

Agenda

Connected Communities Scrutiny Committee

Date: **Tuesday 15 October 2024**

Time: **2.00 pm**

Place: **Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE**

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 Henry Merricks-Murgatroyd, Democratic Services Officer on 01432 260239 or e-mail Henry.Merricks-Murgatroyd@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of the Connected Communities Scrutiny Committee

Membership

Chairperson **Councillor Ed O'Driscoll**
Vice-chairperson **Councillor Frank Cornthwaite**

Councillor Bruce Baker
Councillor David Hitchiner
Councillor Rob Owens
Councillor Roger Phillips
Councillor Diana Toynbee

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 any councillor nominated to attend the meeting in place of a member of the committee.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive declarations of interest in respect of items on the agenda.</p>	
4.	<p>MINUTES</p> <p>To receive the minutes of the meeting held on Wednesday 10 July 2024.</p>	13 - 16
<p>HOW TO SUBMIT QUESTIONS</p> <p>The deadline for the submission of questions for this meeting is 5.00 pm on Wednesday 9 October 2024.</p> <p>Questions must be submitted to councillorservices@herefordshire.gov.uk. 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 www.herefordshire.gov.uk/getinvolved</p>		
5.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive any written questions from members of the public.</p>	
6.	<p>QUESTIONS FROM MEMBERS OF THE COUNCIL</p> <p>To receive any written questions from members of the council.</p>	
7.	<p>LOCAL AUTHORITY HOUSING DELIVERY MODELS</p> <p>To receive an update on commissioned research into housing delivery models in other local authorities.</p>	17 - 28
8.	<p>PUBLIC REALM FUTURE OPERATING MODEL TASK AND FINISH GROUP RECOMMENDATIONS</p> <p>To agree recommendation from the committee's task and finish group scrutinising proposals for a new operating model for the council's contract for public realm works.</p>	To Follow
9.	<p>WORK PROGRAMME</p> <p>To consider the draft work programme for Herefordshire Council's scrutiny committees for the municipal year 2024/25.</p>	29 - 66
10.	<p>DATE OF THE NEXT MEETING</p> <p>The date of the next meeting is Wednesday 13 November 2024, 10:00 am</p>	

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- 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
- 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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- 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
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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.

Guide to Connected Communities Scrutiny Committee

Scrutiny is a statutory role fulfilled by councillors who are not members of the cabinet.

The role of the scrutiny committees is to help develop policy, to carry out reviews of council and other local services, and to hold decision makers to account for their actions and decisions.

Council has decided that there will be five scrutiny committees. The committees reflect the balance of political groups on the council.

The Connected Communities Scrutiny Committee consists of 7 councillors.

Councillor	Party
Bruce Baker	Conservative Party
Frank Cornthwaite (Vice-Chairperson)	Conservative Party
David Hitchiner	Independents for Herefordshire
Ed O'Driscoll (Chairperson)	Liberal Democrats
Rob Owens	Liberal Democrats
Roger Phillips	Conservative Party
Diana Toynbee	The Green Party

Scrutiny functions

The committees have the power:

- (a) to review, influence policy or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive,
- (b) to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive,
- (c) to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the executive,
- (d) to make reports or recommendations to council or the cabinet with respect to the discharge of any functions which are not the responsibility of the executive,
- (e) to make reports or recommendations to council or the cabinet on matters which affect the authority's area or the inhabitants of that area
- (f) to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions and to make reports or recommendations to the council with respect to the discharge of those functions. In this regard crime and disorder functions means:
 - (i) a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment); and

- (ii) a strategy for combatting the misuse of drugs, alcohol and other substances in the area; and
 - (iii) a strategy for the reduction of re-offending in the area
- (g) to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and make reports and recommendations to a responsible person on any matter it has reviewed or scrutinised or to be consulted by a relevant NHS body or health service provider in accordance with the Regulations (2013/218) as amended. In this regard *health service* includes services designed to secure improvement -
- (i) in the physical and mental health of the people of England, and
 - (ii) in the prevention, diagnosis and treatment of physical and mental illness
 - (iii) and any services provided in pursuance of arrangements under section 75 in relation to the exercise of health-related functions of a local authority.
- (h) to review and scrutinise the exercise by risk management authorities of flood risk management functions or coastal erosion risk management functions which may affect the local authority's area.
- (i) To track actions and undertake an annual effectiveness review

The remit of Connected Communities Scrutiny Committee

- Talk Business programme, advice and support
- Development investment plans - town, market town, rural, Hereford City
- Hereford Enterprise Zone
- Higher education development
- Adult and community learning programme
- Apprenticeships
- Fastershire programme
- Digital connectivity
- Heritage, culture and tourism
- Social value procurement policy
- Planning
- Licensing
- Regulatory
- Capital highway maintenance, asset management and infrastructure repair
- Council housing
- Statutory community safety and policing scrutiny powers

Who attends scrutiny committee meetings?

- Members of the committee, including the chairperson and vice-chairperson.
- Cabinet members, they are not members of the committee but attend principally to answer any questions the committee may have and inform the debate.
- Officers of the council to present reports and give technical advice to the committee.
- People external to the council invited to provide information to the committee.
- Other councillors can attend but can only speak at the discretion of the chairperson.

Minutes of the meeting of the Connected Communities Scrutiny Committee held in Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE on Wednesday 10 July 2024 at 10.00 am

Committee members present in person and voting: **Councillors: Bruce Baker, Frank Cornthwaite (Vice-Chairperson), Dave Davies, David Hitchiner, Ed O'Driscoll (Chairperson), Rob Owens and Diana Toynbee**

Others in attendance: R Allonby (Service Director Economy and Growth), M Averill (Service Director Environment and Highways), B Baugh (Democratic Services Officer), R Cook (Corporate Director - Economy and Environment), J Higgins (Democratic Services Support Officer), S Holland (Interim Head of Housing Development), D Webb (Statutory Scrutiny Officer) and S Woodhouse (Housing Operations Service Manager)

[Link to the meeting page, including the video for each agenda item](#)

1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillor Roger Phillips.

2. NAMED SUBSTITUTES

Councillors Dave Davies was present as the named substitute for Councillor Roger Phillips.

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. MINUTES

The minutes of the previous meeting were received.

Resolved:

That the minutes of the meeting held on 27 February 2024 be confirmed as a correct record and be signed by the Chairperson.

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

A document containing a question received from a member of the public and the response provided was included in supplement to the agenda: [Link to Supplement 2](#).

6. QUESTIONS FROM MEMBERS OF THE COUNCIL

No questions had been received from councillors.

7. AFFORDABLE AND SOCIAL HOUSING IN HEREFORDSHIRE

The committee received the presentation 'Affordable housing and housing need in Herefordshire'. The Housing Operations Service Manager presented the slides: *Introduction; An overview; What is affordable housing?; Affordable housing tenures; Current housing situation in the county; Who delivers housing / services in Herefordshire?; How do we deliver additional housing in the county?; Delivery figures 2019-2024; Variety of completed schemes; Setting the context (1); Setting the context (2); What are we doing about it?; What do we need?; and Questions.*

At the request of the Chairperson, the notes that were read out were published following the meeting: [Link to 'Affordable housing and housing need in Herefordshire' \(with notes\)](#).

The principal points of the discussion included:

1. The potential for government policy reforms following the recent general election.
2. The need to refresh the [Herefordshire Housing Market Needs Assessment 2021](#) which formed part of the evidence base for the development of the Local Plan. Later in the meeting, it was noted that the needs assessment identified local housing market area geographies and housing needs.
3. Capacity and resource issues were outlined, including the need for: dedicated support to help people to move on from temporary accommodation; enhanced incentives for private landlords; and properties that the council could manage itself. The committee was advised that registered providers of social housing were excluding some customers, and the introduction of credit checks was likely to impact others.
4. The Chairperson explained that commissioned research into housing delivery models was due to be considered by the committee in October 2024 and that any cross cutting matters that may arise could be identified to the Scrutiny Management Board or to the relevant scrutiny committee.
5. An overview was provided of the complexities and lengthy processes associated with bringing empty properties back into use through the council.
6. It was reported that the Council Tax and Business Rates Team would hold details of the number of second homes in the county. A committee member questioned whether the council's policy on the levying of empty homes and second homes Council Tax premiums would have implications for the local market, and whether this funding could be used for housing related initiatives.
7. With reference made to the slide *Delivery figures 2019-2024*, it was noted that the number of affordable units delivered had exceeded the yearly target but it was questioned whether this had kept pace with the increasing level of demand. It was also noted that 1,957 households were on the waiting list for general needs affordable housing.
8. A further paper was requested on the issues raised in the meeting to complement the work to be undertaken in October 2024.
9. It was noted that the council had taken the decision to become a registered provider and it was suggested that a 'right to buy-back' scheme could be explored.
10. The Service Director Economy and Growth commented on the importance of housing and infrastructure in supporting the local economy and communities. It

was noted that the council could add to its small amount of stock but a Housing Revenue Account would be required if the number of properties owned reached 200 or more, with consequential financial and operational challenges. The committee was advised that the commissioned research would look at options and best practice from other areas. The committee was also advised that a report was being prepared to seek Council's approval for the addition of capital budget to provide an acquisition fund for housing provision: [Link to Council minutes, 26 July 2024](#).

