

Agenda

Health, Care and Wellbeing Scrutiny Committee

Date: **Monday 27 April 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 or language, 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 Health, Care and Wellbeing Scrutiny Committee

Membership

Chairperson Councillor Pauline Crockett
Vice-Chairperson Councillor Kevin Tillett

Councillor Simeon Cole
Councillor Dave Davies
Councillor Mark Dykes
Councillor Richard Thomas
Councillor Rebecca Tully

Agenda

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1.	APOLOGIES FOR ABSENCE To receive apologies for absence.	5 - 10
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 11 February 2026.	11 - 14
	HOW TO SUBMIT QUESTIONS The deadline for the submission of questions for this meeting is 5.00 pm on Tuesday 21 April 2026. Questions must be submitted to councillorservices@herefordshire.gov.uk . Questions sent to any other address may not be accepted. Accepted questions and the responses will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at www.herefordshire.gov.uk/getinvolved	
5.	QUESTIONS FROM MEMBERS OF THE PUBLIC To receive any written questions from members of the public.	
6.	QUESTIONS FROM MEMBERS OF THE COUNCIL To receive any written questions from members of the council.	
7.	CARERS' PARTNERSHIP BOARD ANNUAL REPORT 2025 To provide the committee with the Carers' Partnership Board's annual report for 2025.	15 - 26
8.	HOME BIRTH SERVICES To scrutinise decision to suspend home birth services at Wye Valley Trust.	To Follow
9.	ADULT SOCIAL CARE BUDGET OUTTURN To receive a verbal update on adult social care budget outturn.	
10.	WORK PROGRAMME 2026-7 To consider the draft work programme for Herefordshire Council's scrutiny committees.	27 - 88
11.	DATE OF THE NEXT MEETING Date of the next scheduled meeting: Monday 27 July 2026, 2.00 pm.	

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- Attend all council, cabinet, committee and sub-committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting. Agenda and reports (relating to items to be considered in public) are available at www.herefordshire.gov.uk/meetings
- Inspect minutes of the council and all committees and sub-committees and written statements of decisions taken by the cabinet or individual cabinet members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting (a list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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- Have access to a list specifying those powers on which the council have delegated decision making to their officers identifying the officers concerned by title. The council's constitution is available at www.herefordshire.gov.uk/constitution
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The seven principles of public life

(Nolan Principles)

1. Selflessness

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

2. Integrity

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

3. Objectivity

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

4. Accountability

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

5. Openness

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

6. Honesty

Holders of public office should be truthful.

7. Leadership

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

Guide to Health, Care and Wellbeing Scrutiny Committee

Committee membership

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 Health, Care and Wellbeing Scrutiny Committee consists of 7 councillors.

Councillor	Party
Simeon Cole	Conservative Party
Pauline Crockett (Chairperson)	Independents for Herefordshire
Dave Davies	Conservative Party
Mark Dykes	Liberal Democrats
Richard Thomas	Conservative Party
Kevin Tillet (Vice-Chairperson)	Liberal Democrats
Rebecca Tully	The Green Party

Scrutiny functions

The committees have the power:

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

- (g) to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and make reports and recommendations to a responsible person on any matter it has reviewed or scrutinised or to be consulted by a relevant NHS body or health service provider in accordance with the Regulations (2013/218) as amended. In this regard *health service* includes services designed to secure improvement
- (i) in the physical and mental health of the people of England, and
 - (ii) in the prevention, diagnosis and treatment of physical and mental illness, and
 - (iii) 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 Health, Care and Wellbeing Scrutiny Committee

- Adult social care (including adult safeguarding)
- Health and wellbeing board
- Housing
- Adults mental and physical health and wellbeing
- Safe Herefordshire campaign
- Outbreak control plan
- New models of care accommodation
- Talk Communities
- Homelessness
- All ages whole system commissioning strategy
- Independent living services and assistive technology plan
- Adults and communities budget and policy framework
- Statutory health scrutiny powers including the review and scrutiny of any matter relating to the planning provision and operation of health services affecting the area and to make reports and recommendations on these matters

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 Health, Care and Wellbeing Scrutiny Committee held in Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE on Wednesday 11 February 2026 at 10.00 am

Committee members present in person and voting: Councillors: Simeon Cole, Pauline Crockett (Chairperson), Dave Davies, Mark Dykes, Richard Thomas, Kevin Tillet (Vice-Chairperson) and Rebecca Tully

Others in attendance:

S Harris	Director of Strategy, People and Culture	Herefordshire and Worcestershire Health and Care NHS Trust
H Merricks-Murgatroyd	Democratic Services Officer	Herefordshire Council
David Thomas	Associate Director, Primary Care and Community Mental Health Services	Herefordshire and Worcestershire Health and Care NHS Trust
D Thornton	Democratic Services Support Officer	Herefordshire Council
D Webb	Statutory Scrutiny Officer	Herefordshire Council

1. APOLOGIES FOR ABSENCE

No apologies for absence were received.

2. NAMED SUBSTITUTES

There were no named substitutes.

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. MINUTES

The minutes of the meeting held on 24 November 2025 were confirmed as a correct record.

Resolved: That the minutes of the meeting held on 24 November 2025 be confirmed as a correct record.

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions were received from members of the public.

6. QUESTIONS FROM MEMBERS OF THE COUNCIL

No questions were received from councillors.

7. HEREFORDSHIRE AND WORCESTERSHIRE HEALTH AND CARE NHS TRUST STRATEGY

The committee received an overview of the Herefordshire and Worcestershire Health and Care NHS Trust Strategy from Sue Harris, Director of Strategy, People and Culture, and David Thomas, Associate Director, Primary Care and Community Mental Health Services.

The principal points of the discussion are summarized below:

1. The trust has made progress embedding cultural improvements including strengthened leadership, clearer governance, and revised approaches to staff support.
2. The reporting of the strategy will start in April 2026 which will embed it as part of the trust's decision making so people will be able to track progress.
3. Talking therapy services are undergoing expansion, with local increases in capacity and workforce underway, though some lag exists due to training.
4. Individual placement services (IPS) are subcontracted with Landau. The trust's key consideration is that there is a set of expectations and deliverables that Landau has agreed to meet. Overall, Landau consistently delivers against these requirements and maintains a strong overall performance record.
5. In response to a question around workforce, it was noted that staff turnover has declined over time. It was added that staff turnover in relation to IPS in Herefordshire is not so much a direct operational workforce question but rather a contracting question. It was noted that Landau has a good record in this area.
6. There has been a considerable focus on inappropriate out-of-area placements over the last year or so and has been very successful with a baseline of zero inappropriate out-of-area placements.
7. It was confirmed that inappropriate out-of-area placement patients may be sent either to another NHS trust offering commercial capacity or to a private provider, depending on available capacity at the time.
8. In response to a question about whether Herefordshire and Worcestershire provide services to other counties, it was confirmed that they do not.
9. Length of stay reduction for working-age adults and older adults is also a key objective, supported by a seven-day mental health bed-management function.
10. The older adult targets slightly trail the working age adult targets because there are some additional complexities related to caring for older adults in mental health settings.
11. Challenges around discharge were noted, particularly where social care or housing issues delay patient movement from inpatient settings.
12. In response to a question about partnerships, the trust noted ongoing collaboration with Talk Community, public health, education settings, and wider NHS partners to support proactive, community-based mental-health approaches.
13. In response to a question about where Talk Community sits within the trust's strategy, it was noted that Talk Community forms part of the neighbourhood health agenda. It was also acknowledged that there are potential tensions in

partnership working due to challenges around IT systems, data sharing, and governance, which need to be addressed to realise this ambition.

