

Agenda

Connected Communities Scrutiny Committee

Date: **Tuesday 7 July 2026**

Time: **2.00 pm**

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

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

For any further information please contact:

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If you would like help to understand this document, or would like it in another format, please call Henry Merricks-Murgatroyd, Democratic Services Officer on 01432 260239 or e-mail Henry.Merricks-Murgatroyd@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of the Connected Communities Scrutiny Committee

Membership

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

Councillor Bruce Baker
Councillor Helen Heathfield
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 Wednesday 15 April 2026. HOW TO SUBMIT QUESTIONS The deadline for the submission of questions for this meeting is 5.00 pm on Wednesday 1 July 2026. Questions can be submitted via the Online questions portal Further information and guidance is available at Get involved - Herefordshire Council Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Full details about asking questions and the deadlines at public meetings can be found here: constitution of the council . Guidance for questions being submitted for scrutiny can be found here	13 - 24
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.	YEAR OF DELIVERY - CAPITAL PROJECTS To provide Connected Communities with updates on key capital projects being undertaken by Herefordshire Council in 2026.	To Follow
8.	WORK PROGRAMME 2026-7 To consider the draft work programme for Herefordshire Council's scrutiny committees.	25 - 92
9.	DATE OF THE NEXT MEETING The date of the next meeting is Monday 20 July 2026, 10:00 am.	

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- Inspect agenda and public reports at least five clear days before the date of the meeting. Agenda and reports (relating to items to be considered in public) are available at www.herefordshire.gov.uk/meetings
- Inspect minutes of the council and all committees and sub-committees and written statements of decisions taken by the cabinet or individual cabinet members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting (a list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- 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
Helen Heathfield	The Green Party
Ed O'Driscoll (Chairperson)	Liberal Democrats
Rob Owens	Liberal Democrats
Roger Phillips	Conservative Party
Diana Toynbee	Independents for Herefordshire

Scrutiny functions

The committees have the power:

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

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

The remit of Connected Communities Scrutiny Committee

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

Who attends scrutiny committee meetings?

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

Minutes of the meeting of the Connected Communities Scrutiny Committee held in Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE on Wednesday 15 April 2026 at 2.00 pm

Committee members present in person and voting: **Councillors: Bruce Baker, Frank Cornthwaite (Vice-Chairperson), Helen Heathfield, Ed O'Driscoll (Chairperson), Rob Owens, Roger Phillips and Diana Toynbee**

Others in attendance:

Councillor B Durkin	Cabinet Member Roads and Regulatory Services	Herefordshire Council
Councillor D Hitchiner		Herefordshire Council
F Horton	Transport Planning Services Manager	Herefordshire Council
D Land	Head of Transport and Access Services	Herefordshire Council
H Merricks-Murgatroyd	Democratic Services Officer	Herefordshire Council
Councillor P Price	Cabinet Member Transport and Infrastructure	Herefordshire Council
S Tompkins	Delivery Director - Infrastructure	Herefordshire Council
T v Vuren	Head of Digital Transport	Amey Consulting
D Webb	Statutory Scrutiny Officer	Herefordshire Council

90. APOLOGIES FOR ABSENCE

No apologies for absence were received.

91. NAMED SUBSTITUTES

There were no named substitutes.

92. DECLARATIONS OF INTEREST

There were no declarations of interest.

93. MINUTES

The minutes of the previous meeting were received.

Resolved: That the minutes of the meeting held on 17 February 2026 be confirmed as a correct record and be signed by the Chairperson.

94. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 7 - 10)

Documents containing questions received from members of the public and the responses given, plus supplementary questions and their respective responses were published as an appendix to the minutes.

95. QUESTIONS FROM MEMBERS OF THE COUNCIL (Pages 11 - 12)

Documents containing questions received from members of the council and the responses given, plus supplementary questions and their respective responses were published as an appendix to the minutes.

96. HEREFORDSHIRE PARKING STRATEGY 2026-2041

The committee considered a report on the Herefordshire Parking Strategy 2026-41 item.

The principal points of the subsequent discussion are summarised below:

1. The Head of Transport and Access Services and the Transport Planning Service Manager introduced the draft strategy and noted that it is intended to provide a more supportive and community-focused approach to parking policy. The draft was presented ahead of public consultation so that comments from the committee could inform revisions and the consultation questions.
2. In response to a question about how consultation will be delivered, the Transport Planning Service Manager explained that the consultation is intended to use the online consultation portal alongside social media channels, including Facebook, Nextdoor and LinkedIn, with comments received through those channels also considered.
3. The Chairperson added that the consultation materials should, where possible, use more creative and accessible formats in addition to the full document so that a wider range of residents can engage with the strategy. It was added that different materials will be prepared for younger people, businesses and people with disabilities to broaden accessibility.
4. In response to a question about whether the strategy differentiates sufficiently between the needs of Hereford city, the market towns and more rural areas with high car dependency, the Transport Planning Service Manager explained that the draft had not separated Hereford from the rest of the county because the intention was to apply consistent principles across Herefordshire.
5. The Chairperson raised concerns that the strategy did not yet clearly explain the underlying rationale for parking charges. It was acknowledged that additional explanatory text on the reasons for charging would be a useful addition to the strategy.
6. A committee member commented that the strategy would benefit from practical examples showing how its principles would apply to an individual car park or location, in order to illustrate how the strategy would operate in practice.
7. During discussion of the use of parking income, the Cabinet Member Roads and Regulatory Services noted that under section 55 of the Road Traffic Regulation Act 1984, parking-related revenue is not simply a general income stream for the authority but is used to support the operation of the parking service and related functions.
8. It was noted in discussion that the strategy should better reflect the current pressures on town centres and market towns, including the increasing size of vehicles, changing high street patterns, supermarkets with free parking, and the need to support dwell time so that visitors stay longer and spend more in local centres.

9. The Transport Planning Service Manager noted that the strategy proposes measures such as pay-on-exit trials, the ability to extend parking virtually, and improvements to the quality of council-operated car parks, including lighting, surfacing, CCTV where possible, and larger disabled bays above minimum standards where possible.
10. A committee member welcomed the reference in the strategy to 'positive parking' and more visible, approachable civil enforcement officers, and suggested that those officers could help inform service improvements because of their direct experience of user behaviour on the ground.
11. In response to a question about 'futureproofed parking', it was explained that futureproofing includes real-time information on parking availability, better cashless options, joining the national parking platform, ensuring bay sizes remain appropriate as vehicles change, and expanding electric vehicle charging infrastructure.
12. A committee member emphasised the importance of retaining choice for residents, including the ability to pay by cash. It was confirmed that there is no current plan to remove cash payment options and that the strategy is not intended to make parking cashless.
13. In relation to residents' parking zones, it was noted that detailed procedural text had been removed from the strategy itself but that guidance would be provided separately.
14. In response to questions about behaviour change and modal shift, it was explained that the strategy is not solely focused on cars and car parking, it also looks at enforcement and what parking can provide including, for example, potential car-sharing initiatives. It was noted that key performance indicators are being developed and that there would be an annual report covering transport strategies, with frequent internal monitoring and more regular reporting where specific schemes are undertaken.
15. In response to a question about pay-on-exit, it was noted that automatic number plate recognition can be used without barriers, and that barriers may create queues and confusion.
16. In response to questions on electric vehicle charging infrastructure, it was explained that work is being undertaken to align provision with future demand and grid capacity constraints, including consideration of alternative technologies such as solar-powered charging. It was also noted that the strategy is intended to influence planning expectations for new developments so that adequate charging provision is designed in from the outset where possible.

Resolved

- 1. Include a section explaining why Herefordshire Council charges for parking.**
- 2. Engage specifically with enforcement officers as part of the strategy development.**
- 3. Engage as soon as possible with town and parish councils to shape the local approach.**

4. **Provide evidence of the modal shift arising from the strategy.**
5. **Ensure the strategy makes clear that the option to pay for parking using cash will remain for all council-provided parking.**

97. HEREFORD BYPASS PHASE 1 - METHODOLOGY

The committee considered a report on the Hereford Bypass Phase 1 – methodology item.

The principal points of the subsequent discussion are summarised below:

1. The Chairperson clarified at the outset that the purpose of the item was to consider whether the proposed assessment criteria for the full business case for phase one of the western bypass were robust, transparent and capable of supporting a sound decision by Cabinet. It was emphasised that the committee was not considering the merits of the bypass itself, the route, or whether the scheme should proceed which instead are matters for later when the full business case is brought forward.
2. The Infrastructure Delivery Director explained that Cabinet had agreed that a full business case would need to be published and reviewed before any decision to proceed to construction was made. He added that the full business case is a substantial document and that the draft assessment criteria had therefore been brought forward in advance so that members could consider what Cabinet would use when reaching that later decision.
3. It was noted that the draft assessment criteria included both requirements and assessment criteria, and that these had been grouped under five themes: technical, planning, environmental, commercial and financial.
4. The Chairperson welcomed the opportunity for scrutiny to consider the draft assessment criteria at this stage and introduced Tom van Vuren to provide independent expert support. Mr van Vuren explained that his role was to help identify criteria aligned with the Green Book and Department for Transport best practice so that Cabinet could make an informed and defensible decision when the full business case is presented.
5. In response to a question about how the assessment criteria would enable Cabinet to distinguish between a strong business case and a more marginal one, the Infrastructure Delivery Director explained that value for money, including the benefit-cost ratio, would be one key element of the assessment. He noted that the recommendation would be for at least medium value for money scheme, while also stressing that Cabinet would need to consider the full package of matters rather than rely on a single metric.
6. It was further noted that the full business case would include modelling validation and Green Book-compliant appraisal, but that Cabinet would also need assurance across a broader range of issues before a construction decision could be taken.
7. A committee member questioned whether the draft table in appendix 1 sufficiently distinguished between true assessment criteria and procedural or evidential checks. Officers acknowledged the value of providing more granular and graded information rather than relying on pass/fail wording alone.

8. During discussion on road safety, it was noted that the impact of the scheme may not be uniformly positive across all locations because a higher-speed road could reduce traffic on some residential routes while creating different risks elsewhere. It was suggested that more information should be provided on the underlying modelling, collision assumptions and distribution of impacts so that Cabinet can better understand the significance of any positive or negative safety effects.
9. A committee member raised concerns that social value appeared to be framed too narrowly around contractor activity rather than the wider benefits or disbenefits of the scheme for local communities. It was accepted that both contractor-led social value activity and the broader social impact of the infrastructure itself should be more clearly reflected in the assessment criteria.
10. A committee member suggested that absolute statutory requirements, such as planning permissions and Natural England approval, should be more clearly distinguished from evaluative criteria which indicate how good the outcome is.
11. In response, the Infrastructure Delivery Director agreed that some requirements are minimum standards, but noted that they still involve substantial work and remain essential preconditions before construction could commence. It was also noted that ranges would be helpful in areas such as cost and value for money, particularly as final construction prices and value engineering options are still being developed.
12. In response to a question about the criteria itself, Mr van Vuren explained that a robust framework should combine three elements: clear yes/no requirements, value-for-money evidence as per the Green Book and Department for Transport appraisal practice, and wider information that decision-makers may judge important even where it is not fully monetised. He suggested that the presentation to Cabinet could make risk assumptions, uncertainty and scenario testing more visible, including how benefit-cost outcomes change under different growth scenarios.
13. A committee member asked how the proposed assessment criteria compared with the approach used for national schemes. In response, the Infrastructure Delivery Director noted that the council is preparing a Green Book-compliant full business case so that it would meet Department for Transport expectations and remain suitable should future government funding become available.
14. It was clarified that the full business case and the assessment criteria are intended to assess phase one on its own merits, rather than rely on assumptions about any later phase. It was noted that wider strategic fit with adopted council policy remains relevant, but the value-for-money assessment itself is being undertaken on the basis of the phase one scheme as a standalone intervention.
15. A committee member suggested that references to mitigation should be handled carefully in relation to ancient woodland and raised concern about whether the environmental baseline was sufficiently broad. The Infrastructure Delivery Director acknowledged the point on terminology and outlined the scale of ancient woodland impact and proposed compensatory planting.
16. In response to a question about competing objectives within the Local Transport Plan, the Infrastructure Delivery Director explained that the criteria should help Cabinet understand trade-offs more explicitly. It was suggested that more granular data beneath the headline value-for-money figure would better show how benefits and disbenefits are distributed across competing objectives.

