

**MINUTES OF THE FULL COUNCIL
MONDAY, 9 FEBRUARY 2009**

Councillors Dobbie (Mayor), Adamou, Adje, Aitken, Alexander, Allison, Amin, Basu, Beacham, Bevan, Bloch, Bull, Butcher, Canver, Cooke, Davies, Demirci, Diakides, Dodds, Dogus, Egan, Engert, Goldberg, Gorrie, Griffith, Haley, Hare, B. Harris, C. Harris, Jones, Rahman Khan, Kober, Lister, Mallett, Meehan, Newton, Oakes, Oatway, Patel, Peacock, Reith, Santry, Scott, Stanton, Thompson, Vanier, Weber, Whyte, Williams, Wilson and Winskill.

Apologies Councillor Baker, Beynon, Edge, Mughal and Reid

MINUTE NO.	SUBJECT/DECISION	ACTION BY
CNCL87.	<p>TO RECEIVE APOLOGIES FOR ABSENCE</p> <p>Apologies for lateness were received from Councillor Demirci and for absence from Councillors Baker, Beynon, Edge, Mughal and Reid.</p>	
CNCL88.	<p>TO ASK THE MAYOR TO CONSIDER THE ADMISSION OF ANY LATE ITEMS OF BUSINESS IN ACCORDANCE WITH SECTION 100B OF THE LOCAL GOVERNMENT ACT 1972</p> <p>See Minute 93.</p>	
CNCL89.	<p>DECLARATIONS OF INTEREST</p> <p>Members were asked by the Mayor to declare any personal interest in respect of items on the agenda. In accordance with Part 2 of the Members Code of Conduct set out in the Council's Constitution, any Member disclosing a personal interest which was also prejudicial would be asked to withdraw from the Chamber during consideration of the item and neither were they to seek to improperly influence a decision on the said item.</p> <p>Councillor Khan declared a personal interest in Item 12 – Financial Planning as he was a member of the Local Government Pension Scheme (LGPS).</p> <p>Councillor Adje declared a personal interest in Item 12 – Financial Planning as he was an employee of the London Fire and Emergency Planning Authority for which a portion of the precept was paid to, and also as a member of the LGPS.</p> <p>Councillor Butcher declared a personal interest in Item 12 – Financial planning, as he was an appointed Member of the London Fire and Emergency Planning Authority for which a portion of the precept was paid to.</p>	

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	<p>Councillor Aitken declared a personal interest in Item 12 – Financial Planning as he was a tenant of Homes for Haringey.</p> <p>Councillor Lister declared a personal interest in Item 12 – Financial Planning as he was employed as a full time official of Unison, and a member of the LGPS.</p>	
<p>CNCL90.</p>	<p>TO ASK MEMBERS WHETHER THEY NEED TO MAKE A DECLARATION IN ACCORDANCE WITH SECTION 106 OF THE LOCAL GOVERNMENT FINANCE ACT 1992 IN RELATION TO UNPAID COMMUNITY CHARGE OR COUNCIL TAX LIABILITY WHICH IS TWO MONTHS OR MORE OUTSTANDING.</p> <p>Members were reminded of the need to consider whether they needed to make a declaration in accordance with Section 106 of the Local Government Finance Act 1992 in relation to unpaid community charge or council tax liability, which was two months or more outstanding.</p> <p>No such declarations were made.</p>	
<p>CNCL91.</p>	<p>TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING OF THE COUNCIL HELD ON 19 JANUARY 2009.</p> <p>RESOLVED:</p> <p>That the minutes of the meeting of the Council held on 19 January 2009 be signed as a true record subject to the inclusion of Councillor Goldberg in those attending.</p>	
<p>CNCL92.</p>	<p>TO RECEIVE SUCH COMMUNICATIONS AS THE MAYOR MAY LAY BEFORE THE COUNCIL</p> <p>1. It was with great sadness that the Mayor reported the death of former Mayor Maureen Dewar who passed away today. The Mayor advised that Maureen had been a Councillor from 1971 until 1986 and then again from 1987 until 2002. She was elected as the Deputy Mayor in 1998 and the Mayor in 1999. The Mayor expressed on behalf of the Council his sincere condolences to Maureen’s family.</p> <p>Councillors Meehan, Aitken, and Thompson spoke in memory of former Mayor Maureen Dewar.</p> <p>The meeting stood and observed one minute’s silence in memory of Maureen Dewar.</p> <p>2. The Mayor reported that he had joined colleagues, MP’s, leaders and community representatives to commemorate the Holocaust on Sunday 25th January at Bruce Castle Museum. The Mayor reported that the theme was ‘Stand Up to Hatred’ with many</p>	

