

CABINET: MINUTES

Date: 10th June 2008

Time: 10.00 a.m. – 11.35 a.m.

Present: J M Tuck Chairman

Councillors: M Bradney, Sir P Brown, M Curtis, D Harty, R Pegram

Apologies: Councillors: L W McGuire, J E Reynolds and F H Yeulett

Also in Attendance

Councillors: S. Higginson, P Downes and J West.

565. MINUTES 20th MAY 2008

The minutes of the meeting of the Cabinet held on 20th May 2008 were approved as a correct record.

566. DECLARATIONS OF INTERESTS

None

567. PETITIONS - NONE RECEIVED.

568. REPORT FROM HEALTH AND SOCIAL CARE SCRUTINY COMMITTEE - MEMBER LED REVIEW INTO THE ABILITY OF THE LEARNING DISABILITY SERVICE TO DELIVER OUTCOMES FOR INDIVIDUALS WITHIN BUDGET CONSTRAINTS AND THE RECOMMENDED RESPONSE

Councillor Higginson, the chairman of the Adult Support Services sub-group of the Health and Adult Social Care Scrutiny Committee who had carried out the review, was invited to present the key issues.

Cabinet was informed that the review had been set up to focus on the scrutiny of adult social care. Its aim had been to assess whether the Learning Disability Service had the ability to deliver the seven outcomes set out in the Government White Paper 'Our Health, Our Care, Our Say' as they related to people with learning difficulties, within the budget constraints and the increased demand arising from a growing population.

The review concluded that the Learning Disability Service was not currently achieving its aim to deliver a low cost, high quality service. It reported that while the Service was delivering the seven outcomes for some individuals, the service delivered depended upon an individual's eligibility for services and their personal expectations and aspirations.

The review recommendations related to:

- Identifying, through a customer satisfaction survey, whether changes in how services were provided resulted in improvements in the quality of life for service users.

- Improvements in performance and performance measurement.
- Strengthening the capacity of the Service to achieve its aim of delivering a low cost high quality service
- Ensuring that people who were not currently eligible for services received appropriate advice and signposting, and that records of those individuals were maintained in order to enable the Service to track the progression of individual cases.

Cabinet was also invited to consider the response prepared, included as the next report on the agenda. Its purpose was to provide a response to each of the recommendations put forward by the Scrutiny Review Group. It was noted that senior officers from the disability service had worked positively and openly with the members from the subgroup of the Health and Adult Social Care Scrutiny Committee and this had resulted in work already having started in a number of areas of the recommendations, which had been reflected in some of the responses to the recommendations.

The point was made by the Cabinet member that it was almost impossible to achieve a low cost, high quality service given the financial constraints linked to ever increasing demand, but that the current aim was to improve the service by changing the way it was delivered.

Cabinet noted that the disability service now had in place a business and financial plan driven by its strategic commissioning plan informed by both the outcome of the scrutiny review and the Fundamental Service Review that was undertaken in parallel to this work. Officers intended to bring both pieces of work together to deliver against a combined action plan which will feed into the Quality for Adults Board.

In response to a request made by Councillor Higginson to reinstate Member representation on the Quality for Adults Board, this was rejected by the Cabinet Member for Adults, Health and Well Being, who drew attention to the newly set up Adult Services all party spokesmen meetings which he saw as being the more appropriate forum for member input.

It was resolved:

- i) To thank the Scrutiny Committee for the work done in the review.
- ii) To endorse the response against each scrutiny recommendation as outlined in the officer's report. (set out in the appendix to these minutes)

569. RESPONDING TO PARENTAL REPRESENTATIONS: A DECISION MAKING FRAMEWORK

Cabinet received a report:

- Informing it of the legislation relating to parental representation; and
- Seeking approval to a decision-making framework for responding to representations.

Cabinet noted that the report included on the agenda was originally prepared to go forward to the May Cabinet meeting. As a result changes were required to be made to the wording of the proposed decision making framework in order to reflect the new Cabinet structure agreed at the May Annual Council meeting. The suggested changes were orally reported at the meeting.

