

Agenda

Council

Thursday, 15 February 2018, 10.00 am
County Hall, Worcester

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Democratic Services on telephone number 01905 846621 or by emailing democraticservices@worcestershire.gov.uk

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Thursday, 15 February 2018, 10.00 am, County Hall, Worcester

Agenda and Summons

Councillors: Mrs A T Hingley (Chairman), Mr A A J Adams, Mr R C Adams, Ms P Agar, Mr A T Amos, Mr T Baker-Price, Mr R W Banks, Mr R M Bennett, Mr C J Bloore, Mr G R Brookes, Mrs J A Brunner, Mr B Clayton, Mr P Denham, Ms R L Dent, Mr N Desmond, Mrs E A Eyre, Mr A Fry, Mr S E Geraghty, Mr P Grove, Mr I D Hardiman, Mr A I Hardman, Mr P B Harrison, Mr M J Hart, Ms P A Hill, Mrs L C Hodgson, Dr A J Hopkins, Dr C Hotham, Mr M E Jenkins, Mr A D Kent, Mr R C Lunn, Mr P M McDonald, Mr S M Mackay, Mr L C R Mallett, Ms K J May, Mr P Middlebrough, Mr A P Miller, Mr R J Morris, Mr J A D O'Donnell, Mrs F M Oborski, Ms T L Onslow, Dr K A Pollock, Mrs J A Potter, Prof J W Raine, Mrs M A Rayner, Mr A C Roberts, Mr C Rogers, Mr J H Smith, Mr A Stafford, Ms C M Stalker, Mr C B Taylor, Mr R P Tomlinson, Mrs E B Tucker, Mr P A Tuthill, Mr R M Udall, Ms R Vale, Ms S A Webb and Mr T A L Wells

1 Apologies and Declaration of Interests

To receive apologies and invite any councillor to declare any interest in any items on the agenda.

2 Public Participation

To allow a member of the public to present a petition, or ask a question relating to the functions of the Council, or to make a comment on any matter on the agenda.

Members of the public wishing to take part should notify the Head of Legal and Democratic Services in writing or by e-mail indicating both the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case Wednesday, 14 February 2018). Further details are available on the Council's website. Enquiries can also be made through the telephone number/e-mail address listed below.

3 Minutes

To approve as a correct record and authorise the signing of the Minutes of the meeting held on 18 January 2018 (previously circulated electronically).

4 Chairman's Announcements

To receive any announcements to be made by the Chairman.

5 Reports of Cabinet

To consider the reports of the Cabinet and to receive answers to any questions asked on

those reports as follows:

- a) Report of Cabinet – Matters which require a decision by Council (**Yellow pages**) (**To follow**); and
- b) Report of Cabinet – Summary of decisions taken (**White pages**) (**To follow**).

All Councillors have access to the full Budget and Council Tax report and Appendices considered by the Cabinet on 8 February 2018. Additional hard copies are in the Group rooms and Members' lounge or available on request.

6 Notices of Motion

To receive the report of the Head of Legal and Democratic Services on any Notices of Motion received by him (**Lilac pages**).

Councillors are asked to note that any Notices of Motion must be received by the Head of Legal and Democratic Services no later than noon on Thursday, 8 February 2018.

7 Report of the Cabinet Member with Responsibility 1 - 8

To receive the report of the Cabinet Member with Responsibility for Transformation and Commissioning on current issues and proposed developments within her area of responsibility and to receive answers to any questions on the report (**Green pages**)

8 Question Time 9 - 10

To receive answers to any questions asked by Councillors (**Orange pages**).

(Members are reminded of the timescale adopted by Council for notice of questions. A Councillor may only ask a question if:

- *It is delivered in writing to the Head of Legal and Democratic Services by noon on Monday 12 February 2018 or*
- *If it relates to urgent business, the Head of Legal and Democratic Services is notified at least half an hour before the start of the meeting.)*

NOTES

• Webcasting

Members of the Council are reminded that meetings of the Council are Webcast on the Internet and will be stored electronically and accessible through the Council's Website. Members of the public are informed that if they attend this meeting their images and speech may be captured by the recording equipment used for the Webcast and may also be stored electronically and accessible through the Council's Website.

