



Restoring Pride in Harrow

2026-27



LONDON BOROUGH OF
HARROW



Foreword Cllr Paul Osborn, Leader, London Borough of Harrow

Restoring pride in Harrow was a bold ambition that I set out in 2023. It was never going to be easy and I know there is much more to do, but three years on I am incredibly proud of how far we've come. I'm even more ambitious and excited about what's to come over the next 12 months.

Every year, we've listened to residents and invested in what matters to them. This year's Corporate Plan builds on our successes and focuses on our key priorities that remain at the heart of everything we do: a Council that puts residents first; a borough that is clean and safe, and a place where those most in need are supported.

I'm pleased that residents are noticing the positive difference we're making. They've told us they feel proud to live in Harrow. Resident satisfaction with how we run things is at record levels and more people than ever feel able to influence our decisions. We've listened and continue to improve our services.

Reopening our phone line and establishing a new Resident Contact Centre means people now get enquiries resolved quickly and with a better customer experience. Our £56m investment over four years is transforming and delivering better long-lasting roads. Thanks to innovative technology we've resurfaced more than 170 roads and pavements last year alone.

We're keeping our streets and open spaces clean and safe with additional teams and new machines. In addition to this, new services such as Drop and Go events are helping people get rid of bulky waste. More fines are being issued for fly-tipping with the use of CCTV and our joint work with partners is tackling local issues through our days and nights of action.

Alongside our enforcement team, our new towing service is helping tackle nuisance parking freeing up space, and our one-hour free parking continues to support local businesses with more than 10m free sessions since 2023.

We're moving forward with our Local Plan adoption and restrictions on tall buildings and new Local Areas of Special Character have protected our borough. Our regeneration programme is also taking shape with new affordable family homes at Grange Farm and Milton Road.

For those who need us the most, our support is stronger than ever with the right support, in the right place and at the right time. Our family hubs are a lifeline for families, free school meals are supporting thousands of children, and Conversation Café is helping more residents get the right support, closer to home. Our 'cradle-to-career' commitment promises that every child, young person and family in Harrow is supported at every stage of their journey, from their earliest days through to independence, aspiration and adulthood.

These are just some of the many things delivered for you. We're on the right track, but I know there is still much more to do.

The financial challenges facing local government are significant, but thanks to careful management and strong prioritisation, we continue to protect essential services and invest in the things that matter most to our residents. That's why this Corporate Plan builds on the work we've been doing over the last four years, with even more ambitious Flagship Actions.

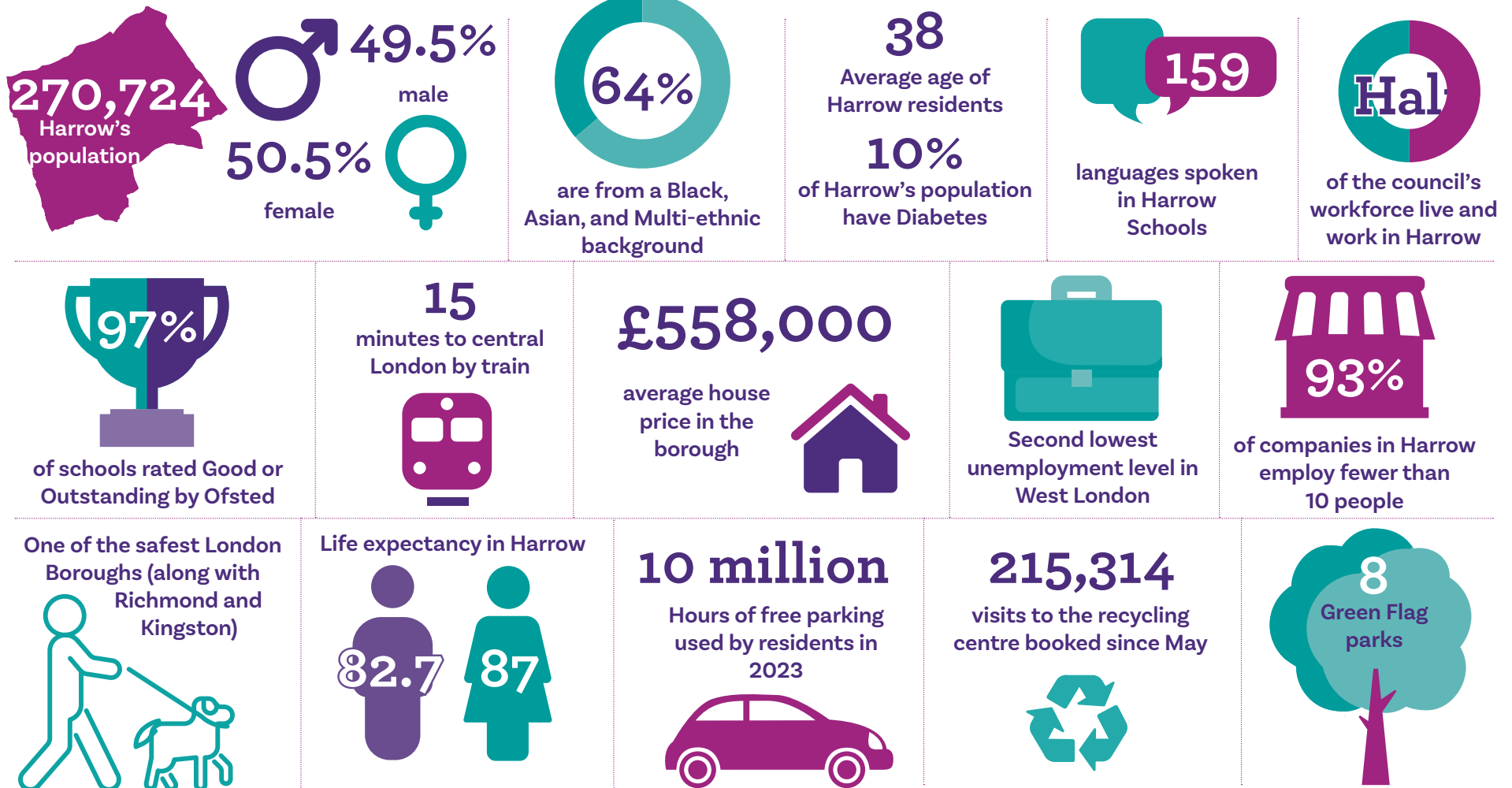
This year, our new 36 Flagship Actions outline our commitment to make Harrow a place where residents feel heard, are supported, and like me, feel proud to call Harrow their home.