11. An overview was provided of the position with a stalled affordable housing scheme at the former Holmer Trading Estate, due to the modular homes supplier going into administration, and the efforts of the registered provider to secure another contractor. It was reported that each development site had a designated development officer in the strategic housing team who worked proactively to bring sites forward.
12. It was noted that 120 households were in a form of temporary accommodation arranged by the local authority, a 100% increase on pre-pandemic levels; this increase reflected the picture nationally.
13. It was confirmed that the council did not have any legal authority over any registered provider and any issues around property management had to go through a formal complaints process, and the Housing Ombudsman Service. It was noted that registered providers were regulated by the Regulator of Social Housing.
14. The Housing Operations Service Manager said that a breakdown of the households on the waiting list could be provided, adding that work was likely to be undertaken to identify inactive applicants by November 2024.
15. It was reported that the council had nomination arrangements with most registered providers in Herefordshire.
16. The Housing Operations Service Manager emphasised the need for emergency accommodation, and to help people to move into and to sustain settled housing.

There was a short adjournment to enable committee members to consider potential recommendations. The meeting recommenced and the following resolution was agreed by the committee.

Resolved:

That officers be requested to prepare a report for the committee by the end of September 2024, providing more detail on the issues raised in the meeting, including options to increase the delivery of social and affordable housing.

8. PUBLIC REALM FUTURE OPERATING MODEL WORKING GROUP TERMS OF REFERENCE

The committee considered the formation of a working group to scrutinise development of the Public Realm Future Operating Model; the draft terms of reference were attached to the report: [Link to Appendix 1](#).

The Service Director Environment and Highways explained the background to the development of the new Public Realm Services model and contracting arrangements; the contract would start from June 2026. It was reported that a market testing exercise was being undertaken which would inform the reshaping of the model and a working

group would provide scrutiny committee members with an opportunity to preview ideas prior to consideration by Cabinet.

In response to questions from committee members, the Service Director:

- i) confirmed that the tender would be open to all qualifying suppliers, including the current contractor;
- ii) noted the value of cross-party input given the importance of the contract to residents and people travelling throughout Herefordshire;
- iii) outlined the differences between the broad range of services delivered by the current contractor and the new contract for core services to deliver works; and
- iv) explained that the areas covered by the locality stewards and the demands on their time would be reviewed.

The Chairperson commented that such matters could be explored further and drew attention to the objectives for the working group.

Resolved:

That the committee form a working group according to the terms of reference attached to the report at Appendix 1.

9. WORK PROGRAMME

The Statutory Scrutiny Officer presented the draft work programme for the remainder of the municipal year 2024/25. In particular, it was recommended that the scheduled meeting on 11 September 2024 be moved to 15 October 2024 to enable the committee to consider research into housing delivery models (due to be received on 27 September 2024), and to receive the findings from the Public Realm Future Operating Model Working Group (due to meet on 8 October 2024).

With attention drawn to the 'Enterprise Zones' item, due to be considered on 13 November 2024, a committee member suggested that: the item should explore the benefits arising from businesses moving into enterprise zones and the consequential release of other premises; a recent Internal Audit Update Report could be included as part of the evidence, [Link to Audit and Governance Committee minutes, 11 June 2024](#); and the invitees could include Bill Jackson and Andrew Manning-Cox, as both individuals had chaired the Hereford Enterprise Zone Executive Board. Another committee member suggested that the chair of Ross Town Council could be invited. The Chairperson requested that an informal work programme discussion be arranged for committee members on 11 September 2024.

Resolved:

That the work programme, as amended and subject to periodical reviews, be agreed as the basis of the primary focus for the committee for the remainder of the municipal year 2024/25.

10. DATE OF THE NEXT MEETING

Further to the work programme item above, the next scheduled meeting in public was confirmed as Tuesday 15 October 2024 at 2.00 pm.

The meeting ended at 11.31 am

Chairperson



Herefordshire Council

Best Practice: Review of approaches to developing & delivering affordable/ social housing

Interim report

October 2024

Scene setting

Current position

Estimate of need for affordable housing

The **Housing Market Area Needs assessment (2021)**-

- 597 affordable homes per year
- 422 social/affordable rented homes
- 175 affordable home ownership homes
- 65% of these in Hereford and Ross

Policy for delivery of affordable housing

Current **Local Plan Policy**– Policy H1 (New plan - Reg 18 – similar percentages)

Sites over 10 dwellings to provide:

- 35% AH - Hereford, Hereford Northern/ Southern Hinterlands, and Kington and West Herefordshire
- 40% affordable housing - Ledbury, Ross and Rural Hinterlands; and Northern Rural (which includes Bromyard);
- - 25% affordable housing - Leominster

The task....

1. A strategic overview of the current delivery models for affordable housing

- Commentary on current delivery models – their relative merits and pitfalls
- Summary of any local authorities currently operating the models
- Examples of successfully delivered developments, as case studies.
- Summary of relevant third party council policies in relation to affordable housing.

2. An overview as to which models could be appropriate to address the need in Herefordshire - to include:

- Delivery vehicle – model and governance requirements.
- Possible sources of funding
- Details of any operational constraints

Affordable housing delivery – next three years

Best estimate - from 3 year delivery plan – c 500 per annum

Development type	Est. Nos
Community Land Trusts	20
100% affordable housing schemes	350
Planning gain	1,110
Total	1,500



Number of different housing associations involved



Wide range of number of affordable housing dwellings in each scheme – down to 1s and 2s – mostly 10 to 40 dwellings, some much larger nos



Top 5 RPs in Herefordshire in terms of stock owning – c11,500 dws. There are another 20+ RPs with some stock in Herefordshire – see later 'slide' for potential relevance

Local perspectives

- RPs are under financial pressures (often having to divert resources to upgrade their existing stock – even if no issues for them in Herefordshire)
- RPs are being careful/selective about what they develop – with different approaches for different organisations e.g. one RP will take on smaller (rural) sites but another might operate to a minimum site size e.g. 40 dws
- Some RPs are OK and some are cautious about involvement in s106 schemes
- 20 ➤ Local 'pool' of contractors is limited – adds to costs
- LA planning capacity across the country is of general concern – planning delays = lost £s
- Nutrient issues are an increasing concern generally and particularly in Herefordshire – there is a 'queue' for phosphate credits
- Good communications between RPs and LA at a senior level can matter
- Variety of experiences and different delivery models used e.g. JV with market housebuilder - with shared risk.

Drawn from interviews with council officers, housing associations (registered providers - RPs) active in Herefordshire and initial contact with other Marches organisations

Further interviews planned with RPs and neighbouring authorities

Worth noting that RPs (across the country) are waiting for the Budget/Spending Review - to find out what the impact is on Homes England spending plans – current Affordable Homes Programme ends in 2026

Alternative delivery models

Local housing companies - independent arms-length commercial organisations wholly or partly owned by councils. - can develop, buy and manage properties within and outside the local authority area. Development companies sit outside local government housing financing systems (Housing Revenue Account). Local housing companies can establish RPs to deliver affordable housing. Potential to cross subsidise development of AH with market sales/market lettings

Direct delivery - council involved in all aspects of delivery – can be right up to selecting and managing contractors for the build process. Can be own land or purchased – may be on a small-scale or major schemes. If no HRA – when has developed 200 units would trigger need for HRA – or have to set up an independent RP or sell to a RP

2 **Joint Ventures (JVs)** – describes a range of different commercial arrangements between two or more separate entities. Each party contributes resources to the venture and a new business is created in which the parties collaborate together and share the risks and benefits associated with the venture. Typically the local authority contributes land. A local authority may have one or many JVs with one or more partners.

