

**APPENDIX 1 CPA CULTURAL SERVICES INSPECTION IMPROVEMENT PLAN  
DRAFT AS AT 30 JUNE 2005**

**AUDIT COMMISSION RECOMMENDATION**

**1. RELATIONSHIPS**

*“Improve its relationships with key partner organisations in delivering cultural services, in order that shared ambitions and objectives can be better developed and the user experience enhanced. The Council should also fully exploit opportunities for better partnership working with voluntary and community organisations in planning and delivering cultural services.”*

**2005/06 SERVICE PLAN AMENDMENTS**

**CORPORATE OBJECTIVE - STRENGTHENING COMMUNITIES**

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
To strengthen the inclusion of the community and voluntary sector in arts and cultural provision	Embed a programme of community capacity-building seminars for the community	Oct 05- March 2006	Mainly existing resources plus some additional	Numbers of people attending seminars (target of 6 courses x 15 people)  Seminar feedback and evaluated.	COMMUNITY & CULTURE Steve Porter	HCU  Training provider (To be contracted)

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
				Sustainability – new projects as a result of seminars		
To strengthen the inclusion of the community and voluntary sector in arts and cultural provision	To ensure a cultural and community presence in initiatives which bring the school and community agenda together including Extended Schools and Artsmark	Ongoing	Existing resources	To be represented at 2 x cluster planning meetings.  To have agreed 2x new actions	COMMUNITY & CULTURE Steve Porter	PEOPLE FIRST Area team

## 2006/07 and onwards RECOMMENDED ACTIONS

### CORPORATE OBJECTIVE - STRENGTHENING COMMUNITIES

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
To strengthen the inclusion of the community and voluntary sector in arts and cultural provision	Town Centre proposals	April 2006 – March 2007	Existing resources	That the Town Centre proposals involving arts activities will have been fully evaluated	COMMUNITY & CULTURE Samantha Webster	

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
To strengthen the inclusion of the community and voluntary sector in arts and cultural provision	Development of Bernays Garden as an Art Park incorporating artists' studios	Refurbishment of Cowsheds for artists studios to begin by March 2006	Funding gap to be identified  Heritage Lottery Fund grant £5,000 Heritage of London Trust	Completion of building works	COMMUNITY & CULTURE Wendy Lockwood BUILT HERITAGE Tom Wooldridge PUBLIC REAL M MANAGEMENT Dave Corby	Stanmore Society HLF English Heritage, Heritage of London Trust, Stanmore and Harrow Historical Society

## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE - HARROW'S PLACE IN LONDON

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
To contribute to pan-London development of the Arts	To lead the coordination of 5 Borough literature development project.	Year Round  Monthly programme of activity.  West London Literature Festival - March	ACE/Support from LLDA <ul style="list-style-type: none"> <li>▪ Each borough applies for own funding</li> </ul> Existing resources	Monthly activity  Produce a calendar of monthly literature events by March 2006  Festival 10,000 audience Monitoring activity – “new”	COMMUNITY & CULTURE Steve Porter	Five boroughs in West London.  London libraries development agency.  Harrow Literature Development Forum.

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
				<p>participants.</p> <p>Attract 500 people to the Literature Festival.</p> <p>To attract 750 new participants into Literature</p>		
To contribute to pan-London development of the Arts	Involvement in Western Wedge and contribution to the development of the West London Arts Strategy	Ongoing commitment	<p>Applications are made to support ACE to support activity.</p> <p>2005/06 £30K-group funding achieved.</p> <p>Some additional funding required</p>	<p>Production of an Arts Strategy.</p> <p>Harrow presence and contribution to bimonthly Western Wedge meetings.</p>	COMMUNITY & CULTURE Steve Porter	Five Boroughs in West London
To contribute to pan-London development of the Arts	To develop and deliver a Borough wide celebration of Cultural Diversity – Under One Sky	<p>Under One Sky Festival – July 2005.</p> <p>Evaluation – August 2005</p>	Seed project fund (from existing resources)	<p>Delivery of festival.</p> <p>Evaluation of activity in August and October 2005</p>	COMMUNITY & CULTURE Steve Porter	<p>Harrow Asian Mela Association</p> <p>Harrow African Caribbean Association.</p> <p>Luton Carnival</p>

