

Agenda

Health, Care and Wellbeing Scrutiny Committee

Date: **Wednesday 11 February 2026**

Time: **10.00 am**

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

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

For any further information please contact:

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If you would like help to understand this document, or would like it in another format 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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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 Monday 24 November 2025. HOW TO SUBMIT QUESTIONS The deadline for the submission of questions for this meeting is 5.00 pm on Thursday 5 February 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	11 - 14
5. QUESTIONS FROM MEMBERS OF THE PUBLIC To receive any written questions from members of the public.	
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8. WORK PROGRAMME 2025/6 AND 2026/7 To consider the draft work programme for Herefordshire Council's scrutiny committees for the remainder of the 2025/6 and the first eight months of the 2026/7 municipal year.	35 - 98
9. DATE OF THE NEXT MEETING Date of the next scheduled meeting: Monday 27 April 2026, 2.00 pm.	

The public's rights to information and attendance at meetings

You have a right to:

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

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Bus maps are available here: www.herefordshire.gov.uk/downloads/download/78/bus_maps

The seven principles of public life

(Nolan Principles)

1. Selflessness

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

2. Integrity

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

3. Objectivity

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

4. Accountability

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

5. Openness

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

6. Honesty

Holders of public office should be truthful.

7. Leadership

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

Guide to 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 Tillett (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 Monday 24 November 2025 at 2.00 pm

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

Others in attendance:

Z Clifford	Director of Public Health	Herefordshire Council
H Hall	Corporate Director Community Wellbeing	Herefordshire Council
H Merricks-Murgatroyd	Democratic Services Officer	Herefordshire Council
C Price	Chief Officer	Healthwatch Herefordshire
D Thornton	Democratic Services Support Officer	Herefordshire Council
D Webb	Statutory Scrutiny Officer	Herefordshire Council

10. APOLOGIES FOR ABSENCE

No apologies for absence were received.

11. NAMED SUBSTITUTES

There were no named substitutes.

12. DECLARATIONS OF INTEREST

No declarations of interest were made.

13. MINUTES

The minutes of the meeting held on 27 October 2025 were confirmed as a correct record.

Resolved: That the minutes of the meeting held on 27 October 2025 be confirmed as a correct record.

14. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions were received from members of the public.

15. QUESTIONS FROM MEMBERS OF THE COUNCIL

No questions were received from councillors.

16. HEALTHWATCH HEREFORDSHIRE

The committee received an overview from Christine Price, Chief Officer of Healthwatch Herefordshire, covering the organisation's statutory role, current areas of work, and the national proposals arising from the Dash review.

The principal points of the discussion are summarised below:

1. The report included in the agenda papers provides background information on Healthwatch since its establishment in 2013, along with an overview of its statutory duties.
2. There are Government proposals to abolish Healthwatch England and local Healthwatch bodies, replacing them with a national 'patient experience' function and locally assigned duties for ICBs and local authorities.
3. A forthcoming white paper is expected to provide further detail in the new year. It would take approximately a year for this to progress into legislation, during which time Herefordshire Council will remain responsible for commissioning Healthwatch in its current form. A transition period is also anticipated ahead of any potential changes set out in an eventual Act of Parliament.
4. There is uncertainty over a number of areas, including funding arrangements, staffing implications, and clarity on the scope of future functions until there is more detail from the Government.
5. Healthwatch England's development of five principles for future patient voice models, with concerns raised about potential loss of independence, in particular.
6. Key Local Healthwatch activities include:
 - a. Targeted engagement with individuals with serious mental illness.
 - b. A&E demand project involving Emergency Department (ED) attenders to understand drivers of attendance.
 - c. Work with neurodiverse residents to audit sensory experiences in public spaces and receive suggestions for improvement.
 - d. Ongoing development of Patient Participation Group (PPG) networks and a countywide PPG toolkit.
 - e. Operation of Lee's Place as a support hub, which also provides valuable insights into barriers experienced by vulnerable groups.
7. The council continues to monitor developments closely, despite the uncertainty surrounding future arrangements. As a general principle, the council remains committed to supporting whatever structure is needed to ensure residents' voices are heard.
8. Alongside the role of Healthwatch, many parts of the health and care system involve people and groups who engage with service users and patients in different ways. Currently, the collective insight from these sources is not being fully utilised, which presents an opportunity for the future model to bring this feedback together.
9. In relation to the development of Patient Participation Groups (PPGs) across the county, particular reference was made to Hereford Medical Group (HMG), where the PPG is now operating as an autonomous body rather than one managed by

the practice. This was highlighted as a positive example demonstrating how independent patient voice can support constructive collaboration with a General Practice (GP). Committee members noted that this could provide a template for other practices seeking to enhance the effectiveness of their PPGs.

10. In response to a question about using Enter and View powers to visit care homes, it was noted that securing a care home's participation can be bureaucratic and that the process is still often perceived as inspectorial, despite the intention being to engage with residents and families. It was further commented that the visits are highly managed, with care homes presenting themselves in a particular way, and that the significant time and resource required often yields limited tangible feedback.
11. Committee members discussed the importance of safeguarding independence in any future model, risks to community intelligence if statutory functions are fragmented, and the need for strong local mechanisms to ensure patient voice influences decision-making.
12. The Director of Public Health noted that connecting quantitative data across the system remains a significant challenge, even within a single organisation, and even more so across multiple ones. It was further highlighted that integrating qualitative data is even more complex, given the varied ways it is collected, the different platforms used, and the difficulty of bringing it together cohesively. The aspiration is to develop a Joint Strategic Needs Assessment that incorporates both quantitative and qualitative data, using this combined insight to better understand patient experiences and inform what matters most for communities.
13. In response to a question about whether there are plans for a joint local plan between the ICB, the council, and Healthwatch that outlines transition protections for the next twelve months, it was noted that no such plan exists at this stage, as there is still limited information about what will be happening.
14. In response to a question about what would be lost if Healthwatch were abolished, it was noted that Healthwatch provides a valuable "helicopter view," offering independent information and advice to individuals, particularly those who may feel overwhelmed. This broad perspective helps address a range of issues that span both health and social care. It was added that work is also carried out with specific communities, where trust is built over long periods of time to understand their unique challenges, often relating to inequalities affecting different groups, including the learning disability community.
15. The committee agreed that the Chairperson should write to the Secretary of State for Health and Social Care, emphasising that any future proposals should be centred on the five principles set out by Healthwatch in their report.