All the above could involve acquisitions as well as newbuild – acquisitions could include buy-back of properties previously bought through Right to Buy

Other mechanisms - a wide range of these e.g. i) LA leases new homes from a private developer or investor (often for temporary accommodation) e.g. LB Brent and Greenstone) ii) Following an application and assessment process, council enters into contract with developers to forward purchase newly constructed affordable homes off-plan e.g. Rotherham Council's Small Sites Homebuilding Initiative

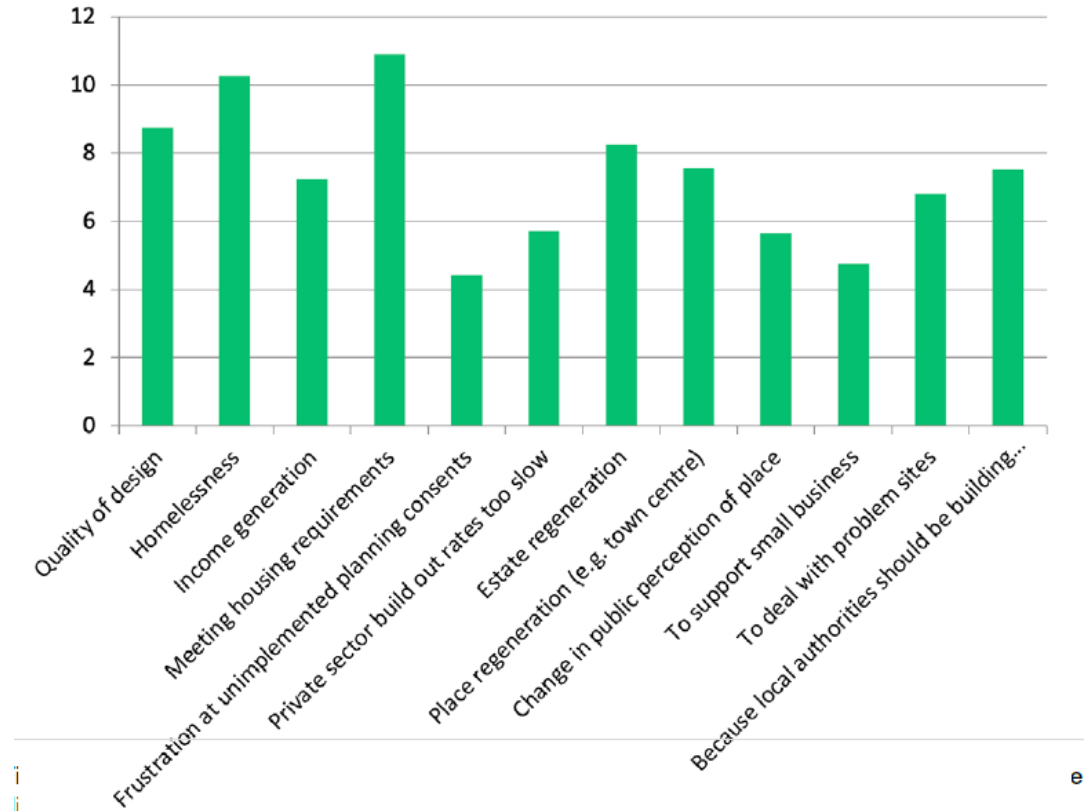
National picture

Taken from the annual survey by Bartlett School of Planning, UCL -

“Local authority Direct Provision of Housing: Fourth Research Report – Jan 2024”

- In 2023, 52% of authorities reported having one or more local housing companies - a wholly owned or joint venture company focussed on the development of new housing
- In 2023, 69% local authorities have Joint Ventures
- Very few councils taking no action
- Local authorities are developing a wide range of housing delivery initiatives including establishing lettings agencies (e.g. Ashford, Bury, BANES, Wyre Forest)

What are the main reasons for engaging in housing provision? (Higher score = greater importance)



Where authorities choose not to get involved

Again – from the annual survey quoted above

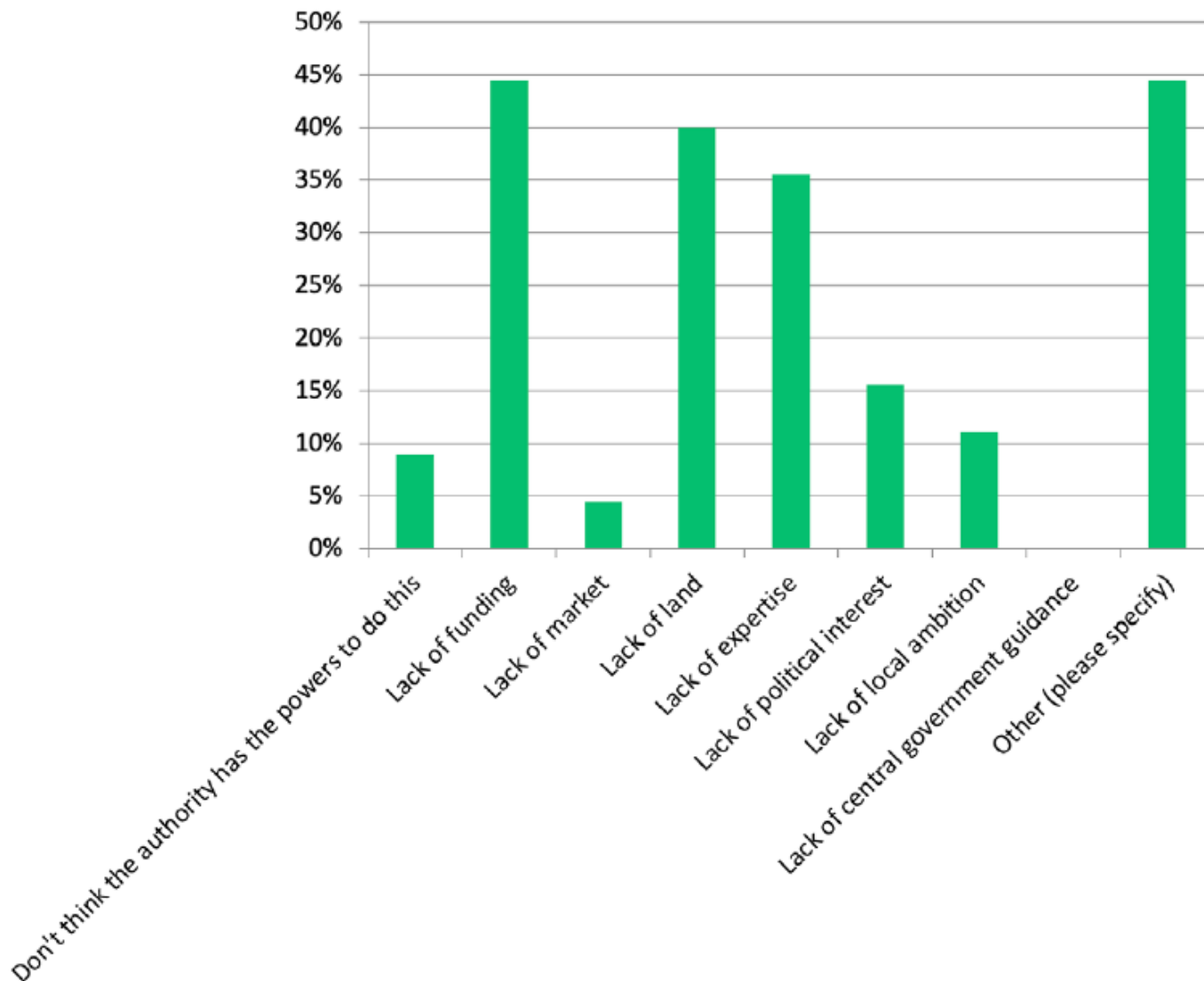
Small no in this group – c45 replying to the survey

Main reasons = lack of land, funding and experience

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+ have picked up similar comments from local interviews and past research with local authorities

Reason(s) for not engaging in providing housing



Delivery models use of HRA and General Fund – further examples

- **LAs that have used their own General Fund (GF) and Housing Revenue Account (HRA) land** to ‘sell’ at lower value to RPs/HAs to deliver higher levels of Affordable Housing (AH), or 100% AH e.g. Hounslow, Welwyn Hatfield, Brighton
- **LAs that used their own GF land or HRA land as leverage to establish Joint Ventures (JVs)** with the private sector e.g. *Bristol City Council* (Goram Homes), *Warwickshire County Council* – JV with Countryside to deliver 2,000 homes over 20 years, *Sheffield* – Sheffield Housing Company which is a JV with Keepmoat and Great Places HA, *Telford and Wrekin Council* (Nuplace) – Development Company which is developing affordable homes and private rent
- **LAs that have purchased third-party land** to deliver new homes/new community
Eastleigh at One Horton Heath - where LA will be developer as well

Delivery models – setting up and key considerations

	What would be involved	Key considerations
Development company	Setting up a company, establish funding, requires a business plan, requires strong governance arrangements	Due diligence as a must! Gives the LA control – can offer a wider range of products e.g. private rent Easier if already have land assets Have been high profile failures – lessons about getting bus plan and funding right at Day 1 and actively managing risk thereafter
Direct delivery	Similar to dev co but done directly under General Fund or HRA At 200 homes requires HRA	Can be useful mechanisms to build out smaller sites Very hands on – requires wide range of skills and commitment/patience
JVs	Identify land parcels and appropriate partners. Identifying right legal mechanism and structure and exit routes ..just in case....	Importance of up front due diligence and of risk modelling Selecting the right partner is key – need to be committed and financially sound
Leasing from private developer	Taking a 10yr plus lease on newbuild or existing stock at an agreed return to the property owner	Short term fix Can be either with General Fund or HRA

