



Overview and Scrutiny

On July 2nd 2007

REPORT TITLE: **THE CABINET'S PRIORITIES FOR 2007/8: HIGH PERFORMING VALUE FOR MONEY PUBLIC SERVICES**

REPORT OF: **COUNCILLOR GEORGE MEEHAN, LEADER OF THE COUNCIL**

WARDS(S) AFFECTED: **ALL**

REPORT FOR: **INFORMATION**

1. PURPOSE

1.1 To report to the first ordinary meeting of the Overview and Scrutiny Committee in the new municipal year the Cabinet's priorities for the forthcoming municipal year, and beyond.

2. RECOMMENDATIONS

- 2.1 To note the report and comment on the priorities for 2007/8 as determined by the Cabinet.
- 2.2 To confirm Overview and Scrutiny Committee's active participation in research and policy development through its formal Reviews and consideration of the Forward Plan.

Report Authorised by:

COUNCILLOR GEORGE MEEHAN, LEADER OF THE COUNCIL

3. EXECUTIVE SUMMARY

This Administration realises the many benefits successful scrutiny can bring.

Scrutiny is a key role for front line Councillors and provides opportunities for an authority to engage with and consult the public, experts and service providers. Overview and Scrutiny contributes to the development of better policies and performance.

While the Cabinet makes all of the Council's decisions within the budget and policy framework set by full Council, it is the Overview and Scrutiny Committee that provide the checks and balances in our governance structure.

Scrutiny's role is to take steps to ensure that the Cabinet Councillors who make decisions about the Council's services are held accountable for their actions, and that decision making processes are robust and transparent.

Scrutiny involves Councillors working with local people, community organisations, and agencies working in partnership with the council, customers and competitors to improve policies and provide effective and responsive services.

This Cabinet values the Overview and Scrutiny function and I am happy for this opportunity to outline the Cabinet's priorities for 2007/8 and beyond.

Introduction by the Leader of the Council

The 2007/8 Cabinet is committed to bringing new energy to implementing our manifesto for Haringey and pursuing priorities.

The restructure of our portfolios has allowed us to improve our focus on those priorities and to make clearer our vision for Haringey. The renaming of the Executive as the Cabinet emphasises the collective and collegiate approach we have.

Together, the Cabinet is a dynamic team bringing both fresh ideas and proven competence to our Council. They are:

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|--|------------------------|
| • Adult Social Care and Well-being | Cllr Bob Harris |
| • Children and Young People | Cllr Liz Santry |
| • Community Cohesions and Involvement | Cllr Lorna Reith |
| • Enterprise and Regeneration | Cllr Kaushika Amin |
| • Environment and Conservation | Cllr Brian Haley |
| • Housing Services | Cllr Isidoros Diakides |
| • Leisure, Culture, and Life-long Learning | Cllr Dhiren Basu |
| • Resources | Cllr Charles Adje |
| • Safer Communities and Enforcement | Cllr Nilgun Canver |

Collectively, we believe that the future is bright for Haringey Council. Under this administration, Haringey has the capacity to be a leading and influential council – a trailblazer for modernisation and performance in local government, changing lives and transforming communities.

There has been improved performance in services across the council and our CPA audit ratings are at their highest ever. Educational achievements are still rising with more pupils achieving five or more A-C grades in 2006 than ever before. Seven of our parks have won the Green Flag status - the best in London. We have grasped the green agenda. We have set higher design standards for all new developments, with energy conservation and sustainability a must. And there are now more recycling opportunities for everyone in the borough.

There is no room for complacency and we must continue to strive for even better outcomes for local people. To do this we have now reviewed effective systems to monitor service delivery, and identify where action needs to be taken.

Stable finances are a pre-requisite for service delivery. As leader I set out a 3-year rolling budget strategy which laid the foundations for the council's financial stability over the last few years. Some difficult decisions had to be made in setting the budget for this year and all the signs are it is not going to get easier. Nevertheless, I believe we are in a sound position to deal with these challenges.

