

Agenda

Connected Communities Scrutiny Committee

Date: **Wednesday 13 November 2024**

Time: **10.00 am**

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.	APOLOGIES FOR ABSENCE To receive apologies for absence.	
2.	NAMED SUBSTITUTES To receive details of any councillor nominated to attend the meeting in place of a member of the committee.	
3.	DECLARATIONS OF INTEREST To receive declarations of interest in respect of items on the agenda.	
4.	MINUTES To receive the minutes of the meeting held on Tuesday 15 October 2024.	13 - 18
HOW TO SUBMIT QUESTIONS		
The deadline for the submission of questions for this meeting is 5.00 pm on Thursday 7 November 2024.		
Questions must be submitted to councillorservices@herefordshire.gov.uk . Questions sent to any other address may not be accepted.		
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		
5.	QUESTIONS FROM MEMBERS OF THE PUBLIC To receive any written questions from members of the public.	
6.	QUESTIONS FROM MEMBERS OF THE COUNCIL To receive any written questions from members of the council.	
7.	ENTERPRISE ZONES To provide an overview of the development and key achievements of the Hereford Enterprise Zone as a basis to identify lessons learnt as the council now seeks to establish additional employment land across the wider county, such as the proposed development of Ross Enterprise Park.	19 - 38
8.	LOCAL AUTHORITY HOUSING DELIVERY MODELS To receive a report on commissioned research into housing delivery models in other local authorities.	39 – 42 To follow
9.	WORK PROGRAMME To consider the draft work programme for Herefordshire Council’s scrutiny committees for the municipal year 2024/25.	43 - 82
10.	DATE OF THE NEXT MEETING	

The date of the next meeting is Wednesday 15 January 2025, 10:00 am.

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- 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
- 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
- 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
- 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.

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Bus maps are available here: 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.

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 Tuesday 15 October 2024 at 2.00 pm

Committee members present in person and voting: Councillors: Frank Cornthwaite (Vice-Chairperson), David Hitchiner, Ed O'Driscoll (Chairperson), Richard Thomas (substitute) and Diana Toynbee

Committee members participating via remote attendance: Councillors: Bruce Baker

[Note: Committee members participating via remote attendance, i.e. through video conferencing facilities, may not vote on any decisions taken.]

Others in attendance:

R Allonby	Service Director Economy and Growth	Herefordshire Council
E Bradford	Head of Highways and Traffic	
L Cousins		Three Dragons
H Crane	Head of Service Housing	Herefordshire Council
A Deans	Interim Programme Director – Major Contracts	
B Durkin	Cabinet Member Roads and Regulatory Services	
L Easton		Three Dragons
S Holland	Interim Head of Housing Development	Herefordshire Council
H Merricks-Murgatroyd	Democratic Services Officer	
P Price	Cabinet Member Transport and Infrastructure	
A Rees-Glinos	Democratic Services Support Officer	
D Webb	Statutory Scrutiny Officer	

11. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Roger Phillips, and Cllr Robert Owens.

12. NAMED SUBSTITUTES

Cllr Richard Thomas was present as the named substitute for Cllr Roger Phillips.

13. DECLARATIONS OF INTEREST

No declarations of interest were made.

14. MINUTES

The minutes of the previous meeting were received.

Resolved: That the minutes of the meeting held on 10 July 2024 be confirmed as a correct record and be signed by the Chairperson.

15. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions had been received from members of the public.

16. QUESTIONS FROM MEMBERS OF THE COUNCIL

No questions had been received from councillors.

17. LOCAL AUTHORITY HOUSING DELIVERY MODELS

The committee considered a report on the background of the challenges faced by Herefordshire in meeting the demand for affordable housing by council officers and; an update on commissioned research into housing delivery models in other local authorities by Three Dragons.

The Chairperson introduced the officers to present the council's report before the update by Three Dragons.

The principal points of the discussion are summarised below:

1. The Service Director, Economy & Growth noted that the report provides additional context and sets out to a certain extent what the social housing requirement is and where there are gaps and what the affordable challenges are.
2. In response to a question about how the 16,500 homes in the current calculations in the Local Plan is calculated, the Service Director, Economy & Growth said that there is a national calculation set by government through the National Planning Policy Framework (NPPF) which looks at the future housing need over the following 20 years. It was noted that the NPPF is currently going through a consultation following the national elections and the target will potentially increase to 27,000 new homes over the next 20 years across the county. The council's response to that is that 27,000 is a bit too high for the county to sustain, particularly with infrastructure challenges to support that housing target.
3. In response to a question about the split between affordable and social housing, the Head of Service Housing noted that there is the Housing Market Area Needs Assessment which is the council's local needs document that looks at trends and housing needs and from that information, the affordable housing threshold is calculated. The threshold depends on the market town and can differ from one place to another. In strategic housing, it is worked out what the breakdown of accommodation should be and social rent is the greatest need and therefore it is encouraged for more housing to be delivered in social rent. It is down to the officer to determine what the tenure should look like on site.
4. The Head of Service Housing clarified the situation in a number of points, including providing some figures on the finances involved in sourcing accommodation:
 - a. There are those who are referred to as 'street homeless' in which the council does not always have a power to them but does have a duty to them whereby the council will accommodate to get everyone off the street.
 - b. The council has several properties in its housing pipeline, including a Homeless Hub, which provides essential support services to help

- homeless individuals become tenancy-ready and progress through the council's housing pipeline.
- c. The council also assists homeless individuals who are not living on the streets by helping them get registered for housing support.
 - d. For those on the waiting list, around 2,000 people, the council provides temporary accommodation. Currently, 144 households are residing in temporary accommodation.
 - e. A shortage of available housing exists due to limited new properties in the pipeline and required upgrades by registered providers, which has led to delays as providers hold back properties for necessary repairs and maintenance. Many are leaving properties void due to insufficient funds for these upgrades.
 - f. In 2023/24, £3.5 million was spent on temporary accommodation, with an overspend of £1.3 million.
5. In response to a question about the 1,957 households on the general needs affordable housing waiting list, the Head of Service Housing clarified that they are just the households renting a home. There is no register for those who require an affordable home ownership product.
 6. In response to a question about the breakdown of the affordable homes being built, the Head of Service Housing noted that there is a mixture between rental and home ownership with about 60-65% rental with the remainder home ownership.
 7. In response to a question about homeless people in Herefordshire that are originally from outside of the county, the Head of Service Housing clarified that the council works with those people and tries to send them back to the county they came from. This includes paying for clothing, food and transport to take them back to the local authority that they came from. The Winter Shelter is an example of a temporary homeless accommodation scheme which operates from December to May and ensures that everyone is off the street.

The committee then considered the slides produced by Three Dragons, housing and planning consultants who specialise in the delivery of housing and in particular, affordable housing.

The slide pack was published as part of agenda: [Link to 'Three Dragons Interim report October 2024'](#). The slides presented by Three Dragons are outlined below (in italics), with summaries of the responses provided to the key lines of questioning by the committee.

A. Lin Cousins (Three Dragons) introduced the presentation and presented:

Scene setting

Affordable housing delivery – next three years

Local perspectives

a.1 Laura Easton (Three Dragons) noted that after the upcoming Budget, Registered Providers (RP) will be more able to comment as to going forward and what funding will be available from the next Affordable Homes Programme.

Alternative delivery models

a.2 Laura Easton went through the alternative delivery models that exist and are available to the council.

In response to a question about the potential for government funding, the Interim Head of Housing Development noted that Homes England have no new funding until March 2026 and they will wait until after the Budget for clarity over government funding.

National picture

Where authorities choose not to get involved

a.3 In response to a question on access to the land that the council currently owns, Laura Easton noted that it would be useful to comment on.

The Chairperson noted that there was a request for the property portfolio which would be useful for Three Dragons to see.

The Service Director Economy and Growth responded that the spreadsheet of current council land holdings could be circulated more widely. It was added that the council does not own a lot that is viable for development for housing and the ones that are being progressed. Council owned land holdings therefore will only be a small part of the answer to the housing need of the county.

Delivery models use of HRA and General Fund – further examples

Delivery models – setting up and key considerations

a.4 In response to a question about the compulsory purchase of long-term empty properties with no known owner, the Head of Service Housing noted that there is an empty property officer in strategic housing whose role is to identify empty properties in the county and to work with landlords to bring those properties back into use. There are a number of properties that have not been registered with Land Registry and the owners cannot be tracked down easily. Work is ongoing with tracing agents who are finding relatives who own those properties.

The Head of Service Housing noted that a number of private landlords are used to get the bulk of the council's temporary accommodation. The council can only pay local housing allowance rates and on the private market, private landlords can get a lot more money for their properties. The council has recently taken over the running of three bed and breakfast properties and are used for temporary accommodation for some households which is a cheaper solution than using chain hotels.