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
						Trust Business Sponsors.
To contribute to pan-London development of the Arts	To continue to deliver an excellent music service to schools.	Ongoing	Existing resources	% of participation/take up rates of pupils/schools.	COMMUNITY & CULTURE John Tucker	Schools
The vision for cultural services is not fully embedded at an operational level or within service planning and delivery	Align Leisure Connection's Service Plan and Priorities with Sports and Leisure Unit's	November 2005	Existing resources	Separate Monthly Maintenance and Sports Development programme take place	SPORTS & LEISURE Clifton Jackson	Leisure Connection

## 2006/07 and onwards RECOMMENDED ACTIONS

### CORPORATE OBJECTIVE - HARROW'S PLACE IN LONDON

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
To contribute to the pan-London	To develop and deliver a	Annual event from 2006	Some additional funds required	July 2006 Delivery of the	COMMUNITY & CULTURE	Local organisations

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
development of the arts	Borough-wide celebration of cultural diversity – Under One Sky	onwards	Existing resources plus additional	festival	Steve Porter	

## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE - CUSTOMER FOCUSED ORGANISATION

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
Harrow Leisure Centre not able to deal with the various cultural needs that exist within the borough, for example female only swimming is only available at Hatch End	Maintain user forums for sports centres so that customer feedback is used strategically to drive service improvements	September 2005	Existing resources	<ul style="list-style-type: none"> <li>▪ Quarterly meetings taking place</li> <li>▪ Feedback used to drive service improvement</li> </ul>	SPORTS & LEISURE Clifton Jackson	Leisure Connection, Sports clubs, Voluntary groups
Increase the stock and quality of sports and leisure facilities available within the community	Investigate partnerships to realise the potential of the development of facilities at Rayners Lane	November 2006	Rayners Lane £330K Capital approved  Newton Farm Feasibility Study 2006/07	Community Centre built with: <ul style="list-style-type: none"> <li>▪ Indoor sports facilities</li> <li>▪ Outdoor facilities</li> <li>▪ Changing</li> </ul>	SPORTS & LEISURE Clifton Jackson	Warden Housing, Football Foundation,

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
	Estate/Newton Farm Playing Fields		Some additional resource required	rooms <ul style="list-style-type: none"> <li>▪ Multi Use Games Area Sports</li> <li>▪ Improvement of existing grass pitches,</li> </ul>		

## 2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE - CUSTOMER FOCUSED ORGANISATION

NONE

## 2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE - USING PARTNERSHIPS TO IMPROVE AND SUSTAIN QUALITY OF LIFE

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
Improve library provision for Somali community	Liaise with Harrow Association of Somali Voluntary Organisations and produce plan.	Liaise by Nov 2005. Plan by Dec 2005.	Existing resources	Produce plan of action by Dec 2005.	LIBRARIES Bob Mills	HASVO
Lack of formal links between council and health improvement,	Develop and enhance links with the Harrow PCT to develop sports and physical	April 2006	Additional resource required	Development of programme: <ul style="list-style-type: none"> <li>▪ Pilot walking scheme underway</li> </ul>	SPORTS & LEISURE Trina Taylor	PCT

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
limited work with PCT	initiatives linked to health			<ul style="list-style-type: none"> <li>▪ Fund other initiatives from Physical Activity Strategy produced by Physical Activity Promotion Forum</li> </ul>		
Fully exploit opportunities for better partnership working with voluntary and community organisations in planning and delivering cultural services	Monitor and Report on the Council's Service Level Agreement with Harrow Sports Council	June 2005	Existing resources	Targets and measures embedded into SLA including: <ul style="list-style-type: none"> <li>▪ Increased membership</li> <li>▪ More representative of Harrow's population.</li> </ul>	SPORTS & LEISURE Christopher Allen	HSC
Fully exploit opportunities for better partnership working with voluntary and community organisations in	Undertake a visioning exercise for the future of Harrow Museum and consult widely on it to improve links	March 2006	Existing resources	Agree vision Action plan in place. Database realised and used	BUILT HERITAGE Ian Wilson	ACH HLF HHT EH Friends of Museum



