and work in Harrow
- 169 languages spoken in Harrow Schools
- 93% of schools are rated good or outstanding by Ofsted
- Second lowest unemployment level in West London
- 94% of companies in Harrow are micro-businesses employing less than 10 people
- 15 minutes to central London by train
- 6 Green flag parks
- One of the safest London Boroughs (along with Richmond and Wandsworth)
- Average house price of £552,270
- Life expectancy 82.1 for men and 85.7 for women
- 10% of Harrow's population have Diabetes
- More than half a million free hours of parking used by residents
- 124,020 visits to the recycling centre booked since May

Page 4: Vision and priorities introduction

Restoring Pride in Harrow

We want to restore pride in Harrow. We want Harrow to be a place that everyone is proud to call home. Where new people are confident to settle, put down roots and grow their family and where people thrive.

To help everyone understand what we want to achieve for Harrow and how we plan to do this we have three priorities. These priorities will be used to make decisions at the council and to drive the services we deliver.



This strategy identifies how we plan to deliver these priorities and the action we will take in the coming year through a series of Flagship Actions. These Flagship Actions will bring the commitments that we have pledged to life and serve to respond to the things that matter to you, our residents, the most.

Over the next three years we will publish additional actions each year, which will reflect this administration's direction of travel and ambitions. These will be real-life benefits that can be felt across the borough and restore pride in Harrow.

Page 5: Our Priorities for Residents

1. A council that puts residents first

With council services that are easily accessible and effective, promises that are delivered upon, clear customer service standards and improved communications we will put residents first and restore pride in Harrow.

Alongside the Delivery Plan, our flagship actions are to:

- 1. Install full fibre internet to all council homes and include Grange Farm Community Hall and Northolt Road Community Hall by the end of March 2024, helping our council tenants be more connected.*
- 2. Deliver a new planning website by the end of the summer, making it easier for our residents to apply or look up and comment on planning applications.*
- 3. Adopt new planning protections to restrict tall buildings in our suburbs and better control conversions from houses into flats to preserve the character of Harrow.*
- 4. Create safe and secure cycle parking at Harrow on the Hill station by May 2024, encouraging more active travel and healthier lifestyles.*
- 5. Rollout the first car parking spaces for car clubs in our car parks by May 2024, helping reduce the number of cars and emissions on our roads by giving residents easier access to cars when they need it, at a reasonable rate.*
- 6. Respond to 90% of complaints in 15 working days, improving our responsiveness and customer experience.*
- 7. Improve our website to create a more personalised service through the MyHarrow Account, the ability to track progress of reported items online and enhance the customer experience.*
- 8. Launch a new consultation platform called 'My Harrow Talk', keeping the views of residents at the heart of decision making.*

Page 6: Our Priorities for Residents

2. A borough that is clean and safe

We will improve the quality of our public spaces by taking action against those who make Harrow dirty and feel unsafe, investing in our parks and public spaces and encouraging active and sustainable travel. By supporting local businesses and high streets through challenging times we will make Harrow a destination for shopping and socialising.

Alongside the Delivery Plan, our flagship actions are to:

1. *Deliver Phase One of the Grange Farm estate regeneration – Harrow’s largest estate regeneration – by the end of 2023, delivering 89 quality affordable homes. By April 2024 we will determine the planning application for Phase Two.*
2. *Install at least 15 mobile CCTV cameras in the areas of Harrow most targeted by fly-tippers to reduce the levels of dumping and to make the people who do this pay.*
3. *Ensure good quality open spaces for our residents, through the reaccreditation of our 6 Green Flag parks and identify 3 more parks to become accredited to Green Flag status by 2024/2025.*
4. *Refurbish 36 tennis courts in Harrow parks and open spaces by 2025, delivering good quality courts and a new booking system.*
5. *Resurface over 60 carriageways and footways over the next 12 months through our improved highway maintenance programme.*
6. *Double the number of council provided electric charging points for the public in the next 12 months, helping residents who have or will choose hybrid or electric vehicles in the future, reducing greenhouse gas emissions and improving air quality.*
7. *Identify unauthorised beds in sheds and other environmental issues through a new approach which includes heat maps.*
8. *Hold at least four Weeks of Action, bringing together council and partners to deal with particular areas of anti-social behaviour and fly-tipping.*

Page 7: Our Priorities for Residents

3. A place where those in need are supported

We will celebrate Harrow's diversity and empower communities and residents. We will support those most in need by providing better career opportunities through training and employment and working with our partners and the voluntary sector to help residents live well for longer in the community.

