

Report of the Children's Scrutiny Committee – Social Care Visits

Report of the Director of Legal and Democratic Services

Please note that the following recommendations are subject to confirmation by the Committee before taking effect.

1) Recommendation

That the Committee be asked to:

1. Commend this report to Cabinet for Cabinet to consider this report and its findings as part of the Council's improvement journey in Children's Services.
2. That Cabinet has due consideration of the following key points and responds to the Scrutiny Committee at the next meeting with a response about how they will be addressed:
 - A) The need to continue to recruit permanent staff across services.
 - B) Support from staff for increasing the Council's in house provision of accommodation for children in our care.
 - C) Support from staff to in their feedback to work with District Councils and make care leavers exempt from council tax across Devon.
 - D) Support from staff in their feedback to work with District Councils and Devon Home Choice to ensure care leavers are automatically placed in Band B for priority of accommodation.
 - E) Support from staff to the provision of in house mental health services due to rise in need and to ensure timely access to mental health professionals for children and young people.
 - F) Support amongst staff for Councillor Rob Hannaford's motion to treat care experienced young people as a protected characteristic.
 - G) Recognising the important work of Bridges, Cabinet's continued support for the service and consideration of expanding the service to support more families.

2) Background / Introduction

It was agreed that Members would undertake a series of visits to front line staff across the County as they had previously done in the Spring of 2022. In 2022, Members visited staff mostly in the Initial Referral Teams (IRT) and Children and Families Teams across the County. Members wanted to get a first-hand account from staff of where the system is working well, how supported they feel and where there may be issues of concern. The visits were about members getting a better understanding of front-line services and the key issues affecting services from a frontline perspective.

In this round of visits, Members were invited to undertake a series of visits to the Council's Permanence and Transitions Teams (P&T). Alongside this, Members also visited the Multi Agency Safeguarding Hub (MASH), Bridges and made use of visiting other teams co-located with the Permanence and Transitions Teams such as Business Support and Fostering. In addition, Members took part in a Devon Young Carers Council meeting and met with the Young Carers Service.

Across the visits to frontline staff Members undertook 7 visits to teams, across 5 locations, meeting with 56 members of staff and 5 service users.

The Committee would like to place on record it's thanks and formal recognition of the dedication and hard work carried out by staff that took the time to speak to Councillors on these visits.

3) Key findings

Multi-Agency Safeguarding Hub (MASH)

Councillors began the visit to the Multi-Agency Safeguarding Hub (MASH) by having a brief presentation from the Head of Service and Service Manager on progress made since March 2022. This included information on the new online 'Request for Support' Form, Quality Assurance work, IT systems and the consultation line. Members then joined staff at their desks to hear from them and gather their feedback.

Digital and IT

At the time of the visit in March 2023, the online 'Request for Support' form had gone live and initial feedback was positive. Rather than just safeguarding previously, the new form mean support from Early Help could be requested. The new 'request for support' form means professionals, family members, members of the public or a young person themselves can complete the form to raise issues with MASH where they are concerned about a child or young person.

The MASH will move across from MASH Guardian to Eclipse on 3rd April 2023 to be in line with other services in Children's Services. This was also due to Ofsted's concerns with MASH Guardian. A full suite of training had begun and overview training of the system for staff and partners would continue. Partners such as the Police, Education and Health would have access to a limited number of areas to input relevant data but would have read only access for most of the system. Whilst staff continued to call Eclipse 'clunky' and mentioned the difficulties using Eclipse, they recognised all systems had advantages and disadvantages. Members heard that there is a 2-year project to improve Eclipse.

The consultation line for partners to get advice was up and running. Members welcomed this line as it allows practitioners to be able to talk to social workers for advice before making referrals.

Recruitment and Retention

Members welcomed the number of permanent staff across the services, which had significantly improved from their last visit of April 2022. The Head of Service was positive about the service's trajectory to getting a fully permanent team of staff. Members heard that there was continuing work to recruit staff with a new Head of Service and Service Manager in place.

In addition, Members spoke to a number of agency staff who told Members that better pay and flexibility were the main reasons why they wanted to remain agency staff. This is despite some having to drive long distances weekly to Devon.

There was a drive to get staff into the office more frequently (at least 2 times a week) and expecting partners to do the same.