Delivery models case studies – to explore further

Local potential for increasing delivery of AH

a.5 In response to a question about any potential suggestions that Three Dragons may make in relation to meeting the demand for affordable housing, Lin Cousins noted that Three Dragons will seek to suggest both a longer-term set of options and some short-term things that the council can do to help meet its demand for affordable housing.

Next Steps

a.6 Lin Cousins finished the presentation by clarifying that Three Dragons after receiving feedback from the committee regarding the interim report will finish its feedback and prepare a final report in November.

The Chairperson confirmed that if the final report is received by the committee at November's meeting, it could have a brief review of the final report so the committee could make final considerations for recommendations to Cabinet.

In response to a question about what the council's position is as a Registered Provider, the Head of Service Housing noted that about four years ago, the council was registered with Homes England to become a Registered Provider within its own right which would allow the council to build and develop its own housing.

Following a short adjournment, the Chairperson restated the importance of the committee receiving the final report at its next meeting before final recommendations are made to Cabinet.

The Chairperson added that the committee should feed back to Three Dragons a number of things including:

1. How the journey with RPs is developed to achieve the shared goal of meeting demand for affordable housing;
2. To explore four of the case studies in greater depth, including Eastleigh, Telford, Shropshire, and Wolverhampton.
3. Recommendations as to how it is ensured that a suitable structure is implemented within the local authority to ensure that the relationship between the council and the developer is balanced and fair.

18. PUBLIC REALM FUTURE OPERATING MODEL TASK AND FINISH GROUP RECOMMENDATIONS

The Chairperson noted that the committee had a productive working group meeting prior to the committee meeting on the Public Realm Future Operating Model. The recommendations as proposed in the report were read out by the Chairperson and agreed by the committee.

Resolved: That

- 1. The committee note the report and**
- 2. Endorse the findings of the working group's report.**

19. WORK PROGRAMME

The Statutory Scrutiny Officer presented the draft work programme for scrutiny committees for the municipal year 2024/25. In particular, it was recommended that Local Authority Housing Delivery Models item be brought back to the next committee meeting on 13 November 2024 with the final report from Three Dragons.

It was noted that dates were added for 2025 including in May, July, and September. Currently, no items are down for each of those meetings and it is for the committee to have an informal meeting to discuss how it uses the time it is granted for each of the committee meetings listed above and how it might/might not incorporate any suggestions made into its work programme.

The Chairperson requested that an informal work programme discussion be arranged for committee members in the first week of November.

Resolved:

- a) 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.**

- b) **The committee note the work programme for the other scrutiny committees, and identify any opportunities for collaboration or alignment of work.**

20. DATE OF THE NEXT MEETING

The next scheduled meeting in public was confirmed as Wednesday 13 November 2024 at 10.00 am.

The meeting ended at 4.03 pm

Chairperson

Hereford Enterprise Zone

Meeting: Connected Communities Scrutiny Committee

Meeting date: Wednesday 13 November 2024

Report by: Service Director Economy and Growth, Head of Economy and Regeneration

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

This report provides an overview of the of the development and key achievements of the Hereford Enterprise Zone as a basis to identify lessons learnt as the council now seeks to establish additional employment land across the wider county, such as the proposed development of Ross Enterprise Park.

Recommendation(s)

That:

- a) **The committee notes this report and;**
- b) **Prepare any questions and determines any other actions or recommendations it may seek to make.**

Alternative options

1. The Connected Communities Scrutiny Committee has agreed to assist (as per their Terms of Reference) with considering how the council can learn the lessons from the development of the Hereford Enterprise Zone to support the successful development of employment land across the wider county. There are no alternative options to those already agreed with the committee.

Key considerations

2. Skylon Park, Hereford Enterprise Zone (HEZ) was one of the first to be designated in England by government in 2011. It was selected initially through a local competition led by the former Marches Local Enterprise Partnership (LEP), which was latterly approved by government in achieving national recognition.
3. Enterprise Zones have been created to catalyse business growth. Under the original Government policy, Enterprise Zones were to benefit from:
 - a. Business rates discount up to £275,000 per business during the initial five year period of Enterprise Zone operation.
 - b. All business rates growth within the Zone for a period of at least 25 years will be retained by the local area to support the former LEP economic priorities and ensure the Enterprise Zone growth is reinvested locally.
 - c. Government help to develop radically simplified planning approaches for the Zone, using for example, Local Development Order powers.
 - d. Government support to ensure that superfast broadband is rolled out throughout the Zone achieved through generating the most supportive regulatory environment and if necessary public funding.
4. The Hereford Enterprise Zone covers approximately 110 acres of industrial land enveloping the existing Rotherwas Industrial Estate, already the largest such estate in the county. 80% is in Herefordshire Council ownership, 20% in local farming family trusts.
5. Rotherwas was used as a munitions factory in the first and second World Wars. The land is largely brownfield, often contaminated. The land is in close proximity to the River Wye to the West and North with consequent risk of flooding. Rotherwas faces constraints on the A49 trunk road north through the City. At the commencement of the Enterprise Zone Access road and utilities/services were largely absent, inadequate (particularly electricity capacity) or in the wrong places.

Approach

6. Priorities, governance and supporting strategies were worked on and established during 2012 and 2013. A cabinet decision was taken in January 2012 to approve the governance arrangements for the Enterprise Zone [Decision - Hereford Enterprise Zone Governance Arrangements - Herefordshire Council](#).
7. A specific (non-trading) limited company, Hereford Enterprise Zone Ltd was established to drive forward progress. This was considered the best way of accommodating and defining the various interests in the Enterprise Zone, integrating private sector experience with public sector resources, channelling these in a way to facilitate but not complicate activity, nor fetter the landowners in terms of the sales value of the land or decisions and conditions on sales of their land.
8. The Chair and other private sector representatives were recruited through an open process. The aim being to recruit Directors with the expertise, relevant interest, availability and experience to contribute to the matters of the company. The Council was represented politically through the Leader or relevant Cabinet/Councillor lead and Chief Executive or senior executive levels throughout.
9. A priority for the Enterprise Zone throughout its existence has been to create more higher paid jobs, through enabling the growth of businesses through the provision of serviced employment land. The company was given a specific role in promoting and marketing the Enterprise Zone

land, encouraging business enquiries to buy and develop land, dealing with them in real time, making recommendations for sales to landowners. A name, identity and image and separate web site presence were devised and established.

10. The Board imperative throughout has been to make investment decisions and transactions as easy and straightforward as possible, maximising certainty and speed of decision making for clients and investors. A placement statement (appendix 1) was established, setting out the type of business investors that the Enterprise Zone was seeking to attract (and those it wasn't). This included welcoming local businesses wishing to expand locally. The Board has used the Placement Statement as a benchmark in considering investment cases and making recommendations for sales to landowners.
11. A planning Local Development Order (LDO) was created which set a permissive approach to development at the HEZ securing external statutory consultee support for the approach putting outline planning permission in place for certain use classes. The submission process is free and executive only with a decision required within 28 days. The LDO had proven to be a key enabler, providing businesses with certainty of planning outcome and speed of approval for the relevant use classes.
12. Underpinning strategies and policies were devised and established to support the LDO's conditions and to help plan plot layouts and construction in particular an estate-wide flood mitigation strategy and an estate wide Travel Plan to promote sustainable means of transport. Streamlined sales and transactional arrangements were devised and put in place; including information packs on ground conditions and plot circumstances (access and utilities).
13. An internal council delegated disposal policy was agreed for sales decisions and template legal documents, Heads of Terms, contract and transfer of freehold were prepared all designed to streamline the formal sales process. Through a previous governance decision the delegation for land sales has been delegated to the Corporate Director for Economy and Environment in consultation with the Section 151 Officer. Whilst HEZ Ltd have been responsible for the promotion of sites and private sector interface, all land sales and financial decisions have been retained specifically by the council.
14. A core HEZ Ltd support team was put in place (no more than 3 Full Time Equivalents at any one time). This team defines annual delivery priorities. It has made recommendations on infrastructure and enabling projects and overseen their delivery. The team has created the profile and overseen marketing, profile and PR. The team identifies and then follows up sales leads; bring them to the Board and then onto the Council for decision. The small and efficient team has worked closely with and drawn on the services of a wide range of council teams such as Economic Development, Finance, Property, and Legal and adhered to all related council systems and processes.
15. Direct longstanding local experience had shown that general business interest was not being realised in terms of sales and development as the local market was inhibited by the extent and cost of the infrastructure improvements needed to make the land ready to be built upon. The core approach from 2013 has accordingly been to remediate, prepare and open up land to make it development ready. The Council established a capital programme to do so.
16. In addition to the principal role of marketing and facilitating the development out of the site by businesses, the Board has also identified and supported projects creating new assets at Skylon Park to help nurture local businesses. This includes the £7.7million Shell Store business incubation facility, the £9million Midlands Centre for Cyber Technology, and NMITE's £7million Skylon Campus.