We know we can't do this alone. That's why working closely with our residents, partners, local businesses, and the voluntary sector will be crucial to deliver our priorities - putting residents first and restoring pride in Harrow.

Cllr Paul Osborn, Leader, London Borough of Harrow

Our Borough

Harrow in Numbers



Restoring Pride in Harrow: Our Corporate Plan

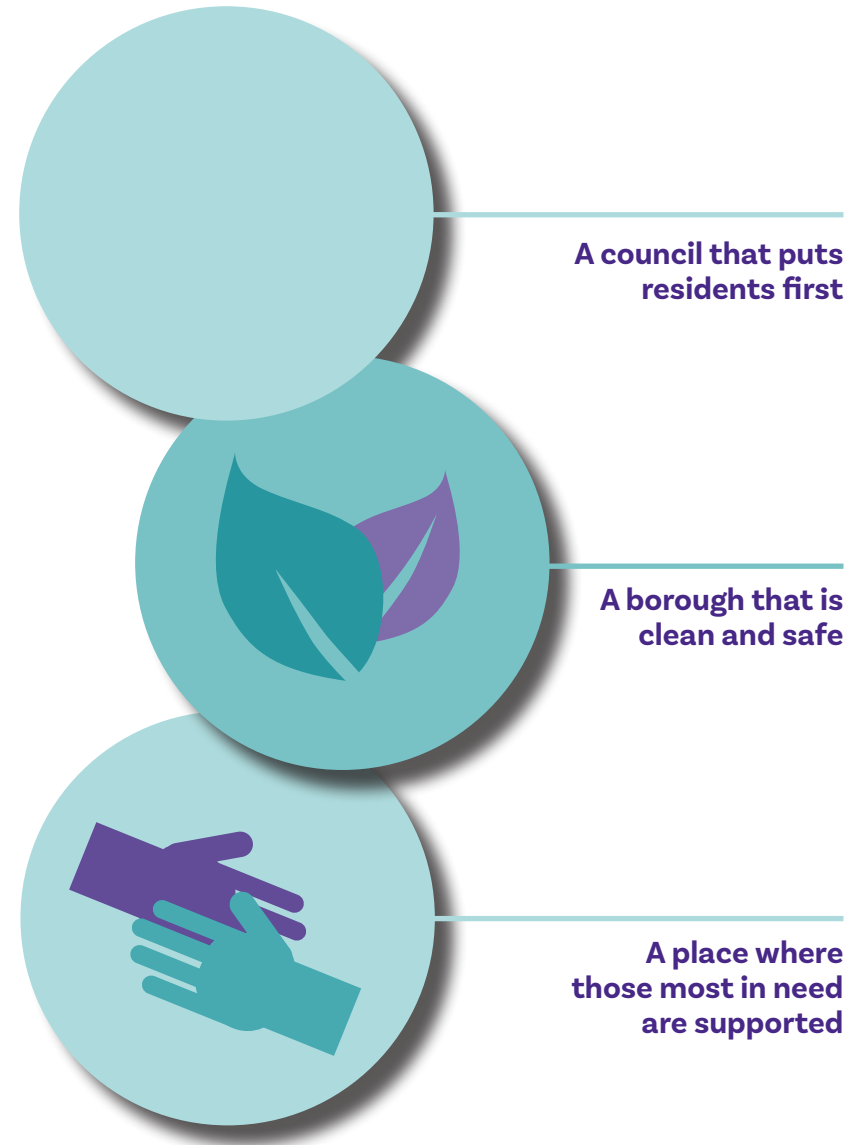
In 2023, we set a clear ambition to restore pride in Harrow. Our approach was built on three corporate priorities that matter most to our residents. These are:

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

In our most recent Residents' Survey¹, 78% of residents told us that they felt a sense of pride living in Harrow, and two thirds of residents told us they are satisfied with how the council runs things (65%) - this is the highest since 2007 and higher than the national average. While we are proud of this achievement, we know there is more to do. That's why the Corporate Plan for 2026-27 retains our three core priorities to continue to make Harrow a great place to live, work and visit.

Like many councils, we face a challenging financial outlook. Demand for frontline services including social care and homelessness continues to rise. Around two-thirds of our spending goes on vital care and support services - from helping vulnerable children and adults to supporting families and individuals at risk of becoming homeless. Our bill for temporary accommodation remains consistently high, at around £19 million a year.

Harrow's population continues to age, with a projected increase in residents aged 65 and over. This demographic shift brings a further rise in complex health and social care needs requiring adaptable and responsive services.



¹ Residents' Survey (June-July 2025)

We are also responding to growing demand for support for adults with mental health challenges and young adults with a disability.

The wellbeing and safeguarding of our children and young people has and always will be a top priority for the council. Every child deserves the education, support, and encouragement they need to enable them to thrive and live fulfilling lives. Following our most recent Ofsted inspection in January 2025, we continue to build on our strengths and make improvements to our services to ensure children are at the heart of everything we do, so they have every opportunity to gain the best start in life. We have also created a new and enhanced service to help care leavers achieve their independence and ambitions.