17. WORK PROGRAMME 2025/26

The Statutory Scrutiny Officer presented the draft work programme for the Health, Care and Wellbeing Scrutiny Committee for the municipal year 2025/26.

The committee considered the updated work programme and noted capacity constraints. It was agreed that a revised programme reflecting a quarterly meeting cycle will be presented at the next 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 regular review, as the basis of their primary focus for the remainder of the municipal year.
- b) The committee note the forward plan attached as appendix 2 and identify any opportunities for collaboration or alignment of work.

18. DATE OF THE NEXT MEETING

The date of the next meeting is Monday 26 January 2026, 2.00 pm.

The meeting ended at 4.10 pm

Chairperson



Title of report: Herefordshire and Worcestershire Health and Care NHS Trust Strategy

Meeting: Health, Care, and Wellbeing Scrutiny Committee

Meeting date: Wednesday 11 February 2026

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

This report and its appendices provide information to support the Health, Care, and Wellbeing Scrutiny Committee's scrutiny of the Herefordshire and Worcestershire Health and Care NHS Trust Strategy.

Recommendation(s)

That:

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

Alternative options

1. As this report is for information only, it presents no alternative options. The Health, Care, and Wellbeing Scrutiny Committee has agreed to assist (as per their Terms of Reference) with considering the development of the new Herefordshire and Worcestershire Health and Care NHS Trust Strategy.

Key considerations

2. In March 2024, the Health, Care and Wellbeing Scrutiny Committee considered a report from the Care Quality Commission, following its inspection of Herefordshire and Worcestershire Health and Care NHS Trust. The committee made two recommendations:
 - a. The trust be requested to provide an infographic guide to mental health services across Herefordshire.
 - b. The trust to provide the committee with an update on the six work streams of the improvement plan within twelve months.
3. The first recommendation was fulfilled shortly after the meeting. The culmination of the trust's work on its improvement plan can be seen in the trust's new strategy, which is attached to this report as appendix 1.
4. This review of the strategy will support the agreed work of the committee to scrutinise the work underway to develop neighbourhood health services.

Community impact

5. As this report is for information only, it contains no assessment of community impact. However, any recommendation made by the committee, if agreed by Cabinet or a portfolio holder, may have an impact on the Herefordshire and Worcestershire Health and Care NHS Trust Strategy. In this case, Cabinet or a portfolio holder will have to consider these potential impacts when deciding whether to accept the recommendation.

Environmental Impact

6. This report contains no direct environmental impacts. However, any recommendations made by the committee, if agreed by the appropriate decision-making body, may have direct impacts. Reports arising from or supporting this work will outline their potential environmental impact.

Equality duty

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

Resource implications

9. As this report provides information only, it has no resource implications. However, any recommendation made by the committee, if agreed by Cabinet or a portfolio holder, may create

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

Risk management

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

Consultees

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

Appendices

Appendix 1 – Herefordshire and Worcestershire Health and Care NHS Trust Strategy 2025-2030.

Background papers

None identified.



Herefordshire and Worcestershire Health and Care NHS Trust

Strategy

2025-2030



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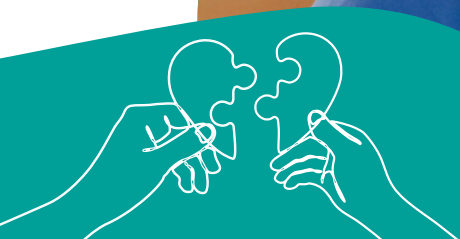
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"I feel very proud to be working for this Trust and blessed to work with such a supportive team."

Staff member.

"She didn't treat me like I was just a number. She was professional and caring."

Patient from the Housing, Adaptations and Specialist Equipment Service.



Foreword from the Chair and CEO

We are really proud to present our Trust Strategy, shaped by the voices of our staff, patients, carers, and partners. It sets out our vision and strategic objectives for the next five years, grounded in our CARES values and the evolving needs of the communities we serve.

We are entering a period of significant change and opportunity. In line with the launch of the 10 Year Health Plan, we are reaffirming our commitment to the delivery of high-quality, person-centred care through strong foundations, better use of our resources, and greater collaboration with our partners.

For our staff

Our aspiration is for everyone who works in here to feel part of a truly inclusive organisation, one that listens, learns, and continually improves. We want every employee to feel safe, respected, and valued, and to experience a culture where kindness is the norm. Above all, we want everyone to feel proud to work here. We know that when we feel good at work, we deliver the very best care and support to those who rely on us.

For our patients and carers

We strive to make our services inclusive, welcoming, and responsive - where every patient is treated with dignity, placed at the heart of decision-making, and supported throughout the care they receive. We are driven by a focus on prevention, tackling health inequalities, and delivering care closer to home - enabling neighbourhood health and embracing digital innovation to improve access and outcomes.

Our strategy reflects our belief that a compassionate culture is key to delivering high-quality care. It is shaped not only by our values, but by the real-world experiences of our patients and staff.

Together, we will build a future where everyone can thrive.