14. In relation to mental health support teams in schools, the target is to have two new teams stood up by the end of 2026/27 and then further expansion over the two successive years. New funding is confirmed for 2026/27 in support of this with commitments to continue that funding trajectory toward 2030/31.
15. In response to a question about schools without a mental health support team or those not currently covered, it was confirmed that child and adolescent mental health services (CAMHS) remains available and will continue to provide support. It was added that mental health support for children needs to be a broader conversation and needs to be kept as up-stream as possible with timely access to CAMHS, as necessary.
16. It was added that mental health support team workers are embedded within schools, where they work closely with partners to provide wraparound support for individual children and support schools to build confidence in managing lower-level mental health issues.
17. In response to a question about interaction with reablement pathways, it was noted that there is less interaction with reablement but greater interaction with the trust's own home treatment services. For example, the bed management team works closely with the home treatment team to support timely discharge, with crisis teams also involved to ensure safe step-down arrangements.
18. In relation to the neighbourhood health agenda, ongoing work has been taking place with council colleagues, Wye Valley NHS Trust, and other partners involved in health and social care delivery across Herefordshire. This vanguard neighbourhood health programme focuses on collaborative working to take a holistic view of individual patient needs, with the aim of supporting people to remain at home and avoid hospital admission wherever possible.
19. In response to a question about the county's rurality and how neighbourhood-at-home services will be delivered to the most rural residents, it was noted that effective collaboration and optimal use of resources are key. It was also acknowledged that very small teams are required to cover large geographical areas.
20. In response to a question about how the strategy has allowed the trust to build a more open culture where staff feel safe to raise concerns, it was noted that there have been a significant amount of work done to build a compassionate and inclusive culture. The trust's internal performance metrics are showing that staff believe there is a more open culture and are now more comfortable with the way in which they can raise concerns at work.

At the conclusion of the debate, the committee discussed and agreed the following recommendations.

Resolved:

1. **That the trust provides the committee with an annual update of its strategic priorities, including:**
 - **Workforce capacity**
 - **Recruitment and retention**
 - **Training compliance**
 - **Staff survey results**

- **Freedom to speak up activity**

With any actions taken where performance was identified as requiring improvement.

- 2. Provide the committee with the findings of the national workforce survey when available, with detail pertaining to Herefordshire where possible.**

8. WORK PROGRAMME 2025/6 AND 2026/7

The Statutory Scrutiny Officer presented the draft work programme for the Health, Care and Wellbeing Scrutiny Committee for the remainder of the municipal year 2025/26 and the first eight months of the 2026/27 municipal year.

An overview of the adult social care demand task and finish group's work to date was also provided by the chair of the task and finish group, with reference to the upcoming review meeting.

Resolved

That:

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

9. DATE OF THE NEXT MEETING

The date of the next meeting is Monday 27 April 2026, 2.00 pm.

The meeting ended at 11.55 am

Chairperson



Title: Carers' Partnership Board Annual Report 2025

Meeting: Health, Care and Wellbeing Scrutiny Committee

Meeting date: Monday 27 April 2026

Report by: Senior Commissioning Officer, Statutory Scrutiny Officer

Classification

Open

Report purpose

To provide the committee with the Carers' Partnership Board's annual report for 2025.

Background

1. The Health, Care and Wellbeing Scrutiny Committee last scrutinised the development of the Carers' Partnership in 2025, forming a working group to consider the board's work programme. It reported its [findings](#) at a committee meeting on [19 May 2025](#).

Meeting objectives

2. To note the report.
3. To offer recommendations on the planned work of the board.

Report information

4. The report is appended as Appendix 1.

Consultees

5. None

Appendices

Appendix 1: Carers' Partnership Board Annual Report 2025

Further information on the subject of this report is available from
John Burgess, Danial Webb, Senior Commissioning Officer, Statutory Scrutiny Officer, email:
John.Burgess3@herefordshire.gov.uk, Danial.Webb@herefordshire.gov.uk

Background papers and resources

None identified.

**HEREFORDSHIRE
CARERS PARTNERSHIP
BOARD
ANNUAL REPORT
2025**



Date of Report	January 2026
Author	John Burgess
Distribution	Carers Partnership Board

Welcome from the Chair

The Carers Partnership Board came together formally at the start of 2025, following planning discussions in late 2024. One of the most important developments early on was the involvement of unpaid carers, who joined us after Carers Rights Day in November 2024. Their presence has helped shape a more collaborative and grounded approach throughout the year.

Working alongside our unpaid carer members has strengthened the Board’s work. Their lived experience adds a practical viewpoint that complements the professional knowledge from the council, health services, the NHS and the voluntary sector. Before our first meeting in February 2025, I met informally with our carer representatives to outline how the Board operates, helping to establish a shared understanding from the outset.

Overall, 2025 has been a strong first year. We have built positive relationships, clarified our ways of working, and ensured that carers’ perspectives are central to our discussions. However, there is still much more to do. As we move into 2026, we remain committed to strengthening joint working, and continuing to develop a more coordinated and responsive system for unpaid carers in Herefordshire.

Finally, I would like to extend my gratitude to all members of the Partnership Board for their support over the past twelve months. I am especially grateful to those members who are carers themselves and generously give their time to support the board’s work.

Sylvia Nichols (Chair)

Introduction



The Carers Partnership Board brings together unpaid carers, community organisations and professionals from across Herefordshire to share insights, spot gaps, and work collectively to improve support for carers of all ages. Officially launched in January 2025, shortly after the publication of the [Carers Strategy for Herefordshire](#) and its accompanying Action Plan, the Board was created to turn the ambitions of the strategy into real, practical change. Although it isn’t a decision-making body, the Board plays an important role in listening, learning and coordinating action so that services feel more joined-up and responsive to what carers need. Its purpose is to make sure carers are recognised, valued and heard, and that progress against the strategy is kept on track.

Carers' voices sit at the heart of the Board's work. Their lived experiences shape priorities, influence discussions and guide the development of action plans. This feedback comes through Board meetings, informal conversations and pre-meeting questionnaires, ensuring carers' perspectives genuinely shape the direction of travel.

Membership is broad and reflects the wide range of people involved in supporting carers. Alongside unpaid carers themselves, representatives come from Adults' and Children's Social Care, Education, the NHS Integrated Care Board, and a range of local organisations including Taurus Healthcare, Healthwatch and other VCSE partners. Bringing these perspectives together helps create a fuller picture of what carers experience and what needs to improve. Overall, the Board provides a shared space for organisations and carers to work together, strengthening relationships and helping to build and steer a coordinated and supportive system for unpaid carers across the county.

The **Young Carers Support Squad** is a dedicated sub-group of the Carers Partnership Board, bringing together colleagues from Early Help, education, commissioning, the VCSE sector and young carer organisations to focus specifically on the needs and experiences of young carers across Herefordshire. Working collectively, the group aims to raise awareness of young and young adult carers, strengthen relationships with schools, coordinate awareness activity, and support national campaigns such as **Young Carers Action Day**.

Membership

We wish to thank all member organisations for their continued commitment and collaborative working throughout the year. The breadth of experience across the partnership has supported progress against shared priorities and helped ensure the Carers Partnership Board remains focused on practical improvement and carers' voices.

The Board is made up of representatives from the following organisations:

- ❖ Herefordshire Council – Community Wellbeing
- ❖ Herefordshire Council – Children's and Young People
- ❖ Herefordshire and Worcestershire Integrated Care Board (ICB)
- ❖ Herefordshire and Worcestershire Health and Care Trust
- ❖ Wye Valley NHS Trust
- ❖ Herefordshire Disability United
- ❖ Taurus Healthcare
- ❖ Herefordshire Carer Links
- ❖ Herefordshire Talk Community
- ❖ Carers of Herefordshire
- ❖ Herefordshire Young and Young Adult Carer CIC
- ❖ Dementia Matters Hereford
- ❖ Healthwatch

The Board would also like to acknowledge the contribution of members who are experts by experience and who have supported the work of the Partnership Board over the past year. Their lived experience provides essential insight and constructive challenge, helping to ensure the Board's work remains focused on the real priorities and experiences of unpaid carers.

- ❖ Heather Gyenge
- ❖ Martin Gilleland
- ❖ Jayne McGlone-Wright

❖ Cherry Newton

Our Year at a Glance

In the period January 2025 – December 2025, key actions from the action plan have been achieved.

Strategic Progress & Governance

- Launched the Carers Partnership Board and agreed the first co-produced Action Plan.
- Established five¹ priority themes to guide activity throughout the year.
- Put forward recommendations to strengthen the organisation's commitment to being carer-friendly.