It is our aim to achieve excellent services across the board for all of our residents. Excellent services are important not just in themselves, but because unless people see democratic local government delivering on their priorities they will lose the trust in representative politics that is crucial to community cohesion. Our role is to bring Community Leadership to all public services. We also intend to increase people's involvement in the shaping of their excellent services.

We have seen many positive changes in the way the council is run. We are now working with local people, the police and other agencies to make real improvements in line with residents' priorities.

The Cabinet recognises that residents, businesses and other stakeholders are important in continuing our success in Haringey and taking the borough forward.

The Cabinet has recognised that continued improvement revolves around the following elements:

- **The Council Plan – Guiding the way we work as an authority**
- **Communication with our Residents**
- **Strong Leadership from Councillors – Our response to the Local Government White Paper (strong and prosperous communities)**
- **Focus on performance**
- **Delivering the Community Strategy and LAA within the HSP and its partners**
- **This administration's priorities by portfolio**

DELIVERING THE ADMINISTRATION'S PRIORITIES AND THE COUNCIL'S RESPONSIBILITIES WITHIN THE COUNCIL PLAN AND THE COMMUNITY STRATEGY

The Council Plan sets out how the Council will further improve services to meet the needs of Haringey's residents.

It outlines how the Council will contribute to Haringey's Sustainable Community Strategy and includes how the priorities of the elected administration will be achieved.

This administration's vision is for Haringey to be a Council we can all be proud of. The priorities and the key areas for delivery are:

1. Making Haringey one of London's greenest boroughs.

To deliver this we shall:

- increase recycling
- introduce initiatives to make Haringey sustainable
- address transport issues in the borough

2. Creating a Better Haringey: cleaner, greener and safer.

We shall:

- improve the natural environment
- continue to improve the cleanliness of the borough
- improve road condition and road safety
- contribute to the reduction of crime and fear of crime

3. Encouraging lifetime well-being at home, work, play and learning

We shall:

- ensure that all children and young people in Haringey have a bright future and enjoy the best chances in life
- improve housing
- increase opportunities for leisure
- maintain and extend our library services

4. Promoting independent living while supporting adults and children when needed.

We shall:

- support vulnerable people to live independently with a better quality of life
- support all children
- prevent homelessness
- continue to regenerate the borough and provide prosperity for all.

5. Delivering excellent, customer focused, cost effective services.

We shall:

- consult and engage with our residents
- improve residents' perceptions
- support councillors
- maintain community cohesion and celebrate the diversity of the borough
- embed the improved arrangements for securing value for money
- strengthen our Corporate Programme

The audience for this plan is primarily council staff, managers and Elected Members. It may also be of use to our partners and other stakeholders. The plan is for three years and will be updated annually.

The Council Plan reflects the political priorities of the elected administration.

COMMUNICATION WITH OUR RESIDENTS

The Council's communication strategy uses the whole range of media to communicate with residents. We know this is increasingly successful from annual resident's surveys which show consistent rises in key measures such as how well we listen and inform.

It is this administration's policy to always be as open, transparent, accurate and as timely as possible with the flow of information, and also to make it easy for residents to communicate back to us.

Below is a brief summary of our main channels.

Haringey People

The magazine is delivered to every household in the borough ten times a year and is shown by independent research to be far and away residents' most preferred source of information about the council's work and policies. We are increasing the number of pages per issue to enable even more useful information about the council's work and policies to be disseminated. Residents are given opportunities to comment on the magazine through periodic reader surveys, the annual residents' survey and three-times a year tracking.

Website

Website usage continues to rise. Following its revamp last year, which was based on users' needs and requirements, annual usage has increased by one million to the current rate of 17 million page impressions a year. Whereas not everyone in the borough is e-enabled, an increasing number are, and it is important that we keep the site up-to-date, user friendly, useful and, where appropriate, inter-active. Besides e-business transactions, we notice an increasing number of people contacting us with queries via the website. Work on the young people's site is also well under way and we expect this to help to build a more positive communicating culture among the emerging generation of new voters and taxpayers.