Biraj Parmar
Acting Chair



Ellen Rule
Chief Executive Officer

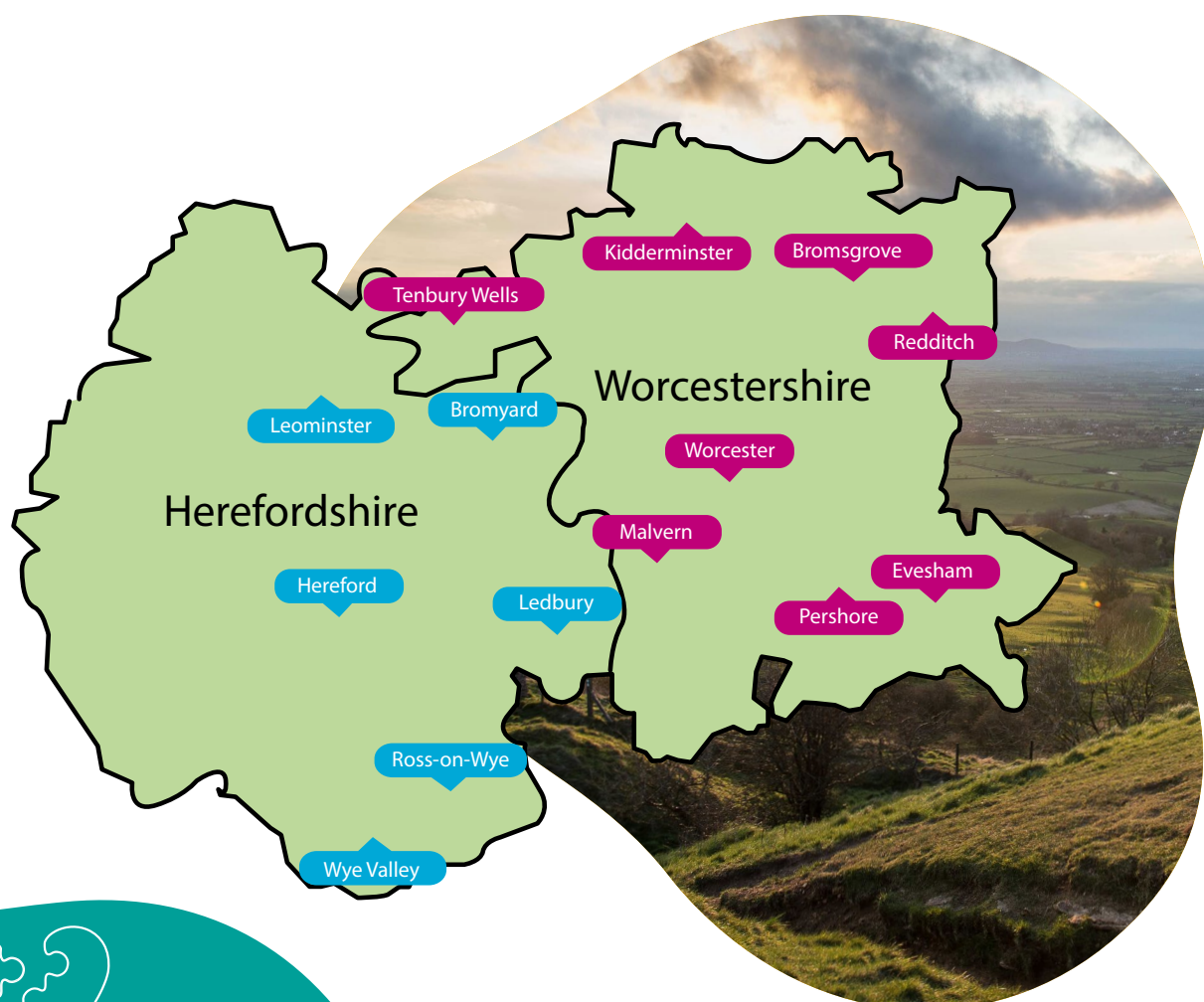
Who are we and who do we support?

We are proud to deliver a broad and integrated range of mental health, learning disability, and physical health services that support people throughout their lives. From early intervention to specialist care, our services span both primary and secondary care, reaching people of all ages in their homes, in the community, and in our inpatient units.

We work in close partnership with other health and care organisations to provide joined up care for patients. We collaborate with other NHS providers, local authorities, schools, community partners, families and carers. We have mental health and learning disability teams integrated within hospital settings, advocating and supporting patients while they receive hospital care.

Like other NHS Trusts across the country, our services are facing significant pressures, and we have some services where we need to significantly improve our waiting times.

Despite these challenges, our ambition is clear: to deliver safe, compassionate, and inclusive care that improves health outcomes and reduces inequalities. We are investing in our workforce, strengthening community partnerships, and listening to the voices of those we serve, because we believe that better health starts with working better together.





5,078 staff employed across Herefordshire and Worcestershire.



Serving 800,000 people across Herefordshire and Worcestershire.



Geographically diverse communities, spread across urban and rural areas.



1,169,435 patient contacts across physical and mental health services.



567,408 nursing and therapy contacts.



32,474 calls to the 24/7 mental health helpline.



41,830 attendances at Minor Injury Units (MIUs).



3,089 patients admitted to community hospitals and mental health inpatient wards.



369,145 mental health contacts CAMHS and adult services.

“In what was a very difficult dark time they were a light. They were peace. They were kindness. They were time. They became part of our family”. Relative feedback on the Primrose Unit.

Our vision and values

Our vision:

Putting people at the heart of high-quality care to create healthier lives.

Our values:



Courageous: Displaying integrity and having the courage to do what is right.

Ambitious: Always striving for outstanding care.

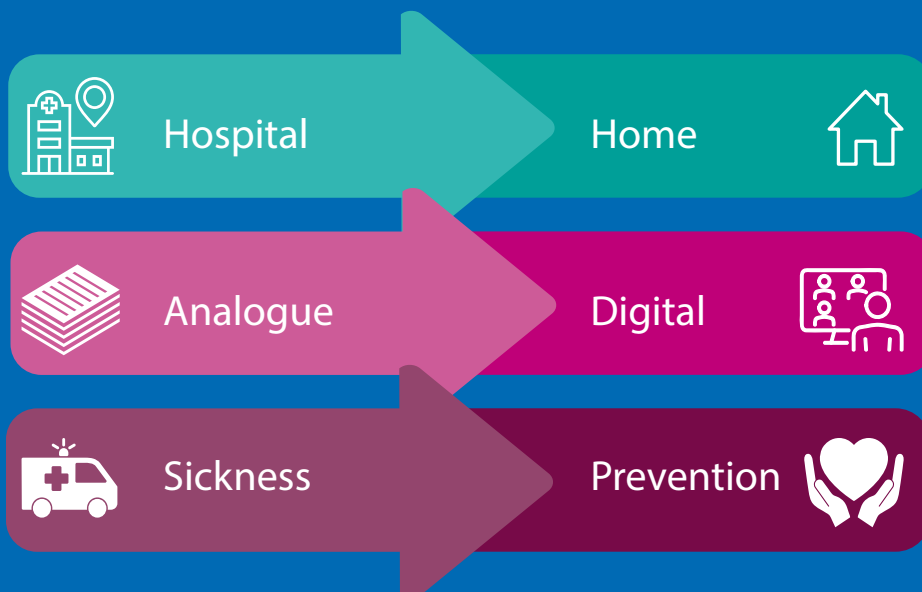
Responsive: Listen, learn and act.

Empowering: Freedom to choose and live well.

Supportive: Support each other and be proud of what we do.

National and local strategic context

The NHS 10 year plan "Fit for the Future" published earlier this year has three key shifts.



"Things are moving in the right direction - this is a great organisation to work for."