Partnerships & System Working

- During 2025, the Carers Partnership Board strengthened its work with VCSE partners—such as Carers of Herefordshire, HYACC CIC and TuVida—by widening shared communication channels, collaborating on local and national carer events, and using voluntary-sector expertise to improve the information and guidance available to carers across the county.
- Worked closely with the Early Help services to progress the Young Carers Memorandum of Understanding. Representatives from the partnership board presented to Herefordshire schools' Designated Safeguarding Leads about the Memorandum of Understanding and encouraging better understanding and recognition of young carers.

Learning Sessions & Guest Speakers

- Highlighted the role of technology in supporting independence through a focused session on Technology Enabled Care to the Carers Partnership Board, as well as attending two unpaid carer focussed events at the Kindle Centre in June and November 2025.
- A presentation by Headway to the partnership board members about the support they provide to people with acquired brain injuries and their carers.
- Enhanced knowledge Carers about carers' benefits through a dedicated briefing from the Department for Work and Pensions (DWP).

Carer Events & Awareness

- Marked Young Carers Day with the theme "Give Me A Break", emphasising the need for respite.
- Celebrated Carers Week, 9th to 13th June 2025 supporting events and activities promoted by CPB member organisations including an event for Carers that took place at the Kindle Centre, organised by Hereford Carer Links (TuVida).
- Carers Rights Day – Herefordshire Disability United organised an event in Hereford to celebrate unpaid carers with a focus on dementia care.

¹ The Herefordshire All-Age Carers Strategy identifies six key priority areas: Value and Recognition, Young Carers, Assessments and Support, Staying Healthy, Information and Guidance, and Technology Enabled Care (TEC). When developing the Carers Partnership Board Action Plan, it was agreed that, because the council already has a dedicated TEC Team, TEC would not be included as a standalone action. Instead, the TEC Team would attend the CPB at regular intervals to provide updates on progress, share innovations, and highlight how technology can support the cared-for person and, in turn, benefit carers.

- Supported a well-attended Carers Rights Day event attended by over 80 people featuring a wide range of speakers and practical advice sessions organised by Herefordshire Disability United.

What We Focused on This Year

Improving Access to Carer Assessments

The Carers Partnership Board recognised a key part of supporting unpaid carers is making sure they can easily access a Carer's Assessment. This is a chance for carers to talk about how caring affects their day-to-day life, what they feel able to manage, and what support might make things easier. It's also an important way for the council to recognise carers' contributions and make sure they're not carrying too much on their own.

As the Carers Partnership Board began to look at this area, it became clear that the current system was not working as well as it should. Many carers were included within a 'joint assessment' alongside the person they care for. Although this was intended to streamline the process, it often meant the carer's own needs were overshadowed or missed entirely. It also meant Carers could not talk openly about the impact of caring for a family member was having on them and the support they might need to continue providing support.



To address this, colleagues from Adult Social Care, the Social Care Performance Team, and the Carers Partnership Board worked together to review and improve the carer assessment process. As a result, from December 2025, the council has a stand-alone Carer's Assessment which must always be completed.

This is a positive step forward. Carers now have a more focused opportunity to talk about their situation, and the council will have clearer, more reliable information about unpaid carers across Herefordshire, which will help shape better support in the future.

No Wrong Door for Young Carers

The Carers Partnership Board wanted to prioritise how young carers are supported. The Young Carers Support Squad is working with partners across Children's Services, Adult Social Care, health, and the voluntary sector to introduce the No Wrong Door for Young Carers Memorandum of Understanding (MoU) in Herefordshire. The aim of the MoU is simple: wherever a young carer comes into contact with services, whether that's at school, through a GP, Early Help, or a community organisation, they should be recognised, listened to, and directed towards the right support without being bounced between agencies.

The working group has been collaborating with Leeds, who have already fully implemented the No Wrong Door MoU, to draw on their experience, learning and best practice as we develop our own approach in Herefordshire.

As a group, we are focused on creating a joined-up, whole-family approach. This includes looking at how young carers are identified, how information is shared about them, and how different professionals can work together more effectively. The Support Squad is also exploring practical

tools used in other areas, such as screening questions and referral pathways, and adapting them so they work well for Herefordshire.

The No Wrong Door MoU helps make things easier for young carers by ensuring every service takes responsibility for recognising and supporting them, sharing information and working together, so they receive joined-up, whole-family support without having to repeat their story. This is an important step towards building a more consistent and supportive system for young carers and their families.

There has been a great deal of planning and research to make sure the MoU can be embedded across all agencies, including schools. We expect the Herefordshire No Wrong Door for Young Carers MoU to be introduced in Spring 2026 and will be reviewed regularly throughout 2026 and beyond.

Young Carer ID Card

A small multi-agency working group has been meeting regularly to develop a Young Carers ID Card for Herefordshire. The group has been exploring different models, including physical, digital and hybrid options, and has been gathering learning from areas such as Coventry, and Nottinghamshire, where ID and discount cards are already in use. Work so far has focused on scoping the purpose of the card, understanding production and administrative requirements, and identifying potential funding routes. The group is also seeking feedback from young carers themselves and engaging schools to support future promotion and verification. While still at an early stage, the working group is steadily shaping a clear proposal for how the ID card could be delivered locally.

Carers Rights Day event

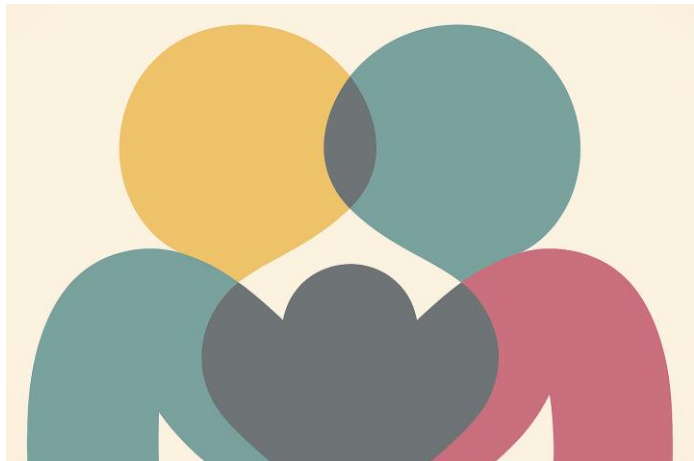
Following the success of the first Carers Rights Day in 2024, a second event was held on 21st November 2025. Even more carers attended this time, with the session focusing on Dementia. Speakers included NHS colleagues, local support services, and representatives from Herefordshire Council, along with 12 information stands offering advice and resources.

The event prompted some really useful conversations. A few examples of the feedback we received are below:

- *“Lasting Power of Attorney is difficult to put in place – communication with health and social care could be better.”*
- *“Really beneficial and informative.”*
- *“Excellent speakers, and I made some very useful new contacts.”*
- *“There’s so much knowledge in our communities. It would be helpful to see more examples of what support actually looks like in practice.”*

Working Together

The Carers Partnership Board works closely with groups such as the Carers Oversight Group (COG) and the Carers Reference Group (CRG) to ensure carers' voices shape local priorities. These strong links help the Board draw on lived experience, share insight across the carer community, and keep its work focused on what matters most to carers in Herefordshire.



Carers Oversight Group (COG)

The Carers Oversight Group (COG) is a regular meeting led by the Herefordshire and Worcestershire Health and Care Trust. Although its primary focus is on improving the ways Trust staff engage carers, the group also plays an important role in shaping wider carer support across the local health system.

COG brings together Trust colleagues, voluntary sector partners, and local authority representatives to look at how carers are identified, involved and supported when they come into contact with health services. This includes reviewing how carers are recorded in clinical systems, improving the information families receive, and making sure staff understand their responsibilities towards unpaid carers.

The group also oversees the Trust's work on carers more broadly — such as updating the Carers Policy, developing training and awareness materials, and coordinating campaigns to raise the profile of unpaid carers. It provides a helpful space for partners to share updates, highlight challenges, and work together on practical improvements.

The Carers Partnership Board works closely with COG, and updates are shared between the two groups so that activity is joined up across the system. COG has taken a particular interest in Herefordshire's young carers work, including the development of the No Wrong Door for Young Carers approach, and has invited colleagues from the Young Carers Support Squad to share progress.