• Catering Arrangements

Lunch will be available at 1.00pm or thereabouts in the Lakeview Room. This will be provided for all Councillors, without payment, and for pre-notified guests, who must be paid for in advance. An indication of any guests wishing to take lunch should be given to staff in the Business Support Unit at least three days before the Council meeting.

Agenda produced and published by Simon Mallinson, Head of Legal and Democratic Services, County Hall, Spetchley Road, Worcester WR5 2NP. The above reports and supporting information can be accessed via the Council's website at: www.worcestershire.gov.uk

To obtain further information or a paper copy of this agenda please contact Simon Lewis, Committee Officer by telephone on Worcester (01905) 846621 or slewis@worcestershire.gov.uk

Date of Issue: Tuesday, 6 February 2018

COUNCIL
15 FEBRUARY 2018**REPORTS OF CABINET MEMBERS WITH RESPONSIBILITY**

Report of the Cabinet Member with Responsibility for Transformation and Commissioning**INTRODUCTION**

1. The Commercial and Change directorate has faced some of its biggest challenges this year. The transformation of HR & Finance has been a huge undertaking and not without its difficulties. Transformation is essential but rarely straight forward. This Council is committed to continually looking for the best ways to deliver our services and this directorate has a critical role to play. I am proud of the work that is being done by staff in this directorate to support our commitment to improve the lives of children and young people in Worcestershire. I look forward to working with the soon-to-be appointed Director.

Human Resources & Organisational (HR & OD) Development

2. Our staff are our most valuable resource. It is this workforce that delivers the services to our residents. The Council has continued to invest in its staff through career development programmes such as the Talent Management Programme, Leading For The Future and the Foundation Management Programme. These are all examples of where we are investing in the future to help us to ensure we have the most talented workforce that we can. 64 individuals have received coaching this year. We offer 107 e-learning topics and saw 7,472 completions during 2017. The Vocational Qualifications and Assessment Centre is an "A" rated high performing centre, currently delivering a range of qualifications from level 2 (GCSE level) through to level 5 (foundation degree level).

3. HR & OD has continued to provide a wide-ranging service whilst at the same time, embedding a new operating model. This includes providing comprehensive advice on HR policy, restructuring and change. During 2017, the function supported 97 short-term and 215 long-term sickness cases, 28 disciplinary and 11 grievance cases.

4. HR & OD has played a significant role in Service Improvement within Children, Families and Communities, with the overarching aim being to stabilise the workforce and create a child focussed and accountable culture. This has included improvements to Social Work Pay in April and November 2017, which has reduced the turnover of newly qualified Social Workers and improved recruitment of Advanced Social Work Practitioners. The development and launch of the Social Work Academy, which aims to ensure we have a skilled and capable workforce across both Children's and Adult Services, whilst improving recruitment and retention. The implementation of a dedicated Social Worker Recruitment service has improved the time to hire of Social Workers from an average of 70 days to 29 days, seeing an overall increase in the permanent Social Work workforce from 68% in August 2016 to 73% in December 2017.

5. HR & OD has supported an unprecedented and ongoing level of executive recruitment including the Chief Executive, Director (Commercial and Commissioning), Chief Financial Officer, Assistant Director (Education & Skills) and the Strategic Commissioner (Adult Services).

6. The HR & OD department has successfully implemented the new Apprenticeship Regulations which came into force on 1 April 2017. Arguably the most notable of achievements in this area was our successful application to become a registered Apprenticeship Training Employer Provider with the Employment and Skills Funding Agency (ESFA). This helps the Council to deliver the highest quality apprenticeships to new and existing employees in social care, business administration, customer service and in management

Transformation Programme

7. The programme is on target to deliver £16m savings in 2017/18. In addition to supporting commissioning activities, the Council has launched innovative new approaches. These include the "3 Conversation Model" in Adult Social Care which focuses on ensuring that people can be as independent as possible for as long as possible. The latest technology has been installed at Howbury House Care Home to provide support for people with their mobility, personal health and wellbeing.

