

Agenda

Environment and Sustainability Scrutiny Committee

Date: Tuesday 16 December 2025

Time: 10.00 am

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

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

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Agenda for the meeting of the Environment and Sustainability Scrutiny Committee

Membership

Chairperson	Councillor Louis Stark
Vice-chairperson	Councillor Justine Peberdy
	Councillor Robert Highfield
	Councillor Nick Mason
	Councillor Rob Owens
	Councillor Richard Thomas

Agenda

	Pages
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. NAMED SUBSTITUTES To receive details of members nominated to attend the meeting in place of a member of the committee.	
3. DECLARATIONS OF INTEREST To receive declarations of interests from members of the committee in respect of items on the agenda.	
4. MINUTES To receive the minutes of the meeting held on 12 May 2025.	9 - 14
HOW TO SUBMIT QUESTIONS The deadline for the submission of questions for this meeting is 5pm on 10 December 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	
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. CARBON NEUTRAL HOUSING To provide information to the Environment and Sustainability Scrutiny Committee on Carbon Neutral Housing. The report details whether new houses and self-build properties are 'zero carbon ready' and looks at the role of fuel replacement to heat homes. [Papers to follow]	
8. BUS AND PASSENGER SERVICES TASK AND FINISH GROUP To agree the terms of reference for the task and finish group and to receive an update on the group's work to date.	15 - 20
9. WORK PROGRAMME To consider the work programme for the committee.	21 - 94

10. DATE OF THE NEXT MEETING

To be confirmed.

|

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www.herefordshire.gov.uk/downloads/file/1597/hereford-city-bus-map-local-services-

The seven principles of public life

(Nolan Principles)

1. Selflessness

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

2. Integrity

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

3. Objectivity

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

4. Accountability

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

5. Openness

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

6. Honesty

Holders of public office should be truthful.

7. Leadership

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

Minutes of the meeting of Environment and Sustainability Scrutiny Committee held at Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE on Monday 12 May 2025 at 10.00 am

Present: Councillor Louis Stark (chairperson)
Councillor Justine Peberdy (vice-chairperson)

Councillors: Helen Heathfield, Robert Highfield and Richard Thomas

In attendance: Councillors Barry Durkin (Cabinet Member for Roads and Regulatory Service), Councillor Philip Price (Cabinet Member Transport and Infrastructure).

Anna Davidson (Assistant Chief Officer: Director of Prevention Hereford & Worcester Fire and Rescue Service), Robert Haynes (West Mercia Police - Senior Traffic Management Advisor), Thom Morgan (Group Commander Hereford & Worcester Fire and Rescue Service).

Officers: Ed Bradford (Head of Highways and Traffic), Simon Cann (Democratic Services Officer), Julie Freeman (Road Safety Officer), Simon Hobbs (Highways Accident Investigation and Safety Manager), Dr David Land (Head of Transport and Access Services), Alfie Rees-Glinos (Democratic Services Support), Danial Webb (Statutory Scrutiny Officer).

132. APOLOGIES FOR ABSENCE

Apologies had been received from Councillor David Davies.

133. NAMED SUBSTITUTES

There had been no named substitutes.

134. DECLARATIONS OF INTEREST

No declarations of interest were made.

135. MINUTES

The minutes of the previous meeting were received.

Resolved: That the minutes of the meeting held on 24 March 2025 be confirmed as a correct record and be signed by the Chairperson.

136. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions had been received from members of the public.

137. QUESTIONS FROM MEMBERS OF THE COUNCIL

No questions had been received from members of the Council.

138. ROAD SAFETY

The Head of Highways and Traffic introduced the report. The Chair thanked officers and attending partners for their contributions to the report and explained that the committee had set out several objectives in relation to the topic, the intention was to:

- Understand the impact of speed limits on road user safety and the current council policy.
 - Look at best practice on the provision of road architecture.
 - Evaluate the effectiveness of the School Street Safety initiative.
 - Scrutinise the administration of Traffic Regulation Orders (TROs) across the council.
 - Scrutinise the enforcement of road safety measures, including speed limits.
1. The committee enquired as to whether the Council had a road safety strategy, similar to that of the Police and Crime Commissioner's (PCC's), with defined priorities and outcomes.
 - The Highways Accident Investigation and Safety Manager explained that weekly collision data was received from the Department for Transport (DfT) via the police. It included severity (killed/seriously injured/slight), weather, speed, and contributing factors. Data was analysed over rolling 5-year periods to identify high-risk sites. Interventions were then prioritised and actioned where possible within budgets.
 2. The committee asked if the council and partners were missing incidents, given that many minor collisions were not reported to police, and near-miss/dangerous driving data was excluded.
 - The West Mercia Police Senior Traffic Management Advisor noted that official collision datasets did not include unreported incidents, but the police promoted 'Operation Snap' to capture dangerous driving via public dashcam submissions, of which there were on average 300-600 per month.
 - The Group Commander Hereford & Worcester Fire and Rescue Service pointed out that the service drew on broader datasets including: Stats19, highways network road data and public sector geospatial agreement (PSGA) data.
 3. The committee discussed public perceptions of road safety and how they potentially affected walking/cycling uptake.
 - The Head of Transport and Access Services pointed out that the draft Local Transport Plan (LTP) did reference perceptions of safety. Perception was harder to capture locally, but national industry research was used. Officers agreed that it was an important area of consideration, which needed to feed into planning.
 4. In relation to behaviour and enforcement the committee asked whether driver behaviour such as drink/drug driving and speeding was analysed beyond location specific collisions.

- The Highways Accident Investigation and Safety Manager explained that behavioural causes were partly identifiable via contributing factor codes in collision data. However, resource constraints meant that focus remained on sites with proven collision problems. It was suggested that AI-based tools might offer future predictive data.
 - The West Mercia Police Senior Traffic Management Advisor added that behaviour was addressed through the 'Fatal Four' (speed, distraction, impairment, seatbelts), seasonal campaigns and community reporting.
 - It was stated that 'Operation Snap' submissions were processed and could, in theory, be mapped, but this would require significant resources and currently the data remained at force level.
 - In response to a question from the committee the Senior Traffic Management Advisor confirmed that road safety campaigns were ongoing throughout the year. Continuous and seasonal campaigns targeted mobile phone use, speeding, impaired driving and seatbelt compliance. It was noted that joint programmes such as 'Green Light' and 'Head Gear' reached thousands of students annually.
5. The committee asked whether there were regular strategic-level meetings between the Council, Police and Fire services to coordinate road safety.
- The West Mercia Police Senior Traffic Management Advisor stated that an Operations Forum met quarterly with partners and that work was underway to reinstate a Strategic Partnership Board to consider wider issues at a senior level. The advisor welcomed the chair's offer for the committee to put forward a recommendation that the Strategic Partnership Board be reinstated as a matter of priority.
6. The committee considered whether road designs and junction improvements were making sites safer. It was noted that local opinion had suggested that some sites, such as Lock's Garage, Pengethley and Rose Cottage had become more problematic and dangerous post-change.
- The Highways Accident Investigation and Safety Manager stated that changes made near Lock's Garage had reduced the severity of accidents, but the area remained problematic due to the layout of the petrol station and driver behaviour (poor indication), however a larger redesign was now being considered.
 - Regarding Pengethley and Rose Cottage the Safety manager pointed out that these were trunk roads managed by National Highways and not the Council.
 - On a general level it was explained that schemes were required to follow the national design manual for roads and bridges (DMRB), but where possible local innovation had been trialled, such as the single-arm signal operation at Old Gore.
7. The committee enquired whether the police and fire services were consulted on design solutions
- The Highways Accident Investigation and Safety Manager explained that the police were involved in road safety audits once schemes had been

designed and installed. Input from the fire service was less direct, although local crews could provide intelligence when required.

8. The committee invited officers and partners to provide an outline of work being carried out with schools and young drivers.
 - The Road Safety Officer explained that education spanned all ages, from nurseries (via role play and advice on child seats), through to primary/secondary schools to young drivers and refresher courses for older drivers. In addition to this, road safety patrols provided reassurance for parents and reduced the reliance on cars.
 - The Assistant Chief Officer: Director of Prevention Hereford & Worcester Fire and Rescue Service highlighted prevention programmes targeting 16-25s and over 60s. Available tools included VR headsets, 'Your Impact' sessions in schools and pilot schemes with Youth Justice.
9. The committee asked if funding for road safety was proactive (strategic) or reactive (responding to incidents).
 - The Road Safety Officer stated that budgets were primarily reactive and prioritised interventions at the highest risk sites, based on collision data. Larger schemes requiring significant funding were typically carried forward into future programmes.

At the conclusion of the debate, the committee discussed potential recommendations, and the following resolutions were agreed.

That Herefordshire Council:

- 1. Herefordshire Council develops a road safety strategy that supports the priorities under People, Place and Growth in the Council Plan and complements the policy produced by the West Mercia Police and Crime Commissioner.**
- 2. The executive should seek opportunities to improve the road network environs in the five market towns to make them safer and to feel safer for all road users.**
- 3. Herefordshire Council to work with West Mercia Police to unlock behavioural, perception of safety, and geographic data about near miss and dangerous driving reporting, to better inform decision-making about engineering, education and speed limit zone solutions.**
- 4. For the council to undertake an evidence-based increase of the road safety education budget, or to transfer funding from schemes for children to older adults.**
- 5. West Mercia Police to consider the balance of factors that contribute to road danger when undertaking road safety enforcement.**
- 6. The Traffic Regulation Order (TRO) eligibility criteria should be made more transparent.**

139. WORK PROGRAMME

1. The Chair introduced the item and outlined proposals for a revised approach to the Committee's work programme. Reference was made to the recent review of scrutiny following governance changes in 2022, which recommended a more flexible working model, including the use of task and finish groups and spotlight reviews, rather than relying solely on six fixed meetings per year.
2. The Chair proposed moving to a quarterly cycle of formal meetings in June, September, December and March, the rationale for choosing these months was to avoid pressure from budget-related activity in January/February and potentially limited availability of officers/members in July/August. It was stressed that the proposed model would be supplemented by informal meetings to oversee and support task and finish work.
3. The Chair recommended Bus Provision as the first subject for a task and finish group, citing its complexity and importance. A draft set of Terms of Reference had been prepared and would be refined with officer/director input and circulated to members.
4. In response to questions and concerns from committee members, the Statutory Scrutiny Officer clarified the distinction between informal working groups and formal task and finish groups, explaining that the latter could draw from members across the council (excluding Cabinet members) and could provide greater flexibility to explore strategic issues.

At the conclusion of the debate the following resolutions were unanimously agreed by the committee.

Resolved:

- **That the ESSC move to a quarterly cycle of formal meetings (September, December, March, June), supplemented by informal sessions as required and that a committee work programme be agreed in an informal meeting.**
- **That Bus Provision be confirmed as the subject of the first task and finish group.**

Actions:

- **That nominations be sought for task and finish group membership, with the Chair to be drawn from ESSC members (excluding the Committee Chair). External co-optees could be appointed to provide independent perspectives.**
- **That the Chair meet with the Corporate Director of Economy and Environment to secure officer support and refine the draft terms of reference.**
- **That the Committee hold an informal meeting in July 2025 to finalise arrangements for the task and finish group.**

140. DATE OF THE NEXT MEETING

To be confirmed.

The meeting ended at 12:59

Chairperson



Title of report: Bus and community transport task and finish group terms of reference

Meeting: Environment and Sustainability Scrutiny Committee

Meeting date: 16 December 2025

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To agree a terms of reference and work programme for a task and finish group to review the bus and community transport services that operate within, to, from and through Herefordshire.

Recommendation(s)

That:

- a) The committee agree to the creation of the task and finish group and**
- b) Recommend any additions to the task and finish group work programme**

Alternative options

1. The committee could agree to not continue with the task and finish group and to reject the proposed programme of work. This is not recommended, as the committee have already informally agreed to the creation of the task and finish group, and the group has already carried out some work.

Key considerations

2. A review of the scrutiny function in May 2025 highlighted a relative lack of scrutiny carried out through task and finish group. The review noted that this meant that Herefordshire Council was missing the opportunity for scrutiny to contribute more proactively to the development of policy and practice within the council. Council agreed that scrutiny committees should review their work programmes accordingly.
3. The Herefordshire Council Plan 2024-28 recognises poor transport connectivity - and its impact on inward investment, travel and economic growth - as one of the main challenges facing the council. It sets out as one of its objectives *to expand and maintain the transport infrastructure in a sustainable way and improve connectivity across the county*.
4. The committee have recognised this council priority and noted the impact of poor connectivity on those with the greatest deprivation. The primary aim of the group therefore is to examine how the Herefordshire is responding to the above objective in relation to county-wide bus provision. A secondary aim will be to look at how bus provision can be improved using the provisions of the current Bus Services Bill; in particular with our five adjacent neighbouring authorities to contribute to addressing the Herefordshire Council Plan's challenge on inward investment, travel and growth.
5. The proposed terms of reference are attached as appendix 1 of this report. The proposed work programme is contained in appendix 1 of the work programme report for this meeting.

