

Date: 19 September 2011
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To: Members of the Overview and Scrutiny Committee
(Mike Allen, Peter Bowden, Graham Brown, Peter Burrows,
Derek Button, David Chapman, Deborah Custance Baker,
Vivien Duval Steer, Roger Giles, Mike Howe,
Stuart Hughes (Chairman), John Humphreys (Vice Chairman),
Sheila Kerridge, David Key, John O'Leary, Brenda Taylor,
Graham Troman, Tim Wood, Eileen Wragg, Claire Wright, Tom Wright)

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Portfolio Holders
Other Members of the Council for Information
Chief Executive
Deputy Chief Executives

Meeting of the Overview and Scrutiny Committee
Thursday 29 September 2011 – 6.30pm
Council Chamber, Knowle, Sidmouth

Members of the public are welcome to attend this meeting.

- **A period of 15 minutes has been provided at the beginning of the meeting to allow members of the public to raise questions.**
- **In addition, the public may speak on items listed on the agenda. After a report has been introduced, the Chairman of the Committee will ask if any member of the public would like to speak in respect of the matter and/or ask questions.**
- **All individual contributions will be limited to a period of 3 minutes – where there is an interest group of objectors or supporters, a spokesperson should be appointed to speak on behalf of the group.**
- **The public is advised that the Chairman has the right and discretion to control questions to avoid disruption, repetition and to make best use of the meeting time.**

Councillors and members of the public are reminded to switch off mobile phones during the meeting. If this is not practical due to particular circumstances, please advise the Chairman in advance of the meeting.

AGENDA

Page/s

1. **Public question time** – standard agenda item (15 minutes)
Members of the public are invited to put questions to the Committee through the Chairman. Councillors also have the opportunity to ask questions of the Leader and/or Portfolio Holders during this time slot whilst giving priority at this part of the agenda to members of the public
2. To confirm the minutes of the meeting of the Overview and Scrutiny Committee held on 1 September 2011 5 - 7

3. To receive any apologies for absence
4. To receive any declarations of interest relating to items on the agenda.
5. To consider any items which, in the opinion of the Chairman, should be dealt with as matters of urgency because of special circumstances.
(Note: Councillors please notify the Chief Executive in advance of the meeting if you wish to raise a matter under this item, who will then consult the Chairman).
6. To agree any items to be dealt with after the public (including the press) have been excluded. There are **no** items that the officers recommend should be dealt with in this way.
7. Decisions made by the Cabinet called in by Members for scrutiny in accordance with the Overview Procedure Rules under Part 4.5 of the Constitution. There are **no** items identified.
8. **Cabinet Agenda**
Members are asked to notify in advance the Chairman or the Democratic Services Officer any Cabinet items they wish to debate.
Members to debate any issues of concern on the current Cabinet agenda in order for the Chairman to feed this back to the Cabinet at its meeting on the 5 October 2011. The website link to the Cabinet agenda will be e-mailed to Members on 26 September 2011. Please refer to Cabinet agenda
9. **Update from Portfolio Holder for Environment**
Councillor Iain Chubb, Portfolio Holder for Environment
Councillor Chubb will verbally update the Committee on his work as Portfolio Holder and his longer term aims of the role.
10. **Final Report of the Ward Member customer satisfaction with Planning Task and Finish Forum** Attached report
Councillor Peter Bowden, Chairman of the Task and Finish Forum
Councillor Bowden will present the final report from the Forum and set out the recommendations for the Committee to consider recommending to Cabinet.
11. **Preventable demand and Performance in the Customer Service Centre** 8 - 12
An update on volume levels for the CSC and their work on reducing preventable demand.
12. **East and Mid Devon Crime and Disorder Scrutiny Panel** 13 - 14
An update from Members elected to this panel on their recent meeting held at Tiverton on 7 September 2011.

13. **Forward Plan**

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Members are asked to note the Forward Plan and any suggestions for further additions are welcomed.

Members remember!