Due to the large rise in reports from the new Request for Support Form, a number of new Early Help Connectors have been employed. The funding for these staff was based on grant funding from Government on a rolling basis based on results. As a result, these were mostly on short term temporary contracts and seconded from other teams. These staff wanted to remain working in this team and asked for long term stability. Their current contracts ended in the Summer and there wasn't certainty over what would happen next.

Volume of Work

Most services described the current volume of work as steady but that the volume of cases was higher than it was pre-pandemic. Most services reported that an additional 2 members of staff in their team was needed to deal with the level of demand. Staff did report that the week before the visit (w/c 27th February) was particularly busy across the MASH and it meant that Referral Coordinators were under pressure and some had to do additional work at the weekends to clear the email inbox.

The new Request for Support form meant that there had been a considerable increase in reports coming in, especially from the public. Staff were concerned about this rise and stated they don't have the capacity to currently deal with the rise in cases. However, there was an overall impression that this system should now be working better for families. The Early Help connectors do not just point families to support services they need but also 1 person in the team revisits cases to find out what the outcomes were of the support and interventions.

Health partners showed Members the number of cases they had and the number of cases that had ran out of time for them to respond to. Staff have 24 hours to get information to respond, after 24 hours the decision on the case is made with the information available. If there is no health data, then a decision is made without health input. This demand on Health colleagues meant they told Members there was little time to reflect, critically think and develop and it contributed to what they called a 'roundabout' mentality.

Social Workers stated they were usually busier when they came into the office and didn't have time for a break when there. This was different to being at home where they could have time to focus. However, staff reported to Members they enjoyed the balance of working at home and being in the office.

Additional comments

- Social Workers were positive about Devon’s restorative practice model as “the way we want to practice” and how it was good to be engaging with families to dispel myths of Social Workers and Social Care.
- The importance of skills, consent and building rapport with partners and parents in the MASH – staff have to very quickly establish trust over the phone with the person on the other side (e.g. parents, partners, schools).
- Police colleagues raised their concerns about the number of re-referrals in the system and how it showed the difficulty in making decisions and closing cases.

Bridges

County Hall

Councillors met with staff from the Bridges Team in County Hall to learn more about what the service does and listen to practitioners on their experiences and reflections on the service.

The session began with a presentation from the Bridges team covering the development of the service, the service and team structure, outcomes and financial savings, the ethos, values and practice framework.

Pertinent points raised in the presentation included:

- Bridges was established in November 2020 as the Edge of Care Service but was renamed in Summer 2021 as a more appropriate name.
- The service and its 39 FTE staff are now permanent.
- Bridges is a multi-disciplinary adolescent service working alongside Children’s Social Care teams and PAs as a prevention team – working with children and families open to social care almost as a last resort to stop children going into care.
- The service also works with children to help them return home following placement in local authority care.
- Interventions with children and families last 3 to 6 months and are based on intensive contact with families.
- The service is an invest to save service and has saved around £1.5m in Children’s Social Care.
- The service is proud of it’s successes and outcomes for children and families:
 - 85% of young people referred to prevent family breakdown and placement out of the family, remain at home.
 - Since the implementation of the Bridges practice framework in January 2022, the number of young people open to Bridges and accommodated has halved.
 - Of those young people receiving support for reunification home – 23% have returned home to their family.
- Ethos and Values – the service has a “we come in peace” ethos of no criticism or judgement of families.
- The practice model (STAIRS) is based on sustainable change and collaboration at every stage and fits with Devon’s restorative practice model.
- All of the practitioners are trained in Dyadic Developmental Practice (DDP) based on attachment, high nurture and trauma informed therapeutic practice.

Members were given an opportunity to hear feedback from children and young people via audio clips from a young person and a parent, a presentation of quotes and testimonies and story boards of how the service have worked with families and what impact they have had.

Discussions and reflections with Members

- How and why does the Bridges team model work successfully?
 - It is a responsive, intensive team – they make contact within 24 hours after referral from Social Workers and meet families 3 times a week or even daily contact in times of crisis.
 - Staff have low caseloads, working with up to 8 families at any one time in the 3 to 6 month interventions. This means there is around 100 young people in the service at a time.
 - Restorative, sustainable and working with families.
 - Empowering families to understand their own situations better.
 - Thinking systemically.
 - Supportive culture within the team – everyone looks after everyone.
 - They take responsibility for engaging with families – slow down to go faster approach.
- The lower cases per practitioner and the ability to work more closely with families was clearly an important part of the service and Members heard how 3 Social Workers from other teams had taken pay cuts to work in the Bridges team because of this. The retention of staff in the service was good.
- Members found meeting the staff from the Bridges team to be an insightful experience and reflected how committed the team is. The team was close knit and supported each other.
- Members welcomed the successes of the Bridges team and were heartened by the positive outcomes they had delivered for children and families.

