

AGENDA

General Overview & Scrutiny Committee

Date: **Tuesday 26 July 2016**

Time: **10.00 am**

Place: **Council Chamber, The Shire Hall, St Peter's Square,
Hereford, HR1 2HX**

Notes: Please note the time, date and venue of the meeting.

For any further information please contact:

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If you would like help to understand this document, or would like it in another format, please call Tim Brown, Governance Services on 01432 260239 or e-mail tbrown@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of the General Overview & Scrutiny Committee

Membership

Chairman	Councillor WLS Bowen
Vice-Chairman	Councillor CA Gandy
	Councillor JM Bartlett
	Councillor MJK Cooper
	Councillor J Hardwick
	Councillor EPJ Harvey
	Councillor EL Holton
	Councillor JF Johnson
	Councillor AJW Powers
	Councillor NE Shaw
	Councillor EJ Swinglehurst
	Councillor A Warmington
	Councillor SD Williams

Co-optees

(education issues)	Mr P Burbidge	Roman Catholic Church
	Mrs A Fisher	Parent Governor Representative: Primary Schools
	Mr P Sell	Church of England

AGENDA

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence.</p>	
2.	<p>NAMED SUBSTITUTES</p> <p>To receive details of members nominated to attend the meeting in place of a member of the committee.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive any declarations of interest by members.</p>	
4.	<p>MINUTES</p> <p>To receive the minutes of the meeting held on 4 May 2016.</p>	7 - 10
5.	<p>SUGGESTIONS FROM THE PUBLIC</p> <p>To consider suggestions from the public on issues the committee could scrutinise in the future.</p> <p>(There will be no discussion of the issue at the time when the matter is raised. Consideration will be given to whether it should form part of the committee's work programme when compared with other competing priorities.)</p>	
6.	<p>QUESTIONS FROM THE PUBLIC</p> <p>To note questions received from the public and the items to which they relate.</p> <p>(Questions are welcomed for consideration at a scrutiny committee meeting subject to the question being directly relevant to an item listed on the agenda below. If you have a question you would like to ask then please submit it no later than 5.00 pm on Thursday 21 July 2016 to tbrown@herefordshire.gov.uk)</p>	
7.	<p>ECONOMIC MASTER PLAN</p> <p>To comment on the proposed framework for engaging with communities.</p>	11 - 34
8.	<p>COMMUNICATION STRATEGY 2016-19</p> <p>To seek the committee's views on the communication strategy with associated communication protocol for the period 2016-2019 and consider whether to make any recommendations to inform cabinet's consideration of the strategy.</p>	35 - 82
9.	<p>DRAFT WORK PROGRAMME AND TASK AND FINISH GROUPS</p> <p>To consider the committee's work programme and related scrutiny activities.</p>	83 - 102
10.	<p>DATE OF NEXT MEETING</p> <p>The next scheduled meeting is Monday 5 September 2016 - scrutiny committee members are advised to attend from 9.30 am for the presentation to the Health and social care overview and scrutiny committee.</p>	

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- Inspect minutes of the Council and all committees and sub-committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of General Overview & Scrutiny Committee held at Committee Room 1, The Shire Hall, St Peter's Square, Hereford, HR1 2HX on Wednesday 4 May 2016 at 9.00 am

Present: Councillor WLS Bowen (Chairman)
Councillor CA Gandy (Vice Chairman)

Councillors: BA Baker, JM Bartlett, MJK Cooper, J Hardwick, DG Harlow, EPJ Harvey, JF Johnson, AJW Powers, NE Shaw, A Warmington and SD Williams

In attendance: Councillors GJ Powell, PD Price and P Rone

Officers: G Hughes (Director of economy, communities and corporate), C Ward (Deputy solicitor to the council), P Clasby (Planning obligations manager) and D Penrose (Democratic services officer)

76. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor CA Gandy.

77. NAMED SUBSTITUTES

Councillor B Baker substituted for Councillor Gandy.

78. DECLARATIONS OF INTEREST

None.

79. MINUTES

The Minutes were signed and approved, subject to the following alterations on page 16 of the agenda: 'that the first annual report was published in 2015' be replaced by 'was due to be published in 2016'

RESOLVED: That, subject to the above change, the minutes of the meeting held on 8 March 2016 be approved as a correct record.

80. SUGGESTIONS FROM THE PUBLIC

It was noted that a concern had been raised by Mr. Peter McKay regarding the way that the council was raising its evidence base for unadopted roads and footpaths.

The chairman welcomed Mr McKay to the meeting, and noted his concerns that the council had a statutory duty to record all the highways in the County. Mr McKay said that, in his opinion, there was a more cost effective way of achieving this than had been promulgated by the council. The Chairman suggested that a working party be set up with officers, representatives of parish councils, and interested parties such as Mr McKay, to further discuss the issue.

Resolved: That a working party be set up by officers to discuss the detail of the issues surrounding the definitive Map

81. QUESTIONS FROM THE PUBLIC

The Chairman noted that a large number of questions had been received in relation to item 7, the Task and Finish Group Report: Community Infrastructure Levy, and that an answer had been supplied by the council.

The chairman allowed for the following supplementary question from Mr R Stow, on behalf of the Herefordshire Campaign to Protect Rural England:

'Would Herefordshire Council commission economic research into the viability of charging CIL on intensive livestock units?'

The planning obligations manager replied that available evidence would be considered as to whether farm buildings were being built on a speculative basis which would mean that they would be liable for a CIL charge.

82. TASK AND FINISH GROUP REPORT: COMMUNITY INFRASTRUCTURE LEVY

The Committee noted the task and finish group report: Community Infrastructure Levy (CIL)

The planning obligations manager introduced the report and thanked all officers and members who had been involved. He said that this was the third report on CIL, and that the group had recommended that the charging schedule should go forward in its present form as they had found it to be sound and there were a number of pressing external factors which meant that CIL should be implemented as soon as possible, notably the limitation on pooling of Section 106 agreements. There had been a great deal of consultation over the charging schedule and the proposed rates were more flexible than those proposed in 2013. It was important to note that the charging rate was not permanently fixed for the life of the Local Plan, but should be kept under regular review, and that there should be a willingness and acceptance to revisit the schedule at the appropriate time.

The Chairman of the review group said that there were weaknesses in how the legislation allowed authorities to charge CIL. Specifically it did not recognise revenue growth through new businesses and didn't have specific provision to cover intensive agriculture where the development values were low but community impact could be high.

- Disappointment had been expressed that a recommendation from the second report that a CIL rate for energy efficient housing stock had not been possible again due to the way CIL legislation is drafted. More should be done in planning policy terms in order to encourage the development of this housing stock wherever possible.

The planning obligations manager pointed out that, as of April 2015, the council was limited in their ability to collect Section 106 (s106) contributions. The legislative changes were in place in effect to force planning authorities to adopt CIL as s106 post April 2015 were no longer a viable way to mitigate the impact of development .

- Overall the groups review had been beneficial, as it had refined the evidence to produce a better product and he believed that the charging schedule was sound.
- The different charging rates above and below a threshold of 11 units was explained, notably that the smaller schemes were not required to provide any affordable housing and were therefore more profitable, hence the differential rate in the charges.

During the ensuing discussion, the following points were made:

The planning obligations manager replied to the comment that the present scheme penalised small hamlets where no CIL would be chargeable on single developments by pointing out that CIL was charged but at a zero rate on these schemes. CIL rates would be regularly adjusted to reflect market rates during the lifetime of the core strategy.

In reply to a question he went on to say that CIL was a tax on a development and if viability evidence showed that development could bear a certain CIL rate in a specific area, then it would not be possible to offer a negative CIL rate without being accused of offering state aid to developers. The solicitor to the council concurred and said that as CIL was a charge and not a grant, this was the case. Rates would need to be based on the appropriate evidence.

- That the CIL viability rates were a result of values in the locality. Bromyard and Kington were micro markets and development values were lower in these towns this was reflected by the lower CIL rates.
- The planning obligations manager undertook to provide a written answer to a member's question regarding the CIL liability of caravan parks, the development of which could provide an uplift in the value of the site.
- That it was important that CIL should remain open to review.
- That, as indicated by questions to this committee, there would be public frustration that because there was no CIL charge on intensive livestock units, especially as these large units were not subject to business rates, despite the levels of pollution they produced and the damage to minor roads in the county. The planning obligations manager pointed out that there was no evidence that such units were being built on a speculative basis in order to be either sold or rented but they were integral to the larger farm enterprise. The evidence base indicated that industrial building were not sold for a profit so for that reason had a zero CIL rating.
- That as CIL was payable within 60 days of the start of any construction, care should be taken to ensure that it did not act as a disincentive to developers who were active in the county, and therefore the council would introduce a phased payment schedule at the time of adopting CIL.

Resolved that:

- (a) **the report of the task and finish group: community infrastructure levy be approved and the findings be submitted to the executive**
- (b) **the recommendations of the task and finish group: community infrastructure levy be approved as follows:**
 - Recommendation 1: The 'Preliminary Draft Charging Schedule' be carried forward unchanged as the 'Draft Charging Schedule';**
 - Recommendation 2: Urgent consideration be given to the need for a robust governance structure to be developed for the administration of CIL in advance of CIL being adopted;**
 - Recommendation 3: That Parish Councils be supported by clear advice to assist with the implementation of the CIL charging process prior to any collected CIL monies being spent;**
 - Recommendation 4: That the CIL charging schedule and its implementation be kept under review.**
- (c) **subject to the review being approved, the executive's response to the review**

be reported to the first available meeting of the committee after the executive has approved its response.

83. WORK PROGRAMME

The chairman reported that a work programming and training session for members had been arranged for the 25 May and he welcomed the opportunity for members, partner agencies and the public to have a greater role in the work programming of the committee.

Resolved: That the work programme be approved.

84. DATE OF NEXT MEETING

It was noted that there would be a work programming meeting for both General and Health and Social Care Overview and Scrutiny Committee on the 25th May.

The next meeting of the committee would be on Tuesday 26 July 2016 at 10am.

The meeting ended at 11.30 am

CHAIRMAN



Meeting:	General overview and scrutiny committee
Meeting date:	26 July 2016
Title of report:	Economic master plan
Report by:	Economic development manager

Classification

Open

Key decision

This is not an executive decision.

Wards affected

Countywide

Purpose

To comment on the proposed framework for engaging with communities.

Recommendation(s)

THAT:

- (a) the committee identify any recommendations to be made to the cabinet member to improved
- (b) the committee consider building into their work programme consideration of the draft econom

Alternative options

- 1 Not applicable.

Reasons for recommendations

- 2 To seek the views of the committee on any additional actions to secure improvement in the development of, and engagement with, the economic master plan.

Key considerations

Background

- 3 In an ever increasing competitive market place Herefordshire needs to stand out, to have its own identity, to be able to influence government and inform the direction of partners such as the Marches local enterprise partnership (LEP). To do this we need to be certain of our priorities and direction, to understand our issues and opportunities, and to be coordinated and ready to take advantage.
- 4 Herefordshire is already rising to the challenge. Recent public and private sector projects demonstrate the ambition and confidence which exists in the county – the Old Market development, Enterprise Zone status, roll out of superfast broadband, private sector investment from companies such as Cargill, Tyrrells, Heineken, and Weston’s all demonstrate a growing momentum within the county.
- 5 To supplement this approach the council is proactively pursuing the county’s continuing growth. The recently adopted core strategy will guide delivery of 16,500 new homes, sufficient employment land to meet the needs of a growing business base, and the associated infrastructure requirements.
- 6 However, how can we go above and beyond what is currently planned? How can we add layers of detail to strategic documents? How can we identify new opportunities, and how do we react quickly to investment proposals? These are all challenges the county currently faces, and which our competitors will already be addressing.
- 7 To achieve the changes required to make a significant difference within Herefordshire an approach is required where all aspects of the economy participate and contribute their knowledge and resources. This approach takes the form of a Herefordshire economic master plan.

Purpose and Objectives

- 8 Growing the Herefordshire economy will provide benefit in the form of maintaining, or increasing, living standards, help tackle poverty, increasing wages levels and disposable income, encouraging investment leading to further growth successes. As an enabler of growth the aim of the economic master plan is to:
 - a. Create the right conditions for economic growth and;
 - b. To move towards a higher value economy.
- 9 To deliver this vision the master plan will perform a variety of roles and functions. It will:
 - a. Contain a series of priority projects.
 - b. Act as a focus for attracting inward investment.
 - c. Raise the county’s profile and showcase exemplar existing businesses.
 - d. Deliver greater coordination and focus in our discussions with partners such as government and the Marches LEP.

Further information on the subject of this report is available from
Nick Webster, Economic Development Manager on Tel (01432) 260601

- 10 A significant proportion of the master plan will concentrate on the development of priority projects. These should focus on the delivery of economic growth and build upon the core strategy and/or a defined evidence base.
- 11 Priority projects are likely to take one of two forms, firstly they will be capital projects, usually construction or infrastructure related, that have a focus on a specific location or geography, for example the football ground in Hereford. Secondly they will engender or support a change of culture through a programme of activity not restricted to a particular location, sector, or delivery body, for example the desire to promote Herefordshire as a centre for outdoor leisure and recreational activity.
- 12 The master plan will contain a number of embryonic, initial priority projects that will make a contribution to the realisation of economic growth, however, as the master plan is not going to be a static document, it is important to create a pipeline of projects that can be added to the master plan on a regular basis.

Engagement

- 13 Whilst the economic master plan will have a county wide overview there inevitably will be a focus on Hereford city and the various market towns as these are the locations where most opportunities exist and where there is the commercial viability required to make the projects a reality.
- 14 To ensure genuine involvement with the master plan project it will be of paramount importance to effectively engage with local communities and groups in the city, market towns and across Herefordshire. As elected community representatives, there is a role for councillors in shaping and leading the project development process and forming meaningful communication linkages between the various communities and the development of the master plan.
- 15 It is imperative that communities and localities have regular opportunity to submit potential priority project ideas for consideration within the master plan. Equally it is anticipated that there could be a mechanism within the master plan to record where communities feel there are potential opportunities for investment in economic growth. There is a potential role for Members to play within this process in terms of organising and engaging the required capacity to develop potential project ideas.
- 16 To guide communities to develop potential project ideas a suite of criteria that submissions should address could be created to give some guidance as to the scale, scope and benefits required of projects.
- 17 A presentation attached at appendix 1 will be given to the committee to accompany this report and to gain views as to the development of a framework for engaging with communities led by Herefordshire councillors.
- 18 It should be noted that the final economic master plan as a budget and policy framework item will be adopted by full council. The provisional timetable for this is currently as follows:

General Overview and Scrutiny Committee	27 th September
Cabinet	3 rd November
Full Council	16 th December

Community impact

- 19 The Master Plan will include a suite of priority projects. Each of these projects will be required to make a contribution towards economic growth and a higher value economy. At this stage the final suite of projects has not been finalised so it is impossible to determine the exact community impact.
- 20 Within the Master Plan it is proposed to set out some specific targets to demonstrate contributions to economic growth and to measure success. It is likely that the Economic master Plan will include targets focused on economic benefit such as, but not limited to, :
- a. Increasing average wages;
 - b. Providing new Higher Education places;
 - c. Increasing the number of new business start-ups;
 - d. Reducing carbon dioxide levels;
 - e. Increasing GVA to demonstrate improved productivity.
- 21 The drafting, and approval, of the Economic Master Plan will help guide council and private sector investment through the implementation of the identified priority projects, consequently making a significant contribution to the corporate priority to support the growth of our economy.