- ❑ You must declare the nature of any personal or prejudicial interests in an item whenever it becomes apparent that you have an interest in the business being considered.
- ❑ Where you have a personal interest because the business relates to or is likely to affect a body of which you are a member or manager as an EDDC nominee or appointee, then you need only disclose that interest when (and if) you speak on the item. The same rule applies if you have a personal interest in relation to a body exercising functions of a public nature.
- ❑ Make sure you say the reason for your interest as this has to be included in the minutes.
- ❑ If your interest is prejudicial you must leave the room unless
 - a) you have obtained a dispensation from the Council's Standards Committee or
 - b) where Para 12(2) of the member Code of Conduct applies. [Para 12(2) allows a Member with a prejudicial interest to stay for the purpose of making representations, answering questions or giving evidence relating to the business but only to the extent the public are allowed the same rights. If you do remain for these purposes, you must not exercise decision-making functions or seek to improperly influence the decision; you must leave the meeting room once you have made your representation, answered questions or given evidence.]
- ❑ The Code states that any member of the Executive Board or other decision-making committee or joint committee or sub-committee attending Overview and Scrutiny committees has a prejudicial interest in any business where that member was a member of the committee at the relevant time **and** present when the decision was made or other action was taken (whether or not implemented). Members with prejudicial interests should declare them and are allowed to remain in the meeting for the limited purposes set out in the Code para 12(2) – see last paragraph.
- ❑ You also need to declare when you are subject to the party whip before the matter is discussed.

Suggestions for questioning during an Overview and Scrutiny meeting

Below are some prompts which may help you to form your own questions to ask at an Overview and Scrutiny meeting. Your questioning technique is crucial in creating an atmosphere conducive to open answers. Avoid excessive interrogation and treat those being questioned with courtesy and respect; however don't be afraid to ask supplementary questions if you feel that you haven't been given a clear answer.

- ❑ **IS IT REQUIRED?** (do we have this, does it make sense to tackle it, do we really need it).
- ❑ **IS IT SYSTEMS THINKING?** (is it evidence based and designed around the customer demands)
- ❑ **IS THE INTENTION CLEAR?** (what are we actually trying to achieve)
- ❑ **ANY REAL OUTCOMES?** (are we actually achieving things for our customers).
- ❑ **WHAT IS THE COST?** (both time and money)
- ❑ **DOES IT COMPLY?** (have we checked that it meets our obligations, the law, any formal guidance, and any Council policy or resolutions).
- ❑ **OTHERS DO WHAT?** (how do other organisations tackle this, best practice)
- ❑ **EFFECTIVE AND EFFICIENT?** (how do we know we're doing things well, in a timely fashion, and at "best value")
- ❑ **WHAT IS THE RISK?** (any areas of risk for the Council)
- ❑ **ANYONE LOSE OUT?** (are there sections of the community who might be disadvantaged by this approach, or be less able to take advantage, than others)
- ❑ **DOES IT LINK?** (have we linked this to other work within or outside the Council)

Getting to the Meeting – for the benefit of visitors



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From Honiton – 52B

From Seaton – 52A

From Ottery St Mary – 379, 387

Please check your local timetable for times.

The Committee Suite has a separate entrance to the main building, located at the end of the visitor and Councillor car park. The rooms are at ground level and easily accessible; there is also a toilet for disabled users.

For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546

EAST DEVON DISTRICT COUNCIL
Minutes of a Meeting of the
Overview and Scrutiny Committee held
at Knowle, Sidmouth on 1 September 2011

Present:

Councillors:

Stuart Hughes (Chairman)
John Humphreys (Vice-Chairman)
Mike Allen
Peter Bowden
Derek Button
David Chapman
Deborah Custance Baker
Vivien Duval Steer
Mike Howe

Sheila Kerridge
David Key
John O'Leary
Graham Troman
Tim Wood
Eileen Wragg
Tom Wright

Officers:

Denise Lyon – Deputy Chief Executive and Monitoring Officer
Debbie Meakin – Democratic Services Officer

Also Present

Councillors:

Christine Drew
Iain Chubb
Jill Elson

Paul Diviani
Pauline Stott
Phil Twiss
Tim Wood

Apologies:

Committee Members:

Graham Brown
Peter Burrows
Brenda Taylor
Claire Wright

Councillors:

Ray Bloxham
Geoff Chamberlain
Trevor Cope
Steve Gazzard
Stephanie Jones
Frances Newth
Andrew Moulding
Phillip Skinner
Steve Wragg

The meeting started at 6.30pm and ended at 6.52pm.

