

## Key Service Delivery Projects

Listed below are what are to be defined as the council's 'key service delivery projects', which are integral to the council's improvement. These projects have been identified using the following criteria:

- Contribution to flagship actions
- Impact on finance
- Impact on public satisfaction indicator
- Impact on Comprehensive Performance Assessment (CPA) indicator
- Impact on delivery of a corporate priority

They are drawn from Directorate Service Improvement Plans and were, in many cases, included in the council's improvement programme in 2007/08. These projects are likely to benefit from close monitoring by Directorates and Improvement Boards. Going forward, the Improvement Programme Team will support the monitoring of these projects initially, but it is anticipated that over the coming months Directorates will assume this responsibility.

Corporate Priority 1: Deliver cleaner streets, better environmental services and keep crime low					
Directorate	Key Project	Objectives	Measure of success (KPI)	Timescale (start/ finish)	Leads (Project Manager/ Sponsor)
Comm. & Env.	Renew street lighting infrastructure through PFI	Part of a rolling programme to meet improved performance targets, achieve upper threshold BVPI's, to address H & S issues and to illuminate streets to new British Standards.	Harrow Cabinet approve selection of recommended bidder. Successful bidder is mobilised for contract commencement in April 2010 Procurement process achieved within budget	December 2009  January 2010  Contract start April 2010	<b>PM:</b> Dave Masters <b>PS:</b> Eddie Collier
Comm. & Env.	Redevelopment of Petts Hill Bridge & Highway Improvements  <i>Flagship ref: 1.3</i>	Provision of bus priority at the junction of Petts Hill with Northolt Road and Alexandra Avenue and removal of the pinch point at Petts Hill Bridge. To improve routes for pedestrians and cyclists beneath the Chiltern Rail Line at Petts Hill by enhancing access to/from Northolt Park Station, segregating vehicular traffic and removing the current key discontinuity on the LCN+ route. To improve traffic movement by enhancing the traffic-signalled junction of Petts Hill and enhance the urban environment of Petts Hill Bridge.	The effect on journey times, reliability and queue lengths for all traffic and buses Review of personal safety and security for pedestrians Initial road safety assessment for all modes Reduction in bridge strikes Local consultation responses	March 2006 – 2010	<b>PM:</b> Hanif Islam <b>PS:</b> Eddie Collier

Corporate Priority 2: Redevelop the Town Centre					
Directorate	Key Project	Objectives	Measure of success (KPI)	Timescale (start/ finish)	Leads (Project Manager/ Sponsor)
Comm. & Env.	Town Centre public transport infrastructure programme	Replacement bus station  Enhanced interchange and better environment around the approaches to Harrow on the Hill station	Replaced bus station  Enhanced interchange and better environment  Pedestrian Bridge – links Dandara and Harrow College sites	Replaced bus station (work on site mid 09)  Completed end 2011	<b>PM:</b> Phil Greenwood <b>PS:</b> Andrew Trehern
Comm. & Env.	Town Centre Public Realm & Access Strategy	Develop a distinctive, high quality physical environment that is more durable, easier to maintain, alter and cleanse.  Simplify and improve access to, from and within the Town Centre for all modes of transport	Phase 1: St Anns Rd – detailed design underway to enable start on site  Phase 2: Station Rd –two-way bus working and easier access to Harrow Bus Station  Phase 3: College Rd –two-way bus working and easier access to Harrow Bus Station  Phase 4: Station Rd North – Enhanced key entry points to Town Centre (dependant on TfL funding)	Phase 1 – Start on site (June 08)  Phase 2 – outline designs complete (June 08)  Phase 3 – outline designs complete (June 08)  Phase 4 -	<b>PM:</b> Phil Greenwood <b>PS:</b> Andrew Trehern
Comm. & Env.	Harrow College Programme  <i>Flagship ref: 2.1</i>	Redevelopment of key town centre site and new link over railway.  Create a high quality open space with the remodelled Lowlands Recreation Ground, including potential venue for outdoor performance.  Increase the level of town centre housing.  Reconfigured open space to be laid out on completion of new college, undertaken by Harrow College for LBH		Planning application expected (Feb 08)  Confirmation of LSC funding (Jun 08)  Start on site (Aug 08)  College opens (Sep 2011) Reconfig -	<b>PM:</b> Phil Greenwood <b>PS:</b> Graham Jones

