

CORPORATE PLAN 2023-26 REVIEW AND FLAGSHIP ACTIONS 2025/26

Leader's Foreword

I am determined to restore pride in Harrow, making it great place to live, work and visit. This review of the Corporate Plan reiterates our three priorities:

- A Council that puts residents first
- A borough that is clean and safe
- A place where those most in need are supported

I believe our flagship actions have resulted in real improvements to the borough and have been directed at the issues that residents have told us are most important to them. These include improving our roads and pavements, tackling crime and anti-social behaviour, making our streets and town centres cleaner, enhancing our parks and open spaces and making it easier to access our services at a time and in a way that residents would like.

We also continue to focus on providing much needed Council houses and London Living Rent homes through our regeneration schemes, including developments at Grange Farm Estate and Milton Road and our plans for Poets Corner and Byron Quarter. We are also ensuring that we are providing much needed family homes.

Our improvements to Harrow town centre are making it a better place for residents and visitors to enjoy and our free one-hour parking, which has been used nearly seven million times, has continued to encourage people to shop locally and support their local businesses. The vacancy rate for shops in Harrow town centre was 4.5% in January 2025, the lowest since collection of the data started in 2012.

Our new family hubs and neighbourhood resource centres are making a real difference in supporting our residents by providing better and more joined-up services to those in need.

Whilst I am proud of what we have been able to achieve, I know there is more to be done. The next few years will continue to be challenging. Across London, councils are facing a £700m shortfall in budgets for next year and, nationally, councils continue to struggle, with one in four saying they are likely to have to apply for emergency government financial bailouts. Our robust financial management and savings made in previous years mean we are not one of these at-risk councils. However, more people needing more help and the cost of providing this help has put huge pressures on our finances.

Like many other councils, the greatest increase in demand continues in our frontline services, including social care for adults and children and homelessness. Two-thirds of our budget is spent on supporting children and vulnerable adults in Harrow. Soaring levels of homelessness continue to push our bill for temporary accommodation higher.

By reducing our running costs and becoming more efficient in how we deliver services, we have been able to protect the frontline services that people rely on. We have also been able

to invest in delivering our key priorities and our new Flagship Actions for 2025/26 address the issues that residents told us were most important to them, including by:

- more than doubling our annual investment on roads and pavements, from £6m to £14m;
- expanding our street cleansing and grounds maintenance teams to deliver cleaner streets with additional investment of more than £1 million over the last two years;
- targeting anti-social behaviour in hotspot areas through increased investment in our community safety team;
- investing more than £6m over the next three years to improve our parks and aiming to achieve a record nine Green Flag park accreditations for Harrow; and
- improving the customer experience by creating new and better ways to contact us, including improvements to our telephone service and a place where you can come and talk to us face to face.

We continue to focus on our priority of putting residents first. Nearly 1,500 members of staff have now attended our customer ethos training programme to improve interactions with residents and deliver exceptional customer service every day. Alongside this, our culture of innovation and improvement will ensure better productivity, value for money and improved outcomes for residents. By putting residents first, we will ensure that we spend your money wisely on the things that matter most to you.

Signature

Cllr Paul Osborn

Our Borough – Harrow in Numbers

Graphic to be inserted in published version

Restoring Pride in Harrow: Our Priorities

We launched our Corporate Plan in 2023 based on our vision of restoring pride in Harrow and our three corporate priorities:

- A Council that puts residents first
- A borough that is clean and safe
- A place where those most in need are supported

We want Harrow to be a great place to live, work and visit and for residents to be proud to call it home. We believe that we can deliver our vision and priorities by working together with our residents, communities, businesses and partners.

Alongside our Corporate Plan, we set out a series of Flagship Actions for 2023/24 and committed to publishing additional actions for each year of our three year plan. These commitments demonstrate how we intend to deliver our priorities and respond to the issues that matter most to our residents.

This review of the Corporate Plan reflects on some of our achievements. Full details on progress with the delivery of our Flagship Actions for 2024/25 will be published as an Appendix alongside the Plan. We also look at our priorities for making Harrow an even better place in the future and introduce new Flagship Actions for 2025/26.

Our Progress: Putting Residents First

Improving the way that we deliver services to our communities and residents is central to our Corporate Plan. Putting residents first means making it easier for them to have their say and access the services they need. Since the launch of our Corporate Plan, we have invested in our systems and technology to put residents at the heart of everything we do.