Delivery models case studies – to explore further

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Local authority	Potential as case studies
Telford	Has an established development company (Nuplace) – has created 485 homes since established Nuplace delivering private rented units and some general needs affordable housing
Shropshire	Set up own development company (2019) - Cornovii Developments Limited Delivering affordable housing and entering the private rent market
Wolverhampton	Mix of approaches – has own development company (WV Living) and also undertakes direct delivery, using council land. Recent tendered to find private sector regeneration partner on own land to deliver over 200 homes and mixed commercial uses.
Bristol	Has established development company – Goram Homes (set up 2019) and the council undertakes direct delivery
Eastleigh	Rare example of an LA acquiring land to masterplan and develop mixed tenure scheme, at scale.
Hounslow	Started by identifying all development opportunities in their estate (happened to be an HRA authority) – found mostly small sites in the estate, parcelled these up and went to a number of RPs to bid for the different parcels

Local potential for increasing delivery of AH

Potential opportunities to increase supply of affordable housing using existing mechanisms – in addition to maintaining good relationships with current RP partners

- Explore with current RP partners and RPs with some stock holding in Herefordshire but not currently developing, their potential to do more. Some may have necessary untapped financial/corporate capacity
- Use of council's own funds e.g. collected from commuted sums, to support delivery – possibly more about securing types of homes needed e.g. switch from affordable to social rent, provide more family sized units
- Giving affordable housing priority in the 'queue' for phosphate credits – but may only be realistic for sites developed for 100% affordable housing

NEXT STEPS

- Complete the research
- Take into account feedback re the interim report
- Finalise the case studies
- Suggested 'site visits' to other LAs



Title of report: Work programme 2024/5

Meeting: Connected Communities Scrutiny Committee

Meeting date: 15 October 2024

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

All Wards

Purpose

To consider the draft work programme for Herefordshire Council's scrutiny committees for the municipal year 2024/25.

Recommendation(s)

That:

- a) **The committee agree the draft work programme for Connected Communities Scrutiny Committee contained in the work programme report attached as appendix 1, which will be subject to monthly review, as the basis of their primary focus for the remainder of the municipal year.**
- b) **The committee note the work programme for the other scrutiny committees, and identify any opportunities for collaboration or alignment of work.**

Alternative options

1. The committee could decline to agree a work programme for its future committee meetings. This would likely result in unstructured and purposeless meetings.
2. The committee could also decline to identify areas of potential collaboration or alignment of work with other committees. This could result in duplication or overlap of work.

Key considerations

3. A fundamental part of good scrutiny is planning and agreeing a programme of work for the committee to undertake. A well-considered work programme:

- a. identifies priorities for the committee's work that align with corporate and partnership priorities, as well as reflecting community concern;
 - b. ensures that each identified topic has clear objectives that focus the committee's work;
 - c. creates a timetable for the committee's programme of work so that the committee carry out its work at the optimal time; and
 - d. provides officers and partners with requirements for evidence that will support the committee in providing evidence-based scrutiny
4. To prepare this work programme, the committee chairs have met with officers of the council to identify potential priority areas of work for the committee. These priority areas have been scheduled within the work programme to ensure the committee considers topics when it is most useful to do so. A draft of this work programme has then been circulated to the council's corporate leadership team and other key senior directors, alongside committee chairs, for further comment and refinement.
 5. As agreed by Scrutiny Management Board, I have replaced individual work programme reports, updated in time for each committee meeting, with a single combined work programme, published at the beginning of each month. This makes it easier for committees to plan work on topics that straddle the remit of more than one committee. It also facilitates planning for specific items on the work programme from corporate directors. The most recent work programme was published on 2 October 2024 and is attached as Appendix 1.
 6. Attached as Appendix 2 to this report is the council's forward plan of key decisions.

Community impact

7. Effective scrutiny enables the committee to reflect community concern, one of the four purposes of scrutiny as outlined by the Centre for Governance and Scrutiny.

Environmental impact

8. This report contains no direct environmental impacts. However the work that the committee will undertake resulting from agreeing this work programme may have direct impacts. Reports arising from or supporting this work will outline their potential environmental impact.

Equality duty

9. 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. This report contains no direct equality impacts. However the reports and issues that the committee will consider may have direct impacts. Reports arising from or supporting this work will outline the any associated equality impacts for committee consideration.

Resource implications

10. This report constitutes part of the typical function of this committee. Similarly, a programme of work undertaken by committee is an integral part of the council's 'business as usual'. There is no resource implication in setting or agreeing a work programme. However agreed topics in the work programme, in particular any requests for bespoke research or the involvement of outside experts or community groups, may incur resource costs. These will be contained in any reporting or planning of agreed topics within this work programme.

Legal implications

11. The remit of the scrutiny committee is set out in part 3 section 4 of the constitution and the role of the scrutiny committee is set out in part 2 article 6 of the constitution.
12. The Local Government Act 2000 requires the council to deliver the scrutiny function.

Risk management

13. There are no risks identified in the committee agreeing an effective and timely programme of work. However there is a risk to the council's reputation if committees fail to set a work programme, or set a programme of work that does not address local authority, partnership or community priorities.

Consultees

14. In drafting this work programme, consideration has been given to:
 - a. The previous work of scrutiny committees;
 - b. Priorities suggested by members of the committee; and
 - c. Work with Herefordshire Council officers to develop topics and agree optimum timings to bring items for consideration.
15. This work programme is subject to ongoing review, which may involve additional consultees.

Appendices

Appendix 1 – Scrutiny work programme 2024/25 October 2024

Appendix 2 – Herefordshire Council Forward Plan 4 October 2024 onwards

Background papers

None

SCRUTINY WORK PROGRAMME 2024-2025

Below are the work programmes of Herefordshire Council’s five scrutiny committees.

Work programmes are subject to change, with revised programmes agreed at the end of formal committee meetings.

Children and Young People Scrutiny Committee

Committee Meeting

26 November 2024 **report publication date 18 November 2024** **pre meeting lines of enquiry planning 15 November 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Including children’s voices in council policy</p> <ul style="list-style-type: none"> • Understand the role of the council’s children’s advocacy team. • Scrutinise the council’s participation and engagement strategy • Scrutinise how the council seeks to understand the priorities of all children and young people with regard to council areas of responsibility, to include: <ul style="list-style-type: none"> ○ Transport and highways ○ Housing ○ Public Health ○ Planning 	<ul style="list-style-type: none"> • Focus group with children and young people, both within and outside the service • Children and Young People quality of life survey 	<ul style="list-style-type: none"> • Complaints and Children’s Rights Manager • Head of Service for Corporate Parenting • Hereford City Youth Council • Herefordshire rural media • Head of Transport and Access Services • Other officers to be agreed

Committee Meeting

21 January 2025 **report publication date 13 January 2025** **pre meeting lines of enquiry planning 10 January 2025**

Topic and Objectives	Evidence required	Attendees*
<p>Ensuring sufficiency for children and young people with a SEND</p> <ul style="list-style-type: none"> • Evaluate the level of need for SEND provision in Herefordshire, and how Herefordshire Council and partners meet that need. • Understand how Herefordshire Council, the Department for Education and other bodies fund the development of capacity to support children with a SEND. 	<ul style="list-style-type: none"> • Local Government Association peer review of SEND services • Ofsted/CQC inspection of services report (if available) 	<ul style="list-style-type: none"> • Liz Farr Service Director, Education • Hilary Jones – Service Manager SEND

<ul style="list-style-type: none"> • Scrutinise how the council, schools and health partners work together to support children, with or without a statement of need or education, health and care plan (EHCP). • Measure progress in meeting recommendations following the SEND peer review by the Local Government Association. • Explore how the council and the local parent-carer forum work together to co-produce strategy and practice. • Scrutinise the current neuro-development pathway and its role in supporting children. 		<ul style="list-style-type: none"> • Jess Brooks – Integrated Care Board Children’s Lead • Helen Gill, Directorate Support Team • Herefordshire and Worcestershire Integrated Care Board • Wye Valley Trust • Parent Carer Forum
<p>Supporting children with additional needs</p> <ul style="list-style-type: none"> • Explore the role of short breaks and their commissioning. • Other objectives to be agreed. 		<ul style="list-style-type: none"> • Hayley Doyle, Service Director All Age Commissioning • Jessica Davies – Service manager Children with Disabilities