A-Z of services

This year's A-Z uses an all-new design that is very easy to use. The publication is compact and we suggest to residents that they keep it near their telephone for easy reference. It includes the important section on how the council is spending their money and its borough-wide distribution with *Haringey People* ensured blanket cover.

News

Although most people prefer *Haringey People* to local papers, the latter remain a powerful presence in the borough and they are important conduits for information between the council and its residents and other stakeholders. That is why CCU continues to dominate the news agenda with a steady flow of pro-active material that we know from close contacts with journalists, from research and media evaluation, will be given coverage. Take up of our releases is well into 90+ per cent and the balance of positive/neutral cover much in our favour. Feedback from editors is that the council now has a reputation for being open and communicative with the media.

Consultations

Much has been done in the past 18 months to move Haringey Council's record in consultations from the third division to the Premier level. Intensive in-house training led by professional consultations staff is resulting in far more staff in the council knowing how to consult properly. Best practice such as giving adequate notice, facilitating easy ways of voicing views and access to results is spreading through the council, backed by an online toolkit and a new in-house traded service providing low cost but highly professional advice and guidance. There is an electronic, inter-active consultations calendar and a published charter that sets out clearly and transparently how we will work. With a few exceptions, the standard is rising quickly and shows every sign of continuing to do so. Consultation is one of the most important two-way channels of communication and we are determined that our residents will have the best.

Publications

Publications on a wide range of council services and other information about the public's health, safety and welfare are distributed through many public contact points. Publications contain information about contacting the relevant service area for more information or suggestions and complaints. This is another important way of ensuring two-way communication and we intend to strengthen it by encouraging high street retail outlets to help to distribute such material.

STRONG LEADERSHIP FROM COUNCILLORS – OUR RESPONSE TO THE LOCAL GOVERNMENT WHITE PAPER, STRONG AND PROSPEROUS COMMUNITIES

For our communities to thrive and for our residents to prosper, they need responsive, accountable, democratic governance. People need to understand how decisions are made, see who is making them, and feel they can influence decisions which affect them. Local councillors are the bedrock of local democracy. Our elected Members have a critical role to play in delivering quality, relevant services and leading and strengthening our communities.

Haringey's services continue to improve, but must not be allowed to stagnate through complacency. Maintaining service improvement against a background of rising resident expectations and a stricter economic climate means hard choices will need to be made. Only elected councillors have the legitimate authority to make these difficult decisions. Strong leadership of our services is a must. Strong, but accountable leadership; a Cabinet which is subject to clear checks and balances, which is held accountable to our communities for the decisions it takes on their behalf. And responsive leadership, which consults with our communities, and involves them in decisions, making our services more relevant to our residents.

Our communities also need strong leadership from individual councillors. The Frontline role is one of the keys to effective engagement with the local community. As community leaders, Councillors can get close to our residents, understand their needs, research opinions, test options, and communicate this information back to the council. Communicating decisions of the council back to residents and explaining them and their relevance to communities is an equally important role for all Councillors in their community leadership role.

Our communities are hugely diverse and we must work to maintain and improve the cohesiveness which they enjoy. For our communities to be effective they must be empowered to solve local problems. Community groups, businesses, and residents need to work together constructively. Residents need to feel they have a stake in their areas. Frontline Councillors are critical to the success of our communities. Councillors understanding of their wards and their constituents, means they are uniquely placed to champion their areas: providing direction, helping to develop local solutions, fostering effective relationships with and between organisations, and advocating on behalf of areas to influence all public services.

In October 2006 the Government issued a local government White Paper, *Strong and Prosperous Communities*.

This has been followed by the introduction of an associated *Local Government and Public Involvement in Health Bill*, (due to pass into law by the end of the year) and two reviews (The Quirk Review in Community Ownership of Assets and the Roberts Commission on the Role of Local Councillors).

Many of the arguments of the White paper, moreover, found support in the independent Lyons Review into the Future of Local Government, published in March

These papers and reports have important implications for Haringey councillors and the council more broadly. The bill before Parliament, will, when passed, impose new requirements on councillors and officers. (It will, for instance, require the council to change its leadership model).