We launched our new consultation platform, MyHarrow Talk, and a new planning portal to give residents better access to information on matters of importance to them and give them more opportunities to have their say. 59,000 people have visited MyHarrow Talk 91,840 times, and 11,703 people have responded to our consultations since its launch. There has been a significant improvement in residents' perceptions of the influence they can have on issues that affect them. The proportion of our residents who think that we take account of their views has risen from 32% in 2023 to 58% in 2024, and the figure for those who feel they are able to influence decisions affecting their local area has risen from 28% to 37%.¹

Improvements to our website have enhanced the customer experience with residents now having access to up-to-date information across various services, including waste, housing, planning, licensing and parking. Further improvements are planned to make it easier to access information and services, using mobile technology to create a more personalised service as well as improvements to our telephone service.

We launched our new customer centre at Gayton Road bringing together services to support residents with the most urgent housing and social care enquires. We have also expanded the scope of the Conversation Café to give residents' easier access to council information and advice on services within the borough.

As well as making it easier to access and shape our services, putting residents first also means ensuring that they have high quality homes that they can afford and access to good jobs for themselves and their children. Residents also want to live in attractive neighbourhoods and town centres that they can be proud of with access to the public services and amenities they need.

Our local plan will help shape the future of development in Harrow. We completed two rounds of consultation on the draft plan in 2024 to enable residents to give their views and opinions. The plan aims to preserve the suburban character of our borough, protect the

¹ Residents' Survey 2024

green belt and ensure that development is located in the right areas, is of a high quality and contributes positively to our communities. We will continue to progress towards the adoption of the new plan with the next stage due to be submitted to the Secretary of State for examination in February 2025.

A planning application for the first phase of the Byron Quarter regeneration scheme has been approved and will deliver 149 new homes, including council homes. The development will transform unused council land next to Harrow Leisure Centre and will feature a mix of one, two and three-bedroom homes. At the heart of Byron Quarter will be a large central green space, complete with seating areas, play spaces and walking and cycling paths.

We also invited residents to share their views on proposals for Poets Corner, a major regeneration project to deliver around 1,100 much needed new homes, including Council homes. New public and green space will be open to everyone, featuring play areas for residents and surrounding families. A new park and a large community square facing Station Road will also offer areas for recreation and relaxation. Using feedback from the consultation, a planning application for Poets Corner is due to be submitted in Spring 2025.

Our Enhancing Harrow Town Centre project is well underway, with construction work starting in Spring 2024. The aim is to make it easier for people to shop and visit, create a safer, more enjoyable space for the community, enhance green spaces and improve access and mobility. This includes more places to sit, public art, improved market and event space, planting, clearer signage, wider pavements, safer crossings and better lighting throughout the town centre. These measures have been complemented by public realm improvements to three alleyways in the town centre to improve their visual appearance and safety.

Alongside this, we have transformed a corner of Greenhill Way Car Park by installing a range of temporary buildings for art studios, leisure facilities, retail outlets and exhibition space. The new creative hub aims to boost the vibrancy of the town centre and provide additional attractions for residents and visitors.

Whilst promoting high quality development that will improve the lives of residents, we have taken steps to preserve the character of our borough. In July 2023, we adopted new planning protections to restrict tall buildings in our suburbs. We have also designated parts of West Harrow and Pinner as new Local Areas of Special Character (LASC) to protect their heritage, well-preserved architecture and design features from inappropriate development.

We have continued to invest in our own housing stock to ensure the safety of our tenants and enhance the quality of their homes. This includes new kitchens and bathrooms, installation of full fibre internet and implementation of our electrical testing and safety programme.

Alongside exciting projects to improve our towns and neighbourhoods and provide the homes and jobs people need, we continue to focus on our residents' more everyday concerns. We invested £240,000 in new machinery and equipment and created a new pothole squad to reduce the time it takes to find and fix road problems. This new approach means faster, longer-lasting repairs, with less disruption to motorists. In the last 12 months

alone, we have filled more than 1,175 potholes. This work sits alongside our highways repair programme which has seen over 15 miles of roads and pavements being resurfaced since January 2024 and this will be expanded substantially in 2025/26.

