

Agenda

Health, Care and Wellbeing Scrutiny Committee

Date: **Monday 27 January 2025**

Time: **2.00 pm**

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

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

For any further information please contact:

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

Agenda for the meeting of the Health, Care and Wellbeing Scrutiny Committee

Membership

| | |
|-------------------------|------------------------------------|
| Chairperson | Councillor Pauline Crockett |
| Vice-chairperson | Councillor Polly Andrews |

Councillor Jenny Bartlett
Councillor Simeon Cole
Councillor Dave Davies
Councillor Mark Dykes
Councillor Richard Thomas

Agenda

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| 1. APOLOGIES FOR ABSENCE To receive apologies for absence. | |
| 2. NAMED SUBSTITUTES To receive details of any councillor nominated to attend the meeting in place of a member of the committee. | |
| 3. DECLARATIONS OF INTEREST To receive declarations of interest in respect of items on the agenda. | |
| 4. MINUTES To receive the minutes of the meeting held on Thursday 3 October 2024. HOW TO SUBMIT QUESTIONS The deadline for the submission of questions for this meeting is 5.00 pm on Tuesday 21 January 2025. Questions must be submitted to councillorservices@herefordshire.gov.uk . Questions sent to any other address may not be accepted. Accepted questions and the responses will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at www.herefordshire.gov.uk/getinvolved | 11 - 18 |
| 5. QUESTIONS FROM MEMBERS OF THE PUBLIC To receive any written questions from members of the public. | |
| 6. QUESTIONS FROM MEMBERS OF THE COUNCIL To receive any written questions from members of the council. | |
| 7. DENTAL SERVICES IN HEREFORDSHIRE To examine Hereford's oral health outcomes and the work being undertaken to improve the oral health of the local population. | To Follow |
| 8. CARE QUALITY COMMISSION (CQC) ASSURANCE VISIT PREPARATION To scrutinise preparation for an anticipated assurance visit from the Care Quality Commission (CQC). | 19 - 50 |
| 9. WORK PROGRAMME 2024/5 To consider the work programme for Herefordshire Council's Health, Care and Wellbeing Scrutiny Committee for the municipal year 2024/25. | 51 - 72 |
| 10. DATE OF THE NEXT MEETING Date of the next scheduled meeting: Monday 17 February 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
- Inspect minutes of the council and all committees and sub-committees and written statements of decisions taken by the cabinet or individual cabinet members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting (a list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all councillors with details of the membership of cabinet and of all committees and sub-committees. Information about councillors is available at www.herefordshire.gov.uk/councillors
- Have access to a list specifying those powers on which the council have delegated decision making to their officers identifying the officers concerned by title. The council's constitution is available at www.herefordshire.gov.uk/constitution
- Access to this summary of your rights as members of the public to attend meetings of the council, cabinet, committees and sub-committees and to inspect documents.

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

The seven principles of public life

(Nolan Principles)

1. Selflessness

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

2. Integrity

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

3. Objectivity

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

4. Accountability

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

5. Openness

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

6. Honesty

Holders of public office should be truthful.

7. Leadership

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

Guide to Health, Care and Wellbeing Scrutiny Committee

Committee membership

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

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

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

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

| Councillor | Party |
|----------------------------------|--------------------------------|
| 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: Care Quality Commission (CQC) Assurance visit preparation

Meeting: Health, Care and Wellbeing Scrutiny Committee

Meeting date: Monday 27 January 2025

Report by: Head of Transformation and Improvement, Community Wellbeing

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To scrutinise preparation for an anticipated assurance visit from the Care Quality Commission (CQC).

Recommendation(s)

That the committee:

- a) **Comments on the actions taken to date to prepare for an anticipated CQC assurance visit and**
- b) **Recommend any further actions required.**

Alternative options

- 1. As this report is for information only, it presents no alternative options.

Key considerations

- 2. The Care Quality Commission (CQC) will measure how well we are performing against our statutory duties as set out in Part 1 of the Care Act 2014. The Care Act specifies the general legal duties that local authorities have towards every individual living in their local area,

regardless of whether they have needs for care and support, eligible needs, or neither. These duties apply regardless of how long individuals have been living in the local area for. As illustrated at Appendix A, these general duties include:

- promoting individual wellbeing
- preventing needs for care and support
- providing information and advice
- promoting diversity and quality in provision of services
- promoting Integration of care and support with health service
- co-operating and
- safeguarding adults at risk of abuse or neglect.

3. The CQC assessment framework for local authorities comprises of four overall themes.

| Theme 1 – Working with People | Theme 2 – Providing Support | Theme 3 – Ensuring Safety | Theme 4 - Leadership |
|--|--|--|---|
| <ul style="list-style-type: none"> •Assessing needs •Supporting people to live healthier lives •Equity in experience and outcomes | <ul style="list-style-type: none"> •Care provision, integration and continuity •Partnerships and communities | <ul style="list-style-type: none"> •Safe systems, pathways and transitions •Safeguarding | <ul style="list-style-type: none"> •Governance, management and sustainability •Learning, improvement and innovation |

For each theme, the CQC has set out 'I' and 'We' quality statements, which can be found here: [Assessment framework for local authority assurance - Care Quality Commission](#)

4. To ascertain our performance across these themes, the CQC will look at four key evidence categories:

| | |
|--|---|
| People's experience | <i>Gathered via direct feedback from people (e.g. from case tracking, speaking with individuals, carers and community groups) and feedback from community groups and local user groups.</i> |
| Feedback from staff and leaders | <i>Gathered from drop-in sessions, interviews with staff and leaders, opening presentation.</i> |
| Feedback from partners | <i>Gathered from interviews with partners (e.g. health and wellbeing partners, safeguarding board chairs) and care providers</i> |
| Processes | <i>Gathered from the information return and triangulated through interview.</i> |