But in addition to new legal requirements, the White paper and other reports urge the council to pursue some actions, without obliging them to do so, and provide the council with the opportunity to pursue others.

Haringey has already begun to respond to these developments.

- On 5th June at a cross Party Leader's conference, members were given a presentation and held a discussion on the whitepaper.
- An all party White Paper working party is in the process of being set up to further explore options before the council.
- The Deputy Leader has asked officers to develop a fresh Community Cohesion Strategy
- A model for how the 'Community Call for Action' might work in a Haringey context has been developed and circulated at the Leader's Conference. Scrutiny members will be discussing this further and exploring ways of piloting Haringey's approach in preparation for the introduction of the Community Call for Action.
- Officers are working with the HSP Performance Management Group to prepare transition from the current to new performance framework, though this will not come into force April 08.

Key Dates

- July 2007 Supporting guidance on Scrutiny and CCfA issued
- Nov 2007 Publication of the Roberts Commission
- April 2008 New overview and scrutiny powers introduced
- New bylaws power introduced
- April 2008 New duty of LAs to involve local people established
- Spring 2010 New leadership model in place for London councils

As I reported to members of overview and scrutiny earlier this year, plans are being drawn up for a borough-wide community cohesion forum. I look forward to Members' active participation in this forum.

FOCUS ON PERFORMANCE WITHIN THE COUNCIL AND THE ACHIEVING EXCELLENCE AGENDA 2007/08

In 2006 the Council was rated as a good 3 star Council and improving well under the Comprehensive Performance Assessment. Within that most service areas were scored as 3 out of 4 with the exception of Adult Social Services.

Our 2006/07 performance demonstrates that the Borough is continuing to move in the right direction.

In the next three years we need to consolidate performance in improving areas as well as identify areas where we can drive up performance so we can continue to meet the expectations and needs of residents.

Our focus in this municipal year will be to:

- regain our 2 star rating in Social Care
- continue the good work in improving educational attainment including that of looked after children
- maintain our customer focus and improve customer service centres and call centre performance
- ensure that we deliver value for money services
- continue improving street scene services
- ensure we deliver on our priority to become one of the greenest boroughs

- work on providing decent and affordable housing
- ensure that we deliver on our commitments in the Local Area Agreement
- ensure that our residents recognise the improvements we are making

DELIVERING THE COMMUNITY STRATEGY AND LAA WITH THE HSP AND ITS PARTNERS

The Council and the HSP have now approved our new Sustainable Community Strategy (SCS), covering the period from 2007 to 2016. This is built firmly on what residents and businesses told us in an extensive consultation across the borough. This new strategy sets out the 10 year vision for Haringey, and is the overarching plan driving the Local Area Agreement (LAA) and all other strategies.

'A sustainable way forward' has six large themes to drive achievement over the next decade. They incorporate the aspirations of local people and partners and are set out below:

1. **People at the heart of change** – ensuring that everyone benefits from changes in the borough and that we can all enjoy high-quality facilities and an attractive environment.
2. **An environmentally sustainable future** –tackling climate change locally, achieving this through better management of environmental resources, increased recycling, more sustainable transport and energy use.
3. **Economic vitality and prosperity shared by all** – focusing on getting people into work, improving skills and qualifications among young people and adults, and increasing skills linking people to jobs and greater prosperity.
4. **Safer for all** – our aim is to reduce crime and the fear of crime; we will also provide better support to victims and the most vulnerable, and make our homes and public spaces safer.
5. **Healthier people with a better quality of life** – tackling health inequalities and create decent homes; to ensure babies and children have the best possible start in life and that our residents live longer.
6. **People and customer focused** – we will deliver quality services that address needs and provide value for money; we want effective community leadership; and we want to increase civic participation and volunteering.

With the government's new focus on 'place-shaping' and an enhanced role for the Council as lead body for the strategic partnership the Community Strategy has an important role because it is jointly developed and owned by the partnership. So, although community strategies are not new there is a renewed emphasis on their role in setting the high-level vision for local areas which drive holistic place-shaping.