Equality duty

- 22 There are no equality or human rights issues arising from the content of this report and there are no equality or human rights issue in the drafting of an Economic Master Plan.
- 23 However the work contained with the production of the Economic Master Plan may draw attention to issues within the implementation of the various priority projects that would have an impact on equalities or human rights.
- 24 Should council approval be required for support towards, or involvement with, any of these priority projects, a decision report will request the appropriate approval and set out the equality and / or human rights issues.

Financial implications

- 25 The cost of drafting an economic master plan is being met within existing service budgets and primarily is a call on officer time.

Further information on the subject of this report is available from
Nick Webster, Economic Development Manager on Tel (01432) 260601

- 26 There will be a cost to implementing the Economic Master Plan and for supporting or developing priority projects. Should council approval be required for support towards, or involvement with, any of the priority projects, a decision reports will request the appropriate approval.

Legal implications

- 27 There are no legal issues arising from the content of this report. Detailed legal advice will be gained to inform the Full Council report on adoption of the final Economic Master Plan.

Risk management

- 28 Should any of the priority projects require council involvement or support there will be a variety of risks associated with their development and implementation, these risks will be identified and mitigated within appropriate project management arrangements put in place for the delivery of successful project proposals.
- 29 The drafting of an Economic Master Plan provides an opportunity to undertake a further stage of delivery of the council's core strategy and to secure investment towards economic growth within Herefordshire.

Consultees

- 30 A number of consultation events have taken place with communities across Herefordshire to gain projects ideas that would significantly contribute towards economic growth and form a priority project within the Economic Master Plan. These project ideas will be considered along with ideas taken from a number of other sources, including General Overview and Scrutiny Committee.

Appendices

- Appendix 1 - Master Plan Presentation GOSC Meeting July 2016

Background papers

- None identified.

Herefordshire Economic Master Plan

17 **General Overview and Scrutiny
Committee**
July 2016

Background

- Want to grow the Herefordshire economy.
- In a competitive world Herefordshire needs:
 - to stand out,
 - to have its own identity,
 - to be able to influence government,
 - and inform the direction of partners such as the Marches LEP.
- To do this we need to be certain of our priorities, understand our issues and opportunities, and to be coordinated and ready to take advantage.
- An approach is required where all aspects of the Herefordshire economy participate and contribute their knowledge and resources.
- This approach takes the form of the **Herefordshire Economic Master Plan**

Plan Audience

- Internal – Cllrs and Services
- Partners
- Business community
- Investors
- Communities

Purpose

- What do we want the master Plan to achieve?
 - Creating the required conditions to enhance our economic growth.
 - Movement towards a higher value economy.
- How will this be achieved?
 - By developing a series of priority projects
 - Attracting inward investment
 - Raising the county's profile
 - Being better coordinated as a county in our discussions with government and the LEP,
 - By working in partnership,
 - By building on what has already been achieved.

Building on our momentum

- During the last 4 years the county has been successful in:
 - Gaining EZ status for Rotherwas,
 - Bringing in £100m of private sector finance to build the Old Market development.
 - Bringing Superfast Broadband to 55,000 residential and business premises.
 - And, most importantly, adopting the Local Plan.
- Building on the Local Plan
 - Subject to intense scrutiny, consultation and challenge
 - **Sets the Strategic Framework for the promotion of Growth**
 - **The Master Plan will provide the detail to actually achieve Growth**
 - Both cover the same 15 year period up to 2031.

Approach

- Intending that the Master Plan focuses on a number of Key Themes.
- Each Theme will contain projects
- Projects should contribute towards the aspiration for Growth and a Higher Value economy.
- Some projects, due to their size, impact, or scope, become very Important Projects (VIP's) and hence priorities within the Master Plan.
- Projects, VIP's and Targets will be developed through the consultation process.
- The projects and VIP's will become the content of the Master Plan.

Themes and Very Important Projects

- Seven themes – broad building blocks for investment
 - A Great Place for/to: Business
 - Learn
 - Live
 - Visit
 - Great Market Towns
 - A Great Environment
 - A Great Place to Get Around

6. Key themes

A Great Place for Business

The aim is to transform Herefordshire into a high value, knowledge economy, with a modern and diverse commercial property stock and to be at the forefront of innovation and the development of new sustainable industries.

Major new and upgraded employment sites at Rotherwas, Moreton, Three Elms and in the key market towns will help drive the future economy of the centre. The city in particular has enjoyed strong commercial development over the last 2 to 3 years principally as a result of the Enterprise zone status awarded to Rotherwas.

Hereford is identified in the Core Strategy as being the principal location for new employment growth but this is supplemented by other allocations at Leominster, Ledbury and Ross on Wye offices and needs to plan for major growth. The county has had notable recent successes with both Cargill and Heineken making recent multimillion pound investments further cementing their commitment to Herefordshire, the sale of x ha of land at the Enterprise Zone demonstrates that given the availability of well-located opportunities then investment will follow.

Alongside a continued push for inward investment there is likely to be continued growth in local companies, some of which will look to upgrade their current space and expand and it is important their demands for modern accessible office space are met.



Targets by 2031

- 500 new business created
- X new jobs generated in private sector
- New floor space constructed

Projects

The emerging business projects include:

1. Development of a new Hereford Central Business District as a sub-regional office centre with linkages to the historic city and attractive pedestrian friendly routes to the station and to the new university and retail development at the Old Market;
2. Continued commitment to the build out of the Hereford Enterprise Zone and redevelopment of the existing Rotherwas industrial estate.
3. Encouraging delivery of existing major employment allocations at Three Elms, Moreton on Lugg, and the market towns;
4. Development of a suite managed workspace or 'Business Centres' across the county to encourage small, creative and innovative businesses including the construction of an innovation Centre at the Enterprise Zone developing the relationship between the NMIITE university and local companies,
5. Entrepreneurial culture



A Great Place to Visit

The aim is to unlock the potential of the county as a unique, special place to visit at a regional and national level, offering a unique blend of heritage, architecture, countryside walks, rural communities to explore, modern leisure attractions, shopping, new and inspiring cultural and arts developments.

Herefordshire is a definitively rural county. Without the large scale visitor numbers drawn to better known locations such as the Lakes, Peak District, or South West, the county still has a host of attractions and events to tempt visitors. The offer is one that is rooted in both being local and distinctive, there is a preponderance of niche festivals, quirky accommodation, and fantastic food and drink.

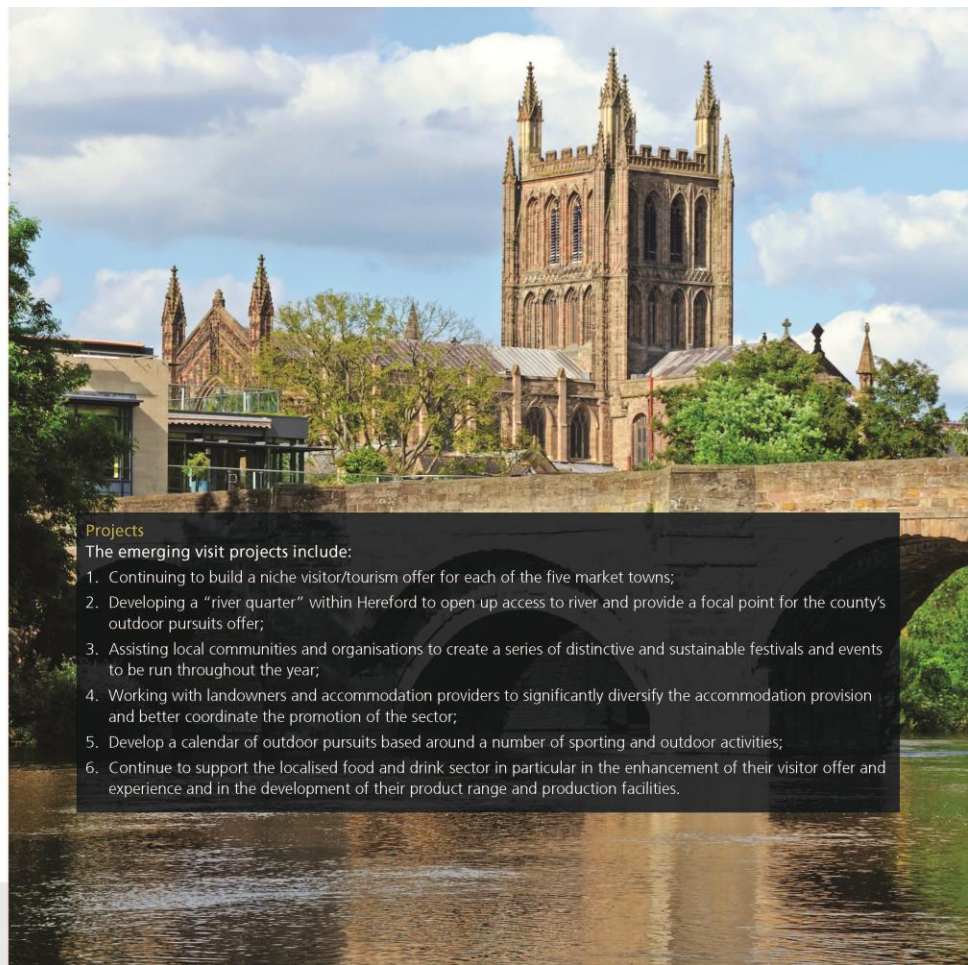
Potential exists to utilise the natural offer to enhance the visitor experience with specific emphasis being placed on the outdoor pursuits market. This will focus on only on the year round offer gained from walking, cycling and water sports but also on developing a series of regular events such as long distance assault courses, orienteering, open water swimming and mountain biking.

The traditional accommodation offered throughout the county will be supplemented through the provision of a new, quality, hotel offering high end accommodation and the potential for business conferencing. At the other end of the size scale encouragement will be given to the provision of a wide range of small scale and unique accommodation experiences whether yurts, Hobbit Holes, bivouacs, or high end camping.

To ensure a diverse and unique visitor experience this accommodation will be offered alongside market towns each with a specific specialisation – antiques in Leominster, walking in Kington, Poetry in Ledbury for example – and a range of small scale, distinctive events and festivals celebrating the best that the county has to offer.

As is expected Hereford has the most diverse visitor offer and acts as a compelling base from which to explore the rest of the county, in addition to traditional features such as the Cathedral, Courtyard Theatre and Cider Museum it has a modern offer through a multi-screen cinema, vast range of restaurants and bars, and other leisure activities.

The city could benefit from more diversity to its offer and there is opportunity to consider developing the role the river plays



Projects

The emerging visit projects include:

1. Continuing to build a niche visitor/tourism offer for each of the five market towns;
2. Developing a “river quarter” within Hereford to open up access to river and provide a focal point for the county’s outdoor pursuits offer;
3. Assisting local communities and organisations to create a series of distinctive and sustainable festivals and events to be run throughout the year;
4. Working with landowners and accommodation providers to significantly diversify the accommodation provision and better coordinate the promotion of the sector;
5. Develop a calendar of outdoor pursuits based around a number of sporting and outdoor activities;
6. Continue to support the localised food and drink sector in particular in the enhancement of their visitor offer and experience and in the development of their product range and production facilities.

Very Important Projects

- Initial set of 20 plus VIPs – currently....
- Infrastructure Investments
 - Sets out HC commitment to the Plan.
- Investment opportunities
 - Hereford
 - Herefordshire and Market Towns
 - Suite of projects
 - Specific projects
- Developing an Entrepreneurial Culture
- Maps and Visuals

NMITE

Overview

NMITE is scheduled to be a new independent, not-for-profit, world-class teaching university, based in Hereford that will address the skills shortage for graduate engineers in Marches and British businesses in advanced manufacturing, agri-engineering, data, defence, resources security and sustainable/smart living technology sectors.

The curriculum will be targeted at the needs of engineering and technology employers to produce employment-ready, productive, industry relevant, innovative, economically and financially literate graduates who will be able communicators and project managers.

27 With a new approach to learning – based on real-world problem solving and the blending of high quality engineering and design with communication and employability skills targeted at the growth sectors of the future, the NMITE project is projecting a student population of 5,000 by 2031.

NMITE are committed to the construction of a state of the art 21st century teaching and innovation campus in the centre of Hereford, developed on the latest 'agile' principles involving the construction/or refurbishment of teaching and administrative facilities. Linked to the city centre facilities will be laboratories and workshops and the NMITE Application & Development centre on the Enterprise Zone.

The first phase of the project will see over 1000 students taking courses by 2021, rising to 5,000 by 2031. The current rental market within Hereford is not geared to meet this level of demand so students will predominately be housed within dedicated accommodation in various units across the city.

Crucial to our future plans is the planned creation of a new engineering university for the UK, based in Hereford - the New Model in Technology & Engineering (NMITE). This exciting project to create a new, independent, not-for-profit world class teaching university will have a game-changing impact on the city, county and UK plc.

Delivery of the NMITE model will help to address the UK's skills shortage in engineering, which threatens to cripple our national capacity for growth and frustrate our ability to compete in the global economy. The establishment of NMITE as a University in Hereford will provide a counter to the net exodus of our brightest and best students and serve to attract others from across the country. Inevitability this influx of students will result in spin off companies settling locally with benefits to the local employment and R&D markets. The project has made rapid progress over the course of 18 months with the private sector promoters building a management team, developing a curriculum and sourcing academic institutional partners and business contributions. To establish itself, NMITE is seeking £18M of government and European funding, with the Council willing to invest in, and take shared risk, on the provision of student accommodation.