5. As of January 2025 (latest update available on CQC website), the CQC has contacted 69 local authorities to start assessment activity (including several in the West Midlands region), with 16 reports having been published to date. Copies of reports, plus learning from five pilot schemes, can be found here: [- Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk)
6. As illustrated in appendix A, the assurance process includes five key steps:
- **Notice of assessment** - The CQC will inform the director of adult social care that they will be assessing the authority and requesting information
 - **Information return** – The CQC will require a range of information before their onsite visit, to be provided within three weeks.
 - **Onsite visit** – A CQC assessment team will visit for three to four days, during which they will meet a range of people including frontline practitioners, the principal social worker, people who draw on care and support and carers, providers and partnership and leaders.
 - **Draft report and rating** – the CQC team will review all the evidence they have collated against the nine quality statements and provide a draft report, with an overall rating. The council will have an opportunity to fact check the report.
 - **Report published** – The CQC will publish their report with an overall rating and a rating against each of the four themes.
7. The Community Wellbeing directorate has resource in place to support and co-ordinate preparation activity. The following paragraphs provide an overview of key preparation tasks being undertaken:
8. **Information return** – the purpose of this information is to give the CQC insight into how we are delivering against our Care Act duties. Once notice of an assurance visit is received, we will have three weeks in which to provide the CQC with a range of information, prior to the site visit. The full list is available here: [Information return guidance - Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk)
- Information submitted will be reviewed by the CQC and will inform the key lines of enquiry. In preparation we are collating the documents required, including data, and reviewing on regular basis.
9. **Case tracker** - as part of the assurance process, we will be asked to identify a total of 50 cases, across several cohorts:
- older people
 - young people who have transitioned to adult services
 - people who have recently come out of hospital and are receiving care (for example receiving a large package of care and/ or joint funded or reablement)
 - autistic people and people with a learning disability
 - people with mental health needs or substance misuse
 - people with physical disabilities or long-term conditions and
 - unpaid carers.

The CQC will select ten of these cases and look at 6 in detail. In preparation, we have identified 50 cases and are currently working with staff to collate all the information required, so that it is readily available when the notice is received.

10. **Self-assessment** – we are required to provide a self-assessment as part of the assurance process. This document sets the tone and direction of travel for the CQC visit and informs their lines of enquiry. We have written a self-assessment document, which proved to be a good process for identifying strengths, and areas for improvement.

Our self-assessment document will be shared with key stakeholders and will remain a live document up to and once CQC have completed their assurance visit. This will help us to measure impact, outcomes and progress against our improvement objectives.

11. **Leadership presentation** - prior to the onsite visit, we will be asked to deliver a presentation to the CQC assurance team. This is our opportunity to:

- celebrate our strengths and achievements
- describe our organisational culture, how we work, our structures, processes and pathways
- describe the environment in which we work – our strategic objectives, transformation and improvement plans and progress against these
- describe our challenges, the plans in place and progress that we are making.

In preparation, we have drafted a presentation and are currently working, as a leadership group, to practice, review regularly and be comfortable with the content.

12. **Learning from others** – we regularly attend the West Midlands Directors of Adult Social Services (WMADASS) regional CQC assurance group and take part in all WMADASS support offers available. We are reaching out and meeting with colleagues across the region who have already been through the CQC assurance process and taking the opportunity to learn from their experience.

13. **Supporting staff to prepare** – the CQC assurance framework and assessment process is new to our workforce, and it is important that we support staff to have a clear understanding and to be supported in preparing.



We have developed the branding above and have introduced a range of actions to support staff:

- **Teams channel for all directorate staff** – this provides staff with a single place to find the most recent information e.g. access to booking mock interview sessions, Care Act refresher training, tips on how to prepare, weekly posts and updates, links to CQC reports and best practice.

- **Staff booklet** – this booklet, located at appendix B, is designed to provide staff with the information needed to understand the CQC assessment process, tips on how to prepare and where to find further information.
 - **Mock interviews** – designed to provide the opportunity of having a ‘practice run’, staff can book a 1:1 mock interview session, or to take part in a small group session. We have an ongoing programme in place and have been able, following discussion with regional peers, to develop a range of tailored questions that CQC assurance teams have asked in other areas. To date, 58 members of staff across the Community Wellbeing directorate have taken part in either a one to one or group mock interview.
 - **Whole directorate briefings** – in February 2024 the community wellbeing staff conference was dedicated to our CQC assurance preparations and included a range of briefings and workshops with staff. An update was then provided during our winter 2024 directorate conference.
 - **Tailored service and team briefings** – we have a rolling programme of briefings and CQC discussions at both service and team level.
14. **Supporting key stakeholders to prepare** – a range of stakeholder briefings and/or one to one preparation sessions have been delivered, including:
- Leader and Cabinet member (regular)
 - All member briefing – July 2024
 - Herefordshire Adult Safeguarding Board, Chair
 - Making It Real Board, Chair
 - Autism Board, Chair
 - Learning Disability Partnership Board, Chair
 - Herefordshire’s care providers
 - Health partners

Community impact

15. 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 preparation for the CQC assurance visit. In this case, Cabinet or a portfolio holder will have to consider these potential impacts when deciding whether to accept the recommendation.

Environmental Impact

16. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire’s outstanding natural environment.
17. Whilst this is an update on back-office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council’s

environmental policy. For example, staff and stakeholder briefings are provided electronically to reduce paper usage.

Equality duty

18. The Public Sector Equality Duty requires the council to consider how it can positively contribute to the advancement of equality and good relations and demonstrate that it is paying 'due regard' in our decision making in the design of policies and in the delivery of services.
19. The mandatory equality impact screening checklist has been completed for this activity and it has been found to have no impact for equality.

Resource implications

20. 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.

Legal implications

21. 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.
22. The Local Government Act 2000 requires the council to delivery the scrutiny function.

Risk management

23. 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 risk to the council. In this case, Cabinet or a portfolio holder will have to evaluate that risk when deciding whether to accept the recommendation.

Consultees

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

Appendices

Appendix A – CQC assurance visit preparation – overview

Appendix B – CQC preparation – staff booklet

Background papers

None.

Report Reviewers Used for appraising this report:

| Please note this section must be completed before the report can be published | | |
|---|----------------------------------|------------------------------------|
| Governance | Danial Webb | 14/01/2025 |
| Finance | Karen Morris | 13/01/2025 |
| Legal | Click or tap here to enter text. | Date Click or tap to enter a date. |
| Communications | Luenne Featherstone | 14/01/2025 |
| Equality Duty | Harriet Yellin | 13/01/2025 |
| Procurement | Click or tap here to enter text. | Date Click or tap to enter a date. |
| Risk | Jessica Karia | 15/01/2025 |
| Approved by Hilary Hall Date 14/01/2025 | | |

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

CQC Assurance visit preparation - Overview

Briefing for Health Care and Wellbeing scrutiny committee
27 January 2025

Aim of briefing

To provide the Health Care and Wellbeing scrutiny committee with an overview of preparation for an anticipated visit from the Care Quality Commission

Overview of briefing

28

- The CQC's framework and approach
- What will happen when the CQC visit Herefordshire?
- What are we doing to prepare?