The Community Strategy and the six outcomes provide the long-term vision; it is the LAA which is the tool for delivering and achieving these. Essentially a 3 year contract between the HSP and the Government, the LAA is at the heart of the Government's drive to rationalise the way Whitehall works with local areas, and to encourage agencies and partners to pool resources and ideas to achieve the agreed outcomes and targets. Nationally there are 4 blocks – *Children and Young People; Safer and Stronger Communities; Healthier Communities and Older People; Economic Development and Enterprise* – and the targets and outcomes are split across these.

In practice this means that a range of targets, funding streams and monitoring regimes from across different services are brought together within this large contract. The LAA is to be 'the only place where central government will agree targets with local authorities and partners', so the Government is moving away from specific funding for specific targets, requiring instead delivery against a smaller number of targets but now supported by all resources in combination.

Some targets are mandatory, reflecting national priorities, and some are negotiated locally, addressing local priorities driven by the SCS. Government is also giving the Council and partners, through the HSP, more freedom in how we choose to address and achieve the targets – what matters now is delivery and outcomes.

Haringey's Local Area Agreement

Our LAA went live April 1, 2007, running for three years but with an annual review. It comprises 21 mandatory targets, 12 optional targets and alongside these, 13 'stretch targets' agreed in negotiation with partners and Government. The stretch targets are spread over the LAA's four blocks, and across the HSP's six theme boards. They include 'increasing recycling participation in super output areas', 'improving living conditions for vulnerable people' and 'reduction of litter and detritus in super output areas'.

Responsibility for delivery lies with the HSP's six theme boards with the Council acting as an Accountable Body managing all the funding streams on behalf of the partnership. The Council must therefore ensure there is a clear audit trail for the spend and delivery. Our total LAA grant from Government – comprising several existing funding streams which have been brought together – is over £15m. Additionally a further £16m is 'aligned' funding, where partners have voluntarily lined their funding up together to achieve outcomes.

To incentivise joined up working, the LAA includes both a pump-priming grant and a reward grant. The pump-priming funding of almost £1m is currently awaited from GOL, and is allocated to kickstart work on the 13 stretch targets. Should these be achieved over the 3 years the HSP will receive its £9m prize.

The LAA is a real challenge for partnership working and is essentially a test of how agencies can pool their ideas and commitment to achieve the best outcomes for their communities. In essence it is the key framework that will underpin the new forthcoming Comprehensive Area Assessment regime (effective from April 2009) and mentioned in the White Paper which is likely to pool additional resources.

THIS ADMINISTRATION'S PRIORITIES

In 2006 the people of Haringey returned a Labour administration with a clear and comprehensive manifesto to deliver for the borough. The manifesto emphasized achievement and involvement for our young people, low and stable taxation, cleaner streets, safer communities, and an environmentally sustainable future.

As I set out below, we are making strong progress against our commitments and we are well on track to deliver the bulk of them by 2009. Furthermore, we are putting in place the strategies and the policy framework to make and deliver an equally ambitious set of promises after 2010.

Housing

Throughout the upcoming year the council plans to continue to build on the progress it has made integrating all aspects of housing. One key factor in this progress has been improved partnerships at all levels. At the local level HSP, IHB, and RSLs have improved operational relations. By harnessing the power of the North London sub-region Haringey can combine forces with other boroughs. Finally, Haringey council will continue to make effective use of London-wide bodies such as London Councils and the LDA.

Beginning in 2008 and continuing through 2011 Haringey will implement the Integrated Housing Strategy. This is a multi-agency organisation, owned by HSP. Other strategies include; the Long-term Elderly Housing Plan, estates regeneration, improving new housing developments, and creating sustainable homes and neighbourhoods.

Environment and Conservation

Haringey is committed to the well-being of the environment, both globally and locally. We have several policy targets planned for the upcoming year. The first is developing the Greenest Borough Strategy to ensure that climate change initiatives are incorporated into the council's and partners' corporate priorities. In accordance with this is the revitalization of the Better Haringey programme, which aims to ensure that Haringey is one of London's greenest boroughs.