More people needing more help has put huge pressure on our finances but, thanks to sound financial management, we have been able to protect frontline services and invest in the things that matter most to you.

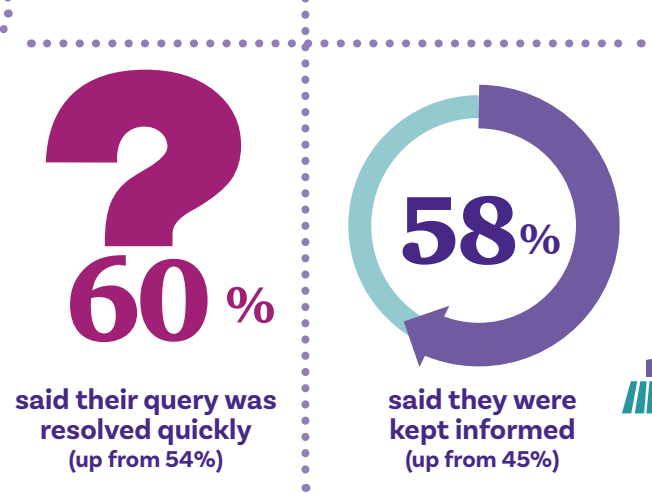
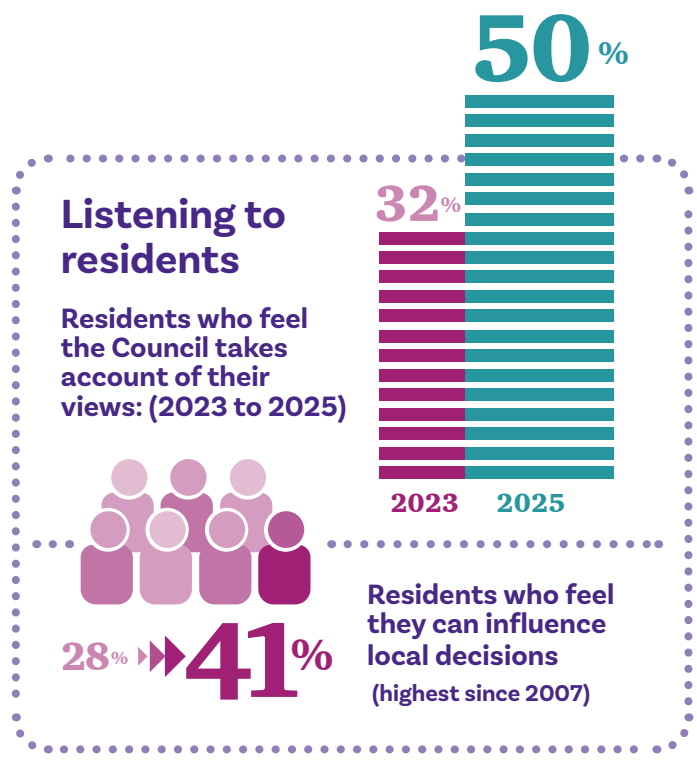
Our Flagship Actions for 2026-27 are all about delivering real, visible improvements for everyone who lives, works, studies or visits Harrow over the next 12 months. Each year, we will introduce new Flagship Actions, reporting our progress to Cabinet as part of our regular performance reviews.

The ambition of this Plan is clear - to put residents first, keep Harrow safe and clean and support those most in need.



Harrow Residents' Survey 2025/26

Key Highlights





Putting Residents First Progress and Achievements

Improving the way we deliver services to our communities is central to putting residents first. This has involved investing in our systems, processes and technology to make it easier for residents to access information and the services they need.

In the last year, we enhanced the customer experience through improvements to our website by giving residents up-to-date information on services such as waste, housing, planning, licensing and parking. We also made it easier for you to contact us. We have reopened a dedicated phonenumber for residents who need help with issues that can't be resolved online - now receiving around 7,000 calls every month - and expanded the Conversation Café to offer information and advice on social care and health and wellbeing in the borough. Our new resident contact centre at Gayton Road will open in March 2026 to provide in-person support along with a resident contact point at Wealdstone Library where residents can access services through new kiosk technology.

Since launching our new consultation standards and platform in 2023, the proportion of our residents who think that we take account of their views increased from 32% in 2023 to 50% in 2025. While those who feel they are able to influence decisions affecting their local area has climbed from 28% to 41% - the highest figure since the survey was launched in 2007.²



Last year, we committed to moving the Harrow Local Plan forward. This Plan sets out our long-term vision for the borough and provides a framework for its future development, whilst protecting and preserving the borough's character. We submitted a draft to the Secretary of State for examination in February 2025 and we anticipate its final adoption in February 2026.

We have successfully completed 36 much needed affordable homes at Milton Road, with 12 for social rent and 24 for shared ownership with priority for key workers and people with local connections. More recently, we have begun work on Phase 2a of Grange Farm Estate redevelopment which overall will look to provide up to 450 new homes for affordable and social rent, community facilities, public spaces and play areas. Plans are also progressing for Poets Corner and Byron Quarter.

We know how important the area you live in is to you. That is why in July 2023, we adopted stronger planning protections to limit tall buildings in our suburbs and better control conversions from houses into flats. We also designated parts of West Harrow, Pinner and Kenton Park Parade as new Local Areas of Special Character (LASC) to protect their heritage, distinctive architecture and unique design features from inappropriate development.