The CQC's framework and approach

Our duties under the Care Act 2014

CQC Assurance will measure how well we are performing against our statutory duties as set out in **Part 1 of the Care Act 2014**.

The Care Act specifies the general legal duties that Local Authorities have towards every individual living in their local area, regardless of whether they have needs for care and support, eligible needs, or neither. These duties apply regardless of how long individuals have been living in the local area for. **These general duties are:**

30

Promoting individual wellbeing

Preventing needs for care and support

Promoting integration of care and support with health services

Providing information and advice

Promoting diversity and quality in provision of services

Co-operating

Safeguarding adults at risk of abuse or neglect

The CQC framework is made up of 4 themes:

Theme 1 – Working with People

- Assessing needs
- Supporting people to live healthier lives
- Equity in experience and outcomes

Theme 2 – Providing Support

- Care provision, integration and continuity
- Partnerships and communities

Theme 3 – Ensuring Safety

- Safe systems, pathways and transitions
- Safeguarding

Theme 4 - Leadership

- Governance, management and sustainability
- Learning, improvement and innovation

31

For each theme, the CQC has set out 'I' and 'We' quality statements.

Detail located here: [Local authority assessments - Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk/local-authority-assessments)

Alignment with Council Plan

PEOPLE



We will enable residents to realise their potential, to be healthy and to be part of great communities that support each other. We want all children to have the best start in life.

Themes 1, 2, 3 and 4.

PLACE



We will protect and enhance our environment and ensure that Herefordshire is a great place to live. We will support the right housing in the right place and do everything we can to improve the health of our rivers.

Themes 1 and 2.

GROWTH



We will create the conditions to deliver sustainable growth across the county; attracting inward investment, building business confidence, creating jobs, enabling housing development and provide the right infrastructure.

Themes 2 and 4.

TRANSFORMATION



We will be an efficient council that embraces best practice, delivers innovation through technology and demonstrates value for money.

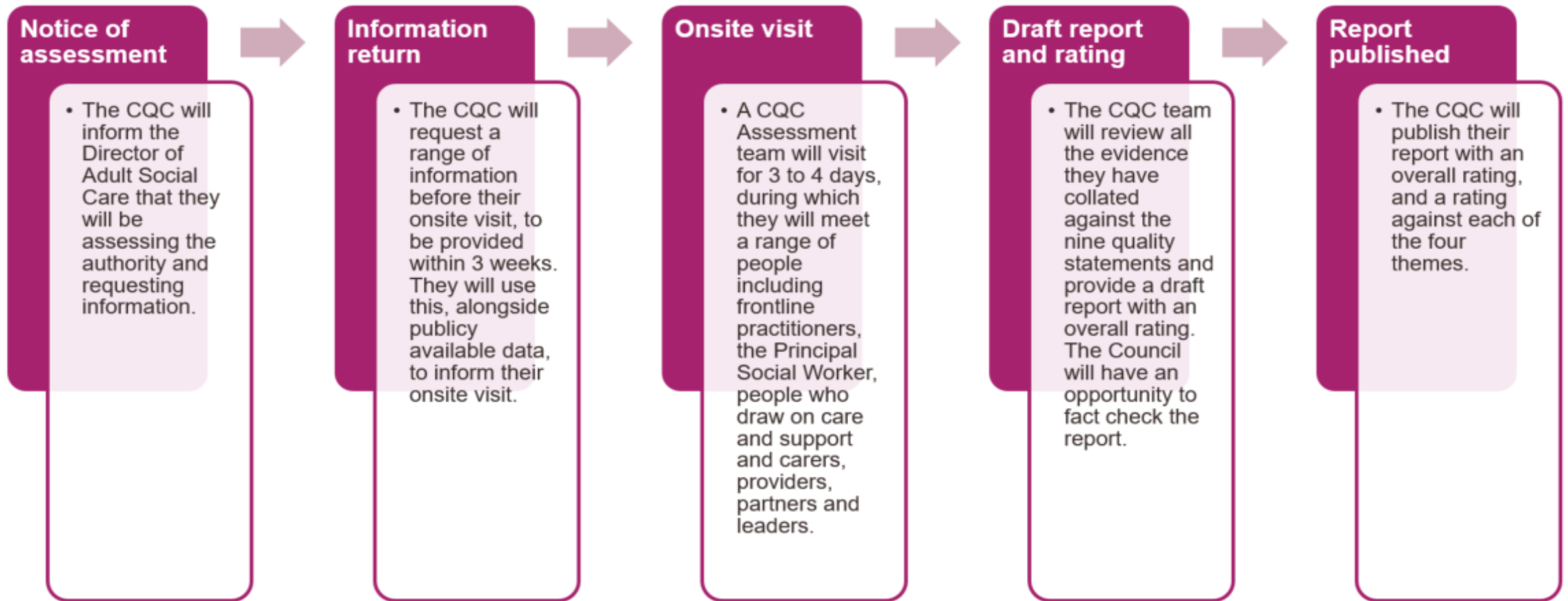
Themes 1, 2, 3 and 4.

UNDERPINNING THEME - PARTNERSHIP WORKING

Partnership working is central to Herefordshire Council's success and to delivering the best results for our residents. We are stronger together and the council will always work to build strong, effective partnerships to ensure our county is much more than the sum of its parts.

Themes 1, 2, 3, 4.

**What will happen
when the CQC visit
Herefordshire?**



**What are we
doing to
prepare?**



**Preparing to Shine
Getting CQC ready**



Preparation for CQC process – key tasks

Information
return

Case tracker

Self
Assessment

Leadership
presentation

Learning from
others

Supporting
staff to prepare

Supporting key
stakeholders
to prepare

**Preparing to Shine
Getting CQC ready**

Community Wellbeing Staff Booklet

Your guide to the Care Quality Commission
(CQC) assessment of adult social care
process

Introduction

The Care Quality Commission (CQC) assessment of adult social care is looking to see how the council is meeting its duties under Part 1 of the [Care Act \(2014\)](#).