Highway repair and maintenance is an important priority. To facilitate higher quality service we will establish a commissioning framework for the replacement of existing frontline operational contracts, including the Haringey Accord contract. In addition, we will ensure the production of the LIP and secure investment in the Borough's highways infrastructure.

To help us achieve these goals we are maintaining and building partnerships with statutory undertakers and council contractors. These relationships will serve to secure a step change in the performance of these organisations under the provisions of the New Roads and Street Work Act, as well as the Traffic and Management Act. We intend to be leaders in sustainable development through work with the Better Places Partnership. And finally, we will continue working with partners in the RSL sector to secure better environmental management of estates.

Haringey will remain a leader on environmental issues. As demonstrated by the council's performance as one of the best performing authorities under the CPA Environment Block in relation to BVIPs, we are committed to improving the quality of the environment. This year we will implement new controlled parking arrangements for the Borough. This includes the emission-based differential parking charges and a review of the CPZ programme. And as always, it is our goal to expand communication and marketing strategies to raise the profile of the council's performance in relation to the environment.

Community Cohesion and Involvement

First and foremost the council's goal is to promote community cohesion and equality through publications, seminars, and events. Upcoming events include bicentenary celebrating the end of the transatlantic slave trade, Holocaust Memorial Day, Peace Week, and Black History Month. Renewed focus on the Disability Discrimination Act with respect to access and employment is one of the many ways Haringey promotes equality. Other initiatives involve implementing the council's Equalities Policy and Scheme, achieving the Equalities Standard for Local Government Levels 3 and 4, and ensuring Equality Impact Assessments are completed.

In the next year we will begin the WOW! Awards program across the council. Our membership of the Institute of Customer Service and the Customer Charter will improve the council's effectiveness in addressing customer needs. Goals of these services are to improve customer feedback, establish a regular forum with voluntary agencies and advocacy groups, and manage the Heartlands development.

We highly value Haringey's volunteer and community groups. Partnering with HAVCO and HSP will allow Haringey to put in place a new Community Empowerment structure that encourages and supports community representation. Neighbourhoods are another valuable sector of the community and as such we are developing the role of Area Assembly chairs. In particular, the Assembly will begin pilot arrangements for resolving issues at the local level in preparation for responding to the Community Call for Action procedure.

Enterprise and Regeneration

This portfolio is targeted at developing a new regeneration strategy for Haringey. One aspect of the new strategy will be to support corporate services management through the use of external funding. We will always direct the spending of GAF 2 funds and develop new projects for GAF 3 at approximately £20 million. By the end of 2007 phase one of the development proposal for Haringey Heartlands Master plan will have made more progress.

On 17th May, Planning Application Sub-Committee resolved to grant planning permission (subject to S106 and referral to GLA /GOL) for a revised outline scheme in respect of the former GLS site (known as Hale Village), that was submitted on 5th April. The outline scheme includes 1210 residential units, a primary school, crèche, hotel, offices and retail. Also includes a 30 metre- wide linear park which crosses the site, and provides an east-west route for pedestrians.

To make sure these strategies are carried through we have partnered with many agencies and organisations. For example, we are working with Mountview Theatre to determine the viability of bringing a new theatre to Haringey. We are also working with the City Growth programmes to ensure it delivers support to identified cluster businesses. Finally, we are also teaming up with Enfield on the Central Leaside Area Action Plan.

Other priorities include re-commissioning the LDA programme in the Upper Lee to meet Haringey's needs, maximising opportunities for the Olympics, and working on the successful delivery of the SSCF and ESF funded programmes. We also aim to ensure the continued operation and growth of the Haringey Guarantee beyond the initial two funding pilots. Finally, if our bid is accepted we will deliver a major conservation programme in Myddleton Road.

Children and Young People

Providing the utmost quality of education, health care, and support services to the children and young population of Haringey is a responsible we take very seriously.