Key Achievements²

- New consultation platform, MyHarrow Talk, and new planning portal to give residents more opportunities to have their say.
- New customer centre at Gayton Road to support residents with housing and social care enquires and expansion of the Conversation Café to give residents' easier access to council information and advice on services within the borough.
- 89 high quality Council homes delivered as part of the regeneration of the Grange Farm Estate.
- Planning applications submitted for our regeneration projects at Poets Corner and Byron Quarter to provide much-needed new homes and create new public space for local people to enjoy.
- Installation of full fibre internet to 994 council homes to help our tenants be more connected and fitting of 198 new kitchens and bathrooms to improve the quality of their homes.
- New planning protections adopted to restrict tall buildings in our suburbs and better control conversions from houses into flats to preserve the character of Harrow and parts of West Harrow and Pinner designated as new Local Areas of Special Character to protect them from inappropriate development.
- Enhancing Harrow Town Centre project commenced to create a safer, more enjoyable space for residents and visitors and completion of a new creative hub completed at Greenhill Way car park for art studios, leisure facilities, retail outlets and exhibition space.
- 6 million hours of free parking used by residents, putting money back into their pockets and supporting Harrow high streets.
- 2,191 potholes repaired through our new Pothole Squad using new technology to detect and fix more quickly at a lower cost and 15.4 miles of carriageways and footways resurfaced through our improved highway maintenance programme.

Our Progress: A borough that is clean and safe

² Since launch of the Corporate Plan in 2023

We all want cleaner and safer streets. Residents consistently tell us that the cleanliness and safety of their neighbourhoods and town centres are their highest priorities. We are determined to improve the quality of our public spaces by taking action against those who make Harrow feel unsafe and dirty.

As part of our commitment to restore pride in Harrow, we have put in place Public Space Protection Orders (PSPOs) across the borough which allow us to fine people for anti-social behaviour, such as littering, street-drinking, spitting in public and dog fouling. We've issued 10,616 fines since April 2023. Our new CCTV cameras are catching people dumping waste illegally on streets and open spaces. We have introduced a new "wall of shame" featuring offenders and they also appear on witness appeal boards which we install at flytipping hotspots.

We have invested an additional £270,000 each year to enhance street cleansing and expand our enforcement team. Our new neighbourhood-based street cleansing approach means our staff have local knowledge and can address issues quickly. We issued over 1,000 fines for fly-tipping alone in the first nine months of 2024. We also increased fines to £1,000 and, with more officers on the ground, we are investigating reported fly-tips to find and fine offenders.

We have also been targeting Harrow's hotspots to keep our streets and neighbourhoods safe. Working with partner agencies, our joint days and nights of action carry out enforcement activities, investigate complaints of anti-social behaviour and carry out welfare checks on homeless and vulnerable people. So far, we have visited South Harrow, Edgware, Harrow on the Hill, Harrow Town Centre, Rayners Lane and Stanmore and several more days and nights of action are planned in the coming months. Across all days and nights of action, we have served almost 100 notices and issued more than 30 fines for littering, breaching orders or business compliance failures. Several arrests and cautions have also been made by the police.

Everyone has a right to feel safe and have a safe place to go to for support. Tackling domestic abuse is a key priority for us and we have invested £1.2m over three years in a new domestic abuse support service. The service offers specialist expertise in supporting people experiencing domestic abuse and their children to help them rebuild their confidence, independence and ensure their safety. Alongside this, we also launched the Safe Havens scheme in partnership with the Safer Business Network, primarily for women and girls who feel scared, harassed, or threatened in Harrow. Safe Havens offer temporary refuge and support and our fire stations and libraries were amongst first 14 locations to take part. We will continue to do everything we can to provide support and refuge from domestic abuse.

Parks and open spaces in Harrow are highly regarded and valued by our residents. We have continued to invest in our green spaces and encourage their use. This includes creating new volunteer opportunities and working with local park user groups to provide funding for local projects, including those that help nature and conservation. Six of our parks have once again retained the prestigious Green Flag status, which recognises well-managed parks and green

spaces. Three further parks and open spaces at Chandos Recreation Ground, West Harrow Recreation Ground and Riverside Park are being developed for Green Flag accreditation.

We are working hard to establish a culture of recycling in the borough. We held 37 recycling events in 2024 at schools, community events and library drop-ins. Our recycling officers are raising awareness to tackle unnecessary waste and encourage people to recycle and reuse. We continue to see the amount of residual waste reducing, which is positive for the environment and helps save money. We also continue to deliver on our priorities to address the climate emergency by making council homes and public buildings more sustainable and cheaper to run.