Quick Facts

Sponsor	Herefordshire Tertiary Education Trust
Scale	£80m
Type	Education and Student Accommodation
Location	Hereford City Centre
Investment Type	Equity investor, developer and development funder
Programme	2018-2025

Opportunity

Current accommodation plans envisage three sites each of 350 units all located within easy walking distance of the University's academic buildings, the residences will provide a superb environment for living and studying with generous en-suite bedrooms, including hard wired and Wi-Fi internet access.

NMITE are looking for private sector partners who can match their expectations for accommodation of a very high quality design providing all the modern facilities expected by the students of tomorrow.

As a city centre based University there will be significant opportunity for the student population to be integrated with the local population and in particular to use the service, culture and leisure facilities available within Hereford. There will be opportunities to provide a range of services, which aren't currently available (or only available to a limited extent), aimed directly or partially at the student market.

With the expectation that redundant shops will be turned into seminar spaces and old offices with the right floor plans converted into studio/worklabs for 20-30 students – no lecture halls, no mass classroom settings – there will be significant investment opportunities for private sector partners.

Hereford River Quarter

Overview

Hereford is built on the banks of one of the UK's great rivers, the Wye has always had a reputation for great fishing and is increasingly becoming known as the premier destination for canoeing and other water related activity. The natural advantage provided by the Wye is not currently capitalised upon, with access to the river restricted as it enters the city centre, for many visitors the location and opportunities provided by the river remain an unknown attraction.

This project will redevelop the 300 m stretch of riverbank, and beyond, between the Great Western Way and A49. Hereford Rugby Club will be relocated to a site where they can develop their playing and spectator facilities. Hereford Rowing Club will be given the opportunity to redevelop their boathouse and riverside access facilities.

The focus of the site will be on outdoor events, riverside and water based leisure activities, and a small scale food, drink and retail offer, accompanying a residential presence. Enhanced access will be provided to the riverside via Greyfriars Ave for vehicles, and for cyclists and pedestrians via connections directly onto the Great Western Way.

Leisure activities will be aimed at developing the site for two primary purposes, firstly as a focal point for water based activities, including canoeing and kayaking, open water swimming, and rowing, and secondly as a city centre based outdoor events space that is adaptable for a range of cultural events such as festivals, theatre performances, or music events.

As the project develops, improvements to the linkages to the city centre will be made with enhancements to pedestrian crossing points of the A49 made at the Barton Road junction. Pedestrian and cycle linkages will be incorporated within the site to create looped trails travelling across the river, along the southern bank to the Bishop Meadows and back via the cathedral and city centre, thereby ensuring the project site can be successfully incorporated within the wider city.

In time the project will become one of a number of natural hubs within the city aimed at pulling in tourists and visitors to sites cross the city, linked with the retail and cultural experiences available at the Old Market and city core, the river quarter will

Opportunity

There is scope for a comprehensive redevelopment of this x acre riverside site adjacent to Hereford city centre. The project will require a range of innovative and flexible uses to maximise the developable area and mitigate the impacts of river flooding, support from a range of government initiatives will be sought to assist in the development of these mitigating measures.

The riverbank within this project will be served directly by a number of new build restaurants and cafés, supported by small scale retail opportunities aimed at leisure niche and/or localised producers.

Behind the riverfront development will be residential properties, the potential to use innovative flood defence methods will be explored to maximise the developable area. Part of the existing playing fields will be converted into a semi-permanent festival facility with grass banked amphitheatre, camping washroom facilities, and electrical points to facilitate city centre camping.

Quick Facts

Sponsor	Herefordshire Council
Scale	£15m
Type	Mixed use riverside regeneration
Location	Hereford City Centre
Investment Type	Equity co-investment and development finance
Programme	2019-2022

A suite of material and resource

Different material for different audiences:

- Broad Plan – Partners, Cllrs and Council Services
- Pitchbook – Investors / Herefordshire businesses
- Individual VIP's – Investors / Partners
- Broader project list – Herefordshire Communities / Consultees (via core strategy approach)
- Are there any other audiences that should be targeted, and if so is the suite of material appropriate?

Key Messages

- Is an “Economic Development” document - aiming to achieve economic growth.
- Setting an overall strategic direction – individual projects can plug into a wider strategic plan.
- Will help coordinate the council’s investment.
- Visionary document – projects are opportunities.
- Is a living document – developing a pipeline of projects.

Future project development

- Master Plan is a living document that will evolve over time.
- Aim is to build a pipeline of projects
- Communities should have an opportunity to submit project ideas
- Projects should be in conformity with the core strategy
- Time to develop future projects
- What would the process be for incorporating new projects
 - Annual review.
 - Link to monitoring.
- Including project ideas that aren't VIP's

Local Project Development

- Held initial consultation events, some initial project ideas.
- Want local communities / localities to be able to identify potential projects, gaps and upcoming opportunities.
- How can Members play an active role in enabling their communities to identify potential projects?

Questions?



Meeting:	General overview and scrutiny committee
Meeting date:	26 July 2016
Title of report:	Communication Strategy 2016-2019
Report by:	Communications manager

Classification

Open

Key decision

This is not an executive decision.

Wards affected

Countywide

Purpose

To seek the committee's views on the communication strategy with associated communication protocol for the period 2016-2019 and consider whether to make any recommendations to inform cabinet's consideration of the strategy.

Recommendations

THAT: the committee considers the communication strategy with associated communication protocol for the period 2016-2019 and whether to make any recommendations to inform cabinet's consideration of the strategy.

Alternative options

1. The council could continue working in current arrangements without a guiding strategy or accompanying protocols. This is not recommended as would result in an ad-hoc approach to communication and engagement with residents, businesses and partners.
2. The council could reduce the level and range of communication and engagement across the council knowing there is pressure on the budgets due to reduction in Government grant and the need to focus resource on areas of high demand. This is not recommended at this time as would reduce the capacity of the organisation to engagement during a period of change and development, with key activities and programmes being implemented over the next few years in line with the corporate plan.

Reasons for recommendations

3. To inform a future cabinet decision.

Key considerations

4. The communication strategy will support delivery of the corporate plan approved by Council in February 2016, with outlined priorities and future delivery. The strategy also supports the council's need to become 'digital by default'- reflective of the changing way in which people communicate.
5. As well as communication and engagement with residents and businesses, the strategy addresses internal communication with the workforce and members, to aid a joint understanding of the issues being addressed by the council, and new initiatives and service models being developed.
6. Whilst relaying the key council messages, the strategy supports communications based on type of message and the audience. This will assist effective engagement to; help manage expectations; provide information on service changes; and outline the rationale for council decisions. The improvements in channels of engagement aim to enable individuals and communities to source the information, which can reduce unnecessary contact with the council and where possible provide pre-emptive information and guidance.
7. The protocols outline the delivery of best practise communications and area reference point that both officers and members need to work towards.
8. Specific actions emerging from the strategy include:
 - Provide timely and engaging online news content from across the organisation
 - Improve web content for Herefordshire Council, linking to other public sector organisations
 - Use of insight and data to understand the needs and trends of service users and customers
 - Refine the internal communications with employees and council members
 - Bespoke media and social media training for designated spokespeople and online community managers
 - Refreshed branding to better suit digital channels and replace existing branded documents
 - Conduct brand audit and refresh public-facing and internal branded signage
 - Produce locally relevant imaging and photo stock for corporate and service use.

Community impact

9. There is much the authority needs to communicate to the community and an equal amount that the community needs to say to the council. How that is done will vary between levels of need and particular audiences. Whilst a large proportion of our audience are online and increasing use of social media can reach a wide audience with target messages, there will be some requirement for more bespoke contact.
10. Figures from the Office of National Statistics show that 11% of the Herefordshire adult population have never been on the internet. This suggests that there is significant potential, and for many people an expectation, that the local population interact with the council online. This still leaves a proportion of people who do not interact on line and other mechanisms need to be considered to reach these people where via the media or specific service support. Due to diversity across the Herefordshire community, it is important that the council communicates effectively with the right

people, at the right time, in the right way.

11. The communication strategy will help the local community understand the key council priorities, as approved in the corporate plan 2016/20. It is important for tax payers of the county to know what the council does and the areas the council needs to focus on. Sharing those priorities is fundamental to creating a joint understanding of the role, purpose, and functions of the council.
12. Targeted communications will be implemented using knowledge gathered through a range of readily available data tools, though with the potential of further data collection necessary to ensure the council can continue to support the best methods of communication.

Equality duty

13. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the Public Sector Equality Duty when taking any decisions on service changes. This requires effective, targeted communication to any of the groups who need access to services, are affected by service changes or who are the target for a campaign.
14. A public authority must, in the exercise of its functions, have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under this Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
15. Where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively. This means that attempts to mitigate the harm need to be explored. If the harm cannot be avoided, the decision maker must balance this detrimental impact against the strength of legitimate public need to pursue the service remodelling to deliver savings. Effective engagement is a pre-requisite, along with supporting information to find alternative suppliers or services.
16. The implementation of digital services will mainly affect the protective characteristic of age – especially older people. It is important to address any instances where engagement has been available online only to avoid discrimination toward this protected characteristic. This can be overcome through effective, targeted offline information.

Financial implications

17. The implementation of the strategy will be resourced from existing communication budgets in addition to the specific reserve which was set-aside in 2015/16. Current staffing budgets will provide the necessary officer time. The existing communications budgets will also cover the costs of supplies and services to include media monitoring service, media training, digital magazine software, photography, and design and print services. These supplies and services will be procured in line with the council's Contract Procedure Rules.

	£000
2016/17	53
2017/18	30
2018/19	30
Total	113

18. Any additional income which may be generated through external funding such as advertising may create opportunities for further investment, subject to specific business cases and further cabinet member decisions.

Legal implications

19. There is no legal requirement to have a communication or engagement strategy.

Risk management

Risks if the strategy is approved

20. Pressure on budget and staff capacity due to increased communications activity
Mitigation: Current actions contained within the budget; additional spend would be through additional income.
21. Internal communications are not undertaken to staff on new protocols and processes
Mitigation: Effective roll-out with presentations, workshops and new communications toolkit.
22. A whole authority approach to effective communications – internal and external.
Mitigation: Commitment from senior managers and members on the roll-out of new protocols and principles. Communications team to lead on support at operational level with a whole organisation commitment to best practise communication and engagement.

Consultees

23. There has been no external consultation on this strategy. Insight has been gathered through existing data from Understanding Herefordshire survey, the Joint Strategic Needs Assessment, internal staff surveys and the council's Hereford 2020 communications survey.

Appendices

- Appendix 1. Communication Strategy 2016 to 2019
- Appendix 2. Communications Protocols and Principles
- Appendix 3 Presentation to GOSC Meeting July 2016

Background papers

None.

Communication Strategy 2016-2019



Introduction

Good communication and engagement can create a positive experience for those who interact with the council. It helps residents, employees, partners, and the media understand Herefordshire Council's objectives, values, services, challenges and achievements. Through efficient and effective communication, the council will improve local engagement and perception.

Why engagement is important

There are over 186,000 people living in the county and there are in the region of 11,000¹ registered businesses in Herefordshire, each of which need a varying degree of interaction with the council. Effective communication and engagement should be a two way process where information and views are shared. It is only by working collaboratively with residents, and across the public, private, education and voluntary sectors that Herefordshire can sustain what is important and develop what is needed to be a vibrant, sustainable county.

A communications strategy

Herefordshire Council is a very different organisation from what it was only a few years ago. Its roles and responsibilities have shifted - it is a smaller organisation yet it has needed to respond to the increasing demands of the most vulnerable in the community. There is an increased emphasis on the council working with communities to be involved in the operation of services valuable to them, while the council's role shifts to a more focused one of protection of the vulnerable and support for the economic growth of the county by enabling the creation of more homes and jobs.

The county is influenced by global and national events, advances in technology, Government policies, and trends that affect how we live our lives. Against a background of continuous change, communication becomes increasingly important- especially considering the role of the council as a community leader responsible for long-term development and charged with bringing together the work of different organisations.

The communication strategy will be driven by the priorities, plans and activity outlined in the corporate plan. Whilst the focus is on the work of the council there will be strong links to other organisations when creating a single voice for the county.

¹ MINT UK database

Herefordshire Council needs to communicate, engage and align with a wide range of stakeholders, including residents, businesses and charities, as well as other public sector services. By providing efficient and effective engagement the council can improve local understanding, perception and involvement. It can respond in a crisis, share information and inform on future developments, explaining why certain things have to be done in a particular way, working with our community and workforce to share the right messages, at the right time, in the right way.

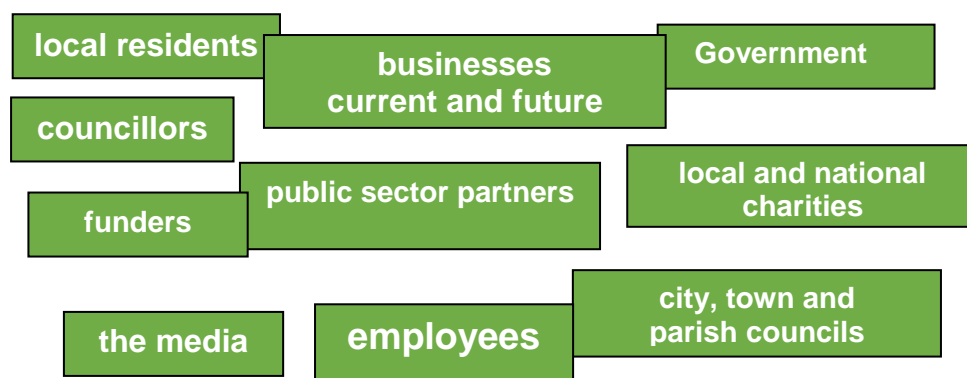
Communicating priorities and messages

Priorities

The corporate plan describes Herefordshire Council priorities. It is important for the council tax payers of the county to know the areas the council needs to focus on. Sharing these priorities is fundamental to creating a joint understanding of the role, purpose and functions of the council. The priorities are:

- Enable residents to live safe, healthy and independent lives
- Keep children and young people safe and give them a great start in life
- Support the growth of our economy
- Secure better services, quality of life and value for money

The key audiences include:



Messages

The following messages illustrate how the council uses its resources and focuses its energy to meet the four priorities.

1. Empower the local community

Helping the local community stay independent and providing them with the tools needed to independently resolve their issues is key. This approach gives ownership and responsibility to individuals, families and the community, whilst enabling the council to assign resources to

areas of high need. By challenging perception on who holds the power and responsibility, and by providing tools for people to help themselves, we will:

- Provide individuals and families with the right information and direction to resolve local issues
- Reduce the necessity to contact the council by enabling people to access council services via self-service
- As much as possible put the control of people's care in their own, or their family's hands
- Encourage feedback on how things could be improved and provide supportive processes
- Provide local opportunity through community ownership of assets and direct delivery of other services previously operated or supported by the council.