We will continue to focus on the upward trend in school standards. We will ensure all Child Protection processes and procedures work efficiently, so our children remain safe. Capital projects like BSF, children's centres and primary school are making progress in a timely and cost effective way. This year we intend to increase the number of children and young people engaging in positive activities after school by restructuring the Youth Services and extending school programmes.

Broadwater Farm Children's Centre has won a London Regional RIBA (Royal Institute of British Architects) award and has been put forward for a national RIBA award, the results of which will be announced on Friday.

The Triangle Centre was officially opened on 7th May by the Parliamentary under Secretary for Children, Young People and Families, Parmjit Dhanda MP.

We have developed ten cross-cutting areas to supplement the *Changing Lives* agenda. First, reducing teenage conceptions and supporting teenage parents will provide better life chances for their children. Improving the lives and life chances for children and young people in the care of the LA, with disabilities, with mental health needs, and through affordable healthcare for parents is a top priority. Haringey is working toward reducing the number of young people 16-19 who are not in education, employment, or training.

Adult Social Care and Well-being

This year's portfolio for adult care is focused on meeting the needs of Haringey's people. The overarching framework identifies many strategic priorities for improving the well-being of people in Haringey. The framework is designed to enable people to live independently for as long as possible in their own home. It is our belief that this will result in a strong community, as well as community partnerships.

Direct payments for Occupational Therapy Equipment have increased from 89 per 100,000 people to 132 adults and older people over the last year. Another way we are keeping people healthier is by ensuring that assessments and reviews are shared with service users and their caretakers. Hospital admissions will be reduced through the implementation of rehabilitative strategies. In addition, access to home care will be expanded to include all residents 18 and over. Citizens with learning disabilities will benefit from the 'Different Days' Strategy which will replace traditional, buildings-based day care with 'day opportunities' and more closely reflect people's aspirations.

In line with the aims of this paper, Adult Services will facilitate greater consolidation of NHS and local government work to tackle health inequalities and deliver better health and social care services. In the next year we will be working closely with our partners in Health, the Voluntary and Community Sector along with other Council services to meet the obligations of Haringey's Local Area Agreement.

Resources

The resources portfolio is concerned with corporate property service and procurement, benefits and local taxation, corporate finance, HR, and risk management. All of these priorities are key to keeping Haringey up and running smoothly.

All service and community buildings (except leisure, housing, and schools) are now managed corporately on the basis of a clear landlord and tenant model. This new scheme has been implemented to improve health and safety and statutory compliance. In the upcoming year we have planned to review the commercial portfolio, specifically, to improve the contribution that our shops and industrial estates make to the Council. In the area of procurement, Haringey's new contract management system has gone live recently. The system will aid the council in the contract monitoring and will direct SAP/SRM shoppers to use contracts wherever possible. The 'Local Government Energy Procurement Action Plan' has been developed and implemented by the Haringey Corporate Procurement team and is being rolled to all London councils by CPU on behalf of the London Centre of Excellence.

The final arrangements for the partnership working initiative between Benefits and Local Taxation and the Pensions Services have been put in place. The aim of the partnership is to maximise income for customers through income for customers and to ensure that any changes in circumstances are reported to BLT at the earliest opportunity. This will serve to improve the accuracy of data collection and preventing unnecessary overpayments. Collection of council taxes remains a high priority. We plan further improvement on the collection performance target in 2007/08.

Leisure, Culture, Lifelong Learning Priorities

This portfolio is aimed at improving the quality of life of all people living in Haringey. Our open space improvement programme will contribute to the Local Area Agreement implementation. One such project is to deliver major open space regeneration projects Markfield, Chestnuts, Belmont, and Lordship Recreation Grounds, with an investment of £4 million. Our action plan to enrich well-being at home, work, play, and learning will be driven through the Well-being Strategic Framework, in partnership with Haringey's Teaching Primary Care Trust.