Progress

17. In terms of infrastructure the requisite investigations and studies have been undertaken, necessary designs prepared and then infrastructure installed. This has included demolitions, site clearance, remediation, requisite plot raising (for flood mitigation), road access, and Surface Water Drainage networks. Utility capacities and frameworks have been reviewed and devised and networks commissioned and installed across the HEZ to provide the right capacity and easy connectivity on a plot by plot basis, including an ultrafast broadband network.
18. Cycleway/ walkways have been installed to improve accessibility and linkages to the Greenway connected to the City particularly along the Straight Mile and at the east of the site to open up West – East connections across the HEZ.
19. Over **60 acres** of land has been sold or developed. Over **60,000 sqm** of new workspace has been built and a further **17,000 sqm** of new workspace is committed to, facilitated by **44 successful LDO submissions**. Investment in land and buildings exceeds **£60million**.
20. The HEZ is home to over **100 businesses** which comprise both owner occupiers and tenants. Businesses have brought nearly **1500 jobs** on occupation, with a further **1100 jobs** in their specified growth plans. Many businesses have expanded onto the HEZ whilst retaining their existing premises, the bulk have moved and released premises which other businesses have then occupied; the HEZ has served to increase and free up the local industrial property market.
21. As above, substantial new assets have been created the [Shell Store](#), [Cyber Quarter](#) and [NMITE's specialist business campus](#).
22. We anticipate the HEZ to contribute a **minimum of £29 million** retained business rates income to the Council over its lifetime (up to 2037/38) and potentially upwards of **£40 million** if development continues at current pace. These funds will support a legacy of economic development activity across the county for many years to come.

Lessons Learnt

23. In reviewing lessons learnt for other possible employment land locations across the county, we need to consider that each location is different, and therefore unique in terms of its market appeal, its conditions and circumstances and consequent choices on the steps and measures that should be taken to see it successfully and fully developed out.
24. Business investor interest, and their representatives, thrive on certainty, consistency and responsiveness particularly more footloose enquirers.
25. Therefore, in developing other employment land sites across the county the following are areas we can learn from;
 - a. Understand the market interest/ demand in that location – both from local businesses looking to expand and in attracting new investment in the county.
 - b. Establish localised governance in terms of private sector and local stakeholder engagement to provide expertise and guidance. Establish clear terms of reference for any board or partnership.
 - c. Have a clear vision/ strategy for the development of the site/ enterprise park, including a clear placement strategy/ statement.

- d. Consider range of options for the development of the site, such as direct council management (with appropriate project board and project management structures), a separate company such as the Hereford Enterprise Zone Ltd, or a private sector development partner.
- e. Have a clear strategy for short and long term estate management, including for example whether to retain control and apply service charges?
- f. Ensure there is a simple, efficient and quick route to seeing through land disposals that provides confidence and assurity (such as delegated arrangements established on the Hereford Enterprise Zone).
- g. Ensure a dedicated resource (people and budget) is in place to lead development and delivery.
- h. Define/establish the demand for further direct intervention to support businesses e.g. creating assets for the rental market, incubation/networking centres etc.
- i. Marketing - Establish a strong identity and profile for the Enterprise Park, and related marketing strategy.

Community impact

- 26. The Herefordshire Council Plan 2024 to 2028 says *'We will create the conditions to deliver sustainable growth across the county; attracting inward investment, building business confidence, creating jobs, enabling housing development and provide the right infrastructure'*.
- 27. The Council Plan also says we will *'Develop employment land to unlock new business opportunities and generate local jobs'*.
- 28. The Connected Communities Scrutiny Committee's consideration of lessons learnt from the successful development of the Hereford Enterprise Zone will better enable the council to bring forward the required employment land in other parts of the county.

Environmental Impact

- 29. The council is committed to bringing forward developments to the highest possible environmental standards. Hereford Enterprise Zone established specific guidance for those developing buildings, which was considered as part of the planning application process [Sustainability-Assessment.pdf](#).
- 30. We will consider how similar guidance can be developed for other employment land sites.

Equality duty

- 31. The Public Sector Equality Duty requires the Council to consider how it can positively contribute to the advancement of equality and good relations, and demonstrate that it is paying 'due regard' in our decision making in the design of policies and in the delivery of services.

32. Due to the potential impact of this update report being low, a full Equality Impact Assessment is not required. However the following equality considerations should be taken into account when making a decision about this activity:
- a. This is a background report to the Connected Communities Scrutiny Committee in considering lessons learnt for the future development of employment land.
 - b. The Hereford Enterprise Zone has ensured that any and all new developments are fully accessible in meeting building regulations. The council will ensure that this is the case with any new employment land provision.
 - c. Where the council commences employment land developments elsewhere a detailed equality impact assessment will be undertaken for each.

Resource implications

33. As a background report for the Connected Communities Scrutiny Committee there are no direct resource implications to this paper.

Legal implications

34. Any legal implications are referenced within the relevant section of this report.

Risk management

35. As a background report for the Connected Communities Scrutiny Committee there are no direct resource implications to this paper. Although identifying lessons learnt from the development of the Hereford Enterprise Zone, will reduce the risks of other similar future developments.

Consultees

36. The Hereford Enterprise Zone Managing Director has supported the development of this paper, and will be in attendance at the Scrutiny Committee meeting.

Appendices

Appendix 1 – Hereford Enterprise Zone Placement Statement

Background papers

N/A

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	Henry Merricks-Murgatroyd	Date 04/11/2024
Finance	Karen Morris	Date 30/10/2024

Legal	Sean O'Connor	Date 31/10/2024
Communications	Luenne Featherstone	Date 28/10/2024
Equality Duty	Harriet Yellin	Date 28/10/2024
Procurement	Click or tap here to enter text.	Date Click or tap to enter a date.
Risk	Jessica Karia	Date 29/10/2024

Approved by	Ross Cook	Date 05/11/2024
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[Note: Please remember to overwrite or delete the guidance highlighted in grey]

Please include a glossary of terms, abbreviations and acronyms used in this report.

Skylon Park, Hereford Enterprise Zone

Placement Statement

The Hereford Enterprise Zone is intended to play an important catalytic role in boosting the economy of Herefordshire. It is important therefore that we attract forward thinking, ambitious and aspirational businesses who want to move to Herefordshire, or are looking to grow further in Herefordshire and will add value to the local economy.

We want such companies to prosper and grow to their full potential embedding in the local economy, providing high quality job opportunities for the local workforce.

It is important to us that companies who move onto the Zone complement and augment our existing business base. Accordingly, we continue to focus on specific business sectors which fit the area's existing and emerging business strengths, thereby maximising the potential to develop beneficial commercial connections and trade in the wider local area.

Skylon Park is a high quality business environment. Building projects are expected to be of good design and quality and comply with the Local Development Order that has been put in place, which covers Land Use Classes E(g) office, G (educational facilities), B2 (light industrial) and B8 (complementary storage).

The Zone welcomes expanding local business as well as businesses from further afield. We expect these companies to grow, and to be able to demonstrate 25% employment growth over 3 years from occupation.

It is vital that we make the most of the opportunity that the Zone offers to enrich the business mix of Herefordshire and to increase the number of high quality job opportunities within the local community.

All businesses seeking to come onto the Zone need to be in one of the following business sectors.

Defence and Security

Defence

Defence equipment including vehicle based systems, logistical support and command and control systems

Component and product design, development, advice, support and manufacture

Electronic communication/jamming/protection, manufacturing and design

Personal equipment manufacturing and design (armour, medic kit, surveillance including optical precision, communications)

Specialist equipment maintenance and support

Security

Cyber security and resilience

Biometrics

Critical border security

Consultancy training (including hostile and challenging operational environments), guarding, risk assessment and analysis

Surveillance equipment manufacture and training
Hostage negotiation
Anti- piracy advice and services
Personnel Protection Services

Food and Drink

Adding Value and Logistics

Food labelling and traceability (software development, process mapping, project management)
Renewable packaging development
Sustainable storage solutions
Ingredient development
Food and Drink Health Services

Production

Small scale manufacture of meat, drink and prepared foods

Agricultural Product Diversification

Utilisation of natural products
Health and beauty products
Specialist animal feeds
Crop research

Sustainable Technologies

Renewable Energy

Component manufacture and design (PV, turbine, boilers)
Hardware manufacture (monitoring, diagnostics, communications)
Software development (design, hardware integration)
Consultancy support
Energy and resource management

Sustainable Building Construction

New technology production
Building and component design
Innovative and sustainable material manufacture (insulation, lighting, energy usage, cladding, timber technology, wireless usage)

Advanced Engineering

Aerospace

Component design and manufacturing
Search and rescue equipment
Simulation and training

Automotive

Component design and manufacturing

Communications

Radar, Radio, Satellite and electronic communication, equipment design, manufacture, service and repair
Communication research and development (fibre optic, satellite, wireless uses, broadband)

Engineering

Advanced Materials

Composites
Advanced steel
Advanced metals

Manufacturing technologies

Instrumentation
Advanced control systems
Manufacturing methods, 3D printing, AI, Robotics

Niche manufacturing

Water, oil, gas, nuclear industrial systems and components
Agricultural machinery
Metal fabrication, casts and molding, joining, sheeting and forming
Medical equipment manufacture
Health care product manufacture
Specialist product development

Digital Technology

Software, hardware, internet technologies and digital platforms

Professional Services

Legal practices
Accountancy firms
Architects
Consultancies (Engineering, Planning, Environmental, Management Consulting, Industrial and office space planning, Professional placement)
Financial Management
IT/communications provision and support

Creative Industries

Web designers
Software designers/ publishers
Publishing
Design and Fashion
Advertising/Marketing
Film, Video and Photography

People Intensive Industries

Call centres
Internet sale support

There are some investment opportunities that we will not pursue at the HEZ. This does not reflect the individual quality and merit of each of these businesses or opportunity, but their needs will need to be met elsewhere.