Community impact

9. The scrutiny function supports community development through robust scrutiny of the council's policy framework, including the Local Plan, Health and Wellbeing Strategy, County Plan and the Medium-Term Financial Strategy.
10. Scrutiny also supports community issues more directly through the work of the Connected Communities 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.
11. All reports to scrutiny committees, as with all council committees, include appraisals of the impact of the report content on climate change. Scrutiny committee work programmes directly link to the County Plan priorities, including the key priority to "Protect and enhance our environment and keep Herefordshire a great place to live.
12. Climate change and carbon reduction related issues are directly identified in the remit and therefore focus of the Environment and Sustainability scrutiny committee.
13. Whilst this is a decision 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. Examples include:
 - a. Online meetings, eliminating the need to travel to Hereford for a single meeting.
 - b. Paper-free briefings and informal meetings, eliminating the need for printed paper.

Equality duty

6. Under section 149 of the Equality Act 2010, a public authority must, in the exercise of its functions, have due regard to the need to:
 - c. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - d. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - e. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
7. 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. As this report is primarily for information, we do not believe that accepting (or rejecting) this report will have an impact on our equality duty.

Resource implications

8. Effective scrutiny produces evidence-based recommendations. These can be informed by learning from best practice and an understanding of 'what works' at other similar local authorities, as well as developing a robust picture of what the situation is locally based on data, intelligence and insights. Where adopted recommendations can help with the efficiency and effectiveness of services that can be delivered differently, as well as informing the development of current and new policies.
9. As this report is primarily for information, there are no direct resource implications arising from this report. However, the function may require some funding in order to carry out its work effectively. Requirements may include purchasing training or expert advice. However it is anticipated that much of the training and development required during the year can be met using existing council resources.

Risk management

10. Effective scrutiny is a feature of the council's governance arrangements, where the council is operating executive arrangements. There are a range of factors that could result in risks to the council of not doing scrutiny effectively. These include the failure to:
 - a. challenge and hold decision makers to account
 - b. link scrutiny work to the delivery of the council's priorities and risk management
 - c. carry out thorough and appropriate research to make evidence-based recommendations
 - d. engage partners and providers
 - e. ensure that structures and models of operation are fit for purpose and match ambition and available resources
 - f. ensure that scrutiny can operate as the voice of communities and
 - g. draw on member knowledge and experience to inform policy development.
11. To mitigate, tolerate or eradicate these risks, enablers for effective scrutiny include:
 - a. operating in an apolitical manner

- b. clarity of vision and purpose
- c. scrutiny support availability, capability and capacity
- d. effective engagement and commitment by members and officers at all levels, including cabinet, opposition leaders, scrutiny chairs and senior officers who play a central role in setting the tone and direction
- e. robust work programming and prioritisation of topics with clear objectives and expected impacts
- f. ensuring that scrutiny work will add value to the council and communities e.g. through strong links between work programme topics and the integrated strategic plans that set out the actions and timescales to deliver the priorities in the County Plan
- g. access to and availability of robust data and intelligence and
- h. good relationships with partners and providers.

Appendices

Appendix 1 – Bus and Passenger Services Task and Finish Group – terms of reference.

Background papers

None identified

Glossary of terms, abbreviations and acronyms used in this report

No abbreviations or acronyms used.



Environment and Sustainability Scrutiny Committee

Bus and community transport task and finish group

Terms of reference

Background

As one of the most rural unitary authorities in England, with the fourth lowest population density, Herefordshire faces real challenges in providing bus services that serve all our residents. This is not just about convenience, but can affect residents' ability to access physical services, restrict education, training and employment opportunities and militate against our aim to achieve net zero by 2030.

The Herefordshire Council Plan 2024-28 recognises poor transport connectivity - and its impact on inward investment, travel and economic growth - as one of the main challenges facing the council. It sets out as one of its objectives to *expand and maintain the transport infrastructure in a sustainable way and improve connectivity across the county*.

Aim

The primary aim is to examine how the Herefordshire is responding to the above objective in relation to county-wide bus provision.

A secondary aim will be to look at how bus provision can be improved using the provisions of the current Bus Services Bill; in particular with our five adjacent neighbouring authorities to contribute to addressing the Herefordshire Council Plan's challenge on inward investment, travel and growth.

Objectives

1. Review how Herefordshire Council uses its existing powers and responsibilities to shape bus provision across the county.
 - a. Review how other local authorities use their existing powers and responsibilities to provide passenger transport services, particularly those in rural areas.
2. Examine how it ensures best use of existing funding on bus services.
3. Look at how Herefordshire plans to spend the £3.2m allocated for the Bus Services Improvement Programme.
 - a. Were we able to maximise our allocation?
 - b. Has the enhanced partnership worked as expected?
4. Consider the options available to Herefordshire Council from the Bus Services (No. 2) Bill going through parliament, including opportunities for franchising.
5. Consider how to expand cross county and cross border public transport to make it more accessible and flexible.
 - a. Explore the current role of the Marches Forward Partnership in terms of scaling up bus provision regionally.
6. Analyse the outcomes from the council's proposed bus summits and consider adopting any of them.

7. Examine the opportunities to support and develop community-led transport
8. Scrutinise opportunities to reconfigure bus services to serve a sparsely populated county such as Herefordshire.
 - a. How would Herefordshire Council fund these opportunities and make the best use of the resources required?
9. Make recommendations to the Environment and Sustainability Scrutiny Committee.

Make-up of group

The group will consist of between 4 to 7 members and chaired by a member of the Environment and Sustainability Scrutiny Committee. The membership will be open to all councillors, other than Cabinet members. The group will determine its chair.

We will seek to recruit a representative from a bus users' group, such as Buses4Us, as a co-opted member to the group.

The group will be administered by the Statutory Scrutiny Officer and the committee's Democratic Services Officer.

Timing and report back

This is a major and critical study, which could feed into the operation of LTP5. The group will report back to the December Environment and Sustainability Scrutiny Committee on progress so far, with a view to bringing the final report to the committee in June 2026. We will bring the terms of reference and a programme of work to the committee's meeting in September for formal approval.



Title of report: Work programme 2025/6

Meeting: Environment and Sustainability Scrutiny Committee

Meeting date: 16 December 2025

Report by: Statutory Scrutiny Officer

Classification

Open

Decision type

This is not an executive decision

Wards affected

All Wards

Purpose

To consider the draft work programme for Herefordshire Council's scrutiny committees and scrutiny task and finish groups.

Recommendation(s)

That:

- a) **The committee determine any changes they wish to make to the committee's work programme or those of its task and finish group.**
- b) **The committee agree the draft work programme for Herefordshire Council's Environment and Sustainability Scrutiny Committee contained in the work programme report attached as appendix 1.**
- c) **The committee note the work programme for the other scrutiny committees and identify any opportunities for collaboration or alignment of work.**

Alternative options

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

Key considerations

3. A fundamental part of good scrutiny is planning and agreeing a programme of work for the committee to undertake. A well-considered work programme:
 - a. identifies priorities for the committee's work that align with corporate and partnership priorities, as well as reflecting community concern;
 - b. ensures that each identified topic has clear objectives that focus the committee's work;
 - c. creates a timetable for the committee's programme of work so that the committee carry out its work at the optimal time; and
 - d. provides officers and partners with requirements for evidence that will support the committee in providing evidence-based scrutiny
4. To prepare this work programme, the committee chairs have met with officers of the council to identify potential priority areas of work for the committee. These priority areas have been scheduled within the work programme to ensure the committee considers topics when it is most useful to do so. A draft of this work programme has then been circulated to the council's corporate leadership team and other key senior directors, alongside committee chairs, for further comment and refinement.
5. The most recent work programme was published on 28 November 2025 and is attached as Appendix 1.
6. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.
7. Attached as Appendix 3 to this report is a list of all recommendations made by this committee for the previous two years.

Community impact

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

Environmental impact

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

Equality duty

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

Resource implications

11. This report constitutes part of the typical function of this committee. Similarly, a programme of work undertaken by committee is an integral part of the council's 'business as usual'. There is no resource implication in setting or agreeing a work programme. However, agreed topics in

the work programme, in particular any requests for bespoke research or the involvement of outside experts or community groups, may incur resource costs. These will be contained in any reporting or planning of agreed topics within this work programme.

Legal implications

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

Risk management

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

Consultees

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

Appendices

Appendix 1 – Scrutiny work programme 2025-26 December 2025

Appendix 2 – Herefordshire Council Forward Plan

Appendix 3 – Responses to recommendation made by Environment and Sustainability Scrutiny Committee, January 2024-December 2025

Background papers

None



APPENDIX 1

WORK PROGRAMME 2025-2026

December 2025

Below are the work programmes of Herefordshire Council's five scrutiny committees and their six task and finish groups.

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

Table of Contents

Children and Young People Scrutiny Committee	3
Committee work programme.....	3
Early help task and finish group.....	5
Terms of reference	5
Work programme.....	7
Connected Communities Scrutiny Committee.....	10
Committee work programme.....	10
Placemaking and public participation task and finish group	12
Terms of reference	12
Work programme.....	14
Environment and Sustainability Scrutiny Committee.....	17
Committee work programme.....	17

Bus and passenger services task and finish group	20
Work programme.....	20
Health, Care and Wellbeing Scrutiny Committee.....	24
Committee work programme.....	24
Meeting the demand for adult social care task and finish group.....	27
Work programme.....	27
Scrutiny Management Board.....	30
Committee work programme.....	30
Inequality and social mobility task and finish group.....	33
Work Programme	33
Commercialisation task and finish group.....	36
Terms of reference	36

Children and Young People Scrutiny Committee

Committee work programme

Committee Meeting

3 February 2026 **report deadline 22 January 2025** pre meeting lines of enquiry planning TBC

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

Committee Briefing

3 March 2026

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

Committee Briefing

14 April 2026

Topic and Objectives	Evidence required	Attendees*
Fostering <ul style="list-style-type: none"> Briefing on fostering. Update on recommendations made July 2024. 	<ul style="list-style-type: none"> Briefing 	<ul style="list-style-type: none"> Tori Lynch

Committee Meeting

12 May 2026 **report deadline 30 April 2025** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Topic TBC	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> TBC
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, Children and Young People and Portfolio Holder, Children and Young People, both have a standing invitation to each committee meeting. It is assumed that the portfolio holder will attend each meeting.

Topics for possible future scrutiny

- Permanency
- Youth provision
- Neglect strategy
- Home/elective education
- Alternative provision
- WMP Peel report – assurance briefing – safeguarding

Early help task and finish group

Terms of reference

Background

Herefordshire's Early Help offer includes both universal and targeted services aimed at supporting children, young people, and families before statutory intervention is required. The offer includes:

- **Universal services:** Provided largely through Talk Community, voluntary and community organisations, schools, health, and public health-funded initiatives.
- **Targeted early help:** Led by the Early Help team within Children's Services, working directly with families who require structured support.

Key developments in this area in recent years include:

- Integration of Early Help into wider Children's Services through locality models.
- Introduction of Families First and Lead Practitioner roles.
- Recruitment of two new children's-focused community development workers within Talk Community.
- Partnership commissioning (such as with the PCC) to support local early intervention initiatives.

To build on these developments, work is underway to identify and address weaknesses in current practice, including:

- Persistent confusion around distinctions between universal and targeted Early Help.
- Limited public visibility of the Early Help offer and recent developments.
- Variability in provision and access across different localities.
- Pressure on schools to deliver Early Help without sufficient funding or infrastructure.
- Need for improved coordination between statutory and non-statutory partners.

Purpose

The group therefore aims to provide a constructive and collaborative space to:

- Recognise strengths in current Early Help provision.
- Identify good practice across different communities.
- Highlight gaps or inconsistencies in provision and the work in place to address them.

Scope of Inquiry:

In recognition of the broad and varied nature of early help available in Herefordshire, the group intends to carry out two distinct but closely interdependent streams of work:

- **Targeted Early Help and Families First**
 - Understanding the Families First implementation.
 - Exploring the role of lead practitioners.
 - Clarifying the role of schools and multi-agency collaboration.
- **Community and Universal Offer**
 - Mapping and showcasing local Early Help initiatives.
 - Exploring partnerships with Talk Community hubs, voluntary groups, parish and town councils.
 - Engagement around youth activities, access barriers (transport), and local innovation.