2. Deliver priority services

With decreasing levels of funding due to reductions in Government grants, the council will prioritise the delivery of services to those with the greatest need. This will meet the statutory services obligations and provide services that people cannot access through any other means. The council will focus its effort and funding to:

- Protect residents and provide care for the extremely vulnerable within the community
- Help residents take responsibility for their health and wellbeing, and to look after others in their family and community
- Provide infrastructure and services to facilitate business and growth opportunities
- Take responsibility for statutory services and those functions essential to living and working in the county, e.g. road maintenance, waste collection, street cleaning
- Be clear on areas of responsibility and when other organisations can take the lead



3. Spend within our means

The council has to make difficult decisions to balance its budget and protect service delivery in the future. This means managing spend carefully, ensuring value for money and reducing borrowing. Through partnership working, the council and others will share knowledge and resources knowing that through collaboration more can be achieved. This includes:

- Creating effective partnerships across the voluntary, community, business and public sectors to drive innovation and achieve savings
- Making tough but necessary choices which will include ceasing to provide some services
- Working with communities to help them run services important to them
- Being transparent over our expenditure
- Ensuring value for money and test costs through procurements
- Working more collaboratively with partner organisations
- Identifying opportunities and generating income to help sustain services
- Reducing debt but also investing in schemes that can create a long-term financial return.

Communication and Engagement

There is much the council needs to communicate to the community and an equal amount that the community needs to share with the council. How that is done will vary between levels of need and particular audiences. Whilst the website can reach a mass audience and an increasing strategic use of social media can reach a wide audience with target messages, there will be some requirement for more bespoke engagement.

In engaging with audiences the council should aim to:

- Centre on the customer and operate as a joined-up organisation
- Encourage two-way dialogue with residents to act as the “eyes and ears” for the council
- Combine and align key council messages toward communicating shared goals
- Celebrate success and innovation of our residents and businesses
- Help people feel informed and proud of living in Herefordshire
- Support employees, members and partner organisations to act as proud local ambassadors for the council’s work
- Be clear, open and honest without creating a negative impact on other people, services or partners

The following ten objectives will help guide and inform our communication and engagement activity:

1. Ensure engagement channels activities reflect the diversity and accessibility needs of the local community
2. Use the most cost-effective method of communicating and engaging relevant to the audience
3. Promote the council as a trusted and approachable organisation focused on the public and their needs
4. Strengthen the reputation of Herefordshire Council with a focus on shared understanding of priorities and objectives.
5. Build and maintain a professional corporate identity for consistent and co-ordinated use throughout the organisation and by third-party providers
6. Work with public sector partners to ensure effective sharing of information during emergency or high-risk situations
7. Communicate council decisions, news, events, plans and major announcements
8. Assist elected members and council employees to be ambassadors for council services and initiatives
9. Improve communication and engagement and skills within the council
10. Be a responsible and communicative employer, by retaining a skilled, productive workforce and create a reputation as an employer of choice.

Delivering our objectives through different channels

Some people, organisations and businesses interact with the council regularly, however it is important that communication and engagement reaches the whole community, to be fair and transparent to all. To ensure a wide reach, a range of channels can be used.

Media and PR

There is a need to maximise the opportunities of using the media to communicate messages to a wide audience. These include:

- Media releases based on news stories and features
- Be proactive and pre-emptive when it is clear a decision or approach may be controversial
- Response to inaccurate information or misleading interpretation of the facts
- Support media releases with good quality photographs which helps draw attention and increases the likelihood of a feature being used
- Develop responsive and positive relations with the media which will ultimately help in communicating to local residents.



Websites and mobile app'

Digital is increasingly becoming people's preferred method of communication and engagement. This is reflected the council's aim for its website to become the first point of customer contact. As part of the digital strategy, the communications team will ensure:

- Website content is engaging, accessible and accurate,
- Opportunity for the community to interact on-line quickly and easily to perform key activity such as making payments, returning forms, arranging appointments and completing applications.
- The website and its functionality is fully mobile responsive
- That an app is developed to improve engagement that provides a good customer experience and integrates easily to allow engagement with services

Social media

Social media provides a quick and easy way for the public to receive information and engage with the council. The insight and ability to target specific audiences provides opportunities to support campaigns and key messages.

- Grow our social media communities to assist the fast and effective sharing of news in emergency situations
- Monitor the engagement and channel feedback to services to help prove and improve levels of service
- Manage and support council social media community managers to use social media and technology more efficiently and effectively.



Marketing campaigns

The council, often in partnership with others, will run specific campaigns that bring together a number of tools that raise awareness and engagement on an issue. This will specifically focus on the priorities of the council, but also support the promotion of the county as a place of investment by funders, national government and the private sector. Specific campaigns include public health promotion, Hereford 2020, digital inclusion, fostering and adoption, WISH (Wellbeing Information and Signposting for Herefordshire).

Internal Communications

Good internal communication is important to inform staff of roles and responsibilities, changes to their employment and work environment, and to involve them in shaping services to improve delivery and meet budget reductions.

Both members and employees should be inspired and engaged by the commitment to make Herefordshire a great place to live, work and learn, supported by regular reminders of the difference the council, and they, make to people's lives. Employees and members of Herefordshire Council are natural ambassadors and advocates for the council's work. We will:

- Provide improved communications and engagement channels for employees and councillors, to support access and flow of information to help promote the key council messages and priorities and support in wider communication and engagement
- Keep employees and councillors informed of latest council news and provide sources for further information
- Provide and promote communication and engagement protocols and principles and other supporting documents.

Design and Print

As the news and media landscape changes and services engage with new technology, more focus will be on creating infographics, social media and shareable digital content. A brand refresh will coincide with the roll out of the digital strategy. Some services will be supported to create sub-brands to identify and promote services linked or campaigns.



Print is a decreasing communication tool, often costly and untargeted. However, particular demographics linked to target campaigns may mean print has a part to play.

Commissioned services and contractors

As the role of the council as a commissioner continues, it is important that communication responsibilities and objectives are articulated at the commissioning and procurement stage. Effective partnership branding can benefit all parties creating an understanding of providers and enhancing reputations. Working with commissioned services to identify brand partnerships and opportunities will help present an identifiable presence.

Consultations

Herefordshire Council will adhere to the set of Government principles to be more effective in consulting the public and to help avoid consultation fatigue. The council will use more digital methods to help involve a wider group of consultees at an earlier stage in the policy forming process. The use of technology, clear language and plain English in consultation documents will help the public engage, contribute and feed in their views.

Advertising and Sponsorship

Advertising and sponsorship can provide a revenue income stream and will be accepted where relevant to the service and not at a detriment to the customer experience. The council will establish mutually supportive relationships with other organisations in the public, private and charity sector to collaborate on reaching audiences – this means the council in certain circumstances will also place adverts.

Brand and Reputation Management

A brand is built and affirmed every time the customer has contact with the council, and needs to be consistently delivered across all platforms, online and in person. The brand can also affirm the roles and responsibilities of the council, communicating the wide range of services the council runs and supports.

Herefordshire Council has a clear and recognised brand. However, there are still a number of versions of the brand used in different contexts. A brand refresh and roll-out would support the commitment to the digital strategy and help ensure consistency both online and off-line. Specific venues and services could benefit from a dedicated, linked brand identity to help market the service more effectively for wider promotion and income generation (e.g. the museum venues).

The council has a duty, often a legal obligation, to conduct activities that are sometimes unpopular – especially in areas of social services and budget saving, as well as enforcement such as planning, licensing and environmental controls. These are necessary roles to ensure the law is followed, the community are protected and the quality of environment which Herefordshire enjoys is retained. Some of the decisions made affect the reputation of the council and have a negative connotation on other services. In this instance the reason for the action needs to be explained and communicated.

Face to Face and Phone service

The council interacts with the individuals in the community face-to-face and over the telephone. We will strive to convert these interactions into quick and easy online transactions that are more efficient and more effective. Whilst there will always be the need to conduct some services via face to face and telephone contact, such as social services and safeguarding, we will prioritise and aim to achieve channel shift by improving the accessibility and functionality of the website and the provision of a mobile app’.



Research and Insight

Understanding the needs of a diverse community is important to inform how the council operates and changes services to meet changing needs. A range of mechanisms and tools can be used, including the sharing of information and data, research, and consultation results to form a comprehensive and accurate view of the needs, trends and aspiration of local people and businesses.

Communications protocols and principles

1. Introduction and objectives
2. Scope
3. Working protocols for employees
4. Working protocols for elected members
5. Working protocols for communications team and media
6. Legal framework and political dimension
7. Using social media
8. Elections
9. Scrutiny
10. Advertising and Sponsorship

1. Introduction and objectives

1.1 Good communication and engagement creates a positive experience for those who interact with the council. They help residents, employees, partners, and the media understand Herefordshire Council's objectives, values, services, challenges and achievements. Through efficient and effective communication, the council will improve local engagement and understanding. However, without clear protocols the reputation of Herefordshire Council is vulnerable. These protocols form part of the code of conduct for employees and elected members. They have been developed to support and govern all communications and marketing activity within Herefordshire Council, including press relations.

1.2 The objectives of the protocols and principles are:

- To establish, promote and embed effective working protocols to govern and guide the way Herefordshire Council communicates and engages with a range of stakeholders.
- Present a professional, co-ordinated and consistent approach that is customer centric and supports our audiences and services.
- Provide guidance for all employees and elected members to mitigate risk and promote council services and activity.

1.3 The communications team aims to provide guidance and leadership on communications and marketing activity. It will take responsibility for promoting and monitoring the communications protocols and principles, including highlighting instances when the protocols have not been observed and provide evidence to monitor the impact, which may include supporting any resulting investigation or disciplinary procedure.



2. Scope

2.1 Protocols apply to any Herefordshire Council communication, including:

- Press releases and statements to the media
- Digital content including social media
- Any communication or document prepared by Herefordshire Council services for public consumption, including advertising, leaflets, newsletters, reports, posters, banners, flyers or websites
- Any document or publicity with which Herefordshire Council is associated with. Even if the publication is produced in partnership or is a joint document then the communications protocols and brand guidelines still apply
- Any publication or work prepared for the public domain, by consultants or contractors when working on behalf of Herefordshire Council.
- Internal communications to staff and partners.

2.2 Protocols apply to everyone who works for Herefordshire Council in any capacity, or who represent the organisation in some way, including:

- All elected members
- All employees within the organisation, including those employed on an agency, freelance or consultant basis
- Volunteers working with council service teams
- Partners, providers and suppliers (including contracted or commissioned services) that may want to refer to Herefordshire Council in publicity material.

2.3 Employees should refer to the communications and marketing tool kit on the intranet for other communication resources which includes the communications strategy, brand guidelines, style guide and templates.

3. Working protocols for employees

3.1 These guidelines provide the protocols and principles for day-to-day communication activities for the council. Individuals and service areas can seek advice from the communications team on a wide range of issues. The following section provides an overview on day-to-day protocols for the following areas, more information on specific topics can be found later in this document:

- Expectations and requirements when working with the press & media
- The use of Social Media
- Using the Herefordshire Council and other corporate websites
- Guidance and requirements for working with partners
- Help for effective consultations
- How to communicate internally
- Guidance on advertising and sponsorship



3.2 Working with the media

For the full protocols on working with the media, see section 5 'Working protocols for communications team and the media'.

3.2.1 Only employees who have received media training and communications team support should act as official spokespeople. The process of 'senior suitable' will apply and the communications team will provide guidance on the most appropriate person to speak to the media about Herefordshire Council matters.

3.2.2 Service areas should notify the communications team of positive or negative issues that may be of future press interest. Statements or press releases can be prepared by the communications team in advance of enquiries, to help support the reputation of the service and the organisation.

3.2.3 Employees of Herefordshire Council will often be asked by the communications team to respond quickly to media requests for interviews or background operational information. Those asked by the communications team to assist in responding to press enquiries should do so quickly, so that press deadlines are met and to help support the reputation of the service and the organisation.

3.2.4 All approaches by the media should be directed to the communications team. If an employee is contacted directly by a local or national journalist, the protocol is:

- Advise the journalist to contact the communications team in the first instance (by calling 01432 260006 or email communicationsteam@herefordshire.gov.uk) or offer to transfer their call.
- Take the name of the journalist, the publication they represent and their telephone number
- Notify the communications team immediately if the call is not transferred and provide the journalist's contact details
- The communications team will follow up with the journalist directly and identify the most suitable person to respond to the request.

3.2.5 Approved spokespeople may be approached directly by the press at meetings or events and may need to respond immediately to direct questions. The communications team should be involved prior, to provide expected questions and help formulate draft responses. If this is not possible the communications team need to be made aware when a statement has been made.

3.3 Social media

For the full protocols on working with the media, see section 7 'Using social media'.

3.3.1 An employee must not bring the council into disrepute via their social media activity (either as part of or outside of work).



3.3.2 No individual or service area may undertake a social media account as representing a service area of or representing as Herefordshire Council, without prior agreement from the communications team.

3.3.3 Service areas that wish to manage a social media account will need to submit: A business case; background information; a commitment to the best practice guide for social media community management; and a commitment to mandatory training to help support the application. These will be reviewed and determined jointly by the communications team and information governance team.

3.3.4 Access to social media on corporate IT equipment will only be given to those officers who need to utilise it as part of their role. A list of approved users will be managed and submitted to the IT team by the communications team. A full audit and on-going regulation will be implemented to ensure the quality of information and to mitigate risk.

3.3.5 Employees of Herefordshire Council will often be asked by the communications team to respond quickly to social media queries. Those asked by the communications team to assist in responding to social media enquiries should do so quickly, so that press deadlines are met and to help support the reputation of the service and the organisation.

3.3.6 Usage of social media account will be monitored by the communications team. Any employee's access to platforms or services may be suspended as part of a performance management or disciplinary process. Reference is made to the employee code of conduct, which also applies to online.

3.4 Websites

3.4.1 The communications team will work in conjunction with the web team to help service areas provide a customer-focused web experience which supports channel shift to digital-by-default.

3.4.2 All websites should feature google analytics to allow accurate reporting and insight.

3.4.3 All content should adhere to the brand guidelines and style guide. All copy should be in clear English and avoid the use of jargon. All images should be cleared with the communications team and if possible, be locally relevant.