Resolved

- 1. Move from pass/fail assessments to scored or graded assessments, to ensure more granularity in traffic outcomes, safety outcomes, land acquisition, carbon reduction, woodland mitigation, biodiversity net gain, construction price, social value, affordability, and value for money.**
- 2. Widen the criteria for measuring social value to include the distribution of impacts on people in Herefordshire.**
- 3. Ensure clearer reporting of project risks, assumptions and uncertainty.**
- 4. Ensure the report to Cabinet incorporates high/medium/low growth risk scenarios.**

98. WORK PROGRAMME 2026-7

The Statutory Scrutiny Officer presented the draft work programme for the Connected Communities Scrutiny Committee.

99. DATE OF THE NEXT MEETING

The date of the next meeting is Tuesday 23 June 2026, 14:00 pm.

The meeting ended at 4.41 pm

Chairperson

Agenda item no. 5 - Questions from members of the public

Question Number	Questioner	Question	Question to
PQ 1	Mr Osborne-Brookes, Hereford	"Herefordshire Council claim for Phase 1 of the Bypass "Over the next 60 years, the total financial benefits are estimated at £54–£77 million, with around £47 million coming from people and goods saving time on their journeys." No information has been provided on the costs, apart from an outline budget, recently increased to £45million. Will the committee review the BCR calculation and whether it has included the following costs: - 1. mitigation of the loss of ancient woodland and venerable trees, including licenses to relocate hazel dormice living on the route; 2. the cost of the 5th arm of the roundabout on the A465 to make this part of the Western "bypass". 3. the cost of embodied carbon in the construction, increased emissions from additional vehicle movements and the loss of Carbon sequestration from destruction of soils and woodland."	Chairperson of Connected Communities Scrutiny Committee
Response: Thank you for your useful observations. The Connected Communities Scrutiny Committee will meet on 15 April to scrutinise the proposed assessment criteria and requirements that Cabinet will use to evaluate the Full Business Case and to determine if Hereford Bypass Phase 1 should go ahead. It will then scrutinise the business case itself at a meeting in July. We will consider your points when determining our lines of enquiry.			

Question Number	Questioner	Question	Question to
PQ 2	Ms Martin, Hereford	"AECOM's Scheme Information Report, published in advance of the Herefordshire Strategic Transport Model (HSTM), indicates that modelling for Phase 1 Southern Link Road (SLR) includes Phase 2 of the western bypass as a "committed scheme" in its core scenario, assuming its forecast time savings. However, these were arrived at using a highway assignment model that did not factor in traffic induction for either regional or local network. WSP and Mott MacDonald have flagged the risk that this would overstate congestion benefits. Importing these inaccuracies into the SLR modelling risks unreliable journey time forecasts and inaccurate monetised benefits for the SLR's Full Business Case, inflating the SLR's economic case. Will the Committee recommend peer review of the HSTM and, if found to be flawed, recommend an updated assessment that accounts for Phase 2 traffic induction before the FBC is finalised. "	Chairperson of Connected Communities Scrutiny Committee
Response: Thank you for your question and the points made regarding the Herefordshire Strategic Transport Model. The Connected Communities Scrutiny Committee will meet on 15 April to scrutinise the proposed assessment criteria and requirements that Cabinet will use to evaluate the Full Business Case and to determine if Hereford Bypass Phase 1 should go ahead. It will then scrutinise the business case itself at a meeting in July which will include a model validation report setting out the modelling details used to undertake the assessment. The committee would not make any recommendation regarding the HSTM without full scrutiny of the model, which it currently has no plans to do.			
Supplementary question: "AECOM's Scheme Information Report, published in advance of the Herefordshire Strategic Transport Model (HSTM), indicates that modelling for Phase 1 Southern Link Road (SLR) includes Phase 2 of the western bypass as a "committed scheme" in its core scenario, assuming its forecast time savings. However, these were arrived at using a highway assignment model that did not factor in traffic induction for either regional or local network. WSP and Mott MacDonald have flagged the risk that this would overstate congestion benefits. Importing these inaccuracies into the SLR modelling risks unreliable journey time forecasts and inaccurate monetised benefits for the SLR's Full Business Case, inflating the SLR's economic case. Will the Committee recommend peer review of the HSTM and, if found to be flawed, recommend an updated assessment that accounts for Phase 2 traffic induction before the FBC is finalised? If not, why not?"			
Supplementary response:			

Thank you for the question. The purpose of today's meeting is to focus on the assessment criteria that will be used to assess the full business case. Our role is only to consider whether the assessment criteria is robust, transparent, and capable of supporting a sound decision by Cabinet. That question, in my opinion, would be better asked of either Cabinet or this committee when we come to look at the full business case. Today's discussion is purely around the assessment criteria.

Question Number	Questioner	Question	Question to
PQ 3	Mrs Morawiecka, Hereford	The "Back the Bypass" campaign shows the Hereford City Link Road as heavily congested and requiring an intervention in the form of the Western Bypass. The Hereford City Link Road (A49 to A465) promised significant journey time savings, reducing congestion up to 52% at peak times on Newmarket & Blueschool Streets, which, it was claimed, would enable them to become single carriageway, improving the public realm for pedestrians and cyclists and reducing severance between the new shopping quarter and the historic City Centre. Post scheme appraisal and real world observation reveal that the benefits claimed have not been achieved. As the City Link Road underperformed against the benefits claimed in the Business Case, would the Committee review the methodology ensuring that the benefits from the Herefordshire Strategic Transport Model for the Hereford Bypass Phase 1, will not be similarly overstated?	Chairperson of Connected Communities Scrutiny Committee
Response: Thank you for your observations regarding the Hereford City Link Road. I am happy to confirm that the Connected Communities Scrutiny Committee will be scrutinising the proposed assessment criteria and requirements that Cabinet will use to evaluate the Full Business Case and determine if Hereford Bypass Phase 1 should go ahead at its meeting on 15 April 2026.			
Supplementary question: Auditors issued a damning report on the City Link Road, which was one element of the Hereford City Centre Transport Project. Other non-road elements, including the Transport Hub, were not delivered due to a lack of funds. If lessons are to be learnt will this Scrutiny Committee recommend that the assessment criteria include: - 1. the project delivers better Value for Money per pound, compared to alternative transport measures that could achieve the same outcomes; 2. there is sufficient budget and staff experience to manage and control this capital project;			

3. "optimism bias" is excluded from journey times and the impact of induced demand is included;
4. all costs to deliver the claimed benefits of the scheme, eg a fully funded programme of mitigation and long term maintenance of any planting and rare wildlife relocation, are included.

Supplementary response:

Thank you for the question. I can confirm that a couple of things mentioned have been discussed as part of our lines of enquiry. I cannot pre-empt at this stage what the committee will decide to make as its recommendations that go through the democratic process. I hope over the course of this meeting the areas that you touch on may come out through the natural discussion and conversation we will have as a committee as we interrogate this assessment criteria and come up with a set of agreed recommendations.

Agenda item no. 6 - Questions from members of the council

Question Number	Questioner	Question	Question to
MQ 1	Cllr Hitchiner	The Scheme Information Report contains limited information on the effect of the SLR on traffic. For instance Route 11 is a 18.93 kilometre length of road from Pontrilas to the Asda roundabout with a 7 minute increase in journey time. Of more concern/interest to residents of my Ward are the much shorter distances on the Belmont Road from the proposed new roundabout to Walnut Tree Avenue and from WTA to the Asda Roundabout. There is also local concern that the Bridge Sollars Road and the B4352 will be used much more by traffic getting from the Brecon Road to Rotherwas as this is likely to become the quickest route. Does the committee agree that this information should be included in the data and if there is a negative impact this should be taken into account in the methodology?	Chairperson of Connected Communities Scrutiny Committee
Response: Thank you for your question. It is unlikely that the methodology would take into specifics such as those you have raised. Instead, we would expect the methodology to include in its criteria factors such as journey time. We will therefore seek assurance in this regard when the Connected Communities Scrutiny Committee scrutinises the proposed assessment criteria and requirements that Cabinet will use to evaluate the Full Business Case and determine if Hereford Bypass Phase 1 should go ahead.			
Supplementary question: The draft methodology statement under the technical assessment criterion requirements heading refers to modelling results needing to demonstrate improved journey times and no overall reduction in safety. On the journey time element in my written question, I referred to a 7 minute longer journey time on the A465. This is data from the scheme information report from AECOM. Is this to be ignored because only improved times are to be considered? Surely not. The report to this committee, at paragraph 16, is selective referring only to journey time savings from Walnut Tree Avenue, Holme Lacy Road, and part of the Belmont Road, all of which are helpful to support the case of the SLR. There is no reference to any longer journey times. I ask that the committee recommend a more balanced approach rather than one which is so obviously biased toward proving the case of the SLR. Amongst other things, the methodology should look at the effect of longer journey times on the A465, other parts of the Belmont Road within the city boundary, the A49, and also on the road from Bridge Sollars onto the B4352 and B4349 through Madley and Clehonger. They should look at the longer times which would apply to all those routes, not just the improved times.			
Supplementary response:			

Thank you for the question. We are looking specifically at the assessment criteria, and I think that some of the detail you are looking at will come out once those assessment criteria are being applied to the full business case. Our job today is to check that the assessment criteria gives opportunity for that to come out prior to the full business case going to Cabinet for its decision. I hope from the discussions we have had around lines of enquiry and the councillors here that some of that detail will come out over the course of our discussion. However, we are not going to decide before the meeting what our recommendations are until we've had the discussion.



Title: Work Programme 2026-27

Meeting: Connected Communities Scrutiny Committee

Meeting date: Tuesday 7 July 2026

Report by: Statutory Scrutiny Officer

Classification

Open

Report purpose

The report:

- Provides the committee with a draft work programme for the committee, for approval.
- Provides the committee with a copy of the council's forward plan of key decisions to assist the committee in deciding its programme of work.
- Lists the recommendations made by the committee since January 2025, and any responses to these recommendations.