				start on site (2011) commence work (2012)	
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<b>Corporate Priority 3: Improve the well-being of adults and children and the care of those who most need our help</b>					
<b>Directorate</b>	<b>Key Project</b>	<b>Objectives</b>	<b>Measure of success (KPI)</b>	<b>Timescale (start/ finish)</b>	<b>Leads (Project Manager/ Sponsor)</b>
Children's	Implement the LDD Strategic Plan	Complete a fundamental service review for provision for children with disabilities including modernising commissioning.	Improved self-assessment scores for SEN/CWD/Transition and continuing care – form 2 to 3 (over 75% with transition plan.	2007 – 2009	<b>PM:</b> Roger Rickman <b>PS:</b> Heather Clements
Children's	Implement care matters to improve the life chances of children looked after	To systematically implement an audit of social care files to ensure good quality of practice and recording and to inform its performance monitoring processes.  To provide agreed and published threshold criteria for social care interventions and ensure they are disseminated to the front-line to further improve the level of referrals.	Evidence of systematic regular Audit  Published eligibility criteria		<b>PM:</b> Gail Hancock <b>PS:</b> Paul Clark
Adults & Housing	Give people more control over their own lives by extending direct payments to more of those who are eligible		100 further social care service users to receive their own budget and arrange their own care compared to the 1676 current users.		<b>PM:</b> Debbie Robinson <b>PS:</b> Bernie Flaherty
Adults & Housing	Develop and implement a joint strategic needs assessment with PCT		From April 2008 Local Authorities (children's and adults services) and the PCT have a formal duty to start the process. The workshop that will be held in January 2008 will inform the workplans		<b>PM:</b> Sue Conn <b>PS:</b> Mark Gillett
Adults & Housing	Delivery of the Decent Homes Standard by 2010	Reduce the level of non decent homes 72% (as at 1 April 2007) to nil Recover shortfall in target for 2006/07 by 31/3/08	BVPI 184  No of non decent homes reduced to 44%	March 2010	<b>PM:</b> Alison Pegg <b>PS:</b> Paul Najsarek
Adults & Housings	Develop more preventative services	Produce scoping paper looking at current provision and availability. Set up a steering group for evaluation and subsequent work Develop plans to enhance and engage the	Scoping paper produced April 08 Evaluation of preventative services by end of October 08 Corss council and multi-agency preventative strategy produced – March 09	March 2010	<b>PM:</b> Peter Singh <b>PS:</b> Mark Gillet

		capacity within the voluntary sector	Plans to involve voluntary sector by December 08 Impact assessment undertaken by end of March 2010		
Adults & Housing	Commission for social care impaction (Learning Disability Action Plan)	Responding to the LD Inspection in addition to plans elsewhere in the TPP	PI for D55/6 above outer London average by March 08	March 08	<b>PM:</b> Doris Sheridan <b>PS:</b> Bernie Flaherty

Corporate Priority 4: Extend community use of schools while making education in Harrow even better					
Ref	Key Project	Objectives	Measure of success (KPI)	Timescale (start/ finish)	Leads (Project Manager/ Sponsor)
Children's	Ensure all CYP have access to a wide range of extended activities through the 7 community clusters	To continue the roll out affordable accessible childcare before and after school. To expand the range of holiday childcare places across the borough To provide a range of tailored services to support children and families	18 full service extended school by 2008  29 by 2009  57 by 2010	2007-2010	<b>PM:</b> Wendy Beeton <b>PS:</b> Paul Clark
Children's	Build 16 Children's Centres across the borough  <i>Flagship ref: 5.5</i>	To Deliver 9 Children Centres by 2008  To reach 7480 of Harrows most disadvantaged children  To provide high quality childcare  To provide a broad range of accessible services to children and their families.	Broad range of services in line with the Governments core offer available in every Children's Centre	September 2010	<b>PM:</b> Wendy Beeton <b>PS:</b> Paul Clark
Children's	Fight bullying and abuse by rolling out the Miss Dorothy Dot Com programme to all primary schools  <i>Flagship ref: 1.8</i>	To help young people feel safe in Harrow by implementing this pilot to develop personal safety programme and to roll out to all primary schools from 2008	All primary schools to have received training and be participating in the programme by March 09.  OFSTED to rate all participating schools as 'good' or 'outstanding' for Care Guidance and Support.	2006-2009	<b>PM:</b> Heather Clements <b>PS:</b> Paul Clark
Children's	Develop a 14-19 Strategy	Ensure, through flexible pathways, that all young people are encouraged and have the opportunity to get into Education, Training or Employment with Training.  To link with the local economic development strategy for information and mutual development.  Vocational pathways developed across the Collegiate in partnership with the business community.	98% of young people in education training or employment with training by 2010. Compared with our current target of 95% by 07/08 and 95.4 in 08/09	2007-2010	<b>PM:</b> Heather Clements <b>PS:</b> Paul Clark

