

Agenda

Scrutiny Management Board

Date: **Tuesday 7 November 2023**

Time: **2.00 pm**

Place: **Committee Room 1 - The Shire Hall, St. Peter's Square, Hereford, HR1 2HX**

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

For any further information please contact:

Danial Webb, Statutory Scrutiny Officer

Tel: 01432 260659

Email: Danial.Webb@herefordshire.gov.uk

If you would like help to understand this document, or would like it in another format or language, please call Danial Webb, Statutory Scrutiny Officer on 01432 260659 or e-mail Danial.Webb@herefordshire.gov.uk in advance of the meeting.

Agenda for the Meeting of the Scrutiny Management Board

Membership

Chairperson
**Vice-
Chairperson**

Councillor Liz Harvey
Councillor Jenny Bartlett

Councillor Bruce Baker
Councillor Ellie Chowns
Councillor Simeon Cole
Councillor Frank Cornthwaite
Councillor Pauline Crockett
Councillor Toni Fagan
Councillor Peter Hamblin
Councillor Terry James
Councillor Bob Matthews
Councillor Rob Owens
Councillor Louis Stark
Councillor Richard Thomas
Councillor Rob Williams

Agenda

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence.</p>	5 - 8
2.	<p>NAMED SUBSTITUTES</p> <p>To receive details of members nominated to attend the meeting in place of a member of the board.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the board in respect of items on the agenda.</p>	
4.	<p>MINUTES</p> <p>To receive the minutes of the meeting held on 25 July 2023.</p>	9 - 20
<p>HOW TO SUBMIT QUESTIONS</p> <p>The deadline for the submission of questions for this meeting is 9.30 on Thursday 2 November 2023.</p> <p>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</p> <p>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</p>		
5.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive any written questions from members of the public.</p>	
6.	<p>QUESTIONS FROM MEMBERS OF THE COUNCIL</p> <p>To receive any written questions from members of the council.</p>	
7.	<p>WORKFORCE STRATEGY 2024-2027 - DEVELOPMENT AND CONSULTATION</p> <p>To provide an overview of the work undertaken to engage staff in the development of a new Workforce Strategy for the period April 2024 to March 2027 and seek views from Scrutiny Management Board on the emerging themes of the strategy.</p>	21 - 36
8.	<p>INCOME AND CHARGING</p> <p>An update on income and charging focusing on identifying opportunities to improve the Council's service cost recovery position.</p> <p><i>CORRECTION: Please note that the title of this item was changed on 31/10/23 from 'Service Cost Recovery Update' to 'Income and Charging'.</i></p>	37 - 52
9.	<p>2024-25 PROPOSED BUDGET CONSULTATION APPROACH</p> <p>This report provides the board with an overview of community engagement within a public sector context, including setting out the statutory duties of a</p>	53 - 66

local authority to consult and to clarify the difference between engagement and consultation.

CORRECTION: Please note, Appendix 1 was updated and republished on 31/10/23 to reflect that the Budget Consultation Engagement table contains data from 2023/24 and not 2024/25 as was originally published.

10. SCRUTINY COMMITTEE WORK PROGRAMMES

67 - 98

This report provides the board with the current work programmes of Herefordshire Council's scrutiny committees.

11. WORK PROGRAMME

99 - 102

To consider the work programme for the board.

12. DATE OF THE NEXT MEETING

Tuesday 21 November 2023 2.00pm

The public's rights to information and attendance at meetings

In view of the continued prevalence of Covid, we have introduced changes to our usual procedures for accessing public meetings. These will help to keep our councillors, staff and members of the public safe.

Please take time to read the latest guidance on the council website by following the link at www.herefordshire.gov.uk/meetings and support us in promoting a safe environment for everyone. If you have any queries please contact the governance support team on 01432 261699 or at governancesupportteam@herefordshire.gov.uk

We will review and update this guidance in line with Government advice and restrictions.

Thank you for your help in keeping Herefordshire Council meetings safe.

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.

Recording of meetings

Please note that filming, photography and recording of this meeting is permitted provided that it does not disrupt the business of the meeting.

Members of the public are advised that if you do not wish to be filmed or photographed you should let the governance services team know before the meeting starts so that anyone who intends filming or photographing the meeting can be made aware.

The reporting of meetings is subject to the law and it is the responsibility of those doing the reporting to ensure that they comply.

The council may make a recording of this public meeting or stream it live to the council's website. Such recordings are made available for members of the public via the council's YouTube channel at www.youtube.com/user/HerefordshireCouncil/videos

Public transport links

The Herefordshire Council office at Plough Lane is located off Whitecross Road in Hereford, approximately 1 kilometre from the City Bus Station.

The location of the office and details of city bus services can be viewed at:
www.herefordshire.gov.uk/downloads/file/1597/hereford-city-bus-map-local-services-

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.

Minutes of the meeting of Scrutiny Management Board held in Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Tuesday 25 July 2023 at 2.00 pm

Board members in attendance remotely, non-voting:

Councillor Bruce Baker

Board members present in person, voting:

Councillor Jenny Bartlett (Vice Chair)

Councillor Ellie Chowns

Councillor Frank

Cornthwaite

Councillor Pauline Crockett

Councillor Toni Fagan

Councillor Peter Hamblin

Councillor Liz Harvey (Chair)

Councillor Louis Stark

Councillor Richard Thomas

Note: Board members in attendance remotely, e.g. through video conference facilities, may not vote on any decisions taken.

Others present in person:

Simon Cann	Democratic Services Officer	Herefordshire Council
Rachael Hart	Head of Strategic Finance	Herefordshire Council
Alfred Rees-Glinos	Democratic Services Support Officer	Herefordshire Council
Danial Webb	Statutory Scrutiny Officer	Herefordshire Council

Others in attendance remotely: None

63. APOLOGIES FOR ABSENCE

No apologies were received.

64. NAMED SUBSTITUTES

There were no named substitutes.

65. DECLARATIONS OF INTEREST

There were no declarations of interest.

66. MINUTES

The minutes of the meetings from 9th and 17th January 2023 were agreed as an accurate record and signed by the Chairperson.

67. QUESTIONS FROM MEMBERS OF THE PUBLIC

Question (via email):

In December 2022 following online 'Get Involved' guidance I suggested a topic for scrutiny to the Governance Support Team. Where may I view the present status of this suggestion?

Peter McKay Leominster

**Background information - email From Mr McKay – Submitted to Democratic Services on 19 December 2022*

Email title: Suggested topic for scrutiny

Dear Sirs May I suggest that the mechanism for addressing long standing anomalies, etc., in our highway and path records as a topic for scrutiny, such as those that Leominster Town Council has requested be addressed as part of the 2021-41 Place Shaping Local Plan, see <https://www.leominstertowncouncil.gov.uk/public-rights-of-way/>

And

<https://www.leominstertowncouncil.gov.uk/wp-content/uploads/sites/103/2022/10/PROW1Anomalies-2022.pdf>

plus the Green Lanes shown as footpaths that come about due to use of the non-statutory term CRF, subject of question to Cabinet on 15 December, see

<https://councillors.herefordshire.gov.uk/documents/b23981/Public%20and%20Councillor%20Questions%20Thursday%2015-Dec-2022%2014.30%20Cabinet.pdf?T=9>

the present expectation that they all be subject of a Definitive Map Modification Order Application raised by someone else being unrealistic, and conflicts with obligation to tidy up the records making them complete and correct ?

Rgds Peter McKay Leominster

Response:

Dear Mr McKay, Your suggested topic for scrutiny dated 19 December 2022 was noted and feedback is currently awaited from the relevant committees, which are now functioning again following the elections this year. Details regarding a status update, in relation to the suggestion, will be forwarded to you as soon as they become available.

Kind regards,

Democratic Services

Supplementary Question (via email):

Could you advise from which committees replies are awaited?

Rgds

Peter McKay

Response to supplementary question:

Dear Mr McKay,

Your suggestion has been passed to the Chair of the Connected Communities Scrutiny Committee. Your suggestion will be added as an item to the committee's long list for consideration when it discusses and approves its work programme at its next meeting on 13 September 2023.

Kind Regards,

Democratic Services

68. QUESTIONS FROM MEMBERS OF THE COUNCIL

There were no questions received from members of the council.

69. FINANCIAL STRATEGY WORK PROGRAMME

The chair invited the board to discuss the report detailing the Financial Strategy Work Programme and consider the recommendations contained within.

The board acknowledged that the new administration and changing economic landscape would necessitate a flexible response to existing and emerging plans.

The board recognised that the new administration had inherited a budget and a four year medium term financial strategy (MTFS) and that the board would expect the administration to add to and tweak those as necessary, along with other budgeting documents.

It was noted that the MTFS was a four year document and that at least three years of it would be relevant to the context in which the budget was going to be developed and set. It was a good document to look at early on in the board's work programme as it took a longitudinal view extending out several years.

The board noted the table set out at paragraph 9 page 22 in the report and concluded that many of the items detailed were ongoing and should be brought back or adopted as part of any new work programme. It was also noted that the financial strategy report had taken on board some of the comments that were made during the previous board's review of the budget.

The Statutory Scrutiny Officer explained to members that work was continuing on from the previous committee, but as a new administration the new board was free to set up its own programme and disregard the existing one.

The board welcomed the structure of having set briefings in addition to formal meetings. It was also suggested that monthly briefings should be held and be open to all councillors. The importance of frontloading briefings ahead of relevant meetings was discussed and the board asked the Head of Strategic Funding (deputy S151) whether it would be necessary to shift any of the briefings to be able to scrutinise more effectively.

The Head of Strategic Finance (deputy S151) explained that the next two scheduled briefings would focus on the MTFS and treasury management. It would be possible to work together with the external advisors and the Statutory Scrutiny Officer to ensure relevant briefings were held in advance of items to be scrutinised, this would be particularly helpful in relation to the capital investment programme and the items on the December agenda.

It was confirmed that the treasury management training session for members on 31 July was still going ahead and would provide a general overview on the subject, this would then be followed by another meeting in September 2023, which could be tailored to suit any specific requirements of the scrutiny board.

The board asked if there was a timeframe in relation to Councillor Stoddart reviewing the capital investment programme.

The Head of Strategic Finance (deputy S151) suggested that a timeframe would be confirmed by Councillor Stoddart and that no action would be taken before a briefing had taken place regarding any changes and recommendations resulting from the review.

The board discussed timelines around the budget process for 2024/25 and suggested that if details of the capital investment programme were still being finalised by 21 November then it would potentially need to move meetings and briefings around this.

The board enquired how it would scrutinise proposed commissioned services before they came to the board as a fait accompli.

The chair suggested that the board would need to take advice from the finance team about timeframes for the budgeting process this year. It was noted that last year the board had wanted to take a look at the budget in an earlier stage of its development than its final state, but the relative lateness of the financial settlement from central government had left too many uncertainties to be able to tie the budget down.

The chair stated it would be helpful for other scrutiny committees to relay information to the scrutiny management board about priority services in their respective areas, highlighting the potential implications of budgetary decisions on these services.

The board asked if there was an earlier point in the process, maybe when looking at saving options, where the board could be involved.

The Head of Strategic Finance (deputy S151) stated it was something that could be considered, but the timeframe was challenging. The settlement was typically received very late in December leaving little time to finalise the draft budget presentation for early January. However, the finance team would work with the board and look into what input the board could have as the finance team moves through the timetable in the autumn.

The board discussed the purpose and structure of briefings, meetings and the remit of the board itself.

The chair explained that briefings were there to help build capacity as a committee and essentially provided training/information for public-facing meetings. The importance of putting the cart and horse in the right order was emphasised. Regarding the remit of the board, the chair pointed out that the committee's remit was published on the council website and covered: finance, council budgeting, scrutiny of the council's corporate services, cross-cutting themes that didn't sit easily on other committees, external communication and public engagement in promoting understanding of the scrutiny process. It was also noted that in areas where there was potential overlap between committees the board would determine which committee would lead on an activity.

The Statutory Scrutiny Officer pointed out that financial strategy could be quite a daunting topic for a new committee. There were various ways to approach the subject and without proper planning there was a risk of setting off on ineffective courses of action.

The Statutory Scrutiny Officer explained that the election earlier in the year had somewhat curtailed the board's potential to engage in the current financial cycle, but that it was helpful to think of this as the beginning of a four year programme rather than a one year programme. Newer members were given an assurance that priorities would begin to emerge and become clearer once they were provided with training on and became more familiar with the MTFs and other areas of finance.

The Statutory Scrutiny Officer stated that member briefings would be open to and accessible to all members, regardless of which committees or boards they were sitting on.

The board highlighted the importance of discussing and implementing the public consultation for the budget as swiftly as possible, the historic struggle to get the public to engage was noted and it was hoped this could be addressed in future.

The Head of Strategic Finance (deputy S151) explained that discussion with external consultancy support, regarding proposals for the public consultation, were already taking place and it was hoped that a paper on this might be available in time for the September meeting.

The board discussed the importance of getting briefing and meeting items on the MTFS right and suggested that members would potentially need to manage expectations of outputs from the August briefings.

The Statutory Scrutiny Officer pointed out that there were a number of highly relevant documents relating to finance scrutiny on the board's Teams area and these would provide members with an excellent foundation to start looking into the subject.

The Head of Strategic Finance (deputy S151) explained that in terms of the MTFS briefing in August, the timing wouldn't allow the board to scrutinise the proposed MTFS for the forthcoming four years, but it would provide an opportunity for members to consider the approach rather than the details, such as: how does the team consider the assumptions, what external advice does it make use of and how risk scenarios were considered.

The board requested that reports be written and briefings be delivered using plain English and layman's terms.

The Statutory Scrutiny Officer echoed this request and directed members towards the board's MS Teams spaces, where jargon-busting glossaries for the health, care and wellbeing scrutiny committee (HCWSC) and children and young people scrutiny committee (CYPSC) were available.

The board discussed the scheduled November item on 'closer working with parish councils'. The chair noted that there had been increased and fruitful engagement with parish councils over the last four years and that initiatives such as the Lengthsman scheme had enabled access to funding for parishes to undertake work locally.

Early dialogue and engagement had been working and there was potential for the city, market towns and rural parishes to discuss opportunities for closer working and shared service provisions.

The board felt it might be useful to discuss funding opportunities that might be available to town councils from the county, to help them design and shape their budgets for 2024/25.

The board noted that the previous leader's monthly newsletter had been warmly received by parish councils. The chair believed that the current leader was intending to send out a similar style of letter going forward.

A discussion took place in relation to extending the number of paragraphs included in recommendation 'c' of the report.

The Statutory Scrutiny Officer felt that the suggestion to refer to additional paragraphs (to also include paragraphs 10 and 11) to emphasise the importance of acknowledging the environment and community, when budgeting, would be recursive.

The board decided that the environment and community were implicitly included through the inclusion of the term 'strategic objectives' as detailed in paragraph 8a and 8b of the report. It was also noted that there was a separate section for the environment in all decision reports.

