

Supplement to the agenda for

Scrutiny Management Board

Tuesday 10 September 2024

2.00 pm

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

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9. WORK PROGRAMME	3 - 36



Title of report: Work programme 2024/25

Meeting: Scrutiny Management Board

Meeting date: 10 September 2024

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

All Wards

Purpose

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

Recommendation(s)

That:

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

Alternative options

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

Key considerations

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

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

Community impact

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

Environmental impact

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

Equality duty

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

Resource implications

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

Legal implications

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

Risk management

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

Consultees

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

Appendices

Appendix 1 – Scrutiny work programme 2024/25 September 2024
Appendix 2 – Herefordshire Council Forward Plan September 2024

Background papers

None

SCRUTINY WORK PROGRAMME 2024-2025

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

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

Children and Young People Scrutiny Committee

Briefing

2 September 2024

Auditing and quality assurance

Committee Meeting

17 September 2024 report publication date **9 September 2024** pre meeting lines of enquiry planning **6 September 2024**

Topic and Objectives	Evidence required	Attendees*
Quality Assurance <ul style="list-style-type: none"> Scrutinise audit work to ensure that its practice is of the highest standard possible. Understand the common weaknesses in practice and how staff are supporting to address them. Analysis of common issues in other local authorities 	<ul style="list-style-type: none"> Overview of case management activity Briefing on quality assurance from Leeds City Council Quality Assurance Framework Quality Assurance Framework, Leeds 	<ul style="list-style-type: none"> Service Director Early Help, Quality Assurance, and Prevention Chair, Safeguarding Children Partnership
Improvement Plan <ul style="list-style-type: none"> Scrutiny of Herefordshire Children’s Services and Partnership Improvement Plan Phase 2 	<ul style="list-style-type: none"> Improvement Plan Phase 2 Quality Assurance – Hearing the Voice of the Children Young People and Parent / Carers plan on a page 	<ul style="list-style-type: none"> Corporate Director, Children and Young People

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
Including children's voices in council policy <ul style="list-style-type: none">• Understand the role of the council's children's advocacy team.• Scrutinise the council's participation and engagement strategy• Scrutinise how the council seeks to understand the priorities of children and young people with regard to council areas of responsibility.<ul style="list-style-type: none">○ Area of focus – transport	<ul style="list-style-type: none">• Focus group with children and young people, both within and outside the service• Children and Young People quality of life survey	<ul style="list-style-type: none">• Complaints and Children's Rights Manager• Tori Lynch, Head of Service for Corporate Parenting• Hereford City Youth Council

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
Ensuring sufficiency for children and young people with a SEND <ul style="list-style-type: none">• Evaluate the level of need for SEND provision in Herefordshire, and how Herefordshire Council and partners meet that need.• Understand how Herefordshire Council, the Department for Education and other bodies fund the development of capacity to support children with a SEND.• Scrutinise how the council, schools and health partners work together to support children, with or without a statement of need or education, health and care plan (EHCP).• Explore the role of short breaks and their commissioning.• Measure progress in meeting recommendations following the review by the Local Government Association.	<ul style="list-style-type: none">• To be confirmed	<ul style="list-style-type: none">• Liz Farr Service Director, Education• Hilary Jones – Service Manager SEND• Jade Brooks – Integrated Care Board Children's Lead• Wye Valley Trust

Briefing

February 2025

Update on school attainment

Committee Meeting

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

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

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

Connected Communities Scrutiny Committee

Working Group Meeting

8 October 2024

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

Committee Meeting

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

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

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
Enterprise Zones <ul style="list-style-type: none"> • Scrutinise operation of Hereford Enterprise Zone and how learning from the project will be applied to future enterprise zones. • Understand the economic and social benefits of enterprise zones. 	<ul style="list-style-type: none"> • Outline of the economic and social benefits of enterprise zones. • SWOT of enterprise zone proposals 	<ul style="list-style-type: none"> • Current and previous chairs of the Hereford Enterprise zone • Representative from Ross Enterprise Zone
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