Briefing

NEW 9 January 2025

Topic and Objectives	Evidence required	Attendees*
<p>Thresholds of Need</p> <ul style="list-style-type: none"> • Overview of Hereford Safeguarding Partnership’s updated thresholds of need. 	<ul style="list-style-type: none"> • Hereford Safeguarding Partnership’s updated thresholds of need 	<ul style="list-style-type: none"> • Corporate Director, Children and Young People

Briefing

February 2025

Topic and Objectives	Evidence required	Attendees*
<p>School attainment</p> <ul style="list-style-type: none"> • Overview of pupil attainment from Key Stage 1 to A level in Herefordshire 	<ul style="list-style-type: none"> • Pupil attainment data 	<ul style="list-style-type: none"> • Service Director, Education

Committee Meeting

18 March 2025 report publication date **10 March 2025** pre meeting lines of enquiry planning **06 March 2025**

Topic and Objectives	Evidence required	Attendees*
<p>Child exploitation</p> <ul style="list-style-type: none"> Understand different ways children are at risk of exploitation and the factors that contribute to that risk. Scrutinise how the different agencies work together to tackle exploitation. Scrutinise the role of the Herefordshire Safeguarding Children Partnership in tackling exploitation. 	<ul style="list-style-type: none"> Member briefing on child exploitation Criminal exploitation of children, young people and vulnerable adults - county lines Childrens-society-Criminal-Exploitation-Stages-of-Recruitment Exploitation Safety Plan Practice Guidance 	<ul style="list-style-type: none"> Service Director, Safeguarding West Mercia Police West Mercia Youth Justice Service Wye Valley NHS Trust Herefordshire Safeguarding Children Partnership exploitation lead
<p>Work programme</p> <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

NEW Committee Meeting

27 May 2025 report publication date **19 May 2025** pre meeting lines of enquiry planning **TBC**

Topic and Objectives	Evidence required	Attendees*
<p>Update on Improvement Plan and Quality Assurance Framework</p> <ul style="list-style-type: none"> Objectives to be agreed 	<ul style="list-style-type: none"> Updated Improvement Plan 	<ul style="list-style-type: none"> Head of Service Safeguarding and Review
<p>Work programme</p> <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

NEW 22 July 2025 **report publication date 14 July 2025** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
Early help for children and families <ul style="list-style-type: none">• Objectives to be agreed		
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

Committee Meeting

NEW 16 September 2025 **report publication date 8 September 2025** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
Youth Justice <ul style="list-style-type: none">• Objectives to be agreed		
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

*The Corporate Director, Children and Young People and Portfolio Holder, Children and Young People, both have a standing invitation to each committee meeting. It is assumed that the portfolio holder will attend each meeting.

Connected Communities Scrutiny Committee

Working Group Meeting

8 October 2024

Topic and Objectives	Evidence required	Attendees*
Public Realm Future Operating Model <ul style="list-style-type: none"> Scrutinise proposals for a new operating model for the council's contract for public realm works. 	<ul style="list-style-type: none"> Overview of proposed operating model Draft contract 	<ul style="list-style-type: none"> Service Director Environment and Highways Programme Director – major contracts

Committee Meeting

15 October 2024 **report publication date 7 October 2024** pre meeting lines of enquiry planning 1 October 2024

Topic and Objectives	Evidence required	Attendees*
Local authority housing delivery models <ul style="list-style-type: none"> Receive an update on commissioned research into housing delivery models in other local authorities. Make recommendations to Cabinet on potential operating models in Herefordshire. 	<ul style="list-style-type: none"> Update on commissioned research 	<ul style="list-style-type: none"> Service Director, Economy and Growth Head of Service, Housing and Wellbeing Head of Housing Development
Public Realm Future Operating Model Task and Finish Group recommendations <ul style="list-style-type: none"> Agree recommendation from the committee's task and finish group scrutinising proposals for a new operating model for the council's contract for public realm works. 	<ul style="list-style-type: none"> Task and finish group report 	<ul style="list-style-type: none"> Service Director Environment and Highways Programme Director – major contracts
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

13 November 2024 report publication date **5 November 2024** pre meeting lines of enquiry planning **31 October 2024**

Topic and Objectives	Evidence required	Attendees*
Enterprise Zones <ul style="list-style-type: none"> • Scrutinise operation of Hereford Enterprise Zone and how learning from the project will be applied to future enterprise zones. • Assess the economic and social benefits of enterprise zones, including the impact of businesses within Herefordshire moving into the Hereford Enterprise Zone. • Scrutinise the learning from forming the governance of the enterprise zone, and how this has been applied to other governance arrangements. 	<ul style="list-style-type: none"> • Detailed analysis of the economic and social benefits of enterprise zones. • SWOT of enterprise zone proposals 	<ul style="list-style-type: none"> • Current and previous chairs of the Hereford Enterprise zone • Representative from Ross Enterprise Zone
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meeting

15 January 2025 report publication date **7 January 2025** pre meeting lines of enquiry planning **6 January 2025**

Topic and Objectives	Evidence required	Attendees*
Local Transport Plan <ul style="list-style-type: none"> • Scrutinise findings of public consultation on Local Transport Plan proposals. • Review draft plan before Council approval. 	<ul style="list-style-type: none"> • Draft Local Transport Plan • Plan consultation findings 	<ul style="list-style-type: none"> • Service Director Environment and Highways • Head of Transport and Access Services • Members of Connected Communities Scrutiny Committee
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meeting**12 March 2025** report publication date **4 March 2025** pre meeting lines of enquiry planning **21 February 2025**

Topic and Objectives	Evidence required	Attendees*
Highways Winter Maintenance <ul style="list-style-type: none"> Review of winter maintenance of highways following the 2024-25 winter period. 	<ul style="list-style-type: none"> Overview of winter service Map of highways and footpaths gritted during the winter period 	<ul style="list-style-type: none"> Service Director Environment and Highways Head of Highways and Traffic
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting**NEW** 13 May 2025 report publication date **TBC** pre meeting lines of enquiry planning **TBC**

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting**NEW** 8 July 2025 report publication date **TBC** pre meeting lines of enquiry planning **TBC**

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

NEW 9 September 2025 **report publication date TBC** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

*The Corporate Director, Economy and Environment, Cabinet Member, Economy and Growth, Cabinet Member, Community Services and Assets, Cabinet Member, Roads and Regulatory Services, and Cabinet Member, Transport and Infrastructure, all have a standing invitation to the meeting.

Environment and Sustainability Scrutiny Committee

Committee Meeting

18 November 2024 **report publication date 8 November 2024** pre meeting lines of enquiry planning 7 November 2024

Topic and Objectives	Evidence required	Attendees*
<p>Tree, hedgerow and road ditch management</p> <ul style="list-style-type: none"> Understand the findings of the recent Defra consultation on hedgerow management. Scrutinise council tree and hedgerow management policy and see whether it is fit for purpose for the county and climate change resistant. To consider the county tree strategy as an enabler for Herefordshire to become a carbon offset trading partner with others. Look at countywide action on ash dieback and replacement. To look at how our approach to the management and oversight of road ditches fits in with tree and hedgerow strategy to mitigate flooding 	<ul style="list-style-type: none"> Council policy on tree and hedgerow management 	<ul style="list-style-type: none"> National Farmers Union CPRE (formerly Council for the Protection of Rural England) Policy leads on tree and hedgerow management Ed Bradford's team Liz Dubberley
<p>Work programme</p> <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

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Committee Meeting

20 January 2025 **report publication date 10 January 2025** pre meeting lines of enquiry planning 9 January 2025

Topic and Objectives	Evidence required	Attendees*
<p>River Lugg water quality</p> <ul style="list-style-type: none"> Investigate work to improve the water quality of the River Lugg and the prospect of getting some of the £35 million earmarked for the River Wye improvement diverted to the River Lugg. 	<ul style="list-style-type: none"> Five years of analysis of water quality data (from Nutrient Management Board or Environment Agency) 	<ul style="list-style-type: none"> Herefordshire Construction Industry Lobby Group Natural England Environment Agency

<ul style="list-style-type: none"> Understand the implications of poor water quality on the ability to plan and build new housing. Evaluate the progress on developing new wetland areas on river improvement and their impact on housing development. 	<ul style="list-style-type: none"> Evidence from Merry Albright (Home Builders Federation) 	<ul style="list-style-type: none"> Natural Resources Wales Defra River Wye champion
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