The Statutory Scrutiny Officer pointed out that that the environment and community were two of the three strands of the County Plan and the shaping of this would be something the board would be looking at as part of its work.

The board discussed Talk Parish and concluded that it may be necessary for a discussion to take place with Talk Parish to ensure that all parish clerks were filtering through communications to their relevant councils.

The board identified as a significant problem, the council's potential inability to generate the income needed to cover the challenges it was facing. This was partly due to economies of scale, the economic climate and its locality to the Welsh border, which often made cross-county working problematic because neighbouring authorities were involved in other arrangements and agreements.

The chair suggested that this could potentially fall within the devolution agenda, whereby the government had been pressing/encouraging local authorities to commit to various devolution deals to open up funding schemes and was possibly something that could be picked up under the agenda programme.

RESOLVED UNANIMOUSLY:

The board unanimously approved the recommendations included in the report:

That:

- a) Scrutiny Management Board considers the work programme for scrutinising financial strategy and budget setting;**
- b) approves the work programme subject to any amendments it requires;**
- c) identifies topics of focus for the committee's work as listed in paragraphs 7 and 8 of this report; and**
- d) further identifies training or topic briefing required to support their work.**

70. SCRUTINY ANNUAL REPORT 2022/2023

The chair and Statutory Scrutiny Officer introduced the item and invited discussion on the report from the board.

The board recognised that it had not been possible to complete as effective a review of scrutiny as it would have wished and that purdah had been a significant contributing factor in this.

A discussion took place regarding whether closing down scrutiny during the purdah period had been overly solicitous, given that cabinet members had been able to continue with business as usual. The board felt it might be helpful to establish whether business as usual should include scrutiny, if cabinet members can continue with their work right up to the election.

The Statutory Scrutiny Officer explained that his recruitment in early March, without a direct predecessor or knowledge of the improvement journey made through rethinking governance, had, along with the impact of purdah, ensured that this had been a narrative rather analytical report.

The Statutory Scrutiny Officer and his line manager had taken the decision that it was more important for the board to account for itself in public than it was to get an effectiveness review right.

It was explained that the final report provided an account of what the Scrutiny Management Board and committee's had been up to, not just in terms of the themes, but

also the work that had been done through rethinking governance and in getting into the habit of accounting for this annually, which had not happened previously.

The Statutory Scrutiny Officer asked the board if it felt the report had been commissioned too soon after the formation of the new committees and how it wanted to review its own effectiveness going forward.

The Statutory Scrutiny Officer recommended that the board started its work in earnest in relation to how it wanted to measure its effectiveness and how this could be relayed to council on an annual basis, in an achievable and sustainable manner.

The chair suggested there might be a need for a workshop within the work programme to consider quantitative and qualitative views on how such an evaluation could be undertaken. It was noted that the performance of the connected communities scrutiny committee in the previous week (week commencing 17/07/23) delivered some very effective recommendations that were taken into account when it came to Cabinet making its decisions. The chair pointed to that as an effective piece of scrutiny work, which had helped shape how a decision was taken, although it was recognised that there was more to measuring effectiveness than just that.

The chair noted that the creation of new and additional committees had resulted in increased workload not just for councillors, but also in terms of staffing and supporting those committees.

There was a need to ensure that resourcing made available for the scrutiny functions was sufficient to deliver effective scrutiny and to enable the committees to operate how they wanted to.

It was noted that over the last year there had been very few task and finish groups and no spotlight reviews. Assurances would be needed that adequate funding was available to resource for officers and to co-opt technical experts from outside when required.

The board discussed the process being developed regarding the executive response to scrutiny recommendations and asked if this could come before the scrutiny management board before it was finalised and made concrete.

The chair stressed to the assembled committee chairs the importance of scrutinising external partners and organisations, and bringing them into the scrutiny process. This was a powerful tool in their possession and should be exercised when putting together work programmes.

The board made a number of general points in relation to the report:

Regarding the terms of reference for the committees, as laid out in paragraph 4, it was noted that there were potential areas of overlap between the Connected Communities and Environment and Sustainability Scrutiny Committees, particularly in relation to the areas of planning and transport. These had been resolved between the relevant committees and no alteration to work programmes had been required, but it was felt there was a certain lack of clarity within the committee remits and that maintaining a watching brief might be advisable.

The board raised concerns regarding the 12 objectives contained in paragraph 13 of the report and felt that it might be wise to pare these down somewhat to avoid overlap/repetition and to concentrate focus. It was acknowledged that the objectives had only been in place for a year or so, so there was still time to see how/if they worked. Considering paragraph 27, the board felt that Connected Communities wasn't specifically responsible for community related issues and that on a general level the name of the committee was unhelpfully vague. It was noted that issues concerning

community were often directly related to health, care and wellbeing, and children and young people rather than just the economic development and infrastructure elements looked at by Connected Communities.

The board found it helpful to have the appendices, reports and the summary provided, but felt there were a lot of bullet points and stressed the need for continuity when using numbers and lettering as part of reports.

It was noted that the report for the Scrutiny Management Board employed a different format and was more of an action plan than a narrative report. It was suggested that going forward this report could be clearer in detailing what each committee was setting out to do and that it could then be used to track progress over the year.

The Statutory Scrutiny Officer felt that the Scrutiny Management Board had done too much reviewing of its own effectiveness during the previous administration and that it had become hard to unpick sets of objectives from sets of recommendations and sets of outputs. Aligning all of this information had been problematic.

The Statutory Scrutiny Officer recommended that when committees went back to their effectiveness reviews, it would be beneficial to look at what was actually done over the previous year, what was complete, what could be safely dropped and what needed to be added. A more streamlined approach going forward would represent a far better use of time.

The chair suggested a workshop would allow for discussion on how/if the 12 objectives could be reduced to a more manageable number.

The board identified a need for clear outward facing communications to inform and update the public on how the council and scrutiny committees work and what activity they have and will be involved in.

The board felt that following the September meeting it would be helpful to draw up a communications plan and establish service level commitment in relation to what support communications could provide to scrutiny. Information was regularly released focusing on cabinet and council decisions, and scrutiny activity should be treated in a similar manner.

The Statutory Scrutiny Officer explained that regular meetings had been set up with the managers responsible for the governance aspects of the council. Meetings would be held at the end of each committee cycle to discuss committee work programmes with officers and the communications team, with a view to identifying areas of potential interest in terms of communications. Work was also ongoing in relation to the council's website and this would place increased focus on scrutiny activity.

The board praised the amount of training that had been provided over the last year and stressed the continued need for training to aid in effective questioning and understanding of scrutiny functions.

The Statutory Scrutiny Officer explained that training relating to question asking skills had been omitted from induction training due to time restrictions, but that this could be offered as a standalone topic for a training session for new and existing members. This and other training would take place over the coming year and committee work programmes would help shape training needs.

The Statutory Scrutiny Officer drew the board's attention to a number of useful background documents available on the Teams space including:

- The Good Scrutiny Guide

- A Workbook for Councillors
- Local Government Association Workbook on Scrutinising Finance (located in the financial strategy folder)

The chair encouraged committee chairs to hold pre-meetings where they could agree the lines of questioning and assist members to take the lead on a line of questioning. Some of the questioning skills expertise could be drip fed to members through those meetings, they would also provide an integrated view of everybody's opinions about certain lines of questioning.

A discussion took place regarding the use of applications such as WhatsApp to aid communications and allow for swift sharing of information between committee members.

The chair acknowledged the benefits of such apps for political groups, but felt that a discreet and secure council system of communication such as Teams was better suited to scrutiny.

The Statutory Scrutiny Officer stated that training on Teams could be provided as required.

The board discussed outsourcing work and the need to scrutinise the council's companies and suppliers. The board noted that this was something the previous committee had intended to do and that it should be added to the work programme, as 'Oversight of performance of Council's companies, e.g. Hoople' was listed within the remit of the Scrutiny Management Board.

It was also noted that Hoople and any other shareholding would be picked up by the newly established shareholder committee, although this would focus more on the council's relationship with these shareholders, rather than scrutinising them.

RESOLVED UNANIMOUSLY:

That: a) Scrutiny's annual report be noted.

71. WORK PROGRAMME

The chair of the board introduced the work programme item and stressed that it would be a live and fluid document that could and would be shaped to meet the changing demands and requirements of the board.

The board suggested that resourcing issues may be adversely impacting the ability of officers to communicate with and respond to the public and wards (answering phone calls and such like) and that the board might want to investigate this.

The board discussed the previous committee's work programme. It was agreed that the board's remit had not changed and that rather than reinventing the wheel it would be wise to retain certain existing items, especially those of an ongoing nature.

The board discussed best value principles and seven themes of best value: continuous improvement, leadership, governance, culture, use of resources, service delivery of partnerships and community engagement.

The board discussed cross-cutting themes that were felt to run through everything done by the Council:

It was asked to what extent was the board confident that the council was taking into consideration and stewarding the county's resources to meet the needs of the younger and future generations.

The climate ecology emergency was identified as a cross-cutting theme and it was felt that it would be useful to look at the extent to which the climate and ecology emergency was built into everything the council was doing. Examining how the council's partners and shareholders were embracing and implementing climate and ecology measures was something the board should potentially be scrutinising.

It was suggested the best value principles and identified cross-cutting themes could be combined and applied to create a framework of enquiry, which could help shape committee work programmes and also be applied to council activities.

The board raised concerns about the Wye Catchment Nutrient Management Board and how effective it had been over the last five years. It was felt that the Scrutiny Management Board should look at the performance of the Nutrient Management Board, Cabinet Phosphate Commission and Marches Forward Partnership. It would be necessary to question and establish where these bodies sat within scrutiny responsibility and whether there would need to be a multi-authority scrutiny dimension when looking at these bodies.

The board noted it would like to take a look at the County Plan as part of its work programme.

The board was keen to take a look at and have input on the approach to the budget consultation. It was also suggested that the board should open a wider scrutiny on general consultation and how the council engages with the public, with a view to ascertaining whether the council was maximising opportunities to include public feedback and input within the decision making process.

It was noted that risk management had historically been an area of overlap between scrutiny and audit and governance. Audit and Governance focused on process, but it was felt it was important that scrutiny was able to look at content and that this should be included on the work programme.

Information governance and knowledge management was identified as potential topic for inclusion on the work programme. This would involve looking at how this information was gathered, integrated, shared with partners and used to inform the council's decision making. It was acknowledged that this was a very broad subject with some overlap with Audit and Governance.

The chair requested that the Forward Plan should be published as part of the agenda paperwork in future, so that the board and all other committees could use that information to inform reviews of their work programmes. It would be helpful to have the six months look ahead to assist in creating robust work programmes, which would give officers time to put together reports for items further down the schedule.

The board noted that it would need to examine community responses to unaccompanied asylum seekers in the county and establish whether the council and shareholder services were able to provide the right support.

The board noted that it had put forward a substantial number of potential topics and that a key challenge would be to prioritise these. It was agreed that a workshop would provide a good opportunity to discuss and prioritise items for the year ahead.

A discussion took place in relation to whether or not specific items should be allocated to individual members of the board based on their personal/professional areas of expertise. It was also asked how effective scrutiny committee recommendations were in shaping decisions.

The chair explained that task and finish groups allowed the board to take a deep dive into areas and items that it felt needed to be paid additional focus. It was hoped that the board and other committees would use these where necessary to tackle bigger/complex issues.

It was explained that the scrutiny committees were politically balanced in terms of membership make up to promote broad debate, avoid political bias and allow recommendations to be put forward collectively. In terms of scrutiny recommendation effectiveness, it was noted that the previous administration had accepted a significant number of scrutiny recommendations and it was hoped that this would continue to be the case under the new administration.

RESOLVED: Following the discussions that had taken place during the meeting, the board felt that it would be useful to hold a workshop to allow it to structure and prioritise its work programme. In addition to the existing schedule the following items were also to be considered for inclusion:

- **Prioritising items for the work programme.**
- **Measuring, tracking and reporting scrutiny committee effectiveness.**
- **Considering if/how to streamline the board's current list of 12 objectives.**
- **Identifying and addressing potential areas of overlap between committees.**
- **Creating a framework of enquiry, based on best value principles and cross-cutting themes.**
- **Considering where the Wye Valley Nutrient Management Board and other cross-county bodies sit within the scrutiny framework.**
- **Examining the proposed process for Executive responses to scrutiny.**
- **The County Plan.**
- **The impact of unaccompanied asylum seekers on the county.**
- **Scrutiny of Hoople and other shareholders.**

72. DATE OF THE NEXT MEETING

Date of next meeting: 19 September 2023, 2-5pm

The meeting ended at Time Not Specified

Chairperson

Title of report: Workforce Strategy 2024-2027 - Development and Consultation

Meeting: Scrutiny Management Board

Meeting date: Tuesday 7 November 2023

Report by: Head of Learning and OD

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To provide an overview of the work undertaken to engage staff in the development of a new Workforce Strategy for the period April 2024 to March 2027 and seek views from Scrutiny Management Board on the emerging themes of the strategy.

Recommendation(s)

That:

- a) Scrutiny Management Board note the content of this report; and**
- b) Provide views and any recommendations it wishes to make on the emerging themes of the strategy.**

Alternative options

1. The Board could choose not to note the report. This is not a recommended course of action as the workforce is one of the council's key priorities that is subject to scrutiny.

Key considerations

2. The council has a workforce strategy in place which covers the years 2021 – 2024. The strategy was written before the pandemic and although the strategy is current and reflects many of the aims and ambitions for our workforce, the strategy is silent on some important aspects of working in the council such as children’s improvement, our agile working programme which is called ‘Flexible Futures’, our transformation and culture change programme called THRIVE as well as our emerging recruitment identity the ‘Spirit of Herefordshire’.
3. On 28 November 2022, the Scrutiny Management Board (SMB) considered Herefordshire Council’s Human Resources and Workforce Strategy. The committee were presented with a report and two supporting appendices presenting key human resources (HR) indicators and feedback from the recent employee survey.
4. The report presented included the key themes of the strategy and an update of progress made. There were several lines of enquiry and recommendations were made by the committee for consideration by the Cabinet Member. Due to circumstances and the timing of the local elections and a change in administration, no formal response to these recommendations has been offered, but the themes have been accommodated within the revised workforce strategy and referenced within this report.
5. One outcome of SMB in November 2022 was to bring forward the development of the next workforce strategy by a year (to September 2023) for launch in April 2024. The purpose of which is to be able to build on the Council’s key ambitions and integrate the County Plan priorities into the strategy.
6. Central to the new strategy will be a theme of a ‘one council’ approach where staff not only work within their directorates but are able to work across directorates and we aspire to “grow our own” to achieve a one council culture.
7. This requires new ways of thinking and working across the Council. We have therefore undertaken engagement with the workforce to inform a new workforce strategy. This strategy will set out how we recruit, retain and support our workforce and ensure we have the skills and capabilities we need to deliver services in new ways.