Staff member.





Our strategic objectives:



1. Enhance staff experience, ensuring our people feel valued and respected.



2. Provide high quality care through strong foundations.



3. Use our resources wisely to have the greatest impact for our population.



4. Work with our partners to shape Neighbourhood Health.



5. Enable a step change in innovation and digital.

“It's a great place to grow and make a difference.”

Staff member.

What will be different by 2030?

For our patients and carers:

- Consistent, high-quality care: Every interaction feels safe, respectful and effective, whether in hospital, community or virtual settings.
- Care closer to home: Patients and carers access services in their neighbourhoods, reducing travel and improving convenience.
- Digital empowerment: Patients and carers use apps and online tools to manage appointments, monitor conditions and communicate with their clinicians, with alternative approaches being made available, if required.
- Personalised support: Services are tailored to individual needs, with better coordination across health and social care.
- Trust and confidence: Patients and carers feel heard, involved in decisions and confident in the care they receive.

For our people:

- Empowered and supported: Our people feel valued, listened to and equipped to do their best work.
- Pride and purpose: Everyone is proud to work for the Trust and feel connected to our shared purpose and values.
- Compassionate culture: Psychological safety, inclusion and wellbeing are embedded in everyday practice.
- Streamlined systems: Processes and procedures make the day job easier, freeing up our people to focus on patient care.
- Career development: Clear pathways for growth, leadership and specialisation are available to all.

For our partners:

- Stronger collaboration: Joint planning and delivery of services is the norm, not the exception.
- Shared outcomes: Partners work toward common goals like reducing inequalities and improving the health of our population.
- Integrated neighbourhood teams: Health, care, and community services operate as one, with shared data and resources.
- Innovation hubs: Partners co-develop and test new models of care, supported by digital infrastructure.
- Mutual trust and transparency: Relationships are built on openness, shared learning, and aligned priorities.



1. Enhance staff experience, ensuring our people feel valued and respected.

Create a safe, inclusive workplace where compassion and accountability go hand in hand.

What we will do:

- Help people build resilience through learning, self-awareness and understanding.
- Build trust by being open and honest.
- Empower our people and teams to continually improve.
- Support people, participation partners and carers with wellbeing offers.
- Make sure everyone has access to the right training and support.
- Be inclusive in the way we do things.

What good looks like:

- People feel a sense of belonging. They feel heard, safe, supported and are proud of their work.
- People feel recognised and respected for what they bring.
- Problems are talked about and solved in a fair and open way.
- The culture feels compassionate and sets clear expectations for how we work.
- Wellbeing is protected, leading to lower sickness and better care.
- Skills and talent are supported and developed.

“He was very skilful in working with the young person. They found themselves at ease and safe to talk about some really difficult areas.”

Carer within the CAMHS Anchor Team.

“I felt that she was walking alongside me, not just advising from a distance. Her empathy, clarity, and compassion made an enormous difference.” Admiral Nurses Service User.



2. Provide high quality care through strong foundations.

Deliver safe, joined-up, person-centred care supported by clear processes and professional standards.

What we will do:

- Put patients and carers at the heart of every decision.
- Focus on high quality, effective care, supporting prevention as close to home as possible.
- Continuously plan, monitor, and improve care. We will use feedback from our service users, partners, and regulators. This will also be guided by clinical, regulatory, and professional standards.
- Make sure teams can work together across organisations.
- Use digital tools to join up care safely and effectively.
- Use quality standards and assurance in line with the national quality strategy.

What good looks like:

- Patient and carer feedback together with clinical outcomes, show patients get the right care where and when they need it.
- Our systems and processes keep improving so care is always safe, effective, and person-centred.
- Quality improvement is part of everything we do, using proven, evidence-based methods.

“Always outstanding, caring, compassionate nothing was too much trouble we went to two family meetings about mums care and they are all so caring.”

Cantilupe Ward family member.



“Both ladies were positive, friendly and conscious/supportive of my wellbeing at all times. The procedure was carried out in a timely yet effective manner, after-care was thoroughly explained to me”.

Patient from the Podiatry Arrow Team.

3. Use our resources wisely to have the greatest impact for our population.

Deliver care in a way that uses resources wisely and focuses on value for money.

What we will do:

- Spend NHS money carefully by focusing on things that make a real difference.
- Work smarter by finding better ways to do things through innovation and accountability.
- Focus on sustainability and affordability, planning investments to meet national priorities.
- Be flexible and responsive by making sure people can access the information they need to do their jobs efficiently.
- Deliver against national performance standards by reducing waiting times and improving clinical outcomes.
- Plan ahead so we have enough funds to invest in digital technology and new ways of delivering care.

What good looks like:

- We manage our finances well, so we can keep improving care for patients.
- Working with partners to help close the system financial gap and deliver joined-up care efficiently.
- People have the tools and resources they need to deliver great care.
- Our Trust will be well prepared to adapt quickly to the evolving financial frameworks of the NHS 10-Year Plan, maximising efficiency and value for our patients.



4. Work with our partners to shape Neighbourhood Health.

Develop integrated, community services that are inclusive and meet the needs of local people.

What we will do:

- Work with staff, patients, carers and partners to design services that meet the needs of local communities and reduce inequalities.
- Build strong, collaborative relationships with primary care networks (PCNs), hospital trusts, local authorities, voluntary sector and social care to create integrated community-based care teams.
- Support teams to take a population-health based approach. This will be focused on prevention and personalisation, especially for patients with long-term conditions.
- Work with partners to expand community offers which support care closer to home.

What good looks like:

- People have easy access to services that are designed to meet their needs.
- Preventative, personalised approaches mean inequalities are reduced. People will get help earlier, before conditions escalate or worsen.
- Communities feel connected to local services, developing trust and a sense of ownership.
- More services offered in the community through neighbourhoods.

“You always felt like there was someone there. They helped my husband to recover at home, with constant monitoring and advice regarding his care.” Glades Neighbourhood Team relative feedback.

“I’ve tried therapy for many years, and this is the first time I’ve actually finished sessions instead of cancelling. I feel that is because of what Sarah taught me and how she never gave up on me”

Service User from Bromsgrove Neighbourhood Mental Health Team.



5. Enable a step change in innovation and digital.

We will use technology to improve access to health services and deliver person-centred care.