When the CQC come to Herefordshire, first and foremost we want you to be proud of the work you do every day to meet the needs of local people.

It will be an opportunity for you to tell them

- what you're really good at;
- what you are proud of;
- where you are making a difference; and
- where we are striving to do better.

This short booklet aims to give you the information you need to understand the CQC assessment process for local authority adult social care, and what you can do to prepare.

It is also important to remember that CQC inspectors and members of the Assessment team are people who want to help make services better and help the council improve. They will help us see with 'fresh eyes' where we are doing really well in meeting our duties and where we need to continue to make improvements.

What is the CQC's approach?

Assessing how Local Authorities meet duties under Part 1 of the Care Act 2014 is a new responsibility for the Care Quality Commission (CQC), which started in 2023. The intention is to assess each relevant council at least once in the first two years, using the learning to develop and refine the approach.

The assessment framework used to assess how well we are meeting our duties was co-developed with partners, agencies and people with direct experience of using care and support services. The framework, located here, [Assessment framework for local authority assurance - Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk/about-us/assessing-local-authorities), uses nine quality statements drawn from the CQCs overall single assessment framework, mapped to four themes.

Each quality statement is expressed as a “we” statement describing what is needed to deliver high-quality, person-centred care, and “I” statements describing what people should expect based on Think Local Act Personal’s “Making it Real” framework.

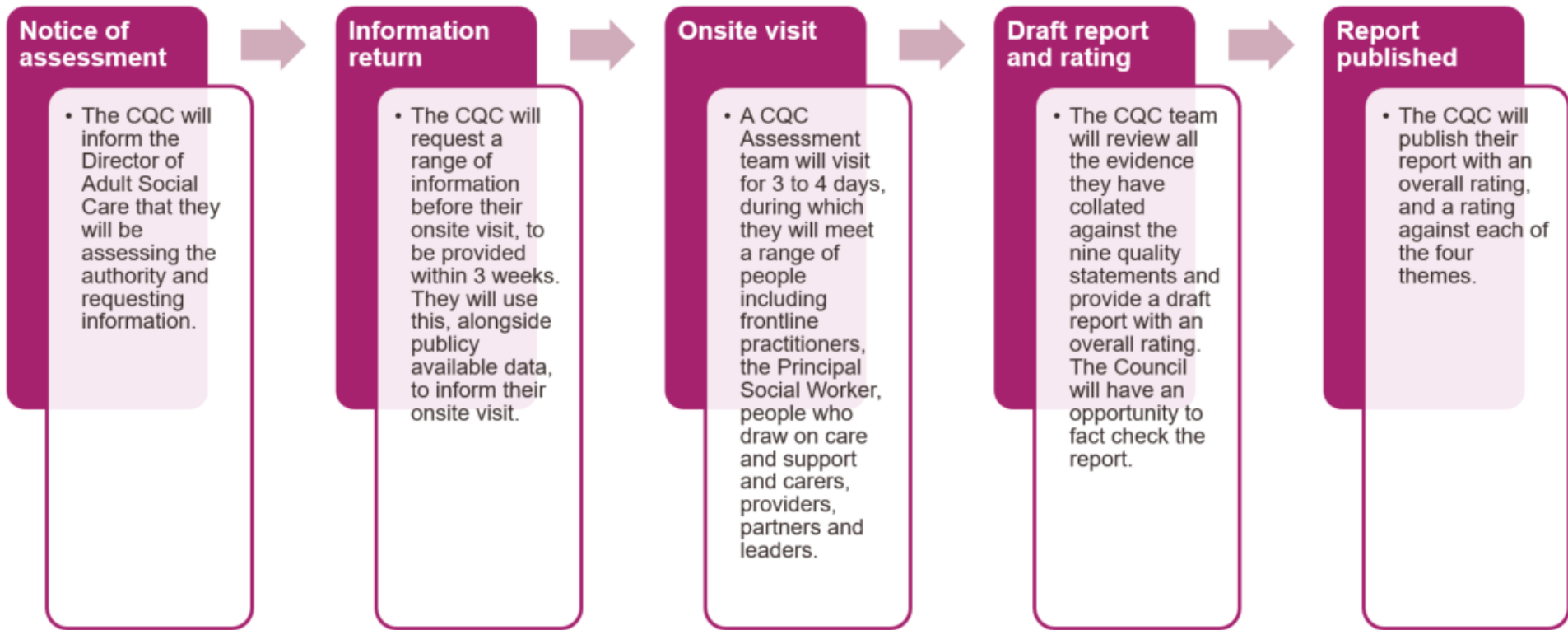
During the assessment, the CQC will look at evidence that relates to the 12 months preceding the start of the assessment (although it may look at evidence outside the 12-month period if necessary e.g. organisational strategies and policies). They will be four evidence categories:

1. People’s experience, including unpaid carers
2. Feedback from staff and leaders
3. Feedback from partners
4. Processes

Evidence will be gathered via three routes

- **What is nationally available** – evidence from national data collections and other insights
- **What is requested** – information provided by the authority
- **What is actively collected** – for example case tracking, focus groups, conversations that is not available through other means

The assessment starts when the CQC sends a notice of assessment and request for information – the “information return” (which is the same for all councils) and ends when they publish the report.



The range of information required by the CQC, prior to the site visit, is listed here: [Information return guidance - Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk/information-return-guidance)

The CQC Assessment team will include executive reviewers and specialist advisors who will work alongside CQC inspectors. Executive reviewers will be substantively or previously employed within a local authority and will provide an expert peer perspective to inform findings and judgements relating to leadership and governance. Specialist advisors will be managers and leaders currently working within a local authority or other relevant organisations able to provide specialist advice in relation to how a local authority is delivering its Care Act duties.

Case tracking will also be used to help understand the lived experience of people using social care arranged through the local authority. This follows the pathway of an individual to gather evidence of their experience from when they first approached the local authority.

Outstanding

Good

Requires Improvement

Inadequate

Ratings will be determined by reviewing evidence against each quality statement and applying a score to each of the evidence categories which are then combined to give an overall score and rating.

The Care Act 2014

The Care Act 2014 is widely recognised as the most significant piece of legislation for adult social care since the establishment of the welfare state.

It sets out how care and support in England should be provided to adults with care needs, including older people, and how it is paid for. It supports the personalisation of care services, putting the person at the centre of the process.

