

A culture for change in children's social care - recruitment and retention of social workers and front-line managers.

Recommendations:

1. **More competitive salaries for experienced social workers** in our harder to recruit to teams by agreeing to implement a salary supplement approach for identified posts **combined with a retention payment** for specific hard to recruit to roles in identified hard to recruit to teams as outlined in full in section 3.1.
2. **Agree to introduce more business support and family practitioner capacity in the service to mitigate the risks from vacancies of social workers** in hard to recruit to child protection teams to free social workers up from administrative tasks and to support social workers with direct work with children and families as outlined in full in section 3.2.
3. **Agree to introduce a career progression opportunity for Personal Advisers, and add two qualified social workers and two Education, Employment and Training Workers** into the care leaver service to develop the workforce as outlined in full in section 3.3.
4. **Agree to fund the costs of further overseas recruitment** for qualified social workers as outlined in full in section 3.4.
5. **Agree to fund the costs of the Leave to Remain application** for overseas staff as outlined in full in section 3.5.
6. **Agree to increase the offer of bursaries and apprenticeships** as social work qualifying pathways as outlined in full in section 3.6.
7. **Agree to expand the Social Work Academy** to extend the learning and development offer and improve workforce development and career progression across the children's social care workforce as outlined in full in section 3.7.
8. **Agree to fund the professional registration for all non-agency employees working in identified roles in the identified hard to recruit teams** who are required to hold professional registration to practice as a social worker as outlined in full in section 3.8.
9. **Agree to increase the relocation allowance** for targeted staff in hard to recruit to teams as outlined in full in section 3.9.
10. **Agree to create a fixed term Workforce and Recruitment Lead, a Marketing Officer and administration role** to support social worker recruitment as outlined in full in section 3.10.
11. **Agree an initial investment of £1.1 millions in 2021/22 from reserves and consider a base budget increase of £3.4 millions as part of the 2022/23 budget setting process** to fund the above proposals and the creation of 48 additional FTE.

1. Summary

We have high ambitions to achieve the best possible outcomes for children in Devon, especially those in the most challenged circumstances. We know that the best way of getting change for children and young people is through relationships with them and their families and we are investing in restorative ways of working to achieve this, but this cannot be achieved without a stable and high performing children's social care workforce.

There is a need to make Devon a place where people will want to come and work as social workers with children and families and to stay with us to progress their careers. Financial remuneration is important to recruitment and retention, but we also know that we must create high quality continuing professional development, support and supervision, leading to a high performing and professionally attractive service with career pathways and the right rewards. This includes continuing to work jointly with adult's social care given our shared workforce development priorities in some areas.

Historically we have had challenges in both recruiting and retaining the best workforce and are currently operating with a high number of vacancies at the front line of children's social care. This has been exacerbated by the pandemic as applications from permanent staff and the supply of agency staff have dwindled, together with increased local competition for staff, and we are no longer able to cover all of our vacancies with agency staff. Our most recent Ofsted focused visit quoted our own assessment, that our high vacancy rates and use of agency workers, and staff turnover, is affecting our ability to develop meaningful and sustained relationships with families (May 2021).

In December 2020, as a result of a high level of vacancies and turnover in key roles in children's social care, Cabinet agreed improvements to social worker terms and conditions for key posts in hard to recruit to teams including increasing the salary range for more experienced social workers, creating an 'Advanced Social Worker' career progression grade for social workers and reviewing team manager salaries. These measures have been implemented and other improvements have been made to recruitment and retention approaches. However, the frontline workforce continues to be highly unstable with high turnover and significant numbers of unfilled posts, and Devon is not yet competing with the best on terms and conditions for frontline staff. This is combined with a significant increase in demand and complexity of work relating to the pandemic, and together these factors are leading to caseloads rising and practice not improving at the pace we want to see in line with our ambitions for children. In addition to this, temporary staffing arrangements are expensive and do not always provide continuity in relationships with children, families and partners on which to secure positive change for children and young people.

Proposals in this paper address the need to recruit approximately 100 permanent qualified social workers and six permanent team managers, and, given the current context of social work vacancies and increased demand, to support social workers in key parts of the service with additional business support and family practitioner capacity. Proposals also address the need to strengthen our ability to recruit and retain personal advisers and consolidate improving outcomes for our care leavers. In addition, it is proposed that additional investment is needed in high quality continuing professional development opportunities and to have the capacity in the service to undertake the recruitment activity needed. These proposals have been produced in consultation with adults' social care and as a joint endeavour with DCC HR and finance colleagues.