Work Programme

The group will determine its programme of work to meet the above objectives. This programme is likely to include:

- Local Appreciative Inquiry events in Hereford City and each of the five key market towns (Ross, Ledbury, Kington, Leominster, Bromyard), Supported by Talk Community and Children's Services.
- Case studies
- Meeting with families and professionals, individually and in focus groups

Proposed Timeline

- Summer 2025: Agree task and finish group, establish membership, agree programme of work
- Autumn 2025 to Spring 2026: Community engagement events, interviews, focus groups.
- Spring/Summer 2026: Reflection and analysis.
- Summer 2026: Presentation of findings and recommendations to Children and Young People Scrutiny.

Work programme

Targeted early help and Families First

- Recognise strengths in current Early Help provision.
- Identify good practice across different communities.
- Highlight gaps or inconsistencies in provision and the work in place to address them.

Objective	Evidence required	Responsible officer	Date
Understand targeted early help - rationale and performance	<ul style="list-style-type: none"> • Overview of programme briefing note <ul style="list-style-type: none"> ○ Thresholds of need ○ Current performance management ○ Current programme of activity 	Simon Cann	November 2025
Overview of current Families First programme and targeted early help	<ul style="list-style-type: none"> • Meeting with service managers <ul style="list-style-type: none"> ○ Victoria Leader ○ Dawn Knight 	Simon Cann	December 2025
Appraise current Families First programme and targeted early help	<ul style="list-style-type: none"> • Meeting with team leaders <ul style="list-style-type: none"> ○ Victoria Roe – North ○ Jane Marshall – South – Ross ○ Chantelle Bennett – Central ○ Tracey Spencer – Central 	Simon Cann	January 2026
Support for young carers	<ul style="list-style-type: none"> • Meeting with young carers <ul style="list-style-type: none"> ○ Jane Marshall – South – Ross 	Simon Cann	January 2026
Appraise locality-based targeted early help	<ul style="list-style-type: none"> • Meeting with a locality team <ul style="list-style-type: none"> ○ Combine with a locality event 	Simon Cann	January 2026
Working with schools	<ul style="list-style-type: none"> • Meeting with schools <ul style="list-style-type: none"> ○ Neil Crawford 	Simon Cann	January 2026

Commissioned early help services	<ul style="list-style-type: none"> Meeting with Venture – commissioned service <ul style="list-style-type: none"> Hilary Thomas 	Simon Cann	January 2026
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Community and Universal Offer

- Mapping and showcasing local Early Help initiatives.
- Exploring partnerships with Talk Community hubs, voluntary groups, parish and town councils.
- Engagement around youth activities, access barriers (transport), and local innovation.

Topic	Evidence required	Responsible officer	Date
Overview of local early help initiatives	Early help marketplace – Ross-on-Wye	Danial Webb	13 Oct 25
Overview of local early help initiatives	Early help marketplace - Hereford	Danial Webb	17 Nov 25
Overview of local early help initiatives	Early help marketplace - Leominster	Danial Webb	3 Dec 25
Evaluate the role of school community support	<ul style="list-style-type: none"> Meeting with service manager, Quentin Mee Meeting with school counsellor/school support service 	Simon Cann	Feb 26
Understand how midwives support young parents to be.	<ul style="list-style-type: none"> Meeting with midwives 	Simon Cann	Feb 26
The role of school nurses	<ul style="list-style-type: none"> Meeting with school nurses <ul style="list-style-type: none"> emma.dewar@wvt.nhs.uk Wendy.Long@wvt.nhs.uk Nikki.Lawley@wvt.nhs.uk 	Simon Cann	Mar 26
The role of health visitors	<ul style="list-style-type: none"> Meeting with health visitors <ul style="list-style-type: none"> Lyndsey McHardy “Best Start in Life” strategy 	Simon Cann	Mar 26
Youth clubs overview	<ul style="list-style-type: none"> Overview of youth and sports clubs in Herefordshire Visit to youth club Meeting with youth club attendees 	Simon Cann	April 26
Talk Community and co-ordination of support for universal community services	<ul style="list-style-type: none"> Overview community support carried out by Talk Community. 	Simon Cann	April 26

Report to Cabinet

Topic	Evidence required	Responsible officer	Date
Draft final report	Learning from above meetings	Simon Cann	May 26
Agree final report	Draft report	Task and Finish Group	June 26
Present to Cabinet	Final report	Toni Fagan	July 26

Connected Communities Scrutiny Committee

Committee work programme

Committee Meeting

28 January 2026 **report deadline 20 January 2026** pre meeting lines of enquiry planning TBC

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

Committee Meeting

March/April 2026 **report deadline TBC 2026** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Broadband Connectivity <ul style="list-style-type: none"> Review of coverage gaps and speeds, and work to address them 	<ul style="list-style-type: none"> Consultation with businesses, schools, parish councils Public call for evidence Supplier business plans Ofcom policy Other evidence to be determined 	<ul style="list-style-type: none"> To be determined

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

June/July 2026 **report deadline TBC 2026** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
Year of delivery – capital projects <ul style="list-style-type: none"> Mid-year review of capital projects taking place in 2026 	<ul style="list-style-type: none"> Council capital programme Individual programme progress reports 	<ul style="list-style-type: none"> To be determined
Public participation in planning task and finish group <ul style="list-style-type: none"> Agree the task and finish group review and recommendations 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

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

Additional Topics Proposed for Future Consideration

- Hereford City Masterplan
- UK Shared Prosperity Fund
- Broadband

Placemaking and Public Participation task and finish group

Terms of reference

Background

Herefordshire is entering a significant period of growth and change. Delivering new housing, infrastructure, and services must strengthen local communities and reflect the county's distinctive rural character.

Research shows that while public involvement in planning is vital, engagement often remains procedural rather than meaningful. Many residents feel disconnected from decision-making, uncertain about how to participate, or unconvinced that their input makes a difference.

The Planning and Compulsory Purchase Act 2004 requires every local planning authority such as Herefordshire to publish a Statement of Community Involvement. The Levelling-up and Regeneration Act 2023 and resultant secondary legislation is likely to place greater emphasis on this statement with a proposed requirement for a local planning authority Community Involvement Scheme. This provides a timely opportunity to modernise Herefordshire's existing Statement of Community Involvement (January 2022), ensuring it reflects Herefordshire Council's 2024–2028 priorities for economic growth and community development.

This task and finish group will explore how Herefordshire can plan with its communities, ensuring that growth, infrastructure and environment evolve together in a fair, transparent, and creative way. It will then make recommendations to underpin the Council's new statutory engagement framework.

The aim is to move beyond statutory minimum consultation and create a culture in which residents look forward to new development as something they have helped to shape. Growth with, not to, communities.

Purpose

To identify and recommend practical, evidence-based measures for making community engagement in planning and placemaking more inclusive, accessible, and effective across Herefordshire. The group will:

- Examine best practice and innovative approaches to public participation.
- Advise on the update and replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme (2026).
- Ensure that community voice and cultural engagement sit at the heart of the county's future planning system.

Objectives

- To understand current legislation and good practice in community involvement and evaluate how residents currently engage with planning in Herefordshire and identify barriers to participation.
- Review and learn from good practice in community engagement in other local authorities and with housing providers.
- Inform and help draft the replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme (2026)
- Make recommendations to the Connected Communities Scrutiny Committee and Cabinet to deliver the above.

Scope

The task and finish group will focus on how communities are involved in shaping growth, not on what is built or where sites are allocated. It will not duplicate the work of the Housing Development Working Group or the technical drafting of the Local Plan.

Membership and Governance

- 5–7 elected members of Herefordshire Council (no Cabinet members).
- Up to two co-opted members with relevant expertise or community experience.
- Supported by officers from Democratic Services, Economy and Environment, and Communications.
- Reports through the Connected Communities Scrutiny Committee, which will submit recommendations to Cabinet for formal response.

Expected Outputs

- A final report setting out
 - practical recommendations for improving public participation in planning and placemaking.
 - A proposed structure and content outline for Herefordshire's new Community Involvement Scheme (2026), replacing the 2022 Statement.
 - Case studies and prototypes demonstrating innovative engagement methods suitable for rural and market-town contexts.

Success Measures

- At least five examples of national or local best practice reviewed.
- Two or more new engagement methods agreed or trialled.
- Clear, costed recommendations adopted within the 2026 Community Involvement Scheme.
- Cabinet adoption of group recommendations into council policy.

WORK PROGRAMME

Objective To understand current legislation and good practice in community involvement and evaluate how residents currently engage with planning in Herefordshire and identify barriers to participation.

Objectives	Evidence required	Responsible officer	Date
Understand current legislation and good practice in community involvement	<ul style="list-style-type: none"> Overview of The Planning and Compulsory Purchase Act 2004 Overview of The Levelling-up and Regeneration Act 2023 Good practice guidance 	Henry Merricks Murgatroyd	November 2025
Evaluate how residents currently engage with planning in Herefordshire.	<ul style="list-style-type: none"> Herefordshire Council Statement of Community Involvement. Interviews with housing associations and council planning officers. 	Henry Merricks Murgatroyd	November 2025
Identify current barriers to participation.	<ul style="list-style-type: none"> Interviews with housing association, community groups and council planning officers. 	TBA	November 2025
GROUP MEETING		Henry Merricks Murgatroyd	November 2025

Objective Review and learn from good practice in community engagement in other local authorities and with housing providers.

Objectives	Evidence required	Responsible officer	Date
Examine requirements for new Community Involvement Scheme	<ul style="list-style-type: none"> Draft regulation and statutory guidance 	Henry Merricks Murgatroyd	December 2025
Identify good practice in other local authorities	<ul style="list-style-type: none"> Literature review Site visit (if useful) 	Henry Merricks Murgatroyd	January 2026
Identify creative engagement methods.	<ul style="list-style-type: none"> Desktop search ideas such as including digital tools, easy-read and visual materials, short videos, and cultural or media partnerships. 	Henry Merricks Murgatroyd	January 2026

GROUP MEETING	Henry Merricks Murgatroyd	February 2025
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Objective Inform and help draft the replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme (2026).

Objectives	Evidence required	Responsible officer	Date
Work with officers to set new parameters and scope for the Community Involvement Scheme	<ul style="list-style-type: none"> Draft Community Involvement Scheme 	TBA	March 2026
Ensure inclusivity by improving reach to rural residents, younger people, working families, and under-represented communities.	<ul style="list-style-type: none"> Draft Community Involvement Scheme 	TBA	April 2026
Recommend resourcing and governance arrangements to support sustained, meaningful participation.	<ul style="list-style-type: none"> Meeting with planning officers in a 'good' local planning authority Draft recommendations 	Henry Merricks Murgatroyd	May 2026
GROUP MEETING		Henry Merricks Murgatroyd	May 2026

Objective Make recommendations to the Connected Communities Scrutiny Committee and Cabinet

Objectives	Evidence required	Responsible officer	Date
Draft report to Connected Communities Scrutiny Committee	<ul style="list-style-type: none"> Draft report 	Henry Merricks Murgatroyd	June 2026

Draft report and recommendations to Cabinet (if required)	<ul style="list-style-type: none">Final report	Henry Merricks Murgatroyd	July 2026
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Environment and Sustainability Scrutiny Committee

Committee work programme

Committee Meeting

16 December 2025 **report deadline 6 December 2025** pre meeting lines of enquiry planning TBA

Topic and Objectives	Evidence required	Attendees*
Carbon neutral housing <ul style="list-style-type: none"> Consider whether new houses and self-build properties are 'zero carbon ready'. Appraise the incentives available to ensure energy efficient homebuilding. Understand the role of fuel replacement to heat homes. 	<ul style="list-style-type: none"> Relevant data on house building and zero carbon readiness across the county Local authority powers over building standards Different types of fuel replacement available 	<ul style="list-style-type: none"> Richard Vaughan Daniel Lenain
Bus and passenger services task and finish group <ul style="list-style-type: none"> To agree the terms of reference for the task and finish group To receive an update on the task and finish group's work to date. 	<ul style="list-style-type: none"> Interim report 	<ul style="list-style-type: none"> Chair, Buses task and finish group
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 MeetingMarch 2026 **report deadline TBA** pre meeting lines of enquiry planning TBA

Topic and Objectives	Evidence required	Attendees*
Active Travel <ul style="list-style-type: none"> Update on previous recommendations in light of the forthcoming draft local, cycling, walking and wheeling infrastructure plan (LCWWIP). Assurance on funding and deliverability of the LCWWIP. 	<ul style="list-style-type: none"> Draft LCWWIP 	<ul style="list-style-type: none"> Gemma Dando David Land Ffion Horton
Transformation of the economy and environment directorate <ul style="list-style-type: none"> Understand the transformed leadership structure and how it is performing currently, in particular where responsibility for delivering on the Council's environmental priorities and targets, including net zero. Has embedding a commercial mindset impacted on the delivery of these environmental priorities and targets. Has transformation impacted on the overall resource dedicated to the environmental side of the directorate. Explore the case for a more distinct operational area for environmental matters under the Corporate Director. 	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Corporate Director, Economy and Environment
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 MeetingJune 2026 **report deadline TBA** pre meeting lines of enquiry planning TBA