As illustrated here, there are six key principles:



The Care Act also recognises the equal importance of supporting carers with those they care for, giving them entitlements to care and support in their own right.

If you want a quick reminder of the Care Act, the Social Care Institute for Excellence produced a short video which gives an overview of the key aspects: [Care Act: Video introduction - SCIE](#)

There is also a Care Act Refresher presentation on the Community Wellbeing Directorate Teams channel.

The four CQC themes that will be used to assess our performance

The CQC assessment framework for local authorities comprises of nine quality statements mapped across four themes.

| Theme 1 – Working with People | Theme 2 – Providing Support | Theme 3 – Ensuring Safety | Theme 4 - Leadership |
|---|--|--|---|
| <ul style="list-style-type: none"> Assessing needs Supporting people to live healthier lives Equity in experience and outcomes | <ul style="list-style-type: none"> Care provision, integration and continuity Partnerships and communities | <ul style="list-style-type: none"> Safe systems, pathways and transitions Safeguarding | <ul style="list-style-type: none"> Governance, management and sustainability Learning, improvement and innovation |

The summary below sets out the quality statements and the areas that are being covered within each theme.

| Theme 1: Working with People | |
|--|---|
| Assessing Need <ul style="list-style-type: none"> <i>We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.</i> | Scope: <ul style="list-style-type: none"> assessing needs planning and reviewing arrangements for direct payments and charging supporting people to live healthier lives prevention wellbeing information and advice understanding and removing inequalities in care and support people's experiences and outcomes from care. |
| Supporting people to live <i>healthier lives</i> <ul style="list-style-type: none"> <i>We support people to manage their health and wellbeing so they can maximise their independence, choice and control. We support them to live healthier lives and where possible, reduce future needs for care and support.</i> | |
| Equity in experiences and outcomes <ul style="list-style-type: none"> <i>We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this.</i> | |

| Theme 2: Providing Support | |
|--|---|
| Care provision, integration and continuity <ul style="list-style-type: none"> • <i>We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity</i> | Scope: <ul style="list-style-type: none"> • market shaping • commissioning • workforce capacity and capability • integration • partnership working. |
| Partnerships and Communities <ul style="list-style-type: none"> • <i>We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement.</i> | |

| Theme 3: Safety within the System | |
|--|---|
| Safe systems, pathways and transitions <ul style="list-style-type: none"> • <i>We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.</i> | Scope: <ul style="list-style-type: none"> • Section 42 safeguarding enquiries • reviews • safe systems • continuity of care. |
| Safeguarding <ul style="list-style-type: none"> • <i>We work with people to understand what being safe means to them as well as with our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We make sure we share concerns quickly and appropriately.</i> | |
| Safe systems, pathways and transitions <ul style="list-style-type: none"> • <i>We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.</i> | |

| Theme 4: Leadership | |
|---|--|
| Governance, management and sustainability <ul style="list-style-type: none"> • <i>We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.</i> | Scope <ul style="list-style-type: none"> • strategic planning • learning • improvement • innovation • governance • Management • sustainability |
| Learning, improvement and innovation <ul style="list-style-type: none"> • <i>We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research.</i> | |

Simple things we can all do to prepare



As individuals...

- Attend briefings, mock interview sessions and keep up to date with the information in the teams channel;
- Get familiar with the themes within the CQC Assurance framework and how it translates to areas of your work;
- Take time to reflect on what you are really proud of in your work and how it is making a difference. Think about what you would most like to be seen in a report about your area or service and remember it will only be written about if you tell somebody;
- Take time to reflect on what you are doing to make things even better and how you can show that improvements have already been made;
- If asked to help with providing information for the CQC before the visit, please prioritise this;
- Know how you would raise a concern e.g. safeguarding;
- Know how to find our key policies and procedures and be aware of the content of those that are relevant to your role;
- Have a clear understanding of the community wellbeing directorate's strategy, mission and transformation priorities.
- Feedback any problems or concerns as soon as you notice them, leaving things until the CQC arrive means that we miss the opportunity to improve.



As teams...

- Regularly discuss your team's strengths and less strong points, and know what is being done;
- Know how lessons are shared and learned in your team.

What to do when the CQC are here

The CQC Assessment team may not visit individual services or teams, but will invite colleagues to meet with them to hear directly about how the council is working to meet its duties under the Care Act.

There are some simple things we ask of you if you meet with the CQC.

If a CQC inspector does visit my team

- Welcome them, introduce yourself and ask to see their identification badge. If in any doubt, contact CQCAssurance@herefordshire.gov.uk

How to engage with CQC inspectors

- Be helpful - answer any questions to the best of your ability
- Be proud and positive - you should be proud of the excellent work that you do
- Be ready and able - familiarise yourself with the areas that CQC might be interested in, so you can demonstrate the good work that you do.
- If you don't understand a question, or don't know the answer, ask for clarification or state where you will go for the information.

What if the inspectors ask a question about an issue of concern

- Use this as an opportunity for learning and feed back to your manager to ensure that actions are taken promptly.

Things to think about if you are a manager or leader

| | |
|--|--|
| Vision and Values | <p>Does my service/ area of responsibility have a clear understanding of our Directorate's vision, mission and transformation and improvement priorities?</p> <p>Are these discussed and used to help develop my team and how we work?</p> |
| Evidence | <p>Does everyone understand how they should be recording their work?</p> <ul style="list-style-type: none"> • Is the standard of record keeping reviewed regularly? • Can we evidence a person centred, strengths based approach? • Can we evidence a commitment to co-production, equality, inclusion and diversity? • Are risks and issues identified and mitigated? <p>What data do we collect to monitor performance?</p> <ul style="list-style-type: none"> • Do we have regular opportunities to review performance? • Do we share our good practice and innovation? |
| Feedback from people who draw on support and their carers | <p>Do we regularly receive feedback and how do we use this?</p> <p>Do we share information about incidents, complaints and compliments to ensure themes and lessons can be learnt?</p> <p>Can we provide examples of where changes have been made from feedback?</p> <p>Can we evidence how we ensure we are accessible and responsive to all our communities?</p> |
| Staffing | <p>Do I know my vacancy rates, sickness levels and turnover?</p> <p>Are colleagues able to access and participate in continuing professional development – how do I know?</p> <p>How do I assure myself that all staff have appropriate training and induction before they start working in my service?</p> |
| Safeguarding | <p>Do my team know how to raise a safeguarding concern?</p> <p>Do my team know how to access information and support in relation to safeguarding procedures?</p> |

Want to find out more?