What we will do:

- Make sure our systems support communication and information sharing – internally and with other health and care providers.
- Design and adopt digital platforms that allow better, more personalised access to services.
- Consider where AI can reduce the time needed for administrative tasks.
- Use patient and carer feedback to shape innovation and drive service improvement.

What good looks like:

- Information sharing supports faster, safer and co-ordinated clinical decision making.
- Patients and carers are supported to use digital platforms that enhance their experience and provide easy access to information.
- Using AI and digital technology will help to deliver time and resource savings.
- Carers and patients are involved in the development of digital tools which meet their needs.



“She consistently thinks outside the box, coming up with creative ideas that could make his day-to-day living easier”.

Integrated Neurology relative.



"One of the many joys of being a father from a relationship that didn't work out you don't get a single phone call or an email or a letter to tell you what is going on with your child. Try not to forget kids have moms and dads, not just moms, and everyone should be involved in something like this."

Umbrella Pathway parent feedback.

"From your feedback, we will explore how we can better communicate with a second parent where parents live separately." Staff member.

"The mental health team from Hospital at Home started supporting us, at first through phone calls and then with regular visits because he doesn't hear well".

Hospital at Home Service relative feedback.



Clinical Strategy Programme: Integrated Neurology Team

Introducing cardiovascular screening checks for all of our patients using heart monitoring systems, has shown that nearly half of our patients have had physical health issues. These patients have now been signposted to their GP showing what a great preventative measure these are.





Our supporting strategies



People, Equality Diversity and Inclusion



Clinical Strategy



Digital Services



Research and Development



Finance



Estates and Facilities



The Green Strategy

“We have never asked for anything but the kindness and support is above and beyond.”

Older Adult Community Mental Health Team – Worcester, Droitwich and Ombersley Relative feedback.



From our strategy to action

NHS 10 year plan:
Sets out the government's
10 Year Health Plan for England



Trust Strategy
5-year high level strategic direction and priorities

Medium-Term NHS National
Planning Framework:
Annual and medium-term
national priorities/plans
(3-5 years)

ICB Commissioning
Intentions:
Annual system
priorities/plans



Detailed Trust Delivery Plans
Annual and medium-term priorities/plans

How will our strategy guide all that we do?

This strategy will not sit on a shelf, we want it to be at the heart of everything we do. You will see this strategy reflected in our plans and reporting as well as our performance measures and our priority pieces of work.

It will inform our decision-making, shaping the choices we make and the priorities we set both for ourselves and with our partners. It will be woven through all of our communications, ensuring a consistent message and shared understanding across the organisation.

By embedding it into our everyday actions, we will make our strategic objectives real, measurable, and visible in the way we operate and deliver value.





Title of report: Work programme 2025/6 and 2026/7

Meeting: Health, Care and Wellbeing Scrutiny Committee

Meeting date: 11 February 2026

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

All Wards

Purpose

To consider the draft work programme for Herefordshire Council's scrutiny committees for the remainder of the 2025/6 and the first eight months of the 2026/7 municipal year.

Recommendation(s)

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.**

Alternative options

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

Key considerations

3. A fundamental part of good scrutiny is planning and agreeing a programme of work for the committee to undertake. A well-considered work programme:
 - a. identifies priorities for the committee's work that align with corporate and partnership priorities, as well as reflecting community concern;
 - b. ensures that each identified topic has clear objectives that focus the committee's work;
 - c. creates a timetable for the committee's programme of work so that the committee carry out its work at the optimal time; and
 - d. provides officers and partners with requirements for evidence that will support the committee in providing evidence-based scrutiny
4. To prepare this work programme, the committee chairs have met with officers of the council to identify potential priority areas of work for the committee. These priority areas have been scheduled within the work programme to ensure the committee considers topics when it is most useful to do so. A draft of this work programme has then been circulated to the council's corporate leadership team and other key senior directors, alongside committee chairs, for further comment and refinement.
5. The most recent work programme was published on 1 February 2026 and is attached as Appendix 1.
6. Appendix 2 contains a list of all recommendations made by Health, Care and Wellbeing Scrutiny Committee in 2025.
7. Attached as Appendix 3 to this report is the council's most recently published forward plan of key decisions.

Community impact

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

Environmental impact

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

Equality duty

10. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. This report contains no direct equality impacts. However the reports and issues that the committee will consider may have direct impacts. Reports arising from or supporting this work will outline the any associated equality impacts for committee consideration.

Resource implications

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

Legal implications

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

Risk management

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

Consultees

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

Appendices

- | | |
|------------|---|
| Appendix 1 | Scrutiny Management Board work programme 2025/6 and 2026/7 |
| Appendix 2 | Recommendations made by Health, Care and Wellbeing Scrutiny Committee in 2025 |
| Appendix 3 | Herefordshire Council Forward Plan |

Background papers

None



APPENDIX 1

SCRUTINY WORK PROGRAMME

February 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

3 March 2026

Topic and Objectives	Evidence required	Attendees*
School Capital Programme <ul style="list-style-type: none"> Overview of the programme 	<ul style="list-style-type: none"> Briefing 	<ul style="list-style-type: none"> Liz Farr, Director of Education Quentin Mee

Committee Meeting

10 March 2026 **report deadline 2 March 2026** pre meeting lines of enquiry planning 4 March 2026

Topic and Objectives	Evidence required	Attendees*
ILAC inspection and action plan <ul style="list-style-type: none"> Review findings of the Ofsted inspection report and any associated action plan. Scrutinise arrangements to drive improvement following the inspection. 	<ul style="list-style-type: none"> Ofsted inspection report and action plan 	<ul style="list-style-type: none"> Tina Russell, Director of Children's Services Tori Lynch, Service Director, Corporate Parenting Rachel Gillot, Service Director, Early Help, Children in Need, and Safeguarding
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 Briefing
24 March 2026

Topic and Objectives	Evidence required	Attendees*
Home to school transport <ul style="list-style-type: none"> Update on work to develop a new home to school transport service. 	<ul style="list-style-type: none"> Briefing 	<ul style="list-style-type: none"> Gemma Dando, Chief Operating Officer Liz Farr Hilary Jones, Head of Additional Needs Dr David Land, Head of Transport and Parking Craig Lewis, Transportation Services Manager

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

Topic and Objectives	Evidence required	Attendees*
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
West Mercia Police: 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

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>
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"> Officer report 	<ul style="list-style-type: none"> Liz Farr Louise Tanner, Head of Learning and Achievement Hilary Jones, Head of Additional Needs
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
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