8. The new HR and Finance systems were implemented in a joint project by the Council and Liberata. This was a major business transformation project that impacted all staff and many schools in the County. The implementation resulted in issues for both the Council and schools, which both the Council and Liberata have worked through to resolve over a number of months. Due to the scale SOCITM was commissioned to carry out an independent review into the implementation in order to ensure lessons were learned for future business change projects. This review resulted in recognition of the issues and the development of a 100 day plan, in order to increase user engagement in the system development and resolution of any outstanding issues, training, and engagement with staff, schools and other key stakeholders. I would personally like to thank all involved including schools for their patience during implementation.

9. All of the service areas within my portfolio have been working to support the Children's Social Care Service Improvement Plan and on the business case for Alternative Delivery Model for the Social Care Service. The impact on the central services such as procurement, property, HR, financial services, legal, IT etc. is currently being modelled and assessed.

10. Other notable achievements are delivering Superfast Broadband across Worcestershire ensuring that over 94% of the County now has access to fibre.

Property

11. Management improvements for the Council's Estate are continually being implemented with Place Partnership Ltd. We have created a robust programme for implementing rent reviews and lease renewals to retain and maximise the Council's income stream from its assets. The Council's sublease to the NHS at Wildwood has been successfully renewed maintaining an important income stream for the Council. A thorough review of the smallholdings estate has produced an approved action plan to bring the rent roll up to date, provide value-related investment in the assets both of which will increase the value of the estate.

12. A review of the Council's property assets is identifying and exploring potential for alternative use of our surplus property assets to drive up value for the Council and to support the Council's services. This has included identifying land which can be developed for the Council's own service needs. To date 5 sites have been identified as suitable for the development of adult Learning Disabilities supported living accommodation. This review of the Council's estate identified opportunities including disposals to support the capital receipts target of a further £17million by 2019/20; this ensures the property assets held by the Council are fit for purpose, for the changing needs of our business

13. From property disposals programme the Council has achieved a gross £1.3million in capital receipts over the last 12 months, with a further £4.7million of capital receipts in the delegation/legal process following successful marketing in 2017/18. There is a planned marketing programme for 2018/19 of further assets identified on the disposal programme. Approximately 95 acres of land in the disposals programme have been identified as potential residential development sites which could deliver over 1,425 residential units to the local development plans.

14. The acquisitions programme has over the last year purchased properties for supporting Children's Care placements to the value of £770,000 and a further £30,000 has been spent on purchases of land for flood alleviation schemes.

15. The refurbishment of the County Hall reception has made a huge improvement to the first impressions of visitors to the Council. This has also given us more agile working and collaboration spaces, making much better use of the reception space. This combined with the introduction of innovation spaces and the introduction of the 'Office Pods' have seen us improve our support for different workstyles, and helped promote collaboration and innovation across the business.

Digital and Customer Service

16. Our programme of work delivering digital transformation and 100% of services online for our citizens and partners has continued to progress well. A strong focus has been on delivering digital solutions for Children's Services whilst supporting our Health and Social Care integration and Economic Growth.

17. A new online application for booking appointments with Social Workers has been developed, which enables professionals (e.g. teachers) to book telephone appointments with community social workers more quickly.

18. We have improved the mechanism for schools to inform the Council about children moving schools or leaving school during the academic year. A new online application has been created and is now available through the existing Children's Services Portal.

19. We have accelerated the delivery of operational business intelligence reports and dashboards with a focus on improving Children's Services. These give real-time information to our Family Front Door on multiple devices which has given insight into current activities, history and trends and subsequently changed the way our front-line teams operate

20. There has been a redesign and relaunch of the Your Life You Choice Website (YLYC). The new site now takes an all-age approach to the content and allows citizens and partners to find all related information in one place.