		<p>To continue to develop the Skills Centre to provide high quality vocational courses to a wide range of students from 14-19.</p> <p>Deliver school re-organisation so that Harrow schools are in line with the national agenda.</p>			
Children's	<p>Narrowing the achievement gap for academic attainment</p> <p><i>Flagship ref: 4.3</i></p>	<p>Target Black African and Black Caribbean pupils for early intervention and support by rolling out the Black Pupil Achievement Project across all schools</p> <p>Initiation of pilot to target white working class boys' underachievement</p>	<p>Improved performance of black pupils in national tests so that they perform in line with other ethnic groups in the borough –</p> <p>2006 GCSE: 5+ A*-C Black African – 41.7% Black Caribbean – 45.2%</p> <p>2009 GCSE: 5+ A*-C Black African – 44% Black Caribbean – 48%</p> <p>Development of an intervention programme and improved outcomes for the small number of traveller children in the borough Reduced numbers of traveller children excluded from school</p> <p>Development of a pilot project to investigate the underlying causes of underachievement of white boys.</p>	2007-2009	<p><b>PM:</b> Heather Clements <b>PS:</b> Paul Clark</p>
Children's	<p>Increase the number of Full Service Extended Schools offering access to culture, leisure and learning for CYP, their families and the local community</p>	<p>Improve facilities within clusters of schools to better provide facilities for sports and leisure</p> <p>To ensure every cluster has a needs analysis audit in place which steers the development of the services provided for the local community</p> <p>To develop the relationship with Watford Football Club in order to keep young people gainfully occupied and improve their health and wellbeing.</p>	<p>57 full service extended schools by 2010</p> <p>7 needs analysis audits in place</p>	2006-1010	<p><b>PM:</b> Wendy Beeton <b>PS:</b> Paul Clark</p>



Children's	Design and build the new Whitmore High School and dual use leisure and arts facilities  <i>Flagship ref: 4.1</i>			Design – 08/09  Demolish existing and new foundations – March 09	<b>PM:</b> Heather Clements <b>PS:</b> Paul Clarke
Children's	Establish provision for children on the autistic spectrum in mainstream primary schools	Develop 3 Additionally resourced centres for children on the Autistic Spectrum meeting the needs of 36 pupils		Summer 2009	<b>PM:</b> Roger Rickman <b>PS:</b> Heather Clements

### Corporate Priority 5: Improve the way we work for our residents

Ref	Key Project	Objectives	Measure of success (KPI)	Timescale (start/ finish)	Leads (Project Manager/ Sponsor)
Children's	Increase young people's involvement in local decision making through the development of the Youth Parliament and the role of Young Mayor  <i>Flagship ref; 5.6</i>				<b>PM:</b> Richard Segalov <b>PS:</b> Paul Clarke
Comm. & Env.	Museum accreditation	To achieve accreditation for Harrow Museum and Heritage Centre	Access to funding sources Status of Museum	May 07 – Mar 08	<b>PM:</b> John Pennells <b>PS:</b> Bob Mills
Comm. & Env.	Replacement of Library management System  <i>Flagship ref: 5.3</i>	To provide a more efficient computer system, with greater scope for self-service and interactive facilities for users	Fewer phone calls for checking, renewing and requesting stock. Improved user satisfaction (surveyed annually) through more targeted stock, and shorter queues	In progress - Sep 09	<b>PM:</b> Nikki Copleston <b>PS:</b> John Pennells

