

# Agenda

## Scrutiny Management Board

Date: **Tuesday 19 March 2024**

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Time: **2.00 pm**

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Place: **Herefordshire Council Offices, Plough Lane, Hereford,  
HR4 0LE**

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

For any further information please contact:

**Danial Webb, Statutory Scrutiny Officer**

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If you would like help to understand this document, or would like it in another format, please call Danial Webb, Statutory Scrutiny Officer on 01432 260659 or e-mail [Danial.Webb@herefordshire.gov.uk](mailto:Danial.Webb@herefordshire.gov.uk) in advance of the meeting.

# **Agenda for the meeting of the Scrutiny Management Board**

## **Membership**

**Chairperson**            **Councillor Liz Harvey**  
**Vice-chairperson**   **Councillor Jenny Bartlett**

**Councillor Bruce Baker**  
**Councillor Ellie Chowns**  
**Councillor Simeon Cole**  
**Councillor Frank Cornthwaite**  
**Councillor Pauline Crockett**  
**Councillor Toni Fagan**  
**Councillor Peter Hamblin**  
**Councillor Terry James**  
**Councillor Bob Matthews**  
**Councillor Rob Owens**  
**Councillor Louis Stark**  
**Councillor Richard Thomas**  
**Councillor Rob Williams**

## Agenda

	Pages
<p><b>1. APOLOGIES FOR ABSENCE</b></p> <p>To receive apologies for absence.</p>	
<p><b>2. NAMED SUBSTITUTES</b></p> <p>To receive details of members nominated to attend the meeting in place of a member of the board.</p>	
<p><b>3. DECLARATIONS OF INTEREST</b></p> <p>To receive declarations of interests from members of the board in respect of items on the agenda.</p>	
<p><b>4. MINUTES</b></p> <p>To receive the minutes of the meetings held on 10 January 2024 and 16 January 2024.</p> <p>*Papers to follow*</p> <p><b>HOW TO SUBMIT QUESTIONS</b></p> <p>The deadline for the submission of questions for this meeting is 5pm on Wednesday 13 March 2024.</p> <p>Questions must be submitted to <a href="mailto:councillorservices@herefordshire.gov.uk">councillorservices@herefordshire.gov.uk</a>. Questions sent to any other address may not be accepted.</p> <p>Accepted questions and the responses will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at <a href="http://www.herefordshire.gov.uk/getinvolved">www.herefordshire.gov.uk/getinvolved</a></p>	
<p><b>5. QUESTIONS FROM MEMBERS OF THE PUBLIC</b></p> <p>To receive any written questions from members of the public.</p>	
<p><b>6. QUESTIONS FROM COUNCILLORS</b></p> <p>To receive any written questions from councillors.</p>	
<p><b>7. HOOPLE LTD</b></p> <p>This report provides Scrutiny Management Board with a presentation which sets out the arrangements between Herefordshire Council and Hoople Ltd.</p>	9 - 20
<p><b>8. HEREFORDSHIRE COUNCIL PLAN TASK AND FINISH GROUP TERMS OF REFERENCE</b></p> <p>To agree terms of reference for a task and finish group to:</p> <ul style="list-style-type: none"> <li>• appraise the draft 2024-28 Herefordshire Council Plan;</li> <li>• consider impact of changed and new corporate priorities w.r.t. 2020-2024 County Plan, and any continuity issues;</li> <li>• Consider the balance of proposed corporate priorities w.r.t. identified</li> </ul>	21 - 26

strategic needs and opportunities for the county

- Consider whether the success measures suggested for the Delivery Plan 2024-2025 align to Herefordshire Council Plan priorities and ambitions.

**9. FINANCIAL STRATEGY WORK PROGRAMME**

To consider the Financial Strategy work programme.

\*Papers to follow\*

**10. WORK PROGRAMME**

To consider the work programme for the board.

\*Papers to follow\*

**11. DATE OF THE NEXT MEETING**

Date of next meeting:

Tuesday 14 May 2024 2.00 pm

Proposed dates for 2024/25:

Tuesday 16 July 2024 2.00 pm

Tuesday 10 September 2024 2.00 pm

Tuesday 12 November 2024 2.00 pm

Tuesday 14 January 2025 2.00 pm

Friday 24 January 2025 10.00 am

Tuesday 11 March 2025 2.00 pm

# The public's rights to information and attendance at meetings

## You have a right to:

- Attend all council, cabinet, committee and sub-committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting. Agenda and reports (relating to items to be considered in public) are available at [www.herefordshire.gov.uk/meetings](http://www.herefordshire.gov.uk/meetings)
- 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.
- Access to a public register stating the names, addresses and wards of all councillors with details of the membership of cabinet and of all committees and sub-committees. Information about councillors is available at [www.herefordshire.gov.uk/councillors](http://www.herefordshire.gov.uk/councillors)
- Have access to a list specifying those powers on which the council have delegated decision making to their officers identifying the officers concerned by title. The council's constitution is available at [www.herefordshire.gov.uk/constitution](http://www.herefordshire.gov.uk/constitution)
- Access to this summary of your rights as members of the public to attend meetings of the council, cabinet, committees and sub-committees and to inspect documents.