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Committee Meeting

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

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

Committee Meeting

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

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

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

Environment and Sustainability Scrutiny Committee

Committee Meeting

23 September 2024 **report publication date 13 September 2024** pre meeting lines of enquiry planning 16 September 2024

Topic and Objectives	Evidence required	Attendees*
<p>Active travel measures including road safety for all users</p> <ul style="list-style-type: none"> Explore the county policy on implementing active travel measures where new road build is being proposed. Explore where the council is on implementation of active travel measures across the county. Explore the benefits and challenges of active travel measures around key buildings such as schools and hospitals and residential roads in Herefordshire. 	<ul style="list-style-type: none"> Active Travel policy Appropriate case studies from within the county and other authorities 	<ul style="list-style-type: none"> Herefordshire Council leads on active travel measures Groups representing relevant stakeholders including: pedestrians, walkers, cyclists and other vulnerable road users.
<p>Work programme</p> <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

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Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
<p>Bus service improvement plan</p> <ul style="list-style-type: none"> Scrutinise plans to invest the indicative £1,064,000 allocated to Herefordshire Council by the Department for Transport to improve bus services. 	<ul style="list-style-type: none"> Funding allocation and proposed improvements to bus services in Herefordshire. 	<ul style="list-style-type: none"> Head of Transport and Access Services Bus services user groups
<p>Work programme</p> <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
<p>Tree and Hedgerow management</p> <ul style="list-style-type: none"> • Understand the findings of the recent Defra consultation on hedgerow management. • Scrutinise council tree and hedgerow management policy and see whether it is fit for purpose for the county and climate change resistant. • To consider the county tree strategy as an enabler for Herefordshire to become a carbon offset trading partner with others. • Look at countywide action on ash dieback and replacement. 	<ul style="list-style-type: none"> • Council policy on tree and hedgerow management 	<ul style="list-style-type: none"> • National Farmers Union • CPRE (formerly Council for the Protection of Rural England) • Policy leads on tree and hedgerow management
<p>River Lugg water quality</p> <ul style="list-style-type: none"> • Investigate work to improve the water quality of the River Lugg and the prospect of getting some of the £35 million for the River Wye improvement diverted to the River Lugg. • Understand the implications of poor water quality on the ability to plan and build new housing. • Evaluate the progress on developing new wetland areas on river improvement and their impact on housing development. 	<ul style="list-style-type: none"> • 5 Years of analysis of water quality data (from Nutrient Management Board or Environment Agency) • Evidence from Merry Albright (Home Builders Federation) 	<ul style="list-style-type: none"> • Herefordshire Construction Industry Lobby Group • Natural England • Environment Agency • Natural Resources Wales • Defra River Wye champion
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
Energy Efficiency and Retrofitting <ul style="list-style-type: none">Understand the outcomes of the Building Retrofit and supply chain development funded by Climate Reserve fundEvaluate progress on Keep Herefordshire Warm initiativesConsider whether new houses and self –build properties are ‘zero carbon ready’	<ul style="list-style-type: none">Climate Reserve fund financial reportsStats of surveys undertaken, grants awarded, work completedFuture Homes Standard	<ul style="list-style-type: none">Gareth Ellis – Sustainability & Climate Change OfficerAndrew Cooper – LGA, previously Renewable Energy Assoc., Yorkshire Energy ServicesJackie Jones – Building Sense
Work programme <ul style="list-style-type: none">Review work programme	<ul style="list-style-type: none">Draft work programme	<ul style="list-style-type: none">Statutory Scrutiny Officer

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

Health Care and Wellbeing Scrutiny Committee

Briefing

20 September 2024

Supporting care leavers

Committee Meeting

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

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

Working Group Meeting

Date to be confirmed

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

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
West Mercia Police "Most Appropriate Agency" policy <ul style="list-style-type: none"> Scrutinise the impact of the change in West Mercia policy regarding responses to welfare, mental health incidents and missing persons. Further scrutinise the delivery of the policy. 	<ul style="list-style-type: none"> West Mercia Police "Most Appropriate Agency" policy Herefordshire Council policy 	<ul style="list-style-type: none"> West Mercia Police Director of Public Health
Supported housing for working age adults with additional needs <ul style="list-style-type: none"> How do we forecast, commission and meet the housing needs of adults with a learning or with a severe and enduring mental health problem? How do we work with developers to provide the required housing? 		<ul style="list-style-type: none"> Service Director – All Ages Commissioning Head of Housing
All-age carers' strategy action plan – recommendations of the working group <ul style="list-style-type: none"> Discuss and agree recommendations of the proposed working group. 	<ul style="list-style-type: none"> Working group report and draft recommendations 	<ul style="list-style-type: none"> All-age carers' steering group chair Senior commissioning officer
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting27 January 2025, **report publication date 17 January 2025** pre meeting lines of enquiry planning 16 January 2025