21. As part of our Health and Social Care integration, we have a new online application system that allows hospitals, residential and nursing homes to request Deprivation of Liberty (DoLS) Authorisation For Worcestershire Funded Residents.

22. Our focus on the growing importance of data to our service delivery has been two-fold; firstly we have supported the introduction of the Worcestershire Office of Data Analytics (WODA) which is the first jointly funded UK Office of Analytics in the public sector. The local funders are the Council, NHS, Police, Districts, Fire and our Local Enterprise Partnership. An innovative lean start-up model, driven by the redeployment of existing resources, is being used to ensure Worcestershire will use 'data as an asset' to transform our services for the benefit of our residents and businesses.

23 The HP IT Managed Service Contract has helped us replace a range of out-of-date technology making our services more accessible and robust whilst achieving £832,575 savings.

24 Our core IT infrastructure has undergone major upgrades over the last year, replacing network equipment at 92 of our 109 sites. We have migrated our corporate broadband network to the West Midlands wide Public Services Network which is compliant with government security rules. We have invested £1.6million in our 2 datacentres at County Hall and Wildwood. Together these changes provide much more resilience for our mission critical systems.

25 There has been significant investment in IT equipment for our staff, improving the user experience by providing the right device for the role from a range of options including lightweight laptops, tablets and smartphones.

26 2017 has seen a significant growth in the threat to cyber security across all sectors. There have been high profile cases in the news of cybercrime attacks on the public sector including the NHS as well as private companies. To protect this Council and the sensitive data that we hold we have invested a further £300,000 capital into our cyber security products and services. There is an ongoing investment of £90,000 revenue to ensure we continue to proactively maintain our cyber defences.

27 We have established technology partnerships with the District Councils, NHS and the Police to enable better outcomes for residents in terms of sharing costs and infrastructure. We were the first council in the country to enable sharing network bandwidth across all security layers including the higher security demanded by the Police.

Commercial Team

28 The Commercial Team remains key to our changing organisation. It now has responsibility for Research, Procurement, Commercial & Contract Management and Performance and has added Property Services and IT to its areas of responsibility over the last 12 months.

29 The centralisation of the team has allowed consistent messages and processes to be rolled out across the directorates, sharing good practice and building relationships with commissioners, partners and providers thus maximising the commercial value of our contracts.

30 The process to procure consultant services has significantly improved the internal audit review rating to 'substantial assurance'; this has been largely done to a new pre-approval and engagement process, incorporating the HMRC's IR35 intermediary legislation, being rolled out across the Council.

31 The Commercial team has been working on further developing and establishing the Council's approach to Social Value in contracts. The team has developed guidance for suppliers and commissioners and standard questions for tender documentation.

32 The Procurement team has procured and implemented the In-Tend System which means all tenders are managed through the Council's online procurement system. Over the last 12 months we have tendered 712 contracts with a value of £87.5M. The implementation of the In-Tend system has also enabled the council to take advantage of Dynamic Purchasing Systems (DPS) a tool to procure and manage a supplier base. This streamlines procurement for suppliers and the Council.

33 The Council currently holds 1,660 active contracts with providers for a wide range of goods and services. Approximately 150 of these services will potentially need to be recommissioned over the next 18 months.

34 Market engagement events have taken place in advance of formal procurements, including face to face meetings, webinars, pod casts and group meetings to promote doing business with the Council. This has enabled all sectors to be involved and we are actively engaging to ensure the voluntary and community sectors, and SMEs are included and invited to market engagement events.

35 There has been investment in skills and tools to interrogate business and market intelligence (to understand the Council's buying power, better understand the Council supply chain and identify opportunities for joint commissioning) including ongoing development of demographic forecasts and the provider risk maps to monitor key markets for council services.