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	<p>moving addresses, especially from Nia Reynolds and Morris Beckman. The highlight of the afternoon was the unveiling of the new bench in the Holocaust Memorial Garden. The Mayor expressed his thanks to all who joined in this solemn and important occasion and to Rabbi David Mason from Muswell Hill Synagogue and the mayor's chaplain - Fr Simon Clarke the Parish Priest for Noel Park, for their prayers.</p> <ol style="list-style-type: none"> 3. The Mayor reported that he had attended the GLA Holocaust Memorial Commemoration at City Hall on 27 January with the Mayor of London, members of the GLA and fellow Mayors. 4. The Mayor thanked the staff and children of North Haringay, Lancasterian and Risley primary schools for organizing the special assemblies to mark the Holocaust Memorial. 5. The Mayor advised that he had attended the launch of Haringey's Lesbian, Gay, Bisexual and Transgender History exhibition at Bruce Castle Museum On Wednesday 4 February 2009. The exhibition had a number of historical articles, one or two of which the Mayor had donated from his time as Mayor in 1996. 6. On behalf of the Council the Mayor gave his congratulations to the Council's tactical Enforcement Team for their partnership work on Problem Social Clubs in the Borough. The Mayor reported that at the LGC Awards on 5 February, Haringey was the runner up and highly commended for their innovative work and stakeholder engagement. 7. The Mayor concluded that he had opened that morning the new state of the art mortuary in Haringey with Cllr Nilgun Canver. This facility was the second underground mortuary in Europe, and the Mayor paid tribute to the expertise and innovative thinking of the council and our contractors. 	
<p>CNCL93.</p>	<p>TO RECEIVE THE REPORT OF THE CHIEF EXECUTIVE</p> <p>The Mayor agreed to the admission of this item as urgent business. The report could not be circulated earlier as information was awaited from recent party Group meetings. It was urgent in order to permit changes to be made to Council body appointments.</p> <p>RESOLVED</p> <p>That Councillor Jones replace Councillor Egan on the Overview and Scrutiny Committee.</p>	
<p>CNCL94.</p>	<p>TO RECEIVE THE REPORT OF THE MONITORING OFFICER AND HEAD OF LEGAL SERVICES</p> <p>There were no matters to report.</p>	

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<p>CNCL95.</p>	<p>TO MAKE APPOINTMENTS TO OUTSIDE BODIES</p> <p>There were no matters to report.</p>	
<p>CNCL96.</p>	<p>TO CONSIDER REQUESTS TO RECEIVE DEPUTATIONS AND/OR PETITIONS AND, IF APPROVED, TO RECEIVE THEM</p> <p>The Chief Executive reported that one deputation request which had been rejected on the basis that the issues raised had either been dealt with or were the subject of separate processes. There were no petitions.</p>	
<p>CNCL97.</p>	<p>TO CONSIDER A "STATE OF THE BOROUGH" REPORT BY THE LEADER OF THE COUNCIL.</p> <p>The Leader of the Council, Councillor Claire Kober, gave the following "State of the Borough" address:</p> <p>Mr Mayor it gives me immense pride to stand here this evening and to make this state of the borough address.</p> <p>I have discussed the contents with my cabinet colleagues, directors and partners. I am also pleased to have met with the new chairs of the Youth Council – Funmi and Areeb – to discuss their views on the borough.</p> <p>It is clear that across Haringey, the council and partners provide many vital services which our residents value highly, some of which I will highlight this evening along with the challenges which we currently face.</p> <p>Mr Mayor, although I have been Leader only a short time I am acutely aware that the difficulties we face as a borough are more profound than ever in the history of Haringey.</p> <p>With the country having recently moved into recession many residents feel less confident about their own financial situation. Growing fears about the credit crunch, the extent of the economic downturn, and job uncertainty are all pressing issues which are preoccupying many of those in the borough.</p> <p>As a local council we need to meet this challenge head on.</p> <p>I say that it is through providing clear political leadership which understands and is prepared for the challenges ahead.</p> <p>At the end of the summer in partnership with Citizens Advice, HAVCO, Age Concern and the Pension Service we launched the 'Claim it' campaign.</p> <p>We advised in excess of 600 people at over a dozen events. Over 40 per cent of those who attended found that they were entitled to additional benefits or tax credits and supported in making a claim.</p>	

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We continue to deliver strong economic regeneration programmes tackling worklessness. Through the Haringey Guarantee, our Apprenticeships Programme and Families into Work, over 200 people, many facing significant barriers into employment, have been helped into work since September 2006.