The investment we are seeking will be part of a demand management strategy where we improve quality, effectiveness and timeliness of interventions, with partners where needed, in order to reduce our numbers of children in care and those on a child protection plan by 10% over the next two years.

1. Current context

Since Jan 2021, a new recruitment website has been implemented and ongoing recruitment activity has led to the appointment of three permanent Team Managers, 12 Advanced Social Workers and eleven permanent social workers into our hard to recruit to frontline teams. We have also appointed 14 newly qualified social workers (ASYEs) starting this year who will operate at protected capacity until successfully completing their first year in employment. We have also entered into a partnership with Frontline, a national Masters' level social work qualification programme, and will have eight participants placed with us from September 2021 who will be qualifying a year later and remain with us as ASYEs following qualification. In this time, however, turnover has included 12 permanent workers with exit interviews identifying that workers are leaving to join other authorities for better terms and conditions, lower caseloads, improved supervision and management and improved work life balance.

When the previous business case was presented to Cabinet in December 2020, in frontline teams (195 fte social workers) 44.5% of front-line roles were occupied by agency staff. There are now 51% permanent staff (100), and whilst there are fewer agency staff at 30% (58), 19% of vacancies are not filled (37) including cover for maternity, sickness, secondments, and permanent vacancies. Given the increase in demand this year and rising caseloads in some parts of the service, 18 of the vacant social work posts are currently covered by temporary commissioned teams using pandemic funding.

The recruitment of permanent social work staff is highly competitive nationally and supply of experienced qualified workers is limited. In addition, the market for agency workers is worker-led and competition for agency workers has become more acute as many authorities are addressing Covid-19 related shortfalls and reflecting seasonal pressures. Neighbouring local authorities are also reporting workforce pressures and increased demand for agency workers. In addition, along with other local authorities we have experienced rising numbers of children being referred since the second lockdown ended, and higher numbers of children in care (from approximately 780 to 806 now) and children subject to child protection plans (from approximately 530 to 590 now) since this time last year. As a result of these factors, caseloads are rising, and this is impacting on morale and the quality of practice.

An agency social worker costs £28,000 p.a. more than a permanent member of staff and the current forecast is for a £1m overspend on staffing this year given this additional cost.

Since the decisions of Cabinet in December 2020;

- **Experienced social worker salaries were extended by two increments** to match that offered by Torbay and 38 social workers at the top of the scale have benefited from this change to date.
- **Salaries for front-line team managers in 'hard to recruit teams'** were matched to salary levels of Torbay. All 23 permanent team managers in identified teams received an increase.
- **Advanced Social Worker** roles have been implemented and recruited to as career progression opportunity for practitioners.
- **Investment in apprenticeships** for non-social work qualified workers and frontline managers is in place through a collaboration with South Devon College and The Open University.

Given the current workforce context further measures are proposed.

3. Proposals

Despite the measures agreed and implemented to date we are not yet sufficiently competitive with other social work employers sub-regionally, regionally, or nationally, and continue to experience a net loss in key staff groups creating significant risk and cost to the Council. In this context, the following proposals are made:

3.1 More competitive salaries for social workers in our hardest to recruit to teams.

3.1.1 Use of a salary supplement for hard to recruit to social work posts in hard to recruit to teams

Given the significant difficulties recruiting and retaining staff in key roles, it is proposed that salaries for our hardest to recruit to roles in hard to recruit to teams should be competitive. Current workforce data indicates that frontline teams that should be viewed as hard to recruit to are the Multi-Agency Safeguarding Hub (MASH), Initial Response Teams, Children and Families Teams, Disabled Children's Social Work Teams and Permanence and Transition Teams.

The December 2020 decisions made Devon competitive with Torbay (an inadequate authority) but not with Cornwall (an outstanding authority). In particular, salaries for social workers in Devon are not yet competitive at the top of the scale causing social workers to look elsewhere to enable their salaries to progress once they have two years' experience.