Topic and Objectives	Evidence required	Attendees*
Land Use Management <ul style="list-style-type: none"> To review the operation of current council policy on enabling and enforcing appropriate land management and use (including riparian responsibilities) across the county; <ul style="list-style-type: none"> to protect natural assets eg our rivers 	<ul style="list-style-type: none"> Highway flooding data Enforcement analysis Current council planning regulation concerning land use management. Farmscoper data tool 	<ul style="list-style-type: none"> Ben Boswell Kelly Gibbons Environment Agency representative Farming representative

<ul style="list-style-type: none"> ○ to protect highway assets ○ for flood management ○ to facilitate landscape schemes, such as Wyescape through associated enforcement – including planning breaches. ● To obtain data on the area of land subject to Catchment Sensitive farming (including regenerative farming) and how this is progressing. ● To explore how the local authority can support adoption of sustainable farming methods. ● To review the impact of the withdrawal of the Sustainable Farming Incentive 		
Buses and passenger services task and finish group <ul style="list-style-type: none"> ● To receive the final report from the Group and consider their recommendations, including testing the evidence on which they are based. 	<ul style="list-style-type: none"> ● Final report 	<ul style="list-style-type: none"> ● Chair, buses task and finish group
Flooding task and finish group – terms of reference To agree the terms of reference for a proposed task and finish group to scrutinise flood risk management and flood emergency responses.	<ul style="list-style-type: none"> ● Task and finish terms of reference 	<ul style="list-style-type: none"> ● Statutory Scrutiny Officer
Work programme <ul style="list-style-type: none"> ● Review work programme 	<ul style="list-style-type: none"> ● Draft work programme 	<ul style="list-style-type: none"> ● Statutory Scrutiny Officer

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

Bus and passenger services task and finish group

Work programme

Objective	Activity or information needed	Carried out by	Timeline
Initial review meeting		Task and Finish Group	July 2025
Create a central information repository	Setup Teams library and chat space	Simon Cann, Danial Webb	September 2025
Review Herefordshire Council's current powers and responsibilities.	Compile and provide overview of <ul style="list-style-type: none"> Existing legislation in England and Wales <ul style="list-style-type: none"> Local Transport Act 2008 Transport Act 2000 Bus Service Act 2017 Bus Services (No. 2) Bill Public Service Vehicle Regulations. Overview of who is responsible for local transport in England (Commons library) Any allied statutory guidance Bus operator legislation and guidance. How these apply in Herefordshire. 	Simon Cann, Danial Webb, David Land, task and finish group	Sep-Oct 2025
Review current passenger transport operations in Herefordshire and how they meet current and future need.	<ul style="list-style-type: none"> Previous council bus service reviews (c. 2019) For both commercial and community operators <ul style="list-style-type: none"> Routes and frequency Passenger numbers Subsidy Home to school transport <ul style="list-style-type: none"> Current services provided Current providers SEND transport Adult Social Care Passenger transport 	Simon Cann, Danial Webb, David Land	Sep-Oct 2025

Current local authority and regional funding	2025-2026 and medium-term funding <ul style="list-style-type: none"> • subsidised routes • community transport • other transport funding provided by the local authority 	Simon Cann, Danial Webb, David Land	Sep-Oct 2025
Review Meeting		Task and Finish Group	October 2025
Overview of current BSIP funding	Summary of <ul style="list-style-type: none"> • National Bus Strategy • Herefordshire Bus Service Improvement Plan 2024 Briefing on <ul style="list-style-type: none"> • Allocation of the £3.2m BSIP grant (2025–26) (£1.3m capital, £1.9m revenue) e.g., shelters, passenger experience, supported services • Progress in delivering funded projects and services • Their contribution to improved services Site visit to any BSIP-related capital project	Simon Cann, Danial Webb, David Land	Nov-Dec 2025
Assess Enhanced Partnership performance	<ul style="list-style-type: none"> • Understand how the current enhanced partnership timetabling meets the objectives of the partnership. • Identify ways to apply learning from the group to new ways of meeting the objectives of the enhanced partnership. 	Simon Cann, Danial Webb, David Land, task and finish group	Nov-Dec 2025
Combining bus services with other transport services	Desktop research <ul style="list-style-type: none"> • Current rail services and how they align with bus services Group meeting <ul style="list-style-type: none"> • Network Rail or other responsible authority 	Simon Cann, Danial Webb, David Land	Nov-Dec 2025
Explore cross-border and cross-county transport	Map and list of current cross-border services to include <ul style="list-style-type: none"> • Frequency • Operator • Funding (if applicable) Examples from other local authorities	Simon Cann, Danial Webb, David Land	Nov-Dec 2025

	<ul style="list-style-type: none"> • See previous work looking at other local authorities • Identify opportunities for any cross-border service support 		
Review Meeting		Task and Finish Group	December 2025
Community Transport	<p>Site visit to a community transport provider</p> <p>Overview brief of Services in Herefordshire, to include:</p> <ul style="list-style-type: none"> • Current services, routes and frequencies • Cost • Funding 	Simon Cann, Danial Webb, David Land	Jan-Feb 2026
Home to school and other resident transport	<p>Overview brief of home to school services in Herefordshire, to include:</p> <ul style="list-style-type: none"> • Current services, routes and frequencies • Cost and funding <p>Meeting with Home to school co-ordinator</p> <p>Meeting with Transformation team</p>	Simon Cann, Danial Webb, David Land	Jan-Feb 2026
Review Meeting		Task and Finish Group	February 2026
Examine how other rural local authorities provide sustainable services.	<p>Internet research – what do they do in other rural local authorities?</p> <p>Suggested workstreams:</p> <ul style="list-style-type: none"> • Demand Responsive transport <ul style="list-style-type: none"> ○ YorBus, CallConnect ○ Worcestershire on Demand Worcestershire County Council ○ The Robin (your bookable bus) Gloucestershire County Council • Use of powers of funding <ul style="list-style-type: none"> ○ Use of enhanced partnerships – Oxfordshire, Cornwall ○ Branding • Integrating transport and social care <ul style="list-style-type: none"> ○ Community transport ○ The role of third sector organisations 	Simon Cann, Danial Webb, David Land	Mar-Apr 2026

	Site Visit <ul style="list-style-type: none"> • Shropshire DRT – Shrewsbury • Social care focused visit 		
Bus franchising	Overview of Bus Services Bill Overview of approach taken by other local authorities Meeting with consultants or another local authority <ul style="list-style-type: none"> • What are the barriers to franchising in rural areas? • Is this an opportunity for Herefordshire to pursue? • Are there partnership opportunities with other local authorities? 	Simon Cann, Danial Webb, David Land	Mar-Apr 2026
Review Meeting		Task and Finish Group	May 2026
Draft report and recommendations	<ul style="list-style-type: none"> • Draft final report • Draft recommendations 	Simon Cann, Danial Webb, David Land	May-June 2026
Present report to Environment and Sustainability Scrutiny Committee		Task and Finish Group	June 2026

Health Care and Wellbeing Scrutiny Committee

Committee work programme

Committee Meeting

26 January 2026 **report deadline 15 January 2026**

Topic and Objectives	Evidence required	Attendees*
Herefordshire and Worcestershire Health and Care NHS Trust strategy <ul style="list-style-type: none"> Consider an update on progress to address the recommendations from the CQC inspection of the trust Scrutinise development of the new Trust strategy Consider work underway to develop neighbourhood health services 	<ul style="list-style-type: none"> Trust strategy update 	Director of Strategy and Partnerships, Herefordshire and Worcestershire Health and Care NHS Trust
CQC Inspection of adult social care services <ul style="list-style-type: none"> Examine findings of the recent CQC inspection of adult social care services. Scrutinise any action plan arising from the inspection findings. 	<ul style="list-style-type: none"> CQC inspection findings Post-inspection action plan 	
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

April 2026 **report deadline April 2026**

Topic and Objectives	Evidence required	Attendees*
Shaping neighbourhood health <ul style="list-style-type: none"> Analyse how the health partnership identifies health needs in communities. 	<ul style="list-style-type: none"> Neighbourhood health bid Taurus Out of Hours GP service Worcestershire Council papers 	<ul style="list-style-type: none"> Attendees to be agreed

<ul style="list-style-type: none"> Scrutinise provision of current and future neighbourhood health services. 		
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

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

Committee Briefing April 2026 (TBC)

Topic and Objectives	Evidence required	Attendees*
Herefordshire Safeguarding Adults Board Annual Report <ul style="list-style-type: none"> Review the work of the Herefordshire Safeguarding Adults Partnership. 	<ul style="list-style-type: none"> Safeguarding Adults Board Annual Report 	<ul style="list-style-type: none"> Kevin Crompton, Independent Scrutineer, Safeguarding Boards

Committee Meeting July 2026 **report deadline July 2026**

Topic and Objectives	Evidence required	Attendees*
Joint Strategic Needs Assessment <ul style="list-style-type: none"> Review work to develop a new joint strategic needs assessment for Herefordshire. 	<ul style="list-style-type: none"> Joint Strategic Needs Assessment 	<ul style="list-style-type: none"> Director of Public Health
Health and Wellbeing Strategy <ul style="list-style-type: none"> Objectives to be agreed 	<ul style="list-style-type: none"> Evidence to be agreed 	<ul style="list-style-type: none"> Attendees to be agreed

Committee Meeting

October 2026 **report deadline October 2026**

Topic and Objectives	Evidence required	Attendees*
Right Care Right Place <ul style="list-style-type: none"> Update on work to deliver acute community mental health support in Herefordshire. 	<ul style="list-style-type: none"> Evidence to be agreed 	<ul style="list-style-type: none"> Attendees to be agreed
Q2 Better Care Fund outcomes <ul style="list-style-type: none"> Objectives to be agreed 	<ul style="list-style-type: none"> Evidence to be agreed 	<ul style="list-style-type: none"> Attendees to be agreed
Meeting the demand for adult social care task and finish group <ul style="list-style-type: none"> Agree draft report and recommendations 	<ul style="list-style-type: none"> Final task and finish group report 	<ul style="list-style-type: none"> Chair, task and finish group

Meeting the demand for adult social care task and finish group

Work programme

Objective To understand the extent of demand for adult social care services provided or commissioned in Herefordshire, and the likely change over time.

Objectives	Evidence required	Responsible officer	Date
Understand Herefordshire's demographics and future demographic change	Demographic information <ul style="list-style-type: none"> • <i>Understanding Herefordshire</i> demographic data • <i>Future population of Herefordshire</i> report • Joint Strategic Needs Assessment report 	Charlotte Worthy/Herefordshire Research team	Dec 25-Jan 26
Understand the demand for adult social care in Herefordshire	<ul style="list-style-type: none"> • <i>Market Position Statement</i> • <i>Market Sustainability Plan</i> • Current rates of demand for adult social care <ul style="list-style-type: none"> ○ Type of demand (domiciliary, residential, nursing) ○ Duration ○ Change over time 	Zakia Loughhead	Dec 25-Jan 26
Compare demographic change and demand for adult social care compared to other local authorities	<ul style="list-style-type: none"> • Desktop research comparison with 'statistical neighbours' 	Danial Webb/Henry Merricks-Murgatroyd	Dec 25-Jan 26
GROUP MEETING		Henry Merricks-Murgatroyd	February 2026

Objective To explore the drivers of increased demand for adult social care, and the capacity of the local authority and other care providers to meet it.

Objectives	Evidence required	People to speak with	Date
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Increased complexity of demand from an ageing population	Site visit – supported housing provider Site visit – third sector organisation working with older adults		Feb-Mar 26
The nature of funding for social care	Briefing on social care funding	Zakia Loughhead ASC finance team	Feb-Mar 26
The size and structure of the social care market in Herefordshire	Overview of social care market Meeting with care providers	Zakia Loughhead	Feb-Mar 26
Lack of housing growth, and flatlining tax base	<ul style="list-style-type: none"> Interview with Cabinet portfolio holders 		Feb-Mar 26
GROUP MEETING		Henry Merricks-Murgatroyd	April 2026

Objective To identify strategies and work carried out by Herefordshire Council and partners such as housing associations and other organisations reduce demand for social care services, or to increase revenue to pay for services.