If you want to find out more about the CQC approach to assessment of local authority adult social care, there are lots of different resources that are available to you.

All Community Wellbeing staff members have access to our dedicated **Microsoft teams channel**. Here you will find a range of updates, briefings, best practice examples and all things CQC!

Please take the time to read through the documents, interact with the posts, provide us with feedback and share items with colleagues.

Key websites include:

- Partners in Care and Health, which is a collaboration between the Local Government Association and the Association of Directors of Adult Social Services, has developed a range of resources available at [CQC's new assurance framework | Local Government Association](#).
- You can also find information on the CQC website [Local authority assessments - Care Quality Commission \(cqc.org.uk\)](#)

If you have any questions, or would like any further information, please let us know by emailing CQCAssurance@herefordshire.gov.uk



Title of report: Work programme 2024/5 – Health, Care, and Wellbeing Scrutiny Committee

Meeting: Health, Care, and Wellbeing Scrutiny Committee

Meeting date: Monday 27 January 2025

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

All Wards

Purpose

To consider the work programme for Herefordshire Council's Health, Care and Wellbeing Scrutiny Committee for the municipal year 2024/25.

Recommendation(s)

That:

- a) **The committee agree the work programme for Health, Care, and Wellbeing Scrutiny Committee contained in the work programme report attached as appendix 1.**

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.

Key considerations

- 2. 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
3. To prepare this work programme, the committee chair has 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.
 4. The most recent Health, Care, and Wellbeing Scrutiny Committee work programme was published January 2025 and is attached as Appendix 1.
 5. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.

Community impact

6. Effective scrutiny enables the committee to reflect community concern. Overview and scrutiny is a key part of the council's governance arrangements and provides accountability and assurance, as well as a vehicle for elected councillors to contribute to policy development and review. Scrutiny committees have the overall aim of driving improvement to services to the local community.
7. As well as scrutinising the council's own services, scrutiny committees have the power to look into the provision of local health services and issues which affect the economic, social or environmental wellbeing of the county.
8. The proposed work programme reflects – as widely as possible – key local priorities within this context

Environmental impact

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

Equality duty

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

Resource implications

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

Legal implications

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

Risk management

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

Consultees

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

Appendices

Appendix 1 – Health, Care, and Wellbeing Scrutiny Committee work programme January 2025
Appendix 2 – Herefordshire Council Forward Plan 17 January 2025

Background papers

None

Health Care and Wellbeing Scrutiny Committee

Briefing

16 January 2025 **planning 4 December 2024**

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

Committee Meeting

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

| Topic and Objectives | Evidence required | Attendees* |
|--|---|--|
| MOVED FROM MAR 25 Dental services in Herefordshire <ul style="list-style-type: none"> To identify the responsibilities of the local authority in respect of oral health, and the responsibilities of NHS England, in respect of dentistry. To examine Hereford's oral health outcomes and the work being undertaken to improve the oral health of the local population. To investigate the pressures and challenges faced by dental care services and the work being undertaken to improve access to dental care. To examine the local population's views and experiences of accessing and using NHS dental services To identify potential recommendations to improve the oral health of Herefordshire's population and access to dental care. | <ul style="list-style-type: none"> Briefing on dentistry responsibilities in Herefordshire | <ul style="list-style-type: none"> Director of Public Health Others to be determined |

| | | |
|--|--|--|
| CQC assurance visit preparation <ul style="list-style-type: none"> To scrutinise preparation for an anticipated visit from the Care Quality Commission, to assess the council's performance against their duties under Part 1 of the Care Act 2014. This includes: <ul style="list-style-type: none"> Working with people Providing support How the local authority ensures safety within the system Leadership | <ul style="list-style-type: none"> Transformation project plan Briefing report | <ul style="list-style-type: none"> Head of Service Transformation and Improvement Service Director Adult Social Care and Housing |
| All-age carers' strategy action plan – working group terms of reference <ul style="list-style-type: none"> Discuss and agree proposed | <ul style="list-style-type: none"> Working group report and draft recommendations | <ul style="list-style-type: none"> Adult social careAll-age carers' steering group chair Senior commissioning officer |
| Work programme <ul style="list-style-type: none"> Review work programme | <ul style="list-style-type: none"> Draft work programme | <ul style="list-style-type: none"> Statutory Scrutiny Officer |

RESCHEDULED Committee Meeting

17 February 2024 **report deadline TBC** **pre meeting lines of enquiry planning TBC**

| Topic and Objectives | Evidence required | Attendees* |
|--|--|---|
| West Mercia Police “Right Care, Right Person” policy <ul style="list-style-type: none"> Scrutinise the impact of the change in West Mercia policy regarding responses to welfare, mental health incidents and missing persons. Further scrutinise the delivery of the policy. | <ul style="list-style-type: none"> West Mercia Police “Most Appropriate Agency” policy Herefordshire Council policy LGA guidance on Most Appropriate Agency Police UK guidance | <ul style="list-style-type: none"> West Mercia Police Director of Public Health |
| Supported housing for working age adults with additional needs | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> Service Director – All Ages Commissioning |

| | | |
|---|--|--|
| <ul style="list-style-type: none"> • How do we forecast, commission and meet the housing needs of adults with a learning or with a severe and enduring mental health problem? • How do we work with developers to provide the required housing? | | <ul style="list-style-type: none"> • Head of Housing |
| Work programme <ul style="list-style-type: none"> • Review work programme | <ul style="list-style-type: none"> • Draft work programme | <ul style="list-style-type: none"> • Statutory Scrutiny Officer |

Working Group Meeting 10 March 2025

| Topic and Objectives | Evidence required | Attendees* |
|--|---|---|
| All-age carers' strategy action plan <ul style="list-style-type: none"> • Scrutiny of <ul style="list-style-type: none"> ○ all-age carers' strategy action plan and ○ carers' support service • Recommendations to further develop the action plan | <ul style="list-style-type: none"> • Draft action plan | <ul style="list-style-type: none"> • Commissioning Manager, Community Wellbeing • Chair, Carers' Partnership Group • Mani Jhavar-Gill – head of service commissioning • Sylvia Nicholls |