As part of our work to improve the spaces you spend your time in, we have enhanced Harrow town centre by making it easier for people to shop and visit and creating a more enjoyable and pleasant environment for residents. We did this by planting and enhancing green spaces, adding more seating, public art, clearer signage, wider pavements, safer crossings and better lighting throughout the town centre. Since its introduction, residents and visitors have also enjoyed over 10 million hours of free parking, saving them money and helping shops and high street businesses.



We also ramped up our road and pavement repair programme as part of our £56 million four-year improvement programme which started in 2025. New machinery and equipment has meant faster, longer-lasting repairs to potholes and less disruption to motorists. In the last two years alone, we have filled more than 10,000 potholes using our Pothole Pro and thermal machinery and resurfaced 119 roads and 59 pavements.

To further improve road safety, reduce congestion and make the area easier to access, we introduced a trial Red Route in Rayners Lane. The work included resurfacing key roads in the area, new signage and marking double red lines to indicate no stopping at any time. Early indications are that the Red Route has improved the experience of drivers and residents by reducing illegal parking, easing congestion and improving safety for everyone.

Putting Residents First

Key Achievements³



31,000 plus resident enquiries handled within four months of relaunching our dedicated phone line.



Developed a dedicated resident contact centre at Gayton Road to be opened in March 2026 for residents to access in-person advice and support.



Delivered on our commitments to protect the suburban character of the borough and green belt by progressing our Local Plan to adoption.



Protected the heritage of Harrow by designating four Local Areas of Special Character.



Enhanced Harrow town centre by creating a safer, more enjoyable space for residents and visitors.



Provided 125 high quality homes that residents can afford at Grange Farm and Milton Road.



Fixed 10,109 potholes and resurfaced 178 roads and pavements since January 2024.



Introduced our first Red Route in Rayners Lane to ease congestion and improve safety for everyone.



Over 10 million hours of free parking used by residents and visitors.



Launched virtual permits for parking in Controlled Parking Zones removing the need to display paper permits in vehicles.



Celebrated the 60th Anniversary of the London Borough of Harrow with a programme of events and activities for residents to enjoy.

³ Since launch of the Corporate Plan in 2023 (unless otherwise stated)

Future Priorities and Flagship Actions 2026-27

In our most recent Resident's Survey, you told us that improvements to roads are important to you. That's why we will continue to improve the condition of our roads and pavements as part of our £56 million four-year programme, including resurfacing at least 60 more roads and 35 pavements in 2026-27 to provide smoother, safer surfaces for drivers, cyclists and pedestrians.

To minimise the impact of roadworks on traffic flows, we will introduce a new Harrow Lane Rental Scheme. Companies will have to pay for the time they block the busiest roads at the busiest times - meaning works are finished more quickly and are better planned, helping cut congestion and disruption.

Building on our work to reinvigorate the town centre, we will begin work to prepare a Town Centre Masterplan to guide future investment and development. We want our town centre to be a place where people can shop, visit and support local businesses and the economy in a safe and accessible way.

We will start work on Byron Quarter regeneration and construction of Phase 2a of Grange Farm. We will also deliver a package of works and start demolition of the former Civic Centre site to prepare for Poet's Corner - a new neighbourhood in the heart of Harrow, creating new homes and green public spaces that local people can enjoy and be proud of.



The Harrow Local Plan is crucial to the protection and preservation of the borough’s character. Alongside the Local Plan, we will work with our communities to identify and designate more Local Areas of Special Character to protect Harrow’s heritage and introduce restrictions on the conversion of small family homes into Houses in Multiple Occupation (HMOs). Our enforcement will be strengthened to ensure that harmful unauthorised development is tackled effectively, consistently and fairly to improve public trust in the planning system.

Supporting our own tenants is vital to building stronger, healthier, more connected communities. We will enhance the cleanliness of housing estates by increasing the number of larger bins and launching a new mobile cleaning team. We also want to make services more accessible through increased sign-ups to the housing portal to enable residents to better manage their tenancy, rent account and repairs. Our new Resident Engagement Strategy will offer an opportunity for meaningful scrutiny and decision-making by tenants.

To further improve access to information, we’ll launch new online neighbourhood dashboards for residents and make it easier for them to track issues and provide feedback on services. We will also explore new translation technologies to ensure our services are accessible to the whole community.



Putting Residents First: Flagship Actions 2026-27



Launch online neighbourhood dashboards, MyHarrow account alerts and web form tracking to keep residents better informed and give them easy access to local information.



Resurface at least 60 roads and 35 pavements as part of our £56 million four-year highways improvement programme.



Crackdown on dangerous parking near schools by installing CCTV in at least five hotspots to improve safety.



Keep Harrow moving and reduce disruption caused by roadworks by seeking approval for our Lane Rental Scheme from the Department for Transport.



Upgrade three council-owned car parks in year one of our £900K improvement programme to ensure they are clean, safe and well-maintained.



Progress Byron Quarter and prepare Poets Corner for redevelopment, helping unlock more genuinely affordable homes alongside new jobs and community facilities (subject to funding).



Begin construction of Grange Farm Phase 2a and progress plans for the next phase to deliver much-needed council housing for Harrow families.



Stop family homes (housing up to 6 people) from being turned into small HMOs without planning permission by introducing an Article 4 Direction (subject to the necessary supporting evidence).



Extend Selective Licensing to four more wards, taking the total to six, improving housing standards and ensuring safer homes.



Protect Harrow's heritage by doubling the number of Local Areas of Special Character.



Add 15 more large bins across our housing estates and introduce a mobile cleaning team to keep shared areas cleaner and help tackle pest issues.



Transform at least 10 unused park buildings into vibrant new community and commercial spaces.



A Borough That is Clean and Safe

Progress and Achievements

In our 2025 Residents Survey, clean streets (65%) and levels of crime and anti-social behaviour (55%) were the two issues most commonly cited by residents as making Harrow a good place to live. As part of our commitment to restore pride in Harrow, we're listening to what residents are telling us and delivering on the things that are important to them.