It was proposed to address this through the use of a salary supplement approach as part of a 'local agreement' for all experienced social workers. However, whilst understanding the current challenging position and the need for Devon to stabilise the social worker workforce, the Trade Unions are not able to support any measure which favours a discrete group of staff. Therefore, the Council will need to make the decision to progress with the proposal for Social Workers in the identified teams without reaching an agreement with the Trade Unions.

3.1.2 Introduction of a retention payment

Given the salary supplement will only benefit Social Workers when they reach the top of the scale, to further improve our ability to offer competitive terms to support recruitment **and** incentivise retention, it is proposed that a retention payment of £2000 per annum is introduced for all identified roles in targeted teams. The retention payment would be paid twice yearly (June and December). The roles identified for inclusion in this measure are Social Workers, Assistant Team Managers, Team Managers and Area Managers.

There is a risk that increasing salaries for targeted posts in identified hard to recruit to teams but not across the wider service leads to staff concerns in other teams. However, we must take a targeted approach to improve our ability to attract and retain staff to posts that are currently hard to recruit to. Teams which are fully staffed and that do not experience recruitment difficulties tend to be those working with less risk, or where work is more predictable, and involves less direct challenge. Hard to recruit roles are mostly in teams where staff have to work with families where there are serious welfare concerns about children, which involves a high level of risk, individual responsibility and potential challenge. Existing staff who would like to benefit from the enhanced package of remuneration have the option of moving to take on roles in targeted harder to recruit to teams.

Recommendation: more competitive salaries for experienced social workers in our harder to recruit to teams by implementing a salary supplement approach for identified posts combined with a retention payment for specific hard to recruit to roles in identified hard to recruit to teams.

3.2 Mitigating the risks from vacancies of social workers in 'hard to recruit to' frontline teams

Given the pressures outlined above, there is a need to ensure that social workers maximise the time they spend doing tasks that only qualified social workers can undertake and maximise the time they spend with children and families. In response to this, two additional measures are proposed:

3.2.1 Additional business support roles for specific teams to free social workers up from current administrative tasks that are time consuming and distract them from time spent undertaking direct work with families.

3.2.2 Increase the number of non-social work qualified family support workers to undertake intensive support work with families to offer families help with relationships, parenting, boundary setting, school attendance, budgeting, cooking, routines, communication, navigating other professionals, homework etc. These are all important aspects of empowering and enabling families and are often things that can get lost when social workers have higher caseloads.

Recommendation: introduce 13 additional Business Support Officers (C grade), one manager (F grade) and 16 Family Practitioners (E grade) into identified teams to mitigate the risks from vacancies of social workers.

3.3 Improving outcomes for care leavers

Personal Advisers for our care leavers are an important part of the social care workforce, supporting our children in care into adulthood including ensuring their support and wellbeing, suitable accommodation and that they are engaged in education and employment and training. Comparisons with regional and national LAs indicates that salaries for Personal Advisers in Devon are comparable to other authorities. Personal Advisers do not have to be qualified social workers or hold an alternative professional qualification and therefore the salary range is lower than for social workers. Some Personal Advisers develop their career by choosing to train as qualified social workers and we offer opportunities to all staff to undertake this where appropriate. Currently, there are no qualified social work roles within the service for care experienced young people, apart from management roles, and no specialist roles to ensure good education, employment, and training outcomes for young people.

To retain staff and improve outcomes for care leavers in key areas, the following measures are proposed;

3.3.1 Introduce a career progression framework for Personal Advisers (PAs). The majority of our care leavers are making a success of independence, however a small number of care leavers have significantly complex needs and risk-taking behaviours and there is a need to develop the PA role and care leavers service in response to this. A career progression scheme would meet this need and establish a career pathway for those staff not wanting to train as Social Workers.

3.3.2 Introduce two qualified social work posts to support Personal Advisers with managing complex needs and risk-taking behaviour by young people.

3.3.3 Introduce two dedicated Education, Employment and Training (EET) Workers into the Care Leaving Service to focus on engaging young people in appropriate pathways. Historically, we have had low numbers of young people leaving care in education, employment and training, and recognise it as one of our significant improvement priorities. Having specialist workers to focus on this and create knowledge transfer about how to motivate and engage young people in their

futures can make a very significant difference to their outcomes and have a positive impact on their life chances.

Recommendation: introduce a career progression opportunity for Personal Advisers, and add two qualified social workers and two Education, Employment and Training Workers into the care leaver service to develop the workforce.