Carers Reference Group

The Carers Reference Group (CRG), co-ordinated by the Herefordshire & Worcestershire Integrated Care Board (ICB), is a bi-monthly forum that brings partners together to share updates, identify emerging issues, and keep unpaid carers firmly on the system's agenda. Chaired by Carole Cumino, the group includes colleagues from health, social care, primary care, the voluntary sector, and local carer support organisations.

Guided by the H&W Commitment to Carers (see appendices), the CRG focuses on practical improvements for carers, including strengthening the consistency of information and staff training, and raising awareness through joint campaigns. The group also provides a collaborative space for partners to highlight challenges and work together to develop solutions.

Its collective approach helps ensure carers' voices and needs remain visible across health services, strengthening the support available to families wherever they access help.

Priorities for Next Year – (January 2026 – December 2026)

As we look ahead to the coming year, our aim is simply to keep building on what's working and make steady, meaningful improvements for carers. We'll continue strengthening our partnerships, tackling the challenges that carers tell us about, and creating more joined-up support across services. Most importantly, we'll keep carers' experiences at the heart of what we do, shaping our priorities for the months ahead.

Some key areas that the Partnership Board will focus on for 2026:

Carers Passport – Looking Ahead

Over the coming year, the Carers Partnership Board, working closely with Wye Valley NHS Trust, will be exploring the introduction of a Carers Passport for use within hospital settings. The aim is to make carers more visible, strengthen their involvement in their loved one's care, and provide simple but meaningful support during hospital stays. A Carers Passport would help staff quickly recognise a carer's role and could offer practical benefits such as clearer communication, flexible visiting, and better inclusion in care and discharge planning. Introducing this approach would mark an important step towards creating a more welcoming, informed and consistent experience for carers when someone they support is admitted to hospital.

Young Carers – Strengthening Awareness in Schools

In the year ahead, we will continue working with local schools to help them recognise and support young carers with greater confidence. Many young people take on caring roles without being identified, and we want to make sure they are seen, listened to, and given the understanding they need to thrive. By strengthening links between schools, families, and support organisations, we aim to improve early identification, raise awareness among staff, and ensure young carers receive the right help at the right time. This work will be an important part of the *No Wrong Door for Young Carers* Memorandum of Understanding (see Section 4 above).

Carers ID Cards

We will introduce an adult Carer's ID Card for Herefordshire. The Young Carers Support Squad is already developing a dedicated Young Carers ID Card, but the adult Carer's ID card will serve a different purpose and operate separately (see Section 4 above).

A Carer's ID Card offers a simple and recognised way for unpaid carers to identify themselves, helping them access support more easily without needing to repeatedly explain their circumstances. Over the coming year, we will look at whether Herefordshire should develop its own locally-designed card, building on existing good practice, or whether it would be more beneficial to adopt and promote a national Carer ID card solution. This work will include speaking with partners, reviewing existing schemes, and considering any practical benefits for carers across health and community settings.

The Carers partnership board will keep under review previous actions achieved, to ensure progress continues to be made. For example, we will request regular reports from the council's Performance Team to show the numbers of carer's assessments that have taken place.

Dates for Your Diary in 2026

As with last year, the Carers Partnership Board will be supporting a range of events throughout 2026 that highlight the significant and often under-recognised contribution made by unpaid carers of all ages. These events provide important opportunities to raise awareness, celebrate carers' vital roles, and strengthen understanding across our communities.

Young Carers Action Day – 11th March 2026

Carers Week – 8th to 14th June 2026



9. Contact

To find out more about the Carers Partnership Board please see the councils website: [Herefordshire Carers Partnership Board - Herefordshire Council](#)

Or contact:

John Burgess, Commissioning Manager – john.burgess3@herefordshire.gov.uk

Appendix 1



Herefordshire and Worcestershire Commitment to Carers

System partners have signed up to the Commitment to Carers – a series of statements that demonstrates how we will value and include carers in our work.

As a Carer

1. My **experience is valued** when developing care plans for the person that I care for.
2. My **own physical and mental health** needs are recognised and met.
3. I can **access relevant information** in a format that suits me.
4. I can **access support** that meets my individual needs.
5. I am supported to **maintain a life of my own**, outside of my caring role.

As an Organisation

1. We **proactively identify, register, support, and signpost** carers.
2. We **co-produce** our services and policies with carers to ensure our services meet their needs.
3. We **are flexible**, to ensure carers can continue to deliver their caring role.
4. We **actively involve carers** in decisions that may affect their own and/or the cared-for health and wellbeing.
5. We have a **carers lead** in our organisation who promotes a 'Carer Aware' culture.



Title: Work Programme 2026-27

Meeting: Health Care and Wellbeing Scrutiny Committee

Meeting date: Monday 27 April 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 on 1 April 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: daniel.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 April 2026

Appendix 2 – Herefordshire Council Forward Plan 9 April 2026

Appendix 3 – Recommendations made by Health, Care and Wellbeing Scrutiny Committee in 2025 and 2026.

Background papers and resources

None



APPENDIX 1

SCRUTINY WORK PROGRAMME

April 2026

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.

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Children and Young People Scrutiny Committee

Committee work programme

Committee Briefing

14 April 2026

Topic and Objectives	Evidence required	Attendees*
Fostering <ul style="list-style-type: none"> • Overview of fostering panel. • Overview of key performance indicators • Update on recommendations made July 2024. 	<ul style="list-style-type: none"> • Member briefing • Feedback from foster families 	<ul style="list-style-type: none"> • Natasha Newton, Service Manager Fostering, Adoption and Home Finding Teams • Tori Lynch, Service Director, Corporate Parenting

Committee Briefing

29 April or 1 May 2026

Topic and Objectives	Evidence required	Attendees*
Ofsted Action Plan <ul style="list-style-type: none"> • Overview of the work underway to respond to Ofsted's inspection of children's services. 	<ul style="list-style-type: none"> • Member briefing • 	<ul style="list-style-type: none"> • Tina Russell, Corporate Director, Children's Services

Committee Meeting12 May 2026 **report deadline 1 May 2026** pre meeting lines of enquiry planning 7 May 2026

Topic and Objectives	Evidence required	Attendees*
Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection findings <ul style="list-style-type: none"> Committee briefing 	<ul style="list-style-type: none"> PEEL inspection report and findings 	<ul style="list-style-type: none"> Leanne Lowe Ruby Card, Service Manager MASH, ECHO & SAFE Rachel Gillott
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer
Neglect Strategy <ul style="list-style-type: none"> Understand the definition of intention and unintentional neglect. Feedback on regional peer review 	<ul style="list-style-type: none"> Officer report 	<ul style="list-style-type: none"> Rachel Gillott Natalie Solomon, NHS Herefordshire and Worcestershire Integrated Care Board Leanne Lowe, West Mercia Police

Committee Meeting22 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	<ul style="list-style-type: none"> Peer review findings 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Agree terms of reference for a review of access to play and other open space. 	<ul style="list-style-type: none"> Terms of reference 	<ul style="list-style-type: none"> Lindsay MacHardy Emily Garner Leigh Whitehouse Ed Bradford HVOSS (possibly)

Topic and Objectives	Evidence required	Attendees*
Early Help Task and Finish Group <ul style="list-style-type: none"> Review group findings and recommendations 	<ul style="list-style-type: none"> Final group report 	<ul style="list-style-type: none"> Chair, Children and Young People Scrutiny Committee
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

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 <ul style="list-style-type: none"> Review of capital programme relating to alternative provision Overview of existing provision 	<ul style="list-style-type: none"> Officer report 	<ul style="list-style-type: none"> Liz Farr Louise Tanner, Head of Learning and Achievement Hilary Jones, Head of Additional Needs
Youth Strategy	<ul style="list-style-type: none"> Draft strategy 	<ul style="list-style-type: none"> Tina Russell Hereford Rural Media Will Lindsey HVOSS Lindsay McHardy
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Topics for possible future scrutiny

- Youth provision
- Participation strategy
- Housing
- School place planning

- Fostering (generally)
- SEND white paper

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 is likely to include:

- Local Appreciative Inquiry events in Hereford City and each of the five key market towns (Ross, Ledbury, Kington, Leominster, Bromyard), Supported by Talk Community and Children's Services.
- Case studies
- Meeting with families and professionals, individually and in focus groups

Proposed Timeline

- Summer 2025: Agree task and finish group, establish membership, agree programme of work
- Autumn 2025 to Spring 2026: Community engagement events, interviews, focus groups.
- Spring/Summer 2026: Reflection and analysis.
- Summer 2026: Presentation of findings and recommendations to Children and Young People Scrutiny.