Drivers for change

8. The workforce strategy has been shaped in response to a range of drivers which will create change within the Council, including external factors and trends, themes within our key strategic plans, and internal and external challenges we face. It has been developed using feedback from employee engagement via a number of employee surveys, reviews, network group meetings and facilitated focus groups.
9. In addition, workforce drivers from Children’s Services Improvement has also influenced the Workforce Strategy themes - if we are to build strong, trusting relationships with families and partners, we need a skilled and motivated workforce. We are reducing our use of agency staff, and investing in a clear focus on permanent recruitment and developing staff internally.

Although recruitment in a number of our services is a challenge, both regionally and nationally the inter-connected themes within the strategy will support retention of staff and seek to attract new talent to the Council.

10. However there is more that can be done. The Council needs to review and benchmark its terms and conditions that create the conditions to support and retain its workforce talent, demonstrating an inclusive culture. Analysis and insight highlight that we need to do more to demonstrate inclusivity and improve staff engagement. Building a more engaged workforce means our staff will be more receptive to change and drive higher performance which in turn drives better outcomes for local residents.
11. The workforce itself is also changing. There are different expectations and aspirations regarding work, career and life, while retirement has changed and evolved for many. This is why a workforce strategy for 2024-27 is being developed early to set out the council's commitment to its workforce. The strategy will support the commitments in the County Plan and will provide a clear promise to our current and future workforce to make the experience of working for us a collaborative, inclusive, productive and happy one.

Developing the new Workforce Strategy

12. The Council has also taken the decision to refresh its core values and supporting behaviours to ensure that they reflect the culture of the council and act as our DNA in all that we do. Engagement with staff has taken place over the past three months and the values are work in progress.
13. During these sessions everyone has been asked to discuss and share their experiences of working for the council. The session content took an appreciative inquiry approach that led to good insight from the workforce. Each group were asked:
 - a. What's working well at the Council?
 - b. What would you like to see introduced / what should we be doing more of?
 - c. What do you think are our workforce priorities?
 - d. What would be your vision for the council in 3 years' time?
 - e. Describe the current and future culture of the council?
 - f. What values should we embrace in the future?
 - g. Which behaviours should we reward / encourage / celebrate?
 - h. How can we be more inclusive and create belonging?

All themes identified were explored with the leadership group (recruitment and retention, health and wellbeing, equality, inclusion and belonging, employee engagement, appreciation and recognition, learning and development and leadership development).

14. The sessions highlighted a strong employee voice that is seeking a council commitment towards them as part of their employment deal. Therefore, in addition to our core values we are proposing a council wide workforce commitment to our workforce, that supports how we will work together and behave. The commitment provides consistency of expectation and of treatment across the council. The commitment being a two-way expectation.
15. In addition to the themes identified during the engagement sessions, feedback from SMB in January 2023 has also been taken into consideration, and where relevant, will incorporate:
 - a. A page within the strategy seeks to identify the golden thread of the County and delivery plan for staff. The linkages between these key strategic plans being essential for all of the workforce to understand how their role fits in to the bigger picture and how their contributions support the delivery of such strategic plans.
 - b. The workforce strategy is an overall strategy and seeks to deal with cross cutting organisation wide themes. It does not identify directorate specific actions. However, in the development of the strategy work has been undertaken with directorates to ensure synergy between directorate and council strategies.
 - c. The employee survey has been heavily utilised in the formation of the strategy and in the design of the engagement approach. We are now hearing that the council is engaging more with staff and that noticeable change is occurring.
 - d. There was a recommendation to measure time series data i.e. trend data further to a discussion about equality data reporting and the gender pay gap. Whilst the workforce strategy refers and includes strategies to reduce the gender pay gap and support equality, both pieces of work require more in-depth work and analysis. Therefore the workforce strategy is not an in-depth action plan addressing these points. To address the female to male ratio there is an emphasis within the new strategy to implement new policies and practices that support the balance of the workforce.
 - e. One of the key trends and areas for discussion during phase one engagement and as a key line of enquiry from SMB is recruitment and retention. The whole strategy, with all interconnected themes wrap around the need to recruit and retain a more permanent workforce.
 - f. The final line of enquiry from January 2023 was around learning and development. This is so prominent a theme that it has a whole section attributed. It is important that the financial support for learning and development is not reduced over time and prioritisation of developmental time within services is given to staff. To grow our own, recruit and promote internally and be seen as an employer of choice, it is crucial that our holistic offer, including learning and development is of good quality for staff.

New values and behaviours

16. The draft values and behaviours have been developed from the co-production sessions with staff and leaders across the council when discussing their expectations and vision of our council culture. As we aspire to attract the very best talent and retain our current workforce the

workforce commitment, along with the values and behaviours, sits at the core of our workforce strategy.

17. Regardless of who or what position is held within the council “we will trust, respect, appreciate, support, engage, empower and develop you”. This is so that all staff can be their authentic, best version of themselves at work and thrive.
18. At an all staff briefing on 26 April 2023 all staff were informed that work had commenced to change the council values. Staff were given an opportunity to submit their views of which values, for them, embody the council culture and future aspirations. The document attached as appendix one illustrates the outcome of the analysis. It shows by illustration staff feedback and the top three values following analysis. Work has commenced on defining the top three values. More work is required to cross-reference the values and test them out with the workforce and at CLT.
19. Upon analysis, several key themes emerged from our conversations with the workforce, these are stated below in bold. The themes have been the primary focus in developing the workforce strategy objectives further. The themes and objectives are at the core of the new workforce strategy and SMB are asked to comment on these themes:
 - a. **Culture and Belonging** - To achieve a truly inclusive workplace that embraces, celebrates and values the diverse backgrounds, perspectives, experiences and talents of our employees.
 - b. **Employee Experience** – To become an employer of choice, recognised for fostering a dynamic and inclusive workplace that attracts, retains and empowers top talent through exceptional and meaningful employee experiences.
 - c. **Wellbeing and Engagement** - Support a thriving and resilient workforce through physical, mental, emotional and social health, fostering and empowering a positive, engaging and safe work environment.
 - d. **Inspirational Leadership** – Grow and develop respected, empathetic and compassionate leaders at all levels, empowering them with the skills to inspire, guide others and drive the council forward.
 - e. **Agile and Adaptive Workforce** – Build a workforce that can quickly adapt and respond to new challenges, embrace and navigate change and thrive in a rapidly evolving landscape.
 - f. **Learning and Development** – maximise the potential of our workforce by prioritising continuous learning, enhancing employee capabilities to foster growth and support career progression.
20. Each objective is supported in the draft strategy by a number of key priorities and intended outcomes are also identified for each. Measures of success will be identified and monitored throughout the lifecycle of the strategy. All of these, if realised, will ensure we have a capable and talented workforce empowered to deliver the Council’s priorities and ambition that are supported to thrive.

21. Appendix one provides concept illustrations from the first draft of the strategy to provide a feeling for the look and feel of the final strategy.

Next steps: developing and implementing the strategy

22. The workforce strategy is being developed through strong staff engagement to create a clear mutuality of expectation between us as an employer and the workforce.
23. Phase one engagement and consultation has involved the Corporate Leadership Team, Leadership Group, HR&OD service, UNISON, all staff through an all staff briefing and open workforce sessions, including sessions with all of our employee networks. These have been a combination of face to face and online sessions.
24. Following on from the initial period of engagement a well-developed first draft strategy has been developed. This draft has been consulted upon with the Corporate Leadership Team, Trade Unions, the HR & OD service and the Cabinet Member. It is not circulated to Scrutiny Management Board as this is a public report and open consultation with staff on the first draft has not yet commenced.
25. Following SMB we will be testing the emerging and final strategy with key workforce groups over the next couple of months but will continue to progress key activities that develop the conditions and environment to support our vision to become a high performing organisation. The timeline for future work on the strategy is:

Date	Audience	Activity
20 September – 10 November 2023	All staff open sessions Employee network groups	Consultation
7 November 2023	Scrutiny management board	Feedback and engagement
8 November 2023	All staff	All staff briefing update and values and behaviours consultation
13 – 24 November 2023	HR&OD	Revisions and sign off
5 / 12 December 2023	CLT	To approve strategy
December 2023	All services	To socialise the strategy and prepare to update documents, websites etc. ready for April 2024 launch
January 2024	Leadership Group	Soft launch
February 2024	All staff	Soft launch
April 2024	Whole council	Live

Community impact

26. The council has a County Plan, Delivery Plan and ambitious THRIVE transformation programme, as well as a number of other council priorities such as the Children's Improvement Plan. This ambition for Herefordshire public services and our communities requires a talented, diverse, committed, engaged and high performing workforce to deliver and realise our priorities. In order to deliver the commitments set out, we must ensure that we have an aligned workforce strategy that is developed to recruit, retain and invest in a skilled and well-trained workforce.
27. A key priority for the council has been improving the services we provide to our children and young people. Whilst there is a dedicated children's and young people improvement plan and workforce strategy the council workforce strategy sets the overall strategic framework to attract, retain and develop our workforce.
28. The term 'corporate parent' means the collective responsibility of the council, elected members, employees, and partner agencies, for providing the best possible care and safeguarding for children who are looked after by the council. Being a good corporate parent means we should; accept responsibility for children in the council's care; make their needs a priority; and seek for them the same outcomes any good parent would want for their own children.

Corporate parenting responsibilities are not confined to elected members. All officers share the responsibility to promote the needs of looked after children. Key responsibilities of all officers are: to promote the life chances of looked after children and care leavers in their area of responsibility; and to consider the impact of decision making on looked after children and care leavers.

The workforce strategy will ensure that where identified and relevant to do so, opportunities to support those in our care will be realised.

Environmental Impact

29. Whilst this is an update on the work programme and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

Equality duty

30. The workforce strategy embeds specific actions for the Council to reflect the range of equality, diversity and inclusion people related issues identified through staff engagement sessions. The strategy also seeks to ensure that we are delivering against best practice and to achieve our aspirations to be an employer of choice.

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 31. 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.
- 32. The implementation of the Workforce Strategy will have a significant, positive, impact on our council compliance with the Equality Act. The proposed themes will enhance diversity by recruiting, developing and retaining talent from a broad spectrum of backgrounds and with different protected characteristics. This allows the Council to benefit from a wider pool of skills, perspectives and experiences. This not only enriches the potential of the workforce but also fosters a sense of belonging for staff and seeks to improve employee experiences working for the Council and encourages retention with an employer that values and supports diversity and equality. The implementation of focussed work, to be identified as part of the strategy, should have a ripple effect in the broader community and recruitment pool beyond Herefordshire.
- 33. As part of the development of the strategy employee networks have contributed to shape the strategy, several of the networks over the past six months have been formed and have, in some networks, an affinity with some of the nine protected characteristics of the Equalities Act. The Diff-Abilities (disability), LGBTQ+ (sexual orientation), Black and Asian (race) and Parents and Carers (gender) networks have been consulted from an equality perspective.

Resource implications

- 34. The workforce strategy is a council-wide strategy and any financial implications arising from the implementation of this strategy or new initiatives will need to be met from within existing budgets.
- 35. Digital, data and new technology are impacting on both quality and customer expectations, and therefore our digital strategy and workforce strategy must be closely aligned, to build capacity and deliver digital systems, whilst ensuring the right people are in place to deliver different customer services. Interactions and ways of working with both partners, and residents are therefore being transformed. There is therefore a need to develop the skills of our workforce to meet the needs and raised expectations of our residents, in addition to the changing requirements of the council.

Legal implications

36. There are no specific legal implications to this report at this point. As the strategy develops and in particular if the strategy does requires change, there would be a specific requirement for consultation with staff and (depending on change) representative bodies.

Risk management

37. The workforce strategy reflects activities that will mitigate against the following corporate risks:

Risk / opportunity	Mitigation
There is a reputational risk to the council if the scrutiny function does not operate effectively.	The arrangements for the development of the work programme should help mitigate this risk.
The inability to recruit and retain staff.	The workforce strategy will support new ways of addressing this need.
Failure to adhere to the Equality Act 2010 and Public Sector Equality Duty.	Appropriate measures are in place to ensure compliance.
Failure to comply with HR related legislative requirements.	HR policies, procedures and training is being developed to help support line managers in their responsibilities.

Consultees

38. Phase one engagement and consultation has involved the Corporate Leadership Team, Leadership Group, HR&OD service, UNISON, all staff through an all staff briefing and open workforce sessions, including sessions with all of our employee networks. These have been a combination of face to face and online sessions.
39. The contribution from all parties has shaped the strategy's emerging themes and contributed to the development of the new THRIVE values and behaviours.
40. Phase two, following Scrutiny Management Board will include face to face visits to office locations across the council to test out the strategy, specifically the new values and help shape the new behaviours so that they resonate with staff.

Appendices

Workforce Strategy development slides and all staff values feedback.

Background papers

None identified.

Report Reviewers Used for appraising this report:

Governance	John Coleman	Date 26/10/2023
Finance	Judith Tranmer	Date 27/10/2023
Legal	Sean O'Connor	Date 26/10/2023
Communications	Luenne Featherstone	Date 30/10/2023
Equality Duty	Click or tap here to enter text.	Date Click or tap to enter a date.
Procurement	Lee Robertson	Date 27/10/2023
Risk	Kevin Lloyd	Date 27/10/2023

Approved by	Tracey Sampson, Director of HR&OD	Date 30/10/2023
-------------	-----------------------------------	-----------------

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

Organisational Development (OD)	Organisational development is defined differently between organisations. At the Council OD has a strategic focus on culture, workforce planning and talent management, employee engagement, health and wellbeing, equality, change, improvement and learning and development. Our vision is “Creating and supporting a thriving organisational culture and environment to enable the workforce to belong and succeed”. At heart everything we do is to ensure the Council is a good employer that attracts new and retains talent that are engaged and perform for the best interests of our residents and customers.
Workforce Strategy:	A comprehensive plan and set of actions designed to align the Council’s workforce with its strategic goals and objectives.
Recruitment:	The process of identifying, attracting, and hiring qualified candidates to fill job vacancies within the Council.
Retention:	Strategies and initiatives aimed at keeping talented employees within the Council and reducing turnover.
Culture:	The shared values, beliefs, and behaviours that define the identity and character of the Council – our DNA and the way we do things around here.
Employee capabilities:	The collective skills, knowledge, experience, and abilities of the Council’s employees.
Employee Engagement:	The level of emotional commitment and dedication that employees have toward their work and the Council.
Training and Development:	Activities and programs designed to enhance the skills, knowledge, and abilities of employees to perform their jobs effectively and advance their careers.