Background

1. A fundamental part of good scrutiny is planning and agreeing a programme of work for the committee to undertake. A well-considered work programme:
 - a. identifies priorities for the committee's work that align with corporate and partnership priorities, as well as reflecting community concern;
 - b. ensures that each identified topic has clear objectives that focus the committee's work;
 - c. creates a timetable for the committee's programme of work so that the committee carry out its work at the optimal time; and
 - d. provides officers and partners with requirements for evidence that will support the committee in providing evidence-based scrutiny.

Meeting objectives

2. To agree the committee's work programme.
3. To note the work programmes of Herefordshire Council's other scrutiny committees.

Report information

4. The most recent work programme was published June 2026 and is attached as Appendix 1.
5. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.

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

6. Appendix 3 is a list of all recommendations made by the committee in 2025 and 2026.

Consultees

7. 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.

Appendices

Appendix 1 – Scrutiny Work Programme June 2026

Appendix 2 – Herefordshire Council Forward Plan 26 June 2026

Appendix 3 – Recommendations made by Connected Communities Scrutiny Committee in 2025 and 2026.

Background papers and resources

None



APPENDIX 1

SCRUTINY WORK PROGRAMME

June 2026 – March 2027

Below are the work programmes of Herefordshire Council's five scrutiny committees and their six task and finish groups.

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

Please note that no meetings will be scheduled after March 2027 until after the 2027 Council elections have concluded.

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Children and Young People Scrutiny Committee

Committee work programme

Committee Meeting

22 July 2026 **report deadline 14 July 2026** pre meeting lines of enquiry planning 17 July 2026

Topic and Objectives	Evidence required	Attendees*
Families First Programme	Peer review findings	Dawn Knight, Service Manager Early Help - Lindsay MacHardy, Public Health Principal <i>Core members of the steering group</i>
All Age access to play and open space Review proposals for a change in the capital programme project to upgrade and asset transfer Herefordshire Council play and open spaces.	Terms of reference	Leigh Whitehouse Ed Bradford - Lindsay MacHardy - Emily Garner - HVOSS (possibly)
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

6 October 2026 **report deadline 28 September 2026** pre meeting lines of enquiry planning 2 October 2026

Topic and Objectives	Evidence required	Attendees*
Alternative provision Review of capital programme relating to alternative provision.	Officer report	Liz Farr - Louise Tanner, Head of Learning and Achievement

Topic and Objectives	Evidence required	Attendees*
Overview of existing provision, including pupil referral units (PRUs).		- Hilary Jones, Head of Additional Needs - Jane Morse – Commissioning Manager - Quentin Mee
Youth Strategy	Draft strategy	- Tina Russell - Hereford Rural Media - Will Lindsey HVOSS - Lindsay McHardy
Early Help Task and Finish Group Review group findings and recommendations	Final group report	Chair, Children and Young People Scrutiny Committee
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

TBC **report deadline** TBC **pre meeting lines of enquiry planning** TBC

Topic and Objectives	Evidence required	Attendees*
West Mercia Police Safeguarding Inspection Update on PEEL inspection action plan	Officer report	Leanne Lowe, West Mercia Police

Topics for possible future scrutiny

- Participation strategy
- Housing
- School place planning
- Fostering (generally)
- Welfare and Education Bill
- The role of public health in tackling neglect of children and young people

Early help task and finish group

Terms of reference

Background

Herefordshire's Early Help offer includes both universal and targeted services aimed at supporting children, young people, and families before statutory intervention is required. The offer includes:

- **Universal services:** Provided largely through Talk Community, voluntary and community organisations, schools, health, and public health-funded initiatives.
- **Targeted early help:** Led by the Early Help team within Children's Services, working directly with families who require structured support.

Key developments in this area in recent years include:

- Integration of Early Help into wider Children's Services through locality models.
- Introduction of Families First and Lead Practitioner roles.
- Recruitment of two new children's-focused community development workers within Talk Community.
- Partnership commissioning (such as with the PCC) to support local early intervention initiatives.

To build on these developments, work is underway to identify and address weaknesses in current practice, including:

- Persistent confusion around distinctions between universal and targeted Early Help.
- Limited public visibility of the Early Help offer and recent developments.
- Variability in provision and access across different localities.
- Pressure on schools to deliver Early Help without sufficient funding or infrastructure.
- Need for improved coordination between statutory and non-statutory partners.

Purpose

The group therefore aims to provide a constructive and collaborative space to:

- Recognise strengths in current Early Help provision.
- Identify good practice across different communities.
- Highlight gaps or inconsistencies in provision and the work in place to address them.

Scope of Inquiry:

In recognition of the broad and varied nature of early help available in Herefordshire, the group intends to carry out two distinct but closely interdependent streams of work:

- **Targeted Early Help and Families First**
 - Understanding the Families First implementation.
 - Exploring the role of lead practitioners.
 - Clarifying the role of schools and multi-agency collaboration.
- **Community and Universal Offer**
 - Mapping and showcasing local Early Help initiatives.
 - Exploring partnerships with Talk Community hubs, voluntary groups, parish and town councils.
 - Engagement around youth activities, access barriers (transport), and local innovation.

Work Programme

The group will determine its programme of work to meet the above objectives. This programme will include:

- Local Appreciative Inquiry events in Hereford City Ross, and Leominster, supported by Talk Community and Children's Services.
- Case studies
- Meeting with families and professionals, individually and in focus groups

Work programme

Targeted early help and Families First

- Recognise strengths in current Early Help provision.
- Identify good practice across different communities.
- Highlight gaps or inconsistencies in provision and the work in place to address them.

Guide:

Not completed and overdue	Partially completed and overdue	On track	Completed
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Objective	Evidence required	Responsible officer	Date
Understand targeted early help - rationale and performance	• Overview of programme briefing note ○ Thresholds of need ○ Current performance management ○ Current programme of activity	Simon Cann	November 2025
Overview of current Families First programme and targeted early help	• Meeting with service managers ○ Victoria Leader ○ Dawn Knight	Simon Cann	15 Dec 2026, 3pm
Update on implementation of Families First programme and targeted early help	• Meeting with service managers ○ Dawn Knight	Simon Cann	14 or 19 May 2026
Support for young carers, no wrong door	• Meeting with young carers ○ Jane Marshall – South – Ross and VL, John Burgess, Susan Brace, Niall Crawford	Simon Cann	2 Mar 2026, 3pm
Appraise locality-based targeted early help	• Meeting with a locality team ○ Victoria Roe – North ○ Jane Marshall – South – Ross ○ Chantelle Bennett – Central	Simon Cann	16 Jan 2025, 3pm

Objective	Evidence required	Responsible officer	Date
	Tracey Spencer – Central		
Working with schools	- Meeting with schools - Neil Crawford	Simon Cann	21 Jan 2026, 3pm
Commissioned targeted early help services	- Meeting with Venture – commissioned service - Hilary Thomas hilary.thomas@vennture.org	Simon Cann	27 Feb 2026, 1pm

Community and Universal Offer

- Mapping and showcasing local Early Help initiatives.
- Exploring partnerships with Talk Community hubs, voluntary groups, parish and town councils.
- Engagement around youth activities, access barriers (transport), and local innovation.

Topic	Evidence required	Responsible officer	Date
Overview of local early help initiatives	Early help marketplace – Ross-on-Wye	Danial Webb	13 Oct 2025
Overview of local early help initiatives	Early help marketplace - Hereford	Danial Webb	17 Nov 2025
Overview of local early help initiatives	Early help marketplace - Leominster	Danial Webb	3 Dec 2025
Understand how midwives support young parents to be.	- Meeting with midwives - Emily Strange (named safeguarding midwife) - Sian Jenkins (community Midwife manager)	Simon Cann	20 Mar 2026
The role of school nurses	- Meeting with school nurses - emma.dewar@wvt.nhs.uk - Wendy.Long@wvt.nhs.uk - Nikki.Lawley@wvt.nhs.uk	Simon Cann	8 May 2026
The role of health visitors	- Meeting with health visitors - Lyndsay McHardy, Julia Stephens -0-19 Strat.	Simon Cann	17 Mar 2026

Topic	Evidence required	Responsible officer	Date
	○ Hannah Bannister-White ● “Best Start in Life” strategy		
Youth clubs overview	● Overview of youth and sports clubs in Herefordshire ● Visit to youth club ● Meeting with youth club attendees ● HVOSS Will Lindesay	Simon Cann	9 April 2026
Talk Community and co-ordination of support for universal community services	● Overview community support carried out by Talk Community. ● Nikki Stroud, Emily Lowe, Michelle Trussler, Abigail Allcock	Simon Cann	21 April 2026

Report to Cabinet

Topic	Evidence required	Responsible officer	Date
Draft final report	Learning from above meetings		May 26
Agree final report	Draft report	Task and Finish Group	June 26
Present to Cabinet	Final report	Toni Fagan	July 26

Connected Communities Scrutiny Committee

Committee work programme

Committee Meeting

7 July 2026 **report deadline 29 June 2026** pre meeting lines of enquiry planning 2 July 2026

Topic and Objectives	Evidence required	Attendees*
Year of Delivery – Capital Projects - Mid-year review of capital projects taking place in 2026. - Scrutinise project budgets.	- Council capital programme - Individual programme progress reports - Capital delivery programme	Service Director, Economy and Growth - Director of Resources - Highways Team
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

20 July 2026 **report deadline 10 July 2026** pre meeting lines of enquiry planning 16 July 2026

Topic and Objectives	Evidence required	Attendees*
Hereford Bypass Phase One – full business case Scrutinise the full business case to ensure it provides Cabinet with sufficient information to make an informed decision on Hereford Bypass Phase One, having regard to the assessment criteria.	- Hereford Bypass Phase One full business case. - Assessment criteria for the full business case. - Complete compliance matrix	Delivery Director, Infrastructure Representative AECOM Expert Witness Bypass Phase One Project Manager

Topic and Objectives	Evidence required	Attendees*
Broadband Connectivity Review of coverage gaps and speeds, and work to address them	- Consultation with businesses, schools, parish councils - Public call for evidence - Supplier business plans - Ofcom policy - Other evidence to be determined	To be determined
Public participation in planning task and finish group Agree the task and finish final report	Task and finish group report	None
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

Autumn 2026 **report deadline TBC 2026** **pre meeting lines of enquiry planning TBC 2026**

Topic and Objectives	Evidence required	Attendees*
UK Shared Prosperity Fund - Review of projects funded - Examine future funding opportunities	TBC	Service Director, Economy and Growth

Committee Meeting

27 January 2027 **report deadline 19 January 2027** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
Year of delivery – capital projects End of year review of capital projects taking place in 2026.	- Council capital programme - Individual programme progress reports	To be determined

*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.

Additional Topics Proposed for Future Consideration

- Hereford City Masterplan

Placemaking and Public Participation task and finish group

Terms of reference

Background

Herefordshire is entering a significant period of growth and change. Delivering new housing, infrastructure, and services must strengthen local communities and reflect the county's distinctive rural character.

Research shows that while public involvement in planning is vital, engagement often remains procedural rather than meaningful. Many residents feel disconnected from decision-making, uncertain about how to participate, or unconvinced that their input makes a difference.

The Planning and Compulsory Purchase Act 2004 requires every local planning authority such as Herefordshire to publish a Statement of Community Involvement. The Levelling-up and Regeneration Act 2023 and resultant secondary legislation is likely to place greater emphasis on this statement with a proposed requirement for a local planning authority Community Involvement Scheme. This provides a timely opportunity to modernise Herefordshire's existing Statement of Community Involvement (January 2022), ensuring it reflects Herefordshire Council's 2024–2028 priorities for economic growth and community development.

