

Meeting:	Education and Lifelong Learning Scrutiny Committee
Date:	19 th October 2005
Subject:	CPA Cultural Services Inspection and Action Plan
Responsible Officer:	Javed Khan, Director of Learning and Community Development
Contact Officer:	Ian Cooper, Interim Community and Culture Officer
Portfolio Holder:	Education and Lifelong learning Planning, Development and Housing
Key Decision:	No
Status:	Public

Section 1: Summary

Decision Required

That the inspection report and the actions being taken be noted.

Reason for report

To report to the Education and Lifelong Learning Scrutiny Committee on the outcome of the Inspection of Cultural Services

Benefits

The inspection report provides Members with a view of the effectiveness of these services, which are spread across three directorates.
The action plan shows how the service planning process will be used to address the issues raised in the inspectors' report

Cost of Proposals

Set out in Section 2.4

Risks

None

Implications if recommendations rejected

Not applicable.

Section 2: Report

2.1 Brief History

2.1.1 Two inspectors from Deloitte on behalf of the Audit Commission undertook the inspection of Harrow Cultural Services. The on site inspection took place between 7 and 11 March 2005.

2.1.2 The services inspected were as shown in the table below:

Chief Executive's Tourism	People First	Urban Living
	Arts Unit Arts For Schools Libraries	Sports and Leisure Built Heritage Parks Service

2.1.3 This was the first time that this group of services had been inspected. The 2002 CPA inspection was of Sports and Leisure Services only.

2.1.4 Due to the cross-departmental nature of this inspection, a decision was taken in June 2004 to set up a representative officer team led by the Director of Learning and Community Development. The team worked to prepare the self-assessment and benefited from an independent Peer Review in December 2004.

2.1.5 The inspectors used the 2004 standard single tier authority methodology as the basis for the inspection. The council agreed in advance of the inspection that the inspectors would undertake detailed 'probes' into the libraries and the sports and leisure services.

2.1.6 To evaluate the effectiveness of council's services the Key Lines of Enquiry (KLOE) were:

- **How good is the service?**
 - What links can be clearly illustrated between the Council's cultural services' ambitions and the ambition for the local area?
 - How effectively do cultural services contribute to local service priorities and achieve service priorities?

- How good are cultural services at providing a quality user experience?
- **What are the prospects for improvement to the service?**
 - Does the council have the capacity and the systems to deliver its cultural ambitions and drive improvements in cultural services for all sections of the community?
 - How effectively do the councils future plans sustain a clear focus on achieving for cultural services?

2.1.7 The inspection also included an evaluation of:

- The council's self-evaluation;
- Supporting policy and strategy documents provided;
- Performance indicator data;

2.1.8 The inspectors carried out extensive 'Reality Checks' consisting of both formal and unannounced 'mystery customer' site visits. Sites visited included:

Roxeth Library; Roxeth Recreation Ground; Wealdstone Centre; Headstone Manor; Harrow Arts Centre; Harrow Leisure Centre; Byron Recreation Ground; Hatch End Pool; Hatch End Library; Pinner Park; Civic Centre Library; Roxbourne Park; West Harrow Recreation Ground; Harrow Recreation Ground.

2.1.9 Inspectors also looked closely at the effectiveness of the Council's web site in providing information on the services to residents.

2.1.10 The Council was complimented on its guide to services being inspected entitled 'A Taste of Harrow – cultural services for all our cultures'.

2.1.11 During their week on site the inspectors carried out a very full itinerary, which included:

- 21 interviews.
- 6 focus groups / group interviews.
- 71 people consulted in total.

2.2 Summary of the Report

2.2.1 The inspection was a positive activity both for the council and the inspectors. The subsequent report was welcomed as it identified service strengths as well as areas for improvement.

2.2.2 These council services were assessed as **'a fair service that has promising prospects for improvement'**. This equates to a score of two points, which contributes to the council's overall CPA score.

2.2.3 The service was assessed as a fair service because:

- There is a clear vision for cultural services, articulated at a strategic level through the corporate plan and community strategy.
- Satisfaction levels are fair overall, although there is variation across the different service areas.
- There have been a number of recent initiatives, which have resulted in improvements for services users. Notable examples include:
 - library opening hours have been extended across the borough;
 - library book stock budget has been increased;
 - renovations have been made to some library premises as part of an ongoing refurbishment programme;
 - the new Wealdstone Centre opened in November 2004 and has significantly increased library membership at this library;
 - some parks and open spaces have been revitalised as part of the Council's environmental improvement programme.