<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
planning and delivering cultural services	Develop a database of local partners/community organisations to help increase involvement/consultation					

## 2006/07 and onwards RECOMMENDED ACTIONS

### CORPORATE OBJECTIVE USING PARTNERSHIPS TO IMPROVE AND SUSTAIN QUALITY OF LIFE

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
To ensure effective delivery of Community & Culture services through partnership	Work more closely with Arts Culture Harrow to define the parameters of the Service level agreement and future working relationships. Including: Focus on securing baseline data Provision of clear	Quarterly review meetings	Existing resources  SLA financed (through existing financial arrangement)	Base Line established by October 2005.  Clear performance tasks established by October 2005.  User Forum held by Arts Centre by November 2005.	COMMUNITY & CULTURE Samantha Webster	Community and Culture.  Arts Culture Harrow.  Arts Centre Users

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
	performance targets Definition of clear roles and responsibilities Establishment of a User Forum for the Arts Centre	By Nov 2005			Samantha Webster Michael Marx	
To ensure effective delivery of Community & Culture services through partnership	To agree SLA for Harrow Young Musicians	By Jan 2006	Existing resources  SLA financial commitment (existing resources)	SLA targets for 05/06 established by Sept/Oct 2005	COMMUNITY & CULTURE Samantha Webster	Harrow Young Musicians
To lead on developments for Black History Month	To further develop links with local communities to deliver 2006 Black History Month (BHM)	Year Round (Focus on October)	Existing annual commitment of £10k	2006 BHM programme delivered with improved local community involvement	COMMUNITY & CULTURE Samantha Webster	

## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE A BUSINESS LIKE ORGANISATION

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
Fully exploit opportunities for better partnership working with voluntary and community organisations in planning and delivering cultural services	Bid for funds from HLF to undertake audience development planning exercise to develop strategy for audience development at Harrow Museum	March 2006	Existing resources to create an application for HLF Project Planning Grant	Successful PPG application Have strategy in place	BUILT HERITAGE Ian Wilson	ACH HLF HHT EH Friends of Museum

## 2006/07 and onwards RECOMMENDED ACTIONS

### CORPORATE OBJECTIVE - A BUSINESS LIKE ORGANISATION

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
Improved partnership working	Produce a business plan for opening up school facilities for community use esp. those with funding from NOF PE and Sport	June 2006	Existing resources	75% of High Schools provide at least 10 hours of community access of sports facilities by September 2007	SPORTS & LEISURE Clifton Jackson Trina Taylor PEOPLE FIRST Brenda Rawson	Schools, Voluntary Sports Clubs, community groups

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
	programme					

## AUDIT COMMISSION RECOMMENDATION

### 2. IMPACTS

***“Develop and implement a service-wide framework for measuring the impacts and outcomes of its cultural services provision against identified local and national priorities and ambitions. This framework should include specific targets, with agreed timescales, responsibilities and performance indicators.”***

## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE - STRENGTHENING COMMUNITIES

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
Encourage more disabled people to take part in sport	Review DDA requirements for all sports centres,  Fund urgent improvements from 2005/06 Capital programme	By March 2006	£32k available for 2005/06 DDA improvements  Additional resource required for DDA compliance	Priority works completed	SPORTS & LEISURE Clifton Jackson	Leisure Connection

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
	Bid for remaining DDA compliance priorities					

## **2006/07 and onwards RECOMMENDED ACTIONS**

### **CORPORATE OBJECTIVE - STRENGTHENING COMMUNITIES**

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
Encourage more disabled people to take part in sport	Further Development of links with local and regional disability sports organisations	June 2006	Additional resource required	Establish a Harrow Disability Sports Forum	SPORTS & LEISURE Christopher Allen	London Sports Forum, Aspire, Mencap, EFDS,
Achieve recognition of Harrow as a high-performing council	Raise up to three key parks to national Green Flag standard	Apr2005 – Mar2008	Existing resources contractors stakeholders  Additional resource required	Launch 3 parks. Apply for recognition through CAFE Space	PUBLIC REALM MANAGEMENT Dave Corby	Cultural Strategy Forum; Safer Harrow Partnership; Community groups; Schools; Primary Care Trust; Harrow Council for Racial Equality; Sports clubs

## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE - HARROW'S PLACE IN LONDON

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
Firmly establish Public Realm Maintenance as an effective and efficient customer-focussed department	Embed an integrated performance management system across Public Realm Maintenance	Apr 05 – Mar 06	Existing resources	Complete 2006-07 Service Plans	PUBLIC REALM MANAGEMENT Jerry Hickman	Organisational Development (Organisational Performance)
Maintain and enhance the leafy green appearance of Harrow	Selective improvement of tree stock in parks and on highways.	Apr 05 – Mar 08	Existing resources £75K capital already approved contractors	Survey tree stock  Options appraisal and consult with stakeholders	PUBLIC REALM MANAGEMENT Dave Corby	Public Realm Infrastructure; Harrow Strategic Partnership; Community groups
Provide high standards of Green Belt management	Develop linked management between area teams and community groups	Apr 05 – Sep 07	Existing resources	Issue Green Belt management plan and commence implementation	PUBLIC REALM MANAGEMENT Dave Corby	Forward Planning; Sport & Leisure; community groups; area teams; English Nature

## 2006/07 and onwards RECOMMENDED ACTIONS

### CORPORATE OBJECTIVE - HARROW'S PLACE IN LONDON

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Maintain and enhance the leafy green appearance of Harrow	Implement tree planting programme	Apr 06 – Mar 08	Additional resource required	Implement planned improvements  Complete planned improvements, monitor effectiveness	PUBLIC REALM MANAGEMENT Dave Corby	Public Realm Infrastructure; Harrow Strategic Partnership; Community groups

## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE - CUSTOMER FOCUSED ORGANISATION

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
To improve public satisfaction with arts delivery and overall participation in the arts	Refresh the Cultural Strategy using key issues from the CPA Cultural Services Inspection Improvement	Draft produced by Dec 2005  Final document produced by Jan-Feb 2006	Existing resources	Timescales met  Revised cultural strategy provided	COMMUNITY & CULTURE Samantha Webster	Cultural Strategy Forum.  Arts Culture Harrow.

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
	Plan					
To improve public satisfaction with arts delivery and overall participation in the arts	Ensure that the updated Cultural Strategy is: <ul style="list-style-type: none"> <li>▪ Based on identified need</li> <li>▪ Focused on measures of impact</li> <li>▪ Embedded through the delivery of Council service planning</li> </ul>	Draft produced by Dec 2005  Final document produced by Jan-Feb 2006	Existing resources	Timescales met  Cultural Strategy based on impact and needs analysis.	COMMUNITY & CULTURE Samantha Webster	Cultural Strategy Forum.  Organisational Development. Policy and Performance
To improve public satisfaction with arts delivery and overall participation in the arts	Facilitate continuation of the CPA Cultural Services Inspection Officer group to ensure: <ul style="list-style-type: none"> <li>▪ Cohesive policies</li> <li>▪ Effective cross department</li> </ul>	<ul style="list-style-type: none"> <li>▪ New terms of Reference established by June 2005</li> <li>▪ Create quarterly meetings by August 2005</li> </ul>	Existing resources	<ul style="list-style-type: none"> <li>▪ Terms of Reference created</li> <li>▪ Group meeting monthly</li> </ul>	COMMUNITY & CULTURE Samantha Webster	Arts Culture Harrow



Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
	communication <ul style="list-style-type: none"> <li>▪ Service delivery monitoring</li> </ul>					
To improve public satisfaction with arts delivery and overall participation in the arts	Create sector-specific sub-groups under the Cultural Strategy Forum to: <ul style="list-style-type: none"> <li>▪ Facilitate ownership of the Cultural Strategy</li> <li>▪ Enable discussion and monitoring activity</li> </ul>	Proposal created for sub-groups by October 2005.  Sub-groups in place by Jan/Feb 2006	Existing Resources	Sub-groups established with terms of reference  Regular meeting schedule defined and established	COMMUNITY & CULTURE Samantha Webster	
To improve public satisfaction with arts delivery and overall participation in the arts	DDA compliance In Arts Facilities <ul style="list-style-type: none"> <li>▪ Provide future schedule of required works</li> </ul>	March 2006	Additional resource to be determined	DDA works completed to schedule	COMMUNITY & CULTURE Samantha Webster URBAN LIVING Mike Brown	Advice being Sought from Eddie Collier's team.
Use of impact measures for	Investigate Audit Commission	Ongoing into 2006/07	Existing resources	Use impact measures for	LIBRARIES Bob Mills	Audit Commission, DCMS,