Cabinet noted that Since May 2007 Local Authorities (LAs) had an explicit duty to respond formally to parental representation under Section 14a of the Education Act 1996 (as amended by the Education & Inspections Act (EIA) 2006). The new duty required LAs to respond formally to parents seeking changes to the provision of schools, including new schools, although it was highlighted that no guidance had been provided regarding what would constitute valid representations. As a result, there was a requirement for Cambridgeshire County Council to agree a decision-making process that would enable all representations to be treated in a fair, consistent and transparent manner.

A question was raised regarding how many primary and secondary schools were at, or were above their recommended pupil capacity. As the figures were not at hand, the Head of Infrastructure undertook to provide the information outside of the meeting.

It was resolved:

- i) To approve the proposed decision-making framework set out in paragraph 4.1 of the officer's report for responding to parental representations for implementation with immediate effect, subject to the following changes:
 - paragraph 4.1 to change to read the Cabinet Member for Learning.
 - Point 5 - that the report should go to the Children and Young People PDG.
- ii) To note that a further report would be received by Cabinet in due course to establish the procedure for responding to parental representations in respect of over-subscribed schools.

570. COTTENHAM VILLAGE COLLEGE – LEARNER SUPPORT UNIT

This report, which had not been included in any despatch, had been withdrawn and would be considered at a later meeting.

571. SCORECARD – QUARTER 4 PERFORMANCE OUTTURN REPORT

Cabinet received the fourth quarter report setting out performance against the key performance indicators.

Cabinet noted that areas where performance had noticeably improved since the previous month included the percentage of items of social care equipment and adaptations delivered to clients within seven working days, the number of older people helped to live at home, the number of people aged 18 plus per 100,000 receiving a direct payment for social care services. Cabinet expressed their appreciation of the work undertaken Adult Social Care staff and offered their congratulations in respect of the continued improvement in service delivery. Also highlighted in the report was the percentage increase in the number of children's core assessments completed within 35 days of commencement, with performance for the first time reaching the top five blob banding.

Attention was drawn to the exceptional performance regarding the percentage of waste composted and recycled which had reached 50.8%, resulting in the County Council being the premier County Council for waste recycling for the third consecutive year. Also highlighted was the excellent work carried out by the staff at the Call Centre, which members of Cabinet recognised was not reflected in the performance indicator which only measured the % of calls answered in 20 seconds.

Where performance had fallen or remained in the bottom band (red investigate urgently) or in the second bottom band orange (ask questions) and was still falling, an explanation to why this had happened and the actions being taken to correct performance was provided within the report from the relevant lead officers. It was noted that recruitment remained a major challenge.

It was highlighted by the Cabinet Member for Children that the target of 70% for the % of pupils educated other than at school receiving at least 15 hours tuition a week was considered completely unrealistic (performance achieved had been 47%) and therefore he asked that officers should review the target to one that was still stretching, but realistic.

In reply to a query regarding the position of the Street Lighting PFI which was shown as having a green rating, reassurance was provided that this still the expected position, with the submission having been submitted to Government.

It was resolved:

To note the analysis of performance set out in the officer's report and the remedial action being taken to address issues reported under the 'Exception Reporting' section.

572. FINANCIAL OUTTURN REPORT 2007/08

Cabinet received a report:

- outlining the 2007/08 financial results for revenue, capital and trading units;
- setting out the position on balances, carry forwards, reserves, treasury management and the prudential regime;
- reviewing the position on prompt payment and debt.

Cabinet was pleased to note that the overall position for services (excluding the education self-managing institutions) was actual spending of £291.8m against a revised budget of £293.9m which represented an underspend of £2.1m (0.7 % of the revised budget) which was a significant achievement as was the achievement of £22m of efficiency savings over the year which had exceeded the target by £1m. Cabinet also noted that the position regarding trading units had stabilised, although the deficits remained high.

A query was raised regarding the extremely high figure for school balances which had increased to over £22m, an increase of nearly £5m from the previous year and an approximately increase of 35% on the position 18 months ago. In reply, it was reported that the figure was partly to do with how schools reported their balances, but that most officers/schools accepted that the figure was too high and follow up was being undertaken

to reduce the amount, including the possible use of a clawback system, which could redistribute monies to all schools.