2.2.4 The inspection identified that the following issues need to be addressed by the council:

- The cultural strategy currently lacks clearly defined and prioritised objectives supported by specific, measurable and appropriate actions.
- Geographical location, scarcity of facilities in some parts of the borough and price are significant barriers to access.
- Whilst there are some notable areas of strength such as Arts for Schools and the library service, not all service areas are delivering to a consistent standard. In sport and leisure services in particular, progress has been hindered by capacity issues and a lack of clarity as to roles and responsibilities within the leisure contract.
- Whilst there are a number of successful partnership initiatives at an individual project level, the Council's approach to partnership working in specific areas of cultural services has been fragmented to date. This is evidenced by the many issues and problems that are apparent within the Council's partnership with its external leisure contractor, and the lack of consistency in aims and objectives with its main arts provider, which have hindered service improvement in these areas.
- The Council has not realised the full benefit of the very strong voluntary and community sector provision within its sport and leisure provision in the borough and has failed to maximise partnership opportunities in this respect.

2.2.5 The prospects for improvement were assessed as **promising** because:

- The Council has a clear vision for cultural services. The Council has completed and agreed its corporate plan for 2005/06, supported by service plans for individual service areas. This link should be further consolidated and strengthened through the forthcoming revision of the cultural strategy, the development of a new sport and leisure strategy and the creation of a community engagement strategy.
- In-depth vitality profiles have been produced for the borough, which illustrate multiple deprivation and need down to individual wards and will be used to develop an area-based approach to cultural services provision. An exercise to plot residents' satisfaction with cultural services against the results of these vitality profiles has also been carried out.
- There is clear leadership from councillors and senior officers, who have a strong vision for cultural services and have committed significant resources to achieving this vision. The directorates which share responsibility for the provision of these services work and communicate effectively together.
- Significant financial resources have been committed to achieving the vision for cultural services, including increased capital and revenue budget commitments.
- New posts within cultural services have been developed to increase capacity, as a result of the organisation-wide restructuring of the Council. Further posts are being created through the middle management review that is currently underway. In particular, a new senior post has been created for a Group Manager (Community and Culture).
- The Council's new performance management framework is designed to support the organisational change that is taking place.
- There is a clear commitment to improving cultural services within Harrow and recognition of the role that such services can play in improving the quality of life across the borough as a whole.

2.2.6 The inspection identified that the following issues need to be addressed by the council:

- Whilst the Council has an ambitious vision for cultural services, its strategic planning framework is still in its early days and not yet fully embedded within the organisation.
- The revised performance management arrangements are not yet fully implemented throughout cultural services and the delays encountered with the middle management review have caused capacity problems, as a number of posts are yet to be filled. This shortage of human resources has hindered the rate at which

improvements can be made. There is still some work to do before the performance management framework is rolled out to all levels of the organisation.

- The full potential of the partner relationships between the Council and its leisure contractor and between the Council and the main arts provider have not yet been fully realised.

2.2.7 In conclusion, the inspectors made only **three recommendations**, which were that the Council should:

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

Action Plan and implementation

2.2.8 Following receipt of the report an action plan has been prepared to address the recommendations. The service planning format and process has been utilised to:

- Introduce new service actions for the current year to address urgent issues
- Develop proposals for integration into the 2006/07 and onwards budget and service planning process.

2.2.9 The Action Plan is attached at Appendix 1. The Plan has been prepared using the main framework of the Audit Commission's inspection recommendations. Within each recommendation actions are sub divided into Harrow's five corporate objectives.

2.2.10 Following approval by Cabinet, the Cultural Services Inspection Officer Group considered the best way of implementing the Action Plan. The Council had previously determined to update the 2003 Harrow Cultural Strategy for implementation from April 2006 to March 2008. This process involved:

- An assessment of achievement of 2003 – 05 Action Plan points
- Preparing a revised Action Plan relevant to current local, regional and national strategic needs
- Community consultation exercise including consultation with the Cultural Strategy Forum

2.2.11 To ensure that the CPA Action Plan is delivered it has been integrated directly into the overall cultural Strategy Action Plan and individual officer's work programmes.

2.3 Consultation

2.3.1 The inspection methodology involved a wide range of interviews, focus groups and group meetings as outlined previously. The findings were incorporated into the inspection report.

