

# Agenda

## Connected Communities Scrutiny Committee

Date: **Wednesday 15 April 2026**

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Time: **2.00 pm**

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

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

For any further information please contact:

**Henry Merricks-Murgatroyd, Democratic Services Officer**

Tel: 01432 260239

Email: [Henry.Merricks-Murgatroyd@herefordshire.gov.uk](mailto:Henry.Merricks-Murgatroyd@herefordshire.gov.uk)

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# **Agenda for the Meeting of the Connected Communities Scrutiny Committee**

## **Membership**

**Chairperson**            **Councillor Ed O'Driscoll**  
**Vice-Chairperson**   **Councillor Frank Cornthwaite**

**Councillor Bruce Baker**  
**Councillor Helen Heathfield**  
**Councillor Rob Owens**  
**Councillor Roger Phillips**  
**Councillor Diana Toynbee**

## Agenda

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1.	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive apologies for absence.</p>	5 - 12
2.	<p><b>NAMED SUBSTITUTES</b></p> <p>To receive details of any councillor nominated to attend the meeting in place of a member of the committee.</p>	
3.	<p><b>DECLARATIONS OF INTEREST</b></p> <p>To receive declarations of interest in respect of items on the agenda.</p>	
4.	<p><b>MINUTES</b></p> <p>To receive the minutes of the meeting held on Tuesday 17 February 2026.</p> <p><b>HOW TO SUBMIT QUESTIONS</b></p> <p>The deadline for the submission of questions for this meeting is 5.00 pm on Thursday 9 April 2026.</p> <p>Questions must be submitted to <a href="mailto:councillorservices@herefordshire.gov.uk">councillorservices@herefordshire.gov.uk</a>. Questions sent to any other address may not be accepted.</p> <p>Accepted questions and the responses will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at <a href="http://www.herefordshire.gov.uk/getinvolved">www.herefordshire.gov.uk/getinvolved</a></p>	13 - 18
5.	<p><b>QUESTIONS FROM MEMBERS OF THE PUBLIC</b></p> <p>To receive any written questions from members of the public.</p>	
6.	<p><b>QUESTIONS FROM MEMBERS OF THE COUNCIL</b></p> <p>To receive any written questions from members of the council.</p>	
7.	<p><b>HEREFORDSHIRE PARKING STRATEGY 2026-2041</b></p> <p>To review the council's draft parking strategy.</p>	To Follow
8.	<p><b>HEREFORD BYPASS PHASE 1 - METHODOLOGY</b></p> <p>To scrutinise the methodology used to determine the full business case for phase 1 of Hereford Bypass.</p>	To Follow
9.	<p><b>WORK PROGRAMME 2026-7</b></p> <p>To consider the draft work programme for Herefordshire Council's scrutiny committees.</p>	19 - 86
10.	<p><b>DATE OF THE NEXT MEETING</b></p> <p>The date of the next meeting is Tuesday 23 June 2026, 14:00 pm.</p>	



## The public's rights to information and attendance at meetings

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- Attend all council, cabinet, committee and sub-committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting. Agenda and reports (relating to items to be considered in public) are available at [www.herefordshire.gov.uk/meetings](http://www.herefordshire.gov.uk/meetings)
- Inspect minutes of the council and all committees and sub-committees and written statements of decisions taken by the cabinet or individual cabinet members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting (a list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
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- Have access to a list specifying those powers on which the council have delegated decision making to their officers identifying the officers concerned by title. The council's constitution is available at [www.herefordshire.gov.uk/constitution](http://www.herefordshire.gov.uk/constitution)
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Bus maps are available here: [www.herefordshire.gov.uk/downloads/download/78/bus\\_maps](http://www.herefordshire.gov.uk/downloads/download/78/bus_maps)



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

### **(Nolan Principles)**

#### **1. Selflessness**

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

#### **2. Integrity**

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

#### **3. Objectivity**

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

#### **4. Accountability**

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

#### **5. Openness**

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

#### **6. Honesty**

Holders of public office should be truthful.

#### **7. Leadership**

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





## Guide to Connected Communities Scrutiny Committee

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

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

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

The Connected Communities Scrutiny Committee consists of 7 councillors.

Councillor	Party
Bruce Baker	Conservative Party
Frank Cornthwaite (Vice-Chairperson)	Conservative Party
Helen Heathfield	The Green Party
Ed O'Driscoll (Chairperson)	Liberal Democrats
Rob Owens	Liberal Democrats
Roger Phillips	Conservative Party
Diana Toynbee	Independents for Herefordshire

### Scrutiny functions

The committees have the power:

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

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

#### **The remit of Connected Communities Scrutiny Committee**

- Talk Business programme, advice and support
- Development investment plans - town, market town, rural, Hereford City
- Hereford Enterprise Zone
- Higher education development
- Adult and community learning programme
- Apprenticeships
- Fastershire programme
- Digital connectivity
- Heritage, culture and tourism
- Social value procurement policy
- Planning
- Licensing
- Regulatory
- Capital highway maintenance, asset management and infrastructure repair
- Council housing
- Statutory community safety and policing scrutiny powers

**Who attends scrutiny committee meetings?**

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



**Minutes of the meeting of the Connected Communities Scrutiny Committee held in Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE on Tuesday 17 February 2026 at 2.00 pm**

**Committee members present in person and voting:**      **Councillors: Frank Cornthwaite (Vice-Chairperson), Dave Davies, Ed O'Driscoll (Chairperson), Rob Owens, Roger Phillips and Diana Toynbee**

Others in attendance:

R Allonby	Service Director Economy and Growth	Herefordshire Council
Councillor B Baker		Herefordshire Council
J Hobbs	Corporate Director Economy and Environment	Herefordshire Council
G Jones	Co-Chair	Herefordshire DBID
N Kinsey	Economic Development Manager	Herefordshire Council
Councillor J Lester	Leader of the Council	Herefordshire Council
D Mansell	Chief Executive	Herefordshire DBID
H Merricks-Murgatroyd	Democratic Services Officer	Herefordshire Council
Councillor E Swinglehurst	Cabinet Member Environment	Herefordshire Council
D Thornton	Democratic Services Support Officer	Herefordshire Council
D Webb	Statutory Scrutiny Officer	Herefordshire Council

**81. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Bruce Baker.

**82. NAMED SUBSTITUTES**

Cllr Dave Davies was present as the named substitute for Cllr Bruce Baker.

**83. DECLARATIONS OF INTEREST**

Cllr Roger Phillips noted that the Co-Chair Herefordshire Destination Business Improvement District (DBID) owns properties in his ward.

The Chairperson noted that he is a board member of the Herefordshire DBID as a representative of one of the market towns.

**84. MINUTES**

The minutes of the previous meeting were received.

**Resolved: That the minutes of the meeting held on 9 September 2025 be confirmed as a correct record and be signed by the Chairperson.**

## **85. QUESTIONS FROM MEMBERS OF THE PUBLIC**

No questions had been received from members of the public.

## **86. QUESTIONS FROM MEMBERS OF THE COUNCIL**

No questions had been received from councillors.

## **87. TOURISM IN HEREFORDSHIRE**

The committee considered a report on the Tourism in Herefordshire item.

