

# Agenda

## Health, Care and Wellbeing Scrutiny Committee

Date: **Monday 25 November 2024**

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Time: **2.00 pm**

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

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

For any further information please contact:

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

# Agenda for the Meeting of the Health, Care and Wellbeing Scrutiny Committee

## Membership

**Chairperson** Councillor Pauline Crockett

**Vice-Chairperson** Councillor Polly Andrews

Councillor Jenny Bartlett

Councillor Simeon Cole

Councillor Dave Davies

Councillor Mark Dykes

Councillor Richard Thomas

## Agenda

		Pages
1.	<b>APOLOGIES FOR ABSENCE</b> To receive apologies for absence.	5 - 10
2.	<b>NAMED SUBSTITUTES</b> To receive details of any councillor nominated to attend the meeting in place of a member of the committee.	
3.	<b>DECLARATIONS OF INTEREST</b> To receive declarations of interest in respect of items on the agenda.	
4.	<b>MINUTES</b> To receive the minutes of the meeting held on Thursday 3 October 2024.	11 - 18
<b>HOW TO SUBMIT QUESTIONS</b>		
The deadline for the submission of questions for this meeting is 5.00 pm on Tuesday 19 November 2024.		
Questions must be submitted to <a href="mailto:councillorservices@herefordshire.gov.uk">councillorservices@herefordshire.gov.uk</a> . Questions sent to any other address may not be accepted.		
Accepted questions and the responses will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at <a href="http://www.herefordshire.gov.uk/getinvolved">www.herefordshire.gov.uk/getinvolved</a>		
5.	<b>QUESTIONS FROM MEMBERS OF THE PUBLIC</b> To receive any written questions from members of the public.	
6.	<b>QUESTIONS FROM MEMBERS OF THE COUNCIL</b> To receive any written questions from members of the council.	
7.	<b>SUPPORTED HOUSING FOR WORKING AGE ADULTS WITH ADDITIONAL NEEDS</b> This report and its appendices provide information to support the Health, Care, and Wellbeing Scrutiny Committee's scrutiny of the council's services to meet the housing needs of working age adults with additional needs.	
8.	<b>WEST MERCIA POLICE 'RIGHT CARE, RIGHT PERSON' POLICY</b> This report and its appendices provide information to support the Health, Care, and Wellbeing Scrutiny Committee's scrutiny of the West Mercia Police 'Right Care, Right Person' policy.	19 - 34
9.	<b>WORK PROGRAMME</b> To consider the draft work programme for Herefordshire Council's scrutiny committees for the municipal year 2024/25.	35 - 74
10.	<b>DATE OF THE NEXT MEETING</b> Date of the next scheduled meeting: Monday 27 January 2025, 2.00 pm	



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- Attend all council, cabinet, committee and sub-committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting. Agenda and reports (relating to items to be considered in public) are available at [www.herefordshire.gov.uk/meetings](http://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](http://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](http://www.herefordshire.gov.uk/constitution)
- Access to this summary of your rights as members of the public to attend meetings of the council, cabinet, committees and sub-committees and to inspect documents.

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### Public transport links

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Bus maps are available here: [www.herefordshire.gov.uk/downloads/download/78/bus\\_maps](http://www.herefordshire.gov.uk/downloads/download/78/bus_maps)



## **The seven principles of public life**

### **(Nolan Principles)**

#### **1. Selflessness**

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

#### **2. Integrity**

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

#### **3. Objectivity**

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

#### **4. Accountability**

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

#### **5. Openness**

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

#### **6. Honesty**

Holders of public office should be truthful.

#### **7. Leadership**

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





# Guide to Health, Care and Wellbeing Scrutiny Committee

## Committee membership

Scrutiny is a statutory role fulfilled by councillors who are not members of the cabinet.

The role of the scrutiny committees is to help develop policy, to carry out reviews of council and other local services, and to hold decision makers to account for their actions and decisions.

Council has decided that there will be five scrutiny committees. The committees reflect the balance of political groups on the council.

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

Councillor	Party
Polly Andrews (Vice-Chairperson)	Liberal Democrats
Jenny Bartlett	The Green Party
Pauline Crockett (Chairperson)	Independents for Herefordshire
Simeon Cole	Conservative Party
Dave Davies	Conservative Party
Mark Dykes	Liberal Democrats
Richard Thomas	Conservative Party

## Scrutiny functions

The committees have the power:

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

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

### **The remit of Health, Care and Wellbeing Scrutiny Committee**

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

### **Who attends scrutiny committee meetings?**

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

**Minutes of the meeting of the Health, Care and Wellbeing Scrutiny Committee held in Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE on Thursday 3 October 2024 at 2.00 pm**

**Committee members present in person and voting: Councillors: Pauline Crockett (Chairperson), Dave Davies, Mark Dykes, Louis Stark, Richard Thomas and Allan Williams**

Others in attendance:

H Crane	Head of Service Housing	Herefordshire Council
W Dyer	Commissioning Officer	Herefordshire Council
S Edwards	Service Manager Children in Care and Care Leavers	Herefordshire Council
Councillor C Gandy	Cabinet Member Adults, Health and Wellbeing	Herefordshire Council
L Good	Service Director Communities	Herefordshire Council
H Hall	Corporate Director Community Wellbeing	Herefordshire Council
T Lynch	Head of Service for Corporate Parenting	Herefordshire Council
H Merricks-Murgatroyd	Democratic Services Officer	Herefordshire Council
C Price	Chief Officer	Healthwatch Herefordshire
D Webb	Statutory Scrutiny Officer	Herefordshire Council

**11. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Polly Andrews, Cllr Jenny Bartlett, and Cllr Simeon Cole.

**12. NAMED SUBSTITUTES**

Cllr Louis Stark was present as the named substitute for Cllr Polly Andrews, Cllr Diana Toynbee was present as the named substitute for Cllr Jenny Bartlett, and Cllr Allan Williams was present as the named substitute for Cllr Simeon Cole.

**13. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**14. MINUTES**

The minutes of the previous meeting were received.

**Resolved: That the minutes of the meeting held on 29 July 2024 be confirmed as a correct record and be signed by the Chairperson.**

**15. QUESTIONS FROM MEMBERS OF THE PUBLIC**

No questions had been received from members of the public.

**16. QUESTIONS FROM MEMBERS OF THE COUNCIL**

No questions had been received from councillors.

**17. SUPPORTING OUR CARE LEAVERS**

The committee considered a report on the background council's services to support its looked after children who are leaving or have left care.

The slide pack was published as part of agenda: [Link to 'Appendix 4 for Supporting our Care Leavers'](#). The slides presented by council officers are outlined below (in italics), with summaries of the responses provided to the key lines of questioning by the committee.

- A. The Head of Service for Corporate Parenting introduced the presentation and presented:

*Corporate Parenting Responsibilities*

a.1 Some of the care leavers were asked what they would like to be said to the committee which were included in the slide.

*Pathway Planning*

*Provision of a Personal Advisor (PA)*

a.2 A question was asked about the backgrounds of PA's and their relationship to the council and to the care leaver.

The Head of Service for Corporate Parenting answered that PA's are all employed by the local authority into that specific role of PA and come with a lot of different experiences. There are currently 14 PA's who work in the council's care leavers team.

The Service Manager Children in Care and Care Leavers added that PA's come from a range of disciplines and it is intended that they build relationships with young people so they need to have some experience of working with that age group and have a good understanding of children who have lived in care.

*Financial Assistance*

a.3 The Service Manager Children in Care and Care Leavers noted that regarding the Council Tax Exemption is for young people in and out of county.

*What housing options are available – Commissioned (1)*

*What housing options are available – Commissioned (2)*

*What housing options are available – Non-Commissioned (1)*

a.4 The Head of Service Housing noted that the council is not classed as a stock holding local authority and does not have enough properties to be classed as stock holding. Any accommodation that is brought forward has to be acquired. Funding from the Ministry of

Housing, Communities and Local Government (MHCLG) has assisted alongside the council's own grant funding to purchase properties for vulnerable client groups.

*Helping young people understand their support/accommodation options*

*What's in the accommodation pipeline*

a.5 The Head of Service Housing added that the council is trying to find accommodation outside of Hereford City in an attempt to branch out into the market towns, as all accommodation is provided in the city. This accommodation is therefore being divided between Hereford and Ross-on-Wye.

*Education, Employment, and Training (EET) Support*

a.6 The Service Manager Children in Care and Care Leavers noted that numbers of young people who are out of education, employment and training have increased locally as a result of training providers who have not been able to continue providing services in Herefordshire. The council has therefore been responsive in being able to look at how that challenge can be addressed and the Bespoke mentoring service has been commissioned for care leavers who are not in education, employment and training.