2.4 Financial Implications

2.4.1 The action plan contains 91 actions. The majority of these can be funded from existing resources. There are some areas that would benefit from additional funding and this will feed into the budget and service planning process for 2006/07 to be considered alongside other priorities.

2.5 Legal Implications

None

2.6 Equalities Impact

2.6.1 The Action Plan seeks to improve the planning and delivery of key council services for the benefit of all communities with a focus of ensuring that the customer base is diversified.

Section 3: Supporting Information/Background Documents

Appendices

Appendix 1 Draft Action Plan

The Plan has been prepared using the main framework of the Audit Commission's inspection recommendations. Within each recommendation actions are sub divided into Harrow's five corporate objectives.

This approach ensures a good audit trail for future reference.

A copy of the inspection report has been placed in the Members Library and is publicly available on the Council's web site.

APPENDIX 1 CPA CULTURAL SERVICES INSPECTION IMPROVEMENT PLAN

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

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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	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

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
	Artsmark					

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	
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 – PUTTING HARROW ON THE MAP

<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"> ▪ Each borough applies for own funding Existing resources	Monthly activity Produce a calendar of monthly literature events by March 2006 Festival 10,000 audience Monitoring activity – “new” participants. Attract 500 people to the Literature Festival. To attract 750 new participants into Literature	COMMUNITY & CULTURE Steve Porter	Five boroughs in West London. London libraries development agency. Harrow Literature Development Forum.
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	Applications are made to support ACE to support activity. 2005/06 £30K-group funding	Production of an Arts Strategy. Harrow presence and contribution to bimonthly Western Wedge meetings.	COMMUNITY & CULTURE Steve Porter	Five Boroughs in West London

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
			achieved. Some additional funding required			
To contribute to pan-London development of the Arts	To develop and deliver a Borough wide celebration of Cultural Diversity – Under One Sky	Under One Sky Festival – July 2005. Evaluation – August 2005	Seed project fund (from existing resources)	Delivery of festival. Evaluation of activity in August and October 2005	COMMUNITY & CULTURE Steve Porter	Harrow Asian Mela Association Harrow African Caribbean Association. Luton Carnival 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 – PUTTING HARROW ON THE MAP

<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 development of the arts	To develop and deliver a Borough-wide celebration of cultural diversity – Under One Sky	Annual event from 2006 onwards	Some additional funds required Existing resources plus additional	July 2006 Delivery of the festival	COMMUNITY & CULTURE Steve Porter	Local organisations

2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE – VALUING HARROW'S CUSTOMERS

<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	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"> ▪ Quarterly meetings taking place ▪ Feedback used to drive service improvement 	SPORTS & LEISURE Clifton Jackson	Leisure Connection, Sports clubs, Voluntary groups

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
only available at Hatch End						
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 Estate/Newton Farm Playing Fields	November 2006	Rayners Lane £330K Capital approved Newton Farm Feasibility Study 2006/07 Some additional resource required	Community Centre built with: <ul style="list-style-type: none"> ▪ Indoor sports facilities ▪ Outdoor facilities ▪ Changing rooms ▪ Multi Use Games Area Sports ▪ Improvement of existing grass pitches, 	SPORTS & LEISURE Clifton Jackson	Warden Housing, Football Foundation,

2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE – VALUING HARROW’S CUSTOMERS

NONE

2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE – IMPACTING THROUGH HARROW’S PARTNERSHIPS

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
Lack of formal	Develop and	April 2006	Additional	Development of	SPORTS &	PCT

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
links between council and health improvement, limited work with PCT	enhance links with the Harrow PCT to develop sports and physical initiatives linked to health		resource required	programme: <ul style="list-style-type: none"> ▪ Pilot walking scheme underway ▪ Fund other initiatives from Physical Activity Strategy produced by Physical Activity Promotion Forum 	LEISURE Trina Taylor	
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"> ▪ Increased membership ▪ More representative of Harrow's population. 	SPORTS & LEISURE Christopher Allen	HSC
Fully exploit opportunities for better partnership	Undertake a visioning exercise for the future of Harrow Museum	March 2006	Existing resources	Agree vision Action plan in place. Database realised	BUILT HERITAGE Ian Wilson	ACH HLF HHT

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
working with voluntary and community organisations in planning and delivering cultural services	and consult widely on it to improve links Develop a database of local partners/community organisations to help increase involvement/consultation			and used		EH Friends of Museum

2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE - IMPACTING THROUGH HARROW'S PARTNERSHIPS

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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	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	COMMUNITY & CULTURE Samantha Webster	Community and Culture. Arts Culture Harrow. Arts Centre Users