The principal points of the subsequent discussion are summarised below:

1. The Service Director Economy and Growth noted that:
  - a. The economic plan is being reviewed for the county and that will be progressed through Cabinet in the coming weeks.
  - b. Tourism promotes the county as a place to live, work, and study. Some of the key strengths as a county are around natural environment, culture, and a sense of community.
2. In response to a question about the upcoming ballot, the Chief Executive Herefordshire DBID noted that:
  - a. Destination Business Improvement Districts (DBIDs) operate for a five-year term and every five years they must ballot their levy payers to approve their operation for the following five years.
  - b. On the voting slip, members are asked to answer a simple 'yes' or 'no' question. For the Herefordshire DBID to continue, this question must be answered 'yes' in two ways: first, at least 51% of voting members must vote in favour; and second, those 'yes' votes must represent at least 51% of the total combined rateable value.
  - c. If a no vote was received, the work of the Herefordshire DBID would cease.
3. The Service Director Economy and Growth added that the council is also entitled to vote, as it owns assets that fall within the definition of the Herefordshire DBID, including, for example, car parks, museums, and libraries. As a result, the council holds 23 votes and must decide whether to vote in favour, abstain, or vote against. In the previous ballot, held nearly five years ago, the council voted in favour of establishing the Herefordshire DBID.
4. In response to a question about whether tourism is a council-led strategic priority delivered through partnership or is it a DBID-led marketing function with limited public sector integration, the Service Director Economy and Growth noted that:
  - a. Tourism is important to the council but it does not individually support or have an officer for any other sector or industry. Instead, the way in which the council supports economic development generally is around the provision of business support through the growth hub for any industry.
  - b. It has an economic strategy where the council prioritises support for sectoral growth in the key sectors where it has an opportunity to support the growth of the economy through.
  - c. In the past, local authorities tended to have tourism officers and ran some tourism functions themselves. However, this has predominantly changed across the country because of funding situations and because of the DBID model supporting itself.
  - d. The council took a decision about six to seven years ago to provide funding to develop a feasibility study to assess whether the Herefordshire

DBID itself was feasible and whether there were enough businesses to support it and what kind of levy it would need to charge. The council also provided around £100k in investment at the time to support the development of the business plan and initial ballot to create the Herefordshire DBID, so that over the five years it would generate around £500k return on the levy and create a structure for the industry to support itself.

- e. Since then, the council has continued to support with the finances available to it including around £125,000 of UK Shared Prosperity Funding (UKSPF) administered by the council.
  - f. At the moment, the council has no allocation from government to continue with business grant funding. It was added that economic development is a non-statutory activity.
5. In response to questions regarding the criteria the council will use when deciding how to vote in the ballot, whether Cabinet has articulated a tourism policy to guide that decision, and whether a minimum contingency model should be developed in the event that the ballot fails, the leader of the council noted that voting decisions rest with individual members. However, Cabinet is fully supportive of the Herefordshire DBID and highlighted the established track record of its positive impact.
  6. The Chief Executive Herefordshire DBID also explained that significant work is undertaken with businesses prior to reaching the ballot stage. This includes a stage 1 consultation, which is high-level and allows businesses to share initial views and identify key issues affecting them. The Herefordshire DBID is currently reviewing and analysing the feedback from stage 1 and is preparing to move into stage 2 consultation. Stage 2 will be launched at a tourism conference in April and will be supported by seven roadshow events across the county aimed at gaining a deeper understanding of the factors impacting businesses. As part of the Stage 2 consultation, consideration will also be given to the rules governing the Herefordshire DBID, including whether any changes to the levy rules may be required.
  7. The Chief Executive Herefordshire DBID added that in relation to benchmarking, the DBID works closely with other organisations such as Visit Worcestershire, Visit Shropshire, and Visit England and attend other regional local visitor economy partnership (LVEP) meetings to make sure that they are feeding off projects that others are running which can be used as evidence to influence the Herefordshire DBID's own work.
  8. It was also noted that the Herefordshire DBID has a few different data sets including a yearly data set with the Scarborough Tourism Economic Activity Monitor (STEAM) data which gives economic impact over the whole tourism sector. Another data set is Place Informatics which is footfall data across the county which has been collected for the last two years. Both STEAM and Place Informatics data are fed into funding applications that the Herefordshire DBID uses and is shared with the council. In addition, there are social media and website statistics which helps to give a better understanding about how people are interacting with the brand.
  9. In response to a question on how the council can engage with planning, economic development, and highways to support the tourism sector and tourism businesses, the service director economy and growth explained that all of these areas feed into the destination management plan (DMP). It was noted that the restart of the Local Plan process will consider the council's economic priorities, alongside how a strong visitor offer for the county can be developed. It was also

- highlighted that, as part of the BID's development of its business plan for the next five years, there is a formal consultation process with each of the council's departments that have an impact on tourism.
10. The Service Director Economy and Growth clarified that over the last four to five years, there has been UKSPF funding and Rural Prosperity Funding from government to councils to allocate to support different business sectors. Those funds run out in March 2026 and there is no new allocation of any government funding to support tourism or any other sector into the next financial year.
  11. In response to a question regarding which elements of the Destination Management Plan (DMP) require leadership, the Service Director Economy and Growth explained that the DMP identifies a range of key activities and actions, each with different lead partners. Coordination of these actions is undertaken through the LVEP. The organisation and delivery of the LVEP is overseen by an advisory board comprising representatives from the Herefordshire DBID and the council, through which the council considers the identified actions and how they will be delivered as part of the DMP going forward.
  12. In response to a question about whether the council does have a role in holding the Herefordshire DBID to account on behalf of the levy payers and the wider tourism community, the Service Director Economy and Growth noted that in terms of the governance structure, the arrangement for the LVEP advisory board is the Cabinet Member Economy and Growth who sits on that alongside an officer as an observer who the Service Director Economy and Growth attends along with chief executive and the chair of the Herefordshire DBID board. There is also an observer status on the board itself.
  13. The Service Director Economy and Growth clarified that, in terms of oversight, the Herefordshire DBID operates as a company limited by guarantee and is therefore legally and governance-wise separate from the council. The council has a statutory duty to collect the Herefordshire DBID levy alongside business rates and may withhold collection if it considers that the Herefordshire DBID is not delivering its business plan or is failing to meet its obligations. This is the only direct oversight role the council holds, as the BID's board is independently accountable for delivering in the best interests of the company.
  14. The Chief Executive Herefordshire DBID added that governance is transparent and fits into what the council and other partners would want to see if it was a council body. All accounts are fully audited to ensure that it is fully operational for its members and all accounts, as well as governance papers, are uploaded onto its website. The Herefordshire DBID also went for British BID accreditation which is a national standard for BIDs to ensure that the Herefordshire DBID is fully operational in every element of governance for the company.
  15. In response to a question about accessibility, the Chief Executive Herefordshire DBID confirmed that it is ensured that all campaigns have elements that everyone can access including, for example, the *Visit Herefordshire Outdoor Active* app which allows everyone free access to all of the information it provides.
  16. The Chief Executive Herefordshire DBID confirmed that businesses within the city boundary are not required to pay both BIDs; they pay either the Hereford City BID or, if located outside the city boundary and operating as a tourism business, the Herefordshire DBID. It was added that the Herefordshire DBID works closely with the Hereford City BID and promotes Hereford-related activity through *the Visit Herefordshire* platforms.

17. The Chief Executive Herefordshire DBID added that, in relation to the Destination Management Plan (DMP), the first review is scheduled to take place in May 2026. An action plan underpins the DMP, setting out how each priority will be delivered, and it was noted that this action plan can be shared in May.