Topic and Objectives	Evidence required	Attendees*
Health and Wellbeing Strategy <ul style="list-style-type: none"> To examine the objectives of the strategy. To scrutinise delivery plans underpinning key objectives of the Health and Wellbeing Strategy. To measure progress in developing Herefordshire’s Joint Strategic Needs Assessment. 	<ul style="list-style-type: none"> Health and Wellbeing strategy 	<ul style="list-style-type: none"> Chair, Health and Wellbeing Board Director of Public Health
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 Meeting31 March 2025 **report publication date 21 March 2025** pre meeting lines of enquiry planning 20 March 2025

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

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

Scrutiny Management Board

Committee Meeting

10 September 2024 **report publication date 2 September 2024** pre meeting lines of enquiry planning 29 October 2024

Topic and Objectives	Evidence required	Attendees*
Herefordshire Council financial position <ul style="list-style-type: none"> • Scrutinise: <ul style="list-style-type: none"> ○ The 2023-24 budget outturn ○ Preparations for the 2025-26 budget 	<ul style="list-style-type: none"> • 2023-24 budget outturn 	<ul style="list-style-type: none"> • Director of Finance (Section 151 officer)
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
The management and delivery of capital projects <ul style="list-style-type: none"> • How does the council approach project manage • Understand the council's approach to project management overall • What have been the strengths and areas for improvement of the PMO approach? • How does the council ensure that it has the right capability and capacity to deliver projects at the right quality, within budget and to agreed timescales? • How does the council ensure value for money through the delivery of capital projects? • How does the council understand its performance with regards to the management and delivery of projects, how does it ensure it constantly improves its performance? 	<ul style="list-style-type: none"> • TBC 	<ul style="list-style-type: none"> • Corporate Director, Economy and Environment

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

**Working Group Meeting
November 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Herefordshire Council Plan delivery plan</p> <ul style="list-style-type: none"> • Understand what actions the Executive is prioritising in the Delivery Plan • How will the Executive ensure that they are sufficiently ambitious but also realistic? 	<ul style="list-style-type: none"> • Draft delivery plan 	<ul style="list-style-type: none"> • To be confirmed

<ul style="list-style-type: none"> • How is the council performing in terms of this year’s delivery plan? <ul style="list-style-type: none"> ○ How will that impact next year’s delivery plan? • What will be the impact of the delivery plan on Herefordshire communities? 		
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Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
<p>Financial Monitoring</p> <ul style="list-style-type: none"> • Review of 2024-2025 Quarters 1 and 2 outturn • How effective has the executive been in managing the budget for the first 6 months of the year • Where has the executive failed to achieve planned savings and what mitigating actions have been taken? • Where has the executive seen unplanned growth in budgets and what mitigating actions have been taken? • What are the key risks to the delivery of the budget over the remainder of the year? • What has been the impact of the executive’s work on the communities of Herefordshire? • Scrutiny of management action to achieve planned budget outturn. 	<ul style="list-style-type: none"> • Budget 2024 Quarter 1 and 2 outturn 	<ul style="list-style-type: none"> • Director of Finance
<p>Workforce planning and strategy</p> <ul style="list-style-type: none"> • How does the council determine its workforce requirements? • Where are the gaps in the current council staffing structures and skills, and what work is underway to fill those gaps? • What has been the impact of MERS on the council’s structure, and how will those impacts be addressed? • What programmes are planned and are underway to develop the council’s workforce? 	<ul style="list-style-type: none"> • Workforce strategy • Annual staff survey findings 	<ul style="list-style-type: none"> • Director of Human Resources and Organisational Development

Herefordshire Council Plan – Delivery Plan Working Group <ul style="list-style-type: none"> • Agree findings of the delivery plan working group 	<ul style="list-style-type: none"> • Final working group report 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meeting