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
	baseline data Provision of clear performance targets Definition of clear roles and responsibilities Establishment of a User Forum for the Arts Centre	By Nov 2005		by November 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 TRUE LEARNING COMMUNITY

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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. Sustainability – new projects as a result of seminars	COMMUNITY & CULTURE Steve Porter	HCU Training provider (To be contracted)
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

2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE - A MORE BUSINESS LIKE ORGANISATION

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
Fully exploit opportunities for better partnership working with voluntary and	Bid for funds from HLF to undertake audience development planning exercise to	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

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
community organisations in planning and delivering cultural services	develop strategy for audience development at Harrow Museum					

2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE - A MORE BUSINESS LIKE ORGANISATION

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
Improved partnership working	Produce a business plan for opening up school facilities for community use esp. those with funding from NOF PE and Sport programme	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

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 Bid for remaining DDA compliance priorities	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

2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE - STRENGTHENING COMMUNITIES

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
Encourage more	Further	June 2006	Additional	Establish a	SPORTS &	London Sports

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
disabled people to take part in sport	Development of links with local and regional disability sports organisations		resource required	Harrow Disability Sports Forum	LEISURE Christopher Allen	Forum, Aspire, Mencap, EFDS,

2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE – A TRUE LEARNING COMMUNITY

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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
Increase the stock and quality of sports and leisure facilities available within the community	Develop park pavilions as community leisure and childcare centres	2006/7	Additional resource required	Produce development plan and commence feasibility options with partners for 6 identified pavilions	VALUATIONS & ESTATES Phillip Loveland-Cooper Christopher Allen PUBLIC REALM	Local Community Groups, Private Sector, EYDCP

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
					MANAGEMENT Dave Corby	
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"> ▪ High Schools <ul style="list-style-type: none"> ○ Sportmark ▪ First and Middle Schools Activemark 	PEOPLE FIRST Brenda Rayson SPORTS & LEISURE Christopher Allen	Public Realm Management Borough Schools

2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE – PUTTING HARROW ON THE MAP

<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 – PUTTING HARROW ON THE MAP

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
Maintain and enhance the leafy	Implement tree planting	Apr 06 – Mar 08	Additional resource required	Implement planned improvements	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>
green appearance of Harrow	programme			Complete planned improvements, monitor effectiveness	Dave Corby	Harrow Strategic Partnership; Community groups

2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE – VALUING HARROW’S CUSTOMERS

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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 Plan	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.
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"> ▪ Based on identified need ▪ Focused on measures of impact ▪ Embedded 	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

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
	through the delivery of Council service planning					
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"> ▪ Cohesive policies ▪ Effective cross department communication ▪ Service delivery monitoring 	<ul style="list-style-type: none"> ▪ New terms of Reference established by June 2005 ▪ Create quarterly meetings by August 2005 	Existing resources	<ul style="list-style-type: none"> ▪ Terms of Reference created ▪ Group meeting monthly 	COMMUNITY & CULTURE Samantha Webster	Arts Culture Harrow
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"> ▪ Facilitate ownership of the Cultural 	Proposal created for sub-groups by October 2005. Sub-groups in place by	Existing Resources	Sub-groups established with terms of reference Regular meeting schedule defined and established	COMMUNITY & CULTURE Samantha Webster	

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
	Strategy <ul style="list-style-type: none"> ▪ Enable discussion and monitoring activity 	Jan/Feb 2006				
To improve public satisfaction with arts delivery and overall participation in the arts	DDA compliance In Arts Facilities <ul style="list-style-type: none"> ▪ Provide future schedule of required works 	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 libraries	Investigate Audit Commission proposals for 2006/2007 and use agreed version.	Ongoing into 2006/07	Existing resources	Use impact measures for BVPI in 2006/07	LIBRARIES Bob Mills	Audit Commission, DCMS, 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	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)

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
customer-focussed department						
Within sport and leisure there is considerable room for improvement in attaining key performance indicators that have been developed and agreed as part of the renewed leisure management contract	Monitor attendances at all sports centres by target group where appropriate including: <ul style="list-style-type: none"> ▪ Age ▪ Ethnicity ▪ Gender ▪ Disability ▪ Postcode ▪ Health Improvement ▪ Facility utilisation rates 	By November 2005	Existing resources	Monthly Data Available	SPORTS & LEISURE Clifton Jackson	Leisure Connection
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"> ▪ Annual surveys completed ▪ Action Plan created from survey ▪ Key actions implemented 	SPORTS & LEISURE Clifton Jackson	Leisure Connection