***20 Public Question Time**

There were no questions from the public.

The Chairman put a question to the Portfolio Holder for Environment, asking why the Council was not a member of the Coastal Issues Special Interest Group, part of the Local Government Association. He felt that it was important for the District to be involved, at a relatively small cost of £300 per annum. The Chairman was content for the Portfolio Holder to respond at the next meeting, as an update from the Portfolio Holder was due on that date.

*21 **Minutes**

The minutes of the Overview and Scrutiny Committee held on 1 July 2011 were confirmed as a true record, with the inclusion of Councillor Tom Wright as present at the meeting.

*22 **Declarations of Interest**

No interests were declared.

*23 **Cabinet Agenda**

No items were notified to the Chairman or Democratic Services prior to the meeting. The Chairman reminded Members of the period of notice required.

*24 **Quarterly Monitoring of Performance – 1st Quarter 2011/12**

The new format performance report set out the key issues identified and how they are being addressed, including:

- **Benefits Customers not knowing when their payments are due.** A calendar has been designed to give a clear indication of when payments are made throughout the year and this will shortly be sent to benefit customers;
- **Demands for Streetscene services at weekends not always able to be met due to 5 day working arrangements.** Seven day working trial underway showing greater responsiveness of service and savings in overtime costs but there are issues being stretched on some days. Trial to be reviewed in November;
- **Our ‘what matters’ survey for recruitment provides an average score of 7.8 out of 10.** Issues relate to the lack of an on-line application form and these are currently being addressed in conjunction with ICT. Other issues relate to confusion for applicants who had been told by the manager not to hand in their notice but also to provide a start date. This is being addressed through further training;

Members studied the performance data for the first quarter, with particular attention to the “concern” flagged indicators:

- **Proportion of Councillors trained in regulatory functions** – the training for Audit and Governance had been delayed due to trainer availability, but is planned for September so meeting the target by the end of the next quarter;
- **Demands for Streetscene services at weekends** – Members raised the issue of using the probation service to provide some labour, especially as they probation service claim to be looking for such opportunities. The probation service had been used in the past; and their use had been discussed previously, but there had been concerns over how to resource and budget for the supervising such teams as well as ensuring the work done was of sufficient standard. The issue of resource was a common one for work involving volunteers, in providing the supervising and monitoring of work. Members gave both positive and negative examples of past use of the service.
- **Businesses want more support on order to benefit the economy of the District** – The Leader advised that a strategy was being formulated covering businesses and visitors in relation to the local economy, and would be presented in due course.

***24 Quarterly Monitoring of Performance – 1st Quarter 2011/12 (cont.)**

The Chairman of the Housing Review Board and the Portfolio Holder for Communities updated the Committee on the work towards the self-financing arrangements to manage and maintain the housing stock. The Committee were urged to attend the next meeting of the Housing Review Board on the 8 September to hear the business case being presented by consultants.

Members also discussed issues around the refurbishment times for housing stock. All homes met the “decent homes standard” but issues around access to the homes, especially when tenants refused access for such work as bathroom or kitchen replacement, were also discussed.

- RESOLVED**
1. that an update on possible use of the probation service for Streetscene work be provided to the Committee by the next meeting;
 2. that the performance management report for the first quarter of 2011/12 be noted.

***25 Forward Plan**

Members noted the additions to the forward plan for the Committee.

The meeting on the 27 October was highlighted and Members were requested to forward any questions for Devon and Cornwall Constabulary to the Democratic Services Officer if required.

A future item on section 106 agreements and planning gain monies was agreed by the Committee; along with a future item on the new ECC bathing directive and how that impacted on the responsibilities of the Council.

- RESOLVED** that the Overview and Scrutiny Forward Plan be updated accordingly.

Chairman Date

Agenda Item 11

Overview and Scrutiny Committee

29 September 2011

Systems Thinking

Preventable demand and Performance in the Customer Service Centre

Summary

This report explains volume levels of customer contact with the Customer Service Centre (CSC) over a 5 working day period which is typical of 'normal demand'. The data is split into the performance of the centre and also value and preventable demand. Value demand is what we are here to deal with ('Can you get rid of rats in my garden', 'I've lost my dog', 'I've seen an abandoned car') and preventable demand is as a result of us failing to do something ('You've missed my bin') or getting something wrong ('I can't understand the letter you've sent me'). The report also includes customer service performance levels.