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.

Objective	Evidence required	Responsible officer	Date
Understand targeted early help - rationale and performance	<ul style="list-style-type: none"> • Overview of programme briefing note <ul style="list-style-type: none"> ○ Thresholds of need ○ Current performance management ○ Current programme of activity 	Simon Cann	November 2026
Overview of current Families First programme and targeted early help	<ul style="list-style-type: none"> • Meeting with service managers <ul style="list-style-type: none"> ○ Victoria Leader ○ Dawn Knight 	Simon Cann	15 Dec 2026, 3pm
Update on implementation of Families First programme and targeted early help	<ul style="list-style-type: none"> • Meeting with service managers <ul style="list-style-type: none"> ○ Dawn Knight 	Simon Cann	TBC
Support for young carers, no wrong door	<ul style="list-style-type: none"> • Meeting with young carers <ul style="list-style-type: none"> ○ Jane Marshall – South – Ross and VL, John Burgess, Susan Brace, Niall Crawford 	Simon Cann	2 Mar 2026, 3pm
Appraise locality-based targeted early help	<ul style="list-style-type: none"> • Meeting with a locality team <ul style="list-style-type: none"> ○ Victoria Roe – North ○ Jane Marshall – South – Ross ○ Chantelle Bennett – Central ○ Tracey Spencer – Central 	Simon Cann	16 Jan 2025, 3pm
Working with schools	<ul style="list-style-type: none"> • Meeting with schools <ul style="list-style-type: none"> ○ Neil Crawford 	Simon Cann	21 Jan 2026, 3pm

Objective	Evidence required	Responsible officer	Date
Commissioned targeted early help services	<ul style="list-style-type: none"> • Meeting with Venture – commissioned service <ul style="list-style-type: none"> ○ Hilary Thomas hilary.thomas@venture.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
Evaluate the role of school community support	<ul style="list-style-type: none"> • Meeting with service manager, Quentin Mee • Meeting with school counsellor/school support service 	Simon Cann	23 Mar 2026
Understand how midwives support young parents to be.	<ul style="list-style-type: none"> • Meeting with midwives • Emily Strange (named safeguarding midwife) • Sian Jenkins (community Midwife manager) 	Simon Cann	20 Mar 2026
The role of school nurses	<ul style="list-style-type: none"> • Meeting with school nurses <ul style="list-style-type: none"> ○ emma.dewar@wvt.nhs.uk ○ Wendy.Long@wvt.nhs.uk ○ Nikki.Lawley@wvt.nhs.uk 	Simon Cann	Mar 2026
The role of health visitors	<ul style="list-style-type: none"> • Meeting with health visitors <ul style="list-style-type: none"> ○ Lyndsay McHardy, Julia Stephens -0-19 Strat. ○ Hannah Bannister-White • “Best Start in Life” strategy 	Simon Cann	17 Mar 2026

Topic	Evidence required	Responsible officer	Date
Youth clubs overview	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

15 April 2026 **report deadline 7 April 2026** **pre meeting lines of enquiry planning 9 April 2026**

Topic and Objectives	Evidence required	Attendees*
Hereford Bypass Phase 1 – methodology <ul style="list-style-type: none"> Scrutinise the methodology used to determine the full business case for phase 1 of Hereford Bypass. 	<ul style="list-style-type: none"> Hereford Bypass phase 1 business case methodology. 	<ul style="list-style-type: none"> Delivery Director, Infrastructure
Parking Strategy <ul style="list-style-type: none"> To review the council's draft parking strategy 	<ul style="list-style-type: none"> Draft parking strategy 	<ul style="list-style-type: none"> Ffion Horton, Transport Planning Services Manager
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

23 June 2026 **report deadline 15 June 2026** **pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
Hereford Bypass Phase 1 – full business case <ul style="list-style-type: none"> Scrutinise the full business case for phase 1 of Hereford Bypass. 	<ul style="list-style-type: none"> Hereford Bypass phase 1 business case. 	<ul style="list-style-type: none"> Delivery Director, Infrastructure

Topic and Objectives	Evidence required	Attendees*
Broadband Connectivity <ul style="list-style-type: none"> Review of coverage gaps and speeds, and work to address them 	<ul style="list-style-type: none"> Consultation with businesses, schools, parish councils Public call for evidence Supplier business plans Ofcom policy Other evidence to be determined 	<ul style="list-style-type: none"> To be determined

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 <ul style="list-style-type: none"> Mid-year review of capital projects taking place in 2026 	<ul style="list-style-type: none"> Council capital programme Individual programme progress reports 	<ul style="list-style-type: none"> To be determined
Public participation in planning task and finish group <ul style="list-style-type: none"> Agree the task and finish final report 	<ul style="list-style-type: none"> Task and finish group report 	<ul style="list-style-type: none"> None
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
<p>Year of delivery – capital projects</p> <ul style="list-style-type: none"> • End of year review of capital projects taking place in 2026. 	<ul style="list-style-type: none"> • Council capital programme • Individual programme progress reports 	<ul style="list-style-type: none"> • 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
- UK Shared Prosperity Fund

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

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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Herefordshire Council Statement of Community Involvement. • Interviews with housing associations and council planning officers. 		November 2025
Identify current barriers to participation.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Draft regulation and statutory guidance 		December 2025
Identify good practice in other local authorities	<ul style="list-style-type: none"> • Literature review • Site visit (if useful) 		January 2026
Identify creative engagement methods.	<ul style="list-style-type: none"> • Desktop search ideas such as including digital tools, easy-read and visual materials, short videos, and cultural or media partnerships. 		January 2026

Objectives	Evidence required	Responsible officer	Date
GROUP MEETING			February 2025

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

Objectives	Evidence required	Responsible officer	Date
Work with officers to set new parameters and scope for the Community Involvement Scheme	<ul style="list-style-type: none"> Draft Community Involvement Scheme 	TBA	March 2026
Ensure inclusivity by improving reach to rural residents, younger people, working families, and under-represented communities.	<ul style="list-style-type: none"> Draft Community Involvement Scheme 	TBA	April 2026
Recommend resourcing and governance arrangements to support sustained, meaningful participation.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Draft report 		June 2026

Objectives	Evidence required	Responsible officer	Date
Draft report and recommendations to Cabinet (if required)	<ul style="list-style-type: none">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 <ul style="list-style-type: none"> • To review the operation of current council policy on enabling and enforcing appropriate land management and use (including riparian responsibilities) across the county; <ul style="list-style-type: none"> ○ 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. 	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Richard Vaughan, Sustainability and Climate Change Manager • Kelly Gibbons, Development Management Service Manager • Environment Agency representative • NFU • Mark Tansley, Development Manager - Enforcement
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

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

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*
<p>Transformation of the economy and environment directorate</p> <ul style="list-style-type: none"> Understand the transformed leadership structure and how it is performing currently, in particular where responsibility for delivering on the council's environmental priorities and targets, including net zero. Has embedding a commercial mindset impacted on the delivery of these environmental priorities and targets. Has 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. 	<ul style="list-style-type: none"> Officer report 	<ul style="list-style-type: none"> John Hobbs, Corporate Director Environment and Economy
<p>Buses and passenger services task and finish group</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Final report 	<ul style="list-style-type: none"> Chair, buses task and finish group
<p>Flooding task and finish group – terms of reference</p> <ul style="list-style-type: none"> To agree the terms of reference for a proposed task and finish group to scrutinise flood risk management and flood emergency responses. 	<ul style="list-style-type: none"> Task and finish terms of reference 	<p>Statutory Scrutiny Officer</p>

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*
<p>Rail Strategy</p> <ul style="list-style-type: none"> • Objectives to be agreed. 	<ul style="list-style-type: none"> • Evidence to be agreed 	<ul style="list-style-type: none"> • John Hobbs • Ffion Horton • Roger Allonby • David Land