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

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

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
Financial Monitoring <ul style="list-style-type: none"> Review of 2024-2025 quarter 3 outturn. Scrutiny of management action to achieve planned budget outturn. Scrutiny of portfolio holder action to identify risks in delivery of agreed budget. 	<ul style="list-style-type: none"> Quarter 3 outturn 	<ul style="list-style-type: none"> Director of Finance
Digital, Data and Technology <ul style="list-style-type: none"> What are the council's proposed investments in digital and data technology? How does the council achieve value for money in its investments? What are the gaps in the council's information technology, and how will address them? What staffing, training and corporate restructuring will be required to deliver the proposed investments? What opportunities exist to digitise council services? <ul style="list-style-type: none"> How will the council ensure that digitisation does not exclude vulnerable groups? 		
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

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

Topic and Objectives	Evidence required	Attendees*
Hoople <ul style="list-style-type: none"> How does our relationship with Hoople deliver value for money for the council? How does our relationship with Hoople deliver value for money for the council? 		<ul style="list-style-type: none"> Director of Finance

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

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

HEREFORDSHIRE COUNCIL FORWARD PLAN



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

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

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

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

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

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

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

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

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

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

<p>Children and Young persons' Improvement Plan – progress update To provide a progress update in respect of the Children and Young persons' Improvement Plan</p>	<p>Cabinet 26 September 2024</p>	<p>Cabinet member children and young people</p> <p>Victoria Gibbs, Service Director Early Help, Quality Assurance and Prevention, Rachel Gillott, Service Director, Safeguarding and Family Support, Bart Popelier, Project Lead</p> <p><small>victoria.gibbs@herefordshire.gov.uk, Rachel.Gillott@herefordshire.gov.uk, Bart.Popelier@herefordshire.gov.uk Tel: 01432 261772</small></p>	<p>Children and Young People</p>	<p>14 August 2024</p>	<p>Non Key Open</p>
<p>Q1 2024/25 Budget Report To report the forecast position for 2024/25, including explanation and analysis of the drivers for the material budget variances.</p>	<p>Cabinet 26 September 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Rachael Sanders, Director of Finance</p> <p><small>Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775</small></p>	<p>Corporate Support Centre</p>	<p>9 August 2024</p>	<p>Non Key Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Q1 Performance Report Note and approve the quarterly performance report</p>	<p>Cabinet 26 September 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Jessica Karia, Head of Corporate Performance and Intelligence jessica.karia@herefordshire.gov.uk Tel: 01432 260976</p>	<p>Corporate Support Centre</p>	<p>14 August 2024</p>	<p>Non Key Open</p>
<p>To re-commission the Integrated Community Equipment Service (ICES) in Herefordshire To approve the re-commissioning of the county's Integrated Community Equipment Service (ICES), which supports residents to live safely and independently in their own homes and communities for longer</p>	<p>Cabinet 26 September 2024</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Sharon Amery, Senior Commissioning Officer sharon.amery2@herefordshire.gov.uk Tel: 01432 383734</p>	<p>Community Wellbeing</p>	<p>14 August 2024</p>	<p>KEY Open</p>