24 March 2025 **report publication date 14 March 2025** pre meeting lines of enquiry planning 13 March 2025

Topic and Objectives	Evidence required	Attendees*
Energy Efficiency and Retrofitting <ul style="list-style-type: none"> Understand the outcomes of the Building Retrofit and supply chain development funded by Climate Reserve fund. Evaluate progress on Keep Herefordshire Warm and HUG initiatives. Consider whether new houses and self –build properties are ‘zero carbon ready’. The role of fuel replacement to heat homes. 	<ul style="list-style-type: none"> Climate Reserve fund financial reports Stats of surveys undertaken, grants awarded, work completed Future Homes Standard 	<ul style="list-style-type: none"> Gareth Ellis – Sustainability & Climate Change Officer Andrew Cooper – LGA, previously Renewable Energy Assoc., Yorkshire Energy Services Jackie Jones – Building Sense
Waste contract <ul style="list-style-type: none"> Six-month review of the operation of the council’s new waste contract 	<ul style="list-style-type: none"> To be confirmed 	<ul style="list-style-type: none"> Ben Boswell - Head of Environment Climate Emergency and Waste Services
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting**NEW** 12 May 2025 **report publication date 2 May 2025** pre meeting lines of enquiry planning May 2025

Topic and Objectives	Evidence required	Attendees*
NEW Road Safety and speed limits	To be confirmed	To be confirmed
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting**NEW** 7 July 2025 **report publication date 27 June 2025** pre meeting lines of enquiry planning June/July 2025

Topic and Objectives	Evidence required	Attendees*
DATE CHANGE Bus services <ul style="list-style-type: none"> Scrutinise the outcome of the £1,064,000 grant allocation to Herefordshire Council by the Department for Transport to improve bus services. Other objectives to be agreed. 	<ul style="list-style-type: none"> Funding allocation and proposed improvements to bus services in Herefordshire. 	<ul style="list-style-type: none"> Head of Transport and Access Services Bus services user groups
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

NEW 8 September 2025 **report publication date 29 August 2025** pre meeting lines of enquiry planning August/September 2025

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

*The Corporate Director, Economy and Environment and Cabinet Member, Environment, both have a standing invitation to the meeting.

Health Care and Wellbeing Scrutiny Committee

Committee Meeting

3 October 2024 **report publication date 25 September 2024** pre meeting lines of enquiry planning 23 September 2024

Topic and Objectives	Evidence required	Attendees*
Supporting care leavers <ul style="list-style-type: none"> How do we identify and meet the housing and support needs of care leavers? How do we ensure that the council's looked-after children leave its care with good life skills? Where needed, how does the council ensure a smooth transition from children's to adult services? 		<ul style="list-style-type: none"> Head of Service, Corporate Parenting Service Director – All Ages Commissioning Head of Service, Living Well Head of Service, Housing
Review of Talk Community <ul style="list-style-type: none"> Pre-decision scrutiny of the review of Talk Community 	<ul style="list-style-type: none"> Review final report 	<ul style="list-style-type: none"> Service Director, Communities
All-age carers' strategy working group <ul style="list-style-type: none"> To agree a terms of reference for a working group to scrutinise the council's draft all-age carers' strategy action plan. 	<ul style="list-style-type: none"> Working group terms of reference 	<ul style="list-style-type: none"> Statutory Scrutiny Officer
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

25 November 2024 **report publication date 15 November 2024** pre meeting lines of enquiry planning 14 November 2024

<p>West Mercia Police “Right Care, Right Person” policy</p> <ul style="list-style-type: none"> • Scrutinise the impact of the change in West Mercia policy regarding responses to welfare, mental health incidents and missing persons. • Further scrutinise the delivery of the policy. 	<ul style="list-style-type: none"> • West Mercia Police “Most Appropriate Agency” policy • Herefordshire Council policy 	<ul style="list-style-type: none"> • West Mercia Police • Director of Public Health
<p>Supported housing for working age adults with additional needs</p> <ul style="list-style-type: none"> • How do we forecast, commission and meet the housing needs of adults with a learning or with a severe and enduring mental health problem? • How do we work with developers to provide the required housing? 		<ul style="list-style-type: none"> • Service Director – All Ages Commissioning • Head of Housing
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Working Group Meeting

January 2025

Topic and Objectives	Evidence required	Attendees*
<p>All-age carers’ strategy action plan</p> <ul style="list-style-type: none"> • Scrutiny of all-age carers’ strategy action plan • Recommendations to further develop the action plan 	<ul style="list-style-type: none"> • Draft action plan 	<ul style="list-style-type: none"> • Commissioning Manager, Community Wellbeing • Chair, Carers’ Partnership Group

Committee Meeting

27 January 2025 **report publication date 17 January 2025** pre meeting lines of enquiry planning 16 January 2025

Topic and Objectives	Evidence required	Attendees*
Health and Wellbeing Strategy <ul style="list-style-type: none">To examine the objectives of the strategy.To scrutinise delivery plans underpinning key objectives of the Health and Wellbeing Strategy.To measure progress in developing Herefordshire's Joint Strategic Needs Assessment.	<ul style="list-style-type: none">Health and Wellbeing strategy	<ul style="list-style-type: none">Chair, Health and Wellbeing BoardDirector of Public Health
All-age carers' strategy action plan – recommendations of the working group <ul style="list-style-type: none">Discuss and agree recommendations of the proposed working group.	<ul style="list-style-type: none">Working group report and draft recommendations	<ul style="list-style-type: none">All-age carers' steering group chairSenior commissioning officer
Work programme <ul style="list-style-type: none">Review work programme	<ul style="list-style-type: none">Draft work programme	<ul style="list-style-type: none">Statutory Scrutiny Officer

Briefing

NEW 11 February 2025

Topic and Objectives	Evidence required	Attendees*
Roundtable with home care providers <ul style="list-style-type: none">Objectives to be confirmed.		<ul style="list-style-type: none">Home care providers

Committee Meeting

31 March 2025 report publication date **21 March 2025** pre meeting lines of enquiry planning **20 March 2025**

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme <ul style="list-style-type: none">Review work programme	<ul style="list-style-type: none">Draft work programme	<ul style="list-style-type: none">Statutory Scrutiny Officer

Committee Meeting

NEW 19 May 2025 report publication date **TBC** pre meeting lines of enquiry planning **TBC**

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme <ul style="list-style-type: none">Review work programme	<ul style="list-style-type: none">Draft work programme	<ul style="list-style-type: none">Statutory Scrutiny Officer

Committee Meeting

NEW 28 July 2025 report publication date **TBC** pre meeting lines of enquiry planning **TBC**

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme <ul style="list-style-type: none">Review work programme	<ul style="list-style-type: none">Draft work programme	<ul style="list-style-type: none">Statutory Scrutiny Officer

Committee Meeting

NEW 29 September 2025 **report publication date TBC** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme <ul style="list-style-type: none">Review work programme	<ul style="list-style-type: none">Draft work programme	<ul style="list-style-type: none">Statutory Scrutiny Officer

*The Corporate Director, Community Wellbeing and Cabinet Member Adults, Health and Wellbeing, both have a standing invitation to the meeting.

Scrutiny Management Board

Committee Meeting

28 October 2024 **report publication date 18 October 2024** **pre meeting lines of enquiry planning 16 October 2024**

Topic and Objectives	Evidence required	Attendees*
The management and delivery of capital projects <ul style="list-style-type: none">How does the council approach the management of capital projects?How does the council prioritise and fund capital projects?How does the council ensure that it has the right capability and capacity to deliver projects at the right quality, within budget and to agreed timescales?How does the council ensure value for money through the delivery of capital projects?How does the council understand its performance with regards to the management and delivery of projects, how does it ensure it constantly improves its performance?How does the council ensure that the interactions between capital projects and the revenue budget are effectively managed?		<ul style="list-style-type: none">Corporate Director, Economy and Environment

<ul style="list-style-type: none"> • What impact has the council had through capital project and how can it have greater impact in the future? 		
<p>Devolution – options for Herefordshire</p> <ul style="list-style-type: none"> • To assess prospective options for a submission to Government for devolution powers to include: <ul style="list-style-type: none"> ○ Options for partnership arrangements with other local authorities. ○ Understanding the path to a devolution settlement ○ The opportunities and benefits for Herefordshire Communities from devolution ○ The risks and Risks and challenges to Herefordshire from devolution 	<ul style="list-style-type: none"> • Member briefing on devolution • HM Government devolution Green Paper 	<ul style="list-style-type: none"> • Corporate Director, Economy and Environment
<p>Herefordshire Council Plan – Delivery Plan Working Group</p> <ul style="list-style-type: none"> • Agree terms of reference for a Council Plan Delivery Plan Working Group, to contribute to the development of the delivery plan. 	<ul style="list-style-type: none"> • Draft working group terms of reference 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