Following questions raised, it was agreed that the Cabinet Member for the Economy, Environment and Climate Change would receive a breakdown regarding the £213k underspend regarding the ongoing difficulties/delays in recruiting to vacancies within Huntingdonshire relating to locality teams etc. It was reported that the level of social care vacancies was at 9% and 14% for social workers and while measures to improve the career structure of social workers to encourage greater recruitment was being pursued, the level of vacancies remained an issue.

It was resolved:

- i) To note the revenue expenditure of Services in 2007/08, and in particular the delivery of a better than break-even position (Sections 2 & 3 and Appendices 1 & 2 of the officer's report) and the clearance of the deficit on the Learning Disability Partnership pooled budget (set out in paragraph 3.2 of the officer's report)
- ii) To note the report on capital spending and financing in 2007/08 (Section 4 of the officer's report)
- iii) To note the report on trading units' performance and the stabilisation of deficits recorded by many of these units in 2007-08 (Section 5 and Appendix 3 of the officer's report)
- iv) To recommend to Audit and Accounts Committee the approval of a contribution of £1.5m from the Debt Charges underspend to the Insurance Reserve, to increase the level of protection afforded to the authority against claims (Section 3.14, 7.2 of the officer's report)
- v) To approve the reserves and carry forwards (Sections 6 & 7, Appendix 4 of the officer's report)
- vi) To approve the report on efficiency for submission to Communities and Local Government (Section 8 of the officer's report)
- vii) To note the treasury management activities and prudential indicators (Section 9 of the officer's report);
- viii) To note the reports on debt management (Section 10), prompt payment (Section 11 of the officer's report);

573. ECO –TOWNS: LIVING A GREENER FUTURE

Cabinet received a report providing details of a consultation document called "Eco-towns: Living A Greener Future" from Department of Communities & Local Government (DCLG).and the proposed response drafted by officers for Cabinet's consideration.

Cabinet was reminded that Hanley Grange near Hinxton in Cambridgeshire had been identified by the Department for Communities and Local Government as of one fifteen shortlisted locations for an Eco-town. A final list of up to 10 locations was to be announced

later in the year. Concerns were expressed that no information had been provided to the County Council ahead of the Eco-town shortlist announcement. In Cabinet's view Hanley Grange, appeared to be a fundamentally flawed location that has been rejected through the Structure Plan (in terms of general location) and Regional Spatial Strategy (RSS) processes in the recent past. Full Council unanimously resolved at the meeting on 13 May 2008 to express concern about the shortlisting of Hanley Grange to the Housing Minister.

It was therefore considered that there was a strong case for deleting Hanley Grange as a location for an Eco-town. The response set out the key concerns the County Council had regarding the proposal. It was noted that a joint response to the consultation strategy (including the detailed technical case) was being co-ordinated through Cambridgeshire Horizons supported by technical input from the Cambridgeshire local authorities. Mark Vigor and Richard Wilkinson were thanked for the amount of work undertaken in preparing the response.

An amendment was made to the fourth recommendation to reflect the current Cabinet member title.

It was resolved:

- i) to note the key points of the proposed response to DCLG's "Eco-towns: Living A Greener Future" consultation document.
- ii) To delegate authority to the Lead Member for Growth & Infrastructure in consultation with the Deputy Chief Executive, Environment & Community Services to prepare the final consultation response on behalf of the County Council.
- iii) To delegate authority to the Lead Member for Growth & Infrastructure in consultation with the Deputy Chief Executive, Environment & Community Services to finalise the aligned joint response to the consultation strategy (including the detailed technical case) being co-ordinated and submitted through Cambridgeshire Horizons.

574. BAA SUBMISSION OF PLANNING APPLICATIONS FOR A SECOND RUNWAY AT STANSTED AIRPORT – 'THE 'G2 PROJECT' - TO ENABLE CAPACITY UP TO 68 MILLION PASSENGERS PER ANNUM

Cabinet received a report informing it of the planning application for the second runway at Stansted Airport and to consider the proposed County Council's response.