<p>Corporate Parenting Strategy To approve the corporate parenting strategy</p>	<p>Cabinet 24 October 2024</p>	<p>Cabinet member children and young people</p> <p>Caroline Marshall, Project manager, Julie Mepham caroline.marshall3@herefordshire.gov.uk, Tel: 01432 260249,</p>	<p>Children and Young People</p>	<p>9 August 2024</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Herefordshire and Worcestershire Group Training Association Ltd (HWGTA) Investment Partnership Model</p> <p>To develop a business case outlining options for a preferred investment model and;</p> <p>to approve the preferred investment model option for the HWGTA Ltd and Herefordshire Council partnership to enable the development of a vocational centre of excellence on Skylon Park.</p>	<p>Cabinet 24 October 2024</p>	<p>Cabinet member community services and assets</p> <p>Joni Hughes, Head of Chief Executive's Office, Gabriela Singh, Project Manager</p> <p>Joni.Hughes@herefordshire.gov.uk, Gabriella.Singh@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 260375</p>	<p>Corporate Support Centre</p>	<p>9 August 2024</p>	<p>KEY Open</p>
<p>Student Accommodation Update and Recommendations</p> <p>To update Cabinet Member on the progress and budget for the project</p>	<p>Cabinet 24 October 2024</p>	<p>Cabinet member community services and assets</p> <p>Joni Hughes, Head of Chief Executive's Office, Susan White, Programme Manager</p> <p>Joni.Hughes@herefordshire.gov.uk, Susan.White2@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 260070</p>	<p>Economy and Environment</p>	<p>14 August 2024</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>To agree a long term lease with a city centre tenant To agree a long term lease with a city centre tenant</p>	<p>Cabinet 24 October 2024</p>	<p>Cabinet member community services and assets</p> <p>Helen Beale, Senior Estate Manager HBeale@herefordshire.gov.uk Tel: 01432 260688</p>	<p>Corporate Support Centre</p>	<p>9 August 2024</p>	<p>KEY Fully exempt</p>
<p>New care facility To consider and agree the business case to invest in and develop the council's own care facility in Herefordshire to meet future demand</p>	<p>Cabinet 23 January 2025</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Hilary Hall, Corporate Director Community Wellbeing, Hayley Doyle, Service Director - All Age Commissioning Hilary.Hall@herefordshire.gov.uk, Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832</p>	<p>Community Wellbeing</p>	<p>9 August 2024</p>	<p>KEY</p>
<p>Cabinet Member Decisions (Key decisions only)</p>					
<p>Portfolio: adults, health and wellbeing</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Community Spaces Capital Grant Scheme To approve the approach for the Community Spaces Capital Grant Scheme</p>	<p>Cabinet member adults, health and wellbeing 23 September 2024</p>	<p>Cabinet member adults, health and wellbeing Amy Pitt, Service Director Communities, Community Wellbeing <small>Amy.Pitt@herefordshire.gov.uk Tel: 01432 383758</small></p>	<p>Community Wellbeing</p>	<p>9 August 2024</p>	<p>KEY Open</p>
<p>To re-commission the technology enabled care and call monitoring service in Herefordshire To approve the re-commissioning of the county's technology enabled care and proactive / reactive call monitoring service, which supports residents to live safely and independently in their own homes and communities for longer</p>	<p>Cabinet member adults, health and wellbeing 26 September 2024</p>	<p>Cabinet member adults, health and wellbeing Sharon Amery, Senior Commissioning Officer <small>sharon.amery2@herefordshire.gov.uk Tel: 01432 383734</small></p>	<p>Community Wellbeing</p>	<p>14 August 2024</p>	<p>KEY Open</p>
<p>Carer Support Service re-procurement To agree the proposal to re-procure Herefordshire Carer Support Service for a period of 2 years with an option to extend for a further 12 months</p>	<p>Cabinet member adults, health and wellbeing 10 October 2024</p>	<p>Cabinet member adults, health and wellbeing John Burgess, Senior Commissioning Officer <small>John.Burgess3@herefordshire.gov.uk</small></p>	<p>Community Wellbeing</p>	<p>NEW ITEM</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Portfolio: children and young people					
<p>Children and Young People's Workforce Strategy To approve the children and young people's workforce strategy</p>	<p>Cabinet member children and young people 5 September 2024</p>	<p>Cabinet member children and young people Caroline Marshall, Project manager, Debbie Thompson, HR Business Partner, Danielle Pyemont, Senior Project Manager <small>caroline.marshall3@herefordshire.gov.uk, debbie.thompson@herefordshire.gov.uk, danielle.pyemont@herefordshire.gov.uk Tel: 01432 260249, ,</small></p>	<p>Children and Young People</p>	<p>9 August 2024</p>	<p>Non Key Open</p>