Key Achievements³

- 15 mobile CCTV cameras installed in the areas of Harrow most targeted by fly-tippers to reduce levels of dumping and to make the people who do this pay, with a further 30 cameras installed to target anti-social behaviour hotspots
- 1,813 fines issued for fly-tipping since April 2023 (up to September 2024).
- 7 days and nights of action held to reduce anti-social behaviour in hotspot areas.
- Launched Safe Havens scheme to provide refuge and support for women and girls who feel scared, harassed or threatened.
- Secured reaccreditation of our six Green Flag parks to ensure our communities continue to have access to high quality green and other open spaces.
- Improved 100,000 square metres of green space, including new meadow areas and habitat enhancement works.
- 36 tennis courts refurbished in Harrow parks and open spaces.
- 37 recycling community and school events held in 2024 to support residents to reduce waste by recycling and reusing more.
- Made our council homes and public buildings more sustainable and cheaper to run by retrofitting 80 council homes to improve their energy efficiency, installing solar panels at five schools and public buildings and ground source heat pumps at two sheltered housing schemes.

Our Progress: A place where those in need are supported

³ Since launch of the Corporate Plan in 2023

We have transformed our children's centres into family hubs to make things more joined-up for our residents. Parents and children in need of support now have better access to health and care services within their communities. Our family hubs also support an early intervention approach which can help resolve issues before they escalate into more serious and costly problems. The hubs are already making a difference with positive outcomes for families, parents, carers, young people, children and babies.

Similarly, we are developing our neighbourhood resource centres into genuine adult social care and well-being hubs. Much work has been undertaken to create a stronger offer for our residents with this two-year programme due to complete in 2025/26.

We also successfully piloted and then expanded the Conversation Café which allows officers across the Council to go directly to the very people who need support and resolve their issues in a way we have never done before. Our delivery of Make Every Contact Count training to our frontline officers and councillors complements this approach by allowing us to use opportunities during everyday interactions with residents to think about how we can make positive improvements to their health and wellbeing.

Our integrated training and jobs brokerage service, Learn Harrow, has continued to provide advice and guidance, together with functional and vocational training, to support residents into work. Learn Harrow was rated Good by Ofsted in November 2024, which commented favourably on the quality of teaching and support for learners, particularly for those with special educational needs. Learn Harrow has supported other Council services to deliver health and wellbeing improvements, family learning programmes and literacy, numeracy and digital skills training.

We have continued to use Harrow's Household Support Fund to help low-income households with the cost of food, utilities and essential goods. In 2024, we issued free school meal vouchers to more than 7,200 households for 416,000 meals for use during school holidays. We also extended support to services providing quick and easy access to food supplies to families in need, for emergency support for those in financial hardship and to help care leavers with their move to independent accommodation.

In the latest instalment of government grant for the Household Support Fund, we also funded replacement winter fuel payments for Harrow's less well-off pensioners. Over 1,100 elderly residents on low incomes are expected to benefit. We are also working to encourage and support pensioners in checking their eligibility for Pension Credit to ensure that they receive all the support available to them.

Every child, including those with special educational needs, deserves the best education and support to enable them to excel and have fulfilling lives. Outcomes for children and young people with Special Education Needs and Disabilities (SEND) continue to be good in Harrow. We adopted a new strategy and priorities to build on our achievements and ensure that all children can thrive in a nurturing environment.

Approximately 2,400 children with Education Health and Care Plans (EHCPs) in Harrow are supported by the Council and demand for the support is expected to grow in line with

national trends. With the support of the Department of Education, we have purchased a site for a new special school at 265 The Ridgeway in West Harrow to provide 292 more places for children and young people with severe learning difficulties and autism. This will be Harrow's first special school for 20 years and will build on the high-quality special education already available locally. We have also approved plans for a further 30 places at Alexandra School, one of four existing special schools in Harrow.

Key Achievements⁴

- 7,270 families helped with free-school meals through the Household Support Fund.
- 1,117 pensioners given financial support to help with winter fuel payments.
- Children's centres upgraded to family hubs to deliver more integrated services for residents, including early years and health.
- Developed our neighbourhood resource centres into adult social care and well-being hubs to provide stronger support to our residents.
- Purchased a site at The Ridgeway in West Harrow to provide the first special school in Harrow for 20 years.
- 75% of primary schools signed-up to our health and wellbeing charter to take action on childhood obesity.
- 328 people signed-up to our new Get Harrow Moving series of themed walking trails in our parks
- 26 homes purchased to provide temporary accommodation to homeless families in Harrow.
- 60 extra care units delivered for older people at the former Kodak site.
- 100 learners supported to gain digital skills

Restoring Pride in Harrow – Our Future Plans

Our Corporate Plan sets out our priorities for an improved, more sustainable Harrow. A borough which is clean and safe, where those in need are supported and which residents are proud to call home.