Alongside the Delivery Plan, our flagship actions are to:

1. *Help with the cost-of-living crisis, we will deliver another year of free school meals during school holidays (subject to Household Support Fund 4 Guidance).*
2. *At least doubling the number of Harrow Council Apprenticeships in the borough by the end of the year.*
3. *Launch a skills and employment programme for our most vulnerable young people before the summer of 2024, including our care leavers, with applications launching by March 2024.*
4. *Upgrade the Council's 10 Children Centres into Family Centres, which will deliver more integrated services for residents which includes early years and health.*
5. *Work with residents, community groups and the voluntary sector to create a new adult social care and mental health service by July.*
6. *Improve our neighbourhood resource centres into true adult social care and well-being hubs.*
7. *Development of our new customer centre at Gayton Road for people at risk of homelessness or concerns about vulnerable residents.*
8. *Start construction on Milton Road, resulting in 100% high quality, affordable housing, which includes family-sized homes.*

Page 8: Appendix – Delivery Plan

The Corporate Plan is underpinned by a Corporate Delivery Plan, aligned to the administration’s priorities. The actions in this Delivery Plan will be integrated into the corporate objectives setting process, with a view to having clear performance targets for staff around the delivery of each action.

1. A council that puts residents first

	Action	Workstreams	Basket of Measures	What Success will look like	Directorate	Lead member	Lead Officer
1	Deliver the Council’s new Customer Experience strategy	<ul style="list-style-type: none"> Creation of feedback mechanism across all channels Create positive customer experience Telephony provision – general enquiry service for those digitally excluded Pilot Community Hubs in our local libraries 	<ul style="list-style-type: none"> Number of Complaints Member/MP enquiries Resident satisfaction via Resident survey Performance against service standards Resident feedback First time resolution 	<p>Reduction in number of complaints and Member/MP enquires</p> <p>Improved performance against service standards</p> <p>Improvement on the baseline established in the new resident satisfaction survey.</p> <p>Increase in first time resolution</p>	Resources	Cllr Stephen Greek	Jonathan Milbourn
2	Deliver service improvements that contribute	<ul style="list-style-type: none"> Make improvements to key customer journeys including: 	<ul style="list-style-type: none"> Garden waste measures Free bulky waste collection 	<p>Reduction in complaints and avoidable contact</p> <p>Increase in first time resolution</p>	Resources	Cllr Anjana Patel	Jonathan Milbourn Cathy Knubley David McNulty

	to a positive customer experience	<ul style="list-style-type: none"> - garden waste -parking permits -missed bins -bin repairs - emergency front door services - Housemark Report 2022 • Make our services more accountable by including citizens and carers in their development 	<ul style="list-style-type: none"> • 1-hour free parking • Parking permit measures • Recycling rates, residual waste tonnages and missed bins • (Measured through satisfaction surveys / feedback via review process) • Tenant satisfaction surveys • Harrow App 	<p>Increased resident satisfaction</p> <p>Co-production principles embedded, creating a culture of co-design</p> <p>Reduction in missed bins with a particular focus on repeat missed bins.</p> <p>Deliver Housemark recommendations</p>		Cllr Mina Parmar	
3	Ensure a seamless customer journey through up-to-date and connected IT	<ul style="list-style-type: none"> • Roll out of integrated apps • Implementation of key IT systems including: <ul style="list-style-type: none"> - Planning - Public Protection - Housing - Parking - Bartec upgrade - digital care solutions 	<ul style="list-style-type: none"> • Measures from approved Integrated Apps project plan • Measures from IT project/ implementation plan 	<p>Increased resident satisfaction over a 12-month period</p>	Resources	Cllr Stephen Greek	Ben Goward