<p>Recommissioning of Early Help Family Befriending & Mentoring Services • The purpose of this document is for the Cabinet Member to be made aware of and agree to the recommissioning recommendation proposed – to tender for new contract/s for the same or redesigned service/s. • To delegate future operational decisions to Service Director.</p>	<p>Cabinet member children and young people 6 September 2024</p>	<p>Cabinet member children and young people Richard Watson, Senior Commissioning Manager - All age disability, Sam Westwood, Commissioning Officer, All Age Disability, Community Wellbeing <small>rwatson@herefordshire.gov.uk, Sam.Westwood@herefordshire.gov.uk Tel: 01432 383047, Tel: 01432 383097</small></p>	<p>Community Wellbeing</p>	<p>NEW ITEM</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Portfolio: community services and assets					
<p>High Needs Capital Grant: Purchase of a building for Herefordshire’s Pupil Referral Unit To approve the spend from the High Needs Grant to purchase a suitable building, to relocate on to one site, Herefordshire’s Pupil Referral Unit</p>	<p>Cabinet member community services and assets 26 September 2024</p>	<p>Cabinet member community services and assets Hilary Jones, Virtual headteacher, Caroline Marshall, Project manager, Quentin Mee, Head of Educational Development hjones@herefordshire.gov.uk, caroline.marshall3@herefordshire.gov.uk, Quentin.Mee@herefordshire.gov.uk Tel: 01432 260579, Tel: 01432 260249,</p>	<p>Children and Young People</p>	<p>14 August 2024</p>	<p>KEY Open</p>
Portfolio: economy and growth					
<p>HBID Third Term Ballot Decision To agree to vote yes in the upcoming BID ballot (October 2024) ahead of the HBID's third term which is due to commence in April 2025</p>	<p>Cabinet member economy and growth 23 September 2024</p>	<p>Cabinet member economy and growth Nadine Kinsey, Economic Development Officer nkinsey@herefordshire.gov.uk</p>	<p>Economy and Environment</p>	<p>14 August 2024</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Merton Meadow Flood Alleviation Scheme To seek approval to spend the £2m Brownfield Land Release Fund grant awarded by government to the council to design and implement the required flood alleviation scheme.</p>	<p>Cabinet member economy and growth 23 September 2024</p>	<p>Cabinet member economy and growth Roger Allonby, Service Director Economy and Growth, Stephen Holland, Interim Head of Housing Development <small>Roger.Allonby@herefordshire.gov.uk, stephen.holland@herefordshire.gov.uk Tel: 01432 260330,</small></p>	<p>Economy and Environment</p>	<p>9 August 2024</p>	<p>KEY Open</p>
Portfolio: environment					
Portfolio: finance and corporate services					
<p>To approve the Hoople Ltd Service Level Agreement for 2024/25 The report will describe the services that Hoople Ltd are commissioned to deliver with an agreed budget and seek authority to enter into contract with Hoople including authorisation of the SLA for 2024/2025 financial year. It will also authorise a performance framework that will be monitored over the duration of the contract</p>	<p>Cabinet member finance and corporate services 26 September 2024</p>	<p>Cabinet member finance and corporate services Joni Hughes, Head of Chief Executive's Office <small>Joni.Hughes@herefordshire.gov.uk Tel: 01432 260598</small></p>	<p>Corporate Support Centre</p>	<p>9 August 2024</p>	<p>KEY Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Portfolio: roads and regulatory services					
<p>24/25 Winter Service To seek approval for the arrangements being made for the provision of winter service during the period of 2023 through to 2024 season, as set out in the Winter Service Plan.</p> <p>The Winter Service Plan continues to build on existing best practice and the findings of reviews that have taken place both locally and nationally. Herefordshire Council will continue to meet its duties towards the maintenance of the highway network in full and by working in partnership with Herefordshire's communities, wherever practicable, enhance the county's resilience to the impact of prolonged or severe winter weather.</p>	<p>Cabinet member roads and regulatory services 1 October 2024</p>	<p>Cabinet member roads and regulatory services Bruce Evans, Engineering Manager bje@herefordshire.gov.uk Tel: 07792880548</p>	<p>Economy and Environment</p>	<p>9 August 2024</p>	<p>KEY Open</p>
Portfolio: transport and infrastructure					
<p>Hereford Public Art Strategy To consider and agree the recommendations arising from the Hereford Public Art Strategy developed as part of the Hereford City Centre Improvements (HCCI) public art programme.</p>	<p>Cabinet member transport and infrastructure 6 September 2024</p>	<p>Cabinet member transport and infrastructure Sarah Lee, Culture and Leisure Lead sarah.lee@herefordshire.gov.uk Tel: 01432 260188</p>	<p>Community Wellbeing</p>	<p>9 August 2024</p>	<p>KEY Open</p>

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