3.4.4 Services should review their web pages monthly to ensure content is current and correct.

3.4.5 When necessary, and with support from the communications team, services may produce dedicated websites to help support a sub-brand, service or business outcomes. A clear business case and objectives should be set when working with the



communications team to deciding on potential return and the level of investment of funding and officer time.

3.5 Working with partners, contractors and commissioned services

3.5.1 Herefordshire Council will work closely with multi-agency partners and independent groups and organisations. These specifically relate to: Health and Wellbeing Board; Herefordshire Safeguarding Children and Adults Board; Children and Young People's partnership; and Herefordshire Community Safety Partnership.

3.5.2 The communications team will hold regular strategic communications meetings with key partners to assist in the identification and dissemination of key messages and communications. The communications team will support and circulate relevant information and participate in shared objectives to achieve combined priorities.

3.5.3 If Herefordshire Council branding or sub-branding is to be used by third parties, the material should be referred to the Design and Brand Manager to ensure proper and consistent representation.

3.5.4 The communications team will provide assistance to individual schools on sensitive and contentious communications issues at cost. If a school is contacted by the media, they should liaise with the council's communications teams prior to responding.

3.5.5 The council will ensure that all schools and academies are updated with relevant information via timely communications, including a schools bulletin.

3.6 Consultations

3.6.1 All consultation will be conducted with data insight and advice from the Strategic Intelligence team or a suitable external agency. The communications team should be informed at an early stage to help support the timely marketing and promotion of the consultation.

3.6.2 Herefordshire Council will adhere to the new government guidelines on consultation, a set of principles to be more effective in consulting the public and to help avoid consultation fatigue.

3.6.3 Digital methods that allow a supportive user experience should be employed to make it easier for the public to contribute and feed in their views, while clear language and plain English will be used in consultation documents, to help the public understand and engage.



3.7 Internal Communications

3.7.1 The communications team will be responsible for identifying key audience and circulating information to the wider organisation. The communications team will also help all services include key council messages in communications internally and externally.

3.7.2 The communications team will embark on a programme to improve our internal communication channels and the flow of information to help employees of Herefordshire Council become natural ambassadors and advocates for the council's work. This will include a revised news channel and updated intranet.

3.7.3 The communications team will manage promotional opportunities both online and offline, working with services as well as partners, providers and contractors to ensure the correct and appropriate representation and messaging to ensure maximum impact, and the efficiency and effectiveness of all communications.

3.8 Advertising and Sponsorship

For the full protocols on advertising and sponsorship, see section 10 'Advertising and Sponsorship'.

3.8.1 The council may place advertisements where it will support audience reach. The style and content with adverts should be cleared by the communications team.

3.8.2 The placing of adverts should follow the principles of value for money where spend on advertising creates a direct return, with advertising forming part of a combination of communication activities that has a specific target audience and objective.

3.8.3 The placing of adverts in publication and online should not bring the authority into disrepute by association

3.8.4 Herefordshire Council or a council sub-brand may use sponsorship as a method of communication and promotion. Where an activity or event is sponsored by the council this will be on the basis:

- A relevant organisation and service linked to specific campaigns and priorities
- A political organisation or political association will not be sponsored
- The sponsorship arrangements needs to be authorised by the communication team to ensure it does not bring the council into disrepute
- A sponsorship arrangement needs to ensure this does not constitute endorsement of the associated products or business
- The service will need to check that there are no disputes outstanding with the company being sponsored.

3.8.5 In its bid to source alternative funding streams, Herefordshire Council may offer

sponsorship opportunities to companies for activities, items or events. Where a council campaign or event is sponsored, this will be on the basis:

- The sponsorship arrangements need to be authorised by the communication team to ensure it does not bring the council into disrepute
- A sponsorship arrangement needs to ensure this does not constitute endorsement of the associated products or business
- The service will need to check that there are no disputes outstanding with the company sponsoring.
- The sponsorship should not conflict with the council, service, messaging or objectives of the activity.

4. Working protocols for elected members

4.1 The public are entitled to hear what their democratically elected members have to say. It is important members are supported and confident in communicating council processes, priorities, services and decisions. However, there is an absolute requirement for elected members to distinguish between when they represent Herefordshire Council in the press and in public or their personal views, those of their political party, or those of other groups of which they are members.

4.2 When elected members are representing the council and commenting on operational or service matters, they should work with the communications team to deliver a full and accurate response. Only statements issued by the communications team constitute Herefordshire Council statements.

4.3 To assist members and to provide the most effective communications and complies with the code of conduct a member is not permitted to issue a press release, statement, letter for publication, or organise a press conference on behalf of Herefordshire Council without notifying the communications team in advance.

4.4 All press calls should be routed through the communications team. If an elected member is contacted directly by a local or national journalist in respect of Herefordshire Council, then the agreed procedure is to:

- Advise the journalist to contact the communications team in the first instance (01432 260006) or offer to transfer the call if taken on council premises.
- Take the name of the journalist, the publication they represent and their telephone number.
- Notify the communications team immediately if the call is not transferred and provide the journalist's contact details. The communications team will follow-up with the journalist directly and, having established their requirements, work with the appropriate spokesperson on Herefordshire Council's position.
- For late notice interviews or comments, the on-call communications officer is able to provide out of hours support 01432 260384.

4.5 All elected members should ensure they have access to email to enable them to have sight, in good time, of draft press releases relating to their responsibilities and to receive approved copies of releases by email, prior to being issued to the media. Members should use these as a point of reference for media queries.

4.6 Members should be aware of the legal framework and political dimension relating to communication as covered in point 6 of this document.

5. Working protocols for communications team and the media

5.1 The communications team will lead on the training and co-ordination of designated spokespeople (employees and members). The training will be updated and refreshed annually.

5.2 The following should apply in leading the communication:

- The Leader for combined portfolio area and high profile issues
- Cabinet member for portfolio area subjects including policy and decision making
- Chairperson of any committee– on the business of the committee (see later)
- Chief Executive – as Returning Officer or overview of the operation of the local authority
- Director and Assistant Director on service operational issues not covered by the cabinet member
- Manager or officer who has received training via the communications team (within the last 12 months) specifically relating to a service

5.3 All local, national and trade or professional press calls should be directed to the communications team on 01432 260006 or emailed to communicationsteam@herefordshire.gov.uk.

5.4 The communications team will take the call from the journalist, maintain contact, talk to experts within Herefordshire Council, support spokespeople to make the best use of each opportunity to present the position of the council accurately, within tight deadlines. Although every effort will be made to meet media deadlines, the deadline should not be allowed to compromise the accuracy of the response. The communications team will log media enquiries and response times.

5.5 Where opportunities to pro-actively promote the council's work are identified (and appropriate) the communications team will act as media liaison for spokesperson.

5.6 If Herefordshire Council discovers that it may be at fault in terms of the operation or delivery of its services or its internal processes, then it will, according to protocol and supported by the communications team, proactively tell the press and the public what has gone wrong and what it will do to put it right.

5.7 The value of integrity will be maintained. This sometimes means that there are matters where Herefordshire Council should properly respect confidentiality,



particularly where it has a duty of care, for example to service- users, citizens, tax-payers, employees, elected members or non-executive directors.

5.8 Herefordshire Council will not discuss with the media individual cases relating to personal health, social care issues, individual employment matters, or where there is an ongoing legal process/ombudsman investigation. There may be other instances where information is withheld due to its commercial sensitivity. Where we are limited in what can be said to the media, we will explain the reasons why.

5.9 Herefordshire Council will not comment on information provided to the press anonymously or comment on quotes that will not be attributed. These anonymous comments can be inaccurate or even malicious.

5.10 If the media is materially inaccurate in its reportage, the communications team will seek to correct misinformation, working with the publication or programme as much as possible.

5.11 The communications team will monitor the letters pages and other media forums. If a question or an issue is raised by the public that Herefordshire Council can or should answer, then the communications team will work with the appropriate service area and cabinet member to facilitate a response.

5.12 Herefordshire Council will make committee meetings open to the press, encourage journalists to attend and offer good facilities for reporting these meetings. If previous media comment or reportage is discussed in public meetings, it should only help establish the facts and not overtly criticise members of the press.

5.13 The press are not permitted to enter Herefordshire Council premises or contracted service areas/ premises unless officially invited to do so by a director or the communications team.

5.14 In managing the communication of issues that are likely to attract significant public interest, the communications team will undertake to inform key stakeholders, including employees. The communications team will always try to ensure that employees receive information that affects them before they read about it in the media.

5.15 Herefordshire Council will operate a corporate approach to press relations. All news releases and statements will be posted by the communications team on the Herefordshire Council website.

5.16 The descriptor 'Herefordshire Council' will lead the text in all council press releases. 'The council' can be used on secondary basis and only if appropriate. This is to ensure that the public know that a service is provided by Herefordshire Council.

5.17 Media are expected to respect embargoed press releases, which will be clearly marked as embargoed with the date and time by which the release can be published.



5.18 Press releases and statements will include contact details of the communications officer who will co-ordinate the information and provide a response service to enquiries.

5.19 Designated spokespeople and any additional employees and members should make themselves available for interviews if required via the communications team.

5.20 Press releases containing financial or legal information will be checked by the designated finance or legal officer or a suitable senior manager. Releases dealing with employee issues will be checked with the head of human resources. Press releases dependent on statistical information will be checked with the research team to ensure the information is used accurately and objectively.

5.21 Directors will be offered the opportunity to check key press releases (or if this is not possible for any reason, such as leave or being unobtainable before the press deadline, the appropriate spokesperson will be consulted). The communications manager will 'sign off' all key releases and maintain quality control on all press releases issued by the communications unit.

5.22 Press releases will be available to all members, employees and contracted professionals via the Herefordshire Council intranet and external website.

5.23 When strategic partners (such as BBLP, CCG, Wye Valley Trust etc.) are featured or participating in a press release, then that partner will be consulted on content before release. Press releases will be shared in draft between partners and approved as with council press releases. Partners will be asked to agree in advance the method, manner and timing of press releases. All strategic partners will receive a copy of finalised releases that may interest or refer to them.

5.24 The communications team will follow purdah guidance and provide support to services to ensure communications comply the run up to elections. More information can be found in section 8 of this document 'Elections'.

5.25 Structured training will be provided to maximise the effectiveness of message delivery. Guidelines on interview techniques will be included in the communications and marketing tool kit and the communications team will be responsible for arranging media training for elected members and officers as appropriate.

5.26 Communications need to ensure plain language is used in all publicity material and help avoid jargon and technical language within corporate and service communications.

6. Legal framework and political dimension

6.1 A strict legal framework binds publicity or public statements issued by the council, which must operate within the *Local Government Act (1986)* and *The Code of Recommended Practice on Local Government Publicity*.

6.2 The code defines the main functions of local authority publicity as follows: “To increase public awareness of the services provided by the authority and the functions it performs; to allow local people a real and informed say about issues that affect them; to explain to electors and ratepayers the reasons for particular policies and priorities, and in general to improve local accountability.”

6.3 The code covers the full range of publicity, including where it is used to comment on issues which are controversial, or where there are arguments for or against the views or policies of the council. The code states these issues should be handled with particular care and presented as clearly, fairly and as simply as possible.

6.4 The code states that where publicity is used to comment on the policies of central government, other local authorities or other public bodies, it should be ‘objective, balanced, informative and accurate’. It should aim to set out the reasons for the council’s views and should not be prejudiced, unreasoning or form a political attack on the policies or proposals in question or on the people putting them forward.

6.5 The code describes local authority leaflets or newsletters that are delivered unsolicited to all households as “inevitably more intrusive” than publicity available on application to the council, and states that particular care is required when drafting this kind of material. The code states that ‘council publicity should never attack or appear to undermine generally accepted moral standards’. The Code of Conduct for Members and Officers is also relevant.

6.6 The attribution of marketing, promotional and advertising materials that reach the public unsolicited should be clearly laid out. It should be clear that the council is responsible for the event or service, so the correct inclusion of the council’s corporate branding as described in the brand strategy is a prerequisite.

6.7 Publicity campaigns are appropriate in most circumstances. They can form part of consultation processes where local views are being sought, promote the effective and efficient use of local services and facilities, or influence public behaviour or attitudes on such matters as health, safety, crime prevention or equal opportunities. Publicity campaigns can provide an appropriate means of ensuring that the local community is properly informed about a matter relating to a function of the local authority and about the authority’s policies in relation to that function and the reasons for them. Local authorities, like other public authorities, should not use public funds to mount publicity campaigns whose primary purpose is to persuade the public to hold a particular view on a question of policy.

6.8 When the council is negotiating a commercial transaction, officers or elected members will not weaken the council’s position by disclosing it publicly or to the press. To do so would compromise a number of statutory obligations including the duty of care we have to council tax payers who rightly expect the council to protect its financial position. In these circumstances only the communications team, working with legal services, will talk to the press.

6.9 Employees or members must not betray the council's duty of care. Only the communications unit, working with legal services, will talk to the press on issues in these circumstances. If this is not observed, it may result in disciplinary action in the case of officers, and a code of conduct investigation in the case of members. If an employee is subject to allegations or a disciplinary matter, the council will, or make arrangements to, investigate fully and fairly. If this involves suspension, this does not imply guilt. Only the communications unit, working with legal services, will respond to press interest in these circumstances.

6.10 Case law has established that the public interest, and what interests the public, is not the same thing. The council has a duty to act in the public interest. The press may often be concerned with what interests the public. When these are in conflict, the council will always act in the public interest.

6.11 Elected members have obligations both individually and collectively. If they breach the requirements of the *Members Code of Conduct* – for example by 'leaking' confidential information to the Press or by bringing the council into disrepute – this may lead to referral to the council's monitoring officer, who will deal with the complaint.

6.12 There is a general prohibition on local authorities producing "party political publicity". Section 2 of the Local Government Act (1988) prohibits local authorities publishing any material which in whole, or in part, appears to be designed to affect public support for a political party. Also Local authorities should never use advertising as a means of giving financial support to any publication that could be associated with a political party. Publicity should reflect the tradition of a politically -impartial service, and the fact that local authority staff are expected to serve the authority as a whole, whatever its composition from time to time.

6.13 A communications officer will be assigned to cover the activities of the cabinet and full council, attending each meeting and offering communications advice as well as planning and agreeing press releases.

6.14 The communications team will aim to ensure that the release of news to the media at least accompanies the distribution of papers for meetings where there is likely to be press interest.

6.15 Publicity about individual councillors may include the contact details, the positions they hold in the council (for example, member of the cabinet) and their responsibilities. All publicity should be approved by the member prior to release. Publicity may include information about individual councillors' proposals, decisions and recommendations only where this is relevant to their position and responsibilities within the council. All such publicity should be objective and explanatory, and whilst it may acknowledge the part played by individual councillors as holders of particular positions in the council, personalisation of issues or personal image making should be avoided.