In 2024, we renewed our Public Space Protection Order (PSPO) across the borough to allow us to fine people for anti-social behaviour, such as littering, street-drinking, spitting in public and dog fouling. We've issued 5,210 fines since its introduction.

To help us catch people dumping rubbish illegally on streets and open spaces, we installed new CCTV cameras to find and fine those responsible. We're prosecuting and naming and shaming individuals with our regular wall of shame. We invested an extra £800,000 to expand our street cleansing and parks teams in 2025-26 to make our town centres, shopping areas and parks cleaner and more pleasant places. This included new technology to deep-clean pavements and remove stubborn grime and doubling the size of our Grime Busters squad. Large bins were also rolled out in 12 parks with frequent collections during the busiest times.

We continue to work with our partners, including the Police, to tackle anti-social behaviour in hotspot areas. We've carried out Days and Nights of Action across the borough in 2025-26 which have seen multi-agency teams crack-down on local issues, including blue badge fraud, fines for spitting, littering and breaches of the PSPO, illegal and dangerous parking, immigration enforcement and clearance of rubbish.



We're also taking proactive steps to keep our young people safe. Our knife crime education programme has now reached more than 500 pupils across five Harrow high schools, helping them understand the risks and make safer choices.

Over the last three years, we have invested £1.2m in a new domestic abuse support service, ensuring anyone experiencing domestic abuse - including children - are supported and protected. Our Safe Havens scheme continues to grow with more local businesses signing up to offer a safe place for women and girls who feel scared, harassed or threatened in

Harrow. This year, we've increased the number of Safe Havens to 23 (up from 14 last year) and these include our fire stations and libraries. These additional locations mean more places to turn to and greater reassurance for women and girls across the borough.

Parks and open spaces in Harrow are highly regarded and valued by our residents and 88% expressed satisfaction with them in the latest Residents' Survey. We have continued to invest in our green spaces and our £7.4 million programme aims to provide high-quality attractive open spaces for everyone to enjoy, exercise, play sport and relax. This year, a record eight of our parks now proudly hold the prestigious Green Flag award status - a national mark of excellence recognising well-managed parks. Riverside Park and Chandos Recreation Ground were the latest to receive their accreditation in 2025.

With support from local volunteers, we have created new habitats, including heathland and small ponds for wildlife, as part of conservation and restoration works at Stanmore Common and Headstone Manor. We continue to work closely with our volunteer community to increase public awareness and accessibility to our designated nature reserves and other wild spaces.

Upgrades to playgrounds at Canons Park, Kenton Recreation Ground, Pinner Memorial Park and Roxeth Recreation Ground have introduced exciting new equipment, created safer and more imaginative spaces and better accessibility for all children. These improvements give families welcoming spaces to enjoy and ensure every child can take part in inclusive, enjoyable play.

We are committed to establishing a strong recycling culture throughout the borough, regularly holding events at schools, community centres and libraries to promote sustainable practices. In 2025, we added 200 daily slots at the Recycling Centre and doubled the number of slots for our free bulky waste collections. We also launched the highly popular Drop and Go events to bring bulky waste collections into communities and that has helped remove more than 30 tonnes of waste since it launched in May. Electrical recycling was also introduced in libraries to help people recycle small items. We continue to see recycling rates increase while the amount of general household (residual) waste continues to fall, which is positive for the environment and helps save the Council money.

We also continue to deliver on our priorities to become carbon neutral by 2030. In 2025-26, we have completed works to make 86 council homes warmer, cheaper to run and better for the planet so far, with a target of over 200 by the end of the year. We have also been delivering our programme to make 20 schools more energy efficient by investing in insulation, new windows and doors and external repairs.



A Borough That is Clean and Safe: Key Achievements⁴



18 CCTV cameras now monitoring fly tipping hotspots to reduce waste and catch those responsible.



11,261 fines issued for littering and waste related offences across the borough.



500 plus untaxed, abandoned or nuisance vehicles removed from our streets and car parks since 2025.



23 days and nights of action held to reduce anti-social behaviour in hotspot areas.



23 Safe Havens opened helping women and girls feel safer in Harrow.



8 award winning Green Flag parks helping our communities enjoy high-quality green open spaces.



12 parks now benefitting from bigger bins making our green spaces cleaner for everyone.



4 playgrounds upgraded in 2025-26 giving families better, safer spaces to enjoy at Canons Park, Kenton Recreation Ground, Pinner Memorial Park and Rixteth Recreation Ground.



100,000m² of green space improved, including fresh meadow planting and habitat improvement works.



86 council homes upgraded with energy efficiency improvements in 2025-26 cutting running costs and reducing their environmental impact



17 schools made more energy efficient through better insulation, new windows and doors and building repairs.

⁴ Since launch of the Corporate Plan in 2023

Future Priorities and Flagship Actions 2026-27

This year we will continue to focus on delivering clean streets and tackling anti-social behaviour. Our Grime Busters squad will be made permanent to help us respond faster and more effectively to local cleanliness issues. We will step up targeted enforcement to tackle fly-tipping, littering and other environmental offences. This includes extending enforcement patrols hours so we can capture more early morning and late-night evidence of fly-tipping and investing in more CCTV staff to monitor our additional cameras to identify anti-social behaviour. A permanent vehicle removal team will be introduced to deal with nuisance parking following a successful pilot in 2025.

Our programme of Days and Nights of Action will continue in hotspot areas, with a particular focus on addressing safety concerns after dark. We will also pilot a Safer Business Network will be piloted to tackle and reduce crime and disorder affecting businesses and the wider community.