		- Improve Telecare usage					
4	Ensure that the digital experience promotes digital as the channel of choice	<ul style="list-style-type: none"> • Introduction of personalisation • Ability to track progress of submitted web forms • Successful roll out of Planning Web site • Launch of the Housing Portal through the MyHarrow account • Increased functionality for Council Tax • Provide full fibre broadband to council housing 	<ul style="list-style-type: none"> • Measures from Customer Experience action plan • % of Harrow council housing that is full fibre enabled 	<p>Increase in usage of digital channels, and improve digital inclusion, through the use of community partners</p> <p>Improved resident feedback when contacting council.</p>	Resources	<p>Cllr Stephen Greek</p> <p>Cllr Mina Parmar</p>	Jonathan Milbourn
5	Ensure culturally aware customer care that enables outstanding service delivery to residents	<ul style="list-style-type: none"> • Develop a Workforce Strategy that puts equality, diversity, and inclusion at the centre • Customer Service Academy 	<ul style="list-style-type: none"> • Delivery of new workforce strategy • EDI Workforce measures. • Measures from resident's survey 	<p>Improved resident satisfaction</p> <p>Improvement on the diversity of the workforce measured via EDI indicators.</p>	Resources	Cllr David Ashton	Shumaila Dar

	from all backgrounds.	<ul style="list-style-type: none">Utilise Online JSNA Data and insight to underpin strategy and better target activity					
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2. A borough that is clean and safe

	Action	Workstreams	Measures	What success will look like	Directorate	Lead member	Lead Officer
7	Increase resident's perception of being safe in Harrow'	<ul style="list-style-type: none"> Implementation of all strategies relating to Community Safety, Violence Against Women and Girls, Youth Offending and Safeguarding. Greater partnership working with statutory partners to ensure high-quality service provision to reduce high harm and high-volume crime. Working in partnership with VCS partners to enable early intervention programmes that support the reduction of high harm crime. 	<ul style="list-style-type: none"> Crime statistics on burglary, knife crime, drug offences, sexual offences, catalytic converter theft, domestic abuse, ASB Resident confidence of crime and safety via resident's survey. Repeat victimisation Victim satisfaction Common place VAWG survey (open since October 2022 – October 2023) Safeguarding 	<p>Reduction in high volume crime</p> <p>Reduction in high harm crime</p> <p>An increase in residents reporting feeling safe in the borough via the resident's survey.</p>	Resources	Cllr Anjana Patel	Shumaila Dar

8	Take enforcement action to protect residents and the environment	<ul style="list-style-type: none"> • Fly-tipping • HMOs • Anti-social behaviour • Licensing 	<ul style="list-style-type: none"> • Enforcement strategy • Enforcement actions commenced – fly-tips • FPNs issued – PSPO • Number of fly-tips reported online • HMO selective licence applications • Commercial licence applications 	Increased enforcement	Place	Cllr Anjana Patel	Cathy Knubley
9	Implement a new approach to a well-maintained highway network	<ul style="list-style-type: none"> • New Highway Strategy document • Adoption and implementation of a new Transport Strategy that enables green mobility in Harrow • Street cleansing 	<ul style="list-style-type: none"> • Regular review of complaints and service request process • Strategy targets • Actionable highway defects responded to 	Highway network is well maintained Improved pedestrian links and accessibility	Place	Cllr Anjana Patel	Cathy Knubley

			<p>within timescale</p> <ul style="list-style-type: none"> • Number of school travel plans in place • Percentage of land assessed for litter that falls below an acceptable standard 				
10	Provide excellent green and cultural spaces for our residents	<ul style="list-style-type: none"> • Deliver the Sports Strategy 2013-2023 • Cultural strategy • Create great parks and open spaces • Restoration of Harrow's Tennis Courts • Promote nature recovery on public land and parks increasing more trees and grow more wildflowers and biodiversity net gain 	<ul style="list-style-type: none"> • 36 tennis courts in 13 parks • Number of parks with green flag status • Resident's survey 	<p>Harrow's parks retain their green flag status</p> <p>Increase in participation</p>	Place	Cllr Anjana Patel	<p>Cathy Knubley</p> <p>Mark Billington</p>
11	Protecting the character of Harrow	<ul style="list-style-type: none"> • New Local Plan • Developing a Masterplan for Harrow Town Centre 	<ul style="list-style-type: none"> • Public realm sqm improved • Sqm new workspace 	New Local Plan adopted by May 2026, which will help to protect the character of	Place	Cllr Marilyn Ashton	<p>Viv Evans</p> <p>Mark Billington</p>