3.4 Recruitment of social workers from overseas

Recruitment of social workers from overseas has previously been successful bringing high calibre staff into the workforce. Recruitment exercises of this nature require a large amount of resource and upfront costs as set out below, however the employees tend to stay committed to Devon County Council because of their sponsorship by us. To date we have recruited 16 social workers from overseas and 15 of these remain with us with one now progressing as an Advanced Social Worker and another as an Assistant Team Manager. The service would seek to recruit up to 15 new recruits once travel restrictions ease later in the year and each year subsequent to this.

The additional cost to the service is the enhanced recruitment activity plus the reimbursement of costs for sponsorship, travel and settling in the UK. It is anticipated that the additional cost per worker is a one-off cost of £20,344.

Recommendation: fund the costs of further overseas recruitment for qualified social workers.

3.5 Indefinite leave to remain applications

As outlined above, social workers recruited from overseas have made a significant contribution to the workforce and to Devon and often relocate with their families. Those who joined Devon in the first round of recruitment and who remain with us are now due to apply for 'indefinite leave to remain' at personal cost creating a risk that workers leave to take on agency roles for other authorities or move to authorities who do pay their leave to remain fees. An individual application for leave to remain costs £2,389 per application. Devon has invested significantly in these social workers both at recruitment as well as through their continued professional development and this measure would address the risk of them leaving Devon. It is proposed that staff in receipt of leave to remain funding will be subject to proportional repayment of these allowances if they leave the Council's service voluntarily within 2 years of payment.

Recommendation: fund the full cost of an employee's leave to remain application at a cost of £18,000 based on an average of 6 applications per year and to include this as part of the costs of recruiting workers from overseas in future.

3.6 Bursaries and Apprenticeships

Devon's Open University (OU) bursaries are at undergraduate degree level (BA in Social Work) and post graduate diploma level (PGDip Social Work). We offer a total of five places across the two schemes; workers are paid their usual salary whilst learning and DCC pays the fees. In addition to our current Open University bursary offer, a Social Worker Apprenticeship would extend qualifying options particularly to those who are not graduates.

Recommendation: increase funding to offer additional bursaries and apprenticeships as social work qualifying pathways.

3.7 Expand the Social Work Academy

Central to both recruitment and retention and achieving consistently high-quality social work practice and management is the need to provide a high class learning and development offer to support both qualifying pathways and the professional development of the qualified workforce, practitioners and managers.

The current Academy structure only provides for supporting staff through qualifying routes, including student placements, apprenticeships, OU routes and social workers in their Assessed and Supported first Year in Employment (ASYEs). There is a need to extend capacity in the Academy to extend its reach with a key focus on us becoming a fully restorative social care service, offering both supportive and challenging learning and development opportunities to develop and promote excellent practice, a well-defined career pathway and a stable and resilient staff team at all levels of children's social care.

It is proposed that capacity is increased through the introduction of;

- **1x Practice Development Advisor (Management & Leadership)** to have a focus on all learning and development needs at Assistant Team Manager level and above. This post will enable us to increase the number of practice educators within Devon, in turn allowing us to offer more student placements, increasing opportunities for *growing our own*, as well as enabling us to take more students from mainstream universities, leading to increased up take of Newly Qualified Social Worker (NQSW) posts.
- **3 x Practice Development Advisors** to enhance learning and development opportunities across the children's social care work force through development and delivery of the career pathway for social workers
- **2 x Restorative Practice Leads** to undertake significant workforce development to support improved practice and outcomes with families and to motivate the workforce in terms of the way we work in Devon supporting improved retention and career progression.

Recommendation: agree funding to expand the Social Work Academy to extend the learning and development offer and improve workforce development and career progression across the children's social care workforce.

3.8 Professional Registration Fees

Most qualified roles within Children's Social Care are required to have current registration with SW England at a cost of £90 per year in order to practice as a social worker. Many Councils, including Cornwall, cover this cost in recognition of the professional value of the children's social work workforce and the challenges in the market, and it is identified as a low-cost goodwill gesture that helps with both recruitment and retention impacting most positively on newly qualified and lower paid workers.

Recommendation: fund professional registration for all non-agency employees working in identified roles in the identified hard to recruit teams who are required to hold professional registration to practice as a social worker.