Cabinet noted that:

- a planning application for a second runway and terminal at Stansted Airport had been submitted by BAA to Uttlesford District Council on the 11th March 2008. The application had direct implications for Cambridgeshire, as well as significant implications for climate change in terms of Carbon Dioxide (CO₂) emissions and traffic impact.
- The County Council's policy position has been to support the East of England Regional Assembly in continuing to oppose the development of a second runway, believing that

greater justification must be produced by BAA and the Government to develop beyond the full use of the first runway.

It was noted that the recent Government's own Sustainable Development Commission had stated that evidence on the contribution of aviation to climate change and to the economy was heavily disputed, and that the Government should postpone major decisions such as the current application, until a review of the 2003 Aviation White Paper had taken place. There was also real concerns expressed that currently CO₂ emissions from aviation were outside of the Government's own Kyoto targets. It was also noted that more aircraft would increase CO₂ emissions, and that these could have a greater impact on global warming as they were emitted at high level.

Concerns were also expressed that air quality at ground level would deteriorate, although it was explained that the dispersion of emissions at high level would mean that No_x and particulates would be spread over a wide area and emissions would not be able to be attributed to specific aircraft. There was a resulting request to strengthen the County Council response regarding the climate change paragraph and in particular, the concerns regarding the need for the contribution of aviation flight emissions to climate change to be measured and quantified.

It was resolved:

- i) To approve the following headline response to the application: "The County Council continues to oppose the development of a second runway for Stansted Airport (G2) and objects to the planning application on the following impact grounds which are set out in Section 3 to this report;
 - climate change,
 - economic and regional growth,
 - surface transport and sustainable travel,
 - aircraft noise,
 - landscape, biodiversity, and health impact."
- ii) To agree that the County Council's detailed objections based on the contents of the report should be forwarded to Uttlesford District Council before the revised September deadline.
- iii) To authorise the Cabinet Member for Growth and Infrastructure in consultation with the Deputy Chief Executive Environment and Community Services to make amendments to the Council's objections based on the feedback received at the Cabinet meeting and in the light of any further relevant information to emerge from the Highways Agency, Network Rail or BAA.

575. CIVIL PARKING ENFORCEMENT (CPE) APPEALS COMMITTEE

Cabinet received a report to consider joining the 'Parking and Traffic Regulations Outside London Adjudication Committee' (PATROLAJC) in response to the demise of the National Parking Adjudication Service (NPAS) as a result of new regulations.

In January 2004, Cabinet supported the introduction of Decriminalised Parking Enforcement (DPE) in Cambridge. When taking this decision, Cabinet also authorised membership of the National Parking Adjudication Service (NPAS) which oversaw the

administration of the appeals process for DPE. The Traffic Management Act 2004 repealed the earlier legislation but preserved Decriminalised Parking Enforcement Schemes made under it.

Cabinet noted that without membership of PATROLAJC, the County Council would not be able to discharge its responsibilities under the new parking legislation and therefore membership is, in effect, mandatory. As part of the process to join the new committee, the County Council is required to appoint a Member representative as it was for NPAS.

It was resolved:

- i) To Confirm the County Council joining the Parking and Traffic Regulations Outside London Adjudication Committee (PATROLAJC); and
- ii) to appoint the Cabinet Member for Growth and Infrastructure to serve as the Member representative on PATROLAJC.

576. 'PROSPEROUS PLACES TAKING FORWARD THE SUB NATIONAL REVIEW OF ECONOMIC DEVELOPMENT AND REGENERATION'

Cabinet received a report asking it to consider a consultation document, "Taking Forward the Sub National Review of Economic Development and Regeneration" published by the Department for Business Enterprise and Regulatory Reform (BERR)

This consultation document followed the publication of the Sub National Review of Economic Development and Regeneration in July 2007 and provided further detail on the implementation of the recommendations raised in the original document. The consultation document looked at three main areas:

- The new duty to undertake an economic assessment,
- The preparation of a Single Regional Strategy (SRS), and
- Partnership arrangements within each region.

Cabinet welcomed the introduction of the new economic assessment duty for the County Council. However, concerns remained over the proposed arrangements for the introduction of the Single Regional Strategy (SRS). In particular, the consultation document failed to address issues of democratic accountability, the role of local authorities in shaping regional policy, priority setting, decision making, the preparation of the SRS, delivery arrangements or environmental concerns.