Committee Meeting

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

| Topic and Objectives | Evidence required | Attendees* |
|--|---|--|
| MOVED FROM JAN 2025 Health and Wellbeing Strategy <ul style="list-style-type: none"> • To examine the objectives of the strategy. • To scrutinise delivery plans underpinning key objectives of the Health and Wellbeing Strategy. <ul style="list-style-type: none"> ○ Good start in life ○ Mental Health | <ul style="list-style-type: none"> • Health and Wellbeing strategy | <ul style="list-style-type: none"> • Chair, Health and Wellbeing Board • Director of Public Health |

| | | |
|---|---|---|
| <ul style="list-style-type: none"> To measure progress in developing Herefordshire's Joint Strategic Needs Assessment. | | |
| Community activity – day provision <ul style="list-style-type: none"> Review the information available to support carers Scrutinise the commissioning of short breaks and other forms of respite care. Understand and identify possible learning from good practice in other local authorities. | <ul style="list-style-type: none"> Provision in other local authorities Focus group with consortium members Other evidence to be determined. | <ul style="list-style-type: none"> Herefordshire Activities Together consortium Service Director All Age Commissioning Registered Manager Shared Lives |
| Work programme <ul style="list-style-type: none"> Review work programme. | <ul style="list-style-type: none"> Draft work programme | <ul style="list-style-type: none"> Statutory Scrutiny Officer |

Briefing April 2025

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

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

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

| | | |
|---|--|---|
| All-age carers' strategy action plan – recommendations of the working group <ul style="list-style-type: none"> Discuss and agree recommendations of the proposed working group. | <ul style="list-style-type: none"> Working group report and draft recommendations | <ul style="list-style-type: none"> Adult social careAll-age carers' steering group chair Senior commissioning officer |
| Work programme <ul style="list-style-type: none"> Review work programme | <ul style="list-style-type: none"> Draft work programme | <ul style="list-style-type: none"> Statutory Scrutiny Officer |

Committee Meeting

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

| Topic and Objectives | Evidence required | Attendees* |
|---|--|--|
| Safeguarding and Deprivation of Liberties | | |
| Safeguarding Adults Board annual report | | |
| Work programme <ul style="list-style-type: none"> Review work programme | <ul style="list-style-type: none"> Draft work programme | <ul style="list-style-type: none"> Statutory Scrutiny Officer |

Committee Meeting

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

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

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

HEREFORDSHIRE COUNCIL FORWARD PLAN



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

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

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

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

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

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

FORWARD PLAN FOR 1 February 2025 ONWARDS

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

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

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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 |
|--------------------------|-----------------------------|--|-------------|-------------------------|---------------------------------------|
|--------------------------|-----------------------------|--|-------------|-------------------------|---------------------------------------|

Cabinet decisions by date (Key and Non-key listed)

| | | | | | |
|---|----------------------------|--|--------------------------|-----------------|--------------------|
| 2025/26 Budget, Medium Term Financial and Treasury Management Strategy | Cabinet 23 January 2025 | Cabinet member finance and corporate services Rachael Sanders, Director of Finance <small>Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775</small> | Corporate Support Centre | 10 January 2025 | KEY Open |
| 2025/26 Capital Investment Budget and Capital Strategy Update | Cabinet 23 January 2025 | Cabinet member finance and corporate services Rachael Sanders, Director of Finance <small>Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775</small> | Corporate Support Centre | 10 January 2025 | KEY Open |

| Report title and purpose | Decision Maker and Due date | Lead cabinet member and officer contact(s) | Directorate | Date uploaded onto plan | Decision Type, exemptions and urgency |
|---|-----------------------------|--|--------------------------|-------------------------|---------------------------------------|
| 2025/26 Council Tax Reduction Scheme To recommend to Council the 2025/26 local Council Tax Reduction (CTR) scheme | Cabinet 23 January 2025 | Cabinet member finance and corporate services Rachael Sanders, Director of Finance <small>Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775</small> | Corporate Support Centre | 10 January 2025 | KEY Open |
| Annual review of Earmarked Reserves – 2024/25 To note and review the earmarked reserves held by the council. | Cabinet 23 January 2025 | Cabinet member finance and corporate services Rachael Sanders, Director of Finance <small>Rachael.sanders@herefordshire.gov.uk Tel: 01432 383775</small> | Corporate Support Centre | 10 January 2025 | Non Key Open |

| Report title and purpose | Decision Maker and Due date | Lead cabinet member and officer contact(s) | Directorate | Date uploaded onto plan | Decision Type, exemptions and urgency |
|--|-----------------------------|---|--------------------------|-------------------------|---------------------------------------|
| Herefordshire and Worcestershire Group Training Association Ltd (HWGTA) Investment Partnership Model To develop a business case outlining options for a preferred investment model and; 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. | Cabinet 27 February 2025 | Cabinet member community services and assets Joni Hughes, Head of Chief Executive's Office, Gabriela Singh, Project Manager <small>Joni.Hughes@herefordshire.gov.uk, Gabriela.Singh@herefordshire.gov.uk Tel: 01432 260598, Tel: 01432 260375</small> | Corporate Support Centre | 10 January 2025 | KEY Open |
| Q3 Performance Report To report to Cabinet the quarterly performance updates for across the council. | Cabinet 27 February 2025 | Cabinet member finance and corporate services Jessica Karia, Head of Corporate Performance and Intelligence <small>jessica.karia@herefordshire.gov.uk Tel: 01432 260976</small> | Corporate Support Centre | 10 January 2025 | Non Key Open |