		<ul style="list-style-type: none"> • Creation of new space for rent at Harrow Arts Centre • Develop new SPDs to restrict tall buildings in our suburbs and better control conversions from houses into flats 		Harrow and include carbon reduction, nature recovery and sustainability considerations.			
12	Invest in the physical infrastructure of Harrow	<ul style="list-style-type: none"> • Improve appearance of key district centres • Update and review of NCIL funding • Improving the Alleyway by Kenton Temple 	<ul style="list-style-type: none"> • Secure Investment through the Future High Street Funds • Delivery Harrow High Street Programme 	<p>Improved physical infrastructure in Harrow</p> <p>Reduced vacancy rates in district centres</p>		<p>Cllr Norman Stevenson</p> <p>Cllr Anjana Patel</p>	
13	Improve business engagement	<ul style="list-style-type: none"> • Creation new business partnership – network of High Street Trader Associations and a new Large Employer Network • Deliver the Economic Strategy Service Plan 	<ul style="list-style-type: none"> • Reduction vacancy rate • Increase in Footfall 	Vibrant town and district centres	Place	Cllr Norman Stevenson	Mark Billington
14	Embed effective responses to climate	<ul style="list-style-type: none"> • Agree a new Climate and Nature Strategy • Ensure all major procurement activity 		Reduction in Council and borough-wide Co2 emissions.	Place	Cllr Anjana Patel	Matthew Adams

	change and enable the recovery of nature into council services.	seeks to reduce carbon emissions <ul style="list-style-type: none"> • Reduce waste and improve recycling rates • fleet decarbonisation • Ensure all council housing meets Energy Performance Certificate (EPC) B band 		Biodiversity net gain			
15	Enable more new Homes to be available in Harrow	<ul style="list-style-type: none"> • House Building Council Homes for Londoners Programme. • Leefe Robinson Mews (Building new homes for sale under Help to Buy Programme) • Pinnora Mews (Building 20 new houses 16 for sale and 4 affordable) • Peel Rd, Poets Corner and Byron Quarter • Maximise affordable housing contributions from HSDP sites, private developers and RPs 	<ul style="list-style-type: none"> • No. new homes built and sold • Reduction in Council and borough-wide Co2 emissions. 	Delivery and Sales within 2022/23 Demolition of the Civic Centre complete. More low carbon, energy efficient, sustainable homes for the borough	Place	Cllr Marilyn Ashton	Kirstan Shiels

		<ul style="list-style-type: none"> • Deliver Grange Farm estate regeneration Phases 2&3 • Health impact assessments completed • Milton Rd (Building 37 new affordable Homes) 					
16	Look after and make best use of the Council's estate.	<ul style="list-style-type: none"> • Develop new Asset management strategy • plan for decarbonisation of our estate 	<ul style="list-style-type: none"> • Asset Management Strategy 2022-2027 • No. properties in state of reasonable repair • Co2 emissions by Council estate 	<p>Milestones achieved in delivery of asset management</p> <p>Reduction in CO2 emissions.</p>	Place	Cllr Norman Stevenson	Viv Evans

3. A place where those in need are supported

	<u>Action</u>	<u>Workstreams</u>	<u>Measures</u>	<u>What success will look like</u>	<u>Directorate</u>	<u>Lead Member</u>	<u>Lead Officer</u>
17	Work in partnership with the VCS to help support the health and well-being of residents and the integration of services	<ul style="list-style-type: none"> • MECC training • Make better use of community assets and a new VCS lettings policy • Commissioning intentions • Levelling up and addressing inequalities • Leveraging External Funding • Ensuring 7 day hospital discharge services are in place to support timely and safe discharges • Future of Bridge (Christchurch Av.) 	<ul style="list-style-type: none"> • Improved utilisation from baseline position 	<p>Joined-up services that meet the health, care and support needs of residents in the community.</p> <p>Collaboration with the voluntary sector to help improve health and wellbeing outcomes for residents and keeping more people living independently at home for longer.</p>	Resources	Cllr Jean Lammiman	Shumaila Dar
18	Support refugees via Government programmes to settle and integrate into the borough	<ul style="list-style-type: none"> • Homes for Ukraine • Afghan resettlement programme • VPRS 	<ul style="list-style-type: none"> • No. of refugees housed in the borough in hosting, PRS or emergency accommodation settings 	Refugees are settled in the borough	Resources	Cllr Jean Lammiman	Shumaila Dar
19	Increase procurement of private	<ul style="list-style-type: none"> • Smarter Housing Plan 2022/23 	<ul style="list-style-type: none"> • No. of Private Rent 	Reduction in homelessness	Place	Cllr Mina Parmar	David McNulty