Recommendation

Members consider the work we are doing to reduce preventable demand in our services.

a) Reasons for Recommendation

One of the critical measures we are using to understand what a service is like from a customer point of view is the split between value and preventable demand.

Individual services, such as Planning and Benefits, who have been through the Systems Thinking process, are already reporting preventable demand to members in their Measures Reports. We are now monitoring the information corporately using the Customer Service Centre data.

b) Alternative Options

Members can consider the frequency with which they receive this data, but I wouldn't recommend not seeing it, given that it can help improve our services greatly.

c) Risk Considerations

If we don't pay attention to preventable demand, we risk continuing to provide services which don't meet our customers' needs.

d) Policy and Budgetary Considerations

This report helps members understand one of the ways we are trying to achieve our Corporate Priority "Excellent service for our customers".

e) Date for Review of Decision

Quarterly with performance information.

Main Body of the Report

1. Following the introduction of Systems Thinking within EDDC it was decided that all contacts to the Customer Service Centre should be tagged as 'Preventable' or 'Value' demand. . For the purpose of this report we have reviewed the data for the week of 11th to 15th July particularly focussing on the cases manually checked as the 'Preventable' demand contacts. Please consider that the overall telephone contact will always exceed that of cases logged for action due to the fact that some enquiries are dealt with immediately and without any need for action.
2. All households in the District are affected by waste collection so the fact that preventable demand is higher in this area than in others is expected
3. If we look at Appendix A this indicates a manual record of cases where we feel the contact was preventable. We received 110 contacts from customers where a re-cycling issue/enquiry should have been preventable. Only 18 calls were recorded as value. So 86% of calls relating to re-cycling were preventable. The highest number of enquiries received in this category was to report a missed collection (36 which included assisted collections)
The results have been set out in the table below:-

Area of work	Preventable contacts	Value Contacts	Total Contacts	Percentage of preventable contacts
Re-cycling	110	18	128	86%
Refuse	80	140	220	36%
Planning	14	65	79	18%
Switchboard	67	2126	2193	3%
Environmental Health	2	51	53	4%
TOTAL CALLS (inc switchboard)	273	2400	2673	10%

4. The next highest reason was for replacement boxes damaged after collection (30)
5. Similarly the highest number of contacts for refuse were to report a missed collection(14) or request for a bin having just moved in (14)
6. With planning calls we found that the preventable demand represented such enquires which would be chasing for approval of an application.(5)
7. Switchboard preventable demand calls were customers returning to switchboard complaining that there was no answer from the service area they wished to speak to. (67)
8. Environmental health had only 4% preventable contacts which were customers chasing contact from the dog warden.
9. Following this review a number of recommendations have been made to ensure that preventable demand is minimised as much as possible. These actions include:

- A monthly review of missed collections with our contractor and any valid steps that can be taken to improve this.
- Continuous reviews of the waste processes and system enhancements to ensure that we offer the best service possible to our customers. An example of this is designing web forms so that we can offer more self servicing to our customers and expanding our access channels.
- Regular bi-weekly reviews to ensure all processes relating to waste are up to date and current.
- Discussions are being held with our pest control contractor (Rentokil) to review current processes with a view to providing better services to our customers. For example the methods of payment are being reviewed in order to speed up and provide a much improved service for the customer.
- Preventable demand for switchboard was customers receiving no answer from the extension they wished to talk to. It is proposed that SMT reiterate the message to their services areas to ensure phone cover is provided at all times.

10. Important points to remember are:

- The lagan system and processes continue to be reviewed and enhanced to provide a better service to our customers.
- The CSC is to review one stop capability and analysis of the data captured. This will be explained in the next report by use of capability charts which will show end to end times.

Legal Implications

No legal observations are required.