Employee Networks:	Employee networks are voluntary, employee-led groups within the Council that have been formed based on shared characteristics or interests. They provide a platform for employees to connect with others who have similar backgrounds, experiences, or affiliations and are focused on promoting change and improvement from a diversity, equity, and inclusion perspective within the workplace.
Appreciative Inquiry:	Appreciative Inquiry is a problem-solving and change management approach that focuses on identifying and building upon an organisation's strengths, positive experiences, and successes rather than dwelling on its weaknesses or problems. It is a philosophy and methodology that seeks to create a positive and sustainable transformation within an organisation.
Values:	Values are the fundamental beliefs, principles, and ethical standards that guide and shape the culture, behaviour, and decision-making. The values should serve as a moral compass for the Council and the workforce. The values help influence how we interact with each other, customers, partners, and the broader community.
Behaviours:	Workforce behaviours refer to the observable actions, interactions, and conduct of the Council and the workforce. The behaviours are influenced by various factors, including the Council's culture, values, policies, and leadership. Workforce behaviours play a crucial role in shaping the work environment, contributing to the achievement of goals, and reflecting the Council's identity.
Employee Feedback:	Gathering and incorporating input and opinions from employees to improve workplace conditions, processes, and policies

Workforce Strategy, Culture, Values and Behaviours

33

Emerging THRIVE Values

T

H

R

I

V

E

34



Trust
Teamwork
Transparency



Honesty
Helpful
Health



Respect
Responsibility
Reliability



Inclusive
Integrity
Innovation



Value
Visionary
Vibrant



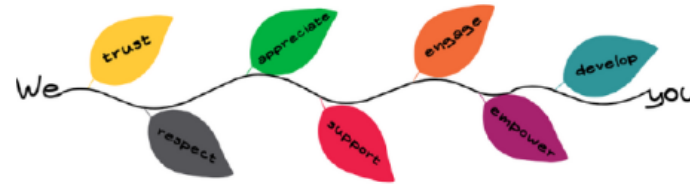
Empathy
Engaging
Excellence

New strategy look and feel

- Workforce Strategy
 - Introduction from Chief Executive
 - How we developed our strategy
 - Our workforce trends
 - Drivers for change
 - Council vision and priorities
 - Core values and behaviours
 - Workforce commitment
 - Workforce strategy objectives
 - Strategy detail
 - 2021 – 2023 successes

35

- Overview plan on a page
- Workforce commitment
- New values and behaviours





Title of report: Service Cost Recovery Update.

Meeting: Scrutiny Management Board

Meeting date: Tuesday 7 November 2023

Report by: Director of Economy and Environment

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

The purpose of this report, as set out in Appendix 1, is to provide the Scrutiny Management Board with an update identifying opportunities to improve the Council's service cost recovery position.

Recommendation(s)

That:

- a) The Scrutiny Management Board, having regard to the information presented in Appendix 1 notes the report and,**
- b) Determines any recommendations it wishes to make to inform the service cost recovery position.**

Alternative options

1. None identified, this report provides an update to the Scrutiny Management Board.

Key considerations

2. Identify how services' cost recovery compares with other authorities.
3. Identify opportunities to enhance services' cost recovery, unless there is a legal barrier to recovering costs.
4. Promote council fees and charges which reflect the full costs of service delivery, including management costs, capital costs and corporate overheads incurred whilst delivering services.
5. Identify opportunities to upscale delivery of Herefordshire Council's chargeable services.

Community impact

6. This report seeks to maximise its beneficial impact on communities by updating the Scrutiny Management Board on the service cost recovery work stream.

Environmental Impact

7. The council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.

Equality duty

8. The Scrutiny Management Board should consider the impact of service cost recovery on disadvantaged groups.
9. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Resource implications

10. There are no new resource implications arising from this report.

Legal implications

11. The Scrutiny Management Board should undertake the scrutiny role in relation to areas which are cross cutting in nature eg. Corporate Strategy and Finance (Budget), People and Performance and Corporate Support.
12. Where a matter falls within the remit of one or more Scrutiny Committees, the Scrutiny Management Board will decide which Committee will consider it and whether a spotlight, task and finish or standing panel review is appropriate
13. Budget, Treasury Management, Approve an annual work programme for itself and the other scrutiny committees.
14. Oversee communications to members and public in relation to scrutiny matters.

Risk management

15. There are no new risk implications arising from this report.

Consultees

16. None

Appendices

17. Appendix 1 - Thrive SCR - Update for SMB

Background papers

18. None.

Report Reviewers Used for appraising this report:

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

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

**Service Cost Recovery Update
Scrutiny Management Board**

7 November 2023

Contents

- 1** Context and purpose

- 2** Approach to the work to date

- 3** Summary of findings

- 4** Stage One Complete

- 5** Business Cases and Long List Options

- 6** Economy and Environment – Transformation / Commercialisation

- 7** Review of Fees and Charges

Context and purpose of the Service Cost Recovery Workstream

As a result of the current inflationary situation and Herefordshire Council's projected medium term financial position, the Council needs to **find new ways to cover its expenditure** whilst ensuring that **residents receive value for money**.

It has been identified that a **lower percentage of council income is recovered through fees and charges** in Herefordshire. By enhancing fees and charges and the number/scale of chargeable services, it may be possible to recover a greater percentage of services' costs.

This work focuses on identifying opportunities to improve the Council's cost recovery position.

Key objectives of the Service Cost Recovery workstream:

- Identify how services' cost recovery compares with other authorities.
- Identify opportunities to enhance services' cost recovery, unless there is a legal barrier to recovering costs.
- Promote council fees and charges which reflect the full costs of service delivery, including management costs, capital costs and corporate overheads incurred whilst delivering services.
- Identify opportunities to upscale delivery of Herefordshire Council's chargeable services.

We have made progress to date by undertaking the following activities:



Met with managers within 15 service areas, to seek thoughts about opportunities to improve service cost recovery.



Compared fees across 400+ categories with 13 comparator councils. Identified key areas of difference and opportunities for change within a Summary Analysis Report.



44

Analysed Herefordshire's overall recovery of service costs across 20+ categories, to identify opportunities for change.



Tested the validity of over 200 opportunities for change to Herefordshire. These are opportunities which other local authorities have explored. Herefordshire Council data has been analysed in relation to each of these opportunities, and conversations with staff have assisted with identifying the viability of any opportunities for changes.



Fed 59 opportunities into an opportunity longlist, informed by discussions with staff. Gathered data to support with testing opportunities for changes.



Which opportunity areas have been examined, in relation to Service Cost Recovery?

Analysis has been conducted across services, to establish opportunities for:

Moving services to a full cost recovery position

Ensuring that chargeable services are recovering the full cost of delivery (including overheads).

Upscaling services

Upscaling chargeable services which are delivering a surplus, and where sales volumes are lower than within other local authority areas.

Uplifting fees

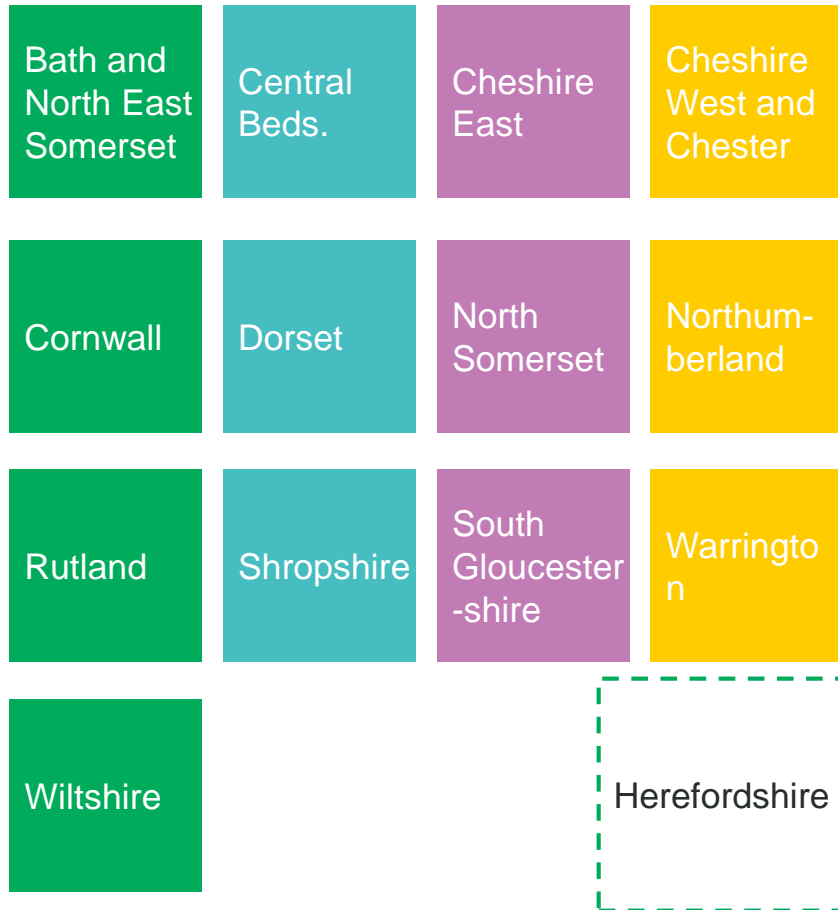
Uplifting fees, to reflect rates within comparable authorities and the local market.

Establishing new services

Establishing new and innovative commercial services, where the Council is not providing commercial services which other authorities are.

The following analysis was completed to understand Herefordshire's current state:

Data from 13 Comparator councils¹ was analysed



2 key pieces of analysis were conducted

RSX and Revenue Outturn (RO) Data - FY21/22

Expenditure and fee/charge income data was assessed across 150 categories, to understand service cost recovery in Herefordshire and other comparable local authorities.



Herefordshire Council (HC) Fees and Charges

Herefordshire Council's fee and charge levels for 2023/24 were collated and compared with other local authorities.



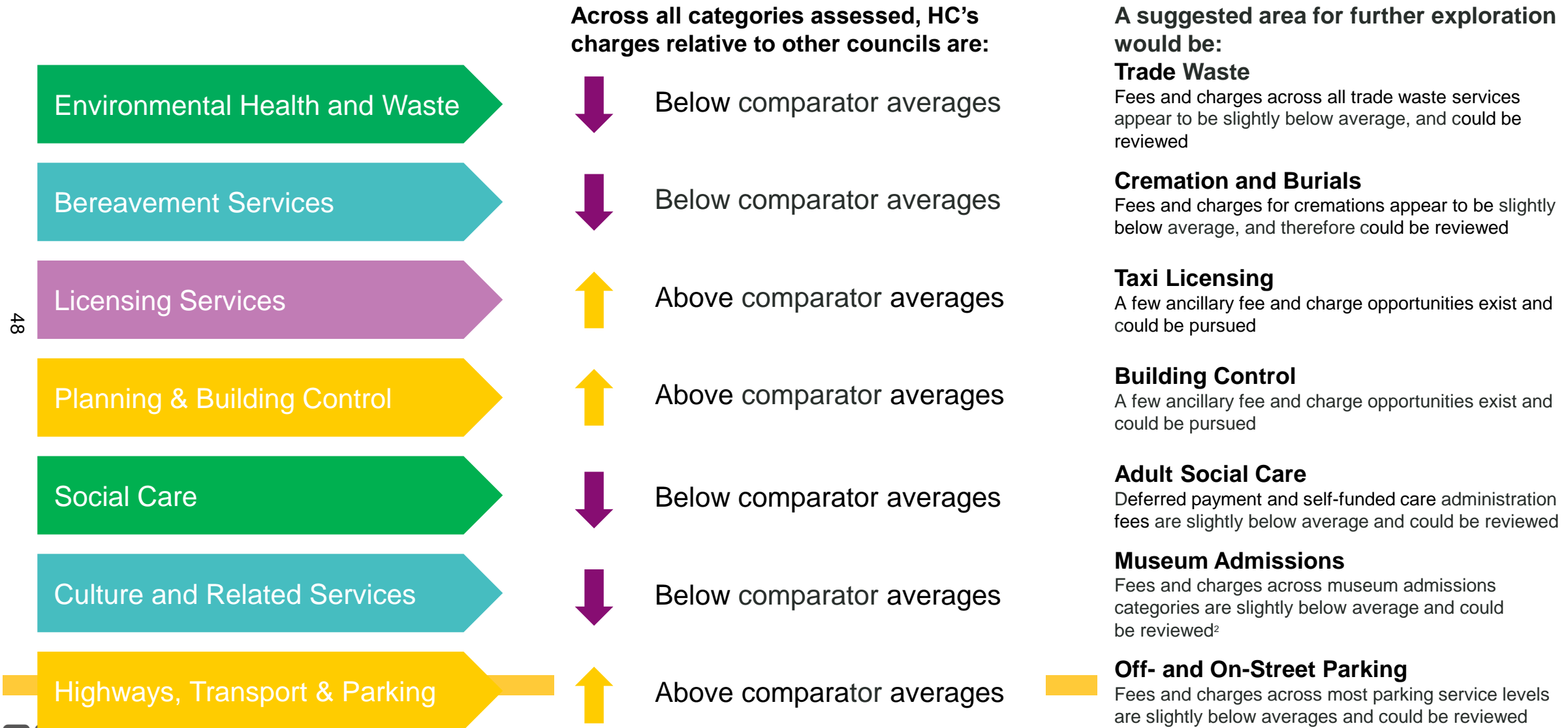
Identification of opportunities for changes

¹ Comparator group was informed by CIPFA Nearest Neighbours as outlined on [LGIinform](https://www.lginform.gov.uk). Revenue Outturn data reflects 2021/22 figures.