**Resolved**

**That:**

1. **Herefordshire Council recognises the considerable positive impact the Herefordshire Destination Business Improvement District (DBID) has had on development of the tourism offer and should ensure council departments support the Destination Management Plan through planning, regulatory services, transport, and highways.**
2. **Welcomes the council leader's view that Herefordshire Council will support the DBID ballot and recommends that the council supports the ballot publicly when it takes place, and that Herefordshire Council continues to engage politically during the DBID ballot process.**
3. **Herefordshire Council develops a contingency plan should the DBID ballot not be successful.**
4. **Herefordshire Council lobbies government to support business development, including tourism, outside of metropolitan areas.**

**88. WORK PROGRAMME 2025/6 AND 2026/7**

The Statutory Scrutiny Officer presented the draft work programme for the Connected Communities Scrutiny Committee for the remainder of the municipal year 2025/26 and the first eight months of the 2026/27 municipal year.

**Resolved**

**That:**

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

**89. DATE OF THE NEXT MEETING**

The date of the next meeting is Wednesday 15th April 2026, 2:00 pm.

The meeting ended at 4.07 pm

**Chairperson**





**Title: Work Programme 2026-7**

**Meeting: Connected Communities Scrutiny Committee**

**Meeting date: Wednesday 15 April 2026**

**Report by: Statutory Scrutiny Officer**

**Classification**

Open

**Report purpose**

The report:

- Provides the committee with a draft work programme for the committee, for approval.
- Provides the committee with a copy of the council's forward plan of key decisions to assist the committee in deciding its programme of work.
- Lists the recommendations made by the committee since January 2025, and any responses to these recommendations.

**Background**

1. 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.

**Meeting objectives**

2. To agree the committee's work programme.
3. To note the work programmes of Herefordshire Council's other scrutiny committees.

**Report information**

4. The most recent work programme was published on 1 April 2026 and is attached as Appendix 1.
5. Attached as Appendix 2 to this report is the council's most recently published forward plan of key decisions.

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Further information on the subject of this report is available from  
 Danial Webb, Statutory Scrutiny Officer, email: [Danial.Webb@herefordshire.gov.uk](mailto:Danial.Webb@herefordshire.gov.uk)

6. Appendix 3 is a list of all recommendations made by the committee in 2025 and 2026.

### **Consultees**

7. 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.

### **Appendices**

Appendix 1 – Scrutiny Work Programme April 2026

Appendix 2 – Herefordshire Council Forward Plan 2 April 2026

Appendix 3 – Recommendations made by Connected Communities Scrutiny Committee in 2025 and 2026.

### **Background papers and resources**

None



## APPENDIX 1

# SCRUTINY WORK PROGRAMME

## April 2026

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.

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# Children and Young People Scrutiny Committee

## Committee work programme

### *Committee Briefing*

14 April 2026

Topic and Objectives	Evidence required	Attendees*
<b>Fostering</b> <ul style="list-style-type: none"> <li>• Overview of fostering panel.</li> <li>• Overview of key performance indicators</li> <li>• Update on recommendations made July 2024.</li> </ul>	<ul style="list-style-type: none"> <li>• Member briefing</li> <li>• Feedback from foster families</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Natasha Newton, Service Manager Fostering, Adoption and Home Finding Teams</b></li> <li>• Tori Lynch, Service Director, Corporate Parenting</li> </ul>

### *Committee Briefing*

29 April or 1 May 2026

Topic and Objectives	Evidence required	Attendees*
<b>Ofsted Action Plan</b> <ul style="list-style-type: none"> <li>• Overview of the work underway to respond to Ofsted's inspection of children's services.</li> </ul>	<ul style="list-style-type: none"> <li>• Member briefing</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Tina Russell, Corporate Director, Children's Services</b></li> </ul>

**Committee Meeting**12 May 2026 **report deadline 1 May 2026** pre meeting lines of enquiry planning 7 May 2026

Topic and Objectives	Evidence required	Attendees*
<b>Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection findings</b> <ul style="list-style-type: none"> <li>Committee briefing</li> </ul>	<ul style="list-style-type: none"> <li>PEEL inspection report and findings</li> </ul>	<ul style="list-style-type: none"> <li><b>Leanne Lowe</b></li> <li>Ruby Card, Service Manager MASH, ECHO &amp; SAFE</li> <li>Rachel Gillott</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li><b>Statutory Scrutiny Officer</b></li> </ul>
<b>Neglect Strategy</b> <ul style="list-style-type: none"> <li>Understand the definition of intention and unintentional neglect.</li> <li>Feedback on regional peer review</li> </ul>	<ul style="list-style-type: none"> <li>Officer report</li> </ul>	<ul style="list-style-type: none"> <li><b>Rachel Gillott</b></li> <li>Natalie Solomon, NHS Herefordshire and Worcestershire Integrated Care Board</li> <li>Leanne Lowe, West Mercia Police</li> </ul>

**Committee Meeting**22 July 2026 **report deadline 14 July 2026** pre meeting lines of enquiry planning 17 July 2026

Topic and Objectives	Evidence required	Attendees*
<b>Families First Programme</b>	<ul style="list-style-type: none"> <li>Peer review findings</li> </ul>	<ul style="list-style-type: none"> <li><b>Dawn Knight, Service Manager Early Help</b></li> <li>Lindsay MacHardy, Public Health Principal</li> <li><i>Core members of the steering group</i></li> </ul>
<b>Early Help Task and Finish Group</b> <ul style="list-style-type: none"> <li>Review group findings and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Final group report</li> </ul>	<ul style="list-style-type: none"> <li><b>Chair, Children and Young People Scrutiny Committee</b></li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li><b>Statutory Scrutiny Officer</b></li> </ul>

**Committee Meeting**

6 October 2026 **report deadline 28 September 2026** pre meeting lines of enquiry planning 2 October 2026

Topic and Objectives	Evidence required	Attendees*
<p><b>Alternative provision</b></p>	<ul style="list-style-type: none"> <li>Officer report</li> </ul>	<ul style="list-style-type: none"> <li><b>Liz Farr</b></li> <li>Louise Tanner, Head of Learning and Achievement</li> <li>Hilary Jones, Head of Additional Needs</li> </ul>
<p><b>All Age access to play and open space</b></p> <ul style="list-style-type: none"> <li>Agree terms of reference for a review of access to play and other open space.</li> </ul>	<ul style="list-style-type: none"> <li>Terms of reference</li> </ul>	<ul style="list-style-type: none"> <li><b>Lindsay MacHardy</b></li> <li><b>Emily Garner</b></li> </ul>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li><b>Statutory Scrutiny Officer</b></li> </ul>