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
libraries	proposals for 2006/2007 and use agreed version.			BVPI in 2006/07		Society of Chief Librarians.
Improve marketing of library service	Publish new Welcome leaflet for library service and take other appropriate action.	By Dec. 2005	Existing resources	Meet timescale	LIBRARIES Bob Mills	Communications Unit
Firmly establish Public Realm Maintenance as an effective and efficient customer-focussed department	Establish a strong management team	Apr 05 – Mar 06	Existing resources	Systematic review of service structure, resource & delivery against identified demand	PUBLIC REALM MANAGEMENT Andrew Trehern	Organisational Development (Human Resources)
Within sport and leisure there is considerable room for improvement in attaining key performance indicators that have been developed and	Monitor attendances at all sports centres by target group where appropriate including: <ul style="list-style-type: none"> <li>▪ Age</li> <li>▪ Ethnicity</li> <li>▪ Gender</li> </ul>	By November 2005	Existing resources	Monthly Data Available	SPORTS & LEISURE Clifton Jackson	Leisure Connection

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
agreed as part of the renewed leisure management contract	<ul style="list-style-type: none"> <li>▪ Disability</li> <li>▪ Postcode</li> <li>▪ Health Improvement</li> <li>▪ Facility utilisation rates</li> </ul>					
Satisfaction with sport and leisure services is low	Monitor satisfaction levels amongst all sports services users by undertaking annual user assessment survey in accordance with the new sports contract	April 2006	Existing resources	<ul style="list-style-type: none"> <li>▪ Annual surveys completed</li> <li>▪ Action Plan created from survey</li> <li>▪ Key actions implemented</li> </ul>	SPORTS & LEISURE Clifton Jackson	Leisure Connection
Ensure that the Council's pricing policy does not create barriers for people to use their facilities	Monitor usage by target groups and review pricing policy, implementing appropriate IT requirements for monitoring purposes	Ongoing	Additional resource required	Development of improved Leisure Card to: <ul style="list-style-type: none"> <li>▪ Offer more services</li> <li>▪ Expand range to other cultural services</li> </ul>	SPORTS & LEISURE Clifton Jackson	Leisure Connection, Voluntary groups, sports clubs

## 2006/07 and onwards RECOMMENDED ACTIONS

### CORPORATE OBJECTIVE - CUSTOMER FOCUSED ORGANISATION

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
Enhance DDA compliancy at heritage sites	Install access improvements at Canons Park as part of wider restoration Undertake access audit and access plan at Headstone manor	Canons Park Oct 2005 – June 2006  2006-2007	Canons Park – £900K funding secured through HLF and other sources  Headstone - Funding for access plan to be secured through Your Heritage bid to HLF		FORWARD PLANNING Zvi Barzilai  BUILT HERITAGE Ian Wilson	EH HLF Friends of Canons Park
DDA compliance of library buildings	Replace Rayners Lane Library	Unknown, dependent upon availability of suitable rented premises or new build site and capital funding	None earmarked, timescale unknown. Cost dependent upon rental costs or new build costs	Replace building	LIBRARIES Bob Mills	Urban Living
Bring community based parks	Incorporate parks buildings	Apr 06– Mar 08	Additional resource	Systematic review of service	PUBLIC REALM MANAGEMENT	Public Realm Infrastructure;