6.16 Whilst it may be appropriate to describe policies put forward by an individual councillor which are relevant to her/his position and responsibilities within the council, and to put forward her/his justification in defence of them, this should not be done in party political terms, using political slogans, expressly advocating policies of those of a particular political party or directly attacking policies and opinions of other parties, groups or individuals.

6.17 The communications team will seek legal clearance where appropriate for any issues that may be contentious, subject to a legal dispute, or part of a regulatory process.

7. Social Media

7.1 Access to social media on corporate IT equipment will only be given to those officers who need to utilise it as part of their role. A list of approved users will be managed and submitted to the IT team by the communications team. A full audit and on-going regulation will be implemented to ensure the quality of information and to mitigate risk.

7.2 No individual or service area may undertake a social media account as representing a service area of or representing as Herefordshire Council, without prior agreement from the communications team.

7.3 The communications team will monitor social media and if a question or an issue is raised by the public that Herefordshire Council should answer, then the communications team will work with the appropriate service area to facilitate a response.

7.4 Service areas that wish to manage a social media account will need to submit: A business case; background information; and a commitment to the best practice guide for social media community management to help support the application. These will be reviewed and determined jointly by the communications team and information governance team.

7.5 Service areas that are successful in their application for a service-level social media account will be subject to mandatory annual training organised by the communication team.

7.6 The communications team and all social media managers will use plain language and avoid jargon and technical language.

7.7 Herefordshire Council will not comment on information on social media that is deemed to be posted anonymously.

7.8 Usage of social media account will be monitored by the communications team. Any individual's access to specific platforms or services may be suspended as part of a performance management or disciplinary process. Reference is made to the employee code of conduct, which also applies to online.



7.9 An employee must not bring the council into disrepute via their social media activity (part of or outside of work).

8. Elections

8.1 Communications during the run-up to elections may be particularly sensitive and there are restrictions contained within the Code of Conduct on Local Publicity, which was introduced in the 1980s and added to in 2001. To ensure the continued political impartiality of Herefordshire Council and its employees, it is recommended that the restrictions on communications apply also to national elections. The same extent of control does not apply to by-elections. Subject to compliance with the act and the code of conduct, publicity about individual councillors who are not involved in the by-election is permitted (although great care should be taken in the managing of local issues that could be influential in a by-election).

8.2 The period of restriction in question relates to the day when formal notice of a local or national election is given, up to and including the day of the election.

8.3 Any local authority is prohibited from publishing any material that appears to be designed to affect support, positively or negatively, for a political party.

8.4 Careful consideration should be given to the style, content, timing of material and the likely effect it will have on the audience. Material is prohibited if:

- It refers to a political party of a person identified with a political party
- It promotes or opposes a point of view on a question of political debate or controversy
- It supports a view or issue identifiable as the view of one political party and not of another
- It identifies with individual elected members or groups of members
- It is part of a campaign associated with a political view
- It contains quotes from politicians outside of the council, such as members of parliament, who are clearly identified as part of a political party.

8.5 Consideration also applies to proactive events, organised by Herefordshire Council which should not involve elected members or political candidates during this period.

8.6 However, even during the run up to a local or national election, communications and marketing can continue as follows:

- It is acceptable for the communications team, on behalf of the council, to distribute press releases and respond to legitimate service enquires provided the content is factual and not party political. The safest option is for press releases not to quote elected members during this period and particularly not members or individuals standing for election.

- It is admissible for elected members of the council holding key positions to comment in an emergency or where there is a genuine need for a member level response to an important event outside the authority's control.
- Publications can continue as long as content is neutral and takes account of the restrictions outlined above. Sometimes long lead-in times associated with such publications can pose an extra challenge. It should be remembered that it is the time of publication, not the time when the content is drafted, that is most crucial.

8.7 Electronic communication also comes into scope. Any material posted on social media, intranet or website during the period is subject to restrictions.

8.8 Consultation should not be undertaken on issues that could be seen as politically sensitive.

8.9 All these restrictions apply to other organisations that receive local authority funding and officers should check with community groups they fund and with third sector organisations that may be planning publicity around election time.

8.10 In general the question to ask of all publications, documents or events is; 'can it wait?' And if not, 'will the subject matter be regarded as influential on voting behaviour?' This will be the case with controversial subjects and needs to be avoided altogether.

8.11 If an elected member asks an employee of the council to publish something that the employee considers to be inappropriate or is against communications protocols, the concerns need to be raised with legal services and the communications team. If something cannot be distributed as a member has suggested then the employee should explain why and offer an alternative form of words. Again guidance and support is available from the communications team.

8.12 If the document has a high corporate profile or deals with a strategic issue then the chief executive or a director should clear the final version.

9. Scrutiny

9.1 The scrutiny function and other committees have a vital part of the effective running of the council, monitoring decisions and making recommendations to the cabinet and the authority as a whole.

9.2 The chair of a committee may initiate, with the communications team, press releases or statements if they have the support of the membership. The chairperson will be the designated press spokesperson and they will be quoted or featured in publicity such as press releases and photo calls, representing the views of the committee, but not their own personal or political party views.

9.3 The communications team will support the chairperson to issue press releases and statements on reports, liaising with the key spokesperson for comment and relevant officers for factual information.



9.4 At the beginning of a review, consideration will be given by the chairperson of the reviewing body to the issuing of a press release. Where appropriate, the press releases can be issued before the committee meeting in order to promote interest and understanding of the issues (although the decision of the committee must not be anticipated).

9.5 All enquiries from the media relating to any review will be handled by the communications team and discussed with the chairperson before a response is given. Individual councillors on scrutiny panel may make their own statements relating to their involvement if they work with the communications team to ensure a co-ordinated response.

9.6 Press releases issued after the meeting must reflect the majority view of the committee and a range of members will be consulted on content, by the chairperson and the communications team.

10. Advertising and Sponsorship received by Herefordshire Council

10.1 A third party may advertise with Herefordshire Council or sponsor a particular campaign or event. In that instance this should consider:

- Upholding the council's reputation and corporate identity
- Link to the council's priorities
- Secure best value for money and maximise income

10.2 Ensure compliance with legislation, advertising industry codes and other council policies (for further details visit www.asa.org.uk/asa/codes).

- Support development of commercial partnerships with the private sector
- Safeguard the image and environment of the county.

10.3 The council will accept advertising and sponsorship on its own platforms that supports its priorities.

10.4 The council will not permit any advertising or sponsorship that represents a conflict of interest or is likely to cause serious or widespread offence. Particular care should be taken to avoid causing offence on the grounds of race, age, religion, sex, sexual orientation or disability. Content that is not permitted for advertising includes, but is not limited to, advertising that contains, infers or suggests any of the following:

- Advocacy of, or opposition to, any politically, environmentally or socially controversial subjects or issues
- Disparagement or promotion of any person or class of persons
- Promotion or incitement of illegal, violent or socially undesirable acts
- Promotion or availability of tobacco products, weapons, gambling or illegal drugs
- Advertising of financial organisations and loan advancers with punitive interest rates



- Promotion or availability of adult or sexually orientated entertainment materials
- Advertising that infringes on any trademark, copyright or patent rights of another company
- Claims or representations in violation of advertising or consumer protection laws
- Promotion of any political party.

10.5 The council abides by the Town and Country Planning Act. The control of Advertisements Regulations provides rules on displaying advertising. The council has the duty to ensure all advertising on council owned platforms falls within this legislation and will liaise with the appropriate authority/district council to ensure planning law relating to the display of advertisements is complied with.

10.6 The council will advertise its own services and offers as appropriate using its own platforms. This may include adverts relating to traded services or services which generate an income, or linked to a campaign. These should be identified and reviewed in collaboration with the communications team.

10.7 The council holds personal data of service users and careful consideration needs to be given to whether it is appropriate and legal (Data Protection Act) for this to be used for any advertising or direct marketing purposes. Wherever possible people should be asked whether they are willing to 'opt in' to receive news, information or advertising messages from the council when personal data is gathered.

10.8 Advertising and sponsorship is not a way for any company or organisation to be viewed favourably by the council in any other business arrangements they might be a party to.

Advertising and Sponsorship Placed by Herefordshire Council

10.10 The council can also place advertisements where it will support audience reach. This should follow the principles of value for money where spend on advertising creates a direct return based on:

- The advert is the best method and part of a combination of communication channels that has a target audience in mind
- That the placing of adverts in publications and online does not bring the authority into disrepute by association
- That the style and content within adverts is cleared by the communication team

10.11 Herefordshire Council or a council sub-brand may use sponsorship as a method of communication and promotion. Where an activity or event is sponsored by the council this will be on the basis:

- A relevant organisation and service linked to specific campaigns and priorities
- A political organisation or political association will not be sponsored



- The sponsorship arrangements needs to be authorised by the communication team to ensure it does not bring the council into disrepute
- A sponsorship arrangement needs to ensure this does not constitute endorsement of the associated products or business
- The service will need to check that there are no disputes outstanding with the company being sponsored.

Herefordshire Council Communications Strategy 2016-2019

Who are we? What do we do?

Vision

People, organisations and businesses working together to bring sustainable prosperity and well-being for all, in the outstanding natural environment of Herefordshire.

Mission

- To provide infrastructure and services to facilitate business and growth opportunities.
- To help residents take responsibility for their health and wellbeing, and to look after family and others in their community.
- To protect residents and support the extremely vulnerable within the community.

Adapted from core strategy & corporate plan

How do we want to work?

- Celebrate past successes & good track record
- Plan for the future
- Know that we make a difference
- Support the Herefordshire offer
- Improve and evolve the county
- Make difficult choices on behalf of community
- Innovative and award-winning
- Recognise and value residents and organisations as stakeholders

Communicating with residents and organisations



Communicating with the residents and organisations

- Promote the council as open, honest and approachable
- Ensure that all communications are consistent and co-ordinated across all channels
- Ensure our communications activities reflect the different needs of the local community in a cost-effective way
- A focus on the difference made to communities and individuals
- Strengthen the reputation of the Council

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Research & Insight

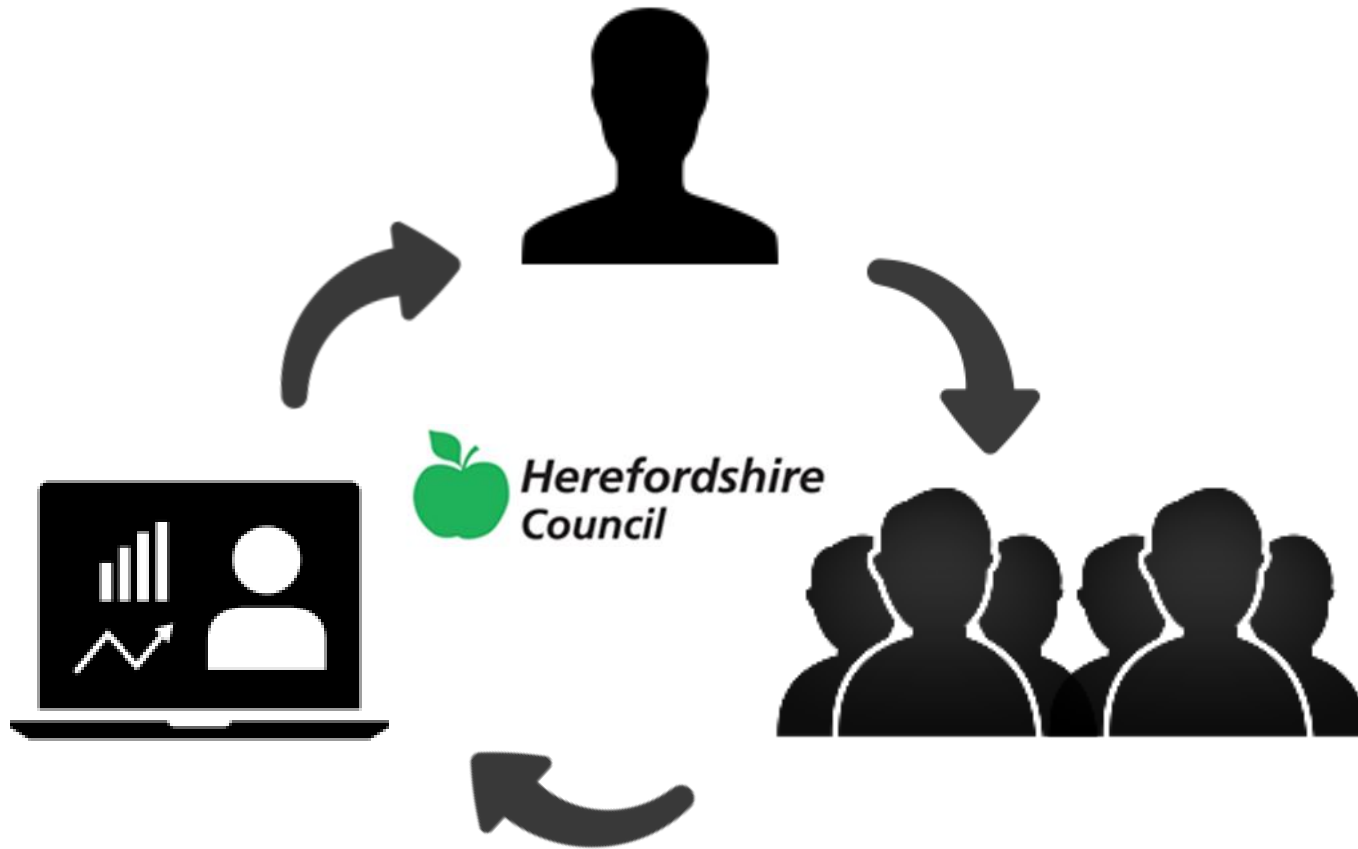


Appropriate communication



Improve the 'brand'

Communicating with the workforce and members



70

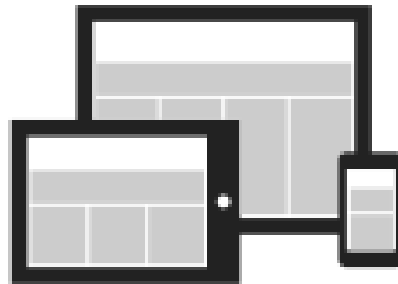
Communicating with the workforce and members

- Keep employees and members informed
- Support the workforce & members to become ambassadors
- Improve communications awareness and skills amongst elected members and officers
- Retain a skilled, productive workforce and create a reputation as an employer of choice
- Celebrate success and innovation