36 The Research team has delivered the 2017 economic assessment, economic summaries and business engagement. The Research team has been successful in a bid for LGA funding to support the Behavioural Insights programme. The funding from this bid will support research into reasons why people who contribute financially towards the cost of their domiciliary care fail to pay and will test out ways of reducing debt owed to the Council in these circumstances.

37 The Commercial team continues to engage with local government partners across Worcestershire and the West Midlands region. In particular, the team is collaborating on a range of joint procurement opportunities with other local organisations, with health services through the Worcestershire Sustainable Transformation Programme. The initial focus is on more effective procurement of back office functions including commissioning support, IT, training and communications,

38 The Research team has a long track record of commissioning resident satisfaction surveys (Resident Viewpoint) with local public sector partners to reduce costs and promote closer working. In 2017, Resident Viewpoint generated over 3000 responses from local residents.

39 The Performance Teams successfully delivered all statutory reports on complaints and 40 statutory data returns. The Consumer Relations Team managed the 945 complaints that were received in 2016-17, through investigation and conclusion.

40 The introduction of the new Corporate Risk Register tool allows us to hold details of all key risks in one place. It has improved the efficiency of the updating process, to enable the proactive and timely identification and management and mitigation of risks.

Communication

41 We have continued with our strategy to be proactive in our communications to our residents and to the many partner organisations that we work with across Worcestershire. This summer we held Resident Roadshows in all parts of the county where we engaged with a record number of people who live and work in Worcestershire. Between July and early September we held eight roadshows where councillors and officers talked to very nearly 1800 people.

42 We recognise that there are many new and different ways for us to communicate with our residents. We continue to see an increase in the number of people who are regularly engaging with us on social media. We reach thousands of people on Facebook and on Twitter every week, providing them with vital information about council services and answering their questions. More and more people are choosing to watch video content rather than reading text so we have built up the Council's YouTube channel into a comprehensive collection of video material that tells the story of the Council. This video material is produced in-house by our multi-media Content and Communications team.

43 In 2017 results from the County Council elections were shared faster than ever before. Using online and social media and working with local and regional journalists the results of the

votes in every Council division were shared accurately and quickly soon after the results were declared.

44 Engaging with our staff continues to be a priority, particularly as we look for new and innovative ways of working. To ensure that our staff are kept fully informed and that they have regular access to senior managers we have launched new internal communication channels. OurSpace and Yammer are designed to give our staff access to news and information where ever they are and at any time.

45 More of our staff than ever before completed the annual Staff Survey 'Your Voice'. Sixty per cent of staff completed the survey, compared to less than 50% in the previous year. The survey showed that two thirds of our staff feels valued for the contribution that they make to the County Council. This is an increase on previous years. We continue to work hard to engage with our staff and to seek their ideas and their opinions.

46 We have been proactive in telling the public about our new plan for Worcestershire: 'Shaping Worcestershire's Future'. Through our Roadshows, at media briefings, staff workshops, through activity on social media and on the Council's website we have explained the plan and kept residents up to date with the progress that is being made.

47 Together with the Local Enterprise Partnership (LEP), the Chamber of Commerce, the District Councils and local businesses we have continued to support World Class Worcestershire and to promote Worcestershire as an excellent place to live, to work and to invest in.

Legal and Democratic Services

Democratic Services

48 Democratic Services has continued the delivery of its core function to arrange and support formal and informal Councillor Meetings whilst developing the use of technology to streamline processes. The 2017 elections were successfully delivered through our district partners. The post-election induction programme was co-ordinated within the team and this included a combination of briefings, visits and interactive training events.

49 Democratic Services supports the School Admission and Appeals process as well as the democratic process. In 2016/17 222 appeal panels were arranged and clerked for admissions and 3 for exclusions. In 2017/18 so far 179 appeal panels have been arranged for admissions and 6 for exclusions. In addition to maintained schools, we now provide an appeals service to 27 Academies.