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
facilities up to DDA compliance	into the corporate programme. Advance those buildings, which have a higher demand or usage where there is more likelihood of a DDA breach occurring.		required in addition to current DDA programme	structure, resource & delivery against identified demand	Dave Corby URBAN LIVING Mike Brown	Harrow Strategic Partnership; Community groups
Increase the stock and quality of sports and leisure facilities available within the community	Work with Planning Department to secure S106 and other developer contributions for sport and recreation facilities associated with new developments	2006/7	Existing resources	Adequate sports and leisure provision is provided as part of any appropriate commercial and residential development	SPORTS & LEISURE Phillip Loveland-Cooper Clifton Jackson	Leisure Connection, Private Sector, Harrow Police
Increase the stock and quality of sports and leisure facilities	Develop park pavilions as community leisure and	2006/7	Additional resource required	Produce development plan and commence	VALUATIONS & ESTATES Phillip Loveland-Cooper	Local Community Groups, Private Sector, EYDCP

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
available within the community	childcare centres			feasibility options with partners for 6 identified pavilions	Christopher Allen PUBLIC REALM MANAGEMENT Dave Corby	
Increase the stock and quality of sports and leisure facilities available within the community	Development of Prince Edward Playing Fields	2006/7	Additional resource required	Ensure a Community Use Agreement is in operation	VALUATIONS & ESTATES Phillip Loveland-Cooper Christopher Allen	Wealdstone FC, Wasps RC, Private Sector, Sport England

## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE - USING PARTNERSHIPS TO IMPROVE AND SUSTAIN QUALITY OF LIFE

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
Lack of formal links between council and health improvement, limited work with PCT	Develop and enhance links with the Harrow PCT to develop sports and physical initiatives linked to health	April 2006	Additional resource required	Development of programme: <ul style="list-style-type: none"> <li>▪ Pilot walking scheme underway</li> <li>▪ Fund other initiatives from Physical Activity Strategy produced by</li> </ul>	SPORTS & LEISURE Clifton Jackson	Public Realm Management

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
				Physical Activity Promotion Forum		
Lack of formal links between council and health improvement, limited work with PCT	Develop the Exercise on Prescription scheme with Leisure Connection based at harrow leisure centre	April 2006	Additional resource required	Further development of scheme: To include staff training, increased awareness amongst local GP's	SPORTS & LEISURE Christopher Allen	
Stakeholders are concerned about service's partnerships at a local level with schools this is in contrast to the evidence provided by the council	Support and assist schools in the development of a programme of curricular and extra curricular physical activity	April 2006	Existing resources	Encourage schools to seek: <ul style="list-style-type: none"> <li>▪ High Schools <ul style="list-style-type: none"> <li>○ Sportmark</li> </ul> </li> <li>▪ First and Middle Schools <ul style="list-style-type: none"> <li>○ Activemark</li> </ul> </li> </ul>	PEOPLE FIRST Brenda Rayson  SPORTS & LEISURE Christopher Allen	Public Realm Management  Borough Schools

## 2006/07 and onwards RECOMMENDED ACTIONS

## CORPORATE OBJECTIVE USING PARTNERSHIPS TO IMPROVE AND SUSTAIN QUALITY OF LIFE

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
Improve relationships with key partner organisations in order that shared ambitions and objectives can be better developed and the user experience	Redraft the Leisure Management contract to formalise sports development role  Develop Sports Grant Fund to support and provide leadership to voluntary sector sport provision in the borough	June 2006	Additional resource required	Revised sports development schedule in contract documents  Grant Assistance to local Sports Club to assist development	SPORTS & LEISURE Clifton Jackson	Leisure Connection  Local Voluntary Sports Clubs

## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE A BUSINESS LIKE ORGANISATION

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
To create and deliver a service plan for the new function of	Development of effective benchmarking and local	Ongoing	Additional resource required	Service Plan established.  New structure in	COMMUNITY & CULTURE Samantha Webster	