Financial Implications

No direct financial implications, however any efficiencies generated from systems thinking practices will free up officer time to develop a better service in other ways for our customers

Background Papers

- Appendices
 - A - Preventable contacts

Cherise Foster Extn 1535
Customer Service Manager

Overview and Scrutiny Committee
29 September 2011

APPENDIX A

PREVENTABLE CONTACTS from 11th July to 15th July 2011

			preventable	value	total calls	%age preventable	
Waste	Re-cyc	My re-cyc	has not been collected	32			
			assisted and not collected	4			
		Please can you	remind the crew to collect they forgot last time	1			
		Can you tell me	if I can re-cyc plastic/cardboard	2			
			what goes into the re-cyc box	6			
			why my bin has a ticket on it	1			
		I want to	complaint about the crew	8			
		I want a re-cyc box/caddy	just moved in	4			
			never received	6			
			I have ordered but not yet delivered	2			
			it was damaged following collection	30			
			it went missing after collection	13			
			the one I had delivered is dirty	1			
				110	18	128	86%
Refuse	My refuse	has not been collected	14				
		assisted and not collected	6				
		side waste not collected	8				
		Please can you	remind the crew to collect they forgot last time	1			
		Can you tell me	why my bin has a ticket on it	8			
			why my own bin has not been emptied	6			
		I want to	complain about the crew	4			
			complain about the neighbour and the rubbish they get taken	1			
			get an update on my ongoing complaint	1			
		I need a bin/ gull sack	just moved in	14			
			never received	3			
			I have ordered but not yet delivered	4			
			it was damaged following collection	5			
			it went missing after collection	5			
			80	140	220	36%	

			preventable	value	total calls	%age preventable
Switchboard	I am trying to get through to...	and there is no answer all I get is unobtainable housing needs other depts	18 1 8 40 67	2126	2193	3%
Planning	I need advice on Can you tell me	the conditions of my approved planning permission If my application has been approved how to access your planning website if I can make a slight alteration to what has been approved an e-mail address	4 5 2 1 2 14	65	79	18%
EH	Can you tell me	the dog wardens phone number he hasn't called me yet	2	51	53	4%
Summary			273	2400	2673	10%

NB. Please note that the 'value' column is showing totals only rather than individual data.

Summary of meeting of the East and Mid Devon Crime and Disorder Scrutiny Panel.
Wednesday 7th September 2011

The meeting was held at Phoenix House, Tiverton and attended by Cllrs Mike Howe and Tom Wright from EDDC.

The role of the panel is to scrutinise the performance of the combined East Devon and Mid Devon Community Safety Partnership. It was considered at odds with this role to have members of the CSP as members of the Scrutiny Panel. There is a danger of the panel becoming too cosy in its relationship with the CSP. This view was shared by both Mike Bull, Chairman of D&CC Police Authority and Superintendent Paul Davies, area commander for East and Mid Devon. Both stated they were happy and would be expecting to be called before the scrutiny panel to answer for the performance of the CSP and the police in meeting its objectives.

The protocol for the CDSP was revised to reflect its role in contributing to the setting of priorities by the CSP and to monitor performance in meeting these priorities. The role of the CDSP is strategic and should not be involved in tactics but these should be set by the CSP. The basic and only real measure of performance would be the relevant statistical information of crime and detection figures and incidents of disorder.

In both council districts there is a community safety officer who, in the case of East Devon, sits on the Local Advisory Groups who inform the police of local issues and concerns. This also feeds into the CSP priority setting process.

The minutes of the meeting will be circulated in due course and this report outlines the reasoning behind the decisions of the panel.

I also attach the most recent crime figures as presented to the CDSP.

East & Mid Devon LAG Figures

12 Months to August 2011

Total Crime decreased from 7958 offences to 7351 offences (-7.6%)

Violent Crime decreased from 1602 offences to 1576 offences (-1.6%)

Domestic Burglary decreased from 364 offences to 338 offences (-7.1%)

Other Burglary decreased from 672 offences to 658 offences (-2.1%)

Theft from Vehicle decreased from 586 offences to 393 offences (-32.9%)

Criminal Damage decreased from 2009 offences to 1731 offences (-13.8%)