Objectives	Evidence required	People to speak with	Date
Assistive technology	Visit to Technology Enabled Care Services (TECS) Team	TBC	May-Jun 26
Community based universal and targeted services	Meeting with Talk Community Meeting with third sector organisation Meeting with other community team in another local authority	Emily Lowe – Talk Community	May-Jun 26
Market shaping and support	Meeting – service director Meeting – care providers’ network	Commissioning	May-Jun 26
Supported living	Meeting – director for housing support Visit to supported housing	Hayley Crane	May-Jun 26

		A supported housing provider	
In-house services and the role of Hoople	Case study – Essex Meeting with Hoople		May-Jun 26
GROUP MEETING		Henry Merricks-Murgatroyd	July 2026

Objective To make recommendations to the executive on steps that should be taken to reduce service demand and to increase revenue.

Objectives	Evidence required	People to speak with	Date
Write draft report and recommendations	Draft report and recommendations	Task and finish group	August 2026
Agree draft report and recommendations with committee	Draft report and recommendations	Task and finish group	October 2026

Scrutiny Management Board

Committee work programme

Committee Meeting

8 December 2025 **report deadline 16 November 2025** pre meeting lines of enquiry planning TBC

Topic and objective	Evidence required	Attendees
Q2 Budget outturn Q2 Performance Outturn <ul style="list-style-type: none"> To understand the decisions the executive has made in managing the council's performance and finances. To make recommendations to assist the executive in its future management of performance and finances 	<ul style="list-style-type: none"> Q2 Budget report Q2 performance report Director briefing 	Director of finance Head of performance
Scrutiny Work Programme <ul style="list-style-type: none"> Review Herefordshire Council's scrutiny work programme up to July 2026 Identify opportunities for cross-collaboration or co-ordination across scrutiny committees and task and finish groups Identify gaps in the current work programme 	<ul style="list-style-type: none"> Scrutiny work programme 	
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**23 January 2026** report deadline **15 January 2026** pre meeting lines of enquiry planning TBC

Topic and objective	Evidence required	Attendees
Budget scrutiny <ul style="list-style-type: none"> To understand the executive's proposed budget and medium term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council 	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Directors
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**19 March 2026** report deadline **9 March 2026** pre meeting lines of enquiry planning TBC

Topic and objective	Evidence required	Attendees
DSG High Needs Block Management Plan	<ul style="list-style-type: none"> Management Plan 	Director of Finance
Q3 Budget scrutiny Q3 Performance monitoring <ul style="list-style-type: none"> To understand the executive's proposed budget and medium-term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council 	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Directors
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

June 2026 **report deadline May/June 2026** pre meeting lines of enquiry planning TBC

Topic and objective	Evidence required	Attendees
Inequality and Social Mobility Task and Finish Group <ul style="list-style-type: none"> To receive the report of the Task and Finish Group. To agree any recommendations the committee as a result 	<ul style="list-style-type: none"> Task and Finish Group Report 	Task and Finish Group members
Q4 Budget scrutiny Q4 Performance monitoring <ul style="list-style-type: none"> To understand the executive's proposed budget and medium-term financial strategy. To make recommendations for the executive to consider before proposing the budget to Council 	<ul style="list-style-type: none"> Budget report Supplementary information as requested by the committee 	Cabinet members Directors

Long list of potential topics

- Social Value in procurement
- Working with the voluntary sector and others to help deliver services
- Review of the workforce strategy
- Supplier risk management
- Emergency Planning
- Annual review of effectiveness

Inequality and social mobility task and finish group

Work programme

Objective To define and understand the different dimensions of inequality (including but not limited to protected characteristics, rurality, socio-economic background and care experience) and social mobility in Herefordshire and the United Kingdom, including Herefordshire Council's understanding of inequality and social mobility.

Objectives	Evidence required	Responsible officer	Date
To define and understand the different dimensions of inequality.	<ul style="list-style-type: none"> Briefing on different types of inequality, to include: <ul style="list-style-type: none"> Wealth/income Health Rurality Briefing on groups affected by inequality <ul style="list-style-type: none"> Protected characteristics Military families Overview of inequality as defined by other local authority scrutiny 	Danial Webb	Sep-Oct 25
To understand those dimensions that are particularly relevant to Herefordshire.	<ul style="list-style-type: none"> Sub-ward indices of deprivation Joint Strategic Needs Assessment Economic data 	Danial Webb and Charlotte Worthy	Sep-Oct 25
To test Herefordshire Council's understanding of inequality, how it prioritises different elements of inequality, and its priorities to tackle and reduce inequality.	<ul style="list-style-type: none"> Herefordshire Council Plan Meeting with leader and deputy <i>(should this be merged with the above?)</i> 	Danial Webb and Charlotte Worthy	Sep-Oct 25
GROUP MEETING		Danial Webb	November 2025

Objective To measure inequality and social mobility across the county and the different dimensions that impact on inequality and social mobility within the county and between Herefordshire and other parts of the UK.

Objectives	Evidence required	People to speak with	Date
Collect and analyse relevant datasets pertaining to Herefordshire	<ul style="list-style-type: none"> Sub-ward indices of deprivation Joint Strategic Needs Assessment Economic data TBC 		Nov-Dec 25
Comparisons with statistical neighbours			Nov-Dec 25
Housing inequality	Meeting with housing providers		Nov-Dec 25
Rurality	<ul style="list-style-type: none"> 		
GROUP MEETING		Danial Webb	January 2026

Objective To gather examples of local authorities and wider local partnerships meaningfully reducing inequality and/or meaningfully improving social mobility from across the UK and other countries.

Objectives	Evidence required	People to speak with	Date
Examples from other scrutiny reviews	Other scrutiny reviews <ul style="list-style-type: none"> Scope Learning 		
Examples of other inequality and social mobility strategies	Other scrutiny reviews <ul style="list-style-type: none"> Scope Learning 		
Examples of evaluations of strategies and action plans			
Gather learning from those examples			

GROUP MEETING	Danial Webb	March 2026
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Objective To identify the plans, strategies and actions deployed by the council to reduce inequality and improve social mobility, and the degree to which they are likely to or are actually reducing inequality and improving social mobility, and the degree to which they are not.

Objectives	Evidence required	People to speak with	Date
GROUP MEETING		Simon Cann	April 2026

Objective To make recommendations to the executive on steps that should be taken to meaningfully reduce inequality and improve social mobility across the county.

Objectives	Evidence required	People to speak with	Date
Write draft report and recommendations	Draft report and recommendations	Task and finish group	May 2026
Agree draft report and recommendations with committee	Draft report and recommendations	Task and finish group	July 2026

Commercialisation working group

Terms of reference

Background

Herefordshire Council faces a potential funding gap of £27.3 million for the 2026-27 financial year, and further funding gaps in future years. The executive has already identified commercialisation as key to its transformation programme. The executive has also indicated that commercialisation and income generation will form part of the strategy to address the funding gap.

Commercialisation within local government represents both a financial opportunity and a cultural challenge. Commercialisation could deliver significant cost savings and income-generating opportunities but only as a result of cultural change. For example [guidance](#) from the Association For Public Service Excellence emphasises that commercialisation cannot simply be a reaction to budget deficits – it requires an embedded strategy, a commercial mindset within the local authority, clear governance, and a well-developed understanding of risk.

To assist the Cabinet in developing a budget to propose to council Scrutiny Management Board will undertake a working group of members investigating how the council could increase income in the short and medium term alongside greater commercialisation.

Initial recommendations will be provided informally to the Cabinet by the end of November,

Short- and Long-Term Opportunities

Short term: The working group will examine the opportunities of:

- reviewing and adjusting fees and charges,
- maximising income from council assets (such as property leases and car parks), or exploring asset repurposing or disposals.
- benchmarking against neighbouring authorities could identify under-priced services as well as gaining an understanding of work that has already been undertaken in this area and
- other opportunities for income generation

The working group will seek to understand the impact and the risks associated with any short term operations

Longer term: The working group will identify opportunities to increase income and to drive efficiency in future years across the life of the medium-term financial strategy including, but not limited to those opportunities presented by commercialisation.

Given the timescale the working group's recommendations, especially for future years may be quite high level. The working group will deliver the best-founded recommendations it can within the fixed (and tight) timescale.

Overall approach

We propose a three-stage approach

- Herefordshire council is already working on commercialisation and income generation. The working group will consider current plans and arrangements, challenge these and work with officers to identify areas that they may not have considered.
- The working group will also have regard to the impact of their proposals on local people and the risks that may be associated with them.
- If there is time the working group will also investigate the strategic issues relating to commercialization and make recommendations for the cabinet to consider.

The Working Group will also have regard to guidance and experience across the sector in regards to areas such as (not an exhaustive list):

- The purposes of commercial activity, namely the balance between maximising income (for example, through fees, charges, or property ventures), supporting broader social value and strengthening community resilience.
- How the council might operate in markets without distorting competition and maintaining fairness to local businesses-governance and risk management
- The cultural dimension, which cannot be overstated. Officers and members must share a mindset that sees prudent risk-taking as legitimate. Without organisational readiness – training, leadership commitment, and internal capability – commercial ambitions will fail.

The scrutiny process must therefore explore how Herefordshire can build this culture safely, balancing entrepreneurial ambition with its statutory duty to protect public assets. It must also concern itself both with the immediate opportunities to increase income and the longer-term changes required to inculcate greater commercialisation.

HEREFORDSHIRE COUNCIL FORWARD PLAN



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

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

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

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

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

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

Report title and purpose	Decision Maker and Due date	Lead officer and lead cabinet member	Directorate	Notice of decision first published / ID	Issue Type and exemptions
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FORWARD PLAN FOR 1 January 2026 ONWARDS