Herefordshire's service cost recovery is lower than comparators' within a number of areas

	Comparison with average	Sub-Categories with lower Service Cost Recovery ¹ in Herefordshire			
Education	↓ Below comparator average	<table border="1"> <tr> <td>Post 16 Provision</td> <td>Early Years</td> <td>Primary Schools</td> </tr> </table>	Post 16 Provision	Early Years	Primary Schools
Post 16 Provision	Early Years	Primary Schools			
Highway and Transport Services	↑ Above comparator average	<table border="1"> <tr> <td>Statutory Concession Fares</td> <td>Street Lighting (including energy costs)</td> <td>Highway Maintenance Planning, Policy & Strategy</td> </tr> </table>	Statutory Concession Fares	Street Lighting (including energy costs)	Highway Maintenance Planning, Policy & Strategy
Statutory Concession Fares	Street Lighting (including energy costs)	Highway Maintenance Planning, Policy & Strategy			
Children's Social Care	↓ Below comparator average	<table border="1"> <tr> <td>Children Looked After</td> <td>Safeguarding children and young people's services</td> <td>Family Support Services</td> </tr> </table>	Children Looked After	Safeguarding children and young people's services	Family Support Services
Children Looked After	Safeguarding children and young people's services	Family Support Services			
Adult Social Care	↓ Below comparator average	<table border="1"> <tr> <td>Asylum Seeker Support</td> <td>Care Assessment and Safeguarding</td> <td>Information and Early Intervention</td> </tr> </table>	Asylum Seeker Support	Care Assessment and Safeguarding	Information and Early Intervention
Asylum Seeker Support	Care Assessment and Safeguarding	Information and Early Intervention			
Housing Services	↓ Below comparator average	<table border="1"> <tr> <td>Nightly paid, privately managed accommodation</td> <td>Bed and breakfast hotels (including shared annexes)</td> <td>Private sector accommodation leased by authority</td> </tr> </table>	Nightly paid, privately managed accommodation	Bed and breakfast hotels (including shared annexes)	Private sector accommodation leased by authority
Nightly paid, privately managed accommodation	Bed and breakfast hotels (including shared annexes)	Private sector accommodation leased by authority			
Culture and Related Services	↓ Below comparator average	<table border="1"> <tr> <td>Tourism</td> <td>Parks and Open Spaces (including play areas)</td> <td>Library Services</td> </tr> </table>	Tourism	Parks and Open Spaces (including play areas)	Library Services
Tourism	Parks and Open Spaces (including play areas)	Library Services			
Environmental and Regulatory Services	↑ Above comparator average	<table border="1"> <tr> <td>Environmental Protection</td> <td>Climate change costs</td> <td>Defences against flooding</td> </tr> </table>	Environmental Protection	Climate change costs	Defences against flooding
Environmental Protection	Climate change costs	Defences against flooding			
Planning and Development Services	↓ Below comparator average	<table border="1"> <tr> <td>Environmental Initiatives</td> <td>Other Planning Policy</td> <td>Business Support</td> </tr> </table>	Environmental Initiatives	Other Planning Policy	Business Support
Environmental Initiatives	Other Planning Policy	Business Support			
Central Services	↓ Below comparator average	<table border="1"> <tr> <td>Retirement Benefits</td> <td>Council Tax Collection</td> <td>Registration of Electors</td> </tr> </table>	Retirement Benefits	Council Tax Collection	Registration of Electors
Retirement Benefits	Council Tax Collection	Registration of Electors			

On balance, Herefordshire has lower fees and charges¹ across 4 out of 7 categories assessed, with the potential to identify and implement changes within these 4 categories



48

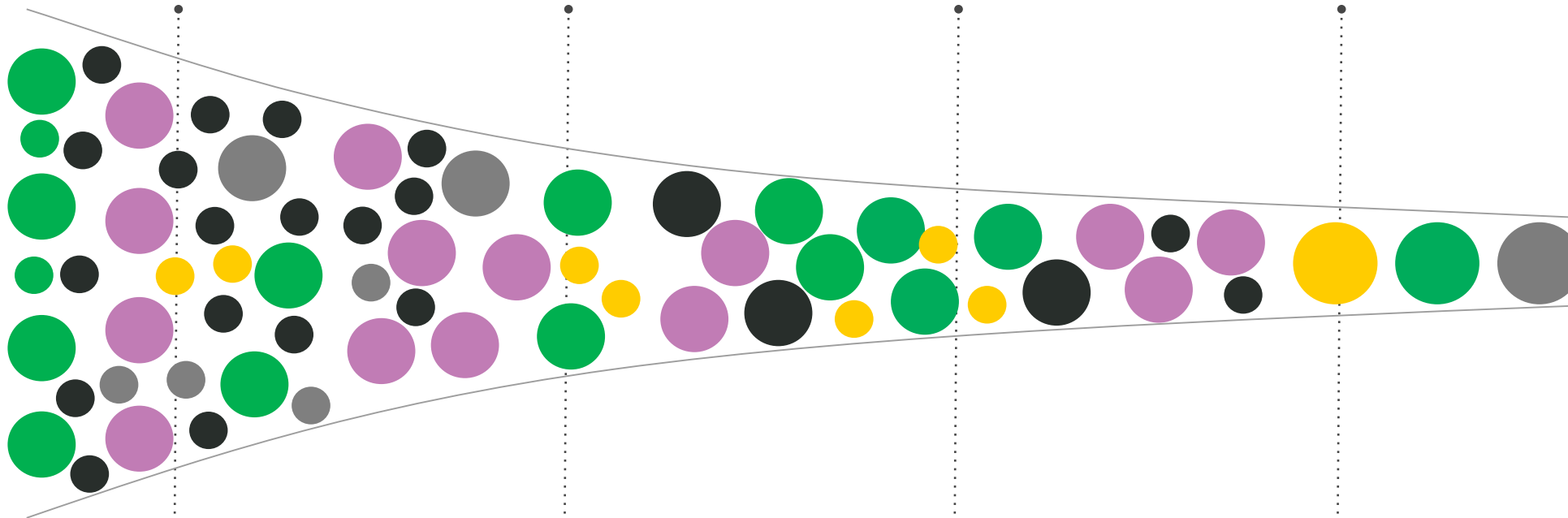
¹ Fees and Charges compared are as of 1 April 2023 across comparator councils using CIPFA Nearest Neighbours Model. ² Recent business cases have been produced for the future museums commercial proposition.

Stage 1 Complete

We are here



49



Collate Data

Engage with service stakeholders to source fees and charges and income/expenditure for chargeable services and understand services' views about opportunities for changes.

Data Analysis

Analyse council-wide data, to confirm primary opportunity areas to focus on, as the work progresses.

Opportunity Testing

Perform analysis of service data to substantiate opportunities identified through discussions, and conduct further exploratory discussions with services, to understand the service context.

Opportunity Prioritisation

Narrow opportunity longlist and prioritise opportunities which are likely to deliver long term benefits to the Council and/or close the gap between Herefordshire and comparators' cost recovery position.

Business Cases

Commence development of business cases for up to 5 focused areas across the Council. These will include initiatives which can be implemented

February - April 2023

April - May/June 2023



Business Cases

As a result of the previous review, 4 Business Cases were developed for further analysis –

- Introduction of Council Lottery to support Community Sector Organisations
- Advertising on Council (highway) assets
- Aligning Parking Charges
- Community Toilet Scheme

Each of these are now being developed for future approvals / decisions

Review of Fees and Charges – Stage One

- Currently no one version of all Council Fees and Charges
- Review commenced to bring together as a centralised record
- Ongoing comparison as part of the Service Cost Recovery workstream to identify any that are out of line with comparators
- Easier to identify inflationary uplifts and changes / patterns of income
- Fees and Charges are set as part of budget setting
- Report to Audit and Governance Committee on 24 October – Reviewed process for in-year changes

Conclusion

- Significant amount of work completed to review Income and Charges across the Council
- Initial review of “Service Cost Recovery” has shaped future priorities and work
- 52 • Economy and Environment Directorate Transformation – focused on Commercialisation of Services
- Review of Fees and Charges on-going
- Based on Scrutiny Management Board comments – further update at next meeting



Title of report: 2024-25 Proposed Budget Consultation Approach

Meeting: Scrutiny Management Board

Meeting date: Tuesday 7 November 2023

Report by: Head of Strategic Finance

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

The purpose of Appendix 1 of this report is to provide the committee with a timeline and details of proposed community-based budget consultation and engagement activity for 2024/25.

The purpose of Appendix 2 of this report is to provide the committee with an overview of community engagement within a public sector context, including setting out the statutory duties of a local authority to consult and to clarify the difference between engagement and consultation. The paper sets out the proposed approach for the budget consultation 2024/25. The paper also includes information on the role of scrutiny in the consultation process and different types of engagement activity and when they should be used.

Recommendation(s)

That:

- a) The Scrutiny Management Board, having regard to the information presented in Appendix 1 and 2, notes the report and,**
- b) Determines any recommendations it wishes to make to inform the budget consultation approach for the 2024/25 budget.**

Alternative options

1. None identified, this report provides an update to the Scrutiny Management Board.

Key considerations

2. This Board's programme of work seeks to maximise its beneficial impact on communities by scrutinising the proposed consultation approach for the 2024-5 budget.

3. The reports, included at Appendix 1 and 2, set out the proposed approach for the budget consultation 2024/25 and include information on the role of scrutiny in the consultation process and different types of engagement activity and when they should be used. This report has been prepared by the council's external provider commissioned for the delivery of consultation.

Community impact

4. This report seeks to maximise its beneficial impact on communities by scrutinising the proposed consultation approach for the 2024/25 budget and determining any engagement with communities in carrying out this work.

Environmental Impact

5. The council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
6. Whilst this overarching budget consultation proposal will not detail specific environmental impacts, consideration is always made to minimising waste and resource use in line with the council's environmental policy.

Equality duty

7. The proposed consultation for the 2024/25 budget will consider how the consultation process engages with hard to reach groups. The committee should also consider the impact of budget decision and financial strategy prioritisation on disadvantaged groups.
8. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Resource implications

9. There are no new resource implications arising from this report.

Legal implications

10. The Scrutiny Management Board should undertake the scrutiny role in relation to areas which are cross cutting in nature eg. Corporate Strategy and Finance (Budget), People and Performance and Corporate Support.

11. Where a matter falls within the remit of one or more Scrutiny Committees, the Scrutiny Management Board will decide which Committee will consider it and whether a spotlight, task and finish or standing panel review is appropriate
12. Budget, Treasury Management, Approve an annual work programme for itself and the other scrutiny committees.
13. Oversee communications to members and public in relation to scrutiny matters.

Risk management

14. There are no new risk implications arising from this report.

Consultees

15. None

Appendices

16. Appendix 1 - 2024-25 Proposed Budget Consultation Impact Consultancy
Appendix 2 – Community engagement paper for SMB 07.11.23

Background papers

17. None.

Report Reviewers Used for appraising this report:

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

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

Proposed events for consultation 2024/25

- Community Partnership - 22nd November
- Ross-on-Wye Christmas market and lights switch-on – 26th November
- Leominster market – 1st December
- Kington Winter food and drink festival – 2nd December
- Bromyard Market – 3rd December
- Hereford Xmas markets - 7th and 14th December
- Ledbury Market – 16th December

In addition we would like to hold events at Hereford Sixth Form and at a South Wye venue. We will also do an online session with businesses and potentially Parish and Town Councils.

2023/24 Budget Consultation Engagement

A breakdown of the numbers engaged with at each event held to consult on the 2023/24 budget is detailed below:

Session no.	Time/Date	Area	Number spoken with
1	Wednesday 23 rd November 2022	Community Partnership event	14
2	Friday 25 th November 2022	Kington Market	22
3	Thursday 1 st December 2022	Bromyard Public Hall	28
4	Friday 2 nd December 2022	Leominster market	35
5	Saturday 3 rd December 2022	Ledbury Market House	35
6	Sunday 4 th December 2022	Bromyard Market Square	55
7	Thursday 8 th December 2022	Hereford High Town (Xmas Markets)	52
8	Friday 9 th December 2022	Hereford 6 th Form	60
9	Saturday 10 th December 2022	Ross – on – Wye Market square	40
10	Tuesday 13 th December 2022	Online Zoom session as part of Herefordshire Council's Quarterly Business update with Herefordshire Businesses	12
11	Thursday 15 th December 2022	Hereford High Town (Xmas Markets)	25
12	Friday 16 th December 2022	South Wye Pensioners Xmas lunch	20
13	Saturday 17 th December 2022	Whitecross Family event	30
14	Monday 9 th January 2023	Parish and Town Councils	TBC

Community Engagement – Scrutiny Management Board

1. Purpose

The purpose of this paper is to provide an overview of community engagement within a public sector context, including setting out the statutory duties of a local authority to consult and to clarify the difference between engagement and consultation. The paper sets out the proposed approach for the budget consultation 2024/25. The paper also includes information on the role of scrutiny in the consultation process and different types of engagement activity and when they should be used.

2. Introduction

Over the past 3 years Herefordshire Council has demonstrated a strong commitment to engaging its residents through its commissioning of meaningful and genuine community engagement activities. The Council engages with residents throughout the year, across many different service areas using a range of engagement methods. The Council has been involved in a variety of good practice initiatives over recent years, intended to drive up the level and quality of community engagement e.g. Pop-up consultation stands, The Herefordshire Citizens Climate Assembly and targeted consultation with hard-to-reach groups. Examples of the impact of these approaches is provided in Appendix A. Whilst there has been a strong commitment to engage communities in a more meaningful and empowering way during the past three years, a more strategic council-wide approach is required to ensure that engagement activity is undertaken in a more efficient and consistent way that makes best use of available resources whilst helping to build stronger, more trusting relationships with its residents.

3. What is the purpose of Community Engagement?

The purpose of Community Engagement is to ensure that local people:

- Feel well informed about local issues.
- Have opportunities to get involved, influence local decision making and to tell the Council what they think about its policies, procedures and service delivery.
- Play an active role in shaping Council services.

New Conversations LGA Guide to Engagement is a comprehensive guide for councillors and officers wanting to build a stronger dialogue between council and community.

<https://www.local.gov.uk/sites/default/files/documents/New%20Conversations%20Guide%2012.pdf>

4. What is the difference between community engagement and consultation?

The term 'engagement' is a broad term used in this context to describe anything that encourages productive relationships between communities and public bodies. A good definition is,

“Developing and sustaining a working relationship between one or more public body and one or more community group, to help them both to understand and act on the needs or issues that the community experiences.”¹

Community engagement encompasses a wide range of activities which can take many different forms. Examples of community engagement activity include: listening events, surveys, workshops, focus groups, roadshows, forums, citizens assemblies and citizen panels. The key thing that distinguishes these different types of engagement activity is the **level of public participation** as illustrated below. This moves from low levels of participation (e.g. listening events or roadshows)

¹ Elected Member Briefing Note, Improvement Service and TCI, 2013

that are about informing residents about proposed plans without seeking their views to high levels of participation that involve the devolution of decision-making responsibilities to the public.

Every type of involvement is important in the community engagement process and different approaches will be used depending on the issue and the circumstances.

1. **Information-giving:** where residents are informed, but have no influence E.g. Face-to-face meetings, newsletters, posters in public places, letters and flyers, press releases for local radio and television, website
2. **Consultation:** where residents can inform decisions, but don't have the final say E.g. Stakeholder meetings, interviews, public meetings and forums, surveys, questionnaires, focus group discussions, street stands.
3. **Co-production:** where things are done jointly, acting together E.g. Stakeholder meetings, workshops, discussions, action planning meetings, participatory stakeholder mapping, participatory planning and implementation, co-production of services, taskforces, planning groups, strategic alliances and formal agreements
4. **Supporting citizen power:** where residents lead and the council stands back E.g. Community development, community run services, devolution of LA budgets.

Consultation is one of the most common forms of engagement activity undertaken by public bodies but is also a term that is commonly misunderstood. Consultation is a type of engagement activity and is used to describe any activity that gives local people a voice and an opportunity to influence important decisions. It involves listening to and learning from local people **before decisions are made or priorities are set.** A good definition of consultation is:

“The dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views with the objective of influencing decisions, policies or programmes of action.”²

Consultation will also have a clear beginning, middle and end. It might be part of an ongoing, continuous period of engagement, but it is a process. Its remit should be finite and the scope for stakeholder input should be clear.

5. Engaging hard to reach communities

Engaging with individuals / communities that are hard to reach is an important part of community engagement and consideration needs to be given as to the best routes to engaging these groups. This may be through working closely with community leaders and VCS organisations that work within / with marginalised groups or utilising existing networks for hard to reach communities. It is also important to identify the barriers that make engagement more difficult for certain groups of people and to ensure that these obstacles are wherever possible removed in order to encourage and support engagement.