We will install a total of 30 new cameras across the borough to strengthen safety and tackle crime and nuisance. In our town and district centres, we will install 10 new CCTV cameras and 10 new ANPR cameras to help identify those responsible for crime, anti social behaviour and environmental offences. On our housing estates, we will install a further 10 CCTV cameras, upgrade existing equipment, improve lighting, carry out regular estate walkarounds and act on the concerns raised in the Tenants' Survey.

We will continue to build on the improvements we have made to our parks and open spaces. As well as maintaining Harrow's eight Green Flag parks, we will secure two additional Green Flags for West Harrow Recreation Ground and Pinner Village Gardens taking the total to ten. We will also



prepare Roxbourne Park for accreditation in 2027-28. Larger bins will be rolled out to 15 new parks by the summer to keep them clean and tidy.

With the introduction of new Simpler Recycling legislation, new food waste and dry mixed recycling services will be introduced to apartments across the borough. Our recycling team will support residents throughout the rollout of these new services and will continue to encourage recycling and waste reduction.

Free caddies and liners will be made available to make it easier for residents to recycle their food waste. We will continue with our popular Drop and Go sessions for bulky waste disposal, increase textile recycling collections in partnership with TRAIID and pilot longer opening hours for the Harrow Recycling Centre to provide easier access for residents.

A Borough That is Clean and Safe: Flagship Actions 2026-27



Make the Grime Busters Squad permanent to clean streets better and tackle grime faster.



Extend patrol hours and boost CCTV staffing to improve our enforcement against fly-tipping and anti-social behaviour.



Hold at least six Drop and Go sessions to help residents clear bulky waste easily.



Trial longer opening hours for the Recycling Centre at the busiest times of year to make it easier for residents to get rid of their waste.



Provide free caddies and liners to every household, making food waste recycling easier.



Deliver 10 more Days or Nights of Action with police and partners to reduce anti social behaviour and improve safety.



Install 20 new cameras (10 CCTV and 10 ANPR) to crack down on crack down on crime and nuisance.



Improve safety on our housing estates by upgrading CCTV, adding 10 more cameras, improving lighting and acting swiftly on tenant feedback.



Pilot a Safer Business Network to tackle shoplifting, reduce violence against shop workers and improve safety for businesses and the community.



Tackle nuisance vehicles and problem parking by introducing a permanent vehicle removal team



Increase Harrow's award winning parks to 10 by securing Green Flag status for West Harrow Rec and Pinner Village Gardens and prepare Roxbourne Park for accreditation in 2027/28.



Roll out an additional 21 large bins in 15 parks by Summer to keep our parks clean and tidy at the busiest times.



A place where those in need are supported

Progress and Achievements

Our work to help vulnerable residents and support those most in need has focussed on an early intervention approach to help resolve issues before they escalate into more serious and costly problems.

Our family hubs provide joined-up services for residents and give them better access to health and care services within their local neighbourhoods. We have built on this by developing our Early Support Services to ensure that more families receive the right support at the right time.

We have completed our two-year programme to provide a stronger offer for residents by transforming our neighbourhood resource centres into modern care and well-being hubs. In partnership with the charity Hestia, we also launched Harrow Rise, a new community mental health service that helps residents manage their mental health challenges and achieve better outcomes. Following its successful launch, we have continued to expand the Conversation Café, offering more people direct support, guidance and a welcoming space - along with a hot drink and snack - to get the help they need.

We continued to use the Household Support Fund to help those residents most in need. This included providing free school meals during holidays and supporting vulnerable families with the cost of food, utilities and essential goods. In 2025, we issued free school meal vouchers to more than 7,100 households for 445,000 meals for use during school breaks. We also funded services that supply food to families



in need, provide emergency help to those facing financial hardship, and support over 200 care leavers as they move into independent accommodation.

Our integrated training and jobs service, Learn and Work Harrow, provide support, guidance and training to help residents into work. In 2025-26, nearly 600 learners have been helped to gain essential skills through digital courses and English for speakers of other languages (ESOL). Family learning programmes and literacy and numeracy training has also been provided.

Outcomes for children and young people with Special Education Needs and Disabilities (SEND) continue to be good in Harrow with high-quality special education available locally. However, we recognised that demand for special education needs has continued to grow in line with national trends. This is why we purchased a site for a new special school at The Ridgeway in West Harrow to provide 292 more places for children and young people with severe learning difficulties and autism. We also delivered a further 30 places at Alexandra School, one of four existing special schools in Harrow.



Whilst focusing on providing enhanced housing choices for residents, we have continued to invest in our own housing stock to ensure the safety of our tenants and improve the quality of their homes. This includes new kitchens and bathrooms, installation of full fibre internet and delivering our electrical testing and safety programme.



A place where those in need are supported

Key Achievements⁵



33,125 families helped with free-school meals through the Household Support Fund.



1,117 pensioners supported with winter fuel payments in 2025.



Family Hubs launched to provide the right help at the right time to Harrow's families and young people.



Neighbourhood Resource Centres transformed into adult social care and well-being hubs to provide stronger support to our residents.



New community mental health service launched to help residents with their well-being.



Launched and expanded the Conversation Café to help residents access information and advice face-to-face from the Council and our partners.



Launched a new online information and self-assessment tool for carers.



3,652 residents supported to gain literacy, numeracy, digital and vocational skills for work.



49 homes purchased to provide temporary accommodation for homeless families in Harrow.



Purchased a site at The Ridgeway in West Harrow to provide the first special school in Harrow for 20 years.



430 new kitchens and bathrooms fitted in council homes to improve tenant's quality of life.



60 extra care units delivered for older people at the former Kodak site.