*Health and Wellbeing Support*

*Moving up to adulthood pathway*

*How we ensure this is a seamless service*

*Joint working story board*

The principal points of the subsequent discussion included:

- i. A committee member asked how it is ensured that children who have not had the same life experiences before the age of 16 are addressed as effectively as possible.
- ii. In response, the Head of Service for Corporate Parenting noted that there is an emphasis and duty on supporting children in their families wherever possible because care leavers tend to have poorer outcomes than their peers. However, if it is not safe, then this cannot be done and a small proportion of children will come into the care of the local authority. The co-allocation of PA's at 16 helps emphasise the importance of life skills earlier than the transition to adulthood at age 18.
- iii. The Chairperson asked if there is a sufficient number of PA's to manage the workload resulting from co-allocating at the age of 16.
- iv. In response, the Head of Service for Corporate Parenting said that there is a service redesign being considered where there will be at least four new PA's within the service.
- v. The Chairperson of the Children and Young People Scrutiny Committee asked if there is the capacity to capture the voices of young people who are being supported across the county.
- vi. In response, the Service Manager Children in Care and Care Leavers noted that there are a number of groups that young people are supported to attend and the participation lead Chase Dowling supports that with the

PA's. Therefore, young people have an opportunity to share their views on all aspects of care that is provided as a care leavers service. The Inspire Change group also exists which spends time with care experienced young people to gather their views and feed them back to Corporate Parenting.

- vii. The Commissioning Manager added that one of the supported accommodation contracts is about to be re-commissioned and a co-production approach is in place with young people to involve them to work on the full design of that service.
- viii. In response to a question about whether the balance is had between safeguarding the child and the potential downstream harm to the child once they become a care leaver, the Cabinet Member Children and Young People acknowledged that the outcomes for children who become care experienced often are not as good as for their peers. However, the ambition should exist to help support care experienced young people to achieve their ambitions. In terms of the balance, one of the impacts of inadequate judgement cited is that the whole system has become more risk-averse and therefore there has been a significant increase in referrals rather than professionals understanding what the appropriate level of response is to the level of concern. Engaging with the wider family is one example to help reduce the risk rather than moving straight into a looked-after arrangement.
- ix. The Head of Service for Corporate Parenting added that the number of children coming into care in Herefordshire month-to-month is reducing.
- x. In response to a question about the independence of advocacy provided to care leavers, the Service Manager Children in Care and Care Leavers noted that part of the role of a PA is to be an advocate for that young person so that they can champion that young person in seeking support for them. Additionally, the council has its own internal advocacy service 'Hear Me' and is independent to the PA.
- xi. The Commissioning Manager noted that as part of the tender process for commissioned services there is a social value element and collaboration is ongoing with young people on the provision of apprenticeships in organisations that are commissioning out.
- xii. In response to a question regarding whether the council serves as rent guarantors for young people, the Service Manager for Children in Care and Care Leavers confirmed that the council does indeed provide this support.
- xiii. In response to a question regarding whether the PA supports the course content that care leavers are undergoing, the Service Manager for Children in Care and Care Leavers confirmed that PA's can and do support care leavers with course content and there are staff with a strong education background. Currently there are fortnightly meetings with education colleagues to look at these difficulties with care leavers and individual circumstances can be considered in order to come up with an action plan to help support them.
- xiv. The Head of Service for Corporate Parenting added that there are plans to explore the possibility of appointing a Specialist Education,

Employment, and Training Officer, similar to the current role of the Specialist Housing Advisor.

- xv. In response to a question about the impact of the Bespoke mentoring service, the Service Manager for Children in Care and Care Leavers noted that as part of the contract, impact will be considered to see where it has helped young people to improve their lives, however, it is too early to say at this time as it has only recently been mobilised.
- xvi. In response to a question about the 27% of placements which are out of county and whether they are out of the county because of choice or capacity issues, the Service Manager for Children in Care and Care Leavers noted that some young people have been placed out of county because of their particular needs and the challenges in providing them educational opportunities in Herefordshire that they want.
- xvii. In response to a question about whether experiences with care leavers are used to tailor what PA's may be providing for the looked after children not to become care leavers, the Service Manager for Children in Care and Care Leavers confirmed that learning is used to help PA's with their practice so that they can think differently to approach a situation in the future. A variety of toolkits are used to help check out with young people what skills they have which helps guide the steps to help them to prepare in the future.
- xviii. The Chairperson asked whether assurance can be given that a young person's voice is heard in terms of a safe and sound place to live, and is accommodation location planned in respect of access to education and employment opportunities.
- xix. The Head of Housing Service responded that on accommodation and location, the intention is needs-based and from there, the solution is considered. Therefore, the location will be considered where there is the availability of services, support and accommodation. In relation to the voices of young people, the accommodation in strategic housing is not commissioned but the standards are considered with the young people's best interests in mind.

There was a short adjournment to enable committee members to consider potential recommendations. The meeting recommenced, the draft recommendations were read out by the Statutory Scrutiny Officer, and the following resolution was agreed by the committee.

**Resolved:**

- 1. To allocate a personal advisor to each looked after child by their sixteenth birthday, to ensure that looked after children are prepared for independence through a well-designed and child-centred pathway plan.**
- 2. To look at best practice in other local authorities when providing life skills and other personal development training to care leavers.**
- 3. To explore ways to provide capacity to support care leavers in education, employment and training.**
- 4. To ensure that feedback mechanisms within the council ensure care leavers can influence policy and procedure.**

**18. BUILDING STRONG CONNECTED COMMUNITIES, TALK COMMUNITY STRATEGY, 2024 - 2027**

The committee considered a report on Building Strong Connected Communities, Talk Community Strategy, 2024 – 2027.

The Service Director Communities provided a brief overview of the key considerations from the report.

The principal points of the subsequent discussion included:

- i. The Chairperson asked about the delivery in 2024-25 and the implementation of the Talk Community communications strategy with regard to who is doing this and how its effectiveness will be measured. It was also asked whether this will be included in the upcoming parish summit.
- ii. In response, the Corporate Director Community Wellbeing noted that Emily Lowe will be leading on the work regarding the communications strategy and will be doing it in partnership with stakeholders as to what Talk Community does and what it doesn't do and how partners work together within that Talk Community. In relation to how it is working, the Corporate Director Community Wellbeing added that there needs to be clear metrics in the communications strategy.
- iii. In response to a question on structure, the Corporate Director Community Wellbeing noted that the Talk Community function remains under the Community wellbeing directorate and the Cabinet Member Adults, Health and Wellbeing is still the portfolio holder for Talk Community. The line management under Emily Lowe sits with her and Emily Lowe reports back to the Director of Public Health. There has been no change to the work of the team and the revised strategy will help shape the work further going forward.
- iv. The Chairperson raised the concern of partners, in recent years, who feel that Talk Community should have grown and not just be focused on health outcomes.
- v. In response, the Corporate Director Community Wellbeing noted that public health has a wider remit around health and wellbeing and that is where Talk Community can be effective, particularly around prevention.
- vi. The Director of Public Health added that the focus on prevention is important for Talk Community in addition to strengthening early help to help people avoid crisis. Talk Community's links across the health spectrum can also be strengthened by operating within public health.
- vii. In response to a question about whether the approach should be replicated across the whole council, the Corporate Director Community Wellbeing agreed that this work can be done across a wide breadth of different issues and across a number of different directorates.
- viii. In response to a question about Talk Community hubs, the Corporate Director Community Wellbeing acknowledged that Talk Community is not just about having a hub and that the role of development officers for areas of the county is important in working alongside communities and existing facilities to help identify what is working well in different communities and share that best practice.
- ix. The Cabinet Member Adults, Health and Wellbeing agreed that whilst Talk Community hubs exist across the county, there is no interest in imposing on any



particular parish or village what they should be doing in helping to support the people in their area. It is desired to make it clearer to those outside of the areas with Talk Community hubs to emphasise the work of Talk Community.

- x. In response to a question on the potential prioritisation of Talk Community services in the rural areas, the Corporate Director Community Wellbeing agreed that there are areas which have differing need and noted that there are two main functions to the outcomes framework; one is to look at the effectiveness of Talk Community and the other is to evaluate the effectiveness in terms of addressing those health inequalities.
- xi. In response to a question of how the strategy align with the work of Community Paradigm, the Chief Officer Healthwatch noted that it does align and Talk Community is fundamental in helping to drive forward work with communities.
- xii. In response to a question about the role of development officers, the Corporate Director Community Wellbeing acknowledged that more information could be provided and they could be linked up with ward members to provide them the opportunity to understand better what they do.
- xiii. The Cabinet Member Adults, Health and Wellbeing added that if ward members do not get notification from their development officers about when they hold their network meetings, they should raise it with the Community Wellbeing team as they help provide the opportunity to understand what exactly is going on in their areas.

**Resolved:**

1. **That the Talk Community strategy encourage the adoption of best practice in community support models across Herefordshire.**

**19. WORK PROGRAMME**

The Statutory Scrutiny Officer noted that the draft work programme had been circulated to members as updated for October. It was asked if members could vote to agree to pursue this work programme.

**Resolved:**

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

**20. DATE OF THE NEXT MEETING**

The next scheduled meeting in public was confirmed as Monday 25 November 2024 at 2.00 pm.

The meeting ended at 4.49 pm

**Chairperson**





# Title of report: West Mercia Police 'Right Care, Right Person' policy

**Meeting: Health, Care, and Wellbeing Scrutiny Committee**

**Meeting date: Monday 25 November 2024**

**Report by: Statutory Scrutiny Officer**

## **Classification**

Open

## **Decision type**

This is not an executive decision

## **Wards affected**

(All Wards);

## **Purpose**

This report and its appendices provide information to support the Health, Care, and Wellbeing Scrutiny Committee's scrutiny of the West Mercia Police 'Right Care, Right Person' policy.