**Topics for possible future scrutiny**

- Youth provision
- Participation strategy
- Housing
- School place planning

# 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"> <li>• Overview of programme briefing note               <ul style="list-style-type: none"> <li>○ Thresholds of need</li> <li>○ Current performance management</li> <li>○ Current programme of activity</li> </ul> </li> </ul>	Simon Cann	November 2026
Overview of current Families First programme and targeted early help	<ul style="list-style-type: none"> <li>• Meeting with service managers               <ul style="list-style-type: none"> <li>○ Victoria Leader</li> <li>○ Dawn Knight</li> </ul> </li> </ul>	Simon Cann	15 Dec 2026, 3pm
Update on implementation of Families First programme and targeted early help	<ul style="list-style-type: none"> <li>• Meeting with service managers               <ul style="list-style-type: none"> <li>○ Dawn Knight</li> </ul> </li> </ul>	Simon Cann	TBC
Support for young carers, no wrong door	<ul style="list-style-type: none"> <li>• Meeting with young carers               <ul style="list-style-type: none"> <li>○ Jane Marshall – South – Ross and VL, John Burgess, Susan Brace, Niall Crawford</li> </ul> </li> </ul>	Simon Cann	2 Mar 2026, 3pm
Appraise locality-based targeted early help	<ul style="list-style-type: none"> <li>• Meeting with a locality team               <ul style="list-style-type: none"> <li>○ Victoria Roe – North</li> <li>○ Jane Marshall – South – Ross</li> <li>○ Chantelle Bennett – Central</li> <li>○ Tracey Spencer – Central</li> </ul> </li> </ul>	Simon Cann	16 Jan 2025, 3pm
Working with schools	<ul style="list-style-type: none"> <li>• Meeting with schools               <ul style="list-style-type: none"> <li>○ Neil Crawford</li> </ul> </li> </ul>	Simon Cann	21 Jan 2026, 3pm

Objective	Evidence required	Responsible officer	Date
Commissioned targeted early help services	<ul style="list-style-type: none"> <li>• Meeting with Venture – commissioned service                             <ul style="list-style-type: none"> <li>○ Hilary Thomas hilary.thomas@venture.org</li> </ul> </li> </ul>	Simon Cann	27 Feb 2026, 1pm

**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 2025
Overview of local early help initiatives	Early help marketplace - Hereford	Danial Webb	17 Nov 2025
Overview of local early help initiatives	Early help marketplace - Leominster	Danial Webb	3 Dec 2025
Evaluate the role of school community support	<ul style="list-style-type: none"> <li>• Meeting with service manager, Quentin Mee</li> <li>• Meeting with school counsellor/school support service</li> </ul>	Simon Cann	23 Mar 2026
Understand how midwives support young parents to be.	<ul style="list-style-type: none"> <li>• Meeting with midwives</li> <li>• Emily Strange (named safeguarding midwife)</li> <li>• Sian Jenkins (community Midwife manager)</li> </ul>	Simon Cann	20 Mar 2026
The role of school nurses	<ul style="list-style-type: none"> <li>• Meeting with school nurses                             <ul style="list-style-type: none"> <li>○ emma.dewar@wvt.nhs.uk</li> <li>○ Wendy.Long@wvt.nhs.uk</li> <li>○ Nikki.Lawley@wvt.nhs.uk</li> </ul> </li> </ul>	Simon Cann	Mar 2026
The role of health visitors	<ul style="list-style-type: none"> <li>• Meeting with health visitors                             <ul style="list-style-type: none"> <li>○ Lyndsay McHardy, Julia Stephens -0-19 Strat.</li> <li>○ Hannah Bannister-White</li> </ul> </li> <li>• “Best Start in Life” strategy</li> </ul>	Simon Cann	17 Mar 2026

Topic	Evidence required	Responsible officer	Date
Youth clubs overview	<ul style="list-style-type: none"> <li>• Overview of youth and sports clubs in Herefordshire</li> <li>• Visit to youth club</li> <li>• Meeting with youth club attendees</li> <li>• hvoss Will Lindesay</li> </ul>	Simon Cann	9 April 2026
Talk Community and co-ordination of support for universal community services	<ul style="list-style-type: none"> <li>• Overview community support carried out by Talk Community.</li> <li>• Nikki Stroud, Emily Lowe, Michelle Trussler, Abigail Allcock</li> </ul>	Simon Cann	21 April 2026

**Report to Cabinet**

Topic	Evidence required	Responsible officer	Date
Draft final report	Learning from above meetings		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

15 April 2026 **report deadline 7 April 2026** pre meeting lines of enquiry planning 9 April 2026

Topic and Objectives	Evidence required	Attendees*
<b>Hereford Bypass Phase 1 – methodology</b> <ul style="list-style-type: none"> <li>Scrutinise the methodology used to determine the full business case for phase 1 of Hereford Bypass.</li> </ul>	<ul style="list-style-type: none"> <li>Hereford Bypass phase 1 business case methodology.</li> </ul>	<ul style="list-style-type: none"> <li><b>Delivery Director, Infrastructure</b></li> </ul>
<b>Parking Strategy</b> <ul style="list-style-type: none"> <li>To review the council's draft parking strategy</li> </ul>	<ul style="list-style-type: none"> <li>Draft parking strategy</li> </ul>	<ul style="list-style-type: none"> <li><b>Ffion Horton, Transport Planning Services Manager</b></li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li><b>Statutory Scrutiny Officer</b></li> </ul>

### Committee Meeting

23 June 2026 **report deadline 15 June 2026** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<b>Hereford Bypass Phase 1 – full business case</b> <ul style="list-style-type: none"> <li>Scrutinise the full business case for phase 1 of Hereford Bypass.</li> </ul>	<ul style="list-style-type: none"> <li>Hereford Bypass phase 1 business case.</li> </ul>	<ul style="list-style-type: none"> <li><b>Delivery Director, Infrastructure</b></li> </ul>

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

### Committee Meeting

7 July 2026 **report deadline 29 June 2026** pre meeting lines of enquiry planning 2 July 2026

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

**Committee Meeting**

27 January 2027 **report deadline 19 January 2027** pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<p><b>Year of delivery – capital projects</b></p> <ul style="list-style-type: none"> <li>• End of year review of capital projects taking place in 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• Council capital programme</li> <li>• Individual programme progress reports</li> </ul>	<ul style="list-style-type: none"> <li>• <b>To be determined</b></li> </ul>

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

**Additional Topics Proposed for Future Consideration**

- Hereford City Masterplan
- UK Shared Prosperity Fund

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

**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"> <li>Draft regulation and statutory guidance</li> </ul>		December 2025
Identify good practice in other local authorities	<ul style="list-style-type: none"> <li>Literature review</li> <li>Site visit (if useful)</li> </ul>		January 2026
Identify creative engagement methods.	<ul style="list-style-type: none"> <li>Desktop search ideas such as including digital tools, easy-read and visual materials, short videos, and cultural or media partnerships.</li> </ul>		January 2026

Objectives	Evidence required	Responsible officer	Date
<b>GROUP MEETING</b>			<b>February 2025</b>

**Objective** Inform and help draft the replacement of the Statement of Community Involvement (2022) with a new Community Involvement Scheme.