	12 months to August 2011	12 months to August 2010	% Change	12 months to August 2011 Total Detections	% Detected	12 months to August 2010 Total Detections	% Change
Homicide	1	2	-50.0%	0	0.0%	1	-100.0%
Serious Assault	30	36	-16.7%	18	60.0%	22	-18.2%
Other Assault	804	795	1.1%	333	41.4%	306	8.8%
Common Assault	403	430	-6.3%	168	41.7%	168	0.0%
Harassment	291	294	-1.0%	240	82.5%	211	13.7%
Other Violence	47	45	4.4%	46	97.9%	33	39.4%
Sexual Offences	177	164	7.9%	69	39.0%	53	30.2%
Robbery	8	18	-55.6%	5	62.5%	8	-37.5%
Domestic Burglary	338	364	-7.1%	49	14.5%	51	-3.9%
Other Burglary	658	672	-2.1%	41	6.2%	70	-41.4%
Theft of Vehicle/Two	113	153	-26.1%	33	29.2%	31	6.5%
Theft from Vehicle	393	586	-32.9%	44	11.2%	56	-21.4%
Vehicle Interference	22	50	-56.0%	2	9.1%	4	-50.0%
Shoplifting	307	322	-4.7%	190	61.9%	190	0.0%
Other Theft	1246	1296	-3.9%	102	8.2%	87	17.2%
Handling	8	12	-33.3%	9	112.5%	11	-18.2%
Fraud & Forgery	287	184	56.0%	107	37.3%	80	33.8%
Criminal Damage	1731	2009	-13.8%	279	16.1%	290	-3.8%
Drug Offences	370	383	-3.4%	362	97.8%	480	-24.6%
Other Crime	117	143	-18.2%	70	59.8%	112	-37.5%
Total Crime	7351	7958	-7.6%	2167	29.5%	2264	-4.3%
*Rowdy/Nuisance Behaviour	4898	5466	-10.4%				
Domestic Abuse Crime	528	592	-10.8%	251	47.5%	267	-6.0%

Arsen Endangering Life	12	6	100.0%	9	75.0%	0	
Arsen Not Endangering Life	51	61	-16.4%	5	9.8%	7	-28.6%

Data is based on the following LPA:
East & Mid Devon

Violent Crime is homicide, serious and other assault, common assault, harassment and other violence

Rowdy/Nuisance Behaviour includes 'Rowdy/Nuisance Behaviour - Inconsiderate', 'Rowdy/Nuisance Behaviour - Neighbours'

'Rowdy/Nuisance Behaviour - Street Drinking', 'Rowdy/Nuisance Behaviour - Solvent Abuse' and 'Rowdy/Nuisance Behaviour - Environmental'.

Domestic Abuse is defined as any crime which has a DV1 MO Code

Forward Plan for Overview and Scrutiny Committee

Month	Topic
27 Oct 2011	Update from Devon & Cornwall Constabulary on budget implications Update from Portfolio Holder for Finance
17 Nov 2011	Special meeting to consider the Local Plan as part of the consultation process
24 Nov 2011	Quarterly Monitoring of Performance – 2 nd Qtr 2011/12 Localism agenda update Customer Strategy Update on Equalities Action Plan New bathing water quality directive Report back from Leisure East Devon Task and Finish Forum
5 Jan 2012	Update from Portfolio Holder for Strategic Development and Partnerships
18 Jan 2012	All day Service Plan and Budget meeting starting at 9.00am
26 Jan 2012	Update from Portfolio Holder for Sustainable Homes and Communities
1 Mar 2012	Quarterly Monitoring of Performance – 3 rd Qtr 2011/12 Update from Portfolio Holder for Corporate Services
29 Mar 2012	Flood Management Act implementation – update from Devon County Council
26 Apr 2012	

Section 106 agreements and planning gain monies report will come before the Committee either at the October or November meeting depending on officer availability.

Report back to Committee on the cost detail of working with South Somerset District Council will come before the Committee either at the October or November meeting.

Topics for scoping and allocation to the Forward Plan:

- Changes to health administration, devolving from PCTs to local GPs;
- Transfer of assets to Towns and Parishes

Task and Finish Forums Update

- Leisure East Devon – Next meeting on 4 October 2011 at 6.00pm.
- HRB Taffs are continuing – Sheltered Housing last met on 23 September; and Car Parking issues in tenant areas has a tour of the problem areas planned for October.