This task and finish group will explore how Herefordshire can plan with its communities, ensuring that growth, infrastructure and environment evolve together in a fair, transparent, and creative way. It will then make recommendations to underpin the Council's new statutory engagement framework.

The aim is to move beyond statutory minimum consultation and create a culture in which residents look forward to new development as something they have helped to shape. Growth with, not to, communities.

Purpose

To identify and recommend practical, evidence-based measures for making community engagement in planning and placemaking more inclusive, accessible, and effective across Herefordshire. The group will:

- Examine best practice and innovative approaches to public participation.
- Advise on the update and replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme (2026).
- Ensure that community voice and cultural engagement sit at the heart of the county's future planning system.

Objectives

- To understand current legislation and good practice in community involvement and evaluate how residents currently engage with planning in Herefordshire and identify barriers to participation.
- Review and learn from good practice in community engagement in other local authorities and with housing providers.
- Inform and help draft the replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme (2026)
- Make recommendations to the Connected Communities Scrutiny Committee and Cabinet to deliver the above.

Scope

The task and finish group will focus on how communities are involved in shaping growth, not on what is built or where sites are allocated. It will not duplicate the work of the Housing Development Working Group or the technical drafting of the Local Plan.

Membership and Governance

- 5–7 elected members of Herefordshire Council (no Cabinet members).
- Up to two co-opted members with relevant expertise or community experience.
- Supported by officers from Democratic Services, Economy and Environment, and Communications.
- Reports through the Connected Communities Scrutiny Committee, which will submit recommendations to Cabinet for formal response.

Expected Outputs

- A final report setting out
 - practical recommendations for improving public participation in planning and placemaking.
 - A proposed structure and content outline for Herefordshire's new Community Involvement Scheme (2026), replacing the 2022 Statement.
 - Case studies and prototypes demonstrating innovative engagement methods suitable for rural and market-town contexts.

Success Measures

- At least five examples of national or local best practice reviewed.
- Two or more new engagement methods agreed or trialled.
- Clear, costed recommendations adopted within the 2026 Community Involvement Scheme.
- Cabinet adoption of group recommendations into council policy.

WORK PROGRAMME

Guide:

Not completed and overdue	Partially completed and overdue	On track	Completed
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Objective To understand current legislation and good practice in community involvement and evaluate how residents currently engage with planning in Herefordshire and identify barriers to participation.

Objectives	Evidence required	Responsible officer	Date
Understand current legislation and good practice in community involvement	- Overview of The Planning and Compulsory Purchase Act 2004 - Overview of The Levelling-up and Regeneration Act 2023 - Good practice guidance		November 2025
Evaluate how residents currently engage with planning in Herefordshire.	- Herefordshire Council Statement of Community Involvement. - Interviews with housing associations and council planning officers.		November 2025
Identify current barriers to participation.	Interviews with housing association, community groups and council planning officers.		November 2025
GROUP MEETING		Henry Merricks Murgatroyd	November 2025

Objective Review and learn from good practice in community engagement in other local authorities and with housing providers.

Objectives	Evidence required	Responsible officer	Date
Examine requirements for new Community Involvement Scheme	Draft regulation and statutory guidance		December 2025

Objectives	Evidence required	Responsible officer	Date
Identify good practice in other local authorities	- Literature review - Site visit (if useful)		January 2026
Identify creative engagement methods.	Desktop search ideas such as including digital tools, easy-read and visual materials, short videos, and cultural or media partnerships.		January 2026
GROUP MEETING			February 2025

Objective Inform and help draft the replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme.

This section of the work of the task and finish group is paused due to legislative changes that will replace the Community Involvement Scheme.

Objectives	Evidence required	Responsible officer	Date
Work with officers to set new parameters and scope for the Community Involvement Scheme	Draft Community Involvement Scheme	TBA	March 2026
Ensure inclusivity by improving reach to rural residents, younger people, working families, and under-represented communities.	Draft Community Involvement Scheme	TBA	April 2026
Recommend resourcing and governance arrangements to support sustained, meaningful participation.	- Meeting with planning officers in a 'good' local planning authority - Draft recommendations		May 2026
GROUP MEETING			May 2026

Objective Make recommendations to the Connected Communities Scrutiny Committee and Cabinet

Objectives	Evidence required	Responsible officer	Date
Draft report to committee	Draft report		July 2026
Draft report and recommendations to Cabinet (if required)	Final report		July 2026

Environment and Sustainability Scrutiny Committee

Committee work programme

Committee Meeting

17 June 2026 **report deadline 9 June 2026** pre meeting lines of enquiry planning 11 June 2026

Topic and Objectives	Evidence required	Attendees*
Land Use Management - To review the operation of current council policy on enabling and enforcing appropriate land management and use (including riparian responsibilities) across the county; - to protect carriageways, ditches and verges. - To look at related enforcement issues – including planning breaches. - The impact on public rights of way. - To explore how the local authority can support adoption of sustainable farming methods.	- Enforcement analysis - Current council planning regulation concerning land use management - MP office briefing on the withdrawal of the Sustainable Farming Incentive - Catchment Sensitive farming data (including regenerative farming)	Steve Hodges, Group Manager Flood Risk Management Leigh Whitehouse, Group Manager Streetscene, Network Management and Public Rights of Way - Richard Vaughan, Sustainability and Climate Change Manager - Kelly Gibbons, Development Management Service Manager - Mark Tansley, Development Manager – Enforcement
Bus Services task and finish group Verbal update from the group chair	No evidence required.	Task and finish group chair
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

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

Committee Meeting

21 September 2026 **report deadline 11 September 2026** pre meeting lines of enquiry planning 17 September 2026

Topic and Objectives	Evidence required	Attendees*
Transformation of the economy and environment directorate - Understand the transformed leadership structure and how it is performing currently, in particular where responsibility lies for delivering on the council's environmental priorities and targets, including the ability to be agile in response to climate emergencies and making our public assets more adaptable and resilient to these emergencies. - How embedding a commercial mindset impacted on the delivery of these environmental priorities and targets. - How transformation impacted on the overall resource dedicated to the environmental side of the directorate. - Explore the case for a more distinct operational area for environmental matters under the Corporate Director.	- Officer report - List of environmental project currently undertaken by Herefordshire Council.	- John Hobbs, Corporate Director Environment and Economy - Richard Vaughan, Sustainability and Climate Change Manager - Cllr Elissa Swinglehurst, Cabinet Member Culture and Environment
Buses and passenger services task and finish group - To receive the final report from the group and consider their recommendations, including testing the evidence on which they are based. - To agree a set of recommendations to go forward from the committee to the executive.	Final report	Chair, buses task and finish group
Flooding spotlight review – terms of reference To agree the terms of reference for a proposed spotlight review to scrutinise flood risk management and flood emergency responses.	Spotlight review terms of reference	Statutory Scrutiny Officer

Committee Meeting

2 December 2026 **report deadline 24 November 2026** pre meeting lines of enquiry planning 27 November 2026

Topic and Objectives	Evidence required	Attendees*
Rail Strategy - Enhancements plan for the existing network - Developing new rail links	- Existing feasibility studies - Draft Strategy	- John Hobbs - Ffion Horton - Roger Allonby - David Land
Herefordshire Council Carbon Management Plan Objectives to be agreed.	- Herefordshire Carbon Management Plan - Herefordshire Council Carbon Management Plan	- Richard Vaughan - Daniel Lenain

Prospective spotlight review

March 2027

Topic and Objectives	Evidence required	Attendees*
Flooding and flood risk management Terms of reference to be agreed.	Evidence to be agreed	- John Hobbs - Other TBC

Bus and passenger services task and finish group

Work programme

Guide:

Not completed and overdue	Partially completed and overdue	On track	Completed
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Objective	Activity or information needed	Carried out by	Timeline
Initial review meeting		Task and Finish Group	July 2025
Create a central information repository	Setup Teams library and chat space	Simon Cann, Danial Webb	September 2025
Review Herefordshire Council's current powers and responsibilities.	Compile and provide overview of - Existing legislation in England and Wales - Local Transport Act 2008 - Transport Act 2000 - Bus Service Act 2017 - Bus Services (No. 2) Bill - Public Service Vehicle Regulations. Overview of who is responsible for local transport in England (Commons library) - Any allied statutory guidance - Bus operator legislation and guidance. - How these apply in Herefordshire.	Simon Cann, David Land, Craig Lewis, Natalie Amos, task and finish group	Sep-Oct 2025

Objective	Activity or information needed	Carried out by	Timeline
Review current passenger transport operations in Herefordshire and how they meet current and future need.	• Previous council bus service reviews (c. 2019) • For both commercial and community operators ○ Routes and frequency ○ Passenger numbers ○ Subsidy • Home to school transport ○ Current services provided ○ Current providers • SEND transport • Adult Social Care Passenger transport	Simon Cann, David Land, Craig Lewis, Natalie Amos	Sep-Oct 2025
Current local authority and regional funding	2025-2026 and medium-term funding • subsidised routes • community transport • other transport funding provided by the local authority	Simon Cann, David Land, Craig Lewis, Natalie Amos	Sep-Oct 2025
Review Meeting		Task and Finish Group	21 October 2025
Overview of current BSIP funding	Summary of • National Bus Strategy • Herefordshire Bus Service Improvement Plan 2024 Briefing on • Allocation of the £3.2m BSIP grant (2025–26) (£1.3m capital, £1.9m revenue) e.g., shelters, passenger experience, supported services • Progress in delivering funded projects and services • Their contribution to improved services Site visit to any BSIP-related capital project	Simon Cann, David Land, Craig Lewis, Natalie Amos	Nov-Dec 2025
Assess Enhanced Partnership performance	• Understand how the current enhanced partnership timetabling meets the objectives of the partnership.	Simon Cann, David Land, Craig Lewis,	Nov-Dec 2025

Objective	Activity or information needed	Carried out by	Timeline
	Identify ways to apply learning from the group to new ways of meeting the objectives of the enhanced partnership.	Natalie Amos, task and finish group	
Combining bus services with other transport services	Desktop research - Current rail services and how they align with bus services Group meeting - Network Rail or other responsible authority	Simon Cann, David Land, Craig Lewis, Natalie Amos	Nov-Dec 2025
Explore cross-border and cross-county transport	Map and list of current cross-border services to include - Frequency - Operator - Funding (if applicable) Examples from other local authorities - See previous work looking at other local authorities - Identify opportunities for any cross-border service support	Simon Cann, David Land, Craig Lewis, Natalie Amos	Nov-Dec 2025
Review Meeting		Task and Finish Group	11 December 2025
Community Transport	Site visits to community transport providers. Attendance at bus service forum. Overview brief of Services in Herefordshire, to include: - Current services, routes and frequencies - Cost - Funding	Simon Cann, David Land, Craig Lewis, Natalie Amos	Jan-Mar 2026
Home to school and other resident transport	Overview brief of home to school services in Herefordshire, to include: - Current services, routes and frequencies - Cost and funding	Simon Cann, David Land, Craig Lewis, Natalie Amos	March 2026