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"> <li>Draft Community Involvement Scheme</li> </ul>	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"> <li>Draft Community Involvement Scheme</li> </ul>	TBA	April 2026
Recommend resourcing and governance arrangements to support sustained, meaningful participation.	<ul style="list-style-type: none"> <li>Meeting with planning officers in a 'good' local planning authority</li> <li>Draft recommendations</li> </ul>		May 2026
<b>GROUP MEETING</b>			<b>May 2026</b>

**Objective** Make recommendations to the Connected Communities Scrutiny Committee and Cabinet

Objectives	Evidence required	Responsible officer	Date
Draft report to committee	<ul style="list-style-type: none"> <li>Draft report</li> </ul>		June 2026

Objectives	Evidence required	Responsible officer	Date
Draft report and recommendations to Cabinet (if required)	<ul style="list-style-type: none"><li>Final report</li></ul>		July 2026

# Environment and Sustainability Scrutiny Committee

## Committee work programme

### Committee Meeting

17 June 2026 **report deadline 9 June 2026** pre meeting lines of enquiry planning 11 June 2026

Topic and Objectives	Evidence required	Attendees*
<b>Land Use Management</b> <ul style="list-style-type: none"> <li>• 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"> <li>○ to protect carriageways, ditches and verges.</li> <li>○ To look at related enforcement issues – including planning breaches.</li> <li>○ The impact on public rights of way.</li> </ul> </li> <li>• To explore how the local authority can support adoption of sustainable farming methods.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcement analysis</li> <li>• Current council planning regulation concerning land use management</li> <li>• MP office briefing on the withdrawal of the Sustainable Farming Incentive</li> <li>• Catchment Sensitive farming data (including regenerative farming)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Richard Vaughan, Sustainability and Climate Change Manager</b></li> <li>• Kelly Gibbons, Development Management Service Manager</li> <li>• Environment Agency representative</li> <li>• NFU</li> <li>• Mark Tansley, Development Manager - Enforcement</li> </ul>
<b>Work programme</b> <ul style="list-style-type: none"> <li>• Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft work programme</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Statutory Scrutiny Officer</b></li> </ul>

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

## Committee Meeting

21 September 2026 **report deadline 11 September 2026** pre meeting lines of enquiry planning 17 September 2026

Topic and Objectives	Evidence required	Attendees*
<p><b>Transformation of the economy and environment directorate</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Has embedding a commercial mindset impacted on the delivery of these environmental priorities and targets.</li> <li>Has transformation impacted on the overall resource dedicated to the environmental side of the directorate.</li> <li>Explore the case for a more distinct operational area for environmental matters under the Corporate Director.</li> </ul>	<ul style="list-style-type: none"> <li>Officer report</li> </ul>	<ul style="list-style-type: none"> <li><b>John Hobbs, Corporate Director Environment and Economy</b></li> </ul>
<p><b>Buses and passenger services task and finish group</b></p> <ul style="list-style-type: none"> <li>To receive the final report from the group and consider their recommendations, including testing the evidence on which they are based.</li> <li>To agree a set of recommendations to go forward from the committee to the executive.</li> </ul>	<ul style="list-style-type: none"> <li>Final report</li> </ul>	<ul style="list-style-type: none"> <li><b>Chair, buses task and finish group</b></li> </ul>
<p><b>Flooding task and finish group – terms of reference</b></p> <ul style="list-style-type: none"> <li>To agree the terms of reference for a proposed task and finish group to scrutinise flood risk management and flood emergency responses.</li> </ul>	<ul style="list-style-type: none"> <li>Task and finish terms of reference</li> </ul>	<p><b>Statutory Scrutiny Officer</b></p>

**Committee Meeting****2 December 2026 report deadline 24 November 2026 pre meeting lines of enquiry planning 27 November 2026**

<b>Topic and Objectives</b>	<b>Evidence required</b>	<b>Attendees*</b>
<b>Rail Strategy</b> <ul style="list-style-type: none"><li>Objectives to be agreed.</li></ul>	<ul style="list-style-type: none"><li>Evidence to be agreed</li></ul>	<ul style="list-style-type: none"><li>John Hobbs</li><li>Ffion Horton</li><li>Roger Allonby</li><li>David Land</li></ul>

# Bus and passenger services task and finish group

## Work programme

Objective	Activity or information needed	Carried out by	Timeline
<b>Initial review meeting</b>		<b>Task and Finish Group</b>	<b>July 2025</b>
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"> <li>• Existing legislation in England and Wales               <ul style="list-style-type: none"> <li>○ Local Transport Act 2008</li> <li>○ Transport Act 2000</li> <li>○ Bus Service Act 2017</li> <li>○ Bus Services (No. 2) Bill</li> <li>○ Public Service Vehicle Regulations.</li> </ul> </li> <li>• <a href="#">Overview of who is responsible for local transport in England</a> (Commons library)</li> <li>• Any allied statutory guidance</li> <li>• Bus operator legislation and guidance.</li> <li>• How these apply in Herefordshire.</li> </ul>	Simon Cann, David Land, Craig Lewis, Natalie Amos, 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"> <li>• Previous council bus service reviews (c. 2019)</li> <li>• For both commercial and community operators               <ul style="list-style-type: none"> <li>○ Routes and frequency</li> <li>○ Passenger numbers</li> <li>○ Subsidy</li> </ul> </li> <li>• Home to school transport               <ul style="list-style-type: none"> <li>○ Current services provided</li> <li>○ Current providers</li> </ul> </li> <li>• SEND transport</li> <li>• Adult Social Care Passenger transport</li> </ul>	Simon Cann, David Land, Craig Lewis, Natalie Amos	Sep-Oct 2025

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

Objective	Activity or information needed	Carried out by	Timeline
	<p>Examples from other local authorities</p> <ul style="list-style-type: none"> <li>• See previous work looking at other local authorities</li> <li>• Identify opportunities for any cross-border service support</li> </ul>		
<b>Review Meeting</b>		<b>Task and Finish Group</b>	<b>December 2025</b>
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"> <li>• Current services, routes and frequencies</li> <li>• Cost</li> <li>• Funding</li> </ul>	Simon Cann, David Land, Craig Lewis, Natalie Amos	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"> <li>• Current services, routes and frequencies</li> <li>• Cost and funding</li> </ul> <p>Meeting with Home to school co-ordinator</p> <p>Meeting with Transformation team</p>	Simon Cann, David Land, Craig Lewis, Natalie Amos	Jan-Feb 2026
<b>Review Meeting</b>		<b>Task and Finish Group</b>	<b>February 2026</b>
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"> <li>• Demand Responsive transport <ul style="list-style-type: none"> <li>○ YorBus, CallConnect</li> <li>○ <a href="#">Worcestershire on Demand   Worcestershire County Council</a></li> <li>○ <a href="#">The Robin (your bookable bus)   Gloucestershire County Council</a></li> </ul> </li> <li>• Use of powers of funding <ul style="list-style-type: none"> <li>○ Use of enhanced partnerships – Oxfordshire, Cornwall</li> <li>○ Branding</li> </ul> </li> </ul>	Simon Cann, David Land, Craig Lewis, Natalie Amos	Mar-Apr 2026

Objective	Activity or information needed	Carried out by	Timeline
	<ul style="list-style-type: none"> <li>• Integrating transport and social care               <ul style="list-style-type: none"> <li>○ Community transport</li> <li>○ The role of third sector organisations</li> </ul> </li> <li>Site Visit</li> <li>• Shropshire DRT – Shrewsbury</li> <li>• Social care focused visit</li> </ul>		
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"> <li>• What are the barriers to franchising in rural areas?</li> <li>• Is this an opportunity for Herefordshire to pursue?</li> <li>• Are there partnership opportunities with other local authorities?</li> </ul>	Simon Cann, David Land, Craig Lewis, Natalie Amos	Mar-Apr 2026
<b>Review Meeting</b>		<b>Task and Finish Group</b>	<b>May 2026</b>
Draft report and recommendations	<ul style="list-style-type: none"> <li>• Draft final report</li> <li>• Draft recommendations</li> </ul>	Simon Cann, David Land, Craig Lewis, Natalie Amos	May-June 2026
<b>Present report to Environment and Sustainability Scrutiny Committee</b>		<b>Task and Finish Group</b>	<b>June 2026</b>