Future of the Team

Staff explained to Members they would like to see the service expanded to cover children under the age of 11. Staff wanted to expand and reach more children and young people in order to make a difference to them to reduce complex needs at a later stage.

Staff asked for a speech and language specialist practitioner to be in every locality team rather than covering 2 teams each.

Taw View

Councillor Hellyer joined a number of staff and 2 service users at Taw View to discuss the Bridges service and hear how the service works. Staff began by explaining their roles, how the team is structured and the work of the Bridges service.

Feedback and comments from staff included:

- The difficulties from the Education Inclusion Officers in North Devon to find suitable alternative (AP) and specialist provision in schools. Because of the lack of AP,

families feel like children need to have an EHC Plan or permanently excluded in order to get support which has long term implications.

- The delays to EHC Plans and waiting lists for CAMHS are having an impact on children and families and the work they do.
- That Early Help and Family Intervention Teams have a criteria of not being open to children or young people with Autism (ASD) meaning those children cannot access support until they reach a crisis point.
- There is a lack of affordable accommodation in North Devon that meets the needs of children and young people.
- The impact of the turnover of social workers for families doesn't promote stability or help families to build relationships with professionals. Staff gave an example of one family who had 16 social workers.
- The availability of social workers - whilst understanding some staff who work for the Council don't necessarily live close to Devon or to their cases and commute, this reduces their ability to visit children and families, particularly in an emergency situation.

During the meeting, Councillor Hellyer and staff were joined by a young person and their parent to provide an insight into the service from a family's perspective. They highlighted that the 6-month period goes very quickly, and they would have liked to have seen it extended to provide more support to their family.

The family highlighted the many different services and social workers that previously had supported them. They listed how many different people or agencies were involved and then how difficult it became when those staff changed. The parent commented that it became difficult to remember who each professional was and what role they had and the services they provided.

Bridges quickly built trust with the family, making them feel comfortable and welcome. In respect to outcomes, the young person has remained at home and is now working with a personal advisor in the P&T Team.

Devon Young Carers

Councillors joined the Devon Young Carers Council for part of their agenda, specifically the item called “What does ‘making time for Young Carers’ really mean? This was a discussion with young carers and staff about what life was like for them in Devon and what could help to give them space and time.

Discussion with Councillors included the following areas:

- Awareness of young carers – it was recognised that each young carer journey is different, and some do not want to register as a young carer. It was important for schools to know who the young carers were in their school so that young carers could be included, and schools understood the young people well. This would also ensure an appropriate level of checking in and catching up with the young carer, at a level they were comfortable with.
- Consideration of young carers at schools – the young carers raised particular concerns around equipment, homework, uniform, timeliness and that there isn't consideration given to young carers if they come to school without the required equipment, uniform or if they are a little late because of something that has happened at home. The fact that school uniform and equipment is expensive and sometimes has to be bought from specific shops compounds some of the issues that young carers face.
- The variation of consistency of support for young carers at school and college – whilst some schools are very supportive and inclusive of young carers, this is not consistent in every school. Some schools have specific support networks for young carers, but some do not.
- The importance of a check in – the 3 young carers felt it was important for a trusted person at school or college to regularly check in with them and check they were ok. Most importantly, this would be after holidays and breaks.
- Local support groups – Again this is dependent on the local area and schools. Some schools and local areas have local support groups but it is not consistent across Devon. Councillor Sanders highlighted a local support café in Tavistock and 1 Young Carer highlighted the lack of support groups in North Devon.
- Relationships with Social Care and Health Services – young carers particularly felt that communication with social services and health services was poor and they were not told what was happening with cared-for Adults. Adult Social Care and the NHS did not consider the needs of the young carer when making plans or creating provisions in enabling the family as a whole.
- Referrals into Devon Young Carers – 80% of referrals come from schools and there is very little engagement from Adult Social Care or Health services (e.g. Drug and substance misuse services) in identifying or signposting potential young carers. An example was given that NHS discharge notes ask if there is someone at home to care for a discharged patient but doesn't consider if that person is under 18 and would be caring for a patient alone.