## **Recommendation(s)**

**That:**

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

## **Alternative options**

1. As this report is for information only, it presents no alternative options. The Health, Care, and Wellbeing Scrutiny Committee has agreed to assist (as per their Terms of Reference) with considering how the impact of the change in West Mercia Police policy to Right Care, Right Right Person.

## **Key considerations**

2. The Health, Care, and Wellbeing Scrutiny Committee has a remit to scrutinise the impact of the change in West Mercia Police policy regarding responses to welfare, mental health incidents and missing persons and to further scrutinise the delivery of the policy.
3. The members of the Health, Care, and Wellbeing Scrutiny Committee agreed that this item be brought to the committee on 25 November 2024 to consider how the above objectives are being met by the council. Attached as Appendix 1 to this report are slides that consider how these objectives are being met.

## **Community impact**

4. As this report is for information only, it contains no assessment of community impact. However any recommendation made by the committee, if agreed by Cabinet or a portfolio holder, may have an impact on the support offered to children and young people leaving the care of the council. In this case, Cabinet or a portfolio holder will have to consider these potential impacts when deciding whether to accept the recommendation.

## **Environmental Impact**

5. Operating services to support children leaving care creates minimal environmental impacts. The service considers how to minimise waste and resource use in line with the Council's Environmental Policy.

## **Equality duty**

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

## **Resource implications**

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

## **Risk management**

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

## Consultees

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

## Appendices

Appendix 1 – Right Care, Right Person (RCRP) slides.

## Background papers

None identified.

## 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.





# Right Care, Right Person (RCRP)

A partnership approach to ensure the right response by the right professional



23

August 2024



**Our values:** Public first | Compassionate | Courageous | Ownership | Inclusive

# RCRP in a nutshell.....



Right Care  
Right Person



People who require assistance should get help from the agency which is most appropriate to deliver that service or support...

- Frequently this is not Policing.... **OFTEN IT IS THE POLICE!**
- RCRP is wider than mental health (concern for welfare/walkouts/transportation)
- Based on the work done in Humberside over the past few years - identified as good practice.
- Ethical secondary benefit around reinvestment of police time.
- All forces have expressed intention to adopt but timelines are staggered.
- Consistency and integrity are key.







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**Housing Services**



**Children and Adolescent  
Mental Health Services**



**CRISIS Team**



# MAA - > RCRP



Right Care  
Right Person



West Mercia Police implemented a variation of the RCRP policy on the 3<sup>rd</sup> April 2023 –  
'Most Appropriate Agency (MAA)'

Our approach will now be branded Right Care Right Person in line with the national approach.

## Right Care Right Person

Nationally the RCRP programme focussed on 4 key elements;

- Welfare checks
- Transportation
- Mental Health & Medical related calls
- Walk out of Health Care settings.

We will continue to apply the principles to additional areas where other agencies may be most appropriate. This will be termed 'RCRP+.'





Right Care  
Right Person



**Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. Policing And Mental Health: Picking Up The Pieces**

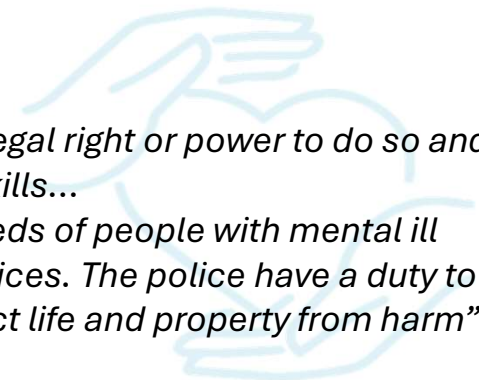
*"...grave concerns about whether the police should be involved in responding to mental health problems to the degree they are...often don't have the skills they need to support people with mental health problems. Too often find themselves responsible for the safety and welfare of people that other professionals would be better placed to deal with."*

**Home Office-Supporting vulnerable people who encounter the police: Strategic guide for police forces and their partners (2018)**

*"...estimated that over 20% of police time is spent responding to people with mental health problems . In some circumstances this will be necessary and unavoidable; the Police are often the first point of call for people in distress, crisis and emergency. However, in cases where a person has committed no offence and is principally in need of a medical intervention or the support of health and social care services, it is not likely to be in their interests to find themselves being dealt with by Police officers; nor is it in the interests of the Police or public, to have Police officers taken away from their core front line duties unnecessarily."*

**College of Policing- Mental Health APP (authorised professional practice)**

*"...police should not assume, directly or indirectly, responsibility for all forms of risks. They may have no legal right or power to do so and could compromise their reputation by exceeding their role. Other agencies may have more appropriate skills...  
...when there is no reason to suspect that a crime has been, or is likely to be committed, responses to needs of people with mental ill health and vulnerabilities should be provided by appropriately commissioned health and social care services. The police have a duty to prevent and investigate crime, however, they also provide an emergency response to intervene and protect life and property from harm"*



# Understanding Our Legal Responsibilities

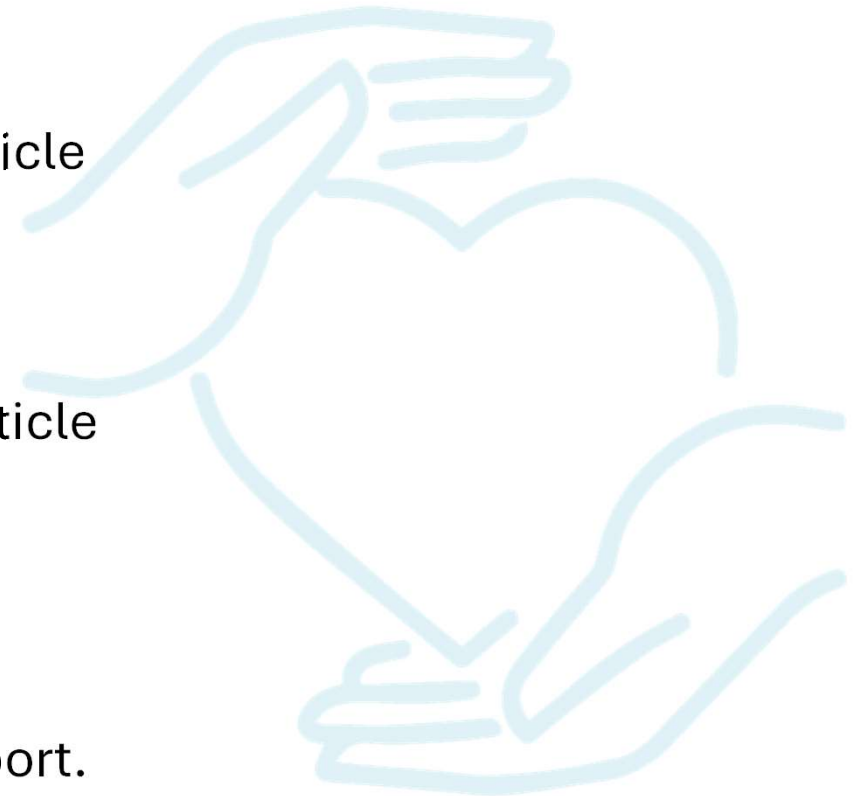


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Right Person



Legal duties to act may fall on the police in the following general circumstances:

- A ***real and immediate*** threat to life: Duty under Article 2 ECHR
- A ***real and immediate*** threat of serious harm/torture/inhumane or other conduct within Article 3 ECHR.
- ***Specific statutory duties***. Arrest, detain, restrain.
- Our specialist skills or training e.g. negotiator/support.