Specifically:

- wholesale or retail trade, including estate agents
- sale houses/show rooms
- repair of domestic motor vehicles and motor cycles
- purely general storage and downward distribution businesses
- projects requiring excessive external storage – no more than 25% of total plot area
- general builders/installers

Hereford Enterprise Zone
August 2024

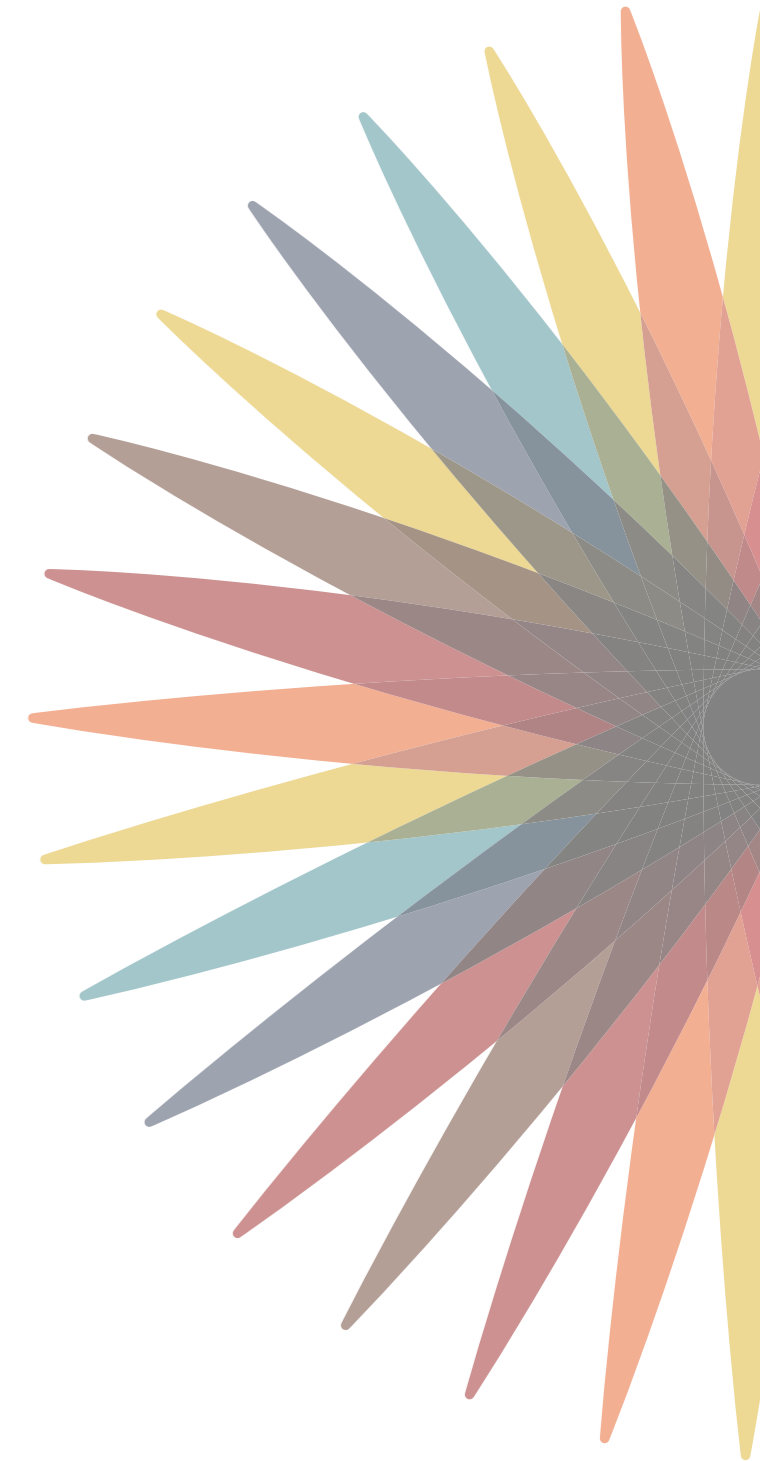


Business Movement onto the Hereford Enterprise Zone



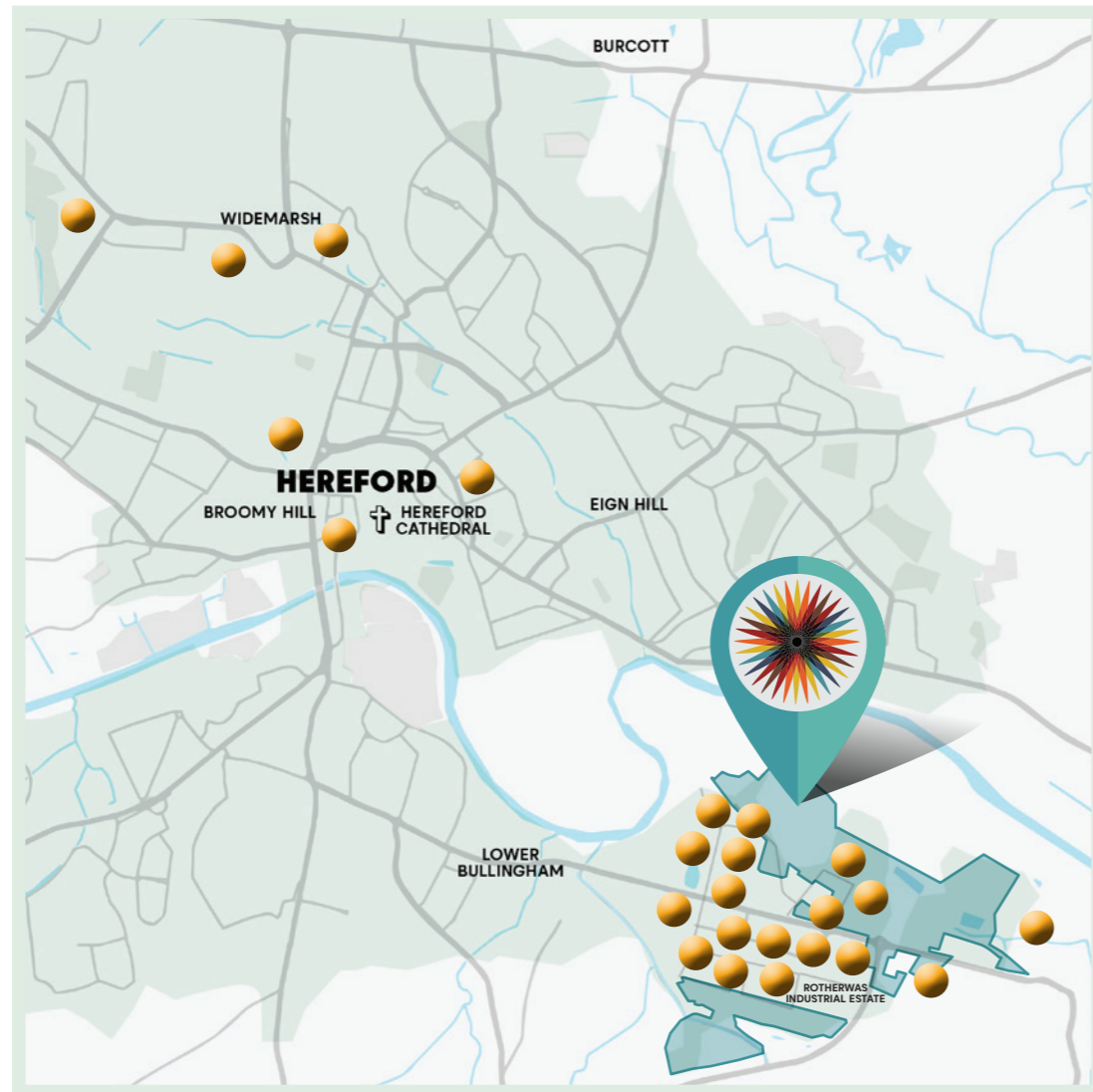


- 1 Original location of businesses moving into premises on the Hereford Enterprise Zone (HEZ)**
- 2 Businesses that have moved onto the HEZ and kept their existing premises**
- 3 Use of premises vacated by businesses moving onto the HEZ**
- 4 Original location of businesses moving into the vacant premises shown in Map 3**
- 5 Summary**