Objective	Activity or information needed	Carried out by	Timeline
	Meeting with Home to school co-ordinator Meeting with Transformation team		
Review Meeting		Task and Finish Group	26 March 2026
Examine how other rural local authorities provide sustainable services.	Internet research – what do they do in other rural local authorities? Suggested workstreams: • Demand Responsive transport ○ YorBus, CallConnect ○ Worcestershire on Demand Worcestershire County Council ○ The Robin (your bookable bus) Gloucestershire County Council • Use of powers of funding ○ Use of enhanced partnerships – Oxfordshire, Cornwall ○ Branding • Integrating transport and social care ○ Community transport ○ The role of third sector organisations Site Visit • Shropshire DRT – Shrewsbury • Social care focused visit	Simon Cann, David Land, Craig Lewis, Natalie Amos	June 2026
Bus franchising	Overview of Bus Services Bill Overview of approach taken by other local authorities Meeting with consultants or another local authority • What are the barriers to franchising in rural areas? • Is this an opportunity for Herefordshire to pursue? • Are there partnership opportunities with other local authorities?	Simon Cann, David Land, Craig Lewis, Natalie Amos	June 2026
Review Meeting		Task and Finish Group	June/July 2026

Objective	Activity or information needed	Carried out by	Timeline
Draft report and recommendations	• Draft final report • Draft recommendations	Simon Cann, David Land, Craig Lewis, Natalie Amos	September 2026
Present report to Environment and Sustainability Scrutiny Committee		Task and Finish Group	September 2026

Health Care and Wellbeing Scrutiny Committee

Committee work programme

Committee Briefing

30 June 2026

Topic and Objectives	Evidence required	Attendees*
Herefordshire Safeguarding Adults Board Annual Report Review the work of the Herefordshire Safeguarding Adults Partnership.	Safeguarding Adults Board Annual Report	Joanna Newton, Independent Chair of the Safeguarding Adults Board

Committee Meeting

27 July 2026 **report deadline 17 July 2026** pre meeting lines of enquiry planning 23 July 2026

Topic and Objectives	Evidence required	Attendees*
Joint Strategic Needs Assessment Review work to develop a new joint strategic needs assessment for Herefordshire.	Joint Strategic Needs Assessment	Zoe Clifford, Director of Public Health
Adult Mental Health Acute Inpatient and Rehabilitation Services an update on the progress of the Adult Mental Health Rehabilitation Redesign and Acute Inpatient Improvement Programme	Update report	Herefordshire And Worcestershire Health And Care NHS Trust
Adult Social Care budget outturn - Scrutinise financial outturn against budget - Scrutinise performance against the performance management framework	Quarterly budget outturn and performance monitoring	Hilary Hall, Corporate Director, Community Wellbeing
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

14 September 2026 **report deadline 4 September 2026** pre meeting lines of enquiry planning 10 September 2026

Topic and Objectives	Evidence required	Attendees*
Right Care Right Place Update on work to deliver acute community mental health support in Herefordshire.	Evidence to be agreed	Gareth Morris, West Mercia Police Zoe Clifford, Director of Public Health
Meeting the demand for adult social care task and finish group Discuss draft report and recommendations	Draft task and finish group report	Chair, task and finish group
Adult Social Care budget outturn Scrutinise financial outturn against budget savings plans	Quarterly budget outturn and performance monitoring	Hilary Hall, Corporate Director, Community Wellbeing
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

14 December 2026 **report deadline 4 December 2026** pre meeting lines of enquiry planning December 2026

Topic and Objectives	Evidence required	Attendees*
Shaping neighbourhood health - Analyse how the health partnership identifies health needs in communities. - Scrutinise provision of current and future neighbourhood health services.	2Neighbourhood health bid - Taurus Out of Hours GP service - Worcestershire Council papers	Zoe Clifford, Director of Public Health
Adult Social Care budget outturn Scrutinise financial outturn against budget savings plans	Quarterly budget outturn and performance monitoring	Hilary Hall, Corporate Director, Community Wellbeing
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.

Meeting the demand for adult social care task and finish group

Work programme

Guide:

Not completed and overdue	Partially completed and overdue	On track	Completed
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Objective To understand the extent of demand for adult social care services provided or commissioned in Herefordshire, and the likely change over time.

Objectives	Evidence required	Responsible officer	Date
Understand Herefordshire's demographics and future demographic change	Demographic information • <i>Understanding Herefordshire</i> demographic data • <i>Future population of Herefordshire</i> report • Joint Strategic Needs Assessment report	Charlotte Worthy/Herefordshire Research team	Dec 25-Jan 26
Understand the demand for adult social care in Herefordshire	• <i>Market Position Statement</i> • <i>Market Sustainability Plan</i> • Current rates of demand for adult social care ○ Type of demand (domiciliary, residential, nursing) ○ Duration ○ Change over time	Zakia Loughead	Dec 25-Jan 26
Compare demographic change and demand for adult social care compared to other local authorities	• Desktop research comparison with 'statistical neighbours'	Danial Webb/Henry Merricks-Murgatroyd	Dec 25-Jan 26
GROUP MEETING		Henry Merricks-Murgatroyd	26 February 2026

Objective To explore the drivers of increased demand for adult social care, and the capacity of the local authority and other care providers to meet it.

Objectives	Evidence required	People to speak with	Date
Increased complexity of demand from an ageing population	Site visit – supported housing provider Site visit – third sector organisation working with older adults		Feb-Mar 26
The nature of funding for social care	Briefing on social care funding	Zakia Loughead ASC finance team	Feb-Mar 26
The size and structure of the social care market in Herefordshire	Overview of social care market Meeting with care providers	Zakia Loughead	Feb-Mar 26
Lack of housing growth, and flatlining tax base	Interview with Cabinet portfolio holders		Feb-Mar 26
GROUP MEETING		Henry Merricks-Murgatroyd	22 April 2026

Objective To identify strategies and work carried out by Herefordshire Council and partners such as housing associations and other organisations reduce demand for social care services, or to increase revenue to pay for services.

Objectives	Evidence required	People to speak with	Date
Assistive technology	Visit to Technology Enabled Care Services (TECS) Team	TBC	May-Jun 26
Community based universal and targeted services	Meeting with Talk Community Meeting with third sector organisation Contact with, and desktop research on, other community teams in another local authority	Emily Lowe – Talk Community	May-Jun 26

Objectives	Evidence required	People to speak with	Date
Market shaping and support	Meeting – service director Meeting – care providers' network	Commissioning	June 26
Supported living	Meeting – director for housing support Visit to supported housing	Hayley Crane A supported housing provider	June 26
In-house services and the role of Hoople	Case study – Essex Meeting with Hoople		June 26
GROUP MEETING		Henry Merricks-Murgatroyd	17 June 2026

Objective To make recommendations to the executive on steps that should be taken to reduce service demand and to increase revenue.

Objectives	Evidence required	People to speak with	Date
Write draft report and recommendations	Draft report and recommendations	Task and finish group	August 2026
Agree draft report and recommendations with committee	Draft report and recommendations	Task and finish group	September 2026

Scrutiny Management Board

Committee work programme

Committee Meeting

6 July 2026 **report deadline 26 June 2026** member briefing 22 June 2026 pre meeting lines of enquiry planning 30 June 2026

Topic and objective	Evidence required	Attendees
Dedicated Schools Grant High Needs Block Deficit Management Plan Review the draft management plan	Management Plan	Rachael Sanders, Director of Finance Liz Farr, Service Director, Education, Skills and Learning
Adult Social Care - Scrutinise the recent Care Quality Commission inspection report on adult social care. - Further scrutinise the council's budget and its plan for service transformation in light of budget pressures and the inspection findings.	- Community Wellbeing budget for 2026-27 - Medium-term financial strategy - CQC inspection report and draft action plan - Adult Social Care task and finish group initial findings	Cabinet members for adult social care Rachael Sanders, Director of Finance Hilary Hall, Corporate Director, Community Wellbeing
Hoople working group terms of reference Agree terms of reference for a proposed working group of the committee.	Terms of reference	Statutory Scrutiny Officer
Work programme Review work programme.	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

October 2026 **report deadline TBC 2026** **member briefing TBC** **pre meeting lines of enquiry planning TBC**

Topic and objective	Evidence required	Attendees
Inequalities task and finish group final report Agree final report	Final report	Statutory Scrutiny Officer
Commercialisation task and finish group final report Agree final report.	Final report	Statutory Scrutiny Officer
Annual review of effectiveness Agree draft report for submission to Council.	Scrutiny annual review	Statutory Scrutiny Officer
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Committee Meeting

1 December 2026 **report deadline 23 November 2026** **member briefing 24 November 2026** **pre meeting lines of enquiry planning 27 November 2026**

Topic and objective	Evidence required	Attendees
Q2 Budget scrutiny Q2 Performance monitoring	- Budget report - Supplementary information as requested by the committee	Cabinet members Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence
Work programme Review work programme	Draft work programme	Statutory Scrutiny Officer

Long list of potential topics

- Social Value in procurement
- Working with the voluntary sector and others to help deliver services
- Review of the workforce strategy
- Supplier risk management
- Emergency Planning
- Medium-Term Financial Strategy

Inequality and social mobility task and finish group

Work programme

Guide:

Not completed and overdue	Partially completed and overdue	On track	Completed
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Objective To define and understand the different dimensions of inequality (including but not limited to protected characteristics, rurality, socio-economic background and care experience) and social mobility in Herefordshire and the United Kingdom, including Herefordshire Council's understanding of inequality and social mobility.

Objectives	Evidence required	Responsible officer	Date
To define and understand the different dimensions of inequality.	- Briefing on different types of inequality, to include: - Wealth/income - Health - Rurality - Briefing on groups affected by inequality - Protected characteristics - Military families - Overview of inequality as defined by other local authority scrutiny	Danial Webb	Sep-Oct 25
To understand those dimensions that are particularly relevant to Herefordshire.	- Sub-ward indices of deprivation - Joint Strategic Needs Assessment - Economic data	Danial Webb and Charlotte Worthy	Sep-Oct 25
To test Herefordshire Council's understanding of inequality, how it prioritises different elements of inequality, and its priorities to tackle and reduce inequality.	- Herefordshire Council Plan - Meeting with leader and deputy <i>(should this be merged with the above?)</i>	Danial Webb and Charlotte Worthy	Sep-Oct 25

GROUP MEETING	Danial Webb	November 2025
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Objective To measure inequality and social mobility across the county and the different dimensions that impact on inequality and social mobility within the county and between Herefordshire and other parts of the UK.

Objectives	Evidence required	People to speak with	Date
Collect and analyse relevant datasets pertaining to Herefordshire	• Sub-ward indices of deprivation • Joint Strategic Needs Assessment • Economic data TBC	Ian Sockett and Charlotte Worthy	Jan-April 2026
GROUP MEETING		Danial Webb	TBC 2026

Objective To identify the plans, strategies and actions deployed by the council to reduce inequality and improve social mobility, and the degree to which they are likely to or are actually reducing inequality and improving social mobility, and the degree to which they are not.

Objectives	Evidence required	People to speak with	Date
**work yet to be planned			
GROUP MEETING			TBC

Objective To make recommendations to the executive on steps that should be taken to meaningfully reduce inequality and improve social mobility across the county.