I am pleased that last month, along with other boroughs in the capital, we signed up to London Council's pledge to expand the number of apprenticeships on offer in our city.

This is action delivering for people when they need it most. We recently launched our ten point economic plan to support local people and businesses in the current climate.

But there is clearly more to be done and we will shortly be coming forward with a range of proposals to intensify the Council's efforts to stimulate the local economy, support businesses and support residents who find themselves out of work.

Later this month I will meet local traders in our key shopping areas to discuss with them what more the council can do to support them through these difficult and unprecedented times.

We need to also anticipate other possible effects of the recession such as an increase in acquisitive crime and think seriously how we ward off such threats.

It is important also Mr Mayor that the Council ensures that money spent is spent wisely.

Working together, over the past three years the political and managerial leadership have provided over £25m of savings – over 10% of our net budget.

This is through a combination of measures including reducing the cost of the back office support functions, procuring goods and services more effectively, improving our income levels and cutting out unnecessary waste.

A focus on reducing sickness absence has generated a reduction of nearly 20% in absence to 8.65 days on average per employee.

Last year saw the agreement of a single set of employment terms for staff. This year we will implement much of the local settlement ensuring equal pay and conditions for our staff, benefiting frontline and lower paid workers.

Because of these efforts to make the Council more efficient we are able to propose a Council Tax increase of 1.95% for the coming year. This is one of the lowest increases in Council tax in Haringey over the last 15 years.

Mr Mayor, we have already discussed in this chamber on a number of

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occasions the tragic events surrounding the death of Baby P. The case, along with the subsequent Joint Area Review, provides this council with a fundamental challenge to ensure that our safeguarding practices and arrangements are not only fit for purpose but become an exemplar for modern social work practice.

Let me reiterate to members the commitment I have to ensure that as one Council we respond to the criticisms outlined in JAR and that our action plan in response sets the bar as high as it can be.

I welcome the new director of the Children's Service and new Assistant Director of Safeguarding. But the improvements required in the service will require not just the hard work and commitment of our social workers and senior officers but the input of all councillors.

I would ask all members to consider how they can contribute to the scrutiny session on the JAR action plan next week. The action plan will provide the framework for the Council to move forward and deliver profound and lasting change.

Mr Mayor, the Cabinet member for Children and Young People and I understand the complexities and challenge of delivering improved child protection services in the borough, and Mr Mayor we are determined to deliver.

Our focus on safeguarding in the borough is vital but it will not be at the cost of driving up educational performance in our schools across the borough.

The trend is clear – over the last three years Haringey schools have improved at twice the national average.

Better qualified young people are more likely to move onto further and higher education and secure a decent job.

Our recently released exam results for 2008 show increases above the national average:

- The percentage of young people with 5+A* to C including English and Maths has increased by 4.6% against a national increase of 0.9%
- The percentage of young people with at least 1 qualification has increased by double the national rate
- Key Stage 2 to Key Stage 4 improvement is the fourth highest in the country
- Our schools have continued to succeed in Ofsted inspections. We have the joint highest number of schools in London who have achieved an overall outstanding grade in Ofsted inspections over a 3 year period.

Mr Mayor I am delighted to report to Council that at the end of January CONEL was awarded Learning and Skills Beacon Status. This prestigious award officially recognises the very top performers in further education, and confirms CONEL's status as one of the leading colleges

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in the country.

Mr Mayor we understand the challenge of delivering first class educational opportunities and we will continue to deliver.

We know from resident's surveys, area assemblies and surgeries that residents want us to address concerns over crime and community safety, and improve our local environment and green spaces.

I am pleased to report that the cleanliness of our streets has improved significantly since 2006/07.

- The percentage of streets with unacceptable levels of litter has decreased from 40% in 2006/07 to the current level of 25.4%.
- Recycling rates have improved.
- In addition Haringey was named the Most Improved Transport Borough in London. Judges were impressed with the significant improvements to road safety, introduction of innovative home zones, school travel plans and promoting walking and cycling.
- Haringey now has 12 Green Flags for its parks.