Bus and passenger services task and finish group

Work programme

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 <ul style="list-style-type: none"> • Existing legislation in England and Wales <ul style="list-style-type: none"> ○ 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
Review current passenger transport operations in Herefordshire and how they meet current and future need.	<ul style="list-style-type: none"> • Previous council bus service reviews (c. 2019) • For both commercial and community operators <ul style="list-style-type: none"> ○ Routes and frequency ○ Passenger numbers ○ Subsidy • Home to school transport <ul style="list-style-type: none"> ○ Current services provided ○ Current providers • SEND transport • Adult Social Care Passenger transport 	Simon Cann, David Land, Craig Lewis, Natalie Amos	Sep-Oct 2025

Objective	Activity or information needed	Carried out by	Timeline
Current local authority and regional funding	2025-2026 and medium-term funding <ul style="list-style-type: none"> • 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	October 2025
Overview of current BSIP funding	Summary of <ul style="list-style-type: none"> • National Bus Strategy • Herefordshire Bus Service Improvement Plan 2024 Briefing on <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Understand how the current enhanced partnership timetabling meets the objectives of the partnership. • Identify ways to apply learning from the group to new ways of meeting the objectives of the enhanced partnership. 	Simon Cann, David Land, Craig Lewis, Natalie Amos, task and finish group	Nov-Dec 2025
Combining bus services with other transport services	Desktop research <ul style="list-style-type: none"> • Current rail services and how they align with bus services Group meeting <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Frequency • Operator • Funding (if applicable) 	Simon Cann, David Land, Craig Lewis, Natalie Amos	Nov-Dec 2025

Objective	Activity or information needed	Carried out by	Timeline
	Examples from other local authorities <ul style="list-style-type: none"> • See previous work looking at other local authorities • Identify opportunities for any cross-border service support 		
Review Meeting		Task and Finish Group	December 2025
Community Transport	Site visit to a community transport provider Overview brief of Services in Herefordshire, to include: <ul style="list-style-type: none"> • Current services, routes and frequencies • Cost • Funding 	Simon Cann, David Land, Craig Lewis, Natalie Amos	Jan-Feb 2026
Home to school and other resident transport	Overview brief of home to school services in Herefordshire, to include: <ul style="list-style-type: none"> • Current services, routes and frequencies • Cost and funding Meeting with Home to school co-ordinator Meeting with Transformation team	Simon Cann, David Land, Craig Lewis, Natalie Amos	Jan-Feb 2026
Review Meeting		Task and Finish Group	February 2026
Examine how other rural local authorities provide sustainable services.	Internet research – what do they do in other rural local authorities? Suggested workstreams: <ul style="list-style-type: none"> • Demand Responsive transport <ul style="list-style-type: none"> ○ YorBus, CallConnect ○ Worcestershire on Demand Worcestershire County Council ○ The Robin (your bookable bus) Gloucestershire County Council • Use of powers of funding <ul style="list-style-type: none"> ○ Use of enhanced partnerships – Oxfordshire, Cornwall ○ Branding 	Simon Cann, David Land, Craig Lewis, Natalie Amos	Mar-Apr 2026

Objective	Activity or information needed	Carried out by	Timeline
	<ul style="list-style-type: none"> • Integrating transport and social care <ul style="list-style-type: none"> ○ Community transport ○ The role of third sector organisations Site Visit • Shropshire DRT – Shrewsbury • Social care focused visit 		
Bus franchising	Overview of Bus Services Bill Overview of approach taken by other local authorities Meeting with consultants or another local authority <ul style="list-style-type: none"> • 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	Mar-Apr 2026
Review Meeting		Task and Finish Group	May 2026
Draft report and recommendations	<ul style="list-style-type: none"> • Draft final report • Draft recommendations 	Simon Cann, David Land, Craig Lewis, Natalie Amos	May-June 2026
Present report to Environment and Sustainability Scrutiny Committee		Task and Finish Group	June 2026

Health Care and Wellbeing Scrutiny Committee

Committee work programme

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
Carers' Partnership Board Update	<ul style="list-style-type: none"> Board update 	John Burgess, Commissioning Manager
Home Birth Services <ul style="list-style-type: none"> Scrutinise decision to suspend home birth services at Wye Valley Trust. 	<ul style="list-style-type: none"> Committee Briefing 	Lucy Flanagan, Chief Nursing Officer, Wye Valley Trust Justine Jeffrey, Director of Midwifery
Adult Social Care budget outturn <ul style="list-style-type: none"> Scrutinise progress in delivering agreed cost savings. 	<ul style="list-style-type: none"> Quarterly budget outturn and performance monitoring Care homes transformation 	Hilary Hall, Corporate Director, Community Wellbeing
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> 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.

Committee Briefing
10 June 2026

Topic and Objectives	Evidence required	Attendees*
Herefordshire Safeguarding Adults Board Annual Report <ul style="list-style-type: none"> Review the work of the Herefordshire Safeguarding Adults Partnership. 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Review work to develop a new joint strategic needs assessment for Herefordshire. 	<ul style="list-style-type: none"> Joint Strategic Needs Assessment 	Zoe Clifford, Director of Public Health
Health and Wellbeing Strategy <ul style="list-style-type: none"> Update on delivery of the existing strategy 	<ul style="list-style-type: none"> Draft Health and Wellbeing Strategy 	Zoe Clifford, Director of Public Health
Adult Social Care budget outturn <ul style="list-style-type: none"> Scrutinise financial outturn against budget Scrutinise performance against the performance management framework 	<ul style="list-style-type: none"> Quarterly budget outturn and performance monitoring 	Hilary Hall, Corporate Director, Community Wellbeing
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Update on work to deliver acute community mental health support in Herefordshire. 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Agree draft report and recommendations 	<ul style="list-style-type: none"> Final task and finish group report 	Chair, task and finish group
Adult Social Care budget outturn <ul style="list-style-type: none"> Scrutinise financial outturn against budget savings plans 	<ul style="list-style-type: none"> Quarterly budget outturn and performance monitoring 	Hilary Hall, Corporate Director, Community Wellbeing
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Analyse how the health partnership identifies health needs in communities. Scrutinise provision of current and future neighbourhood health services. 	<ul style="list-style-type: none"> 2Neighbourhood health bid Taurus Out of Hours GP service Worcestershire Council papers 	Zoe Clifford, Director of Public Health
<ul style="list-style-type: none"> Adult Social Care budget outturnScrutinise financial outturn against budget savings plans 	<ul style="list-style-type: none"> Quarterly budget outturn and performance monitoring 	Hilary Hall, Corporate Director, Community Wellbeing
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	Statutory Scrutiny Officer

Special Committee Meeting (to be held once the inspection report is published.)

TBC report deadline TBC pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<p>CQC Inspection of adult social care services</p> <ul style="list-style-type: none"> • Examine findings of the recent CQC inspection of adult social care services. • Scrutinise any action plan arising from the inspection findings. 	<ul style="list-style-type: none"> • CQC inspection findings • Post-inspection action plan 	<p>Hilary Hall, Corporate Director, Community Wellbeing</p>
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<p>Statutory Scrutiny Officer</p>

Meeting the demand for adult social care task and finish group

Work programme

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 <ul style="list-style-type: none"> • <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	<ul style="list-style-type: none"> • <i>Market Position Statement</i> • <i>Market Sustainability Plan</i> • Current rates of demand for adult social care <ul style="list-style-type: none"> ○ Type of demand (domiciliary, residential, nursing) ○ Duration ○ Change over time 	Zakia Loughhead	Dec 25-Jan 26
Compare demographic change and demand for adult social care compared to other local authorities	<ul style="list-style-type: none"> • Desktop research comparison with 'statistical neighbours' 	Danial Webb/Henry Merricks-Murgatroyd	Dec 25-Jan 26
GROUP MEETING		Henry Merricks-Murgatroyd	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	<ul style="list-style-type: none"> Interview with Cabinet portfolio holders 		Feb-Mar 26
GROUP MEETING		Henry Merricks-Murgatroyd	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 Meeting with other community team in another local authority	Emily Lowe – Talk Community	May-Jun 26
Market shaping and support	Meeting – service director	Commissioning	May-Jun 26