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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"> ▪ Offer more services ▪ Expand range to other cultural services 	SPORTS & LEISURE Clifton Jackson	Leisure Connection, Voluntary groups, sports clubs

2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE – VALUING HARROW'S CUSTOMERS

<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

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
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 facilities up to DDA compliance	Incorporate parks buildings into the corporate programme. Advance those buildings, which have a higher demand or usage where there is more likelihood of a DDA breach occurring.	Apr 06– Mar 08	Additional resource required in addition to current DDA programme	Systematic review of service structure, resource & delivery against identified demand	PUBLIC REALM MANAGEMENT Dave Corby URBAN LIVING Mike Brown	Public Realm Infrastructure; 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	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

<u>Objective</u>	<u>Action</u>	<u>Timescales</u>	<u>Resources</u>	<u>Performance</u>	<u>Lead Person</u>	<u>Partners</u>
	new developments					
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 – IMPACTING THROUGH HARROW’S PARTNERSHIPS

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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"> ▪ Pilot walking scheme underway ▪ Fund other initiatives from Physical Activity Strategy produced by Physical Activity Promotion 	SPORTS & LEISURE Clifton Jackson	Public Realm Management

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
				Forum		
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"> ▪ High Schools <ul style="list-style-type: none"> ○ Sportmark ▪ First and Middle Schools <ul style="list-style-type: none"> ○ Activemark 	PEOPLE FIRST Brenda Rayson SPORTS & LEISURE Christopher Allen	Public Realm Management Borough Schools

2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE - IMPACTING THROUGH HARROW'S PARTNERSHIPS

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	Redraft the Leisure Management contract to formalise sports development role Develop Sports Grant Fund to support and	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

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
experience	provide leadership to voluntary sector sport provision in the borough					

2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE - A MORE BUSINESS LIKE ORGANISATION

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
To create and deliver a service plan for the new function of Community & Culture	Development of effective benchmarking and local performance indicators	Ongoing	Additional resource required	Service Plan established. New structure in place (March 2006)	COMMUNITY & CULTURE Samantha Webster	
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)

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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"> ▪ Website strategy ▪ Publication of an annual Harrow events calendar 	Strategy and Calendar produced for Dec 2005. Draft Strategy – Dec 05. 1 st 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 a comprehensive	Review council and partner-led	August to Dec 2005	Existing resources	Proposal for 2006 events produced	COMMUNITY & CULTURE	All

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

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

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 Harrow's public	Develop a landscape strategy for the Harrow	April 06-March 2007	Funding to be sought from Heritage Lottery	Approval of Landscape Strategy by Council	BUILT HERITAGE Ian Wilson	HLF English Heritage Harrow heritage

realm areas by catering for diverse needs and conserving resources	Museum complex to enhance the setting of the site, increase biodiversity and the enjoyment of visitors		Fund, supported by Capital programme bid			Trust ACH
--	--	--	--	--	--	-----------

2005/06 ACTION PLAN AMENDMENTS

CORPORATE OBJECTIVE – PUTTING HARROW ON THE MAP

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"> ▪ Specific, measurable & appropriate actions ▪ Clearly outlines the roles and responsibilities of the council in sport and leisure 	SPORTS & LEISURE Clifton Jackson	Leisure Connection, Community groups, sports clubs, Harrow Sports Council

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
				provision		

2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE – PUTTING HARROW ON THE MAP

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 – VALUING HARROW’S CUSTOMERS

NONE

2006/07 and onwards RECOMMENDED ACTIONS

CORPORATE OBJECTIVE – VALUING HARROW’S CUSTOMERS

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 – IMPACTING THROUGH HARROW’S PARTNERSHIPS

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
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: IMPACTING THROUGH HARROW'S PARTNERSHIPS

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
To ensure effective delivery of Community & Culture services through	To create long-term plan development and business plan for Museum service	Headstone Manor launched September 2005. Business Plans to	Additional resource required Project planning grant to be applied	Successful project planning grant application (Jan 06).	COMMUNITY & CULTURE Samantha Webster BUILT	Arts Culture Harrow

Objective	Action	Timescales	Resources	Performance	Lead Person	Partners
partnership	including Headstone Manor	be established by Jan/Feb 2006	for.	Business Plan (proposed) schedule in place (Jan/Feb 06)	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