Mr Mayor it is encouraging to see the improvements over recent times in community safety:

- Overall crime is down by 6.2%. With partnership support, rapid response and close working with victims, 'personal robbery' has been brought down by 26%.
- Through targeted interventions such as Operation Blunt and strong partnership work, knife crime is also down in the borough by 18% and gun crime by 28%. These compare to annual targets of 5.5% and 5% respectively.
- The use of the Hearthstone domestic violence facility rose from 813 to 1,264 during the past financial year.
- The numbers of problematic drug users in effective treatment has increased by 6% over the past 6 months. This is recognised as a particularly challenging target and one we are performing well against.

These improvements are due to the hard work of officers and Cabinet member working in partnership with the police and other local stakeholders.

These improvements Mr Mayor have made concern about crime fall from 54% to 46% in the last Residents' Survey – for the first time in several years.

These achievements demonstrate that through clear leadership the authority responds to local concerns. It is important that we highlight and celebrate these successes but that this does not become a cause for complacency.

That is why Mr Mayor as part of the forthcoming budget proposals the

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Council is investing in local priorities.

- Significant investment of £2 million pounds will be made in improving street lighting across the borough
- Investments will also be made in rolling out the Council's estate recycling scheme – to ensure that our recycling offer is available to residents across Haringey.
- We will also be investing additional resources in improving enforcement across the borough during the next year.

We understand the challenge of promoting a sustainable future for Haringey's environment and making Haringey a safe place, we are delivering and we will continue to do so.

This year so far we have reduced the number of people in temporary accommodation by 700 households and a further 250 reductions are projected by the end of the year.

This will continue to be our focus for 09/10.

We are creating 2,500 affordable homes through significant regeneration schemes at Hale Village as part of the Tottenham Hale Master plan.

Our Haringey Heartlands regeneration scheme involves plans for a further 2,500 new homes around underused utilities land in Wood Green and Hornsey.

Our Decent Homes programme delivered by Homes for Haringey has delivered improvements to over 1300 properties with resident satisfaction rates running at 94%. By the end of the financial year works will have been carried out to 1800 homes. This programme will continue into the next financial year.

It will be important Mr Mayor that during the coming year, as the delivery of the decent homes programme is realised, we think how we can provide a step change in housing in the borough and provide a long term solution to meet housing needs.

We understand the challenge of providing decent and affordable housing, we are delivering and we will continue to do so.

Effective adult social care is a vital part of the Council's work. I am pleased Mr Mayor that during the past year we were awarded two stars in November 2008 by the Commission for Social Care Inspection.

It is vital that we see continued improvements in performance but that we also focus on the issues of quality in the services we deliver.

Also we must renew as a Council our commitment to delivering the personalisation of services during the coming year. This will be vital to achieving our vision of modern adult social care which is responsive to the requirements and aspirations of service users.

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	<p>At the heart of the Council's work must be our commitment to community cohesion. It is vital that in this area of work we provide responsive leadership in developing the community engagement framework during the coming twelve months.</p> <p>This must build on the successful launch of the Community Cohesion Forum in March 2008 and the highly successful conference in October showcasing local good practice around intergenerational initiatives and the signing of the community cohesion pledge.</p> <p>We will continue to work tirelessly on diversity and cohesion issues.</p> <p>Mr Mayor it is clear that the last year has been tough for Haringey – we have faced challenges none of us would have wished for.</p> <p>In responding to this we have to be honest.</p> <p>We have to recognise where we have failed, we have to recognise our mistakes and we have to learn from them.</p> <p>We have to promote as members a culture and Council which is comfortable with change and open to change and open to the challenges we face.</p> <p>Mr Mayor we must also be honest in recognising and celebrating that significant progress has been made by the Council over the last three years and that with common purpose and commitment, together as one Council, one partnership, one Haringey, we can and will succeed in meeting together the challenges we face.</p> <p>The Leader of the Opposition spoke in response.</p> <p>RESOLVED:</p> <p>That the Leader of the Council's "State of the Borough" report be received and agreed.</p>	
<p>CNCL98.</p>	<p>TO RECEIVE REPORTS FROM THE FOLLOWING BODIES</p> <p><u>Cabinet report No.10 – 2008/09</u></p> <p>Councillor Kober introduced the Cabinet Report 10- 2008/09 – Financial Planning 2009/10 to 2011/12 and moved the following two alterations to the report:</p> <ol style="list-style-type: none">1. We wish to continue investing in the Child Poverty Strategy and are proposing to spend another £100k in 2009/10 in addition to the £100k we have already committed this year. This will include:<ul style="list-style-type: none">▪ funding a benefits campaign manager, based with the Citizen's	