# Health Care and Wellbeing Scrutiny Committee

## Committee work programme

### Committee Meeting

27 April 2026 **report deadline 17 April 2026** pre meeting lines of enquiry planning 23 April 2026

Topic and Objectives	Evidence required	Attendees*
<b>Carers' Partnership Board Update</b>	<ul style="list-style-type: none"> <li>Board update</li> </ul>	<b>John Burgess, Commissioning Manager</b>
<b>Home Birth Services</b> <ul style="list-style-type: none"> <li>Scrutinise decision to suspend home birth services at Wye Valley Trust.</li> </ul>	<ul style="list-style-type: none"> <li>Committee Briefing</li> </ul>	<b>Lucy Flanagan, Chief Nursing Officer, Wye Valley Trust</b> Justine Jeffrey, Director of Midwifery
<b>Care Home Transformation</b> <ul style="list-style-type: none"> <li>Update on work to transform commissioning of residential care placements.</li> </ul>	<ul style="list-style-type: none"> <li>Committee Briefing</li> </ul>	<b>Hilary Hall, Corporate Director, Community Wellbeing</b> Jeannette Young, Service Director All-Age Commissioning
<b>Adult Social Care budget outturn</b> <ul style="list-style-type: none"> <li>Scrutinise financial outturn against budget</li> <li>Scrutinise performance against performance management framework</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly budget outturn and performance monitoring</li> <li>Care homes transformation</li> </ul>	<b>Hilary Hall, Corporate Director, Community Wellbeing</b>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<b>Statutory Scrutiny Officer</b>

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

**Committee Briefing**  
**10 June 2026**

Topic and Objectives	Evidence required	Attendees*
<b>Herefordshire Safeguarding Adults Board Annual Report</b> <ul style="list-style-type: none"> <li>Review the work of the Herefordshire Safeguarding Adults Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding Adults Board Annual Report</li> </ul>	<b>Joanna Newton, Independent Chair of the Safeguarding Adults Board</b>

**Committee Meeting**

**27 July 2026 report deadline 17 July 2026 pre meeting lines of enquiry planning 23 July 2026**

Topic and Objectives	Evidence required	Attendees*
<b>Joint Strategic Needs Assessment</b> <ul style="list-style-type: none"> <li>Review work to develop a new joint strategic needs assessment for Herefordshire.</li> </ul>	<ul style="list-style-type: none"> <li>Joint Strategic Needs Assessment</li> </ul>	<b>Zoe Clifford, Director of Public Health</b>
<b>Health and Wellbeing Strategy</b> <ul style="list-style-type: none"> <li>Update on delivery of the existing strategy</li> </ul>	<ul style="list-style-type: none"> <li>Draft Health and Wellbeing Strategy</li> </ul>	<b>Zoe Clifford, Director of Public Health</b>
<b>Adult Social Care budget outturn</b> <ul style="list-style-type: none"> <li>Scrutinise financial outturn against budget</li> <li>Scrutinise performance against the performance management framework</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly budget outturn and performance monitoring</li> </ul>	<b>Hilary Hall, Corporate Director, Community Wellbeing</b>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<b>Statutory Scrutiny Officer</b>

## Committee Meeting

14 September 2026 **report deadline 4 September 2026** pre meeting lines of enquiry planning 10 September 2026

Topic and Objectives	Evidence required	Attendees*
<b>Right Care Right Place</b> <ul style="list-style-type: none"> <li>Update on work to deliver acute community mental health support in Herefordshire.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence to be agreed</li> </ul>	<b>Gareth Morris, West Mercia Police</b> <b>Zoe Clifford, Director of Public Health</b>
<b>Meeting the demand for adult social care task and finish group</b> <ul style="list-style-type: none"> <li>Agree draft report and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Final task and finish group report</li> </ul>	<b>Chair, task and finish group</b>
<b>Adult Social Care budget outturn</b> <ul style="list-style-type: none"> <li>Scrutinise financial outturn against budget savings plans</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly budget outturn and performance monitoring</li> </ul>	<b>Hilary Hall, Corporate Director, Community Wellbeing</b>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<b>Statutory Scrutiny Officer</b>

## Committee Meeting

14 December 2026 **report deadline 4 December 2026** pre meeting lines of enquiry planning December 2026

Topic and Objectives	Evidence required	Attendees*
<b>Shaping neighbourhood health</b> <ul style="list-style-type: none"> <li>Analyse how the health partnership identifies health needs in communities.</li> <li>Scrutinise provision of current and future neighbourhood health services.</li> </ul>	<ul style="list-style-type: none"> <li>2Neighbourhood health bid</li> <li>Taurus Out of Hours GP service</li> <li>Worcestershire Council papers</li> </ul>	<b>Zoe Clifford, Director of Public Health</b>
<ul style="list-style-type: none"> <li><b>Adult Social Care budget outturn</b>Scrutinise financial outturn against budget savings plans</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly budget outturn and performance monitoring</li> </ul>	<b>Hilary Hall, Corporate Director, Community Wellbeing</b>
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<b>Statutory Scrutiny Officer</b>

Special Committee Meeting (to be held once the inspection report is published.)

TBC report deadline TBC pre meeting lines of enquiry planning TBC

Topic and Objectives	Evidence required	Attendees*
<p><b>CQC Inspection of adult social care services</b></p> <ul style="list-style-type: none"> <li>• Examine findings of the recent CQC inspection of adult social care services.</li> <li>• Scrutinise any action plan arising from the inspection findings.</li> </ul>	<ul style="list-style-type: none"> <li>• CQC inspection findings</li> <li>• Post-inspection action plan</li> </ul>	<p><b>Hilary Hall, Corporate Director, Community Wellbeing</b></p>
<p><b>Work programme</b></p> <ul style="list-style-type: none"> <li>• Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft work programme</li> </ul>	<p><b>Statutory Scrutiny Officer</b></p>

# 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"> <li>• <i>Understanding Herefordshire</i> demographic data</li> <li>• <i>Future population of Herefordshire</i> report</li> <li>• Joint Strategic Needs Assessment report</li> </ul>	Charlotte Worthy/Herefordshire Research team	Dec 25-Jan 26
Understand the demand for adult social care in Herefordshire	<ul style="list-style-type: none"> <li>• <i>Market Position Statement</i></li> <li>• <i>Market Sustainability Plan</i></li> <li>• Current rates of demand for adult social care               <ul style="list-style-type: none"> <li>○ Type of demand (domiciliary, residential, nursing)</li> <li>○ Duration</li> <li>○ Change over time</li> </ul> </li> </ul>	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"> <li>• Desktop research comparison with 'statistical neighbours'</li> </ul>	Danial Webb/Henry Merricks-Murgatroyd	Dec 25-Jan 26
<b>GROUP MEETING</b>		<b>Henry Merricks-Murgatroyd</b>	<b>February 2026</b>

**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
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 Loughead 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 Loughead	Feb-Mar 26
Lack of housing growth, and flatlining tax base	<ul style="list-style-type: none"> <li>Interview with Cabinet portfolio holders</li> </ul>		Feb-Mar 26
<b>GROUP MEETING</b>		<b>Henry Merricks-Murgatroyd</b>	<b>April 2026</b>