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 		November 2025
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 		December 2025
Appraise current Families First programme and targeted early help	<ul style="list-style-type: none"> • Meeting with team leaders <ul style="list-style-type: none"> ○ Victoria Roe – North ○ Jane Marshall – South – Ross ○ Chantelle Bennett – Central ○ Tracey Spencer – Central 		January 2026
Support for young carers	<ul style="list-style-type: none"> • Meeting with young carers <ul style="list-style-type: none"> ○ Jane Marshall – South – Ross 		January 2026
Appraise locality-based targeted early help	<ul style="list-style-type: none"> • Meeting with a locality team <ul style="list-style-type: none"> ○ Combine with a locality event 		January 2026
Working with schools	<ul style="list-style-type: none"> • Meeting with schools <ul style="list-style-type: none"> ○ Neil Crawford 		January 2026

Commissioned early help services	<ul style="list-style-type: none"> Meeting with Venture – commissioned service <ul style="list-style-type: none"> Hilary Thomas 		January 2026
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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 25
Overview of local early help initiatives	Early help marketplace - Hereford	Danial Webb	17 Nov 25
Overview of local early help initiatives	Early help marketplace - Leominster	Danial Webb	3 Dec 25
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 		Feb 26
Understand how midwives support young parents to be.	<ul style="list-style-type: none"> Meeting with midwives 		Feb 26
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 		Mar 26
The role of health visitors	<ul style="list-style-type: none"> Meeting with health visitors <ul style="list-style-type: none"> Lyndsey McHardy “Best Start in Life” strategy 		Mar 26
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 		April 26
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. 		April 26

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

17 February 2026 **report deadline 9 February 2026** pre meeting lines of enquiry planning 12 February 2026

Topic and Objectives	Evidence required	Attendees*
Tourism and Destination Management <ul style="list-style-type: none"> Explore the opportunity and value in developing a tourism strategy for Herefordshire Examine tourism strategies in similar local authorities Examine the role of cultural and heritage strategy in supporting development of tourism throughout the county. 	<ul style="list-style-type: none"> Evidence to be agreed Meeting with Herefordshire Business Improvement District 	<ul style="list-style-type: none"> Roger Allonby, Director of Growth Herefordshire DBID Tourism and destination management service
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

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

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

Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer
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Committee Meeting

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

*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
- Broadband

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

GROUP MEETING		February 2025
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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
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

2 March 2026 **report deadline 20 February 2026** pre meeting lines of enquiry planning 26 February 2026

Topic and Objectives	Evidence required	Attendees*
Waste Recovery Contracting <ul style="list-style-type: none"> Update on establishment of new waste recovery contract. Update on roll-out of garden waste collection. 	<ul style="list-style-type: none"> To be determined 	<ul style="list-style-type: none"> John Hobbs, Corporate Director Economy and Environment
Active Travel <ul style="list-style-type: none"> Review the relevant recommendations from the previous Scrutiny on Active Travel against the latest draft of the Local Cycling, Walking and Wheeling Infrastructure Plan (LCWWIP). Examine the structure of LCWWIP for clarity and understanding by members and residents. Review the proposals for the prioritisation of Active Travel projects under the LCWWIP. Contribute to mechanisms to attract funding for and deliverability of the LCWWIP. 	<ul style="list-style-type: none"> Draft LCWWIP 	<ul style="list-style-type: none"> Ffion Horton, Transport Planning Services Manager Gemma Dando David Land, Head of Transport and Access Services
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

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 natural assets such as our rivers to protect highway assets for flood management to facilitate landscape schemes, such as Wyescape through associated enforcement – including planning breaches. To obtain data on the area of land subject to Catchment Sensitive farming (including regenerative farming) and how this is progressing. To explore how the local authority can support adoption of sustainable farming methods. To review the impact of the withdrawal of the Sustainable Farming Incentive 	<ul style="list-style-type: none"> Highway flooding data Enforcement analysis Current council planning regulation concerning land use management Farmscoper decision support tool 	<ul style="list-style-type: none"> Richard Vaughan, Sustainability and Climate Change Manager Kelly Gibbons, Development Management Service Manager Environment Agency representative NFU
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 Meeting21 September 2026 **report deadline 11 September 2026** pre meeting lines of enquiry planning 17 September 2026

Topic and Objectives	Evidence required	Attendees*
Transformation of the economy and environment directorate <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
Buses and passenger services task and finish group <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
Flooding task and finish group – terms of reference <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 	Statutory Scrutiny Officer

Committee Meeting2 December 2026 **report deadline 24 November 2026** pre meeting lines of enquiry planning 27 November 2026

Topic and Objectives	Evidence required	Attendees*
Rail Strategy <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

		<ul style="list-style-type: none">• Roger Allonby• David Land
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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

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) Examples from other local authorities	Simon Cann, David Land, Craig Lewis, Natalie Amos	Nov-Dec 2025

	<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 • Integrating transport and social care <ul style="list-style-type: none"> ○ Community transport ○ The role of third sector organisations 	Simon Cann, David Land, Craig Lewis, Natalie Amos	Mar-Apr 2026

	Site Visit <ul style="list-style-type: none"> • 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

11 February 2026 **report deadline 3 February 2026** pre meeting lines of enquiry planning 9 February 2026

Topic and Objectives	Evidence required	Attendees*
Herefordshire and Worcestershire Health and Care NHS Trust strategy <ul style="list-style-type: none"> Consider an update on progress to address the recommendations from the Care Quality Commission inspection of the trust Scrutinise development of the new trust strategy Consider work underway to develop neighbourhood health services 	<ul style="list-style-type: none"> Trust strategy 	Director of Strategy and Partnerships, Herefordshire and Worcestershire Health and Care NHS Trust
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

27 April 2026 **report deadline 17 April 2026** pre meeting lines of enquiry planning 23 April 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"> Neighbourhood health bid Taurus Out of Hours GP service Worcestershire Council papers 	Attendees to be agreed

CQC Inspection of adult social care services <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 	
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 April 2026 (TBC)

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 	Kevin Crompton, 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"> Objectives to be agreed 	<ul style="list-style-type: none"> Draft Health and Wellbeing Strategy 	Zoe Clifford

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 	<ul style="list-style-type: none"> Attendees to be agreed
Q2 Better Care Fund outcomes <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"> Attendees to be agreed
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 	<ul style="list-style-type: none"> Chair, task and finish group