⁵ Since launch of the Corporate Plan in 2023

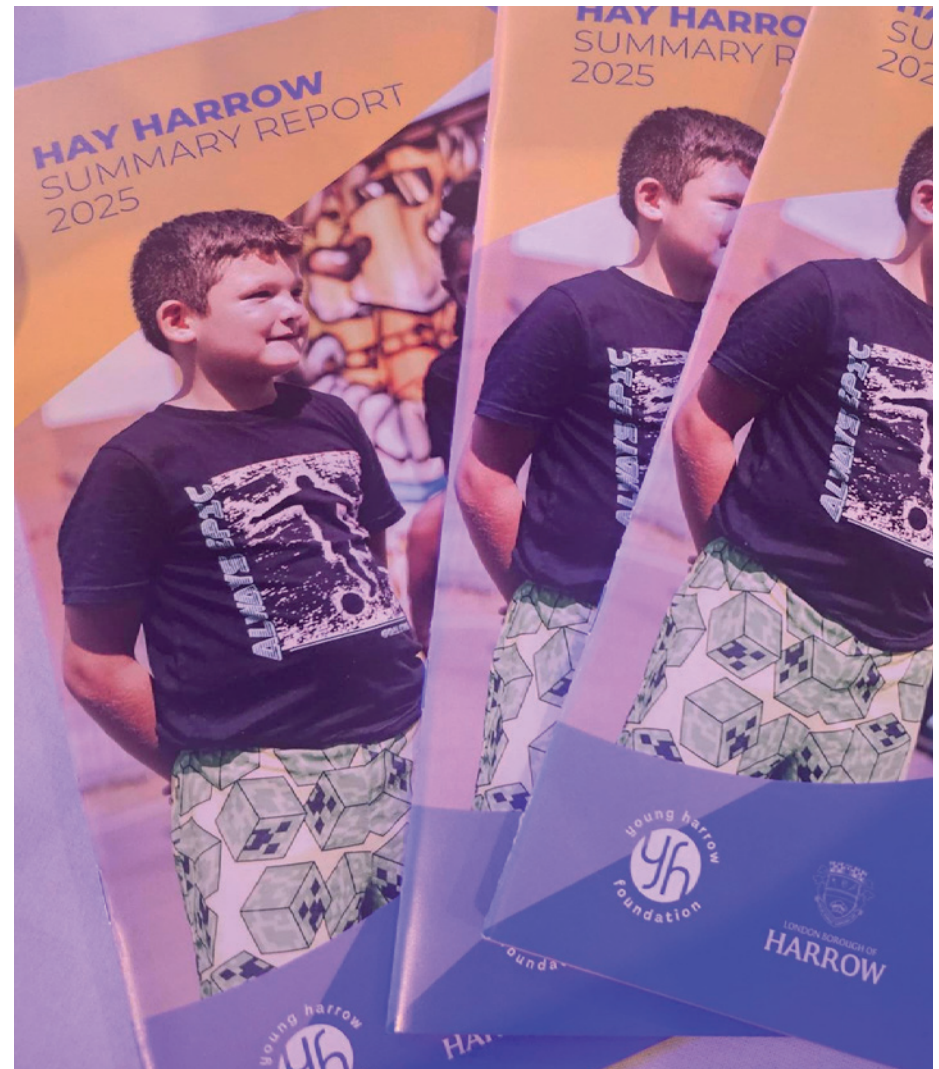
Future Priorities and Flagship Actions 2026-27

In 2026, we will continue to build on our priorities to help people live well, stay connected and receive the right care and support when they need it most. We will focus on prevention and early support so residents can enjoy healthier, more independent lives.

Improving access to physical and mental health services, promoting emotional wellbeing and encouraging active lifestyles is central to our plans. We will ensure that residents are able to receive clear and easy to understand information about the help available to them online, face-to-face or by telephone. We will pilot the use of an automated voice agent to provide 24-hour information and advice on adult social care. We will also strengthen digital integration with health partners and explore new technologies to improve care coordination and support timely hospital discharge.

We will empower residents to live independently in homes that meet their needs, with personalised support for daily living, transitions and long-term planning. This includes expanding our technology enabled care offer to maximise independence for more disabled residents and older adults.

Carers play a vital role as partners in care and we are committed to strengthening the support available to them. Our ambition is to offer a more comprehensive and responsive package that includes timely information, emotional support, financial assistance and meaningful opportunities for respite to improve their wellbeing and sustainability. To achieve this, we will increase the number of carers assessments undertaken to ensure that every carer has access to the support, guidance and resources they need.



Homelessness has reached critical and unprecedented levels across London. In 2025, more than 210,000 Londoners - including 100,000 children - were estimated to be living in temporary accommodation, a rise of 35% since 2021. This means that roughly one in every 21 children in the capital is homeless, equivalent to at least one homeless child in every London classroom. The financial pressure on councils, including Harrow, is unsustainable. Without urgent reform and significantly increased investment in prevention and genuinely affordable homes, the situation will continue to deteriorate.

We aim to reduce homelessness by helping people earlier, before their situation becomes an emergency. This includes offering practical support with debt and budgeting so households can stay on top of their finances. We will also provide financial help that makes it easier for people to move into and keep a home in the private rented sector. By doing this, we can prevent more families from needing temporary accommodation.

We will look at different ways to increase the amount of suitable housing available for homeless families. This includes using modular homes - properties that are built in sections in a factory and then assembled on site, making them quicker and often cheaper to deliver - as well as refurbished buildings. We will also expand council supported leasing schemes, where the council leases homes from private landlords for several years, guarantees the rent, and manages the tenancy so that families can access safe, stable accommodation. In addition, we will buy properties where this offers good value for money.

For our own tenants, we will carry out visits to understand what support they may need and help resolve any issues early, so they can keep their tenancy successfully. We will also continue investing to enhance the quality

of our tenants' homes. In our sheltered housing, we will carry out regular inspections to make sure residents are living safely and to identify issues such as damp and mould.