# Understanding Demand?



Right Care  
Right Person



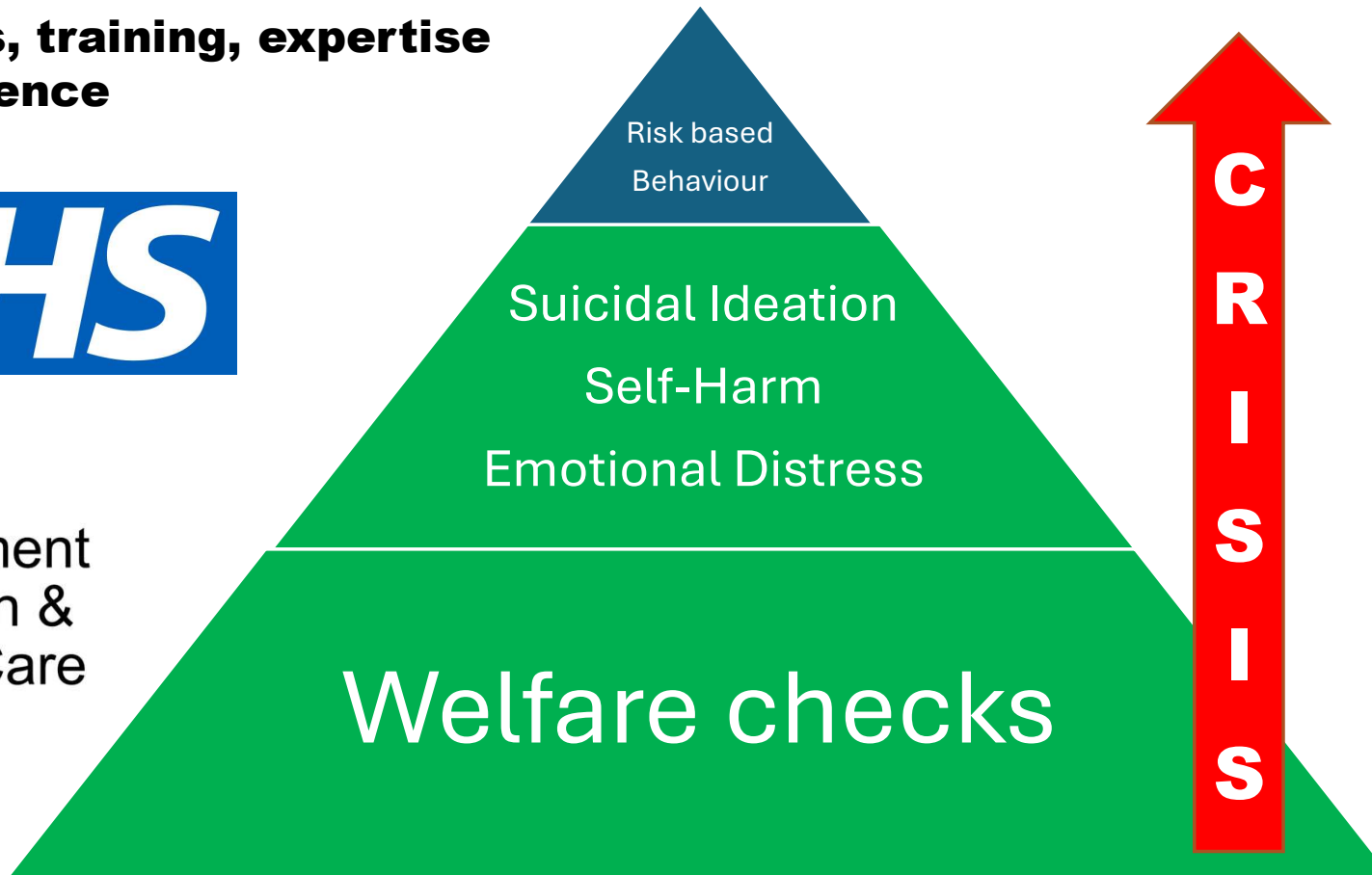
**Right skills, training, expertise  
and experience**



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Department  
of Health &  
Social Care



# Concerns & Emerging Narrative

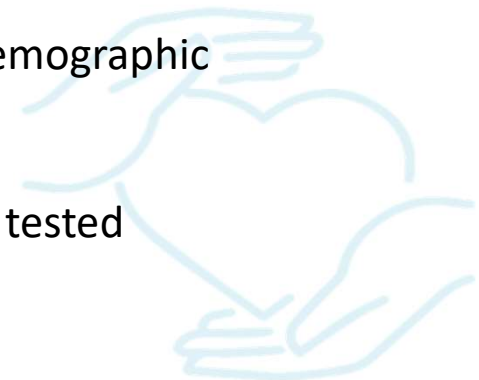


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Reporting has influenced perceptions on RCRP and has caused some concern amongst partners and the public

- RCRP is not primarily about demand reduction for policing
- Police will still have an involvement in Mental Health and concern for welfare cases when needed
- Partnerships must be at the centre of RCRP, it should be a process done with partners, not to partners. Collaboration will identify gaps in service provision.
- RCRP is implemented locally, so accounts for unique structures, geographical & demographic differences
- Decisions will be left to individual discretion – RCRP is based on a methodical and tested decision-making structure in Force control rooms.





# RCRP Strategic Steering Group – next steps



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- To launch Strategic Steering Group via a conference and identify key partners to attend strategic group
- To identify Strategic Steering Group Members, Chair and ToR.
- To agree escalation processes
- To determine and oversee local scrutiny processes
- To monitor delivery and address issues
- To collaboratively identify and address gaps in service provision
- To develop a range of RCRP examples: including where it is police, other agencies and more nuanced to aid debate
- Suggested partners to be represented at the Strategic Group:
  - Local authorities
  - Integrated Care Boards
  - Mental Health
  - Adult Services
  - Child Services
  - Education
  - West Midlands Ambulance Service
  - Coroners
  - Office of the Police & Crime Commissioner
  - West Mercia Police

\*Information capture & analytical support



# Tactical Scrutiny Boards - Proposal



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- Locally based
- To identify Local Tactical Scrutiny Members and Chair
- To discuss and highlight RCRP cases
  - To follow escalation processes
  - To highlight learning and any concerns in service for escalation
  - To identify and escalate gaps in service provision
  - To identify common trends and requirement for MOU
- To monitor delivery and address issues
- To develop a range of RCRP examples/case studies including where it is police, other agency and more nuanced to aid debate.
- To report back to the Strategic Board.
- Suggested partners to attend the Tactical Scrutiny Board:
  - Local authorities
  - Integrated Care Board
  - Mental Health
  - Adult Services
  - Child Services
  - Education
  - Care homes
  - West Midlands Ambulance Service
  - West Mercia Police
  - Third sector





Right Care  
Right Person



Questions?

<https://search.app/GmFJqLRGAriuxh3P8>





# Title of report: Work programme 2024/5

**Meeting: Health, Care and Wellbeing Scrutiny Committee**

**Meeting date: Monday 25 November 2024**

**Report by: Statutory Scrutiny Officer**

## Classification

Open

## Decision type

This is not an executive decision

## Wards affected

All Wards

## Purpose

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

## Recommendation(s)

That:

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

## Alternative options

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

## Key considerations

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

- a. identifies priorities for the committee's work that align with corporate and partnership priorities, as well as reflecting community concern;
  - b. ensures that each identified topic has clear objectives that focus the committee's work;
  - c. creates a timetable for the committee's programme of work so that the committee carry out its work at the optimal time; and
  - d. provides officers and partners with requirements for evidence that will support the committee in providing evidence-based scrutiny
4. To prepare this work programme, the committee chairs have met with officers of the council to identify potential priority areas of work for the committee. These priority areas have been scheduled within the work programme to ensure the committee considers topics when it is most useful to do so. A draft of this work programme has then been circulated to the council's corporate leadership team and other key senior directors, alongside committee chairs, for further comment and refinement.
  5. As agreed by Scrutiny Management Board, I have replaced individual work programme reports, updated in time for each committee meeting, with a single combined work programme, published at the beginning of each month. This makes it easier for committees to plan work on topics that straddle the remit of more than one committee. It also facilitates planning for specific items on the work programme from corporate directors. The most recent work programme was published on 14 November 2024 and is attached as Appendix 1.
  6. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.

### **Community impact**

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

### **Environmental impact**

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

### **Equality duty**

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

### **Resource implications**

10. This report constitutes part of the typical function of this committee. Similarly, a programme of work undertaken by committee is an integral part of the council's 'business as usual'. There is no resource implication in setting or agreeing a work programme. However agreed topics in the work programme, in particular any requests for bespoke research or the involvement of outside

experts or community groups, may incur resource costs. These will be contained in any reporting or planning of agreed topics within this work programme.

### **Legal implications**

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

### **Risk management**

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

### **Consultees**

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

### **Appendices**

Appendix 1 – Scrutiny work programme 2024/25 November 2024

Appendix 2 – Herefordshire Council Forward Plan 8 November onwards

### **Background papers**

None



# SCRUTINY WORK PROGRAMME 2024-2025

## November 2024

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

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

### Table of Contents

Children and Young People Scrutiny Committee .....	2
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# Children and Young People Scrutiny Committee

## Committee Meeting

26 November 2024 **report deadline NEW** 14 November 2024 **pre meeting lines of enquiry planning** 15 November 2024

Topic and Objectives	Evidence required	Attendees*
<p><b>Including children’s voices in council policy</b></p> <ul style="list-style-type: none"> <li>• Understand the role of the council’s children’s advocacy team.</li> <li>• Scrutinise the council’s participation and engagement strategy</li> <li>• Scrutinise how the council seeks to understand the priorities of all children and young people with regard to council areas of responsibility, to include:               <ul style="list-style-type: none"> <li>○ Transport and highways</li> <li>○ Housing</li> <li>○ Public Health</li> <li>○ Planning</li> <li>○ Education</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Children and Young People quality of life survey</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints and Children’s Rights Manager</li> <li>• Head of Service for Corporate Parenting</li> <li>• Hereford City Youth Council</li> <li>• Herefordshire rural media</li> <li>• Head of Transport and Access Services</li> <li>• Other officers to be agreed</li> </ul>

## Committee Meeting

21 January 2025 **report deadline NEW** 9 January 2025 **pre meeting lines of enquiry planning** 10 January 2025

Topic and Objectives	Evidence required	Attendees*
<p><b>Ensuring sufficiency for children and young people with a SEND</b></p> <ul style="list-style-type: none"> <li>• Evaluate the level of need for SEND provision in Herefordshire, and how Herefordshire Council and partners meet that need.</li> <li>• Understand how Herefordshire Council, the Department for Education and other bodies fund the development of capacity to support children with a SEND.</li> <li>• Scrutinise how the council, schools and health partners work together to support children, with or without a statement of need or education, health and care plan (EHCP).</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government Association peer review of SEND services</li> <li>• Ofsted/CQC inspection of services report (if available)</li> </ul>	<ul style="list-style-type: none"> <li>• Liz Farr Service Director, Education</li> <li>• Hilary Jones – Service Manager SEND</li> <li>• Jess Brooks – Integrated Care Board Children’s Lead</li> <li>• Helen Gill, Directorate Support Team</li> </ul>