It was resolved:

- i) To note the key points of the draft proposed response to BERR's "Taking Forward the Sub National Review of Economic Development and Regeneration" consultation document as set out in Appendix A of the officer's report.
- ii) To delegate authority to the Lead Member for Economy, Environment and Climate Change to prepare the final consultation response on behalf of the

County Council in consultation with the Deputy Chief Executive, Environment and Community Services.

577. CONSUMER CREDIT ACT – DELEGATION OF ENFORCEMENT

Cabinet received a report informing it of the details of the national illegal money lending project and seeking its approval for Cambridgeshire County Council to authorise Birmingham City Council to investigate and institute proceedings against illegal money lenders operating within the Cambridgeshire County Council area.

Cabinet noted that:

- Under the Illegal Money Lending Project the Department for Business, Enterprise and Regulatory Reform (BERR) had been funding regional teams in Glasgow and Birmingham to investigate the impact of strong enforcement against illegal moneylenders. As a result of the success of the pilots, it had been announced in December 2007 that BERR would continue to fund an Illegal Money Lending Team in every region in Great Britain until March 2011.
- By virtue of Section 161 of the Consumer Credit Act 1974, it was the duty of each 'local weights and measures authority' to enforce the provisions of the Act within their local authority boundary. As this was an executive function for the purposes of the Local Government Act 2000 and the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 it was necessary for Cabinet as the executive to formally delegate the function to Birmingham City Council under Section 13(7) of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000.

It was resolved:

- i) To approve the delegation of the function of enforcement of Part III of the Consumer Credit Act 1974 within Cambridgeshire to Birmingham City Council.
- ii) To Delegate authority to the Head of Trading Standards to enter into the agreement on behalf of Cambridgeshire County Council.
- iii) To delegate to the Cabinet Member for Economy, Environment and Climate Change in association with the Deputy Chief Executive, Environment and Community Services, the authority to finalise the protocol for "Illegal Money Lending Team investigations."

578. NORTHSTOWE TRUST UPDATE

Cabinet received an update report setting out the measures proposed to ensure that the development of the Trust, and overall community governance arrangements were effectively addressed.

Cabinet was reminded that the potential creation of the Trust had been discussed at its meeting of 18th December 2007 at which time it had confirmed its support of the proposals to lead to the establishment of a Trust for Northstowet with one off financial support. It was noted that County Council Officers had continued to work with partners to examine the scope and activities of the proposed Trust over the past year, to ensure that the proposals were sound and realistic and were still under development. The Adults and Communities Policy Development Group at their recent meeting had been supportive of strong member involvement on the 'Member Level' Community Trust and Governance Group.(CTGG), but had been most concerned to ensure that there was a strong alternative (Plan B) should the Trust concept not be realisable.

The Leader of the Liberal Democrat Party, one of the local Members, provided comments which were orally reported stating that the relationship between the trust and the town council needed to be developed as soon as possible and that there should be a timetable making clear when the Council would take on any decision making roles of the trust so that the latter, if it continued in existence, would become an implementation body only. This latter point was not supported by the relevant Cabinet Member, as these were not the roles envisaged.

Concerns were expressed by local members at the Cabinet meeting regarding the slow progress in moving towards establishing a Trust, which one local member believed had as its only advantage, obtaining the commitment of developers to the long term community. However, as there were still concerns regarding the willingness of the developers to commit to the Trust model, it was believed a flexible approach was required, leaving open the possibility of other eventual solutions, which would also need to be looked at in terms of their ability to secure additional outside funding. The ongoing appointment of the outside specialist consultant was expected to aid this process.

It was resolved:

- i) To note the current position with regard to the development of the Northstowe Community Trust.
- ii) To delegate to the Portfolio Holder for Communities in consultation with the Deputy Chief Executive ECS, after further consultation with local members, the authority to explore and implement the best possible mechanism to ensure community involvement in the establishment of the new settlement called Northstowe, including the establishment of a Community Trust if appropriate.
- iii) To confirm that the total financial commitment available from Cambridgeshire County Council should be the £50,000 already set aside to fund the initial development phase.