## Recording of meetings

Please note that filming, photography and recording of this meeting is permitted provided that it does not disrupt the business of the meeting.

Members of the public are advised that if you do not wish to be filmed or photographed you should let the governance support team know before the meeting starts so that anyone who intends filming or photographing the meeting can be made aware.

The reporting of meetings is subject to the law and it is the responsibility of those doing the reporting to ensure that they comply.

The council may make a recording of this public meeting or stream it live to the council's website. Such videos are made available for members of the public via the council's YouTube channel at [www.youtube.com/@HerefordshireCouncil/streams](http://www.youtube.com/@HerefordshireCouncil/streams)

## Public transport links

The Herefordshire Council office at Plough Lane is located off Whitecross Road in Hereford, approximately 1 kilometre from the City Bus Station.

Bus maps are available here: [www.herefordshire.gov.uk/downloads/download/78/bus\\_maps](http://www.herefordshire.gov.uk/downloads/download/78/bus_maps)



## **The seven principles of public life**

### **(Nolan Principles)**

#### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **6. Honesty**

Holders of public office should be truthful.

#### **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.





# Title of report: Hoople Ltd

**Meeting:** Scrutiny Management Board

**Meeting date:** 19 March 2024

**Report by:** Democratic Services

## **Classification**

Open

## **Decision type**

Non-key

## **Wards affected**

All wards

## **Purpose**

The purpose of this report is to provide Scrutiny Management Board with a presentation which sets out the arrangements between Herefordshire Council and Hoople Ltd.

## **Recommendations**

- a) That the presentation be noted.

## **Alternative options**

None proposed.

## **Key considerations**

At a work programme planning meeting of the Scrutiny Management Board in December 2023, the committee agreed to request an overview report on the council's arrangements with Hoople Ltd.

This report is included as Appendix 1 of this report.

## **Community Impact**

In accordance with the adopted code of corporate governance, the council is committed to promoting a positive working culture that accepts, and encourages constructive challenge,

and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development and review. Topics selected for scrutiny should have regard to what matters to residents.

## **Environmental Impact**

There are no direct environmental impacts connected with this report or the outcomes it seeks to deliver. However if the committee makes any recommendations to Cabinet or elsewhere, any implementation of recommendations may have a resultant environmental impact.

## **Equality Duty**

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Considering this report will not have an impact on our equality duty.

## **Resource Implications**

There are no direct resource implications in the production or consideration of this report.

## **Legal Implications**

This report has no specific legal implications.

## **Risk management**

Risk / opportunity	Mitigation
There is a reputational risk to the council if the scrutiny function does not operate effectively.	The arrangements for the notification of recommendations from the scrutiny committees and agreement of an Executive Response should help mitigate this risk.

Cabinet is requested to provide an executive response within two months, at which stage, in considering its response, a full assessment of risk implications should be undertaken.

The executive will then need to assess the risks arising from any executive decisions made in respect of the scrutiny committee's recommendations.

### **Appendices**

Appendix 1: Hoople Ltd: a presentation to Scrutiny Management Board

### **Background papers**

None



Hoople Ltd  
Scrutiny Management  
Board  
19<sup>th</sup> March 2024

# Contents

Purpose of the presentation is to set out the arrangements between Herefordshire Council and Hoople Ltd.

- A brief history of Hoople
- Teckal status company
- <sup>14</sup>• Services to Herefordshire Council
- Governance and value add

# A brief history of Hoople

Hoople was created in 2011 as a shared services company between Herefordshire Council, Wye Valley NHS Trust and the Primary Care Trust (since replaced by CCG's).

Herefordshire Council is the majority shareholder with 80%, Wye Valley have a 17%, and Lincolnshire County Council became a shareholder in 2021 with a 3% shareholding.

The strategic vision of Hoople is to support the objectives of the shareholders providing greater resilience and depth of expertise through working together.

Hoople employs 609 staff (487fte), and has made a small amount of profit each year from its commercial activities.

The customer base is predominately with the shareholders, also includes schools, CCG, GPs surgeries, Taurus, Halo, Rutland council, Haymarket, care homes, many local businesses.

# Teckal Status

**Hoople is a Teckal company.** Teckal is a term used in procurement law, and enables the Council to procure services from Hoople without the normal procurement processes.