The Government's new Crisis and Resilience Fund will replace the Household Support Fund with effect from 1 April 2026. We will use this to support early intervention that prevents people falling into crisis, whilst also being available to help those in most need.

As part of our preventative agenda, we will continue to help residents build their skills and find suitable work through our Learn and Work Harrow service. In 2026-27 we aim to support a further 620 residents gain essential skills through English, Maths and vocational courses.

We will work to improve health and wellbeing in Harrow by supporting the development of a specialist physical activity offer for an initial group of 200 residents with mental health needs and long-term health conditions, such as hypertension and diabetes. Alongside this, we will also work closely with voluntary and community organisations to identify unmet needs and encourage greater participation in physical activities run by local sports clubs, businesses and faith groups.



The HAY Harrow (How Are You) 2025 survey provides a comprehensive snapshot of growing up in Harrow today, with nearly 8,000 young people taking part. We are committed to working with schools, colleges, services and communities to use these findings to shape priorities across public health, education, youth services and community safety. Our focus will be on reducing health inequalities, tackling food insecurity and making sure young people have access to more positive, enjoyable and meaningful activities.

We will build on our work delivering excellent outcomes for children and young people with Special Education Needs and Disabilities (SEND) by expanding specialist support in mainstream schools to give more children the right support closer to home. New guidance will be published so that schools, parents and partners have clear, practical information on special educational needs support. We will further roll out digital applications for parents to improve communication, reliability and confidence in SEND transport services. We will also identify and develop a site for a new in-house home for children with a disability to increase the amount of high quality, affordable, local provision.

We recognise our special responsibility as a corporate parent for children and young people with experience of living in care. To support them as they move into adulthood, we will introduce comprehensive support for care leavers, including a dedicated housing offer, a starter package to help them settle into their new home and ongoing tenancy support. Our support for young people will not stop there. We will also develop support for care-experienced young people in higher education and expand opportunities for mentoring, employment, apprenticeship and work experience.



A place where those in need are supported:

Flagship Actions 2026-27



Enhance council homes by replacing kitchens and bathrooms in 120 properties, bringing the total to 650 homes over three years.



Carry out 500 sheltered housing inspections to improve safety by addressing damp, mould, hoarding and repair issues.



Expand tech-enabled care to help 20% more disabled and older residents remain in their homes.



Pilot a 24/7 automated voice Adult Social Care helpline providing up-to-date information and advice.



Increase carers assessments by 30% to 1,150 to help more people access the advice and support they need.



Support residents with the cost of living through the Crisis and Resilience Fund.



Help 620 residents gain essential skills for life and work through English, Maths, ESOL and vocational courses.



Provide employment and training opportunities for 10 care leavers.



Refresh and deliver the Local Offer for Care Leavers, including secure housing, tenancy support and starter packs, mentoring, and pathways into work, apprenticeships, training and support for university students.



Support at least 200 residents with specialist physical activity programmes to help people stay well for longer.



Open two Additional Resourced Mainstream School (ARMS) in mainstream schools so more children receive the right support locally, including help for social, emotional and mental health needs.



Identify and develop a site for new in-house care provision for children with a disability to increase the amount of high quality, affordable, local places.

Delivering Our Priorities

Harrow faces significant financial challenges, with rising costs and growing demand for frontline services - such as social care and support for families and individuals at risk of homelessness - putting unsustainable pressure on the council's budget. In this challenging environment, improving productivity is crucial.

To achieve this, we will continue to review and redesign how our services are delivered, learning from best practice the public and private sectors. This includes investing in our staff, focussing resources to deliver key projects, piloting new ways of working, making better use of digital and AI tools, and streamlining processes to eliminate inefficiencies. We will also strengthen financial management by improving forecasting and reporting, helping budget holders to manage spending more effectively and reduce the risk of unexpected overspends. By embedding a culture of evidence-based decision-making, we will ensure that resources are directed where they can make the greatest impact and that outcomes for residents continue to improve.

Over the last two years, we have invested in a Customer Excellence programme designed to embed a culture of putting residents first. Since its launch more than 86% of staff have taken part, and residents have told us they are now receiving more responsive, joined-up and proactive support. This has led to better outcomes and a consistently high standard of service in every interaction.

Our latest Residents' Survey shows clear improvements in satisfaction when contacting the Council compared with 2023:

- 69% said staff were polite (up from 63%)
- 63% said staff were helpful (up from 53%)
- 60% said their query was resolved quickly (up from 54%)
- 58% said they were kept informed (up from 45%)

Our workforce is key to ensuring residents receive the highest quality services. To help deliver our priorities, we want to attract, recruit and retain talented people and invest in the development of our staff. We are modernising our HR systems to better support workforce planning, performance and productivity, and we are putting the initiatives from our Workforce Strategy into action.

A key part of this is our Harnessing Ambition Programme - a flagship management development initiative created in partnership with a leading London Business School. The programme strengthens leadership, improves organisational performance and helps foster a positive culture across the council. By equipping managers with essential skills and promoting a values-led approach, we are building a workforce that is resilient, motivated to deliver our corporate priorities and ready to meet future challenges in a rapidly changing public sector environment.

In an increasingly complex and uncertain environment, we will continue to strengthen our cyber security, business continuity and major incident readiness. This will ensure the council remains resilient and able to respond effectively to emergencies and disruptions affecting London and beyond.

We will also deepen our engagement with residents, businesses and community partners, inviting their insights and feedback to shape the services they rely on. Through these collaborative efforts, we will deliver high-quality, accessible and sustainable services that not only meet current needs but anticipate the future needs of our diverse communities.