3.9 Relocation Expenses

Devon's relocation package is capped at £5,171 for social workers. Cornwall advertise up to £8000 relocation for social workers and promoting access to a more competitive relocation package for social workers could have a positive impact on recruiting permanent staff, including agency staff already working for Devon, by supporting them to move permanently to Devon.

Recommendation: agree to increase the relocation package to £8,000 for the identified posts in the hard to recruit teams.

3.10 Workforce and Recruitment Lead and capacity

There is currently insufficient capacity within HR or Children's Services to co-ordinate the detailed planning, implementation, tracking and evaluation of all aspects of recruitment and retention of the professionally qualified workforce in children's social care in line with the expectations of the

revised Recruitment and Retention Strategy. Adult's Services have developed a successful model with some specialist posts in the service. Children's Services would like to replicate this. The additional dedicated capacity would enable the timely and effective delivery of this work by leading the work to attract, recruit, interview and successfully induct and deploy professionally qualified staff, including students from Professional Qualification apprenticeships and internal Open University candidates. In this context the following are proposed;

- 3.10.1 **Introduce a dedicated Workforce and Recruitment Lead to co-ordinate and oversee all elements of recruitment and retention work.** The role will focus on recruitment and retention, workforce planning as well as having direct involvement in staff engagement and wellbeing initiatives.
- 3.10.2 **Appoint to a dedicated Marketing Officer with specialist skills** to support recruitment activity.
- 3.10.3 **Appoint to an additional Recruitment Administrator** to support the administration and coordination of the key recruitment activity for the service.

Recommendation: funding is identified for a Workforce and Recruitment Lead, Marketing Officer and administration support to support social worker recruitment and drive down use of agency staff.

3.11 **Other 'no cost' initiatives being implemented in the service:**

To improve conditions in the workforce and make Devon a more attractive place for social workers to come to and stay in, the following measures are being implemented;

- **Two Continuing Professional Development days** per annum per worker.
- **Introduction of a service values, a vision, and a clear practice framework**, based on working restoratively with families, to make Devon an attractive place for social workers to undertake meaningful and effective work with families.
- **Development of frontline managers** to improve the quality of supervision and support.
- **Development of senior managers** to provide effective leadership and ambition.
- **Individual career assessments / support plans** to support the existing appraisal process and give workers a detailed plan to enable successful career progression.
- **Secondments and opportunities** to extend the opportunities for internal transfers and secondments to retain staff.
- **Peer mentoring** to increase support and share knowledge and skills.
- **Flexible and agile working** - all social workers and front-line workers now have the relevant equipment to enable them to work from multiple locations. Staff should be enabled to have flexible working arrangements where the needs of the service can allow this.
- **Conversion of agency workers to permanent** by promoting the potential for them to become a permanent member of staff and promote the benefits that permanent work for Devon can offer.

4. Consultations

- 4.1 Consultation with social work staff took place via survey in Spring 2020. Other feedback from staff has been received via workforce health checks and staff meetings. Feedback highlighted that pay is not the sole reason that workers choose an employer and indicated a range of other reasons to join and stay. Workers advised comparable annual leave (with other authorities),

career development pathways, recruitment and retention payments, achievement recognition, flexible working arrangements and car leases are all important.

4.2 Workers also describe the impact of the pandemic, pressures of high caseloads and complex work, the impact of change at this time and the need to develop more restorative ways of working across practice, frontline management and senior management. This includes the development of a more restorative culture and consistency in behaviours across the organisation and improved communication with the workforce to develop their confidence in and commitment to working in Devon and to support improved recruitment and retention.

4.2 The Trade Unions have been involved in discussions about proposals contained in this paper. They recognise the need for the Council to take action and are very supportive of the wider set of measures, outside of those concerning payments for targeted roles/specified teams within the workforce.

5. Financial Considerations

5.1 The total cost of the proposed approach is just under £3.4 millions;

5.2 This requires an initial investment of just under £1.1 millions in 2021/22 funded from reserves

5.3 A base budget increase of £3.4 millions will need to be considered as part of the 2022/23 budget setting process

5.4 The proposals include recommendation to increase the permanent establishment by 48 full-time equivalent staff.

5.5 The table below sets out the cost of each element of the proposed approach profiled over two years 2021/22 to 2022/23. It is recognised that the profile of costs may change over the financial planning period depending on the pace of recruitment.