Projects in this arena include maintaining our Youth Sports diversionary/ development programme, developing our Healthier Lifestyle programmes, and establishing a volunteer programme. Finally, this portfolio is committed to customer service and cost effectiveness. Our goals include completing the refurbishment of changing facilities at Park Road Leisure Centre and plant upgrades at both Tottenham Green and Park Road. We would also like to increase customer satisfaction in Sports and Leisure by 8% by 2010 and in Parks and Open Spaces by 5% by 2010.

Enforcement and Community Safety

Safety is a top priority for the council, keeping the borough free of crime is very important for citizens and businesses. To maximize our effectiveness at keeping Haringey safe we will support the Safer and Stronger element of the LAA and stretch targets. Targets are the reduction of crime volume, reduced drug and alcohol abuse, prevention of domestic violence, and implementing RESPECT. The LAA will be refreshed during September and October of 2007. Gathering data and analyzing evidence for planning and commissioning for community safety will become a requirement under the review of the Crime and Disorder Act. Haringey has already produced its third joint report and is ahead of other London boroughs.

The residents of Haringey have said that improved communication, and consultation, and engagement with respect to enforcement issues would be appropriate. We agree and believe that this will also contribute to tackling fear of crime and improve confidence in the council. In addition, enforcement plans to promote links with regeneration, environment, and the Greenest Borough Strategy.

Other priorities include reducing the number of vulnerable victims like young victims and repeat victimizations. Restorative approaches such as school programmes, encouraging reporting, and implementing the Hate Crime and Harassment Strategy are strongly supported by the Metropolitan Police Authority.

THE ACTIVE CONTRIBUTION OF OVERVIEW AND SCRUTINY

As stated previously the Cabinet has welcomed the involvement of Overview and Scrutiny in the work of the Council including the reporting of the recent reviews into Mental Health, Teenage Pregnancy, Youth re-offending, and Customer Services. These reviews constructively assisted the Cabinet with its work.

We are awaiting with interest the reviews regarding Extended Schools, CCTV, homelessness and trust that these will be completed shortly.

The Cabinet also seeks to encourage the input of Overview and Scrutiny in the successful progressing of the above key issues and would welcome the active and structured participation of Scrutiny colleagues in research and policy development, the way in which the Cabinet develops its strategic vision, and particularly advance and long-term consideration of items and issues contained in the Council's Forward Plan and through commissioning of relevant reviews, rather than simply monitoring the work of the Cabinet.

SUMMARY AND CONCLUSIONS

We were elected in May 2006 on a platform of delivering better schools and better childcare, safer, brighter, and cleaner streets, a greener environment and value for money. As this document shows, we are confident of delivering those commitments and we are working hard to put in place the measures we want and need to take to secure Haringey's future.

This Cabinet is determined to work hard across the board to redistribute power, wealth and opportunity in our society, and to increase tolerance and respect in our communities. Our focus on education reflects our belief that it is through providing the best start for today's children that we can build a more equal and more prosperous borough.

But education is only a part of our wider agenda. This Council takes pride in devolving power to neighbourhoods, and we are keen to help local people to see the Council not just as a provider but as a partner in our efforts to transform the borough for the better.

Across the board, from improving Council housing to ensuring that Council services are first-rate for all who use them, our priorities and our work programme reflect our determination to push up standards and focus on delivery. Our methods for delivering our priorities, as much as our priorities themselves, reflect our ambition to work with, not just for, our residents and communities.

We are increasing our ability to organise services around local people and areas, rather than expecting Haringey residents to fit round Council services. From neighbourhood policing and the "Be++er Haringey" programme to our award-winning social services programmes, we are reshaping council services to work more closely with local communities and our strategic partners and work together with them to achieve common purposes.

Major regeneration projects such as the Haringey Heartlands project will showcase not only the success of this combined and co-ordinated approach but our determination to use that approach to deliver better housing, better schooling, better transport and better healthcare for the people of Haringey, within budget and representing excellent value for money.

I am confident that the immediate set of priorities I have outlined will take Haringey forward and help us make significant progress in implementing our work programme, as we work towards full implementation by 2009-2010.