1 Original location of businesses moving into premises on the HEZ

33

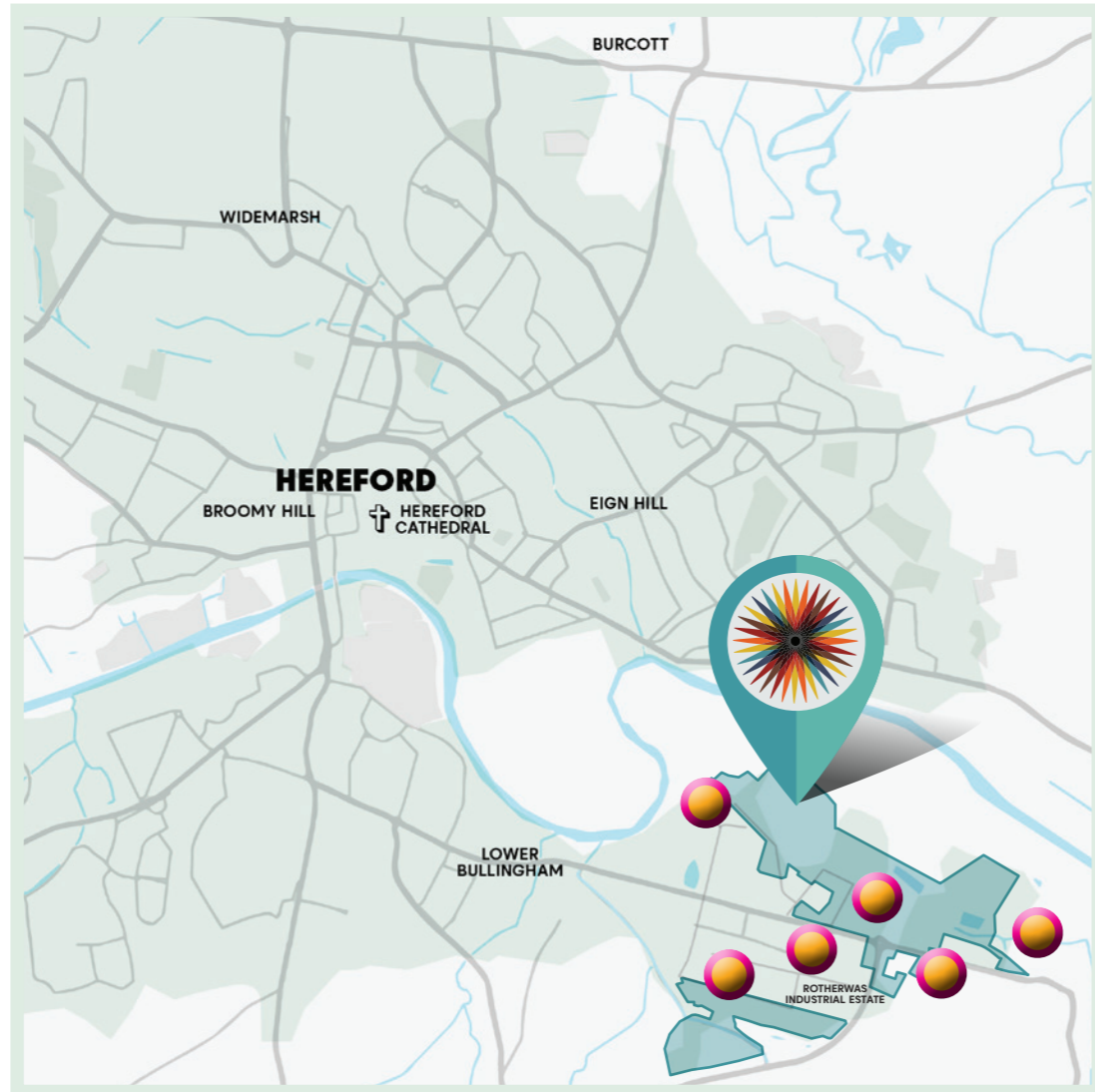


● Original location of businesses moving into premises on the HEZ

■ Herefordshire Enterprise Zone

2 Businesses that have moved onto the HEZ and kept their existing premises

34

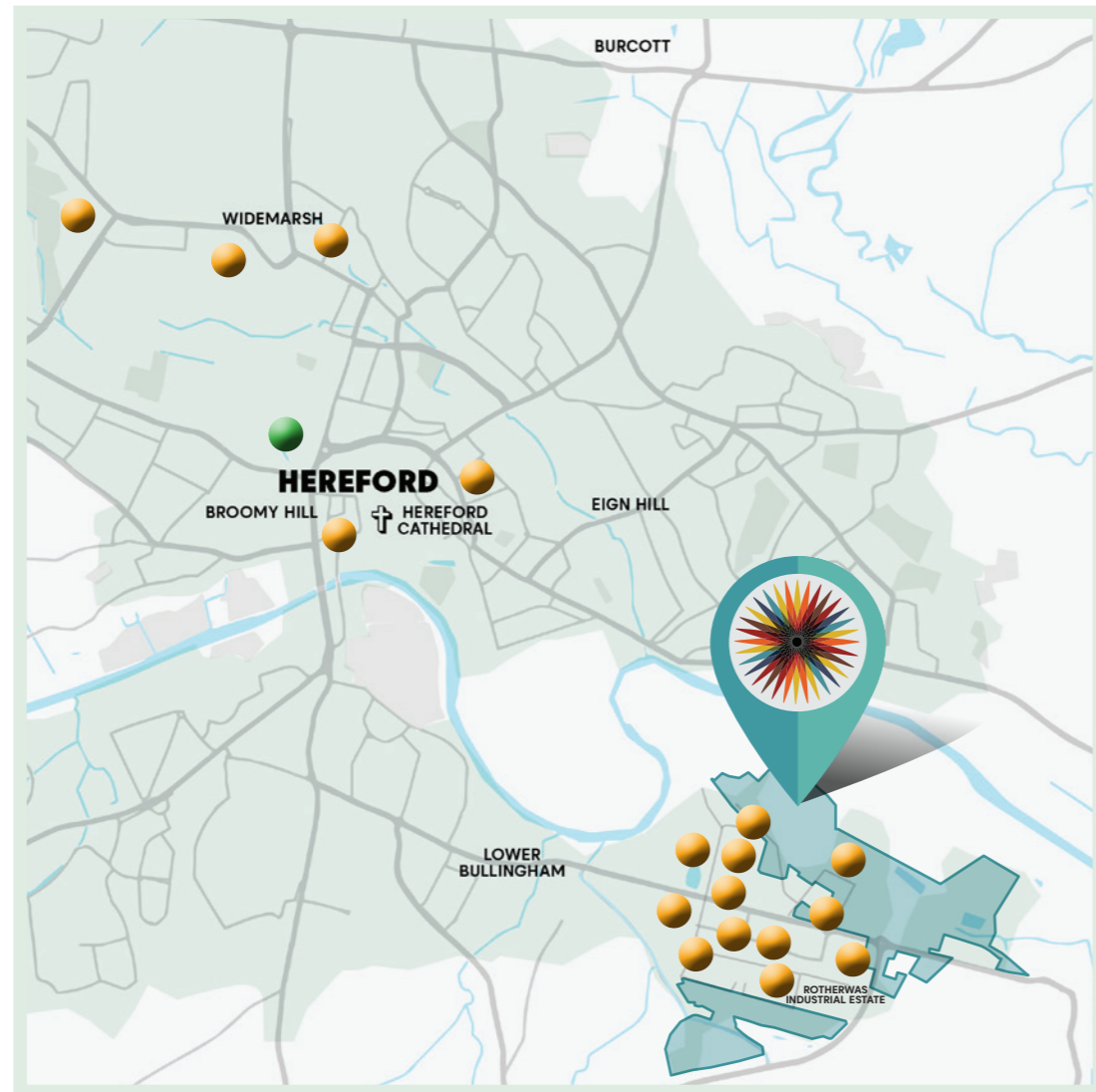


 Businesses that have moved onto the HEZ and kept their existing premises

 Herefordshire Enterprise Zone

3 Use of premises vacated by businesses moving onto the HEZ

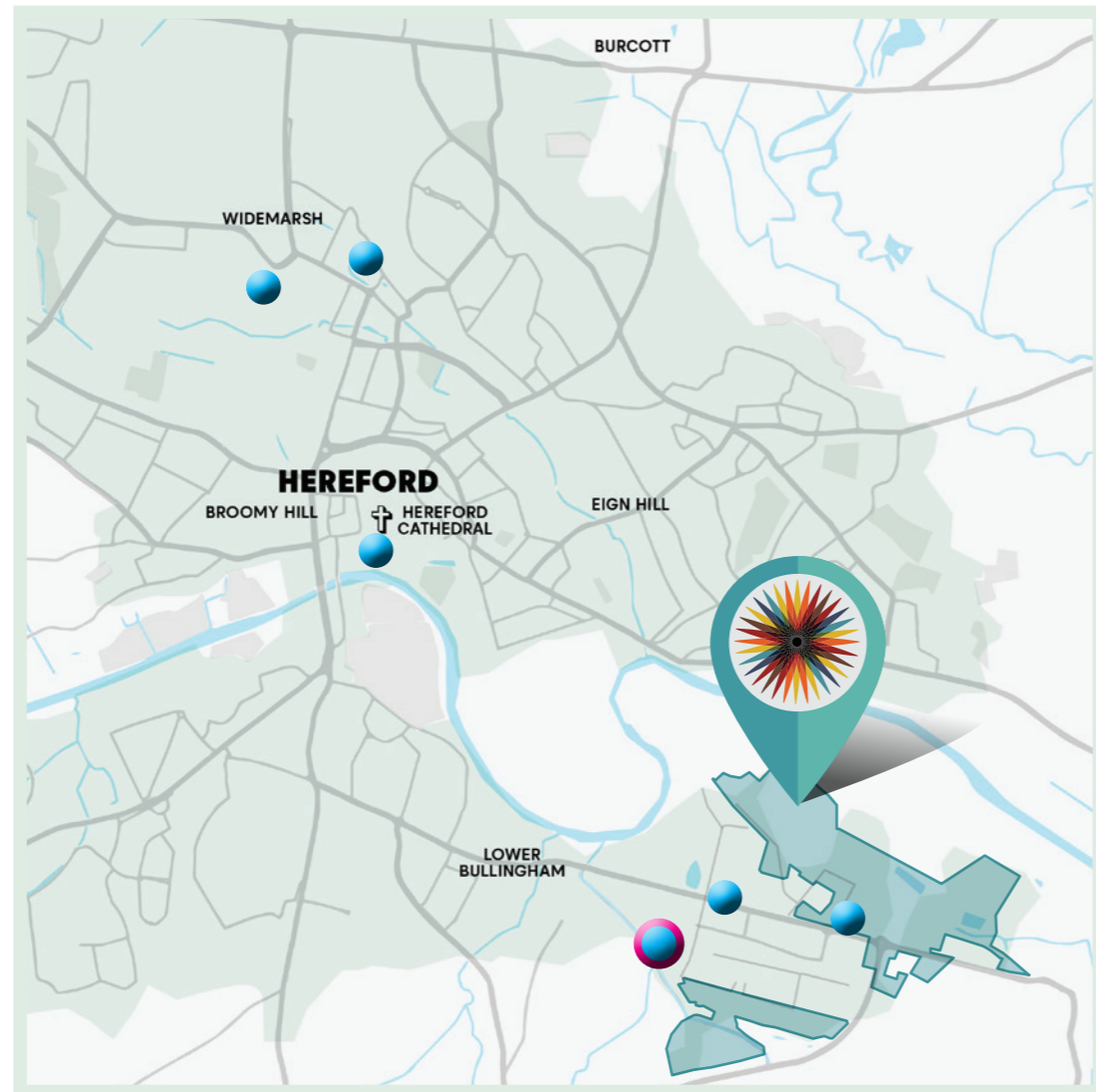
35



- Premises occupied by another business
- Premises in a different use
- Herefordshire Enterprise Zone

4 Original location of businesses moving into the vacant premises shown in Map 3

36



● Original location of businesses moving into premises vacated by HEZ businesses.

■ Herefordshire Enterprise Zone

The HEZ has looked at the impact of new workspace built at Skylon Park in terms of the quantum of workspace in Herefordshire.

We did this by reviewing the original location of the businesses moving onto the Zone and what happened to the properties they occupied at the time of their investment on the Zone.

The categories of businesses that we looked at were:

- HEZ investors who have bought land on the Zone, built their own units and now occupy those units
- Investors who have bought land on the Zone and have built units for the rental market
- Tenants in the Herefordshire Council funded and owned Skylon Court and Skylon Place rental units

Slide 1

Of the total of 31 business investments included, by far the majority were based in Herefordshire (87%) and of those a significant proportion were from Hereford itself, particularly the Rotherwas Estate (89%).

Slide 2

A number of the investing businesses have expanded into more space on the HEZ but also retained their existing premises (23% of the total).

Slide 3

All but one of the premises vacated in Herefordshire by HEZ investors were taken up by other businesses (95%).

Slide 4

Shows the origin of the businesses moving into the vacated premises.

“The HEZ has had a positive impact on the provision and utilisation of workspace in Herefordshire. It has provided the opportunity for businesses to expand by building and occupying more space (adding to the overall quantum of workspace available) and this has freed up space which has been taken up by other companies wishing to move as part of their growth plans”.

Title of report: Local Authority Housing Delivery Models

Meeting: Connected Communities Scrutiny Committee

Meeting date: Wednesday 13 November 2024

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

This report and its appendices provide information to support the Connected Communities Scrutiny Committee's scrutiny of the council's services to meet its demand for affordable housing.

Recommendation(s)

That:

- a) **Prepare any questions and determines any other actions or recommendations it may seek to make.**

Alternative options

1. As this report is for information only, it presents no alternative options. The Connected Communities Scrutiny Committee has agreed to assist (as per their Terms of Reference) with considering how the council can address the affordable housing crisis.

Key considerations

2. The Connected Communities Scrutiny Committee has a remit to consider how the council can address the affordable housing crisis and has already considered current housing situation, the

role of various stakeholders, and strategies employed by the local authorities to manage affordable housing and temporary accommodation.

3. At the Connected Communities Scrutiny Committee meeting on 3 October 2024, the committee considered an update from Three Dragons on their commissioned research into housing delivery models used by other local authorities. It was agreed by committee members that this item be brought back to the committee on 13 November 2024 to review the findings of the final report before making their final recommendations to Cabinet.