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Advice Bureau, to identify the best methods of increasing benefit take in the borough and targeting those families most in need;

- providing additional support to the Reaping the Benefits campaign, in the form of running evening advice sessions, in eight different venues in some of our most deprived areas
- organising further 'Claim It' events through out the year and additional on-going publicity to raise the profile of this;
- production leaflets and publicity materials for residents on how to claim benefits including in work credit, out of work benefits and free school meals. These will be distributed to target families at schools, children's centres, GP and health centres and libraries.

2. The quality of the street environment remains a vital issue for residents in the borough, who tell us that crime and clean streets should be priorities for improvement.

We are proposing an investment of £160k per year in the Environmental Crime Service which will improve outcomes for residents, by directing resources towards the areas of greatest need, and enabling a proactive approach to tackling environmental problems.

By reshaping the service we will increase its effectiveness and visibility. Every ward will have a named warden, giving us the flexibility to respond to priorities in a local area. The warden will work with local residents and councillors, and with partner agencies, to coordinate service interventions and to address key issues using a problem-solving approach which will deliver sustained improvements.

Councillor Gorrie MOVED 2 amendments to the report as follows:

Amendment 1

Proposal to Devolve Planning Decisions and Advice paid for by reducing the number of issues of Haringey People

We propose dividing the Borough into four "Planning Areas".

Planning Committee

The existing Planning Committee System has one committee covering the whole Borough and considering approximately 100 major applications a year. The Committee and support costs approximately £18k pa. The new proposal is to establish a Planning Committee for each of the four "Planning Areas" while maintaining a Borough wide committee for key strategic applications with Borough wide impact. Initial costings indicate a revised annual cost of £102k.

Planning Advice

The four "Planning Areas" and their Planning Committees will be supported by weekly planning advice surgeries in each area. These will likely operate from 3-7pm in convenient and central local community

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facilities such as libraries and other Council facilities. Annual Planning department costs are forecast to increase by £27k with a possible requirement for £8k in one off capital equipment costs. The proposed surgeries would cover all planning applications, including major applications, and provide a 1 to 1 advice service for residents on applications and enforcement.

Revenue Cost increase:

Planning Committee	£ 84k
Planning Advice	<u>£ 27k</u>

Total	£111K
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The above increase in budgeted revenue costs would be offset by a saving from reducing the number of issues of "Haringey People" from ten a year to four a year. The current costs of Haringey People are shown as £372k with £114k of notional income giving a net cost of £258k. The 2009/10 budget includes a proposal to increase advertising revenue by £42k making net costs £216k for the ten issues. Four issues a year would therefore cost £86k which would represent a saving of £130k.

The £19k surplus savings are assumed to be contingency for either additional costs in operating the devolved planning scheme or increases in "Haringey People" costs as a result of any lost economies of scale.

This amendment would make planning advice, enforcement and decision making more accessible to residents while reducing the unnecessary excess of "Haringey People".

Amendment 2 :

Proposal to operate without a central Council Chamber and moving all Civic Centre users out of the Civic to be paid for by reducing the number of Cabinet Members.

It is proposed:

1. That all the 200+ meetings currently held each year in the Civic Centre Council Chamber are held in alternative suitable locations around the Borough. More than 15 possible venues have been identified ranging from the Bernie Grant Centre to Bruce Castle to Hornsey Town Hall to Alexandra Palace.
2. That alternative accommodation is identified for the approximately 250 Committee Meetings held in the Civic Centre each year. Potentially a third of these could likely be accommodated in River Park House with the limited balance being relocated to other locations such as Woodside House.
3. A suitable alternative location is identified for the Registrars Services.

This proposal is estimated to result in a £93k per year increase in revenue costs. The mobile Council Chamber approach is forecast to

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require capital expenditure of £200k.

The original plans for Woodside House as the Civic Centre replacement required an estimated £12m capital spend on Woodside House to refurbish the facility and build a new Council Chamber. This plan was put on hold in late 2008.