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

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

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

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

Hereford Western Bypass Phase One Land Acquisition CPO Resolution by cabinet to acquire land for the construction of the Hereford Western Bypass Phase one project through a compulsory purchase order.	Cabinet 18 December 2025	Cabinet member transport and infrastructure Scott Tompkins, Delivery Director - Infrastructure scott.tompkins@herefordshire.gov.uk	Economy and Environment	28 November 2025	KEY Open
The New Public Realm Service This report seeks approval to award the council's Public Realm Service contract.	Cabinet 18 December 2025	Cabinet member local engagement and community resilience Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	28 November 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
Local Cycling, Walking and Wheeling Infrastructure Plan (formerly known as Local Walking Cycling Plan adoption) To seek Cabinet approval for the adoption of the Local Walking and Cycling Plan	Cabinet 5 February 2026	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager <small>ffion.horton@herefordshire.gov.uk</small>	Economy and Environment	28 November 2025	KEY Open
To re-commission the home care service framework in Herefordshire To approve the proposed approach to re-commissioning the home care service framework in Herefordshire. The current home care framework ends on 31 October 2026. This report details the intended approach to re-commission a new service from 1 November 2026, for up to ten years. This is in line with the council's statutory duty to provide home care services for those with an eligible assessed need, as set out in the Care Act 2014.	Cabinet 26 March 2026	Cabinet member adults, health and wellbeing Sharon Amery, Senior Commissioning Officer <small>sharon.amery2@herefordshire.gov.uk</small> <small>Tel: 01432 383734</small>	Community Wellbeing	28 November 2025	KEY Open
Cabinet Member Decisions (Key and Non Key decisions)					
Portfolio: adults, health and wellbeing					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Reprocurement of Herefordshire Independent Adult Advocacy Services To approve the reprocurement of Herefordshire Independent Adult Advocacy Services, by way of an open tender process.	Cabinet member adults, health and wellbeing 15 December 2025	Cabinet member adults, health and wellbeing John Burgess, Senior Commissioning Officer <small>John.Burgess3@herefordshire.gov.uk</small>	Community Wellbeing	28 November 2025	KEY Open
Portfolio: children and young people					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>Children's Emergency Out of Hours Duty Team (EDT) Service</p> <p>To agree to the direct award, by exemption, of this contract to the incumbent service provider.</p> <p>The Emergency Duty Team (EDT) Service exists to provide an emergency responsive service for children and young people up to the age of 18, but in line with the Leaving Care Act 2000 the service is available to any care experienced young person aged up to 25.</p> <p>The service is provided when a child or young person is believed to be at risk of significant harm, and from whom delay until the next working day would be detrimental to their welfare and safety. The service ensures that they continue to be safeguarded in the immediate term.</p> <p>There is a statutory duty for local authorities to safeguard and promote the welfare of children within their area who are in need. This is Section 17(1) of the Children Act 1989.</p>	<p>Cabinet member children and young people</p> <p>19 December 2025</p>	<p>Cabinet member children and young people</p> <p>Sam Westwood, Commissioning Officer, All Age Disability, Community Wellbeing</p> <p>Sam.Westwood@herefordshire.gov.uk Tel: 01432 383097</p>	<p>Community Wellbeing</p>	<p>28 November 2025</p>	<p>KEY</p> <p>Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p>The provision of a staffed and managed overnight short breaks and outreach service children for children and young people 0-18</p> <p>To approve the option to commission a single Supplier, through a competitive tender exercise, to develop and deliver registered overnight short breaks service from a property owned by the council, that will incorporate an outreach service to deliver support within in the child's family home and or in the community</p>	<p>Cabinet member children and young people</p> <p>19 December 2025</p>	<p>Cabinet member children and young people</p> <p>Sandra Griffiths, Commissioning officer</p> <p>sgriffiths3@herefordshire.gov.uk Tel: 01432 383141</p>	<p>Children and Young People</p>	<p>28 November 2025</p>	<p>KEY</p> <p>Open</p>
<p>Herefordshire's co-ordinated school admissions arrangements 2027/2028</p> <p>To approve Herefordshire Council's proposed admissions arrangements for the academic year 2027/2028</p> <p>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 2025 for admission in school year 2027/2028 for those schools in Herefordshire for whom the council is the admissions authority.</p>	<p>Cabinet member children and young people</p> <p>6 January 2026</p>	<p>Cabinet member children and young people</p> <p>Louise Tanner, Admissions and 14 to 19 curriculum manager</p> <p>Louise.Tanner@herefordshire.gov.uk Tel: 01432383333</p>	<p>Children and Young People</p>	<p>28 November 2025</p>	<p>Non Key</p> <p>Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
Schools Budget 2026/27 To approve school forum's recommended budget proposals for school budgets, central school services and early years within the Dedicated Schools Grant (DSG) for 2026/27	Cabinet member children and young people 13 February 2026	Cabinet member children and young people Stacey Carter, Head of Strategic Finance (deputy S151) <small>stacey.carter@herefordshire.gov.uk</small>	Corporate Support Centre	NEW ITEM	KEY Open
Local Authority school building maintenance works 2026 - 2030 To approve the proposed expenditure of capital grants for the school buildings maintenance works.	Cabinet member children and young people 25 February 2026	Cabinet member children and young people William Merriman, Sufficiency, Planning and Capital Investment Manager <small>William.Merriman2@herefordshire.gov.uk</small>	Children and Young People	28 November 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
Retaining of the swimming pool at Peterchurch Primary School To approve the retention of and structural improvements to the swimming pool at Peterchurch Primary School	Cabinet member community services and assets 18 December 2025	Cabinet member community services and assets Quentin Mee, Head of Educational Development <small>Quentin.Mee@herefordshire.gov.uk</small>	Children and Young People	28 November 2025	Non Key Open
Portfolio: economy and growth					
Portfolio: environment					
Adoption of the Dormington & Mordiford Neighbourhood Plan and the consequential updates to the countywide policies map To make the revised Dormington & Mordiford neighbourhood development plan (NDP) as part of the statutory development plan for Herefordshire and approve the consequential updates to the countywide policies maps. To fulfil the legal duty to make /adopt the revised Dormington & Mordiford neighbourhood development plan and update the countywide policies map as part of the statutory development plan for Herefordshire.	Cabinet member environment 18 December 2025	Cabinet member environment Siobhan Riddle, Acting Strategic & Neighbourhood Planning Manager <small>sriddle@herefordshire.gov.uk</small> <small>Tel: 01432 260142</small>	Economy and Environment	28 November 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
Solar Car Ports at Plough Lane To approve the scoping and construction of solar car ports at Plough Lane	Cabinet member environment 19 December 2025	Cabinet member environment Katie Ainsworth, Senior Project Manager, Richard Vaughan, Sustainability and Climate Change Manager, Rosanna Willmott, Sustainability and Climate Change Officer <small>katie.ainsworth2@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk, rosanna.willmott@herefordshire.gov.uk Tel: 01432 260192, Tel: 01432 261749</small>	Economy and Environment	28 November 2025	KEY Open
Herefordshire Tree, Hedgerow and Woodland Strategy (H-THAWS). To consider and endorse the new countywide Herefordshire Tree, Hedgerow and Woodland Strategy (H-THAWS).	Cabinet member environment 30 December 2025	Cabinet member environment Mandy Neill, Senior Landscape Officer <small>mandy.neill@herefordshire.gov.uk</small>	Economy and Environment	28 November 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
Allocating the Climate and Nature Reserve Phase 2 To Allocate the balance of the Climate and Nature Reserve for the delivery of projects which will positively impact the climate and natural environment of Herefordshire to the benefit of all who reside in the county.	Cabinet member environment 15 January 2026	Cabinet member environment Richard Vaughan, Sustainability and Climate Change Manager <small>Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</small>	Economy and Environment	28 November 2025	KEY Open
Adoption of Herefordshire Local Nature Recovery Strategy To formally adopt the Herefordshire Local Nature Recovery Strategy and accept associated government grant for delivery.	Cabinet member environment 17 April 2026	Cabinet member environment Mandy Neill, Senior Landscape Officer, Richard Vaughan, Sustainability and Climate Change Manager <small>mandy.neill@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</small>	Economy and Environment	28 November 2025	KEY Open
Portfolio: finance and corporate services					
Portfolio: local engagement and community resilience					

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
The New Public Realm Service – Depot Facilities This report seeks approval to procure and undertake any necessary works to depot and other facilities as required to deliver the New Public Realm Service from 1 June 2026.	Cabinet member local engagement and community resilience 23 January 2026	Cabinet member local engagement and community resilience Ed Bradford, Head of Highways and Traffic Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786	Economy and Environment	28 November 2025	KEY Open
Portfolio: roads and regulatory services					
Portfolio: transport and infrastructure					

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
Capability and Ambition Fund 2025/26 allocation The purpose of the report is to confirm what Herefordshire Council will deliver with the Capability and Ambition Fund grant	Cabinet member transport and infrastructure 18 December 2025	Cabinet member transport and infrastructure Ffion Horton, Transport Planning Services Manager, Scott Tompkins, Delivery Director - Infrastructure, Richard Vaughan, Sustainability and Climate Change Manager <small>ffion.horton@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</small>	Economy and Environment	28 November 2025	Non Key Open



Appendix 3 Recommendations made by Environment and Sustainability Scrutiny Committee, January 2024 – December 2025

Monday 22 January 2024					
Nutrient Management Board					
Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	After almost 10 years of operation, plus a change in governance, the executive should consider rescinding the chair and secretariat to another partner, in accordance with the original nutrient management plan that the nutrient management board chair should be rotated among partner members.	24-Oct-24	24-Dec-24	28-Jan-25	The governance for the Board states that it will be chaired by a Local Authority elected representative. Identifying Herefordshire as Chair and Powys as vice chair.
2	To achieve value for money from the nutrient management board, the executive should set business objectives with key performance indicators for what is expected from our nutrient management board membership.	24-Oct-24	24-Dec-24	28-Jan-25	The purpose of the Nutrient Management Board is to bring together all stakeholders to work in partnership to bring forward the delivery of an evidence led Nutrient Management Plan. The purpose of the plan is to establish actions to reduce Nutrient levels in the River Wye and its tributaries. Each identified action will have its own set of measures to assess performance against the overarching ambition of the plan.
3	Complementary to the nutrient management board, the executive should pursue an informal alliance with Herefordshire sectors responsible for diffuse pollution, including agriculture and livestock representatives, to sharpen the focus on reducing it through voluntary arrangements.	24-Oct-24	24-Dec-24	28-Jan-25	Herefordshire already possesses a coherent network of alliances which seek to address diffuse pollution and support sustainable farming practices. These include the Wye Catchment Partnership and Farm Herefordshire. The Council is an active member of both steering groups and participates in shaping the purpose and direction of these alliances. In addition it runs its own annual Rivers Conference to highlight the key role farming plays in ensuring the future health of our waterways.
4	The executive to look at the resources available for the new environmental advice service to ensure that it is properly resourced, to react in a prompt way to any private mitigation initiatives, and that	24-Oct-24	24-Dec-24	28-Jan-25	The Environmental Advice Service is a service paid for by its applicants. The uptake of these services will enable reinvestment into the team, in order to ensure it is fully resourced. At present the take up has been limited, however

	statutory partners respond at pace to such initiatives.				this will continue to be monitored and reported to the senior team.
5	The executive to approach the cabinet commission and statutory officers group to shape future planning to delineate between actions requiring reasonable scientific certainty and other actions for the general benefit of the river.	24-Oct-24	24-Dec-24	28-Jan-25	As part of the review of the governance of the Nutrient Management Board, clarification has now been provided around the purpose of the Nutrient Management Plan which is to seek to reduce Phosphate levels and return the river to favourable conservation status. The Council will continue to progress its own Strategic Mitigation and support private mitigation schemes in coming forward in order to enable growth within the north of the county.
6	The executive should set key performance indicators to reflect the recommended delineation between actions requiring reasonable scientific certainty and other actions for the general benefit of the river.	24-Oct-24	24-Dec-24	28-Jan-25	The purpose of the Nutrient Management Plan is to identify evidence led actions to reduce the exceedance of Phosphates in the river and return it to compliance. Each identified action will have measures of success and where achievable quantifiable outcomes; this includes Luston Wetland which delivers both strategic mitigation and river restoration.
7	To contact Welsh Water to ask for data from the redacted Water Industry National Environment Programme in order to identify collaboration opportunities with Herefordshire Council.	24-Oct-24	24-Dec-24	28-Jan-25	The request for the Asset Management Plan (AMP 8) has been made by the Council to Welsh Water and is due to be shared in December 2024 once approved by OFWAT.
8	The executive should seek clarification from the statutory officers group on its plans for a timetable of action on nutrient recovery towards a possible end result of introducing a water protection zone, the so called glide path.	24-Oct-24	24-Dec-24	28-Jan-25	The Diffuse Water Pollution Plan is under development by the Environment Agency, this will set out priority actions with timescales to return the catchment to favourable conservation status. A final option within the plan will be the designation of a WPZ. DEFRA have confirmed this will only be considered once all other measures have been explored. The plan is due to be published in April 2025.

Wednesday 27 March 2024

Meeting Net Zero Carbon in Herefordshire

Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	Herefordshire Council ensure that the 'environmental impacts' sections of reports to Council and Cabinet include the net zero impact				The Sustainability & Climate Change team will work with the Democratic Services team to update the environmental

	(both council and county wide) of the policy or service proposal.				section of decision reports to ensure the carbon impact of all decisions is quantified where possible.
2	The executive, in setting out its new road strategy, highlight what the impact will be on the net zero ambition for the county and how that might be mitigated.				A. The council will utilise the Department for Transport toolkit to quantify the carbon impacts of the Local Transport Plan (LTP) and how we can mitigate them. The LTP is the council's strategic plan for transport across the county. B. A Carbon Management Plan (CMP) will be prepared for the Hereford Western Bypass that will identify carbon emission sources and opportunities for mitigating these emissions. The CMP will cover pre-construction, construction, operation and decommissioning impacts.
3	Herefordshire Climate and Nature Board seeks school academy representation on its board.				This recommendation has been passed on to the Climate and Nature Partnership. The recruitment sub group of the board met and agreed this recommendation. This has been added as an item for the Boards next meeting on the 25th of June to be agreed by the board as a whole.
4	The executive to make the reduction and sequestration targets clearer in its future Carbon Management Plan.				The next Carbon Management Plan will take the council from 2026/2027 to 2030/31 and its net zero carbon emissions target. This will be at the forefront of the plan. Additionally this will be the first plan that not only quantifies how much carbon the council is currently sequestering but will make a plan to offset residual emissions by 2030/31.