<ul style="list-style-type: none"> <li>• Measure progress in meeting recommendations following the SEND peer review by the Local Government Association.</li> <li>• Explore how the council and the local parent-carer forum work together to co-produce strategy and practice.</li> <li>• Scrutinise the current neuro-development pathway and its role in supporting children.</li> </ul>		<ul style="list-style-type: none"> <li>• Herefordshire and Worcestershire Integrated Care Board</li> <li>• Wye Valley Trust</li> <li>• Parent Carer Forum</li> </ul>
<p><b>Supporting children with additional needs</b></p> <ul style="list-style-type: none"> <li>• Explore the role of short breaks and their commissioning.</li> <li>• Other objectives to be agreed.</li> </ul>		<ul style="list-style-type: none"> <li>• Hayley Doyle, Service Director All Age Commissioning</li> <li>• Jessica Davies – Service manager Children with Disabilities</li> </ul>

### Briefing

9 January 2025

Topic and Objectives	Evidence required	Attendees*
<p><b>Thresholds of Need</b></p> <ul style="list-style-type: none"> <li>• Overview of Hereford Safeguarding Partnership's updated thresholds of need.</li> </ul>	<ul style="list-style-type: none"> <li>• Hereford Safeguarding Partnership's updated thresholds of need</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Director, Children and Young People</li> </ul>

### Briefing

**NEW** 20 February 2025

Topic and Objectives	Evidence required	Attendees*
<p><b>School attainment</b></p> <ul style="list-style-type: none"> <li>• Overview of pupil attainment from Key Stage 1 to A level in Herefordshire</li> </ul>	<ul style="list-style-type: none"> <li>• Pupil attainment data</li> </ul>	<ul style="list-style-type: none"> <li>• Service Director, Education</li> </ul>

**Committee Meeting**

18 March 2025 **report deadline** **NEW** 6 March 2025 **pre meeting lines of enquiry planning** 06 March 2025

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

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**Committee Meeting**

27 May 2025 **report deadline** **NEW** 15 May 2025 **pre meeting lines of enquiry planning** TBC

Topic and Objectives	Evidence required	Attendees*
<p><b>Update on Improvement Plan and Quality Assurance Framework</b></p> <ul style="list-style-type: none"> <li>Objectives to be agreed</li> </ul>	<ul style="list-style-type: none"> <li>Updated Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>Head of Service Safeguarding and Review</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

### Committee Meeting

22 July 2025 **report deadline NEW 10 July 2025** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<b>Early help for children and families</b> <ul style="list-style-type: none"><li>• Objectives to be agreed</li></ul>		
<b>Work programme</b> <ul style="list-style-type: none"><li>• Review work programme</li></ul>	<ul style="list-style-type: none"><li>• Draft work programme</li></ul>	<ul style="list-style-type: none"><li>• Statutory Scrutiny Officer</li></ul>

### Committee Meeting

16 September 2025 **report deadline NEW 4 September 2025** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<b>Youth Justice</b> <ul style="list-style-type: none"><li>• Objectives to be agreed</li></ul>		
<b>Work programme</b> <ul style="list-style-type: none"><li>• Review work programme</li></ul>	<ul style="list-style-type: none"><li>• Draft work programme</li></ul>	<ul style="list-style-type: none"><li>• Statutory Scrutiny Officer</li></ul>

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

# Connected Communities Scrutiny Committee

Committee Meeting

13 November 2024 **report deadline NEW 1 November 2024** pre meeting lines of enquiry planning 31 October 2024

Topic and Objectives	Evidence required	Attendees*
<p><b>Enterprise Zones</b></p> <ul style="list-style-type: none"> <li>• Scrutinise operation of Hereford Enterprise Zone and how learning from the project will be applied to future enterprise zones.</li> <li>• Assess the economic and social benefits of enterprise zones, including the impact of businesses within Herefordshire moving into the Hereford Enterprise Zone.</li> <li>• Scrutinise the learning from forming the governance of the enterprise zone, and how this could be applied to development of Ross Enterprise Park.</li> <li>• Scrutinise alignment of the park development with the placement strategy agreed by Herefordshire Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of the economic and social benefits of enterprise zones.</li> <li>• SWOT of Ross Enterprise Park proposals.</li> <li>• Update on Ross Enterprise Park development</li> <li>• Background briefing on the history and regulatory framework of enterprise zones.</li> <li>• Analysis of impact of enterprise zones on the location and relocation of businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Current and previous chairs of the Hereford Enterprise Zone</li> <li>• Representative from Ross Enterprise Park</li> <li>• Service Director, Economy and Growth</li> </ul>
<p><b>NEW Local authority housing delivery models</b></p> <ul style="list-style-type: none"> <li>• Receive commissioned research into housing delivery models in other local authorities.</li> <li>• Make recommendations to Cabinet on potential operating models in Herefordshire.</li> </ul>	<ul style="list-style-type: none"> <li>• Update on commissioned research</li> </ul>	<ul style="list-style-type: none"> <li>• Service Director, Economy and Growth</li> <li>• Head of Service, Housing and Wellbeing</li> <li>• Head of Housing Development</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>• Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Scrutiny Officer</li> </ul>

**Committee Meeting**

15 January 2025 **report deadline** **NEW** 3 January 2025 **pre meeting lines of enquiry planning** 6 January 2025

Topic and Objectives	Evidence required	Attendees*
<b>AMENDED Local Transport Plan</b> <ul style="list-style-type: none"> <li>Review draft plan objectives.</li> <li>Scrutinise the proposed public consultation on Local Transport Plan proposals.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Local Transport Plan objectives</li> <li>Plan consultation findings</li> </ul>	<ul style="list-style-type: none"> <li>Service Director Environment and Highways</li> <li>Head of Transport and Access Services</li> <li>Members of Environment and Sustainability Scrutiny Committee</li> </ul>
<b>NEW Market Towns Investment Plans</b> <ul style="list-style-type: none"> <li>Scrutinise progress in the creation and delivery of investment plans for Herefordshire Towns, including the Hereford City masterplan.</li> </ul>	<ul style="list-style-type: none"> <li>Market town reports</li> </ul>	<ul style="list-style-type: none"> <li>Service Director, Economy and Growth</li> <li></li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

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**Committee Meeting**

12 March 2025 **report deadline** **NEW** 28 February 2025 **pre meeting lines of enquiry planning** 21 February 2025

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

**Committee Meeting**

**13 May 2025 report deadline NEW 1 May 2025 pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<p><b>NEW Cultural Strategy 2019-2029</b></p> <ul style="list-style-type: none"> <li>Review progress in delivering the cultural strategy.</li> <li>Scrutinise delivery of proposed cultural developments, such as Hereford Shire Hall.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence to be agreed.</li> </ul>	<ul style="list-style-type: none"> <li>Culture and Leisure Lead</li> <li>Hereford Voice</li> <li>Chief Executive, Courtyard Hereford</li> </ul>
<p><b>NEW Local Transport Plan</b></p> <ul style="list-style-type: none"> <li>Scrutinise findings of public consultation on Local Transport Plan proposals.</li> <li>Review draft plan before Council approval.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Local Transport Plan</li> <li>Plan consultation findings</li> </ul>	<ul style="list-style-type: none"> <li>Service Director Environment and Highways</li> <li>Head of Transport and Access Services</li> <li>Members of Environment and Sustainability Scrutiny Committee</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

**Committee Meeting**

**8 July 2025 report deadline NEW 26 June 2025 pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<p><b>Tourism and Destination Management</b></p> <ul style="list-style-type: none"> <li>Objectives to be agreed.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence to be agreed</li> </ul>	<ul style="list-style-type: none"> <li>To be agreed</li> </ul>

<p><b>NEW Gully cleansing</b></p> <ul style="list-style-type: none"> <li>• Scrutinise progress against the October 2024 Council motion to: <ul style="list-style-type: none"> <li>○ Ensure all drains, gullies and culverts that fall under the responsibility of Herefordshire Council are accurately mapped.</li> <li>○ Undertake an urgent programme of rectifying and repairing drains, gullies and culverts where they have been damaged by the recent unprecedented period of rainfall.</li> <li>○ Develop a full countywide maintenance schedule that anticipates the likelihood of heavier rainfall in the future.</li> <li>○ Publish the maintenance schedule so that ward members, city, town and parish councils and local people can have confidence in the plans.</li> <li>○ Ensure that areas most at risk of flooding are prioritised for maintenance.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Evidence to be agreed</li> </ul>	<ul style="list-style-type: none"> <li>• To be agreed</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>• Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Scrutiny Officer</li> </ul>

### Committee Meeting

9 September 2025 report deadline **NEW 28 August 2025** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<p><b>Broadband</b></p> <ul style="list-style-type: none"> <li>• Objectives to be agreed.</li> </ul>		
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>• Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Scrutiny Officer</li> </ul>