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Make it personal

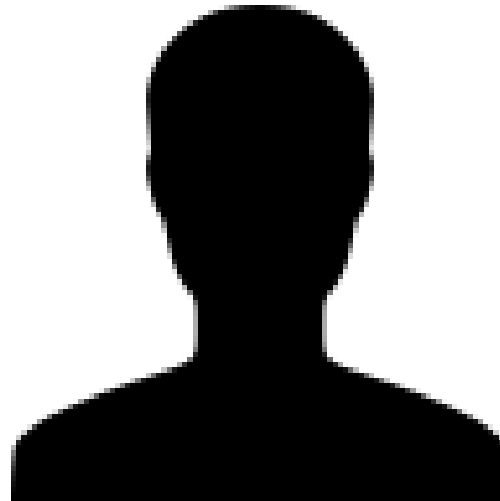
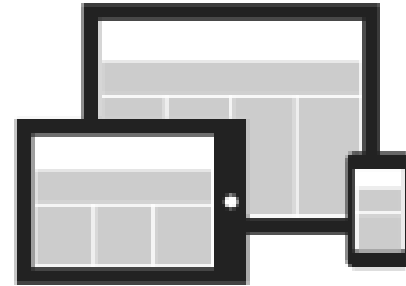


Use the right channels



Improve the 'brand'

Working with the Media



Working with the Media

- Be reactive and proactive, responding and promoting
- Improve and maintain relationship with journalists
- Multiple news channels to support- expectation of social media
- Provide confident, knowledgeable, trained spokespeople

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Appointed spokespeople



Media training



Improved response

Top tasks

[Bin collection day search](#)

Look up your recycling and waste collection day

[Council car parks](#)

Car park locations, information and charges

[Libraries](#)

Find a library, renew or reserve an item, find out what you can borrow

[Bus times](#)

Find bus timetables and plan journeys

[Council tax](#)

Pay your council tax, find out how much you owe

[Planning application search](#)

Search and comment on planning applications

[Contact us](#)

Online form and contact details

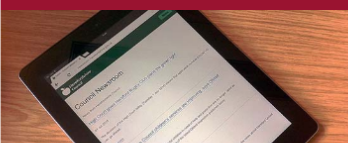
[Jobs](#)

Find and apply for jobs

[School term dates](#)

Find school term and holiday dates

News and events



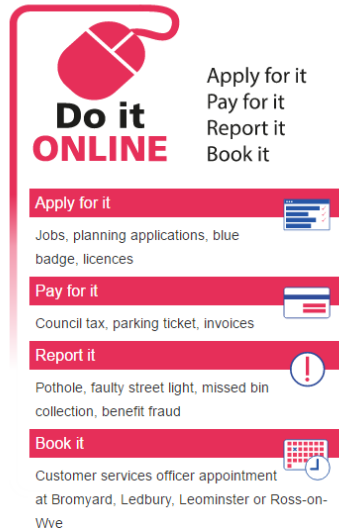
The latest news from the [council newsroom](#).

- [Heatwave advice for Herefordshire](#)
- [See Speed's map of Shakespearean Hereford](#)
- [Don't miss the Summer reading challenge](#)
- [Council confirms Citizens Advice Bureaux change](#)
- [Council compulsory purchases problematic empty property](#)





New and featured pages.


- [Bus service review until Sunday 16 October 2016](#)
- [Summer noise awareness campaign](#)
- [Apply for a bus pass](#)
- [Libraries and customer service online survey until Friday 5 August 2016](#)
- [Help to live at home consultation Monday 6 June to Sunday 28 August 2016](#)
- [Grass cutting schedules](#)




Apply for it
Pay for it
Report it
Book it

Apply for it 
Jobs, planning applications, blue badge, licences

Pay for it 
Council tax, parking ticket, invoices

Report it 
Pothole, faulty street light, missed bin collection, benefit fraud

Book it 
Customer services officer appointment at Bromyard, Ledbury, Leominster or Ross-on-Wye

Digital by default

Why we needed a new website...

Website issues

Top links clicked from home page*

1. Jobs – 25%
2. Planning search – 11.9%
3. HC logo – 6.1%
4. Council tax – 5.9%
5. Contact us – 4.8%

Too many pages

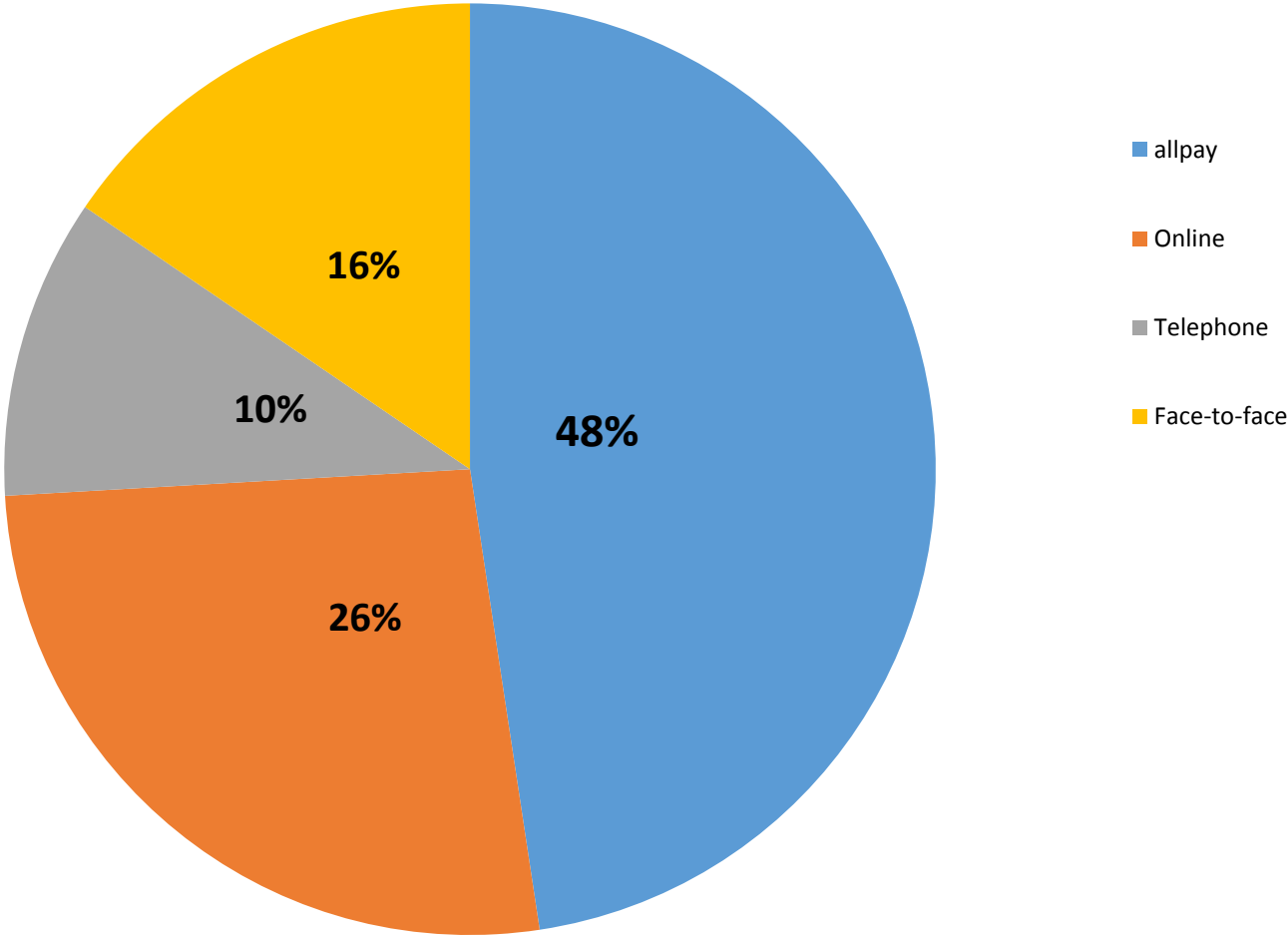
1. Approximately 4,500 pages
2. Top 10 pages account for 44% of total web site views
3. Only 3% of site pages have more than .1% of the total unique visitors (users). The rest of the site is viewed by fewer than .1 of total users.

1,000 users per day

- Up to 20% fewer visits than the median of other councils
- Much of the site is not mobile responsive

*29 March 2016

Income channels



76

New website will:

- Save the council time and money through channel shift
- Provide the best possible user experience
- Streamline and automate services to make them available 24/7 wherever possible

Search e.g. council tax, missed bin collection



Living in Herefordshire

New council tax bills are currently being sent out, don't forget to pay online now.



Pay council tax



Living in Herefordshire

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Care & Support

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Being a Family in Herefordshire

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Action plan includes

- Refresh brand for use on digital platforms
- Identify appropriate media spokespeople and training
- Create an organisational communications forward plan
- Improve social media management within social media strategy
- Utilise insight & intelligence to target audiences
- Improve communications tools & processes including: Website, intranet, staff/member updates, mailing lists
- Create a 'digital by default' communications approach

Also part of Communication Strategy

- Brand Strategy (new!)
- Social media Strategy (new!)

- Social Media Policy
- Advertising & Sponsorship Policy
- Communications Protocols

Thank you
Any questions?





Meeting:	General overview and scrutiny committee
Meeting date:	26 July 2016
Title of report:	Draft work programme and task and finish groups
Report by:	Governance services

Classification

Open

Key decision

This is not an executive decision.

Wards affected

Countywide

Purpose

To consider the committee's work programme and related scrutiny activities.

Recommendation

That: the draft work programme (Appendix 2) be approved, subject to any amendments the committee wishes to make.

Alternative options

- 1 It is for the committee to determine its work programme to reflect the priorities facing Herefordshire. The committee needs to be selective and ensure that the work programme is focused, realistic and deliverable within existing resources.

Reasons for recommendations

- 2 The committee needs to develop a manageable work programme to ensure that scrutiny is focused, effective and produces clear outcomes.

Key considerations

Draft work programme

- 3 The work programme needs to focus on the key issues of concern and be manageable allowing for urgent items or matters that have been called-in.

- 4 Following discussion at both Overview and Scrutiny Committees about the development of their work programmes a workshop was held on 25 May. This was to provide an opportunity for all members of the scrutiny committees to contribute to the development of an annual work programme. Members of the Executive and Directors attended to support this process.
- 5 The principal purpose of this exercise was for members to identify a shortlist of items for scrutiny for their respective committees.
- 6 Supporting documentation included the Joint Strategic Needs Assessment (Understanding Herefordshire), the Corporate Plan, the Forward Plan, draft performance outturn information for 2015/16; priorities for scrutiny suggested by Executive members and Directorates. Suggestions had also been invited from all Members of the Council and from the public.
- 7 Each Committee was divided into two groups and as the first part of the exercise each group was invited to identify topics they would like to scrutinise allocating them high, medium and low priority. A consolidating exercise was then undertaken with the intention of selecting the top five priorities for scrutiny.
- 8 The outcome of this exercise is attached at appendix 1.
- 9 In undertaking the exercise it was recognised that further work would need to be given to the selected topics to assess the feasibility and practicality of scrutinising them, the type of scrutiny method that would be most suitable and the timing. A report would be made to each scrutiny Committee seeking approval of an agreed work programme. This would also take into account budget and policy framework and other items that necessarily needed to be considered by each Committee.
- 10 Following discussion with the Chairman and officers, a revised work programme is appended (Appendix 2) for consideration. As before, the work programme will remain under continuous review during the year to allow the Committee to react to particular circumstances.
- 11 In considering the draft work programme, consideration should be given to the most appropriate approach for scrutiny of items, in particular, those with broad themes. For example, it may be appropriate to focus on one aspect of an item by way of a task and finish group, for which a detailed scoping statement would be required. Alternatively, certain items may benefit from a spotlight review.
- 12 Should committee members become aware of issues they are invited to discuss the matter with the Chairman and the statutory scrutiny officer.
- 13 Since the workshop the following proposed additions to the work programme have been put forward for consideration:

Subject	Proposer	Type of Scrutiny	Timing
Highways Maintenance Plan	Assistant Director- Environment and Place	Pre-decision	September 2016
Phosphates issues e.g. levels in water courses and impact on countryside and	Chairman of GOSC	Spotlight Review	tbc

tourism.			
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Task and finish groups

- 14 Appendix 2 refers to some topics that may be subjects for scrutiny by Task and Finish groups. Draft scoping statements will be brought forward in due course.

Executive responses

- 15 An executive response is awaited to the report on the Community Infrastructure Levy.

Additional issues Raised at the Workshop

Tracking of Recommendations Made by the Committee

- 16 Whilst there is a clear and established process for tracking the response to recommendations made by Task and Finish Groups, monitoring other recommendations made at meetings has proved more difficult.
- 17 The workshop did touch on the importance of recommendations being realistic and possibly fewer in number and more focused. The need for monitoring, which would be assisted by clear recommendations, has been acknowledged. It is proposed that an update on progress made in response to all recommendations will be reported quarterly as part of the work programme report.
- 18 A Schedule of Recommendations made and action in response to date is attached at appendix 3.

Forward plan

- 18 On a number of occasions in discussing the work programme Members have referred to the desirability of having the Forward Plan available to inform that discussion. The current Forward plan is available to Members through the Councillors' handbook intranet site. Forthcoming key decisions are also available to the public under the Forward plan link on the council's website:

<http://councillors.herefordshire.gov.uk/mgDelegatedDecisions.aspx?&RP=0&K=0&DM=0&HD=0&DS=1&Next=true&H=1&META=mgforthcomingdecisions&V=1>

Annual Work Programme Workshop

- 19 There was support for a work programme workshop to be scheduled annually and this is included in the draft work programme attached at appendix 2.

Community impact

- 20 The topics selected for scrutiny should have regard to what matters to residents.

Equality duty

- 21 The topics selected need to have regard for equality and human rights issues.

Financial implications

- 22 The costs of the work of the committee will have to be met within existing resources. It should be noted the costs of running scrutiny will be subject to an assessment to support appropriate processes.

Legal implications

- 23 The council is required to deliver an overview and scrutiny function.

Risk management

- 24 There is a reputational risk to the council if the overview and scrutiny function does not operate effectively. The arrangements for the development of the work programme should help mitigate this risk.

Consultees

- 25 The Chairman and Statutory scrutiny officer meet on a regular basis to review the work programme.

Appendices

Appendix 1 Outcomes from scrutiny workshop on 25 May

Appendix 2 Draft Work Programme

Appendix 3 – Schedule of General Overview and Scrutiny recommendations made and action in response

Background papers

None identified.