Permanence and Transitions (P&T) Teams

Recruitment and retention of staff

Across their visits, staff were very clear that more staff and resources were needed to deal with the number and complexity of the cases they were facing. Social Workers and Personal Advisors in the P&T teams requested more staff, teams needing to be “strengthened” and smaller caseloads to ensure they could manage their caseloads effectively. An example being ETE Personal Advisors, of which there is 1 in each locality holding over 100 cases each.

Staff were aware of the issues facing many local authorities in trying to recruit to Social Worker posts and reflected that falling public sector pay against private sector pay in recent years was a hinderance to attracting staff. Staff felt that an improved pay offer for staff and better incentives to work in the public sector would help attract potential staff.

Members when speaking to both permanent and agency staff recognised the benefits of both for individual staff. Staff did highlight the differences between permanent and agency salaries to Members, which Members were aware of.

Although Members are aware of the high agency rates across the service. However, in the teams that Members visited they noticed the stable teams across the County.

Staff also stressed that there is always more to the Council could do to offer apprenticeships to young people, including our own care leavers, to recruit them into the workforce.

Working for Children’s Services in Devon

Many staff reported a good working culture and working relationships in their teams. Member visits to P&T teams coincided with Reaching for Independence training.

Staff stated that they felt valued and effective, with supportive managers.

Staff enjoyed the ability to work flexibly with some home and office-based working, with the addition of making visits to children and families. This created a good work/life balance for the staff who Members spoke to.

Staff reported that the number of their cases were manageable but felt there had been an increase to their complexity which meant they were not becoming manageable. Due to the caseloads and complexity of issues, staff reported that they felt a lot of their time was spent ‘fire-fighting’ rather than the day job because of the lack of provision and support for young people.

In addition, staff who were accruing a lot of flexitime/TOIL highlighted to Members that there was not enough time for them to take their owed hours because of the demands of the job.

Management and supervision

Staff across the County reported that they felt managers had too many staff per manager to supervise and that this was detrimental to their own supervision and auditing.

As a result staff reported that at times, supervision was focused on tasks, to do lists, cases and case management and there also needed to be time for reflective practice and support from team managers. An example being that managers asked if a number of visits had been made but didn't focus on the quality of the visit and the outcomes from the visit.

Improvements could be made to ensure personal supervision considered the emotional support needed for staff who are dealing with complex cases.

Availability of affordable housing

As Members primarily visited our Corporate Parenting Teams, much of the conversation around operational issues related to our looked after children and children in care.

Staff reported that their "biggest challenge" was securing affordable housing that met the needs of children and young people who were care leavers and supported more in house provision of accommodation. Staff felt in house provision would be most cost effective and more efficient, reducing the need to find accommodation and then negotiate costs both with providers and internally.

Staff across the County have to liaise with 8 District Councils for their housing functions and highlighted that some are more conscientious than others with their corporate parenting responsibilities.

Due to the lack of provision locally, children and young people are moved away from their communities to other parts of Devon or completely out of county. If they are moved out of Devon, children and young people keep the same social worker or personal advisor. This means many staff spend a lot of their time out of county making visits to other parts of the country, reducing their efficiency and ability to visit other young people.

Whilst our care leavers and young people may be registered on Devon Home Choice and staff wanted this promoted to young people, they were not placed in a priority band so that they could access housing when it comes available. Staff reported that some councils give care leavers automatic Band B status to support them in securing accommodation. Whilst there was some discussion on this in Devon, it was very early.

Office Location (Follaton House staff)

Staff at Follaton House raised concerns about having to move to Estuary House, Newton Abbot in the near future. Members understood this to be soon but a date had yet to be agreed. Whilst staff were supportive of the move to have all teams in the South locality co-located in the same space and reducing office space with the rise in hybrid working, they raised concerns about the already well-known parking issues at Estuary House. Members knew from previous visits that staff already at Estuary House struggle to find parking, and staff felt that moving the teams from Follaton House would compound existing issues.

Likewise, staff were also concerned about news that South Hams District Council would soon charge for parking at Follaton House.

Staff also raised concerns that there is no public access to Estuary House and that it would be difficult for them to meet with young people and families like they can do at Follaton House.

Staff questioned the move to Estuary House as the lease for the building ends in 2024 and staff were concerned about having two office moves in a short space of time.