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

# Environment and Sustainability Scrutiny Committee

## Committee Meeting

18 November 2024 **report deadline** **NEW** 6 November 2024 **pre meeting lines of enquiry planning** 7 November 2024

Topic and Objectives	Evidence required	Attendees*
<p><b>AMENDED</b> Tree and hedgerow management</p> <ul style="list-style-type: none"> <li>Scrutinise council tree and hedgerow management policy and its alignment with the work on the local nature recovery strategy and landscape recovery and climate change adaptability.</li> <li>Understand the findings of the recent Defra consultation on hedgerow management.</li> <li>Consider the county tree strategy as an enabler for Herefordshire to become a carbon offset trading partner with others.</li> <li>Examine countywide action on ash dieback and replacement.</li> </ul>	<ul style="list-style-type: none"> <li>Council policy on tree and hedgerow management</li> <li>Draft work on the local nature recovery strategy.</li> <li>Findings of the Defra consultation on hedgerow management.</li> <li><a href="https://legislation.gov.uk">The Management of Hedgerows (England) Regulations 2024 (legislation.gov.uk)</a></li> </ul>	<ul style="list-style-type: none"> <li>Farm Herefordshire</li> <li>CPRE (formerly Council for the Protection of Rural England)</li> <li>Policy leads on tree and hedgerow management</li> <li>Head of Highways and Traffic</li> <li>Phosphate Mitigation Lead</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

## Committee Meeting

20 January 2025 **report deadline** **NEW** 8 January 2025 **pre meeting lines of enquiry planning** 9 January 2025

Topic and Objectives	Evidence required	Attendees*
<p><b>River Lugg water quality</b></p> <ul style="list-style-type: none"> <li>Investigate work to improve the water quality of the River Lugg and the prospect of getting some of the £35 million earmarked for the River Wye improvement diverted to the River Lugg.</li> <li>Understand the implications of poor water quality on the ability to plan and build new housing.</li> </ul>	<ul style="list-style-type: none"> <li>Five years of analysis of water quality data (from Nutrient Management Board or Environment Agency)</li> <li>Evidence from Merry Albright (Home Builders Federation)</li> </ul>	<ul style="list-style-type: none"> <li>Herefordshire Construction Industry Lobby Group</li> <li>Natural England</li> <li>Environment Agency</li> <li>Natural Resources Wales</li> <li>Defra River Wye champion</li> </ul>



Topic and Objectives	Evidence required	Attendees*
<ul style="list-style-type: none"> <li>Evaluate the progress on developing new wetland areas on river improvement and their impact on housing development.</li> </ul>		
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

### Committee Meeting

24 March 2025 report deadline **NEW 12 March 2025** pre meeting lines of enquiry planning 13 March 2025

Topic and Objectives	Evidence required	Attendees*
<b>Energy Efficiency and Retrofitting</b> <ul style="list-style-type: none"> <li>Understand the outcomes of the building retrofit and supply chain development funded by Climate Reserve fund.</li> <li>Evaluate progress on Keep Herefordshire Warm and HUG initiatives.</li> <li>Consider whether new houses and self-build properties are 'zero carbon ready'.</li> <li>The role of fuel replacement to heat homes.</li> </ul>	<ul style="list-style-type: none"> <li>Climate Reserve fund financial reports</li> <li>Stats of surveys undertaken, grants awarded, work completed</li> <li>Future Homes Standard</li> </ul>	<ul style="list-style-type: none"> <li>Gareth Ellis – Sustainability &amp; Climate Change Officer</li> <li>Andrew Cooper – LGA, previously Renewable Energy Assoc., Yorkshire Energy Services</li> <li>Jackie Jones – Building Sense</li> </ul>
<b>Waste contract</b> <ul style="list-style-type: none"> <li>Six-month review of the operation of the council's new waste contract</li> </ul>	<ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	<ul style="list-style-type: none"> <li>Ben Boswell - Head of Environment Climate Emergency and Waste Services</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

**Committee Meeting**

**12 May 2025 report deadline** **NEW 29 April 2025** pre meeting lines of enquiry planning **May 2025**

Topic and Objectives	Evidence required	Attendees*
<p><b>NEW Road User Safety</b></p> <ul style="list-style-type: none"> <li>• How do speed limits impact on road user safety and what is council policy on them.</li> <li>• Looking at the administration of TROs across the council.</li> <li>• Look at best practice on the provision of road architecture.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant evidence from the LTP consultation.</li> <li>• Evidence on the effectiveness of 20mph speed limit zones.</li> <li>• A map of existing/pending 20 mph speed zones across the county.</li> </ul>	<ul style="list-style-type: none"> <li>• Road Safety Officer West Mercia Police</li> <li>• Head of Highways and Traffic</li> <li>• Western Bypass consultant</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>• Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Scrutiny Officer</li> </ul>

**Committee Meeting**

**7 July 2025 report deadline** **NEW 25 June 2025** pre meeting lines of enquiry planning **June/July 2025**

Topic and Objectives	Evidence required	Attendees*
<p><b>AMENDED Provision of bus services across the county</b></p> <ul style="list-style-type: none"> <li>• Consider the council’s response to the government white paper on authorities running their own bus services.</li> <li>• Examine the opportunities to develop ‘on-demand’ bus services.</li> <li>• Scrutinise council policy on free access to public transport for disadvantaged groups.</li> <li>• Scrutinise the outcome of the £1,064,000 grant allocation to Herefordshire Council by the Department for Transport to improve bus services.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence from the local transport plan consultation.</li> <li>• Best practice examples from other local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Transport and Access Services</li> <li>• Bus services user groups</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>• Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Scrutiny Officer</li> </ul>

**Committee Meeting**

**8 September 2025 report deadline** **NEW** **27 August 2025 pre meeting lines of enquiry planning August/September 2025**

<b>Topic and Objectives</b>	<b>Evidence required</b>	<b>Attendees*</b>
<b>Land management and use</b>		
<b>Work programme</b> <ul style="list-style-type: none"><li>• Review work programme</li></ul>	<ul style="list-style-type: none"><li>• Draft work programme</li></ul>	<ul style="list-style-type: none"><li>• Statutory Scrutiny Officer</li></ul>

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

# Health Care and Wellbeing Scrutiny Committee

## Committee Meeting

25 November 2024 **report deadline NEW 13 November 2024** pre meeting lines of enquiry planning 14 November 2024

Topic and Objectives	Evidence required	Attendees*
<p><b>West Mercia Police “Right Care, Right Person” policy</b></p> <ul style="list-style-type: none"> <li>• Scrutinise the impact of the change in West Mercia policy regarding responses to welfare, mental health incidents and missing persons.</li> <li>• Further scrutinise the delivery of the policy.</li> </ul>	<ul style="list-style-type: none"> <li>• West Mercia Police “Most Appropriate Agency” policy</li> <li>• Herefordshire Council policy</li> </ul>	<ul style="list-style-type: none"> <li>• West Mercia Police</li> <li>• Director of Public Health</li> </ul>
<p><b>Supported housing for working age adults with additional needs</b></p> <ul style="list-style-type: none"> <li>• How do we forecast, commission and meet the housing needs of adults with a learning or with a severe and enduring mental health problem?</li> <li>• How do we work with developers to provide the required housing?</li> </ul>		<ul style="list-style-type: none"> <li>• Service Director – All Ages Commissioning</li> <li>• Head of Housing</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>• Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Scrutiny Officer</li> </ul>

**Working Group Meeting**  
**January 2025**

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

**Briefing**  
**NEW January 2025**

Topic and Objectives	Evidence required	Attendees*
<b>Joint Strategic Needs Assessment (JSNA)</b> <ul style="list-style-type: none"> <li>• Objectives to be confirmed.</li> </ul>	<ul style="list-style-type: none"> <li>• Briefing on JSNA</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Public Health</li> <li>• Intelligence Unit team Leader</li> <li>• Consultant in Public Health</li> </ul>

**Committee Meeting**  
**27 January 2025 report deadline NEW 15 January 2025 pre meeting lines of enquiry planning 16 January 2025**

Topic and Objectives	Evidence required	Attendees*
<b>Health and Wellbeing Strategy</b> <ul style="list-style-type: none"> <li>• To examine the objectives of the strategy.</li> <li>• To scrutinise delivery plans underpinning key objectives of the Health and Wellbeing Strategy.               <ul style="list-style-type: none"> <li>○ Good start in life</li> <li>○ Mental Health</li> </ul> </li> <li>• To measure progress in developing Herefordshire's Joint Strategic Needs Assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Wellbeing strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Chair, Health and Wellbeing Board</li> <li>• Director of Public Health</li> </ul>

<b>CQC assurance visit preparation</b> <ul style="list-style-type: none"> <li>To scrutinise preparation for an anticipated assurance visit from the Care Quality Commission.</li> </ul>		
<b>All-age carers' strategy action plan – recommendations of the working group</b> <ul style="list-style-type: none"> <li>Discuss and agree recommendations of the proposed working group.</li> </ul>	<ul style="list-style-type: none"> <li>Working group report and draft recommendations</li> </ul>	<ul style="list-style-type: none"> <li>All-age carers' steering group chair</li> <li>Senior commissioning officer</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