Objectives	Evidence required	People to speak with	Date
Write draft report and recommendations	Draft report and recommendations	Task and finish group	June 2026
Agree draft report and recommendations with committee	Draft report and recommendations	Task and finish group	July 2026

Commercialisation working group

Terms of reference

Background

Herefordshire Council faces a potential funding gap of £27.3 million for the 2026-27 financial year, and further funding gaps in future years. The executive has already identified commercialisation as key to its transformation programme. The executive has also indicated that commercialisation and income generation will form part of the strategy to address the funding gap.

Commercialisation within local government represents both a financial opportunity and a cultural challenge. Commercialisation could deliver significant cost savings and income-generating opportunities but only as a result of cultural change. For example [guidance](#) from the Association For Public Service Excellence emphasises that commercialisation cannot simply be a reaction to budget deficits – it requires an embedded strategy, a commercial mindset within the local authority, clear governance, and a well-developed understanding of risk.

To assist the Cabinet in developing a budget to propose to council Scrutiny Management Board will undertake a working group of members investigating how the council could increase income in the short and medium term alongside greater commercialisation.

Initial recommendations will be provided informally to the Cabinet by the end of November,

Short- and Long-Term Opportunities

Short term: The working group will examine the opportunities of:

- reviewing and adjusting fees and charges,
- maximising income from council assets (such as property leases and car parks), or exploring asset repurposing or disposals.
- benchmarking against neighbouring authorities could identify under-priced services as well as gaining an understanding of work that has already been undertaken in this area and
- other opportunities for income generation

The working group will seek to understand the impact and the risks associated with any short term operations

Longer term: The working group will identify opportunities to increase income and to drive efficiency in future years across the life of the medium-term financial strategy including, but not limited to those opportunities presented by commercialisation.

Given the timescale the working group's recommendations, especially for future years may be quite high level. The working group will deliver the best-founded recommendations it can within the fixed (and tight) timescale.

Overall approach

We propose a three-stage approach

- Herefordshire council is already working on commercialisation and income generation. The working group will consider current plans and arrangements, challenge these and work with officers to identify areas that they may not have considered.
- The working group will also have regard to the impact of their proposals on local people and the risks that may be associated with them.
- If there is time the working group will also investigate the strategic issues relating to commercialization and make recommendations for the cabinet to consider.

The Working Group will also have regard to guidance and experience across the sector in regards to areas such as (not an exhaustive list):

- The purposes of commercial activity, namely the balance between maximising income (for example, through fees, charges, or property ventures), supporting broader social value and strengthening community resilience.
- How the council might operate in markets without distorting competition and maintaining fairness to local businesses-governance and risk management
- The cultural dimension, which cannot be overstated. Officers and members must share a mindset that sees prudent risk-taking as legitimate. Without organisational readiness – training, leadership commitment, and internal capability – commercial ambitions will fail.

The scrutiny process must therefore explore how Herefordshire can build this culture safely, balancing entrepreneurial ambition with its statutory duty to protect public assets. It must also concern itself both with the immediate opportunities to increase income and the longer-term changes required to inculcate greater commercialisation.

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	Culture and 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
Councillor Dan Hurcomb	Local Engagement & Community Resilience

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.

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
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FORWARD PLAN FOR 26 June 2026 ONWARDS

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.

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 and Non-Key decisions.

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)

Big Economic Plan Delivery Plan (previously known as the Big Economic Plan) To consider and approve the Big Economic Delivery Plan	Cabinet 30 July 2026	Cabinet member economy and growth Nadine Kinsey, Economic Development Manager nkinsey@herefordshire.gov.uk	Economy and Environment	19 June 2026	KEY Open
Children's Services Statutory Direction The Secretary of State issued Herefordshire Council with a statutory direction and appointed a Commissioner for Children's Services following the inadequate judgement of its children's services in July 22. Following the inspection of children's services in November 25 which saw a judgement of Good in all areas with Outstanding in leadership the commissioner has now completed their final report. That report makes a recommendation to the Secretary of State that the statutory direction is lifted.	Cabinet 30 July 2026	Cabinet member children and young people Diane Kennett, Executive Assistant To Management Board Diane.Kennett@herefordshire.gov.uk Tel: 01432 383744	Children and Young People	19 June 2026	Non Key Open

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
Corporate Peer Challenge Progress Review To receive the report on the outcome of the Local Government Association Corporate Peer Challenge Progress Review, held on 28 May 2026, and to endorse the continued delivery of the council's action plan in response to the original recommendations.	Cabinet 30 July 2026	Cabinet member corporate strategy and budget Hilary Hall, Corporate Director Community Wellbeing, Caroline Marshall, Executive Support Officer Hilary.Hall@herefordshire.gov.uk, caroline.marshall3@herefordshire.gov.uk Tel: 01432 260249	Corporate Support Centre	NEW ITEM	Non Key Open
CQC Assessment report and Improvement plan The purpose of this report is to present Cabinet with the outcome of the Care Quality Commission (CQC) Assessment and to approve Herefordshire's CQC Assurance improvement plan 2026-27	Cabinet 30 July 2026	Cabinet member adults, health and wellbeing Emma Evans, Head of Service Transformation & Improvement, Hilary Hall, Corporate Director Community Wellbeing Emma.Evans@herefordshire.gov.uk, Hilary.Hall@herefordshire.gov.uk Tel: 01432 260460,	Community Wellbeing	19 June 2026	KEY Open

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
Food Waste Collection Implementation To approve the implementation of the food waste collection scheme	Cabinet 30 July 2026	Cabinet member culture and Environment Sabrina Entwistle, Project Manager- Waster Services, Nicola Percival, Waste Services Manager sabrina.entwistle@herefordshire.gov.uk, npercival@herefordshire.gov.uk Tel: 01432 260991	Economy and Environment	NEW ITEM	KEY Part exempt
Herefordshire County Business Improvement District (HCBID) - Second Term Ballot To agree to vote in favour of the Herefordshire County Business Improvement District (HCBID) for the second, five year term (2026 – 2031).	Cabinet 30 July 2026	Cabinet member economy and growth Nadine Kinsey, Economic Development Manager nkinsey@herefordshire.gov.uk	Economy and Environment	19 June 2026	KEY Open

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
Herefordshire Parking Strategy 2026 - 2041 The purpose of this report is to seek Cabinet approval for the adoption of a new Parking Strategy for Herefordshire. This report presents the new Parking Strategy, which sets out the Council's long-term vision, principles and priorities for parking across Herefordshire. The strategy is intended to guide decision-making, investment, and operational practice for both on-street and off-street parking, ensuring that parking plays a supportive role within the wider transport network rather than operating in isolation. The strategy has been developed to align with the Local Transport Plan, the Council Plan and other relevant corporate and place-based priorities. It recognises the role parking plays in supporting town centres, tourism, freight and servicing, enabling access for disabled users and residents, and creating safe and attractive public spaces. It also reflects the increasing importance of integrating parking with sustainable travel choices, technological innovation, and efficient asset management.	Cabinet 30 July 2026	Cabinet member roads and regulatory services Ffion Horton, Transport Planning Services Manager ffion.horton@herefordshire.gov.uk	Economy and Environment	19 June 2026	Non Key Open

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
Hereford Bypass Phase One – Assessment Report To seek approval from Cabinet to award the construction contract to the preferred bidder and authorise spending against the capital budget to construct Phase One of the Hereford Bypass.	Cabinet 10 September 2026	Cabinet member transport and infrastructure Scott Tompkins, Delivery Director - Infrastructure scott.tompkins@herefordshire.gov.uk	Economy and Environment	19 June 2026	KEY Open
To re-commission the home care framework in Herefordshire To approve the re-commissioning of the council's home care framework, called Services In Your Home (SIYH), in Herefordshire. The new SIYH framework needs to be operational by 1 May 2027.	Cabinet 24 September 2026	Cabinet member adults, health and wellbeing Sharon Amery, Senior Commissioning Officer sharon.amery2@herefordshire.gov.uk Tel: 01432 383734	Community Wellbeing	19 June 2026	KEY Open
Travel Plan Strategy The purpose of this report is to seek Cabinet approval for an updated Travel Plan process for Herefordshire. The updated approach sets out a clearer, more consistent and outcome-focused process for the development, implementation and monitoring of travel plans across new developments, existing organisations and key trip-generating sites.	Cabinet 24 September 2026	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager ffion.horton@herefordshire.gov.uk	Economy and Environment	19 June 2026	KEY Open

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
Update on the Phase 2 Phosphate Mitigation Schemes To provide Cabinet with an update regarding the Phosphate Mitigation Wetland schemes	Cabinet 24 September 2026	Cabinet member culture and Environment Roger Allonby, Service Director Economy and Growth, Gemma Dando, Chief Operating Officer, Scott Tompkins, Delivery Director - Infrastructure, Susan White, Programme Manager Roger.Allonby@herefordshire.gov.uk, gemma.dando@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Susan.White2@herefordshire.gov.uk Tel: 01432 260330, , Tel: 01432 260070	Economy and Environment	19 June 2026	Non Key Open
Recommissioning of Drugs & Alcohol Recovery Services To obtain approval to recommission drug and alcohol recovery services in Herefordshire for an initial five-year period (2028–2033), with the option to extend the contract by a further two years. (2033–2035).	Cabinet 17 December 2026	Cabinet member adults, health and wellbeing Natalie Johnson-Stanley, Public Health Lead - Substance Misuse / Tobacco Natalie.Johnson-Stanley@herefordshire.gov.uk Tel: 01432 383230	Community Wellbeing	19 June 2026	KEY Open

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
Cabinet Member Decisions (Key and Non Key decisions)					
Portfolio: adults, health and wellbeing					
Proposed Model for Community Activities and rationalisation of Day Centre Provision To approve the Herefordshire Community Activity Strategy 2026–2028, which sets out a new approach to delivering community activities and day opportunities for people with care and support needs. The strategy introduces a tiered model of delivery, enabling support to be better tailored to differing levels of need while promoting independence, flexibility, and improved access to a wider range of community-based opportunities.	Cabinet member adults, health and wellbeing 9 July 2026	Cabinet member adults, health and wellbeing Hannah Offord, Commissioning Manager hannah.offord@herefordshire.gov.uk Tel: 01432 260180	Community Wellbeing	19 June 2026	KEY Part exempt
To extend the council's current commissioned home care framework To approve an extension to the council's current commissioned home care framework for up to six months from 31 October 2026 to 30 April 2027.	Cabinet member adults, health and wellbeing 10 July 2026	Cabinet member adults, health and wellbeing Helen Davies, Commissioning Manager helen.davies3@herefordshire.gov.uk	Community Wellbeing	19 June 2026	KEY Open

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
Herefordshire Adult Social Care Prevention Strategy The purpose of the report is to approve the 2026-2036 Herefordshire Adult Social Care Prevention Strategy	Cabinet member adults, health and wellbeing July 2026	Cabinet member adults, health and wellbeing David Collyer, Acting Consultant in Public Health: General Practitioner david.collyer2@herefordshire.gov.uk	Community Wellbeing	19 June 2026	KEY Open
Domestic Abuse Commissioning - 2026 To approve the recommissioning of domestic abuse services, via a competitive tendering process, commencing.	Cabinet member adults, health and wellbeing 31 July 2026	Cabinet member adults, health and wellbeing Wendy Dyer, Commissioning Officer Communities Wendy.Dyer@herefordshire.gov.uk Tel: 01432 261673	Community Wellbeing	19 June 2026	KEY Open