The 2009/10 to 2011/12 Budget assumes the sale of the first part of the Civic Centre and includes capital expenditure of £1m on the Civic Centre replacement project. The remaining £11m cost of the new Civic Centre would be spent in subsequent years.

The new proposal would change the use of the £1m Capital expenditure to cover, first the £200k of equipment and furniture, and secondly the start of the tactical refurbishment, modifications and redesign of existing facilities needed to support Committee meetings that could not be housed in River Park House plus the need for alternative locations for the Registrars Service.

Property Services have estimated an additional £4.2m (£5.2m in total) may be required to complete the alternative accommodation for the Registrars Service and committee rooms. This compares to the £11m to complete the Civic Centre rebuild approach.

The £93k annual cost increase provides a potential future capital expenditure saving to the Borough of £6.8m.

The above increase in budgeted revenue costs would be offset by a saving of £100k from reducing by three the Cabinet posts, thus reducing the SRAs, on-costs and associated Officer Support costs.

This amendment would take the Council out into the Borough, be paid for by reducing the cost of Members to residents and potentially avoid £6.8m of unnecessary capital expenditure in the future.

A debate ensued and other Members contributed to the discussion.

In respect of amendment 1 - On a vote there being 18 for, and 32 against, the amendment was declared LOST.

In respect of amendment 2 - On a VOTE there being 18 for, and 32 against, the amendment was declared LOST.

In respect of the report and alterations as MOVED by Councillor Kober - On a vote there being 32 for, and 18 against, it was:

RESOLVED:

1. That the Cabinet Report 10- 2008/09 – Financial Planning 2009/10 to 2011/12 be received and adopted and that the following recommendations contained in the appendix to report number 10 be agreed:

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- i. To agree the changes and variations set out at paragraph 9.3 and appendix B of the report.
- ii. To note the outcome of the consultation processes set out at paragraph 11 of the report.
- iii. To agree the new investment proposals set out in appendix D of the report.
- iv. To agree the revised and new savings proposals set out in appendix E of the report.
- v. To agree the proposals for the children's services (DSG) budget set out in appendix F of the report.
- vi. To agree the proposals for the HRA budget set out in appendix G of the report.
- vii. To approve the housing rent increase at an average of £4.78 per week (6.1%).
- viii. To approve the housing tenant service charge increase at an average of £1.94 per week.
- ix. To agree the proposals for the capital programme and funding set out in appendices H and J and the capital resource allocation policy at appendix I of the report.
- x. To agree the treasury management strategy and policy and prudential limits set out in appendix K of the report.
- xi. To agree the proposed general fund budget requirement of £408.834m, subject to the decisions of precepting and levying authorities, and the consequences for council tax levels;
- xii. To agree a way forward in respect of additional resources required for investment in children's services as set out in paragraphs 12.2 and 12.3 of the report.
- xiii. To note that the final decision on budget and council tax for 2009/10 will be made at the Council meeting on 23 February 2009.

2. That in wishing to continue investing in the Child Poverty Strategy another £100k be spent in 2009/10 in addition to the £100k we have already committed this year. This will include:

- funding a benefits campaign manager, based with the Citizen's Advice Bureau, to identify the best methods of increasing benefit take in the borough and targeting those families most in need;
- providing additional support to the Reaping the Benefits campaign, in the form of running evening advice sessions, in eight different venues in some of our most deprived areas
- organising further 'Claim It' events through out the year and additional on-going publicity to raise the profile of this;
- production leaflets and publicity materials for residents on how to claim benefits including in work credit, out of work benefits and free school meals. These will be distributed to target families at schools, children's centres, GP and health centres and libraries.

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	<p>3. That, in noting that the quality of the street environment remains a vital issue for residents in the borough who have told the authority that crime and clean streets should be priorities for improvement, an investment of £160k per year in the Environmental Crime Service will be made which will improve outcomes for residents, by directing resources towards the areas of greatest need, and enabling a proactive approach to tackling environmental problems.</p> <p>4. That by reshaping the service this will increase its effectiveness and visibility and every ward will have a named warden, giving the flexibility to respond to priorities in a local area. The warden will work with local residents and councillors, and with partner agencies, to coordinate service interventions and to address key issues using a problem-solving approach which will deliver sustained improvements.</p>	
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COUNCILLOR ALAN DOBBIE

Mayor