Community impact

4. As this report is for information only, it contains no assessment of community impact. However any recommendation made by the committee, if agreed by Cabinet or a portfolio holder, may have an impact on the support offered to children and young people leaving the care of the council. In this case, Cabinet or a portfolio holder will have to consider these potential impacts when deciding whether to accept the recommendation.
5. It is a stated commitment in the Council Plan, 2024 to 2028 to support the right housing in the right place, to work with partners to provide high quality and affordable housing to meet all needs.

Environmental Impact

6. Operating services to support children leaving care creates minimal environmental impacts. The service considers how to minimise waste and resource use in line with the Council's Environmental Policy.

Equality duty

7. In producing this report, officers have been mindful of their duties under the Equality Act 2010 and Disability Discrimination Act 1995. The report and appendices are written in plain English and laid out clearly to maximise readability.
8. Although the reports themselves only provide information, they may result in recommendations to Cabinet or a portfolio holder for action. In agreeing those recommendations, Cabinet or the portfolio holder will need to consider the impact of those recommendations on the council's equalities' duties.

Resource implications

9. As this report provides information only, it has no resource implications. However any recommendation made by the committee, if agreed by Cabinet or a portfolio holder, may create a resource implication. In this case, Cabinet or a portfolio holder will have to consider that resource implication when deciding whether to accept the recommendation.

Risk management

10. As this report is for information only, it contains no risk assessment. However any recommendation made by the committee, if agreed by Cabinet or a portfolio holder, may create

a resource implication. In this case, Cabinet or a portfolio holder will have to consider that resource implication when deciding whether to accept the recommendation.

Consultees

11. No consultations were carried out in the process of producing this report.

Appendices

Appendix 1: Three Dragons – final report.

Background papers

None identified.

Report reviewers used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	John Coleman	Date 05/11/2024
Finance	Click or tap here to enter text.	Date Click or tap to enter a date.
Legal	Click or tap here to enter text.	Date Click or tap to enter a date.
Communications	Click or tap here to enter text.	Date Click or tap to enter a date.
Equality Duty	Click or tap here to enter text.	Date Click or tap to enter a date.
Procurement	Click or tap here to enter text.	Date Click or tap to enter a date.
Risk	Click or tap here to enter text.	Date Click or tap to enter a date.
Approved by	Click or tap here to enter text.	Date Click or tap to enter a date.



Title of report: Work programme 2024/5

Meeting: Connected Communities Scrutiny Committee

Meeting date: Wednesday 13 November 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:

Further information on the subject of this report is available from
Danial Webb, email: daniel.webb@herefordshire.gov.uk

- 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 4 November 2024 and is attached as Appendix 1.
 6. Attached as Appendix 2 to this report is the council’s most recently published 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 November 2024

Appendix 2 – Herefordshire Council Forward Plan 30 October 2024 onwards

Background papers

None

SCRUTINY WORK PROGRAMME 2024-2025

November 2024

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.