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
Herefordshire Care Home Partnerships Framework To approve the procurement of a new multi provider partnership framework for the provision of care home placements and related services. The Council is looking to formalise partnership arrangements for a minimum of 500-550 placements across all providers. Estimated value of up to £320m across the framework term (maximum of 8 years).	Cabinet member adults, health and wellbeing Before 31 July 2026	Cabinet member adults, health and wellbeing Ros Murphy, Commissioning Manager, Community Wellbeing ros.murphy@herefordshire.gov.uk	Community Wellbeing	19 June 2026	KEY Open
Procurement of Sensory Impairment Service To approve the re-procurement of the Sensory Impairment Service for Herefordshire	Cabinet member adults, health and wellbeing 14 August 2026	Cabinet member adults, health and wellbeing John Burgess, Senior Commissioning Officer John.Burgess3@herefordshire.gov.uk	Community Wellbeing	19 June 2026	KEY Open
Portfolio: children and young people					

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
Recommissioning of Children's Rights & Advocacy and Independent Visitors Services To approve the decision to recommissioning of Children's Rights & Advocacy and Independent Visitors Services	Cabinet member children and young people Before 31 July 2026	Cabinet member children and young people Ellie Jenkins, Commissioning Officer, All Age Mental Health / Wellbeing, Karen Stanton, Corporate Grant Lead - Corporate Support ellie.jenkins@herefordshire.gov.uk, kstanton@herefordshire.gov.uk Tel: 01432 260463	Children and Young People	19 June 2026	KEY Open
Portfolio: community services and assets					
Establish a new Alternative Provision Centre capital spend To approve the spend of the capital allocation to establish a new Alternative Provision Centre	Cabinet member community services and assets 16 July 2026	Cabinet member community services and assets Quentin Mee, Head of Educational Development Quentin.Mee@herefordshire.gov.uk	Children and Young People	19 June 2026	KEY Open

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
Relocation of Herefordshire Pupil Referral Units Capital Spend To approve the spend of the capital allocation to relocate Herefordshire Pupil Referral Units onto a single site.	Cabinet member community services and assets 16 July 2026	Cabinet member community services and assets Quentin Mee, Head of Educational Development Quentin.Mee@herefordshire.gov.uk	Children and Young People	19 June 2026	KEY Open
Portfolio: economy and growth					
Portfolio: environment					
Adoption of Herefordshire Local Nature Recovery Strategy To formally adopt the Herefordshire Local Nature Recovery Strategy and accept associated government grant for delivery.	Cabinet member culture and Environment 31 July 2026	Cabinet member culture and Environment Mandy Neill, Senior Landscape Officer, Richard Vaughan, Sustainability and Climate Change Manager mandy.neill@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192	Economy and Environment	19 June 2026	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Portfolio: finance and corporate services					
Public Notices To approve a contract via a direct award process for the placing of public notices in newspapers circulating within Herefordshire.	Cabinet member finance and corporate services 29 July 2026	Cabinet member finance and corporate services Ed Bradford, Major Contracts Programme Director Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	19 June 2026	KEY Open
Portfolio: local engagement and community resilience					
Portfolio: roads and regulatory services					
National Parking Platform (NPP) To agree to join the NPP to provide multiple options of cashless parking providers for all council pay and display car parks and on-street.	Cabinet member roads and regulatory services Before 6 July 2026	Cabinet member roads and regulatory services Michael Barnes, Parking Services Manager michael.barnes@herefordshire.gov.uk	Economy and Environment	19 June 2026	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Portfolio: transport and infrastructure					
Active Travel Capital Fund 2026/27 This report is to confirm the work that will be delivered with the Active Travel Capital Fund that Herefordshire Council have received for 2026/27 financial year	Cabinet member transport and infrastructure 1 July 2026	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager ffion.horton@herefordshire.gov.uk	Economy and Environment	19 June 2026	Non Key Open
Capability and Ambition Fund 2025/26 allocation The purpose of the report is to confirm what Herefordshire Council will deliver with the Capability and Ambition Fund grant	Cabinet member transport and infrastructure 17 July 2026	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager, Scott Tompkins, Delivery Director - Infrastructure, Richard Vaughan, Sustainability and Climate Change Manager ffion.horton@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192	Economy and Environment	19 June 2026	Non Key Open



APPENDIX 3

Recommendations made By Connected Communities Scrutiny Committee in 2025 and 2026

15 January 2025			
Local Transport Plan			
No.	Recommendation	Accepted/Rejected	Response
1	As per a previous recommendation from Connected Communities Scrutiny Committee, environmental protection and enhancement needs to be better reflected throughout the high-level Local Transport Plan objectives and throughout its priorities for the transport network. This should reflect and align with our climate and ecological emergency declaration.	Accepted	Throughout the LTP there is strong focus on the need to support and focus on the way the plan can align and support the environmental protection of the county. There are five core objectives listed in the LTP, one being “Tackling climate change and protecting and enhancing the natural and built environment. By creating a transport system that offers viable low emission options for most journeys and influences travel behaviours and decisions.” The plan identifies actions needed to be taken to achieve this objective • Reduce the amount of traffic travelling through the city centre. • Transition to less polluting types of propulsion through - o Providing more Electric Vehicle charging points. - o Roll out zero emission buses in Hereford city. • Support transition of freight to sustainable modes in the city centre. Within the plan there are also Action Plans for Hereford City and the Rural areas/Market Towns within these there are 11 objectives to support the Council Plan priorities – • Work towards reducing county and council carbon emissions, aiming for net zero by 2030/31 and work with partners and communities to make the county more resilient to the effects of climate change.

			• Expand and maintain the transport infrastructure in a sustainable way and improve connectivity across the county. Decarbonising maintenance Production of a Low Carbon Procurement Strategy Decarbonising maintenance Develop an approach to considering carbon in scheme design Decarbonising maintenance Reduce carbon emissions from street lighting Decarbonising maintenance Upgrade and enhance traffic signals Transition to lower emission fuels Increased provision of public Electric Vehicle chargers Transition to lower emission fuels Promote the use of peer-to-peer charging networks Transition to lower emission fuels Regular update of Electric Vehicle Charging Strategy Digital Access Promote online services and digital accessibility Transition to lower emission fuels Promotion of peer-to-peer charging networks Transition to lower emission fuels Delivery of LEVI funded on street charge points in all market towns Transition to lower emission fuels Delivery of EV charge points in council car parks
2	The Local Transport Plan team to work with other rural local transport plan teams in England, as well as our neighbouring authorities, to build on best practice and an alliance of rural local transport plans to strengthen the case for rural transport to the government.	Accepted	Since the Scrutiny meeting the council has filled the Transport Planning Service Manager post with an officer from a neighbouring rural authority and the remaining posts for the team are to be progressed through recruitment. There continues to be close links to neighbouring councils and other rural councils remains strong

3	To provide the committee with a consultation strategy for the local transport plan, to include a timeline for the consultation and a list of consultees.	Accepted	Cllr O'Driscoll has been liaised with regarding the planned consultation for the LTP and future cabinet/full council meetings. Officers were not aware of the requirement to return to scrutiny prior to the consultation.
4	To ensure that any active travel projects are 'shovel-ready' for any funding that becomes available.	Accepted	Once the plan has been fully adopted it is anticipated that several priority projects will be identified and progressed through concept design, if funding is available. Progressing schemes to the colloquially referenced 'shovel ready' stage requires substantial external funding to be sought. .

Market Towns Investment Plans

No.	Recommendation	Accepted/Rejected	Response
1	Herefordshire Council to: Recognise that the market town investment plans are living documents with projects that are regularly reviewed and updated.	Accepted	Agreed
2	Herefordshire Council to: Work with town councils to review annually the list of projects in each of the market towns' investment plans.	Accepted	Agreed
3	Herefordshire Council to: Ensure regular communications between the council and Herefordshire's market towns.	Accepted	Agreed
4	Herefordshire Council to: Encourage town councils to engage with their rural hinterlands on their ambitions, thus strengthening the understanding and loyalty to their local service centre.	Accepted	Agreed

12 March 2025

Highways Winter Maintenance

No.	Recommendation	Accepted/Rejected	Response
1	Review and update the primary and secondary routes on the gritting network.	Accepted	Officers will complete a review of the gritting network and present their findings to the Cabinet Member for Roads and

			Regulatory Services. It is likely that any changes, if required, would not come into effect until the 2026/27 winter season.
2	Undertake an audit of the number and location of local authority-owned grit bins.	Accepted	Officers will discuss with Balfour Beatty Living Places as to how an audit can be undertaken of grit bins as they re-filled as part of the normal preparations ahead of the winter season.
3	Carry out comprehensive publicity to demonstrate the value and effectiveness of the commissioned professional weather services resulting from accurate forecasting.	Accepted	Officers will arrange for such publicity as part of the communications plan for the 2025/26 winter season.
Update on recommendations made by the Connected Communities Scrutiny Committee			
No.	Recommendation	Accepted/Rejected	Response
1	Ensures that the statutory scrutiny officer drafts a cross-scrutiny committee protocol, to ensure timely responses with faster escalation as required to outstanding recommendations.	Rejected	Rather than draft a protocol, the scrutiny team have instead focussed on supporting officers to draft recommendations. There are currently no overdue responses to recommendations.

3 June 2025			
Cultural Strategy 2019-29			
No.	Recommendation	Accepted/Rejected	Response
1	Herefordshire Council formally endorses the renewed Cultural Strategy 2025-2029 and the key findings of the 5th Sector report.	Accepted	Agreed, with clarification. Cabinet Member / Cabinet recognises the Cultural Strategy 2025–2029 and the 5th Sector report as externally led, sector-produced documents, developed through extensive engagement with cultural partners. In this context, endorsement means formal Council recognition of the strategy and report as valuable frameworks that can guide collaborative working, influence internal policy, and support external funding bids. Endorsement does not imply a commitment to deliver or fund every recommendation but

			confirms the Council's willingness to support and align with the shared vision set out.
2	Herefordshire Council to support Herefordshire Cultural Partnership to produce an implementation plan to deliver the renewed Cultural Strategy 2025-29.	Accepted	Agreed, with clarification. Cabinet Member / Cabinet supports the development of an implementation plan to take forward the Cultural Strategy and recognises the importance of clear next steps and shared accountability. However, the Cultural Strategy is an Herefordshire Cultural Partnership-led (HCP) document, and it is appropriate that responsibility for the implementation plan also sits with the Cultural Partnership. The Council is willing to engage in the development of the plan, offer officer input, and help ensure alignment with council policy and delivery where appropriate.
3	Herefordshire Council ensures there is a dedicated officer to work with the partnership to produce and deliver the strategy's implementation plan.	Accepted	Partly agreed. Cabinet Member / Cabinet recognises the importance of officer capacity to support delivery of the Cultural Strategy and remains committed to contributing to its success. However, decisions regarding staffing and resource allocation are operational matters and sit outside the remit of Scrutiny Committee recommendations. Cabinet Member / Cabinet will review current capacity as part of wider workforce planning, including consideration of how best to support partnership working and strategy implementation across culture.
4	Herefordshire Council to ensure the updated Cultural Strategy 2025-29 is reflected in economic development and health and social care service delivery, including the evolving Talk Community network.	Accepted	Agreed in principle. Cabinet Member / Cabinet recognises the value of embedding cultural priorities across wider council activity and will encourage further alignment where appropriate. Officers will explore opportunities to reflect the Cultural Strategy within