	rented accommodation to house those in need	<ul style="list-style-type: none"> property acquisition, Capital Letters and a landlord marketing campaign Adapt properties when appropriate to ensure residents remain safely in their own homes for as long as possible 	Accommodation within 35 miles of Harrow	Reduction in use of temporary and emergency accommodation			
20	Target support to help residents out of financial hardship	<ul style="list-style-type: none"> Household Support Fund 4 Information, Advice & advocacy strategy Free school meals Food and healthy eating support Use of data to better understand communities, target interventions to address inequalities and support levelling up Smarter Housing Plan 2022/23 Maximise benefit to Harrow from "Retrofit London" 	<ul style="list-style-type: none"> FSM numbers CAB Debt managed figures Food waste and recycling data Cost of Living dashboard data No. food parcels/food bank vouchers issued Warm hub data Take up of Green Homes Grant by private sector/social homes 	Residents are less reliant on local welfare support	Resources	Cllr Jean Lammiman	Shumaila Dar

21	Support residents to realise their career ambitions through delivering pre-vocational and vocational learning (including ESOL, Digital Skills. Job brokerage with local employers	<ul style="list-style-type: none"> • Adult Learning Strategy 2019 – 2024 • New Plan 2023/24 academic year • Xcite programme 	<ul style="list-style-type: none"> • Number of learners. • % achieving qualifications. • Number into employment • Apprenticeships 	<p>Increase in average earnings</p> <p>Increase in qualification levels</p> <p>Increase in no, apprenticeships</p>	Place	Cllr Norman Stephenson	Mark Billington
22	Supporting children, young people and families through the development of the prevention and community offer	<ul style="list-style-type: none"> • Developing the family hub model • Widening the social work offer and supporting the first 1000 days • Integrated neighbourhood offer • Use of data to better understand communities, target activity to address 	<ul style="list-style-type: none"> • Establishment of family hubs • Visits to family hubs • Numbers of C&F we are working with • Rereferrals • Repeat child protection plans 	<p>Project deadlines met</p> <p>Reach of family hubs</p> <p>Successful targeting of services (locality based)</p> <p>Reduction in demand – CiN, CP, CLA</p> <p>Reduction in rereferrals and repeat plans</p>	People	Cllr Hitesh Karia	Peter Tolley

		<p>health inequalities and support levelling up</p> <ul style="list-style-type: none"> • Ensuring sufficient high-quality provision for children and young people with special educational needs within the borough 	<ul style="list-style-type: none"> • Improved assessment timescales • Tracking of SEN provision • SEN achievement measures 	<p>Increase in family-based support and fewer residential placements</p> <p>Sufficient provision for children with SEN in the borough</p>			
23	Improving the quality and sustainability of care provision in Harrow	<ul style="list-style-type: none"> • Strength based social work practice • Intermediate integrated care • Redesigning Mental Health offer • Integration of the public health agenda • Integrated Care Partnership • Develop a commissioning strategy for future Care provision • Procurement of Homecare 	<ul style="list-style-type: none"> • Measured through audit, CQC assurance, BI, feedback from carers and citizens survey • Transition measures including pathway plans 	<p>Maximise independence</p> <p>Improve outcomes for residents</p>	People	Cllr Pritesh Patel	Shaun Riley / Peter Tolley / Senel Arkut
24	Reducing health inequalities	<ul style="list-style-type: none"> • Health in all policies approach • Joint activities to combat childhood obesity • Access to sport activities • Smoking cessation 	<ul style="list-style-type: none"> • Measured through population health management data 	Improved health outcomes for children, young people and adults	People	Cllr Pritesh Patel	Carole Furlong

		<ul style="list-style-type: none">• Diabetes• Deliver an additional 4 Gold Level Healthy Schools and 5 Gold Level Healthy Early Years Settings					
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