⁴ Since launch of the Corporate Plan in 2023

We will work to ensure that Harrow is a place where business can thrive and residents are able to find homes that meet their needs at a price they can afford. Access to high quality housing and jobs is crucial to the health and wellbeing of our communities and key to tackling inequality.

We are committed to delivering high quality design, renewal and regeneration in our borough, whilst protecting and preserving its character. We will maximise the number of homes for social rent and ensure infrastructure and facilities that residents need, such as schools, healthcare, recreational areas and green spaces are all provided.

The Harrow Local Plan will be a crucial document in setting out a vision and framework for the future development of the borough - addressing needs and opportunities in relation to housing, the economy, community facilities, transport and infrastructure – as well as safeguarding the environment, mitigating and adapting to climate change and securing good design. A draft of the plan will be submitted for examination by the Secretary of State in February 2025 and we anticipate its final adoption in 2026.

With a growing population, ongoing housing development and increasing employment opportunities, projections indicate that Harrow's transport network will face increased congestion if car use continues to dominate travel patterns. Our developing transport strategy will respond to this challenge by outlining how enhancements to public transport and active travel networks can provide residents with more sustainable and efficient transport choices. It aims to improve access across all modes of travel while supporting a shift to a cleaner, safer and greener environment tailored to meet the transport needs of all residents.

We will continue to implement our plans to enhance and reinvigorate Harrow town centre by making it easier for people to shop and visit and creating a more enjoyable and pleasant environment for residents.

Our new sports facilities strategy will help us improve Harrow's sports infrastructure to meet the needs of residents by identifying opportunities to expand access to existing services and looking at where new sports facilities for the next decade and beyond are needed. The aim is to improve health and wellbeing and reduce health inequality by increasing residents' participation in sport and physical activity. One immediate priority is to finalise options and the affordability assessment for the replacement of Harrow Leisure Centre to provide a new sports facility suitable for community sport and the hosting of indoor sporting events with spectators.

We will continue to invest in housing for our own tenants through our programme of kitchen, bathroom and window renewals. We will also improve engagement with our tenants and drive-up resident satisfaction.

Everyone has a responsibility to act on climate change and we need to do all we can at a local level to become more environmentally sustainable. We will continue to deliver on our own priorities to reduce energy use, carbon emissions and waste from our own operations.

We will invest in council homes and make improvements to our buildings and schools to make them more sustainable and support carbon reduction.

We will also provide leadership to facilitate, encourage and influence positive change to support our borough in reducing its carbon footprint. This includes engaging with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel and energy choices. This will be facilitated by our continued expansion of the electric vehicle charging network and by making it easier for people to recycle food and recyclable material.

Clean streets and levels of crime and anti-social behaviour continue to be the most important issues to residents. We have made significant investments to improve street cleanliness and crack-down on fly-tipping and this will continue in 2025/26 with the expansion of our street cleansing and grounds maintenance teams to deliver cleaner streets and open spaces.

We will invest in providing dedicated resources to keep our communities and neighbourhoods safer. This includes expanding our programme of days and nights of action to target anti-social behaviour hotspots. We will also expand our network of Safe Havens to make the borough safer for women and girls.

We will be investing £7.4 million in our parks. The aim of our park restoration is to provide multi- functional and high- quality attractive green open spaces for residents and park users to enjoy, exercise, play sport and relax. The enhancements in 30 parks will include playgrounds, heritage and cultural structures, footpaths, car parks, buildings, soft areas, entrances, interpretation, wayfinding and rivers and wetlands. This will support the significant increase in usage of our green spaces since the Covid 19 pandemic and will have broader health and sustainability benefits by providing residents with greater opportunities to spend time outdoors in nature and encouraging walking and cycling.

Helping vulnerable residents is at the heart of everything we do. We remain committed to continuing working with our residents, communities, partners and businesses to do everything we can to support those most in need.

Our family hubs and neighbourhood resource centres have provided more joined-up services for residents and given them better access to health and care services within their communities. We will build on this work through our Early Support Services to ensure that more families receive the right support at the right time and by launching a new community mental health service to help residents manage their mental health challenges and achieve better outcomes.

We will continue to use the government's Household Support Fund to help those residents most in need. This will include providing free school meals during holiday periods and supporting vulnerable families with essential food and other assistance.

Customer Experience, Ethos and Value for Money

As part of our commitment to putting residents first, we have made significant improvements to customer services and made it easier to access council services and information. We will continue to build on our achievements by improving personalisation and optimising mobile phone functionality on our website; providing greater access through traditional channels such as face-to-face and telephone, including by expanding the use of our library network, and further reducing the need to make contact with the Council unnecessarily. We will also open our new dedicated one-stop shop at Gayton Road for residents to access Council services and develop.