6. Do we have to consult with residents?

Whilst Councils are not duty bound to consult with residents on all major decisions, there are some areas such as budget-setting, planning and re-developments where they have a statutory requirement to consult. Statutory consultations are bound by legal requirements, such as Best Value legislation, and have strict rules surrounding how they should be conducted. Failure to run a statutory consultation in line with the rules leave the authority liable for a judicial review so it is

² National Standards for Community Engagement, Scottish Community Development Centre

important to be clear about these guidelines. Page 35 of the New Conversations LGA Guide to Engagement document provides further details about statutory provisions relating to consultation.

7. Why consult if we don't have to?

Whilst consultation can be resource and time intensive the benefits of considered and meaningful consultation can be far reaching and result in more effective use of resources and the development of more trusting and supportive relationships between the council and its residents. Additional benefits also include:

- improving planning, policy and decision making
- accessing new information, ideas and suggestions
- encouraging greater participation in the activities of the council
- to govern by consent (a full and fair consultation, with careful consideration of all views, can strengthen the legitimacy of the prevailing view among those people not in favour of the final decision)
- measuring residents' satisfaction with the council
- shaping council activities around residents' needs and aspirations

8. Choosing a consultation method

When thinking about what method to use it's important to think about what you want the exercise to achieve, the resources and time you have available and the stakeholders you want to engage in the consultation. The key thing to remember is that **unless there's scope for consultees to influence a decision, then it shouldn't be called a consultation**. There is no one size fits all when choosing a consultation method – there are multiple ways to engage, techniques and preferences continuously evolve, and each council has its circumstances, priorities, and local audiences. Appendix B is a list of methods of engagement and the pros and cons of using them.

9. Proposed approach for Budget Consultation 2024/25

Our proposed approach, outlined below, is based on the success of previously using pop-up market stalls to inform people about the budget setting exercise and gathering their views of some of the potential cost saving proposals on the table. This approach has also been used as a way of taking a temperature reading about the value that people place on certain services through the use of token-boxes, it also provides people with the opportunity to ask questions about the budget process and to raise non-budget related questions. The market-stall approach is an effective way of engaging a wider demographic and is used alongside the annual on-line budget consultation survey.

The proposed budget consultation approach would include the delivery of:

- 7 locality-based pop-up consultation events mid-October to early December – 2 in Hereford High Town and one in each of the other market towns. Using a range of interactive methods to gauge public opinion on the key issues relating to the 24/25 budget. The final approach and focus of consultation would be developed in conjunction with the Director of Resources & Assurance.
- 2 consultation sessions with specific hard to reach groups e.g. young people, families in hardship.
- An on-line consultation session with businesses via the Economic Development Teams quarterly business briefings.
- A consultation session with the Community Partnership (22 November tba).

- A consultation session with Parish & Town Councils.
- An online feedback session sharing the results of the consultation.

The output from the consultation will be a report and a PowerPoint presentation summarising the consultation findings.

The role of Scrutiny in the consultation process

Whilst there is no specified role for Scrutiny in the consultation process consideration should be given to the following;

1. Ensuring proposals that are being consulted on are still at a formative stage i.e. A final decision has not yet been made, or predetermined, by the decision makers.
2. That the approach and methods to be used are appropriate given the scale and nature of the issue.
3. That there is sufficient information during the consultation process to give 'intelligent consideration.' Does the information provided relate to the consultation? Is it available, accessible and easily interpretable for consultees to provide an informed response?
4. That there is adequate time for consideration and response. There must be sufficient opportunity for consultees to participate in the consultation. There is no set timeframe for consultation, despite the widely accepted twelve-week consultation period, as the length of time given for consultee to respond can vary depending on the subject and extent of impact of the consultation.
5. That 'Conscientious consideration' is given to the consultation responses before a decision is made. Decision-makers should be able to provide evidence that they took consultation responses into account.
6. That findings of the consultation and subsequent decisions are fed back in the public domain.
7. That the views of those that do not usually engage in consultation processes have been actively sought and measures taken to ensure the consultation process is accessible to all potential stakeholders.

Appendix A

Examples of successful engagement:

Seldom heard groups

The Health and Well-being Strategy Development, Impact of Covid on Families (financial hardship) and the Budget consultations were very successful at engaging with members of Herefordshire's public that typically do not engage with public consultations for a number of reasons. By identifying groups that may not typically engage, and creating an accessible opportunity by suitable times, venues, resources such as interpreters, translations, and easy read versions has given a better opportunity for the wider population to share their views.

Specific groups engaged include:

Younger people through Herefordshire Sixth Form College, Young Farmers ploughing match in Dorstone, and SHYPP Leominster; Care experienced Young People through Herefordshire Council's contacts; Older people through Age UK; Families on lower incomes through contacts at food banks, family days through the Holiday activities and food programme (HAF) and those in receipt of social housing through providers such as Connexus; Women's, Men's and LGBTQ+ Groups; Carers and Parent Carers through Crossroads Together and Parent Carer Voice Herefordshire; those with disabilities through Echo and the Keeping it Real Board; Veterans with the Veterans Support Centre and the Veterans Mental Health Nurse; Gypsy and Romany Travellers with the use of Peer Research from within the community; Eastern European migrants through Catholic Churches and refugees from Afghanistan and Syria through City of Sanctuary.

Engagement across Herefordshire

Herefordshire is a largely rural county encompassing Hereford City and its five market towns. Engagement across all of these areas is vital to gain the whole view of the county. Herefordshire Council's consultation for developing of the priorities for the Corporate Plan as well as yearly budget consultations have been successful at engaging residents from across the county by providing market stall style engagements.

Specifically using a market stall pop-up approach for the budget consultations and priority settings for the Corporate Plan, has allowed these consultations to reach a wider demographic. 'Popping up' where residents are in their localities using engaging methods such as token boxes or visual sticky dots on charts, make engaging with the consultation quick and easy if people have limited time or enabling more in-depth discussion if time allows. In last year's budget consultation, 2022, over 420 people participated.

Businesses and Voluntary and Community Groups have also been engaged through suitable channels such as Quarterly Business Briefings with Herefordshire Council and Herefordshire Community Partnership.

In-depth engagement

When a subject is too detailed to discuss in a simple consultation exercise, more in-depth methods are used, with the example being Herefordshire's first Citizen's Assembly which focused on the climate emergency. 40 representative participants across Herefordshire were recruited to hear from a team of experts, around three main topics; Transport, Buildings and Food, Farming and Land use (decided by the Stakeholder and Steering Group) before they collectively made recommendations to

Herefordshire Council and its partners about 'How should Herefordshire meet the challenges of Climate Change?'. For more information see Herefordshire Council's website:

<https://www.herefordshire.gov.uk/council/citizens-assembly#:~:text=In%20January%202022%2C%20the%20Herefordshire,what%20steps%20should%20be%20taken.>

Real impacts

Consultation is only successful if it is able to influence decision making. Very real changes being made as a result of consultation proves successful engagement. Examples of how recent consultation has influenced strategy and decision making include

- The Health and Wellbeing Being Board reduced the number of priorities in its strategy from 12 to two very clear priorities that were identified as being the most important by all of those consulted.
- The Herefordshire Citizens' Climate Assembly identified 35 recommendations within the themes of buildings; transport; and food, farming and land-use, and in turn resulted in an action plan and 13 projects for Herefordshire Council and its partners.
- During the most recent budget consultation, December 2022, residents were asked about a number of options in which they strongly supported continuing discounts for council tax for those most in need, raising income in ways in which means residents can afford to fund services and helping communities to help themselves. Therefore these three proposals were taken forward out of the six presented.

Appendix B

Methods of engagement

Method	Pros	Cons
Public Meetings	Large numbers of people can participate at once. Allows for full “community” input. Enables community to be involved in the process.	Attendance may be low if there is little/no interest, or no incentives are offered. Strong personalities can influence and sway discussion or stop discussion altogether. Attendees may not be representative of community.
Focus Groups are guided discussions of a small group of citizens. They are normally one-off sessions although several may be run simultaneously in different locations.	Can be directed at specific target audiences (youth, underrepresented, leaders). Conflict and strong personalities are easier to handle. Follow up questions are easily provided.	Attendees may not be representative of community. Facilitators are usually required. Strong personalities can influence and sway discussion or stop discussion altogether.
Online consultations utilise the internet to ask a group of people their opinion on an issue (typically a policy in the development stages). An unlimited number of participants can be sent information about the subject or download it online and respond via email or comment on the website.	Allows a large number of people to contribute. Gives all participants an 'equal voice'. Can reach people who are unlikely to respond to traditional engagement methods. A quick and accessible mode of engagement from the participants' perspective. Allows participants to discuss an issue at their convenience (regardless of location or time) Anonymity of online processes can encourage open discussion.	Excludes people who do not or cannot access/navigate the internet. Can generate unmanageable amounts of material. Written communication can be a barrier for some already marginalised groups. Any perceived complexity, such as registration, can be a barrier to participation
Interviews	Easy to identify and hear from target population. Attendance is consistent and reliable. Follow up questions are easily provided. Participants are easily contacted for more information, or post-implementation feedback.	Does not offer any real sense of community engagement. May contain personal bias. Results may be influenced by individual administering. Can be a lengthy process.
Survey	Can cover a great deal of information. Can require very little time to gather feedback from many. Reduction in administration bias. Can fill gaps in population level data for small communities.	Can be a lengthy process. Respondents may not represent a good snapshot of the community. If not designed well (professionally), answers may not be useable. Do not

		offer any real sense of community engagement.
Citizen Assembly A group of people who are brought together to discuss an issue or issues and reach a conclusion about what they think should happen. The people who take part are chosen so they reflect the wider population	The process can be high profile and provide a good way of drawing attention to an issue. Can bring out diverse perspectives on complex and contested problems. Decision makers brought face-to-face with citizens or those with lived experience of an issue.	Gaining a broadly representative group of people can be challenging and expensive. The process for developing and planning an assembly is intensive and demanding on human and time resource. Running a citizens' assembly is a highly complex process requiring significant expertise
Citizen Panel A panel which can have a small number of people (dozens) or a large number (thousands) who are representative of the local community, who are periodically surveyed through questionnaires and focus groups.	Can be sponsored and used by a partnership of local agencies. Allows you to target specific groups if large enough. Allows surveys or other research to be done at short notice. Assessing local service needs and identifying priorities.	Needs considerable staff support to establish and maintain. Responses to surveys often reduce over time, particularly among young people. Can exclude certain residents who do not feel comfortable participating in this way and should not be the only form of engagement.
Street stalls: These are outdoor displays, such as idea or graffiti walls, used to capture the views and comments of many people. Maps and plans for an area or project can be displayed and passers-by are asked to comment, generate ideas or cast votes.	Visual form of consultation – good for PR of Council. Good opportunity for public to speak to Officers / Councillors face-to-face. Can get views from a good cross section of the community. Good for 'temperature reading' on key issues.	Not suitable for imparting in-depth information. Weather can impact on levels of engagement. Requires multiple people to capture feedback.

Title of report: Scrutiny committee work programmes

Meeting: Scrutiny Management Board

Meeting date: Tuesday 7 November 2023

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

This report provides the committee with the current work programmes of Herefordshire Council's scrutiny committees.

Recommendation(s)

That the committee:

- a) consider whether the committee work programmes together provide a comprehensive overview of local authority and partnership priorities;**
- b) identify opportunities to co-ordinate work across committees; and**
- c) further identify area where committees may be duplicating or overlapping.**

Alternative options

1. The committee can choose to not use this opportunity to review scrutiny committee work programmes together. This is not recommended. Failing to review programmes risks an uncoordinated work across committees that do not adequately scrutinise local authority and partner priorities.

Key considerations

2. Herefordshire Council operates five scrutiny committees. Together, their remits span all of the council's services and responsibilities, as well as those within the NHS that are subject to scrutiny by the local authority. They are:
 - a. Children and Young People Scrutiny Committee
 - b. Connected Communities Scrutiny Committee
 - c. Environment and Sustainability Scrutiny Committee
 - d. Health Care and Wellbeing Scrutiny Committee
 - e. Scrutiny Management Board
3. Herefordshire Council's constitution states that the remit of the Scrutiny Management Board includes a requirement to "[a]pprove an annual work programme for itself and the other scrutiny committees. Its remit also states that "Where a matter falls within the remit of one or more Scrutiny Committees, decide which committee will consider it and whether a spotlight, task and finish or standing panel review is appropriate".
4. Although the council's scrutiny committees have each agreed a work programme, these have yet to be submitted to Scrutiny Management Board for approval, as required by the council's constitution.
5. The scrutiny committees also review their work programmes after each meeting, amending, removing and adding topics in response to work already undertaken and emerging issues. It is therefore proposed to submit all committee work programmes to each meeting of the Scrutiny Management Board, to ensure that co-ordination reflect changes to the work programme.

Community impact

6. Effective scrutiny strengthens council and partner services. Better public services will have a beneficial impact on people and communities in Herefordshire. This impact will depend on the topic being considered, the recommendations made by the committee, and the extent to which those recommendations are implemented.

Environmental Impact

7. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.

While this is a decision on the future work of the committee, and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the Council's Environmental Policy. For example, the committee meets online wherever possible in order to minimise car travel to Herefordshire Council offices.

Equality duty

8. Section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
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. The impact on council equality duties will therefore arise when the committee undertake this work programme.

Resource implications

10. This report is produced as part of the regular business of the scrutiny function. There are therefore no resource implications in considering this report.
11. The topics that the committee includes in its work programme may result in resource implications for the committee and the wider scrutiny function. Any decision to carry out additional meetings, briefings or task and finish groups on specific topics are likely to increase the burden of resource onto Governance Services.
12. In considering a topic as part of its work, the committee may make recommendations to the council or NHS. Both of these organisations are required to respond to scrutiny recommendations and may accordingly choose to accept and implement these recommendations. Although the impact on resources of any recommendation may be discussed in the course of a scrutiny committee meeting, it is up to the officer or services proposing to implement a recommendation to identify and report resource implications to any decision maker.

Legal implications

16. Paragraph 4.5.28 confirms that it is the scrutiny committees that decide their own work programme and priorities. Management committee co-ordinates this annual programme between the various committees to deliver to the functions and powers set out in paragraph 3.4.2.

Risk management

17. There are no specific risks inherent in considering this report.

Consultees

18. The author of this report has involved the scrutiny committees in producing their work programme, who have done so in partnership with officers of the council and members of the public.

Appendices

Appendix 1 scrutiny committee work programmes

Background papers

Herefordshire Council constitution

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	John Coleman	Date 27/10/2023
Finance	Click or tap here to enter text.	Date Click or tap to enter a date.
Legal	Sean O'Connor	Date 26/10/2023
Communications	Luenne featherstone	Date 27/10/2023
Equality Duty	Click or tap here to enter text.	Date Click or tap to enter a date.
Procurement	Click or tap here to enter text.	Date Click or tap to enter a date.
Risk	Click or tap here to enter text.	Date Click or tap to enter a date.
Approved by	Click or tap here to enter text.	Date Click or tap to enter a date.