Outcomes from scrutiny workshop on 25 May

Top topics identified at workshop on 25 May 16:			
Topic	Proposed action	Type of Scrutiny	
Hoople	Strategic overview on this provided at a seminar on 1 December 2015. Briefing note to be issued setting out background with a view to possible scrutiny of whether the Company is fit for purpose in the Autumn	External	
Capital programmes	Consideration of Highways Maintenance Plan – see covering report	Pre-decision scrutiny	
Future models of delivery of education and children's services and white papers (HSCOSC and GOSC)	Briefing note (to include funding of education)		
Planning / Enforcement	Briefing note on current approach, with a view to a possible spotlight review later in the year.		
School transport review	Briefing note issued. Annual Report scheduled for January 2017.		
Impact of changes of land use in the county	Briefing note to be issued setting out background to application of Core Strategy, policies L1 and L2 monitoring arrangements and mechanisms for review.		
Minerals and waste policy	Consider after consultation on draft plan has been received and plan revised.	Pre-decision scrutiny	
Economic Master Plan	On agenda for 26 July.	Pre-decision scrutiny	

High priority topics			
Learning and skills	<p>Pupil premium benefits analysis –</p> <p>Outcomes for vulnerable groups (eg free school meals)</p> <p>Incorporate into briefing note referred to above on Future models of delivery of education and children's services</p>		
Delivery of core strategy	<p>5-year housing land supply and strategic housing sites – monitoring and delivery (of housing and infrastructure)</p> <p>Briefing note to be issued following seminar on 25 July – delivering housing growth with a view to a possible spotlight review later in the year.</p>		
Medium priority topics			
Public Transport Review of Funding and emerging "bus" bill	Briefing note on timetable for bus bill and possible impact on the Council		
Communication Strategy	On the Committee's agenda for 26 July.	Pre-decision Scrutiny	
Delivery of Digital Strategy	Briefing note on what the digital strategy is and timing of any refresh.		
Learning and skills	<p>How well do our arrangements meet the needs of the economy in Herefordshire?</p> <p>Possible Task and Finish Group</p>	External Scrutiny	
Culture and tourism	Briefing note to be produced on Town and Parish Council roles, role of Chamber of Commerce in producing destination management strategy and		

	the work of the Courtyard partnership group.		
Review of delivery of largest contracts (eg BBLP and waste services)	See proposal above for pre-decision scrutiny of the Highways Maintenance Plan. Produce briefing note setting out position in relation to waste collection and waste disposal contracts- length of contracts etc.		
How does HC work with outside bodies eg LEP and how do we measure success?	Briefing note to be produced on current arrangements and good governance principles.	Possible Task and Finish Group.	
Joint enterprise with other bodies			
Low priority topics (As these are low priority topics no consideration has been given to progressing these matters at this stage.			
Spotlight on MPs			
Public rights of way			
Review of Delivery of largest Contracts waste			

Briefing Notes

The following topics shall be dealt with via briefing notes:	Status:
Joint customer services hub	A briefing note to be provided ahead of the next committee

Task and Finish Groups

Topic	Status:
Community infrastructure levy	Executive response awaited
Future customer services/libraries	Potential area for pre-scrutiny ahead of cabinet decisions

General Overview and Scrutiny Committee: Draft Work Programme 2016/17

Tuesday 26 July 2016 at 10.00 am	
Communication Strategy	To consider the Strategy before it is considered by Cabinet
Economic Master Plan	To receive a briefing on the economic master plan.
Scrutiny Recommendation Tracking	

Monday 5 September 2016 at 10.00 am	
4 year funding settlement	To consider the 4 year funding settlement.

Tuesday 27 September 2015 at 10.00 am	
Gypsy and traveller site allocation and management policy	To consider the outcome of a consultation exercise prior to the policy's consideration by Cabinet.
Scrutiny Recommendation Tracking	

Tuesday 14 November 2015 from 9.30 am (the budget presentation is received by the overview and scrutiny committees jointly, followed by formal meetings of each committee)	
Budget 2016/17	To consider the budget proposals for the next financial year.
Corporate plan	To consider the updated corporate plan.

Tuesday 17 January 2017 at 10.00 am	
School examination performance	To consider school performance for summer 2015.
Community safety update	To consider current community safety issues in Herefordshire.
	To receive an update as requested on 19 January 2016.
Scrutiny Recommendation Tracking	

Tuesday 7 March 2017 at 10.00 am	

April 2017	
Annual Work Programme Workshop	

Tuesday 9 May 2016 at 10.00 am	

Task and Finish Groups

It is suggested that the following task and finish groups be considered:	Status:

Briefing Notes

The following topics shall be dealt with via briefing notes for committee members:	Status:

Seminars / Workshops

It is suggested that the following be dealt with in the form of a seminar or workshop for committee members:	Status:
At the January 2016 meeting of GOSC it was agreed that the CSP, Superintendent Sue Thomas, the Chief Constable, and the PCC would give a joint briefing on the activity of the CSP in Herefordshire. The main reason for this was to ensure that funding currently provided by the PCC for the CSP would continue after the election.	Briefing provisionally arranged but postponed following Police and Crime Commissioner elections. Proposed to be rearranged for the autumn

Schedule of General Overview and Scrutiny Committee recommendations made and action in response

Meeting	item	Recommendations	Action by	Status
10 June 15	Executive Response – Review of lease restructuring with Hereford United	RESOLVED: That (a) the Executive's responses be noted;		Completed
	Executive Response – Balfour Beatty Living Places – Public Realm Services	RESOLVED: That (a) the Executive's responses be noted; and (b) a briefing note on progress with the responses to the task and finish group report on Balfour Beatty Living Places - Public Realm Services be provided within six months.	Briefing note on customer contact statistics issued 8 September 2015. A further update on the Public Realm actions will be included in the proposed highway maintenance item which it is proposed is considered by the committee in September 2016.	Further report September 2016
	Task and Finish Group Report – Development Management Planning	RESOLVED: That (a) Subject to the amendments to recommendations 1, 12 and 18 above, the report of the task and finish group on Development Management (Planning) be agreed for submission to the Executive; and (b) The Executive's response to the review be reported to the first available meeting of the	Submitted to executive Reported to Committee 21 July	Further update to be issued for 26 July 2016. (To follow)

		committee after the Executive has approved its response.	2015. Update issued via briefing note on 18 December 2015. Further update to be issued for 26 July 2016.	
	Work Programme	RESOLVED: That (a) the draft work programme, as amended, be noted; (b) a task and finish group on the smallholdings estate be established to undertake the work outlined in the draft scoping statement; and (c) scrutiny activity on football provision be considered at a future meeting.	Group established and work completed. tbc	Completed ongoing
21 July 2015	Executive Response to Committee Recommendations on School Examination Performance	RESOLVED: That (a) the Executive response be noted; and (b) a briefing note be prepared on the Herefordshire Food Strategy and its linkages to schools.	Briefing note issued 18 December 2015	Completed
	Executive Response to the Task and Finish Group Report on Development	RESOLVED: That (a) the draft Executive response be noted; and (b) a briefing note on progress with the response		Completed

	Management (Planning)	be provided within six months.	Update issued 18 December 2015	
30 September 2015	The Development of a Schools Capital Investment Strategy	<p>RESOLVED: That it be recommended to the executive that the Schools capital investment strategy principles:</p> <ol style="list-style-type: none"> 1. include reference to the need to be responsive to anticipated growth and reductions in communities, including the key role of local schools in the sustainability of growth villages in Core Strategy policies RA1 and RA2; 2. (within principle 8) take school journey distance, mode and time into account, not only in terms of environmental and transportation impacts but also the effect of journey times on pupils, with schools encouraged to keep school travel plans up-to-date; 3. recognise what schools can and should offer, outside school hours, to local communities – such as libraries, information hubs, meeting venues, open space etc.; 4. provide assurance that the authority would provide backing and support for academies to make bids for central funding to improve infrastructure; 5. include consideration of county boundary transitions, including dialogue with adjoining authorities to ensure that provision was not considered in isolation; 	<p>Incorporated into strategy and being taken forward in its implementation on a local area basis.</p> <p>Briefing note issued 18 December giving further information on school places and travel plans.</p>	Completed

		<p>6. clarify how the authority would assure itself that 'There would be an appropriate number of faith places' (principle 3); and</p> <p>7. revise principle 11 e. to 'Participatory budgeting as a means of enabling local communities to assist in supporting a local school'.</p>		
	Work Programme	A briefing note be prepared on digital issues.	tbc	Ongoing
27 October 2015	Task and Finish Group Report – Smallholdings Estate (County Farms)	<p>RESOLVED: That</p> <p>(a) That the report and recommendations of the task and finish group: smallholdings estate (county farms) be agreed for submission to the executive subject to:</p> <p>i. the removal of Councillor Harvey's name from the group's composition (page 3 of the report);</p> <p>ii. the deletion of option b) from recommendation 1 (page 13); and</p> <p>iii. the removal of the words 'on the remaining estate should be let' from recommendation 5 (page 14).</p> <p>(b) The executive's response to the review be reported to the first available meeting of the committee after the executive has approved its response.</p>	<p>Submitted to the Executive</p> <p>Briefing note including response issued 18 December 2015</p>	Completed

17 November 2015	Budget and medium Term Financial Strategy – Draft prior to Funding Announcement	RESOLVED: That it be recommended to Cabinet that consideration be given to the merits of a rise in council tax of more than the 1.9% cap, with consideration given to the best mechanism for advancing this should Council agree to this measure reflecting the wishes of the significant response to the priorities and budget consultation, particularly in relation to retention of specific non-statutory services.	Council did levy an additional 2% precept at in respect of adult social care in response to a Government initiative.	Completed
19 January 2016 (am)	Update on home to School Transport Provision	Resolved That: A) The relevant officers work to produce a briefing note on home to school transport to present to the General Overview and Scrutiny Committee for July 2016 B) The item be returned to the scrutiny committee for another annual review in January 2017 C) It be investigated what other scrutiny activity would be of benefit regarding home to school transport	Briefing note issued July 2016. Listed in Work programme. To be reviewed in January 2017.	Completed Completed ongoing
	Local Transport Plan	Resolved that: The following recommendations be put to cabinet regarding the Local Transport Plan: A) A recommendation be made that the Local Transport Plan (LTP) be subject to a review every five years in accordance with Department for Transport guidance B) LTP4 Vision to be amended to include the objective “and reduce congestion and increase accessibility by less polluting and healthier forms	Reported To Cabinet. Confirmed at Council on 20 May that recommendations would be reflected in Plan.	Completed

		of transport than the private car.”		
19 January 2016 (pm)	Herefordshire Community Safety Partnership Strategy and Related Performance	<p>RESOLVED:</p> <p>a) it be recommend that an all member briefing be arranged on the CSP and related matters including the office and Police and Crime Commissioner, Chief Constable, the Superintendent of Herefordshire and other CSP partners.</p> <p>b) that the chair and vice chair investigate what areas of the CSP it may be of benefit to conduct further scrutiny work.</p>	<p>Briefing provisionally arranged but postponed following Police and Crime Commissioner elections.</p> <p>Proposed to be rearranged in the autumn.</p>	Ongoing
8 March 2016	School Examination Performance	<p>Resolved that:</p> <p>a) The committee makes recommendations to cabinet on how they might improve the efficiency of the school improvement framework and strategy, especially in relation to governance in light of likely reduced resourcing in future.</p> <p>b) Council responsibilities for education are clarified and sufficiently resourced. Additionally, that the monitoring of governing bodies in meeting performance standards also be sufficiently resourced. Should the Director at any time find that resources are not sufficient, this must be reported to Cabinet and the General Overview and Scrutiny Committee at once.</p> <p>c) A briefing note be produced in regard to</p>	<p>The council responsibilities form part of the Herefordshire School Improvement Framework and are based on statutory duties.</p> <p>Further consideration of the role and resourcing of the local authority will form part of the local authority’s response to the national consultation on schools funding</p>	ongoing

		<p>authorised absences to inform future recommendations of the committee.</p> <p>d) The committee consider the findings of the Health and Social Care Overview and Scrutiny Committee's early years provision task and finish group in relation to referral rates for speech and language development.</p> <p>e) The committee's suggestions in regard to the teaching of phonics be brought to the attention of the early years task and finish group reporting the health and social care overview and scrutiny committee.</p>	<p>formula 2016 and the further national work on the roles and responsibilities of councils in relation to education</p> <p>(d and e have been done)</p>	
	<p>Marches Local Enterprise Partnership</p>	<p>Resolved: That</p> <p>(a) the committee commend and encourage further the engagement of small businesses within the activity of the Marches LEP.</p> <p>b) The work of the Marches LEP in cooperation with neighbouring and other Local Enterprise Partnerships, in particular the equivalent bodies across national borders be encouraged.</p> <p>c) That the Marches LEP ensure that the delivery of accounts and reporting is made more clear and the availability of such documentation to the public is ensured.</p> <p>d) That the committee recommend to the board of the Marches LEP that a summary of accounts be published in</p>	<p>2015/16 accounts are in process of being completed and will be placed on the LEP website . Draft accounts will be going to the LEP Board on 3 August.</p>	<p>ongoing</p>

		conjunction with the annual report on the activity of the Marches LEP.	Annual report published with Marches Enterprise joint Committee papers on 31 May 2016.	
4 May 16	Suggestions from the public	RESOLVED: That a working party be set up by officers to discuss the detail of the issues surrounding the definitive Map	The Chairman will be meeting with the Chairman of the Local Access Forum over the summer to discuss the approach to taking this forward.	ongoing
	Task and Finish Group Report – Community Infrastructure Levy	RESOLVED that: (a) the report of the task and finish group: community infrastructure levy be approved and the findings be submitted to the executive (b) the recommendations of the task and finish group: community infrastructure levy be approved as follows: Recommendation 1: The ‘Preliminary Draft Charging Schedule’ be carried forward unchanged as the ‘Draft Charging Schedule’; Recommendation 2: Urgent consideration be given to the need for a robust governance structure to be developed for the administration of CIL in advance of CIL being adopted; Recommendation 3: That Parish Councils be supported by clear advice to assist with the implementation of the CIL charging process prior	Submitted to Executive.	Response awaited from the executive.

		<p>to any collected CIL monies being spent; Recommendation 4: That the CIL charging schedule and its implementation be kept under review.</p> <p>(c) subject to the review being approved, the executive's response to the review be reported to the first available meeting of the committee after the executive has approved its response.</p>		
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