Our workforce development strategy seeks to ensure that all staff have the skills and competencies needed to deliver high quality services and better outcomes for residents. This is supported by our Customer Ethos programme which will embed a culture of putting residents first within the Council and ensure we respond to residents proactively, strive to act as a single organisation and deliver high quality services.

We will develop and maintain a culture that encourages innovation and improvement to meet the needs of the local community. New approaches to service delivery will ensure better productivity, value for money, performance and quality of services for residents.

We will maintain effective relationships with key partners and work closely with voluntary, faith and community organisations to achieve our ambitions for Harrow and meet our commitments to ensure equality of opportunity and strengthen cohesion in the borough.

Flagship Actions 2025/26

Our Flagship Actions for 2025/26 set out our commitments towards delivering our vision for an improved Harrow and meeting residents' priorities over the next 12 months. We will monitor progress on the delivery of these actions throughout the year and report this publicly on a quarterly basis as part of our Strategic Performance Report.

Putting residents first

1. Make it easier for residents to contact us by reopening a telephone service for general enquires and establishing a dedicated one-stop shop at Gayton Road for residents to access Council services
2. Commence Phase 1 of the Byron Quarter regeneration scheme which will, when completed, deliver 149 new homes, including 71 three-bedroom houses and new council homes.
3. Determine a planning application for the Poets Corner regeneration scheme, including new council homes and London Living Rent accommodation
4. Submit a planning application and commence works for Phase 2 of the Grange Farm development as we look to deliver up to 450 council homes
5. Deliver on our commitments to protect the suburban character of the borough and green belt by progressing the Local Plan towards adoption

6. Protect the heritage of Harrow by working with our community to identify and designate at least two further Local Areas of Special Character
7. Double the amount we spend to improve the condition of our roads and pavements by investing £14m in 2025/26 as part of a £42 million programme over three years
8. Enhance tenant's council homes by replacing 125 kitchens and bathrooms
9. Celebrate the 60th Anniversary of the London Borough of Harrow with a programme of events and activities.
10. Launch virtual permits for parking in Controlled Parking Zones (CPZ) removing the need to display paper permits in vehicles

Making the borough safe and clean

1. Get Harrow recycling more by increasing food and dry-waste recycling with the aim of achieving an overall recycling rate of 35%
2. Use AI technology, enforcement action, prosecutions and naming and shaming to continue to take tough action against those who dump rubbish illegally
3. Invest an extra £800,000 this year in our street cleansing and parks services making our town centres, shopping areas and parks cleaner and more pleasant places
4. Trial bigger bins in 12 of our parks this summer, helping make the spaces cleaner for everyone at the busiest times
5. Reduce anti-social behaviour in hotspot areas by delivering ten days and nights of action with the police and other partners
6. Raise awareness on the dangers of knife crime by delivering an education programme in five Harrow High Schools
7. Increase the number of Safe Havens to 25 helping women and girls feel safer while out and about in Harrow.
8. Secure two new Green Flag parks (Riverside Park and Chandos Recreation Ground), keep the status for all six of our Green Flag parks and prepare West Harrow Recreation Ground for Green Flag status in 2026/27
9. Start work to make 200 council homes warmer, cheaper to run and better for the planet.

10. Make 20 schools more energy efficient by investing in insulation, new windows and doors and external repairs.

A place where those in need are supported

1. Support 620 learners gain essential skills to help them into work through digital courses and English for speakers of other languages (ESOL)
2. Offer all care leavers work experience and support at least five apprenticeships as well as other employment opportunities within the Council and our partners.
3. Purchase up to 70 homes to provide temporary accommodation to homeless families in Harrow
4. Launch a new community mental health programme to help residents with their well-being
5. Work with the voluntary and community sector to launch a new online information and self-assessment tool for carers by October 2025
6. Working with our voluntary and community sector partners, develop at least one pilot project to improve the use of Council owned buildings for the benefit of the community
7. Continue to support our most vulnerable families with free school meals during school holidays and other essential assistance
8. Introduce an app for our special needs transport service to help parents and carers easily manage their children's journey to and from school
9. Provide parents, families and children with the right help at the right time and better access to health and care services within the local community through our Family Hubs and Early Support Services
10. Continue to expand the impact of our Conversation Café to help even more residents access information and advice face-to-face from the Council and our partners.