**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	Commissioning	May-Jun 26

Objectives	Evidence required	People to speak with	Date
	Meeting – care providers’ network		
Supported living	Meeting – director for housing support Visit to supported housing	Hayley Crane A supported housing provider	May-Jun 26
In-house services and the role of Hoople	Case study – Essex Meeting with Hoople		May-Jun 26
<b>GROUP MEETING</b>		<b>Henry Merricks-Murgatroyd</b>	<b>July 2026</b>

**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

13 April 2026 **report deadline 1 April 2026** member briefing 25 March 2026 pre meeting lines of enquiry planning 9 April 2026

Topic and objective	Evidence required	Attendees
<b>Q3 Budget scrutiny</b> <b>Q3 Performance monitoring</b>	<ul style="list-style-type: none"> <li>Budget report</li> <li>Supplementary information as requested by the committee</li> </ul>	<b>Cabinet members</b> Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence
<b>Work programme</b> <ul style="list-style-type: none"> <li>Review work programme</li> </ul>	<ul style="list-style-type: none"> <li>Draft work programme</li> </ul>	<b>Statutory Scrutiny Officer</b>

**Committee Meeting**

**3 July 2026** report deadline **25 June 2026** member briefing **22 June 2026** pre meeting lines of enquiry planning **30 June 2026**

Topic and objective	Evidence required	Attendees
<b>Dedicated Schools Grant High Needs Block Management Plan</b> Review the draft management plan	<ul style="list-style-type: none"> <li>Management Plan</li> </ul>	<b>Rachael Sanders, Director of Finance</b>
<b>Q4 Budget scrutiny</b> <b>Q4 Performance monitoring</b>	<ul style="list-style-type: none"> <li>Budget report</li> <li>Supplementary information as requested by the committee</li> </ul>	<b>Cabinet members</b> Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence

**Committee Meeting**

**1 December 2026** report deadline **23 November 2026** member briefing **24 November 2026** pre meeting lines of enquiry planning **27 November 2026**

Topic and objective	Evidence required	Attendees
<b>Q2 Budget scrutiny</b> <b>Q2 Performance monitoring</b>	<ul style="list-style-type: none"> <li>Budget report</li> <li>Supplementary information as requested by the committee</li> </ul>	<b>Cabinet members</b> Rachael Sanders Jessica Karia, Head of Corporate Performance and Intelligence

**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
- Medium-Term Financial Strategy
-

# 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"> <li>• Briefing on different types of inequality, to include:               <ul style="list-style-type: none"> <li>○ Wealth/income</li> <li>○ Health</li> <li>○ Rurality</li> </ul> </li> <li>• Briefing on groups affected by inequality               <ul style="list-style-type: none"> <li>○ Protected characteristics</li> <li>○ Military families</li> </ul> </li> <li>• Overview of inequality as defined by other local authority scrutiny</li> </ul>	Danial Webb	Sep-Oct 25
To understand those dimensions that are particularly relevant to Herefordshire.	<ul style="list-style-type: none"> <li>• Sub-ward indices of deprivation</li> <li>• Joint Strategic Needs Assessment</li> <li>• Economic data</li> </ul>	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"> <li>• Herefordshire Council Plan</li> <li>• Meeting with leader and deputy</li> <li>• <i>(should this be merged with the above?)</i></li> </ul>	Danial Webb and Charlotte Worthy	Sep-Oct 25
<b>GROUP MEETING</b>		<b>Danial Webb</b>	<b>November 2025</b>

**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"> <li>• Sub-ward indices of deprivation</li> <li>• Joint Strategic Needs Assessment</li> <li>• Economic data TBC</li> </ul>		Nov-Dec 25
Comparisons with statistical neighbours			Nov-Dec 25
Housing inequality	Meeting with housing providers		Nov-Dec 25
Rurality	•		
<b>GROUP MEETING</b>		<b>Danial Webb</b>	<b>January 2026</b>

**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"> <li>• Scope</li> <li>• Learning</li> </ul>		
Examples of other inequality and social mobility strategies	Other scrutiny reviews <ul style="list-style-type: none"> <li>• Scope</li> <li>• Learning</li> </ul>		
Examples of evaluations of strategies and action plans			
Gather learning from those examples			

Objectives	Evidence required	People to speak with	Date
<b>GROUP MEETING</b>		<b>Danial Webb</b>	<b>March 2026</b>

**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
<b>GROUP MEETING</b>			<b>April 2026</b>

**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.

## APPENDIX 2 HEREFORDSHIRE COUNCIL FORWARD PLAN



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

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

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

Councillor Jonathan Lester	Corporate Strategy and Budget (Leader of the Council)
Councillor Elissa Swinglehurst	Culture and 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.

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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To request a copy of a decision report or related documents please contact [governancesupportteam@herefordshire.gov.uk](mailto:governancesupportteam@herefordshire.gov.uk) or telephone 01432 261699.