Objectives	Evidence required	People to speak with	Date
	Meeting – care providers’ network		
Supported living	Meeting – director for housing support Visit to supported housing	Hayley Crane A supported housing provider	May-Jun 26
In-house services and the role of Hoople	Case study – Essex Meeting with Hoople		May-Jun 26
GROUP MEETING		Henry Merricks-Murgatroyd	July 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	October 2026

Scrutiny Management Board

Committee work programme

Committee Meeting

13 April 2026 **report deadline 1 April 2026** member briefing 25 March 2026 pre meeting lines of enquiry planning 9 April 2026

Topic and objective	Evidence required	Attendees
Q3 Budget scrutiny Q3 Performance monitoring	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	Statutory Scrutiny Officer

Committee Meeting

3 July 2026 report deadline 25 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 Management Plan Review the draft management plan	<ul style="list-style-type: none"> Management Plan 	Rachael Sanders, Director of Finance
Q4 Budget scrutiny Q4 Performance monitoring	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence
Inequalities final report	<ul style="list-style-type: none"> 	
Commercialisation final report	<ul style="list-style-type: none"> 	
Hoople TOR	<ul style="list-style-type: none"> 	

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	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence

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
- Annual review of effectiveness
- Medium-Term Financial Strategy
-

Inequality and social mobility task and finish group

Work programme

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.	<ul style="list-style-type: none"> • Briefing on different types of inequality, to include: <ul style="list-style-type: none"> ○ Wealth/income ○ Health ○ Rurality • Briefing on groups affected by inequality <ul style="list-style-type: none"> ○ 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

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	<ul style="list-style-type: none"> • Sub-ward indices of deprivation • Joint Strategic Needs Assessment • Economic data TBC 		Nov-Dec 25
Comparisons with statistical neighbours			Nov-Dec 25
Housing inequality	Meeting with housing providers		Nov-Dec 25
Rurality	•		
GROUP MEETING		Danial Webb	January 2026

Objective To gather examples of local authorities and wider local partnerships meaningfully reducing inequality and/or meaningfully improving social mobility from across the UK and other countries.

Objectives	Evidence required	People to speak with	Date
Examples from other scrutiny reviews	Other scrutiny reviews <ul style="list-style-type: none"> • Scope • Learning 		
Examples of other inequality and social mobility strategies	Other scrutiny reviews <ul style="list-style-type: none"> • Scope • Learning 		
Examples of evaluations of strategies and action plans			
Gather learning from those examples			

Objectives	Evidence required	People to speak with	Date
GROUP MEETING		Danial Webb	March 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
GROUP MEETING			April 2026

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	May 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 9 April 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)

<p>Hereford Western Bypass Phase One – Decision Criteria To seek approval from Cabinet on the set of criteria which will be used to assess the Full Business Case for Phase One and set out the requirements which need to be in place to assist Cabinet in considering their decision to release funding, appoint the preferred contractor and begin construction later this year.</p>	<p>Cabinet 23 April 2026</p>	<p>Cabinet member transport and infrastructure Scott Tompkins, Delivery Director - Infrastructure <small>scott.tompkins@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>Carbon Management Plan 2026/27-2030/31 To adopt the new carbon management plan for the period 2026/27 to 2030/31</p>	<p>Cabinet 21 May 2026</p>	<p>Cabinet member culture and Environment Gareth Ellis, Sustainability and Climate Change Officer, Daniel Lenain, Principal Sustainability and Climate Change Officer <small>Gareth.Ellis@herefordshire.gov.uk, daniel.lenain@herefordshire.gov.uk Tel: 01432 383646</small></p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Q4 Performance Report To review performance for Quarter 4 (Q4) 2025/26 and to report the performance position across all Directorates for this period.</p>	<p>Cabinet 25 June 2026</p>	<p>Cabinet member finance and corporate services</p> <p>Jessica Karia, Head of Corporate Performance and Intelligence jessica.karia@herefordshire.gov.uk Tel: 01432 260976</p>	<p>Corporate Support Centre</p>	<p>2 April 2026</p>	<p>Non Key Open</p>
<p>Update on the Phase 2 Phosphate Mitigation Schemes To provide Cabinet with an update regarding the Phosphate Mitigation Wetland schemes</p>	<p>Cabinet 25 June 2026</p>	<p>Cabinet member culture and Environment</p> <p>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</p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>Cabinet Member Decisions (Key and Non Key decisions)</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
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Portfolio: adults, health and wellbeing