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Environment and Sustainability Scrutiny Committee	10
Health Care and Wellbeing Scrutiny Committee	14
Scrutiny Management Board	19

Children and Young People Scrutiny Committee

Committee Meeting

26 November 2024 **report deadline NEW** 14 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 ○ Education 	<ul style="list-style-type: none"> • Children and Young People quality of life survey • Background report on work within <ul style="list-style-type: none"> ○ Transport and highways ○ Housing ○ Public Health ○ Planning ○ Education 	<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

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Committee Meeting

21 January 2025 **report deadline NEW** 9 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. • 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). 	<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 • Jess Brooks – Integrated Care Board Children’s Lead • Helen Gill, Directorate Support Team

<ul style="list-style-type: none"> • 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"> • 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
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
NEW 20 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 deadline** **NEW** 6 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

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Committee Meeting

27 May 2025 **report deadline** **NEW** 15 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

22 July 2025 **report deadline NEW 10 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

16 September 2025 **report deadline NEW 4 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

Committee Meeting

13 November 2024 **report deadline NEW 1 November 2024** pre meeting lines of enquiry planning 31 October 2024

Topic and Objectives	Evidence required	Attendees*
<p>Enterprise Zones</p> <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 could be applied to development of Ross Enterprise Park. • Scrutinise alignment of the park development with the placement strategy agreed by Herefordshire Council. 	<ul style="list-style-type: none"> • Analysis of the economic and social benefits of enterprise zones. • SWOT of Ross Enterprise Park proposals. • Update on Ross Enterprise Park development • Background briefing on the history and regulatory framework of enterprise zones. • Analysis of impact of enterprise zones on the location and relocation of businesses. 	<ul style="list-style-type: none"> • Current and previous chairs of the Hereford Enterprise Zone • Representative from Ross Enterprise Park • Service Director, Economy and Growth
<p>NEW Local authority housing delivery models</p> <ul style="list-style-type: none"> • Receive 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
<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

15 January 2025 **report deadline** **NEW** 3 January 2025 **pre meeting lines of enquiry planning** 6 January 2025

Topic and Objectives	Evidence required	Attendees*
AMENDED Local Transport Plan <ul style="list-style-type: none"> Scrutinise the proposed 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 Environment and Sustainability Scrutiny Committee
NEW Market Towns Investment Plans <ul style="list-style-type: none"> Objectives to be agreed. 	<ul style="list-style-type: none"> Evidence to be agreed. 	<ul style="list-style-type: none"> Service Director, Economy and Growth
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

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Committee Meeting

12 March 2025 **report deadline** **NEW** 28 February 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

13 May 2025 report deadline NEW 1 May 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
NEW Cultural Strategy 2019-2029 <ul style="list-style-type: none"> Objectives to be agreed. 	<ul style="list-style-type: none"> Evidence to be agreed. 	<ul style="list-style-type: none"> Culture and Leisure Lead
NEW 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 Environment and Sustainability 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

8 July 2025 report deadline NEW 26 June 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Tourism and Destination Management <ul style="list-style-type: none"> Objectives to be agreed. 	<ul style="list-style-type: none"> Evidence to be agreed 	<ul style="list-style-type: none"> To be agreed

<p>NEW Gully cleansing</p> <ul style="list-style-type: none"> • Scrutinise progress against the October 2024 Council motion to: <ul style="list-style-type: none"> ○ Ensure all drains, gullies and culverts that fall under the responsibility of Herefordshire Council are accurately mapped. ○ Undertake an urgent programme of rectifying and repairing drains, gullies and culverts where they have been damaged by the recent unprecedented period of rainfall. ○ Develop a full countywide maintenance schedule that anticipates the likelihood of heavier rainfall in the future. ○ Publish the maintenance schedule so that ward members, city, town and parish councils and local people can have confidence in the plans. ○ Ensure that areas most at risk of flooding are prioritised for maintenance. 	<ul style="list-style-type: none"> • Evidence to be agreed 	<ul style="list-style-type: none"> • To be agreed
<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

9 September 2025 report deadline **NEW 28 August 2025** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<p>Broadband</p> <ul style="list-style-type: none"> • Objectives to be agreed. 		
<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 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 deadline** **NEW 6 November 2024** **pre meeting lines of enquiry planning 7 November 2024**

Topic and Objectives	Evidence required	Attendees*
<p>AMENDED Tree and hedgerow management</p> <ul style="list-style-type: none"> • Scrutinise council tree and hedgerow management policy and its alignment with the work on the local nature recovery strategy and landscape recovery and climate change adaptability. • Understand the findings of the recent Defra consultation on hedgerow management. • Consider the county tree strategy as an enabler for Herefordshire to become a carbon offset trading partner with others. • Examine countywide action on ash dieback and replacement. 	<ul style="list-style-type: none"> • Council policy on tree and hedgerow management • Draft work on the local nature recovery strategy. • Findings of the Defra consultation on hedgerow management. • The Management of Hedgerows (England) Regulations 2024 (legislation.gov.uk) 	<ul style="list-style-type: none"> • Farm Herefordshire • CPRE (formerly Council for the Protection of Rural England) • Policy leads on tree and hedgerow management • Head of Highways and Traffic • Phosphate Mitigation 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

Committee Meeting

20 January 2025 **report deadline** **NEW 8 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. • Understand the implications of poor water quality on the ability to plan and build new housing. 	<ul style="list-style-type: none"> • Five years of analysis of water quality data (from Nutrient Management Board or Environment Agency) • Evidence from Merry Albright (Home Builders Federation) 	<ul style="list-style-type: none"> • Herefordshire Construction Industry Lobby Group • Natural England • Environment Agency • Natural Resources Wales • Defra River Wye champion

Topic and Objectives	Evidence required	Attendees*
<ul style="list-style-type: none"> Evaluate the progress on developing new wetland areas on river improvement and their impact on housing development. 		
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 deadline **NEW 12 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

12 May 2025 report deadline **NEW 29 April 2025** pre meeting lines of enquiry planning **May 2025**

Topic and Objectives	Evidence required	Attendees*
<p>NEW Road User Safety</p> <ul style="list-style-type: none"> • How do speed limits impact on road user safety and what is council policy on them. • Looking at the administration of TROs across the council. • Look at best practice on the provision of road architecture. 	<ul style="list-style-type: none"> • Relevant evidence from the LTP consultation. • Evidence on the effectiveness of 20mph speed limit zones. • A map of existing/pending 20 mph speed zones across the county. 	<ul style="list-style-type: none"> • Road Safety Officer West Mercia Police • Head of Highways and Traffic • Western Bypass consultant
<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

7 July 2025 report deadline **NEW 25 June 2025** pre meeting lines of enquiry planning **June/July 2025**

Topic and Objectives	Evidence required	Attendees*
<p>AMENDED Provision of bus services across the county</p> <ul style="list-style-type: none"> • Consider the council’s response to the government white paper on authorities running their own bus services. • Examine the opportunities to develop ‘on-demand’ bus services. • Scrutinise council policy on free access to public transport for disadvantaged groups. • Scrutinise the outcome of the £1,064,000 grant allocation to Herefordshire Council by the Department for Transport to improve bus services. 	<ul style="list-style-type: none"> • Evidence from the local transport plan consultation. • Best practice examples from other local authorities. 	<ul style="list-style-type: none"> • Head of Transport and Access Services • Bus services user groups
<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

8 September 2025 report deadline **NEW** **27 August 2025** pre meeting lines of enquiry planning August/September 2025

Topic and Objectives	Evidence required	Attendees*
Land management and use		
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

25 November 2024 **report deadline NEW 13 November 2024** pre meeting lines of enquiry planning 14 November 2024

Topic and Objectives	Evidence required	Attendees*
West Mercia Police “Right Care, Right Person” policy <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
Supported housing for working age adults with additional needs <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
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 2025

Topic and Objectives	Evidence required	Attendees*
All-age carers' strategy action plan <ul style="list-style-type: none"> • Scrutiny of <ul style="list-style-type: none"> ○ all-age carers' strategy action plan and ○ carers' support service • 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

Briefing
NEW January 2025

Topic and Objectives	Evidence required	Attendees*
Joint Strategic Needs Assessment (JSNA) <ul style="list-style-type: none"> • Objectives to be confirmed. 	<ul style="list-style-type: none"> • Briefing on JSNA 	<ul style="list-style-type: none"> • Director of Public Health • Intelligence Unit team Leader • Consultant in Public Health

Committee Meeting
27 January 2025 report deadline **NEW** **15 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. <ul style="list-style-type: none"> ○ Good start in life ○ Mental Health • 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 Board • Director of Public Health

CQC assurance visit preparation <ul style="list-style-type: none"> To scrutinise preparation for an anticipated assurance visit from the Care Quality Commission. 		
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 chair Senior 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

11 February 2025

Topic and Objectives	Evidence required	Attendees*
Roundtable with home care providers <ul style="list-style-type: none"> Meet with home care providers to <ul style="list-style-type: none"> better understand their work and learn more about challenges to the sector. 		<ul style="list-style-type: none"> Home care providers