### Briefing

11 February 2025

Topic and Objectives	Evidence required	Attendees*
<b>Roundtable with home care providers</b> <ul style="list-style-type: none"> <li>Meet with home care providers to             <ul style="list-style-type: none"> <li>better understand their work and</li> </ul> </li> <li>learn more about challenges to the sector.</li> </ul>		<ul style="list-style-type: none"> <li>Home care providers</li> </ul>

### Committee Meeting

31 March 2025 **report deadline NEW** 19 March 2025 **pre meeting lines of enquiry planning** 20 March 2025

Topic and Objectives	Evidence required	Attendees*
<b>NEW Dental services in Herefordshire</b> <ul style="list-style-type: none"> <li>To identify the responsibilities of the local authority in respect of oral health, and the responsibilities of NHS England, in respect of dentistry.</li> </ul>	<ul style="list-style-type: none"> <li>Briefing on dentistry responsibilities in Herefordshire</li> </ul>	<ul style="list-style-type: none"> <li>Director of Public Health</li> <li>Others to be determined</li> </ul>

<ul style="list-style-type: none"> <li>To examine Hereford's oral health outcomes and the work being undertaken to improve the oral health of the local population.</li> <li>To investigate the pressures and challenges faced by dental care services and the work being undertaken to improve access to dental care.</li> <li>To examine the local population's views and experiences of accessing and using NHS dental services</li> <li>To identify potential recommendations to improve the oral health of Herefordshire's population and access to dental care.</li> </ul>		
<p><b>NEW Community activity – day provision</b></p> <ul style="list-style-type: none"> <li>Review the information available to support carers</li> <li>Scrutinise the commissioning of short breaks and other forms of respite care.</li> <li>Understand and identify possible learning from good practice in other local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Provision in other local authorities</li> <li>Focus group with consortium members</li> <li>Other evidence to be determined.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Herefordshire Activities Together consortium</a></li> <li>Service Director All Age Commissioning</li> <li>Registered Manager Shared Lives</li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>Review work programme.</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

### Committee Meeting

19 May 2025 **report deadline** **NEW** 7 May 2025 **pre meeting lines of enquiry planning** TBC

Topic and Objectives	Evidence required	Attendees*
<p><b>NEW Respite care for working-age adults</b></p> <ul style="list-style-type: none"> <li>Review the information available to support carers of working-age adults</li> <li>Scrutinise the commissioning of short breaks and other forms of respite care.</li> <li>Understand and identify possible learning from good practice in other local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Respite provision in other local authorities</li> <li>Briefing on current respite care provision in Herefordshire.</li> <li>Focus group with consortium members</li> <li>Other evidence to be determined.</li> </ul>	<ul style="list-style-type: none"> <li>Service Director All Age Commissioning</li> <li>Registered Manager Shared Lives</li> <li>Respite care providers</li> </ul>

<b>Work programme</b> • Review work programme	• Draft work programme	• Statutory Scrutiny Officer
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**Committee Meeting**

**28 July 2025 report deadline NEW 16 July 2025 pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<b>Topic to be confirmed</b>		
<b>Work programme</b> • Review work programme	• Draft work programme	• Statutory Scrutiny Officer

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**Committee Meeting**

**29 September 2025 report deadline NEW 17 September 2025 pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<b>Topic to be confirmed</b>		
<b>Work programme</b> • Review work programme	• Draft work programme	• Statutory Scrutiny Officer

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



# Scrutiny Management Board

## Committee Meeting

19 November 2024 (subject to requirement) **report deadline NEW 7 November 2024** pre meeting lines of enquiry planning TBC November 2024

Topic and Objectives	Evidence required	Attendees*
<b>Government Budget 2025</b> <ul style="list-style-type: none"> <li>Analyse the potential impact of HM Government’s budget statement of 30 October.</li> </ul>	<ul style="list-style-type: none"> <li>HM Government 2025 budget statement</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive</li> <li>Director of Finance</li> </ul>

## Committee Meeting

16 December 2024 **report deadline NEW 4 December 2024** pre meeting lines of enquiry planning 4 December 2024

Topic and Objectives	Evidence required	Attendees*
<b>Financial Monitoring</b> <ul style="list-style-type: none"> <li>Review of 2024-2025 Quarters 1 and 2 outturn</li> <li>How effective has the executive been in managing the budget for the first six months of the year</li> <li>What mitigating actions have been taken in high-risk areas of planned cost savings?</li> <li>Have we delivered costs savings in line with the quarterly savings profile?</li> <li>Where has the executive seen unplanned growth in budgets and what mitigating actions have been taken?</li> <li>What are the key risks to the delivery of the budget over the remainder of the year?</li> <li>What has been the impact of the executive’s work on the communities of Herefordshire?</li> <li>Scrutiny of management action to achieve planned budget outturn.</li> </ul>	<ul style="list-style-type: none"> <li>Budget 2024 Quarter 1 and 2 outturn</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance</li> </ul>
<b>AMENDED Herefordshire Council Plan – Delivery Plan Working Group</b>	<ul style="list-style-type: none"> <li>Draft terms of reference</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

<ul style="list-style-type: none"> <li>Agree terms of reference for the planned Herefordshire Council Plan delivery plan working group</li> </ul>		
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

### Committee Meeting

14 January 2025 **report deadlines** **NEW 2 January 2025** pre meeting lines of enquiry planning 3 or 6 January 2025 (date to be confirmed)

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

### Working Group Meeting

February 2025

Topic and Objectives	Evidence required	Attendees*
<b>AMENDED Herefordshire Council Plan – Delivery Plan Working Group</b> <ul style="list-style-type: none"> <li>Understand the actions the executive is prioritising in the 2024-25 delivery plan.</li> <li>Assess delivery of the current delivery plan and the impact of those actions on the 2025-26 delivery plan and the capital programme.</li> </ul>	<ul style="list-style-type: none"> <li>2024-28 Herefordshire Council Plan</li> <li>2024-25 Herefordshire Council Plan delivery plan</li> <li>Draft 2025-26 Herefordshire Council Plan delivery plan</li> <li>2024-25 medium term financial strategy</li> </ul>	<ul style="list-style-type: none"> <li>Leader of the Council</li> <li>Head of Corporate Performance &amp; Intelligence</li> <li>Portfolio Manager, Corporate Services</li> <li>Programme co-ordinator</li> </ul>

<ul style="list-style-type: none"> <li>• Appraise how the executive ensure that the actions in the current and future delivery plans meet the ambitions of the Herefordshire Council Plan.</li> <li>• Ensure that oversight of the delivery plan is reflected in performance reporting, and that performance reporting is helping to drive delivery of the plan.</li> <li>• Scrutinise the alignment between the delivery plan, the capital programme and the medium term financial strategy.</li> <li>• Further scrutinise support for the current delivery plan through the 2024-25 budget, and proposals for the 2025-26 delivery plan and budget.</li> </ul>	<ul style="list-style-type: none"> <li>• 2024-25 capital programme</li> </ul>	
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**Committee Meeting**

11 March 2025 report deadline **NEW** 27 February 2025 pre meeting lines of enquiry planning 28 February 2025

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

Topic and Objectives	Evidence required	Attendees*
<ul style="list-style-type: none"> <li>Scrutiny of portfolio holder action to identify risks in delivery of agreed budget.</li> </ul>		
<b>AMENDED Herefordshire Council Plan – Delivery Plan Working Group</b> <ul style="list-style-type: none"> <li>Agree findings of the delivery plan working group</li> </ul>	<ul style="list-style-type: none"> <li>Final working group report</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

### Committee Meeting

20 May 2025 report deadline **NEW** 8 May 2025 pre meeting lines of enquiry planning May 2025

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

**Committee Meeting**

**1 July 2025 report deadline NEW 19 June 2025 pre meeting lines of enquiry planning TBC**

Topic and Objectives	Evidence required	Attendees*
<b>Workforce planning</b> <ul style="list-style-type: none"> <li>How does the council determine its workforce requirements?</li> <li>Where are the gaps in the current council staffing structures and skills, and what work is underway to fill those gaps?</li> <li>What has been the impact of MERS on the council's structure, and how will those impacts be addressed?</li> <li>What programmes are planned and are underway to develop the council's workforce?</li> </ul>	<ul style="list-style-type: none"> <li>Workforce strategy</li> </ul>	<ul style="list-style-type: none"> <li>Director of Human Resources and Organisational Development</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>Statutory Scrutiny Officer</li> </ul>

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**Committee Meeting**

**30 September 2025 report deadline NEW 18 September 2025 pre meeting lines of enquiry planning TBC**

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

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



# HEREFORDSHIRE COUNCIL FORWARD PLAN



This document, known as the Forward Plan, sets out the decisions which are expected to be taken during the period covered by the Plan by either Cabinet as a whole, or by individual Cabinet Members. The Plan is updated regularly and is available on the Herefordshire Council website ([www.herefordshire.gov.uk](http://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](mailto:governancesupportteam@herefordshire.gov.uk) or telephone 01432 261699.