**Working Group Meeting
November 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Herefordshire Council Plan delivery plan – 1st meeting</p> <ul style="list-style-type: none"> • Understand the actions the executive is prioritising in the 2024-25 delivery plan. • Assess delivery of the current delivery plan and the impact of those actions on the 2025-26 delivery plan and the capital programme. • Appraise how the executive ensure that the actions in the current and future delivery plans meet the ambitions of the Herefordshire Council Plan. 	<ul style="list-style-type: none"> • 2024-28 Herefordshire Council Plan • 2024-25 Herefordshire Council Plan delivery plan • Draft 2025-26 Herefordshire Council Plan delivery plan • 2024-25 medium term financial strategy • 2024-25 capital programme 	<ul style="list-style-type: none"> • Leader of the Council • Head of Corporate Performance & Intelligence • Portfolio Manager, Corporate Services • Programme co-ordinator

<ul style="list-style-type: none"> • Ensure that oversight of the delivery plan is reflected in performance reporting, and that performance reporting is helping to drive delivery of the plan. • Scrutinise the alignment between the delivery plan, the capital programme and the medium term financial strategy. • Further scrutinise support for the current delivery plan through the 2024-25 budget, and proposals for the 2025-26 delivery plan and budget. 		
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meetinglate November 2024 (date TBC) **report publication date November 2024** pre meeting lines of enquiry planning November 2024

Topic and Objectives	Evidence required	Attendees*
Government Budget 2025 <ul style="list-style-type: none"> Analyse the potential impact of HM Government’s budget statement of 30 October. 	<ul style="list-style-type: none"> HM Government 2025 budget statement 	<ul style="list-style-type: none"> Chief Executive Director of Finance

Committee Meeting16 December 2024 **report publication date 6 December 2024** pre meeting lines of enquiry planning 4 December 2024

Topic and Objectives	Evidence required	Attendees*
Financial Monitoring <ul style="list-style-type: none"> Review of 2024-2025 Quarters 1 and 2 outturn How effective has the executive been in managing the budget for the first six months of the year Where has the executive failed to achieve planned savings and what mitigating actions have been taken? Where has the executive seen unplanned growth in budgets and what mitigating actions have been taken? What are the key risks to the delivery of the budget over the remainder of the year? What has been the impact of the executive’s work on the communities of Herefordshire? Scrutiny of management action to achieve planned budget outturn. 	<ul style="list-style-type: none"> Budget 2024 Quarter 1 and 2 outturn 	<ul style="list-style-type: none"> Director of Finance
Herefordshire Council Plan – Delivery Plan Working Group <ul style="list-style-type: none"> Agree findings of the delivery plan working group 	<ul style="list-style-type: none"> Final working group report 	<ul style="list-style-type: none"> Statutory Scrutiny Officer
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Working Group Meeting

January

Topic and Objectives	Evidence required	Attendees*
<p>Herefordshire Council Plan delivery plan – 2nd meeting</p> <ul style="list-style-type: none"> • Understand the actions the executive is prioritising in the 2024-25 delivery plan. • Assess delivery of the current delivery plan and the impact of those actions on the 2025-26 delivery plan and the capital programme. • Appraise how the executive ensure that the actions in the current and future delivery plans meet the ambitions of the Herefordshire Council Plan. • Ensure that oversight of the delivery plan is reflected in performance reporting, and that performance reporting is helping to drive delivery of the plan. • Scrutinise the alignment between the delivery plan, the capital programme and the medium term financial strategy. • Further scrutinise support for the current delivery plan through the 2024-25 budget, and proposals for the 2025-26 delivery plan and budget. 	<ul style="list-style-type: none"> • 2024-28 Herefordshire Council Plan • 2024-25 Herefordshire Council Plan delivery plan • Draft 2025-26 Herefordshire Council Plan delivery plan • 2024-25 medium term financial strategy • 2024-25 capital programme 	<ul style="list-style-type: none"> • Leader of the Council • Head of Corporate Performance & Intelligence • Portfolio Manager, Corporate Services • Programme co-ordinator

Committee Meeting

14 and 24 January 2025 report publication dates **6 and 16 January 2025** pre meeting lines of enquiry planning **3 or 6 January 2025** (date to be confirmed)

Topic and Objectives	Evidence required	Attendees*
Budget, Capital Programme and Medium-Term Financial Strategy <ul style="list-style-type: none"> Scrutinise the proposed 2025-26 budget for Herefordshire Council. Evaluate the alignment between the medium term-financial strategy and the Herefordshire Council Plan and its delivery plan. Ensure that the capital priorities in capital programme align with the priorities of the delivery plan. 	<ul style="list-style-type: none"> Draft 2025-26 budget Capital Programme Medium-term financial strategy 	<ul style="list-style-type: none"> Director of Finance All corporate directors Leader, Council
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

11 March 2025 report publication date **3 March 2025** pre meeting lines of enquiry planning **28 February 2025**

Topic and Objectives	Evidence required	Attendees*
Digital, Data and Technology <ul style="list-style-type: none"> What are the council’s proposed investments in digital and data technology? How does the council achieve value for money in its investments? What are the gaps in the council’s information technology, and how will address them? What staffing, training and corporate restructuring will be required to deliver the proposed investments? What opportunities exist to digitise council services? How will the council ensure that digitisation does not exclude vulnerable groups? 		
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Topic and Objectives	Evidence required	Attendees*
Financial Monitoring <ul style="list-style-type: none"> Review of 2024-2025 quarter 3 outturn. Scrutiny of management action to achieve planned budget outturn. Scrutiny of portfolio holder action to identify risks in delivery of agreed budget. 	<ul style="list-style-type: none"> Quarter 3 outturn 	<ul style="list-style-type: none"> Director of Finance
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

20 May 2025 report publication date May 2025 pre meeting lines of enquiry planning May 2025

Topic and Objectives	Evidence required	Attendees*
Hoople <ul style="list-style-type: none"> How does our relationship with Hoople deliver value for money for the council? How does our relationship with Hoople deliver value for money for the council? How does Hoople itself deliver value for money? What are Hoople's areas of competence and expertise? How does the council balance the friction caused by having a client/supplier relationship with the benefits of having a Tekkal supplier and a specialist? How does the council capture Hoople's expertise in shaping relevant policies and plans? What has been in the impact of Hoople on the communities of Herefordshire? How does Hoople contribute to the priorities in the Council Plan and its annual delivery plan? 		<ul style="list-style-type: none"> Director of Finance
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

NEW 1 July 2025 **report publication date 23 June 2025** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<p>DATE CHANGE Workforce planning</p> <ul style="list-style-type: none"> • How does the council determine its workforce requirements? • Where are the gaps in the current council staffing structures and skills, and what work is underway to fill those gaps? • What has been the impact of MERS on the council’s structure, and how will those impacts be addressed? • What programmes are planned and are underway to develop the council’s workforce? 	<ul style="list-style-type: none"> • Workforce strategy 	<ul style="list-style-type: none"> • Director of Human Resources and Organisational Development
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meeting

NEW 30 September 2025 **report publication date 22 September 2025** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<p>Topic to be confirmed</p>		
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

*The Director of Finance and all Cabinet portfolio holders have a standing invitation to each committee meeting. Portfolio holder attendance is dependent on the topic being discussed.

HEREFORDSHIRE COUNCIL FORWARD PLAN



This document, known as the Forward Plan, sets out the decisions which are expected to be taken during the period covered by the Plan by either Cabinet as a whole, or by individual Cabinet Members. The Plan is updated regularly and is available on the Herefordshire Council website (www.herefordshire.gov.uk) and from Council Offices. This edition supersedes all previous editions.

The council must give at least 28 days' notice of key decisions to be taken. A key decision is one which results in the council incurring expenditure or making savings of £500,000 or more, and/or is likely to be significant in terms of the strategic nature of the decision or its impact, for better or worse, on the amenity of the community or quality of service provided by the council to a significant number of people living or working in the locality affected.

Current cabinet members are listed below. For more information and links papers for Cabinet meetings please visit <https://councillors.herefordshire.gov.uk/mgCommitteeDetails.aspx?ID=251>

Councillor Jonathan Lester	Corporate Strategy and Budget (Leader of the Council)
Councillor Elissa Swinglehurst	Environment (Deputy Leader of the Council)
Councillor Carole Gandy	Adults, Health and Wellbeing
Councillor Ivan Powell	Children and Young People
Councillor Harry Bramer	Community Services and Assets
Councillor Graham Biggs	Economy and Growth
Councillor Pete Stoddart	Finance and Corporate Services
Councillor Barry Durkin	Roads and Regulatory Services
Councillor Philip Price	Transport and Infrastructure

Documents submitted in relation to each decision will be a formal report, which may include one or more appendices. Reports will usually be made available on the council website at least 5 clear working days before the date of the decision. Occasionally it will be necessary to exempt part or all of a decision report from publication due to the nature of the decision, for example if it relates to the commercial or business affairs of the council. Other documents may be submitted in advance of the decision being taken and will also be published on the website unless exempt.