Monday 22 July 2024**Public Rights of Way and Greenway Policy**

Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	To assess trends in the overall condition of the PROW network, the Executive should develop or reintroduce one or more key indicators with interested stakeholders (including LAF) that can be used to determine changes in the underlying health of the network over time.	31-Oct-24	31-Dec-24		
2	Funding for the PROW network should be prioritised over time on replacing/repairing the 40 to 50 bridges vital to providing a joined-up network across the County;	31-Oct-24	31-Dec-24		

3	The executive should explore expanding the current system for reporting defects to the county's public rights of way network to make them more user-friendly (map-based system of reporting), to enable parishes and volunteers to carry out remedial works themselves, where appropriate.	31-Oct-24	31-Dec-24		
4	Clear standards for accessibility should be agreed between parish path partnerships and Herefordshire Council.	31-Oct-24	31-Dec-24		
5	The Executive should strengthen the Parish Path Partnership through more effective organisation, engagement, coordination and communications with Parishes to ensure that they, footpath officers, ramblers and volunteers can play their full part in maintaining the PROW network.	31-Oct-24	31-Dec-24		
6	In enforcing the current Improvement Plan, the Executive should redress the balance to give priority to the primary purpose of protecting access rights to the network, by ensuring landowners meet their legal responsibilities and where they are not, to prosecute where appropriate.	31-Oct-24	31-Dec-24		
7	The Executive should set out its policy for expanding the PROW network through the addition of accessible active travel routes (so called greenways and the wider PROW network) as a vital contributor to the Council Plan 2024-28 plus its net zero ambitions for the County.	31-Oct-24	31-Dec-24		

Monday 23 September 2024
Active Travel Measures

Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	The executive should set out its policy on active travel in one plan, and to ensure its alignment with other relevant Council plans	31-Oct-24	31-Dec-24	28-Jan-25	We are currently finalising the draft Local Cycling, Walking and Wheeling Plan (LCWWIP) in time for draft consultation int spring 2025. There have been some changes to the original objective areas to be covered by the LCWWIP, and

					alongside he changes to the housing allocation numbers, this has slowed the delivery of a holistic, county-wide plan.
2	An inventory and map of on-going or proposed active travel projects should be drawn up by the executive and published	31-Oct-24	31-Dec-24	28-Jan-25	This seems to be replicating the work of the LCWWIP. We will monitor the LCWWIP as a live document, to ensure we stay on track with the funding opportunities available, and can communicate new schemes as they are funded, developed, funded and implemented.
3	A review should be conducted of active travel projects planned and the executive should come forward with proposals to reduce the overly Hereford focus of current projects and ensure that active travel measures are implemented across the county, including market towns	31-Oct-24	31-Dec-24	28-Jan-25	The LCWWIP has been redeveloped to maintain a full county-wide focus (i.e. it incorporates city, market towns and rural areas). The consultation will be out in the spring, and members will be able to submit their comments regarding the active travel infrastructure projects contained in the document. It may be worth mentioning that whilst the LCWWIP covers all market towns and rural areas, the measures by which active travel schemes are judged to receive external funding (i.e from Active Travel England) usually contain an element of population size, in terms of the largest amount of impact for a certain scheme. Nevertheless, having an LCWWIP will certainly help the funding requests.
4	Active travel needs to reflect the demarcation of cycling/pedestrian bus/taxi ways All future developments need to actively consider all users of the highways and pathways with appropriate consideration to the ability of movement of the population not forgetting those with lower levels of mobility.	31-Oct-24	31-Dec-24	28-Jan-25	The LCWWIP recommended schemes are, wherever possible, LTN 1/20 compliant. We are still awaiting DfT guidance on implementing LTN 1/20 in rural areas, which we have been promised for some time.
5	That any business case for new road builds should contain proposals for offsetting the carbon impact of them	31-Oct-24	31-Dec-24	03-Feb-25	All new infrastructure that requires government funding will necessarily have to follow the governments Green Book approach. This was reviewed in 2020 and enhanced to better meet the governments targets of net zero and so any new business cases for new roads will already be required to include proposals for offsetting the carbon impact to enable them to be funded by government grants.
6	To consider solar farms being incorporated in to any planned new road route.	31-Oct-24	31-Dec-24	03-Feb-25	Whilst solar farms may be considered along any planned new route there are many occasions where such a proposal would be inappropriate such as new housing/ commercial

					estate roads, roads close to physical barriers that may constrain further development etc. It is therefore considered that solar farms should be considered on business cases on their own merits rather than a pre-requisite to be considered alongside any new road route.
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Monday 18 November 2024**Tree and Hedgerow Management**

Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	Set out a percentage target (akin to biodiversity gain) for an increase in tree coverage on council land by 2030.	20-Nov-24	20-Jan-25	4 July 2025	Agreed. The Council will in the first instance identify the existing percentage of canopy coverage upon its own estate. Once undertaken it will be necessary to establish the land available for tree planting – as certain land such as Highways is likely to be constrained. From this figure a proportionate target can be established, quantifying the number of trees this would approximately equate to. In this instance it may be more appropriate to quantify number of trees given that Ash Die Back is necessitating removal and reinstatement of new planting the percentage of canopy coverage may show a deficit in the early years.
2	Ensure that the strategy on local nature recovery and biodiversity gain be joined up with and become key drivers of the council's policy on tree and hedgerow management	20-Nov-24	20-Jan-25	4 July 2025	Agreed. The Natural Environment team are leading on the delivery of both strategies, internal consultation and discussion between officers is ongoing to ensure these documents are aligned. Wider internal consultation on the overarching Nature Recovery Strategy is also underway with Property Services, Highways and Natural Flood Management.
3	Set out clearly in planning guidance that all new development should meet the requirements of our biodiversity net gain and green infrastructure in terms of tree and hedgerow planting in the development.	20-Nov-24	20-Jan-25	4 July 2025	Agreed. Biodiversity Net Gain is a requirement of the Environment Act and the 10% minimum is already implemented through planning. Policy LD3 of the existing Local Plan is in place to ensure Green Infrastructure is a requirement of all new development. Both Biodiversity Net Gain and Green and Blue Infrastructure will be considerations of the new Local Plan.

					A newly drafted Blue and Green Infrastructure Strategy forms part of the suite of updated documents within the evidence base of the plan and the Natural Environment team are being consulted on proposed policy.
4	Develop our own tree hedgerow nurseries, in collaboration with local seed gathering initiatives, to provide a source of future material to support the Herefordshire tree, hedgerow and woodland strategy.	20-Nov-24	20-Jan-25	4 July 2025	Identification of parcels of land for plant nurseries is required with Property Services Consultation with Parks and Open Space Manager to consider cultivation and management requirements and budgetary requirements.
5	Support local communities in the planting of trees on council owned land (bordering green field sites).	20-Nov-24	20-Jan-25	4 July 2025	Meet with Parks and Open space manager to establish requirements to enable local communities to undertake tree planting. Including licence if required, cultivation and ongoing maintenance.
6	Provide advice and guidance on planting trees and promote hedgerow management best practice.	20-Nov-24	20-Jan-25	4 July 2025	A new Tree and Hedgerow Code of Practice for the Council and its public realm partners has been produced and shared in 2024 with the Highways Team and the Council's public realm partners to ensure best practice is applied consistently. This advice and guidance is aligned with the countywide Tree and Hedgerow Strategy.
7	Review the planning contributions for Biodiversity Net Gain to include monitoring fees in order to incorporate monitoring and enforcement where appropriate.	20-Nov-24	20-Jan-25	4 July 2025	Monitoring fees for Biodiversity Net Gain have been drafted and are currently being reviewed. These fees incorporate on site monitoring by Ecologists. Enforcement funding has been considered but it is noted this is not included in wider monitoring fees by other local planning authorities.
8	Take more enforcement action where it is clearly warranted in all areas of activity.	20-Nov-24	20-Jan-25	4 July 2025	Each potential tree or hedgerow enforcement case is considered on its own merits. Whilst the Natural Environment team will offer technical expertise the decision in regard to taking further action rests with the Planning Enforcement team. The Natural Environment team will liaise with Enforcement to develop agreed guidelines as to where it is appropriate to take action, and the nature of action to be agreed.
9	Strengthen the current Tree and Hedgerow Council Code of Practice (specifically nos. 19, 26 and 29) to include ancient woodlands and traditional orchards.	20-Nov-24	20-Jan-25	4 July 2025	The Tree and Hedgerow Code of practice will be reviewed by the Natural Environment Team and the Parks and Open Space Manager to ensure ancient woodlands and traditional

					orchards are recognised and prioritised within the document.
10	Ensure the tree and hedgerow management strategy incorporates opportunities in applying tree protection orders and strengthens tree management in conservation areas.	20-Nov-24	20-Jan-25	4 July 2025	The Tree and Hedgerow Management Strategy will be reviewed to ensure protection of trees within Conservation Areas and those protected by Tree Preservation Orders is clarified and strengthened within the parameters of the legislation.

Monday 20 January 2025**River Lugg Water Quality**

Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	Engage directly with Natural England and the Environment Agency to achieve the lifting of the housing development moratorium as soon as possible.	Tue 28-Jan-25	Thu 27-Mar-25	Fri 4-Jul-25	Partially agreed. The Council will take advice from its legal team in regard to any identified risk in respect of removing the Nutrient Neutrality requirement within the Lugg catchment. If positively advised by Legal the Council will seek a view from Natural England.
2	Ask for early consultation with Herefordshire Council and the Nutrient Management Board on the specific Diffuse Water Pollution Plan, for the Lugg and its tributaries, the Arrow and the Frome.	Tue 28-Jan-25	Thu 27-Mar-25	Fri 4-Jul-25	Agreed. This is already underway. The Council has a meeting diarised with the Environment Agency the author of the Diffuse Water Pollution Plan, to be attended by Welsh government and Defra to request the DWPP is shared with consultants responsible for drafting the catchment wide Nutrient Management Plan.
3	Engage with Government to ensure adequate funding for the actions in the Diffuse Water Pollution Plan.	Tue 28-Jan-25	Thu 27-Mar-25	Fri 4-Jul-25	Partially agreed. It is outside of the scope of the work of the Council to secure funding for the delivery of the actions included within the DWPP as this lies with the Environment Agency and Defra, however the Council can advocate via the Nutrient Management Board, Phosphate Commission and Wye Catchment Partnership to ensure funding is in place for the implementation of the plan
4	Arrange another Rivers Conference focusing on the Lugg, Arrow and Frome.	Tue 28-Jan-25	Thu 27-Mar-25	Fri 4-Jul-25	Agreed. The Council will host a third annual rivers conference in Autumn 2025, the focus of which is to be confirmed, but will encompass high levels of phosphate within the Arrow, Lugg and Frome.
5	Prioritise processing of strategic planning applications to progress private mitigation and to reiterate the request to Ministry of Housing,	Tue 28-	Thu 27-	Fri 4-Jul-25	Partially agreed. Currently the allocations policy for credits is in date order, this decision was taken by Cabinet in May 2022

	Communities and Local Government to participate in the pilot scheme for the development of the nature restoration fund.	Jan-25	Mar-25		https://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=8816 A policy change would require further consideration with an accompanying rationale. Confirmation would be required from planning and legal that this could be delivered via the planning mechanism and a decision taken by Cabinet. A request has been made to MHCLG to participate in the pilot scheme for the development of the Nature Restoration Fund and can be reiterated at the next Nutrient Management Board meeting where the Deputy Director is due to attend.
6	Invest, with partners, in a specific innovation process to consider approaches that have been successful in different locations or sectors and identify new approaches worth testing in the nutrient management context.	Tue 28-Jan-25	Thu 27-Mar-25	Fri 4-Jul-25	Agreed. Already underway the Council holds a funding pot for river restoration which can be allocated to schemes that demonstrate innovative technology in removing legacy Phosphorous from soils.
7	With partners, identify key outcomes that will indicate the success of actions to move towards river restoration and agree how these will be collected and reported.	Tue 28-Jan-25	Thu 27-Mar-25	Fri 4-Jul-25	Agreed. Already underway through the development of the Nutrient Management Plan which sets out actions and outcome-based reporting to record measurable reductions in phosphate levels.

Monday 24 March 2025**Energy Efficiency and Retrofitting**

Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	Develops a plan to deliver progress on energy efficiency and retrofitting across Herefordshire, including targets, in line with their ambitions on net zero, to include the co-benefits that flow from this, including public health, wellbeing, and the cost of living	Mon 24-Mar-25	Sat 24-May-25	Wed 28-May-25	Accept The Sustainability and Climate Change Team will draft a retrofit strategy for Herefordshire outlining how the council will directly and indirectly support, facilitate and encourage retrofit in the county. The ESSC will be consulted on a draft of the document once produced.
2	Appoints a skills champion on the cabinet to drive forward upskilling across key business sectors, including energy efficiency and retrofitting, to support their growth ambitions for Herefordshire	Mon 24-Mar-25	Sat 24-May-25	Wed 28-May-25	Developing skills across the county is a key priority for the council. Part of Councillor Graham Biggs role as Cabinet Member Economy and Growth is acting as the councils skills champion. There is a skills board in place chaired by David Williams

					<p>principal of Herefordshire, Ludlow and North Shropshire College. Councillor Biggs sits on this board alongside council officers. All of the main colleges and training providers in the county are also members of this board. There is a collective effort between the skills board and business board to host an event bringing a number of Herefordshire businesses together to discuss and make provision for workforce planning, skills gaps and future skills needs.</p> <p>In addition £400,000 of UKSPF funding has been allocated to support employment and skills.</p> <p>Retrofit is a key part of the above as a key sector in the environmental economy.</p>
3	Promotes the Publicly Available Specification 2035 (PAS 2035) standard for council-funded retrofit delivery and investigates equivalent standards for private schemes to consider	Mon 24- Mar- 25	Sat 24- May- 25	Wed 28- May- 25	<p>Accept</p> <p>The next retrofit programme the council is gearing up to deliver is called Warm Homes: Local Grant which incorporates the use of PAS2035. This gives homeowners confidence the work is delivered to nationally recognised specifications and standards to ensure a high quality of work on their home.</p> <p>Through the creation of the Herefordshire Retrofit Strategy we will investigate what equivalent and alternative standards private homeowners could utilise instead of PAS 2035 and present the benefits and/or disbenefits of these alternative options.</p>
4	Arranges a summit of interest groups of landlords and tenants, To explore how to implement the Renters Right (Reform) Bill, when in force, with a focus on energy efficiency and retrofitting and a goal of improving living conditions for renters	Mon 24- Mar- 25	Sat 24- May- 25	Wed 28- May- 25	<p>Accept</p> <p>The Housing Team are considering the implications for housing services. The changes should give renters properties that meet standards giving better quality of housing, security and better rights. For Landlords it will highlight obligations they need to sustain in a longer tenancy agreement. However, it may decrease the number of properties that are available to rent due to the more onerous obligations and thus financial burden placed on landlords to meet standards. Landlords also may decide to sell to their properties due to this factor – which could reduce the supply of private rental stock, making it more</p>