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

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

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



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

<p><b>Addition of Capital Budget to deliver IT Capital Programme</b></p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Amy Swift, Portfolio Manager</p> <p><small>Amy.Swift2@herefordshire.gov.uk</small></p>		<p>30 October 2024</p>	<p><b>KEY</b></p>
<p><b>Q2 2024/25 Budget Report</b></p> <p>To report the forecast position for 2024/25 at Quarter 2, including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend.</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 are understood and are being addressed to the cabinet's satisfaction.</p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Rachael Sanders, Director of Finance</p> <p><small>Rachael.sanders@herefordshire.gov.uk</small></p> <p><small>Tel: 01432 383775</small></p>	<p>Corporate Support Centre</p>	<p>NEW ITEM</p>	<p><b>Non Key</b> 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><b>Q2 Performance Report 2024/25</b> To review performance of Quarter 2 (Q2) 2024/25 and to report the performance position across all Directorates for this period.</p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Jessica Karia, Head of Corporate Performance and Intelligence jessica.karia@herefordshire.gov.uk Tel: 01432 260976</p>	<p>Corporate Support Centre</p>	<p>30 October 2024</p>	<p><b>Non Key</b> Open</p>
<p><b>The New Public Realm Services</b> Defines the new public realm services for procurement</p>	<p>Cabinet 28 November 2024</p>	<p>Cabinet member community services and assets</p> <p>Alex Deans, Interim Programme Director – Major Contracts Alex.Deans@herefordshire.gov.uk</p>	<p>Economy and Environment</p>	<p>30 October 2024</p>	<p><b>KEY</b> 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><b>Corporate Parenting Strategy</b> To approve the corporate parenting strategy</p>	<p>Cabinet 19 December 2024</p>	<p>Cabinet member children and young people</p> <p>Caroline Marshall, Project manager, Julie Mepham caroline.marshall3@herefordshire.gov.uk, Tel: 01432 260249,</p>	<p>Children and Young People</p>	<p>30 October 2024</p>	<p><b>KEY</b> Open</p>
<p><b>Ofsted Monitoring Visit Feedback</b> To share the feedback letter from Ofsted following their fifth Monitoring Visit conducted 8th to 23rd October, with site days 22nd/23rd October 2024</p>	<p>Cabinet 19 December 2024</p>	<p>Cabinet member children and young people</p> <p>Maxine David, Executive Support Officer, Tina Russell, Corporate Director Childrens and Young People maxine.david@herefordshire.gov.uk, tina.russell@herefordshire.gov.uk Tel: 01432 260044, Tel: 01432 260 267</p>	<p>Children and Young People</p>	<p>30 October 2024</p>	<p><b>Non Key</b> 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><b>Herefordshire and Worcestershire Group Training Association Ltd (HWGTA) Investment Partnership Model</b></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 23 January 2025</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>30 October 2024</p>	<p><b>KEY</b> Open</p>
<p><b>New care facility</b></p> <p>To consider and agree the business case to invest in and develop the council's own care facility in Herefordshire to meet future demand</p>	<p>Cabinet 23 January 2025</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Hilary Hall, Corporate Director Community Wellbeing, Hayley Doyle, Service Director - All Age Commissioning</p> <p>Hilary.Hall@herefordshire.gov.uk, Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832</p>	<p>Community Wellbeing</p>	<p>30 October 2024</p>	<p><b>KEY</b></p>
<p><b>Cabinet Member Decisions (Key decisions only)</b></p>					
<p><b>Portfolio: adults, health and wellbeing</b></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><b>Community Spaces Capital Grant Scheme</b> Following the approval of the outline business case for the community spaces capital grant scheme this is to approve the approach and drawdown of the £2million allocated within the capital budget. The aims of the grant scheme are to:</p> <ol style="list-style-type: none"> <li>transform and improve existing/unused buildings for community benefit</li> <li>create improved spaces for communities to connect and for events and activities to be delivered</li> <li>increase opportunities for people to access integrated services in their community</li> <li>target areas of health inequalities and deprivation</li> </ol>	<p>Cabinet member adults, health and wellbeing 15 November 2024</p>	<p>Cabinet member adults, health and wellbeing  Emily Lowe, Talk Community Development Lead  Emily.Lowe2@herefordshire.gov.uk Tel: 01432 383423</p>	<p>Community Wellbeing</p>	<p>30 October 2024</p>	<p><b>KEY</b> Open</p>
<p><b>Portfolio: children and young people</b></p>					
<p><b>Accommodation based support for children in care and care leavers aged 16-21</b> To seek approval to commission, by means of a competitive tender process in line with the council's contract procedure rules, an accommodation based service for 16-25 year old children in the Council's care and care leavers. The accommodation based support service is currently delivered by Caring for Communities and People (CCP) and is due to expire on 31 March 2025.</p>	<p>Cabinet member children and young people 11 November 2024</p>	<p>Cabinet member children and young people  Wendy Dyer, Commissioning Officer Communities  Wendy.Dyer@herefordshire.gov.uk Tel: 01432 261673</p>	<p>Community Wellbeing</p>	<p>30 October 2024</p>	<p><b>KEY</b> 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><b>Schools Budget 2025/26</b> To approve school forum's recommended budget proposals for school budgets, central school services and early years within the Dedicated Schools Grant (DSG) for 2025/26</p>	<p>Cabinet member children and young people 14 February 2025</p>	<p>Cabinet member children and young people  Clare Bellis-powley, Senior Finance Business Partner <small>clare.bellis-powley@herefordshire.gov.uk</small></p>	<p>Children and Young People</p>	<p>NEW ITEM</p>	<p><b>KEY</b> Open</p>
<p><b>Portfolio: community services and assets</b></p>					
<p><b>High Needs Provision Capital Grant spend</b> To approve the spend of the High Needs Provision Capital Grant to extend our inclusion offer in mainstream schools, increase places for children with Special Educational Needs and Disabilities (SEND) and to improve Alternative Provision (AP) education arrangements</p>	<p>Cabinet member community services and assets 8 November 2024</p>	<p>Cabinet member community services and assets  Hilary Jones, Virtual headteacher, Caroline Marshall, Project manager, Quentin Mee, Head of Educational Development <small>hjones@herefordshire.gov.uk, caroline.marshall3@herefordshire.gov.uk, Quentin.Mee@herefordshire.gov.uk Tel: 01432 260579, Tel: 01432 260249,</small></p>	<p>Children and Young People</p>	<p>30 October 2024</p>	<p><b>KEY</b> 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><b>Student Accommodation Update and Recommendations</b> To update Cabinet Member on the progress and budget for the project</p>	<p>Cabinet member community services and assets 28 November 2024</p>	<p>Cabinet member community services and assets  Joni Hughes, Head of Chief Executive's Office, Susan White, Programme Manager  <small>Joni.Hughes@herefordshire.gov.uk, Susan.White2@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 260070</small></p>	<p>Economy and Environment</p>	<p>30 October 2024</p>	<p><b>KEY</b> Open</p>
<p><b>Portfolio: economy and growth</b></p>					
<p><b>Portfolio: environment</b></p>					
<p><b>Warm Homes: Local Grant</b> We are seeking approval to apply for and spend funding under the new Warm Homes: Local Grant funding scheme</p>	<p>Cabinet member environment December 2024</p>	<p>Cabinet member environment  Bernadette Muldowney, Programme Management Office  <small>Bernadette.Muldowney@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>NEW ITEM</p>	<p><b>KEY</b> 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
<b>Portfolio: finance and corporate services</b>					
<p><b>Household Support Fund 6</b> To accept the Household Support Fund allocation from the Department of Work and Pensions. To also approve the local eligibility approach for allocation of the funding for the Household Support Fund.</p>	<p>Cabinet member finance and corporate services 18 November 2024</p>	<p>Cabinet member finance and corporate services</p> <p>Emily Lowe, Talk Community Development Lead, William Merriman, Senior Project Manager, Nikki Stroud, Talk Community Children and Families Lead</p> <p>Emily.Lowe2@herefordshire.gov.uk, William.Merriman2@herefordshire.gov.uk, nikki.stroud@herefordshire.gov.uk Tel: 01432 383423, ,</p>	<p>Corporate Support Centre</p>	<p>30 October 2024</p>	<p><b>KEY</b> Open</p>
<b>Portfolio: roads and regulatory services</b>					



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><b>2025/26 Capital Investment in Existing Highway Infrastructure</b></p> <p>To authorise the spend/investment in the public realm assets and infrastructure in 2025/26 following Council's resolution at the Council meeting 10 February 2023, to approve the proposed Capital Programme for 2023/24 through to 2026/27.</p>	<p>Cabinet member roads and regulatory services</p> <p>13 November 2024</p>	<p>Cabinet member roads and regulatory services</p> <p>Ed Bradford, Head of Highways and Traffic</p> <p>Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</p>	<p>Economy and Environment</p>	<p>30 October 2024</p>	<p><b>KEY</b></p> <p>Open</p>
<p><b>24/25 Winter Service</b></p> <p>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</p> <p>5 December 2024</p>	<p>Cabinet member roads and regulatory services</p> <p>Bruce Evans, Engineering Manager</p> <p>bje@herefordshire.gov.uk Tel: 07792880548</p>	<p>Economy and Environment</p>	<p>30 October 2024</p>	<p><b>KEY</b></p> <p>Open</p>
<p><b>Portfolio: transport and infrastructure</b></p>					