Corporate Priority 6: Develop communities where people from different backgrounds get on well together					
Directorate	Key Project	Objectives	Measure of success (KPI)	Timescale (start/finish)	Leads (Project Manager/Sponsor)
Comm. & Env.	Byron Park Development Programme	<p>Provide a new leisure centre, a skate park, bridge replacement, residential development and facilities for people with learning disabilities.</p> <p>Leisure centre: new leisure centre to be built on current stakeboard park. (PM: Richard Berry)</p> <p>Bridge replacement: relocate the Bridge Centre to a position closer to the new leisure centre. (PM: Mark Gillett)</p> <p>Skate park: Replace and enhance the skate park provision and position it in a prominent accessible location (PM: Lesley McConnell)</p>	<p>Application determined (May 08)</p> <p>Separate application for skate park determined (May 08). Construction begins (Jul 08)</p> <p>Relocation of current skate park (Jul 08). Begin construction (Jul 08)</p>		<p><b>PM:</b> <b>PS:</b> Andrew Trehern</p>
Comm. & Env.	Hatch End Development Programme	<p>Provide a replacement library, swimming pool, leisure facility and residential development. Opportunity for consolidation of services/facilities on one site (School/PCT/Police/Leisure/Arts)</p> <p>Sports &amp; leisure facilities: upgrading of bannister and local playing fields, to offer an integrated package of sports, leisure and fitness activities</p> <p>Replace library: replacement library to be integrated with leisure development</p>	<p>Tenders out – Mid 08</p> <p>Design brief/ feasibility study</p>		<p><b>PM:</b> Lesley McConnell <b>PS:</b> Andrew Trehern</p>
Comm. & Env.	Plan to open Prince Edwards Playing Fields Football Centre of Excellence in 2008	Promote vibrant cultural and leisure opportunities and redevelop 44 acres of disused playing field	<p>Opening of the Playing Fields</p> <p>Creation of sustainable use agreements and sports partnerships</p>	July / August 2008	<p><b>PM:</b> Phil Loveland-Cooper <b>PS:</b> Andrew Trehern</p>
Comm. & Env.	Replacement of Gayton Library	To provide a central library facility fit for purpose, as part of the improved cultural	Increased access to resources/ increased visitor rate.	Jan 2007- Mar 2010	<p><b>PM:</b> Bob Mills <b>PS:</b> Javed</p>

	Flagship ref: 2.2	offer in central Harrow.  Gayton Road Project to develop accessible tourist destination for central library, information, performing arts and exhibitions. Develop a design brief, communications and community engagement plan and specification around a new iconic multi-use space in the town centre.	Increased resident satisfaction levels Communications and community consultation plan begun. Community engagement in planning and ensuring accessibility and diversity in the services of the centre		Khan/Graham Jones
Comm. & Env.	Develop the community development strategy  <i>Flagship ref: 10.3</i>	Implement the community development strategy	Capacity building Number of volunteers-Mori Delivery of the action plan	Sept 07-2010	<b>PM:</b> Kashmir Thakar <b>PS:</b> Javed Khan
Comm. & Env.	Embed refreshed community engagement strategy	Introduce consultation and engagement boards for service user involvement and feed the outcomes of these into continuous improvement plans	% of residents satisfied with services Recycling levels Residents who feel people from different backgrounds get on well	March 2010	<b>PM:</b> Kashmir Takhar <b>PS:</b> Javed Khan
Comm. & Env.	Community and Cultural Calendar  <i>Flagship ref: 6.2</i>	Deliver key events in partnership with the voluntary and community sector e.g Under One Sky, Black History Month.	Numbers of attendance, number soft events MORI community cohesion	July 2007 and annual programme of activity	<b>PM:</b> Kashmir Takhar <b>PS:</b> Javed Khan
Comm. & Env.	Strategic Property Review	To take a corporate approach to property and maximise the return from assets	Use of resources (asset management) score. Total saving achieved. Delivery of disposal plan.	Ongoing	<b>PM:</b> Philip Loveland-Cooper <b>PS:</b> Andrew Trehern
Comm. & Env.	Improve the open space around the new Hindu School & build and agree programme for public realm improvement for Camrose Avenue	Use section 106 money from the school development to improve the quality of Camrose Ave Playing Fields	Planning approved  New changing facilities built  Playing fields drainage is complete	July 2007  2008/2009	<b>PM:</b> Philip Loveland Cooper <b>PS:</b> Graham Jones / Geoff Wingrove <b>PH:</b> Marilyn Ashton