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

Appendix 1 scrutiny committee work programmes

Children and Young People Scrutiny Committee draft work programme

14 November 2023 **report deadline 6 November 23**

Topic and Objectives	Evidence required	Attendees*
<p>SEND action plan</p> <ul style="list-style-type: none"> - Scrutinise the action plan. - Identify gaps in action and progress in delivering the plan. 	<p>SEND strategy and action plan Pre-meeting briefing session with service director</p>	<ul style="list-style-type: none"> • Director of Education, Skills and Learning • Parent Carer Voice • Maria Hardy Health • Roz Pither – head of service SEND • Rachel Gillett - Safeguarding
<p>Child and Adolescent Mental Health Services</p> <ul style="list-style-type: none"> - Investigate access to and the availability of appropriate mental health services for children and young people. - Identify gaps in provision and explore opportunities for more effective commissioning of services. 	<p>Directory of mental health support services in Herefordshire Service specification for CAMHS CAMHS performance information</p>	<ul style="list-style-type: none"> • Herefordshire and Worcestershire NHS Trust • Director of safeguarding • Director of all-age commissioning

23 January 2024 **report deadline 15 January 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Workforce, fostering and adoption sufficiency</p> <ul style="list-style-type: none"> - Understand the shortages faced by the council and its partners in workforce recruitment. - Identify challenges in recruitment of foster families. - Make recommendations to support improved rates of recruitment. 	<p>Current staffing levels Fostering and adoption rates of recruitment Payment rates for fostering and adoption</p>	<ul style="list-style-type: none"> • Head of Service, Fostering and Adoption
<p>Schools Capital Strategy</p> <ul style="list-style-type: none"> - Understanding how the local authority determines its investment in new and existing schools. - Review the impact of the 2016 capital investment strategy. 	<p>Capital Investment Strategy Schools investment programme</p>	<ul style="list-style-type: none"> • Director of Education, Skills and Learning

- Seeking assurance that capital investment is aligned to implementation of the Local Plan.		
Safeguarding Children's 2022-2023 Partnership Annual Report - Scrutinise responses to questions to the independent scrutineer.	Partnership Annual Report Answers to questions submitted the Independent Scrutineer	<ul style="list-style-type: none"> • Independent Scrutineer, Herefordshire Safeguarding Partnership

26 March 2024 report deadline 18 March 23

Topic and Objectives	Evidence required	Attendees*
Looked after children - Identify the factors resulting in the current rate of children being looked after. - Further identify areas of focus for the committee to pursue.	Current and historical numbers of children looked after by the local authority Comparison with statistical neighbours and other local authorities in West Midlands region.	<ul style="list-style-type: none"> • Director, safeguarding
Corporate Parenting Board - Scrutinise the current constitution and activity of the corporate parenting board.	Corporate Parenting Strategy Corporate Parenting Board agendas and minutes % care leavers who are: <ul style="list-style-type: none"> - In suitable accommodation - in education, training or employment 	<ul style="list-style-type: none"> • Chair, Corporate Parenting Board • Service Director Early Help, Quality Assurance and Prevention • Head of service, looked after children • Your Voice Matters representatives

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

Connected Communities Scrutiny Committee

8 November 2023 **report deadline 31 October 23**

Topic and Objectives	Evidence required	Attendees*
<p>Objectives for Local Transport Plan</p> <ul style="list-style-type: none"> - Review the local authorities vision, objectives and guiding principles for its proposed Local Transport Plan. - Understand the national policy and funding framework underpinning the plan objectives. - Make suggestions to contribute to development of the plan objectives. 	Draft Local Transport Plan	<ul style="list-style-type: none"> • Head of Highways and Traffic • Senior Transport Planning Officer • WSP
<p>Local Cycling, Walking and Infrastructure Plan</p> <ul style="list-style-type: none"> - Scrutinise ongoing work to develop the county’s Local Cycling, Walking and Infrastructure Plan. - Review options for current and future funding 	LCWIP	<ul style="list-style-type: none"> • Head of Highways and Traffic • Senior Transport Planning Officer • Phil Jones Associates

10 January 2024 **report deadline 2 January 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Planning – delivery of section 106-funded projects</p> <ul style="list-style-type: none"> - Review of the governance arrangements for the delivery of section 106 funds - Scrutinise the effectiveness in identifying and delivering projects 	TBC	<ul style="list-style-type: none"> • Planning Obligations Manager • Service Director Economy and Growth • Service Director Highways • Director of Education • Programme Manager

6 March 2024 report deadline 27 February 2024

Topic and Objectives	Evidence required	Attendees*
Skills and apprenticeships <ul style="list-style-type: none">- NMITE- apprenticeships	TBC	<ul style="list-style-type: none">• Alexia Heath• Liz Farr

8 May 2024 report deadline 30 April 2024

Topic and Objectives	Evidence required	Attendees*
Herefordshire County Business Improvement District <ul style="list-style-type: none">- Review the progress in ensuring the collection of the Improvement District levy- Scrutinise the Business Improvement District work programme arising from the funding.	TBC	<ul style="list-style-type: none">• TBC

*The Director, Economy and Environment, Portfolio Holder, Roads and Regulatory Services, Portfolio Holder, Economy and Growth and Portfolio Holder, Community Services and Assets, all have a standing invitation to the meeting. It is assumed that the relevant portfolio holder will attend each meeting.

Environment and Sustainability Scrutiny Committee draft work programme

25 September 2023 report deadline 15 September 23

Topic and Objectives	Evidence required	Attendees*
<p>River water pollution</p> <ul style="list-style-type: none"> - Understand the factors contributing to the pollution of rivers and watercourse. - Examine the council’s duties and powers to address river pollution. - Scrutinise how the council fulfils its duties and exercises its powers. - Identify key partners and their roles and responsibilities. 	<p>Map of rivers and watercourses in Herefordshire</p> <p>Appraisal of nature and extent of pollution in rivers and watercourses</p> <p>Outline of council powers and duties</p> <p>RePhokus report on River Wye</p> <p>Cabinet commission on phosphates reporting</p>	<ul style="list-style-type: none"> • Service Director, Economy and Growth • Service Director, Environment and Highways • Head of Environment Climate Emergency and Waste Services • Wye and Usk Foundation • Farm Herefordshire

27 November 2023 report deadline 17 November 23

Topic and Objectives	Evidence required	Attendees*
<p>Implementing the Environment Act 2021</p> <ul style="list-style-type: none"> - Understand the targets, duties and powers conferred to the council and its partners by the Environment Act 2021. - Scrutinise how Herefordshire Council is implementing the duties of the act. - Further scrutinise partnership working relating to the act. 	<p>LGA briefing – Environment Act 2021</p> <p>Analysis of consequences for the council in implementing the Act.</p>	<ul style="list-style-type: none"> • Head of Environment Climate Emergency and Waste Services • Sustainability and Climate Change Manager

22 January 2024 report deadline 12 January 2024

Topic and Objectives	Evidence required	Attendees*
<p>Meeting net zero-carbon in Herefordshire</p> <ul style="list-style-type: none"> - Appraise current carbon emissions in Herefordshire and the work required to achieve the goal of net-zero carbon by 2030. - Scrutinise how the council contributes to the work of the Herefordshire Climate and Nature Partnership Board - Assess the partnership’s achievement to date. 	<p>Herefordshire Climate and Nature Partnership Board Terms of Reference</p> <p>Herefordshire Council net zero strategy and delivery plan</p>	<ul style="list-style-type: none"> • Head of Environment Climate Emergency and Waste Services • Sustainability and Climate Change Manager

25 March 2024 **report deadline 15 March 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Nutrient Management Board</p> <ul style="list-style-type: none"> - Scrutinise the effectiveness and achievements of the Nutrient Management Board, to include: <ul style="list-style-type: none"> ○ governance arrangements ○ terms of reference ○ agreed objectives and ○ its role as river champion ○ agreed targets and key performance indicators 	<p>Nutrient Management Board terms of reference</p> <p>Minutes from previous meetings</p> <p>Board action plan</p>	<ul style="list-style-type: none"> ● Chair of Nutrient Management Board ● Other members of the board

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

Health Care and Wellbeing Scrutiny Committee draft work programme

20 November 2023 report deadline 10 November 23

Topic and Objectives	Evidence required	Attendees*
<ul style="list-style-type: none"> - Home (domiciliary) care capacity and delivery <ul style="list-style-type: none"> o An overview of home care market in Herefordshire o What are the challenges facing the market? o What is the council’s strategy for commissioning and supporting home care services and providers? o Evaluation of the Shared Lives service. 		<ul style="list-style-type: none"> • Service Directors – All Ages Commissioning and Social Care Delivery • Hayley Doyle • Mandy Appleby
<p>Work programme</p> <ul style="list-style-type: none"> - Agree draft work programme 		<ul style="list-style-type: none"> •

29 January 2024 report deadline 19 January 2024

Topic and Objectives	Evidence required	Attendees*
<ul style="list-style-type: none"> - Community-based support services <ul style="list-style-type: none"> o How does Herefordshire Council provide, support, commission and co-ordinate community-based services in Herefordshire? o What is the council’s strategy for these services? o How does the council ensure that an effective strategy allows for organic growth in these services? 		<ul style="list-style-type: none"> • Interim Service Director – Communities • Talk Community Development Lead
<p>Work programme</p> <ul style="list-style-type: none"> - Agree draft work programme 		<ul style="list-style-type: none"> •

25 March 2024 report deadline 15 March 2024

Topic and Objectives	Evidence required	Attendees*
<ul style="list-style-type: none"> - Supported housing for working age adults with additional needs 		<ul style="list-style-type: none"> • Service Director – All Ages Commissioning • Head of Housing

<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"> - 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 adults services? 		<ul style="list-style-type: none"> ● Head of Service, Corporate Parenting ● Service Director – All Ages Commissioning ● Head of Community Commissioning
Work programme <ul style="list-style-type: none"> - Agree draft work programme 		<ul style="list-style-type: none"> ●

20 May 2024 report deadline 10 May 2024

Topic and Objectives	Evidence required	Attendees*
<ul style="list-style-type: none"> - 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 effectiveness of the council response to the policy 	<p>West Mercia Police “Most Appropriate Agency” policy</p> <p>Herefordshire Council policy</p>	<ul style="list-style-type: none"> ● West Mercia Police ● Service Director – Social Care Delivery
Work programme <ul style="list-style-type: none"> - Agree draft work programme 		<ul style="list-style-type: none"> ●

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

Scrutiny Management Board work programme

7 November 2023 report deadline 30 October 23

Topic and Objectives	Evidence required	Attendees*
Workforce strategy <ul style="list-style-type: none"> - Scrutinise draft workforce strategy - Identify opportunities to support workforce development 	Draft workforce strategy	<ul style="list-style-type: none"> • Director of Human Resources and Organisational Development • Head of Learning & Organisational Development
Financial strategy <ul style="list-style-type: none"> - Proposed consultation approach for the 2024-25 Budget - Income and charging 	Briefing on consultation proposals Briefing on ongoing income and charges review	<ul style="list-style-type: none"> • Corporate Director of Economy and Environment • LINK
Work programme co-ordination <ul style="list-style-type: none"> - Review the work programmes of all scrutiny committees - Identify gaps and overlaps and refine programmes accordingly 	Scrutiny committee work programmes	<ul style="list-style-type: none"> • Statutory scrutiny officer

21 November 2023 report deadline 13 November 23

Topic and Objectives	Evidence required	Attendees*
2024-2027 County Plan and 2023-2024 delivery plan <ul style="list-style-type: none"> - Scrutinise progress against the 2023-2024 delivery plan - Review a draft, or work to produce a draft County Plan 	Draft County Plan Current delivery plan	<ul style="list-style-type: none"> • Director of Strategy and Performance
Financial strategy <ul style="list-style-type: none"> - Capital investment programme - Closer working with parish councils <ul style="list-style-type: none"> ○ Which services can parish councils deliver? ○ How do the unitary and parish council co-ordinate funding for co-delivered or delegated services and functions? 	Briefing on Capital Investment Programme Briefing on relationship with parish councils	<ul style="list-style-type: none"> • TBA
Scrutiny effectiveness review <ul style="list-style-type: none"> - Agree a proposal and approach for an annual effectiveness review of the scrutiny function 	Proposal for an effectiveness review	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Q1 performance report	Q1 Performance report	<ul style="list-style-type: none"> • Director of Strategy and Performance
------------------------------	-----------------------	--

16 January 2024 report deadline 8 January 2024

Topic and Objectives	Evidence required	Attendees*
Digital strategy - TBC	TBC	TBC
Financial Strategy - Scrutinise the draft budget	Draft 2024-2025 budget	

19 March 2024 report deadline 11 March 2024

Topic and Objectives	Evidence required	Attendees*
Information governance and security - TBC	TBC	<ul style="list-style-type: none"> • TBC
Financial Strategy - Agree terms of reference and work programme for financial strategy for 2024-2025 period	Draft work programme	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

May 2024 report deadline TBA

Topic and Objectives	Evidence required	Attendees*
Scrutiny effectiveness review - Agree draft effectiveness review for presentation to Council	Draft effectiveness review	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

*The Director, Resources and Assurance, Head of Strategic Finance, Leader of the Council and Portfolio Holder, Finance and Corporate Services, all have a standing invitation to the meeting. It is assumed that the relevant portfolio holder will attend each meeting.

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.