579. JOINT STRATEGIC NEEDS ASSESSMENT FOR CAMBRIDGESHIRE PHASE 1

This report presented to Cabinet the Joint Strategic Needs Assessment for Cambridgeshire: Phase 1.

Cabinet noted that Local Government and Public Involvement in Health Act (2007) had placed a duty on upper tier local authorities and Primary Care Trusts (PCTs) to undertake

Joint Strategic Needs Assessment (JSNA) to identify the current and future health and wellbeing needs of a local population, informing the priorities and targets set by Local Area Agreements and which would then lead to agreed commissioning priorities to improve outcomes and reduce health inequalities.

In receiving the report, Cabinet thanked Dr Robin and her team and those partners involved in the preparation of the document for the excellent information that it provided.

It was resolved:

- i) To note the information contained in the Joint Strategic Needs Assessment: Phase 1 and supporting documents and agree that they should contribute to those aspects of County Council planning which addressed health and social wellbeing issues, health inequalities, and the strategic joint planning of health and social care services.
- ii) That Phase 2 of the Joint Strategic Needs Assessment should be taken forward to include a review of existing public/ service user consultation material relevant to health and well being needs in Cambridgeshire, and the involvement of a wider group of Local Area Agreement (LAA) and Local Strategic Partnership (LSP) stakeholders.

580. CHILDREN AND YOUNG PEOPLE'S SERVICES IMPROVEMENT PLAN – PROGRESS UPDATE

Cabinet received a report updating it on progress in the delivery of the Children and Young People's Improvement Plan.

Cabinet noted that:

- the Joint Area Review (JAR) inspection of local services to children and young people in Cambridgeshire had concluded in February 2007 resulting in the inspection report being published and received by Cabinet on 16th October 2007 along with the Children and Young People's Improvement Plan which represented Cambridgeshire's formal response to the recommendations contained within the JAR inspection report.
- The improvement plan had not only been limited to the eight recommendations contained within the JAR report but also included responses to issues raised by the JAR inspectors that did not result in formal recommendations, as well as issues identified by the Council and its partners whilst preparing for the JAR inspection.

Cabinet sought views / raised questions

- On JAR reference JR4 in respect of how the recommendation last sentence reading "Greater Attention should be paid to the experience and views of the children and young people themselves" would be actioned, it was explained that this would be through the Independent Advocacy Service.

It was resolved:

To note the progress in delivering the actions set out in the Improvement Plan.

581. DRAFT AGENDA FOR 18th JULY CABINET MEETING

The draft agenda was noted with the following changes notified since the publication of the agenda.

The following reports had all been moved to the September Cabinet meeting:

Report 7 'National Institute of Agricultural Botany Planning Application determination'

Report 8 Cambridge North West Section 106 Agreement

Report 10 'Property Issues John Falkner School'

Report 13 - St Neots Market Town Strategy Review

Report 14 – Self Directed Support (Personal Budgets)

Report 17- Assessment Centre – this might need to move back a cycle

Moved to October - Report 16 'Draft Compact Code of Practice on Finance and Commissioning'

There was still concerns regarding the length of the agenda and it was agreed that Strategic Management Team should continue to keep it under review.

Chairman
8th July 2008

AGREED FORMAL RESPONSE TO THE RECOMMENDATIONS OF THE MEMBER LED REVIEW INTO THE ABILITY OF THE LEARNING DISABILITY SERVICE TO DELIVER OUTCOMES FOR INDIVIDUALS WITHIN BUDGET CONSTRAINTS

Recommendation 1

The Service is recommended to implement a customer satisfaction survey to investigate whether the 'transformation' of service provision and the release of building based resources has resulted in the development of an appropriate menu of choices for clients and thereby improved the quality of life for people with learning difficulties.

Response

The service has begun this work through the modernisation of its day services programme. A questionnaire has been prepared, following the work of the panel and other work streams within the service that will test this concept. The questionnaire will be sent to all our users at the beginning of June.

Recommendation 2

To ensure that the council is credited with the performance rating it deserves it must improve performance recording and reporting to ensure that all performance is recorded, that data is accurate, that any input errors are corrected and any inefficient processes are amended.