There are two criteria to being a teckal company:

- **80%** of Hoople's income must come from the shareholders, where **no profit** is made the service. The other 20% can be from commercial activities where a profit can be made.
- The influence on the direction of the company must come from the shareholders.

The current % of shareholder income is **92.3%**.

Profit made by Hoople's commercial activities is reinvested into services to drive efficiencies for the shareholders.



# Services to Herefordshire Council

**IT Services**, deliver efficient and secure technologies including IT support for members

**Revenues and Benefits**, dealing with public payment services, debt collection and council tax, business rates and other government payments

**Finance**, management accounts, creditors, social care payments and court of appointee.

**HR and Payroll including pensions**, providing tailored support.

⇒ **Recruitment**, Placing professional, skilled people in permanent positions, contract roles and temporary placements.

**Training**, eLearning courses, face to face course and apprenticeships

**Education**, foundation learning programme of students

**Hoople Care**, Learning disabilities and respite, and Reablement services.

**Building Maintenance and cleaning**, of council property estate.

**Maylord**, site management, events, security and cleaning.

**Public Rights of Way**, operators to maintain the PROW.

# Governance and value for money

## Contract

The service level agreement for services is reviewed and agreed annually.

## Board

The board meet bi-monthly to review the performance and influence the strategic direction. Herefordshire Council is represented by Hilary Hall (Chair) and Tracey Sampson. (Wye Valley NHS Trust 1 vote, Lincolnshire County Council 1vote).

## ∞ Hoople Management team

Audrey Clements, (CEO), Simon Mortimore Head of IT, Lisa Yates Head of HR, Stephen Weller Head of Care, Mark Aldsworth Head of Building Services, Daley Jones Head of Training and Education.

## Operational governance

Operational boards are in place for services, chaired by the Council commissioner and service leads, to review performance and address operational activities.

# Governance and value for money

## External audit

Financial statements are audited by Williamson & Croft Audit Limited, and filed at Companies House.

SWAP audit Hoople's compliance with the Councils procedures and policies.

CQC and Quality teams audit the care operations.

OFSTED audit the foundation learning programme.

## Value add

No profit on shareholder services.

Transfer of services without the costs of procurement.

Employment terms and conditions with a public sector ethos, pension 6% employer contribution, sickness pay half of the councils.

Aligned to the Councils priorities and set up to be adaptable to change, without contract penalties.

Bench market to the private sector market on costs and quality.



# **Title of report: Herefordshire Council Plan task and finish group terms of reference**

**Meeting: Scrutiny Management Board**

**Meeting date: 19 March 2024**

**Report by: Statutory Scrutiny Officer**

## **Classification**

Open

## **Decision type**

This is not an executive decision

## **Wards affected**

All wards

## **Purpose**

To determine whether to form a task and finish group to scrutinise development of the Herefordshire Council Plan.

## **Recommendation(s)**

**That:**

- a) **The committee agree to form a task and finish group according to the terms of reference attached as appendix 1.**

## **Alternative options**

1. The committee could make changes to the terms of reference before agreeing to form the task and finish group.
2. It could also decide not to form the task and finish group.

## **Key considerations**

3. At the committee's recent meeting, on 16 January 2023, it agreed to draft terms of reference to review delivery of the 2020-24 County Plan, and the production of the 2024-28 Herefordshire

Council Plan and its supporting delivery plan. It instructed the statutory scrutiny officer to make arrangements to create and operate such a task and finish group, and to draft a terms of reference to allow the committee to constitute the group.

4. A draft terms of reference for the task and finish group is attached as appendix 1.

## **Community impact**

5. The scrutiny function supports community development through robust scrutiny of the council's policy framework, including the Local Plan, Health and Wellbeing Strategy, Herefordshire Council Plan and the Medium Term Financial Strategy.
6. Scrutiny also supports community issues more directly through the work of the Connected Communities Scrutiny Committee.
7. The function also helps to ensure that the council discharges its corporate parent duties effectively, through scrutiny of the corporate parenting board and the council's broader work to support its looked after children and their families.

## **Environmental impact**

8. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
9. All reports to scrutiny committees, as with all council committees, include appraisals of the impact of the report content on climate change. Scrutiny committee work programmes directly link to the Herefordshire Council Plan priorities, including the key priority to "Protect and enhance our environment and keep Herefordshire a great place to live."
10. Climate change and carbon reduction related issues are directly identified in the remit and therefore focus of the Environment and Sustainability scrutiny committee.
11. Whilst this is a decision on back office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the Council's Environmental Policy. Examples include:
  - a. Creation of an online-only briefing programme, eliminating the need to travel to Hereford for a single meeting.
  - b. Paper-free briefings and informal meetings, eliminating the need for printed paper.