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
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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 Loughhead 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 Loughhead	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 Meeting – care providers’ network	Commissioning	May-Jun 26
Supported living	Meeting – director for housing support Visit to supported housing	Hayley Crane	May-Jun 26

		A supported housing provider	
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
Dedicated Schools Grant High Needs Block Management Plan <ul style="list-style-type: none"> Review the draft management plan 	<ul style="list-style-type: none"> Management Plan 	Rachael Sanders, Director of Finance
Q3 Budget scrutiny Q3 Performance monitoring <ul style="list-style-type: none"> To understand the executive's proposed budget and medium-term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council 	<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
Inequality and Social Mobility Task and Finish Group <ul style="list-style-type: none"> To receive the report of the task and finish group. To agree any recommendations the committee as a result. 	<ul style="list-style-type: none"> Task and Finish Group Report 	Task and Finish Group members
Q4 Budget scrutiny Q4 Performance monitoring <ul style="list-style-type: none"> To understand the executive's proposed budget and medium-term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council. 	<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

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"> To understand the executive's proposed budget and medium-term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council. 	<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

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	<ul style="list-style-type: none"> • 		
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			
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		Simon Cann	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.



APPENDIX 2

Recommendations made by Health, Care and Wellbeing Scrutiny Committee 2025

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.

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	Adult Social Care and Housing are currently working on a number of strategies looking at accommodation needs especially for the vulnerable client cohorts.

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	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

			<p>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> <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</p>
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			contributions that all member organisations make to improving the health and wellbeing of Herefordshire residents.
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	A morning of elected member briefings and site visits to community activity centres took place on 25 November 2025.

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.

APPENDIX 3

HEREFORDSHIRE COUNCIL FORWARD PLAN



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

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

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

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

2026/27 Budget, Medium Term Financial and Treasury Management Strategy - Revenue To recommend to Council the proposed 2026/27 revenue budget, Medium Term Financial Strategy and the Treasury Management Strategy	Cabinet 5 February 2026	Leader of the Council (Section 9E) Rachael Sanders, Director of Finance Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775	Corporate Support Centre	23 January 2026	KEY Open
2026/27 Capital Investment Budget and Capital Strategy Update To recommend to Council for approval the revised capital investment budget and capital strategy for 2026/27 onwards.	Cabinet 5 February 2026	Leader of the Council (Section 9E) Rachael Sanders, Director of Finance Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775	Corporate Support Centre	23 January 2026	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
2026/27 Council Tax Reduction Scheme To recommend to Council the 2026/27 local Council Tax Reduction (CTR) scheme	Cabinet 5 February 2026	Leader of the Council (Section 9E) Rachael Sanders, Director of Finance Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775	Corporate Support Centre	23 January 2026	KEY Open
Annual review of Earmarked Reserves – 2025/26 To note and review the earmarked reserves held by the council.	Cabinet 5 February 2026	Leader of the Council (Section 9E) Rachael Sanders, Director of Finance Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775	Corporate Support Centre	23 January 2026	KEY Open
Children's Improvement Plan Phase 3 The purpose of this report is to present cabinet with the outcome of the Inspection of Local Authority Children Services (ILACS) that took place 10-21 November 2025 and was published 12th January 2026.	Cabinet 5 February 2026	Cabinet member children and young people Tina Russell, Corporate Director Childrens and Young People tina.russell@herefordshire.gov.uk Tel: 01432 260 267	Children and Young People	23 January 2026	Non Key Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
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.	Cabinet 26 March 2026	Cabinet member finance and corporate services Nikki Stroud, Talk Community Children and Families Lead <small>nikki.stroud@herefordshire.gov.uk</small>	Community Wellbeing	23 January 2026	Non Key Open
Local Cycling, Walking and Wheeling Infrastructure Plan (formerly known as Local Walking Cycling Plan adoption) To seek Cabinet approval for the adoption of the Local Walking and Cycling Plan	Cabinet 26 March 2026	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager <small>ffion.horton@herefordshire.gov.uk</small>	Economy and Environment	23 January 2026	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Q3 Performance Report To report to Cabinet the quarterly outturn of key KPIs and progress against the Delivery Plan 2025/26.	Cabinet 26 March 2026	Cabinet member corporate strategy and budget Jessica Karia, Head of Corporate Performance and Intelligence <small>jessica.karia@herefordshire.gov.uk Tel: 01432 260976</small>	Corporate Support Centre	NEW ITEM	Non Key Open
To re-commission the home care service framework in Herefordshire To approve the proposed approach to re-commissioning the home care service framework in Herefordshire. The current home care framework ends on 31 October 2026. This report details the intended approach to re-commission a new service from 1 November 2026, for up to ten years. This is in line with the council's statutory duty to provide home care services for those with an eligible assessed need, as set out in the Care Act 2014.	Cabinet 26 March 2026	Cabinet member adults, health and wellbeing Sharon Amery, Senior Commissioning Officer <small>sharon.amery2@herefordshire.gov.uk Tel: 01432 383734</small>	Community Wellbeing	23 January 2026	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Update on the Phase 2 Phosphate Mitigation Schemes To provide Cabinet with an update regarding the Phosphate Mitigation Wetland schemes	Cabinet 26 March 2026	Cabinet member environment Roger Allonby, Service Director Economy and Growth, Gemma Dando, Chief Operating Officer, Scott Tompkins, Delivery Director - Infrastructure, Susan White, Programme Manager <small>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</small>	Economy and Environment	23 January 2026	KEY Open
Cabinet Member Decisions (Key and Non Key decisions)					
Portfolio: adults, health and wellbeing					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Herefordshire Homeless Prevention and Rough Sleeping Strategy 2026 - 2031 This is a five year statutory strategy to replace the 2020-2025 strategy. It sets out our approach to the prevention of homelessness and rough sleeping in the county.	Cabinet member adults, health and wellbeing 26 March 2026	Cabinet member adults, health and wellbeing Robert Barnett, Housing Strategy Officer <small>robert.barnett@herefordshire.gov.uk</small>	Community Wellbeing	NEW ITEM	KEY Open
Herefordshire Adult Social Care Prevention Strategy The purpose of the report is to approve the 2026-2036 Herefordshire Adult Social Care Prevention Strategy	Cabinet member adults, health and wellbeing April 2026	Cabinet member adults, health and wellbeing David Collyer, Acting Consultant in Public Health: General Practitioner <small>david.collyer2@herefordshire.gov.uk</small>	Community Wellbeing	NEW ITEM	KEY Open
Portfolio: children and young people					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Schools Budget 2026/27 To approve school forum's recommended budget proposals for school budgets, central school services and early years within the Dedicated Schools Grant (DSG) for 2026/27	Cabinet member children and young people 13 February 2026	Cabinet member children and young people Stacey Carter, Head of Strategic Finance (Deputy S151) <small>stacey.carter@herefordshire.gov.uk Tel: 01432 383095</small>	Corporate Support Centre	23 January 2026	KEY Open
Holiday activities and food programme (HAF) 2026 - 29 To seek approval for Herefordshire Council to accept the ring-fenced grant from the Department for Education (DfE) and to use this funding to co-ordinate the delivery of free holiday clubs for children and young people in receipt of benefits-related free school meals, as well as those who meet the eligibility criteria for a discretionary place.	Cabinet member children and young people 23 February 2026	Cabinet member children and young people Nikki Stroud, Talk Community Children and Families Lead <small>nikki.stroud@herefordshire.gov.uk</small>	Community Wellbeing	NEW ITEM	Non Key Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Local Authority school building maintenance works 2026 - 2028 (amended from 2030) To approve the proposed expenditure of capital grants for the school buildings maintenance works.	Cabinet member children and young people 25 February 2026	Cabinet member children and young people William Merriman, Sufficiency, Planning and Capital Investment Manager <small>William.Merriman2@herefordshire.gov.uk</small>	Children and Young People	23 January 2026	KEY Open
Portfolio: community services and assets					
Letting on Unit 6 Maylord Orchards To seek approval to sign an agreement for lease and lease for Unit 6 Maylord Orchards to a national retailer.	Cabinet member community services and assets 9 February 2026	Cabinet member community services and assets Ben Oakes <small>ben.oakes@herefordshire.gov.uk</small>	Economy and Environment	23 January 2026	KEY Part exempt Urgent
Portfolio: economy and growth					
Portfolio: environment					