<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
Community & Culture	performance indicators			place (March 2006)		
Develop effective performance management	Use English Heritage's national Buildings at Risk reporting framework at a local level	Apr 05 – Mar 06	Existing resources	Press release and info pack every 6 months to coincide with EH targets, to be released locally	FORWARD PLANNING Amy Burbidge	EH
Develop effective performance management	Embed an integrated performance management system across Public Realm Maintenance	Apr 05 – Mar 06	Existing resources	Complete 2006-07 Service Plans	PUBLIC REALM MANAGEMENT Jerry Hickman	Organisational Development (Organisational Performance)
Proposals for resolving repairs and maintenance issues within the leisure management contact are as yet unclear	Conduct full building condition survey for contract facilities to cost Planned and Preventative Maintenance and repairs provision	March 2006	From 2005/06 Capital Budget  Essential/fit for purpose building work Costs to be determined by survey	Building condition reports completed	SPORTS & LEISURE Clifton Jackson	Leisure Connection

## 2005/06 ACTION PLAN AMENDMENTS AUDIT COMMISSION RECOMMENDATION

### 3. VISION

“Ensure that its vision for cultural services is clearly articulated and fully understood by all stakeholders.”

#### CORPORATE OBJECTIVE - STRENGTHENING COMMUNITIES

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
Development of a comprehensive programme of arts activities, reflecting the diversity of the Borough	Establish a coherent marketing strategy across all cultural services. Including: <ul style="list-style-type: none"> <li>▪ Website strategy</li> <li>▪ Publication of an annual Harrow events calendar</li> </ul>	Strategy and Calendar produced for Dec 2005.  Draft Strategy – Dec 05.  1 <sup>st</sup> calendar produced by Jan 06	External funding raised through sponsorship.  Additional resource required	Process established for monthly updating of website.  Draft marketing Strategy produced	COMMUNITY & CULTURE Samantha Webster  COMMUNICATIONS Peter Brown	All – to contribute to calendar.  Arts Culture Harrow  Cultural Strategy Forum.
Development of	Review council	August to Dec	Existing	Proposal for	COMMUNITY &	All

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
a comprehensive programme of arts activities, reflecting the diversity of the Borough	and partner-led approaches to events; including: <ul style="list-style-type: none"> <li>▪ Harrow Arts Festival</li> <li>▪ Under One Sky</li> <li>▪ Black History Month to ensure that clear messages and opportunities are accessible to Harrow communities</li> </ul>	2005	resources	2006 events produced by December 2005.	CULTURE Samantha Webster	Arts Culture Harrow.  Cultural Strategy Forum.  Black History Steering Group
Increase sustainability and accessibility of Harrow's public realm areas by catering for diverse needs and conserving	Develop a Borough wide Open Spaces plan to improve parks vitality, leisure and recreation opportunities Improving:	Apr 05 – Mar 06	Existing resources	<ul style="list-style-type: none"> <li>▪ Present to Cabinet if required</li> <li>▪ Develop and implement detailed action plan</li> </ul>	PUBLIC REALM MANAGEMENT Dave Corby	Sports & Leisure Unit; Cultural Strategy Forum; community groups; schools; Primary Care Trust; Harrow Council for Racial Equality;

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
resources	<ul style="list-style-type: none"> <li>▪ Local environment</li> <li>▪ Quality of life for young people</li> <li>▪ Healthier communities</li> <li>▪ Diversion of young people away from crime</li> </ul>					sports clubs

## 2006/07 and onwards RECOMMENDED ACTIONS

### CORPORATE OBJECTIVE - STRENGTHENING COMMUNITIES

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
Increase sustainability of Harrow's public realm areas by catering for diverse needs and conserving resources	Implement Open Spaces plan and develop individual management plans for key locations.	Apr 06 – Mar 08	Existing resources	Implement 33% of actions, resulting from detailed action plans	PUBLIC REALM MANAGEMENT Dave Corby	Sports & Leisure Unit; Cultural Strategy Forum; community groups; schools; Primary Care Trust; Harrow Council for Racial Equality; sports clubs
Increase sustainability of	Develop a landscape	April 06-March 2007	Funding to be sought from	Approval of Landscape	BUILT HERITAGE	HLF English Heritage

Harrow's public realm areas by catering for diverse needs and conserving resources	strategy for the Harrow Museum complex to enhance the setting of the site, increase biodiversity and the enjoyment of visitors		Heritage Lottery Fund, supported by Capital programme bid	Strategy by Council	Ian Wilson	Harrow heritage Trust ACH
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## 2005/06 ACTION PLAN AMENDMENTS