| Report title and purpose | Decision Maker and Due date | Lead cabinet member and officer contact(s) | Directorate | Date uploaded onto plan | Decision Type, exemptions and urgency |
|---|-----------------------------|---|--------------------------|-------------------------|---------------------------------------|
| Delivery Plan 2025-26 To approve the council's Delivery Plan 2025-26. Cabinet is required to produce a delivery plan which sets out how the strategic priorities within the Herefordshire Council Plan will be delivered and monitored. | Cabinet 27 March 2025 | Cabinet member corporate strategy and budget Michelle Price, Project manager, Helun Sandifort, Project Manager, Rosie Thomas-Easton, Director of Strategy and Transformation <small>michelleprice@herefordshire.gov.uk, Helun.Sandifort@herefordshire.gov.uk, rosie.thomas-easton@herefordshire.gov.uk Tel: 01432 383778, ,</small> | Corporate Support Centre | 10 January 2025 | KEY Open |
| New care facility To consider and agree the business case to invest in and develop the council's own care facility in Herefordshire to meet future demand | Cabinet 24 April 2025 | Cabinet member adults, health and wellbeing Hilary Hall, Corporate Director Community Wellbeing, Hayley Doyle, Service Director - All Age Commissioning <small>Hilary.Hall@herefordshire.gov.uk, Hayley.Doyle@herefordshire.gov.uk Tel: 01432 260832</small> | Community Wellbeing | 10 January 2025 | KEY |
| Cabinet Member Decisions (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 |
|---|--|---|---------------------------|-------------------------|---------------------------------------|
| Portfolio: adults, health and wellbeing | | | | | |
| Portfolio: children and young people | | | | | |
| Herefordshire's co-ordinated school admissions arrangements 2026/2027 To approve Herefordshire Council's proposed admissions arrangements for the academic year 2026/2027 The proposed arrangements comply with the current School Admissions Code which came into force on 1 September 2021. The recommendation applies to admission arrangements determined in 2024 for admission in school year 2026/2027 for those schools in Herefordshire for whom the council is the admissions authority. In 2022 some minor clarification changes were made to the arrangements previously published on the council's website to bring the admissions arrangements in line with the updated code. These updates did not require consultation as they were required by the code itself. | Cabinet member children and young people 14 February 2025 | Cabinet member children and young people Louise Tanner, Admissions and 14 to 19 curriculum manager Louise.Tanner@herefordshire.gov.uk Tel: 01432383333 | Children and Young People | 10 January 2025 | Non Key Open |

| Report title and purpose | Decision Maker and Due date | Lead cabinet member and officer contact(s) | Directorate | Date uploaded onto plan | Decision Type, exemptions and urgency |
|--|--|---|---------------------------|-------------------------|---------------------------------------|
| Schools Budget 2025/26 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 | Cabinet member children and young people 14 February 2025 | Cabinet member children and young people Clare Bellis-powley, Senior Finance Business Partner <small>clare.bellis-powley@herefordshire.gov.uk</small> | Children and Young People | 10 January 2025 | KEY Open |
| High Needs Budget 2025/26 To approve the Dedicated Schools Grant (DSG) high needs budget for 2024/25 as recommended by Schools Forum. | Cabinet member children and young people 28 March 2025 | Cabinet member children and young people Clare Bellis-powley, Senior Finance Business Partner <small>clare.bellis-powley@herefordshire.gov.uk</small> | Children and Young People | 10 January 2025 | KEY Open |
| Portfolio: community services and assets | | | | | |

| 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 |
|--|---|--|-------------------------|-------------------------|---------------------------------------|
| Student Accommodation Update and Recommendations (amendment to non key due to there being no further financial implications that exceed £500k) To update Cabinet Member on the progress and budget for the project | Cabinet member community services and assets 31 January 2025 | 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> | Economy and Environment | 10 January 2025 | Non Key Open |
| Portfolio: economy and growth | | | | | |
| UKSPF Allocation 2025/2026 To accept and spend Herefordshire's UKSPF allocation for 2025/26, totalling £2,172,966, made up of £401,198 capital and £1,771,768 revenue. | Cabinet member economy and growth Before 8 March 2025 | Cabinet member economy and growth Nadine Kinsey, Economic Development Officer <small>nkinsey@herefordshire.gov.uk</small> | Economy and Environment | 10 January 2025 | KEY Open |
| Portfolio: environment | | | | | |

| Report title and purpose | Decision Maker and Due date | Lead cabinet member and officer contact(s) | Directorate | Date uploaded onto plan | Decision Type, exemptions and urgency |
|---|---|--|-------------------------|-------------------------|---------------------------------------|
| River Restoration To draw down funding from the Cabinet Commission for the delivery of river restoration projects. | Cabinet member environment 20 January 2025 | Cabinet member environment Elizabeth Duberley, Phosphate Mitigation Lead <small>Elizabeth.Duberley@herefordshire.gov.uk</small> | Economy and Environment | 10 January 2025 | Non Key Open |
| Executive response to recommendations made by the Environment and Sustainability Scrutiny Committee regarding the Nutrient Management Board and to the Motion regarding Cabinet Commission on Phosphates Executive response to recommendations made by the Environment and Sustainability Scrutiny Committee regarding the Nutrient Management Board and to the Motion regarding Cabinet Commission on Phosphates | Cabinet member environment 27 January 2025 | Cabinet member environment Elizabeth Duberley, Phosphate Mitigation Lead <small>Elizabeth.Duberley@herefordshire.gov.uk</small> | Economy and Environment | 10 January 2025 | Non Key Open |
| Warm Homes: Local Grant We are seeking approval to apply for and spend funding under the new Warm Homes: Local Grant funding scheme | Cabinet member environment 31 January 2025 | Cabinet member environment Bernadette Muldowney, Programme Management Office <small>Bernadette.Muldowney@herefordshire.gov.uk</small> | Economy and Environment | 10 January 2025 | KEY Open |

| Report title and purpose | Decision Maker and Due date | Lead cabinet member and officer contact(s) | Directorate | Date uploaded onto plan | Decision Type, exemptions and urgency |
|--|---|---|-------------------------|-------------------------|---------------------------------------|
| Malvern Hills National Landscape Management Plan To consider and adopt the new management plan for the Malvern Hills National Landscape. | Cabinet member environment 14 February 2025 | Cabinet member environment James Bisset, Principal Countryside Officer, Ben Boswell, Head of Environment, Climate Emergency and Waste Services bboswell@herefordshire.gov.uk Tel: 01432 261930 | Economy and Environment | 10 January 2025 | KEY Open |
| Portfolio: finance and corporate services | | | | | |
| Portfolio: roads and regulatory services | | | | | |
| Public Realm Services Annual Plan and Highways Commission 2025 - 2026 (Title has been amended formerly known as Public Realm Services Annual Plan 2025/26) To confirm the Annual Plan 2025/26 for the Public Realm Services contract with Balfour Beatty Living Places (BBLP). | Cabinet member roads and regulatory services 28 January 2025 | Cabinet member roads and regulatory services Dave Martin, Interim Commissioning Manager Dave.Martin@herefordshire.gov.uk Tel: 01432 260285 | Economy and Environment | 10 January 2025 | KEY Open |

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