<p>Crisis and Resilience Fund 2026-29 To seek cabinet approval for Herefordshire Council to take receipt of the Crisis and Resilience Fund (CRF) grant as a programme funded by the Department of Work and Pensions (DWP) between 2026-2029. The CRF replaces the Household Support Fund (HSF) and the Discretionary Housing Payments (DHP) and will enable Herefordshire to work collaboratively with partners and communities at county and local levels to build long-term resilience, cohesion, and reduce the need for crisis support.</p>	<p>Cabinet member adults, health and wellbeing 10 April 2026</p>	<p>Cabinet member finance and corporate services Nikki Stroud, Talk Community Children and Families Lead <small>nikki.stroud@herefordshire.gov.uk</small></p>	<p>Community Wellbeing</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>Local Authority Housing Fund Round 4 - Grant Acceptance To accept a capital grant of £2,899,500 and a revenue grant of £22,548 and to sign a Memorandum of Understanding (MOU) which sets out the agreed working relationship between Herefordshire Council and the Ministry of Housing, Communities and Local Government regarding the administration and delivery of the fourth round of the Local Authority Housing Fund – (LAHF 4).</p>	<p>Cabinet member adults, health and wellbeing Before 8 May 2026</p>	<p>Cabinet member adults, health and wellbeing Hannah McSherry, Housing Strategy Officer <small>Hannah.McSherry2@herefordshire.gov.uk Tel: 01432 383061</small></p>	<p>Community Wellbeing</p>	<p>NEW ITEM</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>To extend the council's current commissioned home care framework</p> <p>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.</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Before 26 June 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Helen Davies, Commissioning Manager</p> <p><small>helen.davies3@herefordshire.gov.uk</small></p>	<p>Community Wellbeing</p>	<p>2 April 2026</p>	<p>KEY</p> <p>Open</p>
<p>Herefordshire Adult Social Care Prevention Strategy</p> <p>The purpose of the report is to approve the 2026-2036 Herefordshire Adult Social Care Prevention Strategy</p>	<p>Cabinet member adults, health and wellbeing</p> <p>July 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>David Collyer, Acting Consultant in Public Health: General Practitioner</p> <p><small>david.collyer2@herefordshire.gov.uk</small></p>	<p>Community Wellbeing</p>	<p>2 April 2026</p>	<p>KEY</p> <p>Open</p>
<p>Portfolio: children and young people</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Allocation of Basic Need Capital Grant for the Expansion of John Masefield High School and Weobley High School</p> <p>To seek approval for the allocation of Basic Need Capital Grant funding to support the expansion of John Masefield High School and Weobley High School in order to meet future demand for additional secondary school places.</p>	<p>Cabinet member community services and assets 28 April 2026</p>	<p>Cabinet member children and young people</p> <p>Quentin Mee, Head of Educational Development <small>Quentin.Mee@herefordshire.gov.uk</small></p>	<p>Children and Young People</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>Portfolio: community services and assets</p>					
<p>Property Services Estates Capital Building Improvement Programme 202629</p> <p>To approve expenditure within the capital building improvement programme 2026-2029</p>	<p>Cabinet member community services and assets 27 April 2026</p>	<p>Cabinet member community services and assets</p> <p>Katie Ainsworth, Senior Project Manager, Michael Griffin, Head of Major Projects <small>katie.ainsworth2@herefordshire.gov.uk, Michael.Griffin2@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>Portfolio: economy and growth</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Strategic Housing: Three-year Capital Programme 2026/27</p> <p>To approve the capital budget allocated to Strategic Housing through the Council's capital programme to meet the immediate housing need of vulnerable groups and provide grant assistance to property owners to bring empty properties back into use.</p>	<p>Cabinet member economy and growth 30 April 2026</p>	<p>Cabinet member economy and growth</p> <p>Hannah McSherry, Housing Strategy Officer Hannah.McSherry2@herefordshire.gov.uk Tel: 01432 383061</p>	<p>Community Wellbeing</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>Portfolio: environment</p>					
<p>Allocating the Climate and Nature Reserve Phase 2</p> <p>To Allocate the balance of the Climate and Nature Reserve for the delivery of projects which will positively impact the climate and natural environment of Herefordshire to the benefit of all who reside in the county.</p>	<p>Cabinet member culture and Environment 30 May 2026</p>	<p>Cabinet member culture and Environment</p> <p>Richard Vaughan, Sustainability and Climate Change Manager Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Adoption of Herefordshire Local Nature Recovery Strategy To formally adopt the Herefordshire Local Nature Recovery Strategy and accept associated government grant for delivery.</p>	<p>Cabinet member culture and Environment 10 June 2026</p>	<p>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</p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>Solar Car Ports at Plough Lane To approve the scoping and construction of solar car ports at Plough Lane</p>	<p>Cabinet member culture and Environment 1 July 2026</p>	<p>Cabinet member culture and Environment Katie Ainsworth, Senior Project Manager, Richard Vaughan, Sustainability and Climate Change Manager, Rosanna Willmott, Sustainability and Climate Change Officer katie.ainsworth2@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk, rosanna.willmott@herefordshire.gov.uk Tel: 01432 260192, Tel: 01432 261749</p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>Portfolio: finance and corporate services</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Portfolio: local engagement and community resilience					
Portfolio: roads and regulatory services					
<p>Highway Maintenance Plan To update the Highway Maintenance Plan, which sets out the reasonable system of inspection and repair that will be deployed by the Council to ensure that it meets its duty to maintain all publicly maintainable highways.</p>	<p>Cabinet member roads and regulatory services 24 April 2026</p>	<p>Cabinet member roads and regulatory services Ed Bradford, Head of Highways and Traffic <small>Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</small></p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>
<p>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.</p>	<p>Cabinet member roads and regulatory services Before 30 April 2026</p>	<p>Cabinet member roads and regulatory services Michael Barnes, Parking Services Manager <small>michael.barnes@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Justice for Tenants (JFT) – Renters’ Rights Act 2025: Housing Enforcement, Civil Penalties and HMO Licensing</p> <p>This report seeks approval from the Cabinet Member for Roads and Regulatory Services to adopt a revised private rented sector enforcement framework in preparation for the commencement of the Renters’ Rights Act 2025.</p> <p>The report proposes the adoption of a Justice for Tenants (JFT) Housing Enforcement Policy, a standalone JFT Civil Penalty Policy and matrix, and updated standard HMO licence conditions, together with approval to enter into a JFT support contract (subject to legal review and agreement) to support implementation.</p> <p>The purpose of the report is to ensure the Council is legally compliant, operationally ready and able to deliver consistent, transparent and defensible enforcement of housing standards and landlord legislation from 1 May 2026.</p>	<p>Cabinet member roads and regulatory services</p> <p>Before 1 May 2026</p>	<p>Cabinet member roads and regulatory services</p> <p>Charles Yarnold, Head of Regulation and Technical Services</p> <p>Charles.Yarnold@herefordshire.gov.uk Tel: 01432 260765</p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>KEY</p> <p>Open</p>
<p>Portfolio: transport and infrastructure</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Capability and Ambition Fund 2025/26 allocation</p> <p>The purpose of the report is to confirm what Herefordshire Council will deliver with the Capability and Ambition Fund grant</p>	<p>Cabinet member transport and infrastructure 8 May 2026</p>	<p>Cabinet member transport and infrastructure</p> <p>Ffion Horton, Transport Planning Services Manager, Scott Tompkins, Delivery Director - Infrastructure, Richard Vaughan, Sustainability and Climate Change Manager</p> <p><small>ffion.horton@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</small></p>	<p>Economy and Environment</p>	<p>2 April 2026</p>	<p>Non Key Open</p>



APPENDIX 3

Recommendations made by Health, Care and Wellbeing Scrutiny Committee in 2025 and 2026

Monday 27 January 2025			
Dental services in Herefordshire			
No.	Recommendation	Accepted/Rejected	Response
1	That Herefordshire Council work with governing bodies of schools to encourage those not participating in the Time to Smile scheme to do so.	Accepted	Item was raised when presenting sign up of Herefordshire's Supervised Toothbrushing Scheme, it was noted that some schools in more deprived areas are not taking part in the initiative. The board suggested working with governing bodies of schools to encourage those not participating in the Supervised Toothbrushing Scheme.

Monday 17 February 2025			
Supported housing for working age adults with additional needs			
No.	Recommendation	Accepted/Rejected	Response
1	That Herefordshire Council brings forward an Accommodation with Care Strategy to aid the reduction in cost pressures in the Health and Wellbeing Directorate.	Accepted	ASC and Housing are currently working on a number of strategies looking at accommodation needs especially for the vulnerable client cohorts.

Monday 31 March 2025			
Health and Wellbeing Strategy			
No.	Recommendation	Accepted/Rejected	Response
1	That Herefordshire Council demonstrates in its delivery plans how the work public health undertakes relates to the strategic vision and four ambitions of the Health and Wellbeing Strategy.	Accepted	Accepted The Herefordshire Council Plan 2024-2028, was approved in May 2024 and sets out four priorities for the council: people, place, growth and transformation. The Delivery Plan 2025-2026 outlines how the council's priorities and objectives will be achieved and what will be delivered in the next 12 months. The Delivery Plan is reviewed annually and progress is reported on a regular basis. Public Health leads on key deliverables within the plan, particularly in relation to the 'people' priority and reports on these quarterly.

			<p>The Herefordshire Joint Local Health and Wellbeing Strategy 2023-33 sets out the vision of achieving 'Good health and wellbeing for everyone'. This is supported by four ambitions. Herefordshire Council demonstrates in the Delivery Plan how the work public health undertakes relates to the strategic vision and four ambitions of the Health and Wellbeing Strategy with the following examples: [see further document]</p> <p>The Health and Wellbeing Strategy identifies two core priorities:</p> <ul style="list-style-type: none"> • Best Start in Life: ensuring every child has the best start in life. • Good Mental Health: promoting good mental health across the lifetime. <p>Detailed implementation plans relating to these two core priorities are being taken forward by the public health team with wider partnership organisations enabling a whole system approach to achieving positive outcomes for our population.</p> <p>Herefordshire Council demonstrates through the Council Delivery Plan how the work of Public Health contributes to the delivery of the Health and Wellbeing Strategy vision and ambitions. Achieving these ambitions requires the collective effort of all partner organisations across our system. The Health and Wellbeing Board recognises the vital contributions that all member organisations make to improving the health and wellbeing of Herefordshire residents.</p>
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Community Activity - Day Provision

No.	Recommendation	Accepted/Rejected	Response
1	That Herefordshire Council organises a briefing for councillors on the community activity services available in Herefordshire.	Accepted	Agreed

Monday 19 May 2025

Adult Mental Health Inpatient and Rehabilitation Services Redesign

No.	Recommendation	Accepted/Rejected	Response
1	That the Herefordshire and Worcestershire Health and Care NHS Trust should set out the pros and cons of each of the three redesign options against the six "and we" criteria in the NHS Commissioner Guidance for adult mental health rehabilitation inpatient services.	Accepted	The Herefordshire and Worcestershire Health and Care Trust agree with the recommendation, this will be evidenced and fully described within the options appraisal process, in addition this will form part of the pre-consultation business case as part of the NHSE Major Change Process.

Monday 11 February 2026			
Herefordshire and Worcestershire Health and Care NHS Trust Strategy			
No.	Recommendation	Accepted/Rejected	Response
1	<p>That the Trust provides the committee with an annual update of its strategic priorities, including:</p> <ul style="list-style-type: none"> • Workforce capacity • Recruitment and retention • Training compliance • Staff survey results • Freedom to speak up activity <p>With any actions taken where performance was identified as requiring improvement.</p>		Response yet to be received.
2	<p>Provide the committee with the findings of the national workforce survey when available, with detail pertaining to Herefordshire where possible.</p>		Response yet to be received.