8

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
<p>IT Strategy Renewal (Digital, Data and Technology Strategy)</p> <p>To agree the renewed digital, data and technology strategy outlining the approach and key activity that supports the work of the council, assists people accessing council services, creates efficiencies and keeps the organisation operational and safe.</p>	<p>Cabinet member corporate strategy and budget</p> <p>15 December 2023</p>	<p>Cabinet member corporate strategy and budget</p> <p>Amy SWIFT, Portfolio Manager</p> <p><small>Amy.Swift2@herefordshire.gov.uk</small></p>	<p>Corporate Support Centre</p>	<p>NEW ITEM</p>	<p>KEY</p> <p>Open</p>
<p>Cabinet decisions by date (Key and Non-key listed)</p>					
<p>Delivery Plan 2023/24</p> <p>To agree proposals for the Delivery Plan 2023/24. Each year Cabinet is required to produce a delivery plan which sets out how the strategic ambitions within the council's County Plan 2020-24 will be delivered and monitored.</p>	<p>Cabinet</p> <p>23 November 2023</p>	<p>Cabinet member finance and corporate services</p> <p>Appy Reddy, Head of Corporate Performance, Amy Pitt, Director of Strategy and Performance</p> <p><small>Appy.Reddy2@herefordshire.gov.uk, Amy.Pitt@herefordshire.gov.uk</small></p> <p><small>Tel: 01432 383675, Tel: 01432 383758</small></p>	<p>Corporate Support Centre</p>	<p>20 October 2023</p>	<p>Non Key</p> <p>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>Eastern River Crossing and Link Road To receive the Strategic Outline Business Case for the Eastern River Crossing and Link Road and to consider future options for the scheme.</p>	<p>Cabinet 23 November 2023</p>	<p>Cabinet member transport and infrastructure</p> <p>Geoff Pickford, Interim Head of Transportation and Parking geoff.pickford@herefordshire.gov.uk Tel: 07792 882115</p>	<p>Economy and Environment</p>	<p>20 October 2023</p>	<p>KEY Open</p>
<p>Hereford Southern Link Road To consider and approve the next steps in progressing the development of the Southern Link Road.</p>	<p>Cabinet 23 November 2023</p>	<p>Cabinet member transport and infrastructure</p> <p>Geoff Pickford, Interim Head of Transportation and Parking geoff.pickford@herefordshire.gov.uk Tel: 07792 882115</p>	<p>Economy and Environment</p>	<p>20 October 2023</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>Objectives for New Herefordshire Local Transport Plan To agree the objectives for the new Herefordshire Local Transport Plan (LTP) and to approve the updated timetable for its development.</p>	<p>Cabinet 23 November 2023</p>	<p>Cabinet member transport and infrastructure Geoff Pickford, Interim Head of Transportation and Parking geoff.pickford@herefordshire.gov.uk Tel: 07792 882115</p>	<p>Economy and Environment</p>	<p>20 October 2023</p>	<p>KEY Open</p>
<p>Q2 Budget and Performance Report To review performance for Quarter 2 2023/24 and the forecast budget outturn for the year. To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.</p>	<p>Cabinet 23 November 2023</p>	<p>Cabinet member finance and corporate services Appy Reddy, Head of Corporate Performance Appy.Reddy2@herefordshire.gov.uk Tel: 01432 383675</p>	<p>Corporate Support Centre</p>	<p>20 October 2023</p>	<p>Non Key Open</p>

8

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>Report to seek decision on recommended route to deliver registered residential children home provision in county for children and young people 11-18</p> <p>Report to identify options to deliver registered residential children home provision in county for children and young people aged 11-18</p>	Cabinet 23 November 2023	<p>Cabinet member children and young people</p> <p>Abbey Collings, Project Manager abbey.collings@herefordshire.gov.uk</p>	Children and Young People	20 October 2023	KEY Open
<p>Appointments to Shareholder Committee</p> <p>to appoint 4 members of cabinet to the Shareholder Committee</p>	Cabinet 21 December 2023	<p>Cabinet member finance and corporate services</p> <p>Sean O'Connor, Head of Legal Services and Deputy Monitoring Officer Sean.O'Connor@herefordshire.gov.uk Tel: 01432 383622</p>	Corporate Support Centre	20 October 2023	Non Key Open
<p>Corporate Parenting Strategy</p> <p>To approve the corporate parenting strategy</p>	Cabinet 21 December 2023	<p>Cabinet member children and young people</p> <p>Caroline Marshall, Project manager, Julie Mepham caroline.marshall3@herefordshire.gov.uk, Tel: 01432 260249,</p>	Children and Young People	20 October 2023	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>Hereford Public Art Strategy To approve a public art strategy for Hereford city centre</p>	<p>Cabinet 21 December 2023</p>	<p>Cabinet member transport and infrastructure</p> <p>Sarah Lee, Culture and Leisure Lead sarah.lee@herefordshire.gov.uk Tel: 01432 260188</p>	<p>Community Wellbeing</p>	<p>20 October 2023</p>	<p>Non Key Open</p>
<p>Local Authority Lottery Scheme To explore the options relating to the establishment of a local authority lottery scheme for Herefordshire which would support the local voluntary and community sector across Herefordshire</p>	<p>Cabinet 21 December 2023</p>	<p>Cabinet member finance and corporate services</p> <p>Joni Hughes, Head of chief executive's office, Sarah Osborne, Programme Coordinator Joni.Hughes@herefordshire.gov.uk, Sarah.Osborne2@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 383548</p>	<p>Corporate Support Centre</p>	<p>20 October 2023</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
2024/25 Capital Investment Budget and Capital Strategy Update	Cabinet 25 January 2024	Cabinet member finance and corporate services Karen Morris, Strategic Capital Finance Manager <small>karen.morris1@herefordshire.gov.uk Tel: 01432 261865</small>	Corporate Support Centre	20 October 2023	KEY
Adoption of the Herefordshire Minerals & Waste Local Plan	Cabinet 25 January 2024	Cabinet member environment Victoria Eaton, Senior planning officer <small>veaton@herefordshire.gov.uk Tel: 01432 260146</small>	Economy and Environment	20 October 2023	KEY

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 25 January 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>20 October 2023</p>	<p>Non Key Open</p>
<p>Procurement of new waste collection service - update</p> <p>Further to the approved Cabinet report on the 5th October this report seeks approval to award the new waste collection contact.</p>	<p>Cabinet 25 January 2024</p>	<p>Cabinet member community services and assets</p> <p>Ben Boswell, Head of environment, climate emergency and waste services</p> <p>bboswell@herefordshire.gov.uk Tel: 01432 261930</p>	<p>Economy and Environment</p>	<p>NEW ITEM</p>	<p>KEY Part exempt</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>Wye Valley Trust (WVT) Investment Partnership Model To develop a business case outlining options for a preferred investment model and;</p> <p>to approve the preferred investment model option for the Wye Valley Trust and Herefordshire Council partnership to enable the development of an Education Centre at Hereford County Hospital</p>	Cabinet 25 January 2024	<p>Cabinet member economy and growth</p> <p>Joni Hughes, Head of chief executive's office, Sarah Morris, Programme Coordinator</p> <p>Joni.Hughes@herefordshire.gov.uk, Sarah.Morris2@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 383698</p>	Corporate Support Centre	20 October 2023	Non Key Open
<p>Herefordshire and Worcestershire All Age Autism Strategy To approve the Herefordshire and Worcestershire Autism Strategy, developed in partnership with Worcestershire County Council and the Integrated Care Board</p>	Cabinet 22 February 2024	<p>Cabinet member adults, health and wellbeing</p> <p>Hayley Doyle, Service Director - All Age Commissioning</p> <p>Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832</p>	Community Wellbeing	20 October 2023	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>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 22 February 2024</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Hilary Hall, Corporate Director Community Wellbeing, Hayley Doyle, Service Director - All Age Commissioning</p> <p>Hilary.Hall@herefordshire.gov.uk, Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832</p>	<p>Community Wellbeing</p>	<p>20 October 2023</p>	<p>KEY Open</p>
<p>Q3 Budget and Performance Report To review performance for Quarter 3 2023/24 and the forecast budget outturn for the year.</p> <p>To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.</p>	<p>Cabinet 22 February 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Appy Reddy, Head of Corporate Performance</p> <p>Appy.Reddy2@herefordshire.gov.uk Tel: 01432 383675</p>	<p>Corporate Support Centre</p>	<p>20 October 2023</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>All Age Carers Strategy To approve the all age carers strategy, setting out Herefordshire's approach to improving carers lives and experiences</p>	<p>Cabinet 23 May 2024</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Hayley Doyle, Service Director - All Age Commissioning Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832</p>	<p>Community Wellbeing</p>	<p>20 October 2023</p>	<p>Non Key Open</p>
Cabinet Member Decisions (Key decisions only)					
Portfolio: adults, health and wellbeing					
<p>Grant acceptance and purchase of accommodation to address gaps in homelessness pathway provision To accept the grant funding and approve the acquisition of up to ten properties</p>	<p>Cabinet member adults, health and wellbeing 23 November 2023</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Tina Wood, Housing development officer twood2@herefordshire.gov.uk Tel: 01432 261975</p>	<p>Community Wellbeing</p>	<p>20 October 2023</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>Commissioning of the Herefordshire NHS Health Checks Service</p> <p>This report is seeking approval for the re-commissioning of NHS Health Checks Service for residents within the county of Herefordshire. The report sets out the key information relating to the current service provision and the ambitions for the recommissioned service to commence on 1 April 2024.</p>	<p>Cabinet member adults, health and wellbeing</p> <p>27 November 2023</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Luke Bennett, Public Health Senior Commissioning Officer</p> <p>luke.bennett@herefordshire.gov.uk Tel: 01432 260151</p>	<p>Community Wellbeing</p>	<p>20 October 2023</p>	<p>KEY</p> <p>Open</p>
<p>Portfolio: children and young people</p>					
<p>Children and Young People's Workforce Strategy</p> <p>To approve the children and young people's workforce strategy</p>	<p>Cabinet member children and young people</p> <p>15 December 2023</p>	<p>Cabinet member children and young people</p> <p>Caroline Marshall, Project manager, Gabriella Singh, Project Manager, Debbie Thompson, HR Business Partner</p> <p>caroline.marshall3@herefordshire.gov.uk, Gabriella.Singh@herefordshire.gov.uk, debbie.thompson@herefordshire.gov.uk Tel: 01432 260249, Tel: 01432 260375,</p>	<p>Children and Young People</p>	<p>20 October 2023</p>	<p>KEY</p> <p>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>Schools Budget 2024/25 To approve school forum's recommended budget proposals for school budgets, central school services and early years within the Dedicated Schools Grant (DSG) for 2024/25</p>	<p>Cabinet member children and young people 26 January 2024</p>	<p>Cabinet member children and young people Malcolm Green, Strategic Finance Manager <small>malcolm.green@herefordshire.gov.uk</small></p>	<p>Children and Young People</p>	<p>20 October 2023</p>	<p>KEY Open</p>
<p>High Needs Budget 2024/25 To approve the Dedicated Schools Grant (DSG) high needs budget for 2024/25 as recommended by Schools Forum.</p>	<p>Cabinet member children and young people 29 March 2024</p>	<p>Cabinet member children and young people Malcolm Green, Strategic Finance Manager <small>malcolm.green@herefordshire.gov.uk</small></p>	<p>Children and Young People</p>	<p>20 October 2023</p>	<p>KEY Open</p>
<p>Portfolio: community services and assets</p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Corporate Asset Review To carry out a review of all small land parcels with a recommendation to retain or dispose of the asset.</p>	<p>Cabinet member community services and assets 1 December 2023</p>	<p>Cabinet member community services and assets Sarah Jowett, Strategic Assets Delivery Director <small>Sarah.Jowett@herefordshire.gov.uk Tel: 01432 383302</small></p>	<p>Corporate Support Centre</p>	<p>20 October 2023</p>	<p>KEY Open</p>
Portfolio: economy and growth					
Portfolio: environment					
Portfolio: finance and corporate services					
Portfolio: roads and regulatory 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
<p>Winter Service 2023/24 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 17 November 2023</p>	<p>Cabinet member roads and regulatory services</p> <p>Bruce Evans, Engineering manager bje@herefordshire.gov.uk Tel: 07792880548</p>	<p>Economy and Environment</p>	<p>20 October 2023</p>	<p>KEY Open</p>
<p>Portfolio: transport and infrastructure</p>					
<p>2023 to 2027 Capital Investment in Managing Ash Die Back in Herefordshire Investment to manage the impact of Ash Die Back in Herefordshire. The impact is growing, the investment is to remove the risk and to re invest in green infrastructure to mitigate the impact.</p>	<p>Cabinet member transport and infrastructure 27 November 2023</p>	<p>Cabinet member transport and infrastructure</p> <p>Bruce Evans, Engineering manager bje@herefordshire.gov.uk Tel: 07792880548</p>	<p>Economy and Environment</p>	<p>20 October 2023</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>2023 to 2027 Capital Investment in Highways Infrastructure To approve the investment following budget approval from full council meeting.</p>	<p>Cabinet member transport and infrastructure 20 December 2023</p>	<p>Cabinet member transport and infrastructure Bruce Evans, Engineering manager bje@herefordshire.gov.uk Tel: 07792880548</p>	<p>Economy and Environment</p>	<p>20 October 2023</p>	<p>KEY Open</p>

Scrutiny Management Board draft work programme

7 November 2023 **report deadline 30 October 23**

Topic and Objectives	Evidence required	Attendees*
Workforce strategy <ul style="list-style-type: none"> - Scrutinise draft workforce strategy - Identify opportunities to support workforce development 	Draft workforce strategy	<ul style="list-style-type: none"> • Director of Human Resources and Organisational Development • Head of Learning & Organisational Development
Financial strategy <ul style="list-style-type: none"> - Proposed consultation approach for the 2024-25 Budget - Income and charging 	Briefing on consultation proposals Briefing on ongoing income and charges review 2012 income and charging guidelines	<ul style="list-style-type: none"> • Corporate Director of Economy and Environment • LINK
Work programme co-ordination <ul style="list-style-type: none"> - Review the work programmes of all scrutiny committees - Identify gaps and overlaps and refine programmes accordingly 	Scrutiny committee work programmes	<ul style="list-style-type: none"> • Statutory scrutiny officer
Forward Plan <ul style="list-style-type: none"> - 		<ul style="list-style-type: none"> •

21 November 2023 **report deadline 13 November 23**

Topic and Objectives	Evidence required	Attendees*
2024-2027 County Plan and 2023-2024 delivery plan <ul style="list-style-type: none"> - Scrutinise progress against the 2023-2024 delivery plan - Review a draft, or work to produce a draft County Plan 	Draft County Plan Current delivery plan	<ul style="list-style-type: none"> • Director of Strategy and Performance
Financial strategy <ul style="list-style-type: none"> - Capital investment programme - Closer working with parish councils <ul style="list-style-type: none"> ○ Which services can parish councils deliver? 	Briefing on Capital Investment Programme Briefing on relationship with parish councils	<ul style="list-style-type: none"> • TBA

<ul style="list-style-type: none"> ○ How do the unitary and parish council co-ordinate funding for co-delivered or delegated services and functions? 		
Scrutiny effectiveness review <ul style="list-style-type: none"> - Agree a proposal and approach for an annual effectiveness review of the scrutiny function 	Proposal for an effectiveness review	<ul style="list-style-type: none"> • Statutory Scrutiny Officer
Q1 performance report	Q1 Performance report	<ul style="list-style-type: none"> • Director of Strategy and Performance

16 January 2024 report deadline 8 January 2024

Topic and Objectives	Evidence required	Attendees*
Digital strategy <ul style="list-style-type: none"> - TBC 	TBC	TBC
Financial Strategy <ul style="list-style-type: none"> - Scrutinise the draft budget 	Draft 2024-2025 budget	

19 March 2024 report deadline 11 March 2024

Topic and Objectives	Evidence required	Attendees*
Information governance and security <ul style="list-style-type: none"> - TBC 	TBC	<ul style="list-style-type: none"> • TBC
Financial Strategy <ul style="list-style-type: none"> - Agree terms of reference and work programme for financial strategy for 2024-2025 period 	Draft work programme	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

May 2024 report deadline TBA

Topic and Objectives	Evidence required	Attendees*
Scrutiny effectiveness review	Draft effectiveness review	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

- Agree draft effectiveness review for presentation to Council		
--	--	--

*The Director, Resources and Assurance, Head of Strategic Finance, Leader of the Council and Portfolio Holder, Finance and Corporate Services, all have a standing invitation to the meeting. It is assumed that the relevant portfolio holder will attend each meeting.