					<p>difficult to secure a rental.</p> <p>The Housing Team will create a webpage with information for landlords and tenants – this can be a repository of information for both stakeholders.</p> <p>The Housing Team in conjunction with Environmental Health will look to hold a landlord forum with the National Residential Landlords Association (NRLA) to facilitate landlord training and accreditation. The Forum will take place once the Bill has been enacted.</p>
5	<p>Develops an able-to-pay market strategy which will:</p> <ul style="list-style-type: none"> - identify the key barriers to able-to-pay investment - work with partners to overcome these barriers and - use the evidence of the growing market to encourage supplier investment in the retrofit market 	Mon 24- Mar- 25	Sat 24- May- 25	Wed 28- May- 25	<p>Accept</p> <p>We are currently exploring options available to the public to access private finance in support of domestic energy retrofit. Through the development of a retrofit strategy for the county we will explore the key barriers to 'able-to-pay' investment. Through the delivery of the strategy we will work with partners to overcome barriers that have been identified and look to stimulate private investment in the retrofit market as appropriate.</p>
6	<p>Investigates models of partnership with funders to offer private low interest finance to support the able to pay sector to retrofit within an able-to-pay strategy</p>	Mon 24- Mar- 25	Sat 24- May- 25	Wed 28- May- 25	<p>Accept</p> <p>Research has identified that a significant barrier to increasing finance for retrofit is the difficulty for lenders to prove that implemented measures will result in better energy efficiency. Currently there are a number of finance mechanisms and low cost loans but negative perceptions of borrowing, complex applications and uncertainty over eligibility are all hampering take-up. We will carry out further research into finance models that are available to residents to enable domestic retrofit.</p>
7	<p>Looks at ways to encourage small improvements and easy wins that would bring a disproportionate improvement to a property's energy efficiency.</p>	Mon 24- Mar- 25	Sat 24- May- 25	Wed 28- May- 25	<p>Accept</p> <p>We will explore this idea through our partner Keep Herefordshire Warm as well as via the Greener Footprints initiative in a similar way to the promotion of domestic energy retrofit last year Make your home more energy efficient - Herefordshire Zero Carbon and Nature Rich</p>
8	<p>Ensures that council funding towards intervention on retrofit skills continues to be used for projects that are appropriate for and reaching all retrofit-</p>	Mon 24-	Sat 24-	Wed 28-	<p>Accept</p> <p>For any future council funded projects that support retrofit skills we will ensure that the projects are appropriate for and</p>

	related companies in Herefordshire and focusing on existing people working in the industry as well as current students.	Mar-25	May-25	May-25	targeted at all retrofit-related companies in Herefordshire where possible within the terms and conditions of the funding source.
9	Considers promoting a summary of all the sources of advice, help, and finance more widely.	Mon 24-Mar-25	Sat 24-May-25	Wed 28-May-25	Accept The Herefordshire Council website acts as a single repository for all of the useful links residents need in respect of home energy. Home energy – Herefordshire Council This includes links to the Keep Herefordshire Warm advice service which acts as a one stop shop for residents who want to pick up the phone for advice or send an email asking for help. Keep Herefordshire Warm promotes its services via a marketing strategy that has resulted in all Herefordshire Households receiving a flyer in March 2025. Days such as Fuel Poverty Awareness day help to further promote the service.
10	Analyses what it would take to bring all private rented accommodation up to the EPC C standard and identify what the council would do to help as soon as the EPC C announcement is made.	Mon 24-Mar-25	Sat 24-May-25	Wed 28-May-25	Accept The private rented sector (PRS) accounts for 9,294 properties (approximately 11.1% of total). Currently 2,043 households have an EPC C or higher. The majority are in Band D (3,570) and Band E (2,192), Band F (711) and Band G (178). The government is reviewing the Private Rented Sector EPC band C by 2030. To bring these Herefordshire properties up to Band C the investment required is estimated at £367 million. This estimate has been calculated using the Parity Pathways tool.
11	Writes and further petitions the Government to demand that the EPC C standard is introduced for the private rented sector.	Mon 24-Mar-25	Sat 24-May-25	Wed 28-May-25	Decline The government has recently consulted on the Energy Performance Certificate (EPC) reform and the Minimum Energy Efficiency Standards (MEES). The government is consulting on proposals to further raise the Minimum Energy Efficiency Standard for rented buildings to an EPC band rating of 'C' by 2027 and to a Band rating of B by 2030.
Waste contract					
Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	Commission a piece of work, exploring further options for improving current reuse and recycling	Mon 24-	Sat 24-	Wed 28-	No response received.

	rates across the county, in advance of any expansion of the waste collection streams to food and garden.	Mar-25	May-25	May-25	
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Monday 12 May 2025**Road Safety**

Rec. No.	Recommendation	Date Sent	Due Date	Recd Date	Response
1	Herefordshire Council develops a road safety strategy that supports the priorities under People, Place and Growth in the Council Plan and complements the policy produced by the West Mercia Police and Crime Commissioner.	Tue 13-May-25	Sun 13-Jul-25	Mon 14-Jul-25	<p>The current road safety strategy contained within the existing Local Transport Plan (LTP) produced in 2018 is currently being rewritten in preparation for the new LTP expected in (20??). It is vitally important this strategy encompasses those elements that address a Highway Authorities statutory duty, under various existing highway legislation such as the The Highways Act 1980, and Road Traffic Act 1988 amongst others.</p> <p>At present all elements contained within the existing strategy encompass all actions an authority can reasonably be expected to take, with regard road traffic collision data management, investigation / casualty reduction engineering, delivery of road safety educational initiatives, speed management & general traffic management across the highway network. It is also important these strategies reflect the levels of service achievable within current resources allocated to this field in order to ensure a both realistic and sustainable approach for the future.</p> <p>At present there is a high level of collaboration between Herefordshire Council & West Mercia Police across the principle areas mentioned above, which will underpin the new strategy moving forward.</p> <p>This will be reviewed during the various draft stages prior to being formally adopted.</p> <p>The currently consulted on LTP has a requirement to</p>

					<p>support improved Road Safety with the following policy</p> <p>LTP Policy TN7: Road Safety To reduce the number of people being injured on our transport network we will:</p> <ul style="list-style-type: none"> • Monitor collision data to identify priority locations for improving road safety. • Take targeted action to further reduce fatalities and injuries on our network. • Support safer speeds to improve perceived and actual road safety. • Deliver education programmes and infrastructure to improve safety for vulnerable road users, <p>Investment will be prioritised in those areas with the highest numbers of vulnerable road users and/or collision history.</p> <p>Once adopted officers will be required to work on imbedding the policy</p>
2	The executive should seek opportunities to improve the road network environs in the five market towns to make them safer and to feel safer for all road users.	Tue 13- May- 25	Sun 13- Jul- 25	Mon 14- Jul- 25	<p>The upcoming revision of the current LTP will also contain a section relating directly to the Market Towns. Previous assessments of all market towns undertaken by BBLP as part of the Levelling Up Fund already exist however current progress is unclear and will require a review against existing priorities following completion of the new LTP.</p> <p>The interpretation of feeling safe is subjective therefore it would be impossible to properly monitor and target this recommendation. It should also be a drive for the Council to ensure all roads are safe as this is a legal obligation for all roads. - rephrase – road safety important, feelings of safety delivered across a whole range i.e. maintenance, LTP policy, As per the response to Recommendation 1 the LTP has a road safety policy requirement</p>
3	Herefordshire Council to work with West Mercia Police to unlock behavioural, perception of safety, and geographic data about near miss and	Tue 13-	Sun 13-	Mon 14-	<p>This is difficult to address as while we will investigate and where appropriate act on concerns raised, we have no formal way of collating reports that we receive and any</p>

	dangerous driving reporting, to better inform decision-making about engineering, education and speed limit zone solutions.	May-25	Jul-25	Jul-25	<p>response or action we take into a single source of information. Concerns and reports can come to us through a number of different channels such as phone calls to our Operational Call Centre, Operation Snap submissions, the contact us page on our website, Neighbourhood Matters, e-mails to our generic Road Safety Team inbox, direct contact with Safer Neighbourhood Teams and direct contact with Traffic Management Advisors. As there is no single point of contact it would be a significant undertaking to co-ordinate these and to report formally.</p> <p>Operation Snap is probably the easiest to quantify, but again, the resource needed to do this could have an impact on the overall number of submittals we then act on.</p> <p>The validity of using these reports as a basis for action could be questioned as they can sometimes give a disproportionate picture of what is happening on the network. We have had instances, particularly with Operation Snap, where a co-ordinated plan of action by an individual and/or a small number of residents in a particular area shows a high number of reported incidents and suggests a major problem with one type of incident at a particular location.</p> <p>While useful, reporting of this nature does not necessarily give an accurate reflection of concerns held by the wider public or the number of incidents happening across the network as it relies on people actually reporting them rather than "suffering in silence". An individual's perception of risk and danger differs from one person to another, so it does not give the degree of quantifiable, fact based evidence that injury RTC reports do.</p> <p>Information on collisions where there has been a personal injury is collected by the Police, passed to Herefordshire Council, and more detailed collision investigation done by</p>
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					<p>the Accident Investigation & Safety Manager. Where appropriate any remedial works at collision cluster sites/routes is then channelled into the future maintenance programmes etc. Herefordshire Council, BBLP and West Mercia Police's Traffic Management Advisor have a long standing, close working relationship on this and all highway matters.</p> <p>Collision data is also assessed by the Police and targeted enforcement is conducted on areas where there is a particular issue such as "high harm" motorcycle routes. Link to LTP</p>
4	For the council to undertake an evidence-based increase of the road safety education budget, or to transfer funding from schemes for children to older adults.	Tue 13- May- 25	Sun 13- Jul- 25	Mon 14- Jul- 25	<p>It would not be appropriate to remove funding from children road safety education to that for older adults as these are vulnerable road users. The Council does offer older adult driver training and additional funding would allow for the scope of the offer to be increased.</p> <p>There would be scope to work with the emergency services to delivery joint educational training opportunities; for example, both West Mercia Police and Shropshire Council funded young adult road safety education videos one of which focuses on Herefordshire; this model shows how we can collaborative on initiatives.</p> <p>Retain work with children, we do offer older training, when budgets are set me will consider opportunities to increase funding to increase the offer.</p>
5	West Mercia Police to consider the balance of factors that contribute to road danger when undertaking road safety enforcement.	Tue 13- May- 25	Sun 13- Jul- 25	Mon 14- Jul- 25	<p>West Mercia Police are committed to enforcing all road traffic legislation, and while speed enforcement may appear to have the highest public profile, our the police Operational Policing Units undertake all forms of enforcement year round in conjunction with NPCC campaigns such as summer & Christmas drink/drug drive, tyre safe, mobile phone use and driving without seatbelts. In addition, our speed enforcement officers are now able to provide evidence of additional offences such as drivers using mobile phones, not wearing seat belts, driving whilst not in proper</p>

					<p>control etc so while speed enforcement is the priority for them the activity contributes to the wider enforcement picture.</p> <p>This recommendation cannot be accepted as Herefordshire Council do not have the ability to direct police resources.</p>
6	The Traffic Regulation Order (TRO) eligibility criteria should be made more transparent.	Tue 13- May- 25	Sun 13- Jul- 25	Mon 14- Jul- 25	<p>There is currently no one specific eligibility criteria for the provision of Traffic Regulation Orders. These are assessed on an individual case by case basis by trained Traffic Engineers, and depend upon a multitude of factors that are determined upon investigation. It is vitally important these are evidence based / data led and follow both national and local best practice guidance / regulations, in order to ensure consistency of application.</p> <p>The Traffic Management Team have reviewed TRO information which is available online and have found it to be no longer fit for purpose. What happens now? Some changes have already been made to provide more transparent information with some more slight amendments and updates to be progressed imminently. The Team are to also upload a copy of the prioritised waiting list so current applications can be seen online. The stages of the application process to also be amended to ensure clarity.</p>