Provision of Mental Health services

Staff in North Devon reported the post pandemic delay in accessing the provision of Mental Health services. One PA estimated that 80% of his cases needed consistent mental health support. Issues were also reported in transferring cases across the County and from CAMHS to Adult Mental Health Service and the delays that ensued in the transfers.

Members heard that the main concern was that there was no second chances given to young people if they miss their appointment and no understanding from services about the complex needs of our care leavers.

As a suggestion, staff asked for in house mental health services to be created so that we were less reliant on other services and young people could have better access.

Additional comments

- Members and staff across all sites discussed the Staying Close bid and welcomed the possibility of more supportive accommodation for care leavers.
- Members and Staff spoke about the increasing number of Council's passing motions and policies which treat Care Experience as a protected characteristic. Members noted Plymouth City Council's [recent motion](#) and [Councillor Rob Hannaford's motion](#) at the Council meeting on 25th May 2023.
- That the Council should offer '[Ask Jan](#)' Memberships to any care leaver. This a programme of advice, support and benefits from the Rees Foundation to assist care experienced people. These memberships cost £60.
- The increase in Unaccompanied Asylum Seeking Children (UASC) in Devon and the need for a dedicated workforce for these children. Members and staff discussed the national transfer scheme and that the Government's reimbursements do not necessarily cover all of the Council's cost.

Children and Families Team (County Hall)

Whilst meeting with the P&T Team at County Hall, Members also took the opportunity to meet with the Children and Families Team there, key feedback points included:

- The need for permanent staff for stability within teams, staff felt the recent turnover had been disruptive. One example was a family who had 9 social workers in 6 months and

now refused to engage with new social workers because of the need to re-tell their story over and over.

- Staff reflected the lack of preventative provision and early help over many years. Staff felt the earlier decisions to scale back preventative or early help services has had a direct correlation to the scale and complexity of cases they now face.
- The need to ensure there are enough experienced social workers in the service to support the team. In the team that spoke to Members, out of the 10 staff they were mostly new to social work and reflected their own inexperience.
- A request to reinstate a shared box of resources in Room 220 that had previously been there. Staff highlighted that the box was used for visits and they had found it useful to have but no longer exists.

Fostering (Follaton House)

Whilst meeting with the P&T Team at Follaton House, Members also took the opportunity to meet with the Fostering team there, key feedback points included:

- That the team were a strong service, and applying restorative practice in the team and working with families, but had low morale.
- The team included just 1 agency member of staff, the rest were permanent.
- The shortage faced nationally in foster parents (around 25,000) and the need for Devon to continue to promote fostering. Councillors visited during Fostering Fortnight and recognised the promotional activities going on to support it. Staff also highlighted the success of the Devon County Show, where 16 contacts were made to potential fostering families.
- An option for further support or promoting fostering would be to review the fees and allowances that Devon offers to foster parents to ensure they are competitive and appropriate.
- Feedback from in-house fostering families is that the level of support is good and the Mockingbird scheme has been successful so far where the constellation has been set up.

4) Options / Alternatives

The report is the summary of a number of visits made by the Children's Scrutiny Committee. Scrutiny does not make decisions and this report does not propose any alternatives.

5) Consultations / Representations / Technical Data

As above, there are no specific considerations in regard to consultations, representations and technical data in this report.

The details of the site visits are listed in the appendix.

6) Strategic Plan

The alignment of all Scrutiny activity with the strategic plan is detailed on the Scrutiny work programme. Visits increase and develop member knowledge and the 'critical friend' challenge of Scrutiny contribute to the Council achieving its strategic plan.

Improving Member knowledge on key issues contributes to the Council's commitment to being a trusted, inclusive and innovative Council. It ensures good decision making and that the Council listens and learns.

Members periodically undertake site visits and meet with staff and service users to gather feedback and make recommendations for change. The site visits conducted in this report align to the Strategic Plan priority of 'Be ambitious for children and young people' by supporting the Council's improvement journey. The report also aligns to the Council's plans to transform, develop and improve children's services and embrace the positive benefits of a diverse workforce and create an environment that is inclusive and safe for all staff.

7) Financial Considerations

There are no specific financial considerations in this report.

8) Legal Considerations

There are no specific legal considerations in this report.

9) Environmental Impact Considerations (Including Climate Change, Sustainability and Socio-economic)

There are no specific environmental impact considerations in this report.

10) Equality Considerations

There are no specific equality considerations in this report.