### CORPORATE OBJECTIVE - HARROW'S PLACE IN LONDON

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
The vision for cultural services is not fully embedded at an operational level or within service planning and delivery	Produce a Sport and Leisure Strategy	Interim report to cabinet July 2005  Final strategy by Summer 2006	Existing resources  Additional resource required	Strategy has clearly defined and prioritised objectives, supported by: <ul style="list-style-type: none"> <li>▪ Specific, measurable &amp; appropriate actions</li> <li>▪ Clearly outlines the roles and responsibilities of the</li> </ul>	SPORTS & LEISURE Clifton Jackson	Leisure Connection, Community groups, sports clubs, Harrow Sports Council

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
				council in sport and leisure provision		

## 2006/07 and onwards RECOMMENDED ACTIONS

### CORPORATE OBJECTIVE - HARROW'S PLACE IN LONDON

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
The vision for cultural services is not fully embedded at an operational level or within service planning and delivery	Roll out Sports element actions from the Sports and Leisure Strategy	2006/7  2007/8	£1m Capital reserved for the development of sporting facilities Additional resource required  £200k Capital Reserved for the development of sporting facilities  Additional resource required	Essential Improvements to borough's existing Sports & Leisure facilities.  Funding to support the development of new Sports and Leisure facilities in the areas of most need in the borough	SPORTS & LEISURE Clifton Jackson	Leisure Connection

## 2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE - CUSTOMER FOCUSED ORGANISATION

NONE

## 2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE - CUSTOMER FOCUSED ORGANISATION

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
To ensure that the vision for Cultural Services is clearly articulated and fully understood by all stakeholders	To ensure involvement and engagement of the Cultural Strategy Forum in the delivery and monitoring of the IMP plan and Cultural Strategy	Ongoing quarterly meetings of Cultural Strategy Forum	Existing resources	Engagement Strategy developed in consultation with the CD Forum.	COMMUNITY & CULTURE Samantha Webster	Cultural Strategy Forum.

## 2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE - USING PARTNERSHIPS TO IMPROVE AND SUSTAIN QUALITY OF LIFE

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
To ensure effective delivery of Community & Culture services through partnership	To develop and adopt an Arts Strategy for Rayners Lane Community Area	Development of Strategy – Aug 2005 Activity – Sept 05 onwards	Additional resource required to match fund amount provided by Warden Housing	Draft Strategy in place.  Programme of activity from September delivered and monitored	COMMUNITY & CULTURE Samantha Webster	
Provide high standards of bio-diversity	Develop a bio-diversity action plan	Apr 05 – Mar 08	Additional resource required	Develop draft plan for consultation 2005	PUBLIC REALM MANAGEMENT Dave Corby  FORWARD PLANNING Bill Munro	Forward Planning; Sport & Leisure; community groups; area teams; English Nature

**2006/07 and onwards RECOMMENDED ACTIONS**

CORPORATE OBJECTIVE USING PARTNERSHIPS TO IMPROVE AND SUSTAIN QUALITY OF LIFE

<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
To ensure effective delivery	To create long-term plan	Headstone Manor launched	Additional resource	Successful project planning	COMMUNITY & CULTURE	Arts Culture Harrow



<b>Objective</b>	<b>Action</b>	<b>Timescales</b>	<b>Resources</b>	<b>Performance</b>	<b>Lead Person</b>	<b>Partners</b>
of Community & Culture services through partnership	development and business plan for Museum service including Headstone Manor	September 2005.  Business Plans to be established by Jan/Feb 2006	required  Project planning grant to be applied for.	grant application (Jan 06).  Business Plan (proposed) schedule in place (Jan/Feb 06)	Samantha Webster  BUILT HERITAGE Ian Wilson	
Provide high standards of bio-diversity	Develop and implementing bio-diversity action plan	Apr 05 – Mar 08	£25K Revenue bid	Action plan adopted by Council  Deliver 30% actions  Update plans for 2007-09	PUBLIC REALM MANAGEMENT Dave Corby  FORWARD PLANNING Bill Munro	Forward Planning; Sport & Leisure; community groups; area teams; English Nature