Response

The LDP uses the same information system as the Adult Support services. Continuing work is in hand to understand where inaccuracies or idiosyncrasies occur that prevent data being accepted by the performance reporting system.

Recommendation 3

The council should investigate what additional information is being included for C30 by better performing authorities and ensures that the contribution of Cambridgeshire's voluntary sector and other preventative work is captured.

Response

The disability service county lead for performance, the finance and performance manager and the business manager who make up the performance team are arranging to visit Bedfordshire to review their processes, the anticipated date is in June.

The service has begun a programme (April 2008) to capture data from work of the health members of the integrated teams as well as continuing our work with the voluntary sector to capture their data. We will set robust targets for 2008-09.

Recommendation 4

The Service is recommended to set robust, challenging future targets in line with the new performance indicators and aligned with resources.

Response

The service will set its targets in this new year to reflect the new performance framework and the requirements of the Cambridgeshire Care Partnership. Robust targets will be set.

Recommendation 5

The Service is recommended to carry out a review of its structure in order ensure that staff have the skills and ability to maximise performance.

Response

The senior management team in the disability service has been re aligned to give Countywide leadership on strategic work streams. The lead for Practice and Performance will be working with the lead for Service Development and Training to ensure we establish an ongoing understanding of where our strengths and weakness are, to understand the gaps and opportunities and to deliver a development plan to address this and thus to improve practice which will be reflected in performance.

Recommendation 6

Members suggest that Cambridgeshire reviews the structure of the Learning Disability Service Management Team to ensure that it has the strategic capacity to deliver the Service's high achieving low cost aims.

Response

The service has reviewed and amended the internal management structures in so far as we are able, and a programme of continuous organisational development is in place. Future review and changes must be guided by and will follow the outcome of the corporate review of the management structure and linkages to the corporate centre of the Adult Support Services and its Director.

Recommendation 7

Cambridgeshire should review its charging policies and compare them with the charging policies of comparator authorities.

Response

The disability service is a part of the Adult Support service and this review is part of the wider work programme.

The disability service continues to ensure it recovers the income that it is informed is its due.

Recommendation 8

Cambridgeshire should investigate increasing the number of people with learning difficulties supported by the Supporting People programme.

Response

Leadership of this work is now with the county lead for Commissioning and Resources. This work is also directly linked to the outcomes of the fundamental service review – also completed in 2007. A partnership approach with the manager of the County Council Supporting People team has been adopted and joint work to review and assess clients whilst working to develop floating support is in hand.

Recommendation 9

The Service investigates why the higher spending per head on supported living is not reflected in the C30 'helped to live at home' performance outcomes.

Response

The service is investigating ways to reduce costs by developing strong contract monitoring and management. It is intended to take forward a partnership approach between the county disability lead for commissioning and resources and the Adult Support Service procurement team that will involve additional resources and secondment of expert staff for a limited period to work within the disability service and establish new systems. It is further intended to strengthen the care management resource at the interface with clients to ensure adequate capacity to deliver appropriate micro commissioning and monitoring. The performance improvement is covered in recommendations 2, 3 & 5.

Recommendation 10

The Service should review its approach to self-directed support and ensure it establishes a cost effective selection of choices for individuals whilst developing strong contract management and partnership working arrangements.

Response

Action undertaken in 9 and building on the outcome of the Fundamental Service Review will ensure a clear and well understood, appropriately costed base line on which to take the transformation and self directed support forward.

Recommendation 11

That the Service develops a system for keeping records of clients assessed as ineligible for services in order to track the progression of individuals and to assess whether interventions, at an appropriate time, prevent needs increasing.

Response

The personalisation and transformation agenda for adult social care requires we change our way of working fundamentally and also increase our preventative work.

Recommendation 12

That the Service implements a customer survey to check the effectiveness of the 'signposting' service provided to people whose needs are assessed as 'moderate'.

Response

The service will investigate this work to deliver this recommendation jointly with other colleagues in Adult Support Services. It clearly has an Adult Support Service-wide implication.

Recommendation 13

Members should consider undertaking a further review of holistic assessments including getting a better understanding of the boundaries between moderate, substantial and critical need.

Response

The service will work with members should they wish to do this piece of work.