Recruitment & retention strategy: financial implications					
	No of new FTE	Financial Year		Total investment £'000	
		21/22 £'000	22/23 £'000		
Workforce and Recruitment Lead inc Marketing Officer	3	*	51	80	131
Apprenticeships	5		58	92	150
Academy	6	*	134	222	356
Personal Advisors, Social Workers, Education & Employment Officers	4	*	88	166	254
Business Support and Family Practitioners	30	*	340	692	1,032
Sub-total New Post initiatives	48		671	1,252	1,923
Expand application of salary supplement			0	180	180
Expand application of retention payments			257	317	574
Leave to remain			18		18
Relocation expenses		*	56	112	168
Registration fees				36	36
Advanced Social Workers		*	82	81	163
Overseas Recruitment				305	305
Sub-total other initiatives			413	1,031	1,444
Total additional investment required	48		1,084	2,283	3,367

*Part year costs 2021/22
Figures rounded to the nearest £ thousand

6. Legal Considerations

6.1 The lawful implications of the proposals have been considered in the preparation of this report set out above. Devon is required to meet statutory functions in relation to work with

children and families, some of which require qualified social workers to undertake the tasks. These proposals support our need to continue to recruit and retain high calibre social workers to meet these legal obligations and take account of the prevailing market forces and recruitment difficulties.

- 6.2 The Council can offer alternative terms and conditions of employment, as set out in this report, to try to achieve the aim of increasing recruitment and retention in hard to recruit to posts. It should be noted that consultation has taken place to try to reach agreement with Trade Unions, but agreement has not been achieved as set out in 3.1.1 above. Failure to reach agreement with the Trade Unions does not preclude the proposed terms and conditions being offered.

7. Environmental Impact Considerations (Including Climate Change)

- 7.1 In general terms, the likely environmental impact of this recruitment and retention work would be neutral, but the social capital (in respect of safeguarded children, functioning families and promoting of best outcomes) is predicted to be positive.
- 7.2 Flexible working does however reduce travel time and cost, which will make a positive contribution to reducing damaging environmental impact.

8. Equality Considerations

- 8.1 Appointment of competent permanent social workers will have a positive impact on children and families in our communities – specifically those who are in need or who require protection.
- 8.2 Support groups are in place for staff in some minority groups such as LGBTQ and ethnic diversity. This therefore also promotes equality of opportunity for applicants and members of staff.
- 8.3 The relevant workforce is gender balanced and these proposals will apply to that cohort equally.

9. Risk Management Considerations

- 9.1 This proposal has been assessed and all necessary safeguards or action have been included to safeguard the Council's position. The risks identified are largely manageable within 'business as usual' – for example financial risks due to insufficient permanent staff recruited and agency staff continue to be required at high cost.
- 9.2 Further potential risks include insufficient recruitment (permanent and agency social workers) leading to children's cases not being able to be allocated, and children being left at risk. Managers within the service are alert to this and take necessary remedial action to reduce risk, but the long-term implication is a possibility of statutory work remaining undone or being delayed.

10. Public Health Impact

- 10.1 Public health impacts on the general population of these proposals would be minimal, but lack of social workers could be profound on the health and well-being of individual children and their families.

11. Summary

It is critical to ensure that Devon has sufficient high quality, permanent social workers and managers to work with children and families and keep children and young people safe. We require a stable and largely permanent workforce to meet statutory obligations and deliver the urgent improvements required in the service. To do so, we need to sustain an attractive employment offer, based on career progression, learning and development opportunities and competitive terms and conditions. We are implementing non-cost options and fully exploring all recruitment routes alongside the proposals in this paper. We are engaged in tackling the impact of the pandemic on availability of social workers and increased demand and are establishing additional routes to qualification in Devon such as Frontline. We respectfully recommend approval of the measures to reach a competitive place in the social work employment market in the South-West.

Melissa Caslake, Chief Officer for Children's Services

Electoral Divisions: All

Cabinet Member for Children's Services: Councillor Andrew Leadbetter

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Local Government Act 1972: List of Background Papers

Background Paper	Date	File Reference
Childrens Social Work Recruitment and Retention of Social Workers	<i>9th Dec 2020</i>	CS/20/18

The above mentioned Reports are published on the Council's Website at:
<http://democracy.devon.gov.uk/ieDocHome.aspx?bcr=1>