50 The Service has helped support the Council's main priorities with ongoing scrutiny work. As this is the first year of a new Council the Team has arranged training on overview and scrutiny for members and Chairmen appointed to the OSPB and Panels. Informal briefings were also arranged for each Panel to be introduced to the areas within its remit and meet those involved. Scrutiny work has included matters as diverse as Superfast broadband, acute hospital services and the developing budget for 2017/18. Particular focus has been paid to the plans for, and implementation of, improvements in children's services following the Ofsted report in January 2017. Team members are supporting the Children and Families Panel as it holds extra meetings to provide challenge on this. Proposals for an ADM have also been scrutinised and this scrutiny will continue once a decision on the appropriate vehicle has been made and is implemented.

51 The service continues to administer the Councillors' Divisional Fund Scheme. This has proven to be a very popular successful initiative for the improvement of community well-being - in 2016/17 734 payments were processed, and 411 in 2017/18 so far.

Legal Services

52 Legal Services has been at the heart of supporting delivery of the Council's corporate priorities. This includes helping achieve the conclusion of major corporate commissioning, Academy conversions and infrastructure projects. Major projects in the past year include Worcestershire Parkway station, Southern Link Road improvements, commissioning of Severn Arts and Adoption Central England.

53 Legal Services play a major role in safeguarding children through pursuing care proceedings in court and also pre-proceedings cases (which try to divert cases away from statutory court intervention) for the Children, Families and Communities Directorate. The pressure volume of demand remains high – 162 sets of care proceedings were issued in 2016/17 (an 84% increase since 2015/16) and 104 sets for Q1-3 in 2017/18. Pre-proceedings cases remain at a high level – 137 cases commenced in Q1-3 – and are being driven hard to avoid the need for care proceedings if possible.

54 Much support is provided for the Directorate of Adult Service in relation to adults lacking mental capacity, and as a result of case law the number of court cases Legal have commenced or defended in the Court of Protection continues to increase. There were 45 new cases in 2016, 28 of which were Court authorisations of a deprivation of liberty (DOL) in a community placement. In 2017 there were 43 new cases of which 25 were Community DOL authorisations. However, each Community DOL authorisation granted by the Court also requires a fresh application at least annually to renew the authorisation. So in addition to the 43 new cases in 2017 there were at least 28 renewal applications. This will rise to a minimum of 53 DOL renewal applications in 2018. The number of applications is projected to continue to rise significantly each year. In addition to our Court of Protection work, Legal has made significant progress in its debt recovery work for Adult Services. In 2017 £357,177 was recovered in unpaid care fees.

55 Legal Services supports a wide range of corporate business – e.g. processing 355 temporary traffic orders (such as for road maintenance/repairs) in Q1-2 (up over 20% pro rata on historic figures), unlawful encampments, development agreements, land sales and purchases, and commons searches. Routine debt recovery is being retendered, having been placed with a firm of local solicitors.

CONCLUSION

56 I would like to thank all those in the Commercial and Change Directorate for their hard work and support since May 2017. From multi million pound contracts to smart phone apps, our staff support the delivery of council services in many different ways enabling this Council to meet the needs and aspirations of Worcestershire's residents

Karen May

Cabinet Member with Responsibility for Transformation and Commissioning

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COUNCIL
15 FEBRUARY 2018**QUESTION TIME**

Question 1 – Career advice service

1. Mr P M McDonald will ask the Cabinet Member with Responsibility for Education and Skills:

"In light of the notifications of redundancies in the area of career advice for young people and NEET would the Cabinet Member with Responsibility inform me if these services will now be taken back in-house?"

Question 2 – Independent foster-care agency charges

2. Mr P M McDonald will ask the Cabinet Member with Responsibility for Children and Families:

"Would the Cabinet Member with Responsibility please inform me of the total cost of any increased charges over the last two years by independent foster-care agencies used by this Council?"

Contact PointsCounty Council Contact Points

County Council: 01905 763763

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Specific Contact Points for this report

Simon Lewis, Committee Officer

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) there are no background papers relating to the subject matter of this report.

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