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 the Dormington & Mordiford Neighbourhood Plan and the consequential updates to the countywide policies map</p> <p>To make the revised Dormington & Mordiford neighbourhood development plan (NDP) as part of the statutory development plan for Herefordshire and approve the consequential updates to the countywide policies maps.</p> <p>To fulfil the legal duty to make /adopt the revised Dormington & Mordiford neighbourhood development plan and update the countywide policies map as part of the statutory development plan for Herefordshire.</p>	<p>Cabinet member environment</p> <p>3 February 2026</p>	<p>Cabinet member environment</p> <p>Siobhan Riddle, Acting Strategic & Neighbourhood Planning Manager</p> <p>sriddle@herefordshire.gov.uk</p> <p>Tel: 01432 260142</p>	Economy and Environment	23 January 2026	Non Key Open
<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 environment</p> <p>27 February 2026</p>	<p>Cabinet member environment</p> <p>Richard Vaughan, Sustainability and Climate Change Manager</p> <p>Richard.Vaughan@herefordshire.gov.uk</p> <p>Tel: 01432 260192</p>	Economy and Environment	23 January 2026	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Solar Car Ports at Plough Lane To approve the scoping and construction of solar car ports at Plough Lane	Cabinet member environment 20 March 2026	Cabinet member environment Katie Ainsworth, Senior Project Manager, Richard Vaughan, Sustainability and Climate Change Manager, Rosanna Willmott, Sustainability and Climate Change Officer <small>katie.ainsworth2@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk, rosanna.willmott@herefordshire.gov.uk</small> <small>Tel: 01432 260192, Tel: 01432 261749</small>	Economy and Environment	23 January 2026	KEY Open
Adoption of Herefordshire Local Nature Recovery Strategy To formally adopt the Herefordshire Local Nature Recovery Strategy and accept associated government grant for delivery.	Cabinet member environment 17 April 2026	Cabinet member environment Mandy Neill, Senior Landscape Officer, Richard Vaughan, Sustainability and Climate Change Manager <small>mandy.neill@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk</small> <small>Tel: 01432 260192</small>	Economy and Environment	23 January 2026	KEY Open
Portfolio: finance and corporate services					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Portfolio: local engagement and community resilience					
The New Public Realm Service – Depot Facilities This report seeks approval to procure and undertake any necessary works to depot and other facilities as required to deliver the New Public Realm Service from 1 June 2026.	Cabinet member local engagement and community resilience 19 February 2026	Cabinet member local engagement and community resilience Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	23 January 2026	KEY Open
Portfolio: roads and regulatory services					
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.	Cabinet member roads and regulatory services 27 February 2026	Cabinet member roads and regulatory services Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	23 January 2026	KEY Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Public Realm Services Annual Plan –2026/27 To confirm the annual plan of public realm works that will be delivered in line with capital and revenue budgets and in accordance with the Council's Highway Asset Management Plan and Highway Maintenance Plan.	Cabinet member roads and regulatory services 28 February 2026	Cabinet member local engagement and community resilience, Cabinet member roads and regulatory services Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	23 January 2026	KEY Open
Portfolio: transport and infrastructure					
Capability and Ambition Fund 2025/26 allocation The purpose of the report is to confirm what Herefordshire Council will deliver with the Capability and Ambition Fund grant	Cabinet member transport and infrastructure 16 February 2026	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager, Scott Tompkins, Delivery Director - Infrastructure, Richard Vaughan, Sustainability and Climate Change Manager ffion.horton@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192	Economy and Environment	23 January 2026	Non Key Open

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Passenger Transport: Extension to the Dynamic Purchasing System (formerly known as Home to School and Public Transport: Extension to the Dynamic Purchasing System)</p> <p>To approve a extension to the Dynamic Purchasing System (DPS) for Home to School and Public Transport.</p>	<p>Cabinet member transport and infrastructure</p> <p>Before 3 March 2026</p>	<p>Cabinet member transport and infrastructure</p> <p>Danielle Pyemont, Senior Project Manager, David Land, Head of Transport and Access Services, Sarah Morris, Programme Coordinator</p> <p>danielle.pyemont@herefordshire.gov.uk, david.land@herefordshire.gov.uk, Sarah.Morris2@herefordshire.gov.uk</p> <p>Tel: 01432 383484, Tel: 01432 383698</p>	Economy and Environment	23 January 2026	<p>KEY</p> <p>Open</p>