			relevant service areas, including Economic Development, Public Health, and Talk Community. Recognising that integration will be dependent on respective service plans, capacity, and strategic fit.
5	Herefordshire Council highlight the Cultural Strategy 2025-29 to town and parish councils and encourage engagement and support for local initiatives.	Accepted	Agreed in principle. The Council recognises the importance of local engagement and welcomes opportunities for town and parish councils to support cultural activity. A targeted communication campaign could help raise awareness of the strategy and encourage participation at a community level. The Cabinet Member may wish to lead this as part of their engagement role.
6	Herefordshire Council assist with the development and promotion of co-working and creative hub spaces for creatives to access shared resources and facilities to support development of new culture-based businesses in Herefordshire.	Accepted	Agreed in principle The Cabinet Member / Cabinet supports the principle of co-working and creative hubs as valuable enablers of growth within the cultural and creative sectors. While the Council is not positioned to lead or fund such development directly, it is committed to working alongside the Economic Development team and external partners to identify opportunities, share information, and advocate for creative workspace provision where appropriate. This includes aligning with regeneration plans and the wider ambitions of the cultural and economic strategies.
Local Transport Plan			
No.	Recommendation	Accepted/Rejected	Response
1	That the draft Local Transport Plan is reviewed to ensure alignment with existing council plans and strategies.	Partly agreed	Partly agreed – ongoing review of alignment to future council plans and strategies
2	That the Local Transport Plan gives particular consideration to the needs of children and young people	Partly agreed	Partly agreed, the plan does consider the needs of all the transport users of the county therefore it is rejected that the plan would require amendment. However the engagement of the children and young people has been recognised by

			Officers and as discussed at scrutiny ways of engaging with them has been identified as an ongoing piece of work for all Transport Planning work and that is outside the LTP as regular engagement and support would give greater benefits to them rather than just focus on the LTP document
3	The duration of the Local Transport Plan is kept in alignment with the Local Plan and Transport Strategy to which it applies - namely 2016-2031.	Rejected	Reject, this does not provide any benefit to the county and would incur significant costs to the council to create a new plan in 6 years. The alignment of the Local Plan with the Local Transport Plan is not required by legislation nor is it a formal recommendation by government. As advised by officers at the meeting; throughout the development of the Local Plan there will be a continued review of the projects and recommendations needed in the Local Transport Plan which may result in a review and update of the LTP.
4	Herefordshire Council work to increase the number of residents taking part in the Local Transport Plan consultation as a matter of urgency, extending the consultation deadline to 30 June to all members of the public.	Accepted	Agreed, the public consultation will be extended until the 30 June.
5	The policy wording of the Local Transport Plan is tightened to ensure that it is meaningful and capable of being applied.	Rejected	Rejected – It is important to acknowledge that severity of wording is subjective however it is felt that the wording of the LTP does allow it to be meaningfully applied
6	The Local Transport Plan recognises the full extent of existing new developments, for example Ledbury, and the infrastructure improvements necessary to accommodate this.	Partly agreed	Partly agreed – while the LTP will be fundamental in the development and decision making around infrastructure of new developments when a planning application is applied for, it is not a mechanism to resolve existing issues caused by previously built developments. However, as the new Local Plan is developed existing highway issues will be identified and recognised where any new development is recommended.
7	The Local Transport Plan should include targets for the implementation of active travel measures.	Agreed	Agreed

8	The Local Transport Plan recognises the inability of the power grid network to meet the needs of fast EV charging point.	Rejected	Rejected – the LTP is a transport policy document it is not an energy infrastructure plan and deviation into energy provision could over complicate and dilute the primary focus of the LTP which is transport. Officers developing and managing the LTP do not have access to detailed, real-time data on grid capacity or future demand forecasts to make such statements. Additionally, the LTP is a 16-year plan meaning such statement may quickly become outdated and inaccurate.
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8 July 2025

Gully Cleansing

No.	Recommendation	Accepted/Rejected	Response
1	To provide the committee with an update on the current mapping operation and to provide a date by which the mapping will be completed.	Accepted	Asset data was collected by Town and Parish Councils through the 2024/25 drainage grant, which has now concluded. Mapping of drainage assets continues on a day-to-day basis through the existing arrangement with Balfour Beatty Living Places and will carry on through the new Public Realm Contract, via Herefordshire Council officers and also the new provider from June 2026. It is not possible at this time to provide a date for when all mapping will be completed.
2	To consider early adoption of the upgraded mapping software before the new contract comes into force in June 2026.	Accepted	A basic interim solution is in use on our website at www.herefordshire.gov.uk/flooding-2/flood-management/3#gulliesmap . The upgraded mapping software has been included in the requirements for the new contract, which we expect to be mobilised from late January/February 2026. Once the mapping software is in place we will begin the process of adding known assets based on existing knowledge and data collected by Town and Parish Councils through the 2024/25 drainage grant.

3	To provide an update on the new maintenance schedule that anticipates heavier rainfall across the county with an expected publication date.	Accepted	Balfour Beatty Living Places is expanding its drainage service to include a more comprehensive programmed cleanse of all gullies on A, B, and C roads. This represents the pre-emptive element of our drainage works and complements the existing reactive gully cleaning service, which responds to issues identified through inspections or defect reporting. It also sits alongside our network rehabilitation service, which addresses gullies and drainage systems requiring more substantial intervention following inspections or reactive works. The new Public Realm Contract will see the creation of an annual cleansing programme become the responsibility of Herefordshire Council, which will then be issued to the new provider to complete. The service will also move to a risk-based approach, ensuring that those areas identified as being at risk from existing datasets or previous events are subject to more frequent cleansing.
4	To provide an update on the £2 million flood resilience grant.	Accepted	A PGC meeting is scheduled for 4 September to consider how the additional £2,055,000 investment in flood risk mitigation is proposed to be allocated. We intend to distribute the funding in line with the principles outlined in Herefordshire's Local Flood Risk Management Strategy, focusing on scheme delivery, scheme development, community support, and the use of technology.

9 September 2025

Local Walking and Cycling Infrastructure Plan

No.	Recommendation	Accepted/Rejected	Response
1	Ensure that the performance indicators monitoring the success of the Local Transport Plan include indicators showing reduced collisions, reduced emissions, and greater take up of walking and cycling as a mode of transport.	Accepted	Agreed – officers will review the current LTP KPI's that relate to the LCWIP and include additional measures as indicated above

2	Ensure that any targets in the Local Cycling and Walking Infrastructure Plan are Specific, Measurable, Agreed (or Achievable), Realistic, and Time Bound.	Accepted	Agreed – officer will review the document and ensure that the targets are given measures as prescribed above
3	Publish the Local Cycling and Walking Infrastructure Plan implementation plan, prioritisation list and programme of work by the end of 2025.	Accepted	Agreed – the current stage of work for the project is prioritising the list of projects that have been identified pre and post consultation. Once this has been completed and once the external funding provided to us has been announced this autumn the programme of work will be completed and will be returned to Scrutiny Committee for review.

17 February 2026**Tourism in Herefordshire**

No.	Recommendation	Accepted/Rejected	Response
1	Herefordshire Council recognises the considerable positive impact the Herefordshire Destination Business Improvement District (DBID) has had on development of the tourism offer and should ensure council departments support the Destination Management Plan through planning, regulatory services, transport, and highways.	Accepted	Herefordshire council already recognises the positive impact of the Herefordshire BID, the relevant council departments fed into the development of the Destination Management Plan. We will ensure that the Destination Management Plan is considered when all new relevant council policies are developed and services delivered.
2	Welcomes the council leader's view that Herefordshire Council will support the DBID ballot and recommends that the council supports the ballot publicly when it takes place, and that Herefordshire Council continues to engage politically during the DBID ballot process.	Accepted	Agreed - Herefordshire council already recognises the positive impact of the Herefordshire BID, the relevant council departments fed into the development of the Destination Management Plan. We will ensure that the Destination Management Plan is considered when all new relevant council policies are developed and services delivered.
3	Herefordshire Council develops a contingency plan should the DBID ballot not be successful.	Accepted	The next Herefordshire BID ballot is due to take place in October 2026. The council is already working with BID officers to prepare for the next ballot. An in public

			governance decision (in accordance with the council's constitution) will be taken by Cabinet Member for Economy and Growth prior to ballot to confirm the council's support for, and intention to vote in favour of, the BID.
4	Herefordshire Council lobbies Government to support business development, including tourism, outside of metropolitan areas.	Partially Accepted	Should the Herefordshire BID be unsuccessful, future support for the tourism and independent retail sector will be considered alongside all other support for priority local sectors. Business support services are already provided through the Herefordshire Growth Hub. Any further support will be dependent on the availability of government or other funding support available in future years, and the council should therefore look to outsource this work.

15 April 2026

Herefordshire Parking Strategy 2026-2041

No.	Recommendation	Accepted/Rejected	Response
1	Include a section explaining why Herefordshire Council charges for parking.	Accepted	The draft strategy will be updated to add a section on why the council charge for parking
2	Engage specifically with enforcement officers as part of the strategy development.	Accepted	The draft strategy has been developed through an officers' working group that included Civil Enforcement Officers (CEO's), management and operational staff.
3	Engage as soon as possible with town and parish councils to help shape the local approach.	Accepted	As part of the formal consultation on the strategy town and parish councils will be engaged so they can help shape the policy
4	Provide evidence of the modal shift arising from the strategy.	Partly Accepted	As part of the cabinet paper there will be clear KPI's identified to monitor the success of the scheme; it may not be possible for the modal shift to be directly attributable to this strategy however, if possible, this will be monitored and recorded
5	Ensure the strategy makes clear that the option to pay for parking using cash will remain for all council-provided parking.	Accepted	Draft policy currently states that cash payments are not being removed

15 April 2026

Hereford Bypass Phase 1 - methodology

No.	Recommendation	Accepted/Rejected	Response
1	Move from pass/fail assessments to scored or graded assessments, to ensure more granularity in traffic outcomes, safety outcomes, land acquisition, carbon reduction, woodland mitigation, biodiversity net gain, construction price, social value, affordability, and value for money.	Accepted	This recommendation has been accepted resulting in the criteria being redrafted for the final cabinet report. The criteria have now been organised against the Five Case Models as set out by the Department for Transport. The criteria have been expended from 21 to 41 and now include more qualitative and quantitative criteria as well as requirements that need to be in place before moving to the construction phase.
2	Widen the criteria for measuring social value to include the distribution of impacts on people in Herefordshire.	Accepted	The recommendation has been accepted resulting in an additional qualitative criteria covering a summary of the overall social benefits the scheme will deliver. This will be reported in a benefits distribution table and has been included in the revised Cabinet paper.
3	Ensure clearer reporting of project risks, assumptions and uncertainty.	Accepted	This recommendation has been accepted resulting in changes to the criteria so that they now include more about the key risks including the financial risks.
4	Ensure the report to Cabinet incorporates high/medium/low growth risk scenarios.	Accepted	This recommendation has been accepted resulting in changes to the Full Business Case that will be published in June so that it includes modelling information showing low, medium and high growth scenarios.