To request a copy of a decision report or related documents please contact governancesupportteam@herefordshire.gov.uk or telephone 01432 261699.

The following information is provided for each entry in the Forward Plan:

Heading	Contains
Report title and purpose	A summary of the proposal
Decision Maker and Due date	Who will take the decision and the date the decision is expected to be made
Lead cabinet member and officer contact(s)	The cabinet member with responsibility for this decision and the officers producing the decision report.
Directorate	The directorate of the council responsible for the decision.
Date uploaded onto plan	The date the decision was first uploaded and the notice period started for key decisions.
Decision type, exemptions and urgency	Whether the decision is a Key or Non-Key decision, if the report is expected to be fully open, partly exempt or fully exempt and if urgency procedures are being followed.

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Decisions to be taken by Cabinet at a formal meeting are listed first, ordered by date, and include both Key and Non-Key decisions. Decisions to be taken by individual Cabinet Members are then listed, grouped by portfolio area and sorted by date. These include Key decisions only.

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
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Cabinet decisions by date (Key and Non-key listed)

<p>Corporate Parenting Strategy To approve the corporate parenting strategy</p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member children and young people Caroline Marshall, Project manager, Julie Mepham <small>caroline.marshall3@herefordshire.gov.uk, Tel: 01432 260249,</small></p>	<p>Children and Young People</p>	<p>27 September 2024</p>	<p>KEY Open</p>
<p>Student Accommodation Update and Recommendations To update Cabinet Member on the progress and budget for the project</p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member community services and assets Joni Hughes, Head of Chief Executive's Office, Susan White, Programme Manager <small>Joni.Hughes@herefordshire.gov.uk, Susan.White2@herefordshire.gov.uk Tel: 01432 260598, T: 01432 260070</small></p>	<p>Economy and Environment</p>	<p>27 September 2024</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Herefordshire and Worcestershire Group Training Association Ltd (HWGTA) Investment Partnership Model</p> <p>To develop a business case outlining options for a preferred investment model and;</p> <p>to approve the preferred investment model option for the HWGTA Ltd and Herefordshire Council partnership to enable the development of a vocational centre of excellence on Skylon Park.</p>	<p>Cabinet 23 January 2025</p>	<p>Cabinet member community services and assets</p> <p>Joni Hughes, Head of Chief Executive's Office, Gabriela Singh, Project Manager</p> <p><small>Joni.Hughes@herefordshire.gov.uk, Gabriella.Singh@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 260375</small></p>	<p>Corporate Support Centre</p>	<p>27 September 2024</p>	<p>KEY Open</p>
<p>New care facility</p> <p>To consider and agree the business case to invest in and develop the council's own care facility in Herefordshire to meet future demand</p>	<p>Cabinet 23 January 2025</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Hilary Hall, Corporate Director Community Wellbeing, Hayley Doyle, Service Director - All Age Commissioning</p> <p><small>Hilary.Hall@herefordshire.gov.uk, Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832</small></p>	<p>Community Wellbeing</p>	<p>27 September 2024</p>	<p>KEY</p>
<p>Cabinet Member Decisions (Key decisions only)</p>					
<p>Portfolio: adults, health and wellbeing</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Community Spaces Capital Grant Scheme To approve the approach for the Community Spaces Capital Grant Scheme</p>	<p>Cabinet member adults, health and wellbeing 23 October 2024</p>	<p>Cabinet member adults, health and wellbeing Emily Lowe, Talk Community Development Lead Emily.Lowe2@herefordshire.gov.uk Tel: 01432 383423</p>	<p>Community Wellbeing</p>	<p>27 September 2024</p>	<p>KEY Open</p>
Portfolio: children and young people					
<p>Recommissioning of Early Help Family Befriending & Mentoring Services</p> <ul style="list-style-type: none"> • The purpose of this document is for the Cabinet Member to be made aware of and agree to the recommissioning recommendation proposed – to tender for new contract/s for the same or redesigned service/s. • To delegate future operational decisions to Service Director. 	<p>Cabinet member children and young people 13 December 2024</p>	<p>Cabinet member children and young people Richard Watson, Senior Commissioning Manager - All age disability, Sam Westwood, Commissioning Officer, All Age Disability, Community Wellbeing rwatson@herefordshire.gov.uk, Sam.Westwood@herefordshire.gov.uk Tel: 01432 383047, Tel: 01432 383097</p>	<p>Community Wellbeing</p>	<p>27 September 2024</p>	<p>KEY Open</p>
Portfolio: community services and assets					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>High Needs Capital Grant: Purchase of a building for Herefordshire’s Pupil Referral Unit To approve the spend from the High Needs Grant to purchase a suitable building, to relocate on to one site, Herefordshire’s Pupil Referral Unit</p>	<p>Cabinet member community services and assets 11 October 2024</p>	<p>Cabinet member community services and assets Hilary Jones, Virtual headteacher, Caroline Marshall, Project manager, Quentin Mee, Head of Educational Development hjones@herefordshire.gov.uk, caroline.marshall3@herefordshire.gov.uk, Quentin.Mee@herefordshire.gov.uk Tel: 01432 260579, Tel: 01432 260249,</p>	<p>Children and Young People</p>	<p>27 September 2024</p>	<p>KEY Open</p>
<p>Portfolio: economy and growth</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Acquisition Fund For Housing Development To seek approval to spend up to £5m of the Acquisition Fund For Housing Development allocation in the Capital Programme, to enable the council to respond to short term opportunities to acquire and develop key strategic sites to meet critical social and affordable housing need.</p>	<p>Cabinet member economy and growth 17 October 2024</p>	<p>Cabinet member economy and growth Roger Allonby, Service Director Economy and Growth, Hayley Crane, Head of Service Housing, Stephen Holland, Interim Head of Housing Development Roger.Allonby@herefordshire.gov.uk, Hayley.Crane@herefordshire.gov.uk, stephen.holland@herefordshire.gov.uk Tel: 01432 260330, Tel: 01432 261919,</p>	<p>Economy and Environment</p>	<p>27 September 2024</p>	<p>KEY Open</p>
<p>Accommodation based support for children in care and care leavers aged 16-21 To seek approval to commission, by means of a competitive tender process in line with the council's contract procedure rules, an accommodation based housing related support service for 16-21 year old children in care and care leavers.</p>	<p>Cabinet member children and young people 1 November 2024</p>	<p>Cabinet member children and young people Wendy Dyer, Commissioning Officer Communities Wendy.Dyer@herefordshire.gov.uk Tel: 01432 261673</p>	<p>Community Wellbeing</p>	<p>NEW ITEM</p>	<p>KEY Open</p>
<p>Portfolio: environment</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Portfolio: finance and corporate services					
<p>Household Support Fund 6 To accept the Household Support Fund allocation from the Department of Work and Pensions. To also approve the local eligibility approach for allocation of the funding for the Household Support Fund.</p>	<p>Cabinet member finance and corporate services 28 October 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Emily Lowe, Talk Community Development Lead, William Merriman, Senior Project Manager, Nikki Stroud, Talk Community Children and Families Lead</p> <p>Emily.Lowe2@herefordshire.gov.uk, William.Merriman2@herefordshire.gov.uk, nikki.stroud@herefordshire.gov.uk Tel: 01432 383423, ,</p>	<p>Corporate Support Centre</p>	<p>27 September 2024</p>	<p>KEY Open</p>
Portfolio: roads and regulatory services					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>24/25 Winter Service To seek approval for the arrangements being made for the provision of winter service during the period of 2023 through to 2024 season, as set out in the Winter Service Plan.</p> <p>The Winter Service Plan continues to build on existing best practice and the findings of reviews that have taken place both locally and nationally. Herefordshire Council will continue to meet its duties towards the maintenance of the highway network in full and by working in partnership with Herefordshire's communities, wherever practicable, enhance the county's resilience to the impact of prolonged or severe winter weather.</p>	<p>Cabinet member roads and regulatory services 23 October 2024</p>	<p>Cabinet member roads and regulatory services</p> <p>Bruce Evans, Engineering Manager bje@herefordshire.gov.uk Tel: 07792880548</p>	<p>Economy and Environment</p>	<p>27 September 2024</p>	<p>KEY Open</p>
<p>2025/26 Capital Investment in Existing Highway Infrastructure To authorise the spend/investment in the public realm assets and infrastructure in 2025/26 following Council's resolution at the Council meeting 10 February 2023, to approve the proposed Capital Programme for 2023/24 through to 2026/27.</p>	<p>Cabinet member roads and regulatory services 31 October 2024</p>	<p>Cabinet member roads and regulatory services</p> <p>Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</p>	<p>Economy and Environment</p>	<p>27 September 2024</p>	<p>KEY Open</p>
<p>Portfolio: transport and infrastructure</p>					