## **Equality duty**

12. Under section 149 of the Equality Act 2010, a public authority must, in the exercise of its functions, have due regard to the need to:
  - a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

- b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
13. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. As this report is primarily for information, we do not believe that accepting (or rejecting) this report will have an impact on our equality duty.

### **Resource implications**

14. Effective scrutiny produces evidence-based recommendations. These can be informed by learning from best practice and an understanding of 'what works' at other similar local authorities, as well as developing a robust picture of what the situation is locally based on data, intelligence and insights. Where adopted recommendations can help with the efficiency and effectiveness of services that can be delivered differently, as well as informing the development of current and new policies.
15. As this report is primarily for information, there are no direct resource implications arising from this report. However the function may require some funding in order to carry out its work effectively. Requirements may include purchasing training or expert advice. However it is anticipated that much of the training and development required during the year can be met using existing council resources.

### **Risk management**

16. Effective scrutiny is a feature of the council's governance arrangements, where the council is operating executive arrangements. There are a range of factors that could result in risks to the council of not doing scrutiny effectively. These include the failure to:
- a. challenge and hold decision makers to account
  - b. link scrutiny work to the delivery of the council's priorities and risk management
  - c. carry out thorough and appropriate research to make evidence-based recommendations
  - d. engage partners and providers
  - e. ensure that structures and models of operation are fit for purpose and match ambition and available resources
  - f. ensure that scrutiny can operate as the voice of communities and
  - g. draw on member knowledge and experience to inform policy development.
17. To mitigate, tolerate or eradicate these risks, enablers for effective scrutiny include:
- a. operating in an apolitical manner
  - b. clarity of vision and purpose
  - c. scrutiny support availability, capability and capacity

- d. effective engagement and commitment by members and officers at all levels, including cabinet, opposition leaders, scrutiny chairs and senior officers who play a central role in setting the tone and direction
- e. robust work programming and prioritisation of topics with clear objectives and expected impacts
- f. ensuring that scrutiny work will add value to the council and communities e.g. through strong links between work programme topics and the integrated strategic plans that set out the actions and timescales to deliver the priorities in the Herefordshire Council Plan
- g. access to and availability of robust data and intelligence and
- h. good relationships with partners and providers.

### **Consultees**

18. None

### **Appendices**

1. Herefordshire Council Plan task and finish group terms of reference

### **Background papers**

None identified



## **Scrutiny Management Board**

### **Herefordshire Council Plan task and finish group**

#### **Terms of Reference**

##### **Background**

The County Plan 2020-24, alongside the Medium Term Financial Strategy, provides the overarching policy framework within which decisions will be taken and resources allocated over the next four years. The County Plan 2020-24 was developed through a process of engagement and consultation with the public and key stakeholders and was agreed at Council on 14 February 2020. It sets out the key strategic ambitions for the county and the success measures which will be used to monitor progress.

The Delivery Plan identifies the key programmes of work that will progress the ambitions within the County Plan, set against the ambitions of Economy, Community and Environment. Each of the projects and deliverables contributes to one, if not more of the objectives set in the County Plan.

Herefordshire Council is currently writing a new County Plan, now called the Herefordshire Council Plan, to cover the period 2024-28. The plan is scheduled to be agreed at the annual meeting of Council on 24 May 2024.

At its meeting on 21 November 2023, Scrutiny Management Board agreed “[t]hat a Task and Finish Group be convened to provide views and recommendations on the draft County Plan as it continues to develop, with terms of reference to be drafted for approval by the board.” This terms of reference outlines the planned work to meet this committee resolution.

##### **Objectives**

The objectives of the proposed group are to:

- appraise the draft 2024-28 Herefordshire Council Plan;
- consider impact of changed and new corporate priorities w.r.t. 2020-2024 County Plan, and any continuity issues;
- Consider the balance of proposed corporate priorities w.r.t. identified strategic needs and opportunities for the county
- Consider whether the success measures suggested for the Delivery Plan 2024-2025 align to Herefordshire Council Plan priorities and ambitions.

##### **Membership**

The group will be open to every elected member of Herefordshire Council.

## Programme of work

The group will meet three times, either online or in person. It will then report back to Scrutiny Management Board at its May meeting, date to be agreed.

Scrutiny Management Board - agree terms of reference	19 March 2024
<b>Meeting 1</b> Outcomes of 2020-2024 County Plan	April 2024 date TBC
<b>Meeting 2</b> Success measures of plan  Herefordshire Council Plan engagement and consultation process	April 2024 date TBC
<b>Scrutiny Management Board</b> - agree task and finish group report and recommendations	14 May 2024
Scrutiny Management Board report to Council	24 May 2024
<b>Meeting 3</b> Scrutinise Draft Delivery Plan	September 2024 date TBC
Scrutiny Management Board - agree Delivery Plan report and recommendations	10 September 2024