11) Risk Management Considerations

The activity of the Children's Scrutiny Committee contributes to the mitigations for:

Ineffective Member Scrutiny

defined as: 'Due to ineffective scrutiny, the level and quality of service management may drop, leading to financial mismanagement or harm to staff and/or citizens and reputational damage e.g. Grenfell.

Member Effectiveness

defined as: 'Inadequate member effectiveness due to a lack of training, support and knowledge leads to a lack of challenge to corporate officers and/or poor decision making,

resulting in a negative effect on the County's citizens (poor value for money, poor service delivery, harm, etc).'

The findings of this report do have regard to some risks identified in the service's risk register including but not limited to:

- Social Care workforce recruitment and retention
- Social Work staff including Corporate Parenting, Fostering and Contact Service Teams
- Children's Services Improvement / Post ILACS Improvement
- Market sufficiency – looked after children and care experienced young people placements.

12) Summary / Conclusions / Reasons for Recommendations

Members also wished to place on record their thanks to the officers involved in leading the visits, namely the Heads of Service who facilitated the visits, along with the staff who supported the various visits at different sites.

Members wish to thank the service users who also took time out of their day to meet with them.

Upon reflection of the visits, it was clear to Members that all of the staff they met were passionate and committed to working with children and families. They welcomed the opportunity to speak to Members and Members welcomed their honesty and openness.

The Committee should continue to carry out further visits as part of their work programme to broaden Member's understanding of front-line teams and gathering feedback from staff.

Maria Price

Director of Legal and Democratic Services

Electoral Divisions: All

Cabinet Member for Organisational Development, Workforce & Digital Transformation:
Councillor Andrew Saywell

Local Government Act 1972: List of background papers

Background Paper – NIL

Date

File Reference

Contact for enquiries:

Name: Charlie Fisher (Scrutiny Officer)

Telephone: 01392 383681 or charlie.fisher@devon.gov.uk

Address: G31, County Hall, Exeter.

Appendix - Details of Visits

7th March 2023 – MASH - County Hall, Exeter

The following councillors undertook the visit to the MASH, where they met Sarah Hunt (Head of Service - Single Front Door, MASH, Assessment and EDS), Eleri Taylor (Service Manager - MASH / Front Door Services) and met with 15 members of staff across social care, police and health teams.

- Cllr Su Aves
- Cllr Frank Letch

28th March 2023 – Bridges - County Hall, Exeter

The following councillors undertook the visit to County Hall, where they met with Rebecca Bennett (Service Manager) and 8 members of staff:

- Cllr Su Aves
- Cllr Frank Letch
- Cllr Linda Hellyer
- Cllr Margaret Squires
- Cllr Jeff Wilton Love

13th April 2023 – Devon Young Carers, Exeter Community Centre

The following councillors took part in a Devon Young Carers Council meeting, meeting with 2 staff and 3 young carers:

- Cllr Su Aves
- Cllr Rob Hannaford
- Cllr Frank Letch
- Cllr Philip Sanders

15th May 2023 – Oaklands Court, Tiverton

The following councillors undertook the visit to Oaklands Court, Tiverton, where they met Gemma Wilson (Service Manager – Looked After Children) and 6 staff:

- Cllr Frank Letch
- Cllr Margaret Squires

16th May 2023 – County Hall, Exeter

The following councillors undertook the visit to Oaklands Court, Tiverton, where they met Gemma Wilson (Service Manager – Looked After Children) and 8 staff:

- Cllr Frank Letch
- Cllr Philip Sanders
- Cllr Carol Whitton (Local Member and Health and Adult Care Scrutiny Member)

18th May 2023 – Taw View, Barnstaple

The following councillors undertook the visit to Taw View, where they met Gemma Wilson (Service Manager – Looked After Children) and 3 members of staff:

- Cllr Linda Hellyer
- Cllr Andrea Davis (Local Member and Cabinet Member for Environment, Transport and Climate Change)

Cllr Linda Hellyer also met with Bridges, meeting 7 members of staff and 2 service users.

24th May 2023 – Follaton House, Totnes

The following councillors undertook the visit to Follaton House, where they met Gemma Wilson (Service Manager – Looked After Children) and 5 members of staff from P&T. Councillors also met with Emma Nobes (Service Manager – Fostering and Promoting Stability) and 2 members of staff from Fostering.

- Cllr Julian Brazil
- Cllr Phil Bullivant