Committee Meeting

31 March 2025 **report deadline** **NEW** 19 March 2025 **pre meeting lines of enquiry planning** 20 March 2025

Topic and Objectives	Evidence required	Attendees*
NEW Dental services in Herefordshire <ul style="list-style-type: none"> To identify the responsibilities of the local authority in respect of oral health, and the responsibilities of NHS England, in respect of dentistry. 	<ul style="list-style-type: none"> Briefing on dentistry responsibilities in Herefordshire 	<ul style="list-style-type: none"> Director of Public Health Others to be determined

<ul style="list-style-type: none"> • To examine Hereford’s oral health outcomes and the work being undertaken to improve the oral health of the local population. • To investigate the pressures and challenges faced by dental care services and the work being undertaken to improve access to dental care. • To examine the local population’s views and experiences of accessing and using NHS dental services • To identify potential recommendations to improve the oral health of Herefordshire’s population and access to dental care. 		
<p>NEW Community activity – day provision</p> <ul style="list-style-type: none"> • Review the information available to support carers • Scrutinise the commissioning of short breaks and other forms of respite care. • Understand and identify possible learning from good practice in other local authorities. 	<ul style="list-style-type: none"> • Provision in other local authorities • Focus group with consortium members • Other evidence to be determined. 	<ul style="list-style-type: none"> • Herefordshire Activities Together consortium • Service Director All Age Commissioning • Registered Manager Shared Lives
<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

19 May 2025 **report deadline NEW** 7 May 2025 **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<p>NEW Respite care for working-age adults</p> <ul style="list-style-type: none"> • Review the information available to support carers of working-age adults • Scrutinise the commissioning of short breaks and other forms of respite care. • Understand and identify possible learning from good practice in other local authorities. 	<ul style="list-style-type: none"> • Respite provision in other local authorities • Briefing on current respite care provision in Herefordshire. • Focus group with consortium members • Other evidence to be determined. 	<ul style="list-style-type: none"> • Service Director All Age Commissioning • Registered Manager Shared Lives • Respite care providers

Work programme • Review work programme	• Draft work programme	• Statutory Scrutiny Officer
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Committee Meeting

28 July 2025 report deadline NEW 16 July 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme • Review work programme	• Draft work programme	• Statutory Scrutiny Officer

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Committee Meeting

29 September 2025 report deadline NEW 17 September 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Topic to be confirmed		
Work programme • Review work programme	• Draft work programme	• 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

19 November 2024 (subject to requirement) **report deadline NEW 7 November 2024** pre meeting lines of enquiry planning TBC 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 Meeting

16 December 2024 **report deadline NEW 4 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 What mitigating actions have been taken in high-risk areas of planned cost savings? Have we delivered costs savings in line with the quarterly savings profile? 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
AMENDED Herefordshire Council Plan – Delivery Plan Working Group	<ul style="list-style-type: none"> Draft terms of reference 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

<ul style="list-style-type: none"> Agree terms of reference for the planned Herefordshire Council Plan delivery plan working group 		
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

14 January 2025 **report deadlines** **NEW 2 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

Working Group Meeting

February 2025

Topic and Objectives	Evidence required	Attendees*
AMENDED Herefordshire Council Plan – Delivery Plan Working Group <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. 	<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 	<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"> • 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"> • 2024-25 capital programme 	
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Committee Meeting

11 March 2025 report deadline **NEW** 27 February 2025 pre meeting lines of enquiry planning 28 February 2025

Topic and Objectives	Evidence required	Attendees*
<p>Digital, Data and Technology</p> <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? 		
<p>Financial Monitoring</p> <ul style="list-style-type: none"> • Review of 2024-2025 quarter 3 outturn. • Scrutiny of management action to achieve planned budget outturn. 	<ul style="list-style-type: none"> • Quarter 3 outturn 	<ul style="list-style-type: none"> • Director of Finance

Topic and Objectives	Evidence required	Attendees*
<ul style="list-style-type: none"> Scrutiny of portfolio holder action to identify risks in delivery of agreed budget. 		
AMENDED 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

Committee Meeting

20 May 2025 report deadline **NEW** 8 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 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

1 July 2025 report deadline NEW 19 June 2025 pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Workforce planning <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
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

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Committee Meeting

30 September 2025 report deadline NEW 18 September 2025 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 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>Addition of Capital Budget to deliver IT Capital Programme</p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Amy Swift, Portfolio Manager <small>Amy.Swift2@herefordshire.gov.uk</small></p>		<p>25 October 2024</p>	<p>KEY</p>
<p>Q2 Performance Report 2024/25 To review performance of Quarter 2 (Q2) 2024/25 and to report the performance position across all Directorates for this period.</p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Jessica Karia, Head of Corporate Performance and Intelligence <small>jessica.karia@herefordshire.gov.uk</small> Tel: 01432 260976</p>	<p>Corporate Support Centre</p>	<p>NEW ITEM</p>	<p>Non 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>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</p> <p>Joni Hughes, Head of Chief Executive's Office, Susan White, Programme Manager</p> <p><small>Joni.Hughes@herefordshire.gov.uk, Susan.White2@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 260070</small></p>	<p>Economy and Environment</p>	<p>25 October 2024</p>	<p>KEY Open</p>
<p>The New Public Realm Services Defines the new public realm services for procurement</p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member community services and assets</p> <p>Alex Deans, Interim Programme Director – Major Contracts</p> <p><small>Alex.Deans@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>17 October 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>Corporate Parenting Strategy To approve the corporate parenting strategy</p>	<p>Cabinet 19 December 2024</p>	<p>Cabinet member children and young people</p> <p>Caroline Marshall, Project manager, Julie Mepham caroline.marshall3@herefordshire.gov.uk, Tel: 01432 260249,</p>	<p>Children and Young People</p>	<p>17 October 2024</p>	<p>KEY Open</p>
<p>Ofsted Monitoring Visit Feedback To share the feedback letter from Ofsted following their fifth Monitoring Visit conducted 8th to 23rd October, with site days 22nd/23rd October 2024</p>	<p>Cabinet 19 December 2024</p>	<p>Cabinet member children and young people</p> <p>Maxine David, Executive Support Officer, Tina Russell, Corporate Director Childrens and Young People maxine.david@herefordshire.gov.uk, tina.russell@herefordshire.gov.uk Tel: 01432 260044, Tel: 01432 260 267</p>	<p>Children and Young People</p>	<p>25 October 2024</p>	<p>Non 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>17 October 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>17 October 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 15 November 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>17 October 2024</p>	<p>KEY Open</p>
<p>Portfolio: children and young people</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 11 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>17 October 2024</p>	<p>KEY Open</p>
<p>Portfolio: community services and assets</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>High Needs Provision Capital Grant spend To approve the spend of the High Needs Provision Capital Grant to extend our inclusion offer in mainstream schools, increase places for children with Special Educational Needs and Disabilities (SEND) and to improve Alternative Provision (AP) education arrangements</p>	<p>Cabinet member community services and assets 8 November 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>17 October 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 Provision (previously Acquisition Fund For Housing Development)</p> <p>To seek delegated approval to acquire and develop sites to meet our critical housing need across Herefordshire, enabling a quick response as opportunities arise, subject to the completion of a due diligence business case. In July 2024 full council approved an outline business case (appendix 1) to add £5m to the capital programme to enable the council to develop the critical housing provision we need in the county. The council faces an increasing demand for social housing provision, there is a lack of local provision to meet this need, as such people are being placed in temporary accommodation which isn't fit for purpose and has significant additional costs.</p>	<p>Cabinet member economy and growth 30 October 2024</p>	<p>Cabinet member economy and growth</p> <p>Roger Allonby, Service Director Economy and Growth, Hayley Crane, Head of Service Housing, Stephen Holland, Interim Head of Housing Development</p> <p><small>Roger.Allonby@herefordshire.gov.uk, Hayley.Crane@herefordshire.gov.uk, stephen.holland@herefordshire.gov.uk Tel: 01432 260330, Tel: 01432 261919,</small></p>	<p>Economy and Environment</p>	<p>25 October 2024</p>	<p>KEY Open</p>
<p>Portfolio: environment</p>					
<p>Portfolio: finance and corporate services</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>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 14 November 2024</p>	<p>Cabinet member finance and corporate services Emily Lowe, Talk Community Development Lead, William Merriman, Senior Project Manager, Nikki Stroud, Talk Community Children and Families Lead <small>Emily.Lowe2@herefordshire.gov.uk, William.Merriman2@herefordshire.gov.uk, nikki.stroud@herefordshire.gov.uk Tel: 01432 383423, ,</small></p>	<p>Corporate Support Centre</p>	<p>17 October 2024</p>	<p>KEY Open</p>
<p>Portfolio: roads and regulatory services</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 14 November 2024</p>	<p>Cabinet member roads and regulatory services Ed Bradford, Head of Highways and Traffic <small>Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</small></p>	<p>Economy and Environment</p>	<p>17 October 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>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 5 December 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>17 October 2024</p>	<p>KEY Open</p>
<p>Portfolio: transport and infrastructure</p>					