FORWARD PLAN FOR 2 April 2026 ONWARDS

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

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

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)**

<p><b>Hereford Western Bypass Phase One – Decision Criteria</b>            To seek approval from Cabinet on the set of criteria which will be used to assess the Full Business Case for Phase One and set out the requirements which need to be in place to assist Cabinet in considering their decision to release funding, appoint the preferred contractor and begin construction later this year.</p>	<p>Cabinet 23 April 2026</p>	<p>Cabinet member transport and infrastructure             Scott Tompkins, Delivery Director - Infrastructure  <small>scott.tompkins@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>
<p><b>Carbon Management Plan 2026/27-2030/31</b>            To adopt the new carbon management plan for the period 2026/27 to 2030/31</p>	<p>Cabinet 21 May 2026</p>	<p>Cabinet member culture and Environment             Gareth Ellis, Sustainability and Climate Change Officer, Daniel Lenain, Principal Sustainability and Climate Change Officer   <small>Gareth.Ellis@herefordshire.gov.uk,            daniel.lenain@herefordshire.gov.uk            Tel: 01432 383646</small></p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p><b>Establishment of a Council-wide Voluntary, Community and Social Enterprise (VCSE) Commissioning Framework</b></p> <p>To approve the establishment of a Council wide Voluntary, Community and Social Enterprise (VCSE) Commissioning Framework.</p>	<p>Cabinet 21 May 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>John Burgess, Senior Commissioning Officer John.Burgess3@herefordshire.gov.uk</p>	<p>Community Wellbeing</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>
<p><b>Update on the Phase 2 Phosphate Mitigation Schemes</b></p> <p>To provide Cabinet with an update regarding the Phosphate Mitigation Wetland schemes</p>	<p>Cabinet 21 May 2026</p>	<p>Cabinet member culture and Environment</p> <p>Roger Allonby, Service Director Economy and Growth, Gemma Dando, Chief Operating Officer, Scott Tompkins, Delivery Director - Infrastructure, Susan White, Programme Manager</p> <p>Roger.Allonby@herefordshire.gov.uk, gemma.dando@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Susan.White2@herefordshire.gov.uk Tel: 01432 260330, , Tel: 01432 260070</p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p><b>Q4 Performance Report</b> To review performance for Quarter 4 (Q4) 2025/26 and to report the performance position across all Directorates for this period.</p>	<p>Cabinet 25 June 2026</p>	<p>Cabinet member finance and corporate services</p> <p>Jessica Karia, Head of Corporate Performance and Intelligence jessica.karia@herefordshire.gov.uk Tel: 01432 260976</p>	<p>Corporate Support Centre</p>	<p>NEW ITEM</p>	<p><b>Non Key</b> Open</p>
<p><b>Cabinet Member Decisions (Key and Non Key decisions)</b></p>					
<p><b>Portfolio: adults, health and wellbeing</b></p>					
<p><b>Crisis and Resilience Fund 2026-29</b> To seek cabinet approval for Herefordshire Council to take receipt of the Crisis and Resilience Fund (CRF) grant as a programme funded by the Department of Work and Pensions (DWP) between 2026-2029. The CRF replaces the Household Support Fund (HSF) and the Discretionary Housing Payments (DHP) and will enable Herefordshire to work collaboratively with partners and communities at county and local levels to build long-term resilience, cohesion, and reduce the need for crisis support.</p>	<p>Cabinet member adults, health and wellbeing 10 April 2026</p>	<p>Cabinet member finance and corporate services</p> <p>Nikki Stroud, Talk Community Children and Families Lead nikki.stroud@herefordshire.gov.uk</p>	<p>Community Wellbeing</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p><b>To extend the council's current commissioned home care framework</b></p> <p>To approve an extension to the council's current commissioned home care framework for up to six months from 31 October 2026 to 30 April 2027.</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Before 26 June 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>Helen Davies, Commissioning Manager</p> <p><small>helen.davies3@herefordshire.gov.uk</small></p>	<p>Community Wellbeing</p>	<p>27 March 2026</p>	<p><b>KEY</b></p> <p>Open</p>
<p><b>Herefordshire Adult Social Care Prevention Strategy</b></p> <p>The purpose of the report is to approve the 2026-2036 Herefordshire Adult Social Care Prevention Strategy</p>	<p>Cabinet member adults, health and wellbeing</p> <p>July 2026</p>	<p>Cabinet member adults, health and wellbeing</p> <p>David Collyer, Acting Consultant in Public Health: General Practitioner</p> <p><small>david.collyer2@herefordshire.gov.uk</small></p>	<p>Community Wellbeing</p>	<p>27 March 2026</p>	<p><b>KEY</b></p> <p>Open</p>
<p><b>Portfolio: children and young people</b></p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p><b>Allocation of Basic Need Capital Grant for the Expansion of John Masefield High School and Weobley High School</b></p> <p>To seek approval for the allocation of Basic Need Capital Grant funding to support the expansion of John Masefield High School and Weobley High School in order to meet future demand for additional secondary school places.</p>	<p>Cabinet member community services and assets 28 April 2026</p>	<p>Cabinet member children and young people</p> <p>Quentin Mee, Head of Educational Development <small>Quentin.Mee@herefordshire.gov.uk</small></p>	<p>Children and Young People</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>
<p><b>Portfolio: community services and assets</b></p>					
<p><b>Property Services Estates Capital Building Improvement Programme 202629</b></p> <p>To approve expenditure within the capital building improvement programme 2026-2029</p>	<p>Cabinet member community services and assets 27 April 2026</p>	<p>Cabinet member community services and assets</p> <p>Katie Ainsworth, Senior Project Manager, Michael Griffin, Head of Major Projects <small>katie.ainsworth2@herefordshire.gov.uk, Michael.Griffin2@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>
<p><b>Portfolio: economy and growth</b></p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p><b>Strategic Housing: Three-year Capital Programme 2026/27</b></p> <p>To approve the capital budget allocated to Strategic Housing through the Council's capital programme to meet the immediate housing need of vulnerable groups and provide grant assistance to property owners to bring empty properties back into use.</p>	<p>Cabinet member economy and growth</p> <p>17 April 2026</p>	<p>Cabinet member economy and growth</p> <p>Hannah McSherry, Housing Strategy Officer</p> <p>Hannah.McSherry2@herefordshire.gov.uk Tel: 01432 383061</p>	<p>Community Wellbeing</p>	<p>27 March 2026</p>	<p><b>KEY</b></p> <p>Open</p>
<p><b>Portfolio: environment</b></p>					
<p><b>Allocating the Climate and Nature Reserve Phase 2</b></p> <p>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.</p>	<p>Cabinet member culture and Environment</p> <p>30 April 2026</p>	<p>Cabinet member culture and Environment</p> <p>Richard Vaughan, Sustainability and Climate Change Manager</p> <p>Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b></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><b>Adoption of Herefordshire Local Nature Recovery Strategy</b> To formally adopt the Herefordshire Local Nature Recovery Strategy and accept associated government grant for delivery.</p>	<p>Cabinet member culture and Environment 10 June 2026</p>	<p>Cabinet member culture and Environment  Mandy Neill, Senior Landscape Officer, Richard Vaughan, Sustainability and Climate Change Manager  mandy.neill@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>
<p><b>Solar Car Ports at Plough Lane</b> To approve the scoping and construction of solar car ports at Plough Lane</p>	<p>Cabinet member culture and Environment 1 July 2026</p>	<p>Cabinet member culture and Environment  Katie Ainsworth, Senior Project Manager, Richard Vaughan, Sustainability and Climate Change Manager, Rosanna Willmott, Sustainability and Climate Change Officer  katie.ainsworth2@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk, rosanna.willmott@herefordshire.gov.uk Tel: 01432 260192, Tel: 01432 261749</p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>
<p><b>Portfolio: finance and corporate services</b></p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<b>Portfolio: local engagement and community resilience</b>					
<b>Portfolio: roads and regulatory services</b>					
<p><b>Highway Maintenance Plan</b> To update the Highway Maintenance Plan, which sets out the reasonable system of inspection and repair that will be deployed by the Council to ensure that it meets its duty to maintain all publicly maintainable highways.</p>	<p>Cabinet member roads and regulatory services 24 April 2026</p>	<p>Cabinet member roads and regulatory services  Ed Bradford, Head of Highways and Traffic <small>Edward.Bradford@herefordshire.gov.uk Tel: 01432 260786</small></p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>
<p><b>National Parking Platform (NPP)</b> To agree to join the NPP to provide multiple options of cashless parking providers for all council pay and display car parks and on-street.</p>	<p>Cabinet member roads and regulatory services Before 30 April 2026</p>	<p>Cabinet member roads and regulatory services  Michael Barnes, Parking Services Manager <small>michael.barnes@herefordshire.gov.uk</small></p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b> Open</p>

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p><b>Justice for Tenants (JFT) – Renters’ Rights Act 2025: Housing Enforcement, Civil Penalties and HMO Licensing</b></p> <p>This report seeks approval from the Cabinet Member for Roads and Regulatory Services to adopt a revised private rented sector enforcement framework in preparation for the commencement of the Renters’ Rights Act 2025.</p> <p>The report proposes the adoption of a Justice for Tenants (JFT) Housing Enforcement Policy, a standalone JFT Civil Penalty Policy and matrix, and updated standard HMO licence conditions, together with approval to enter into a JFT support contract (subject to legal review and agreement) to support implementation.</p> <p>The purpose of the report is to ensure the Council is legally compliant, operationally ready and able to deliver consistent, transparent and defensible enforcement of housing standards and landlord legislation from 1 May 2026.</p>	<p>Cabinet member roads and regulatory services</p> <p>Before 1 May 2026</p>	<p>Cabinet member roads and regulatory services</p> <p>Charles Yarnold, Head of Regulation and Technical Services</p> <p><small>Charles.Yarnold@herefordshire.gov.uk Tel: 01432 260765</small></p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>KEY</b></p> <p>Open</p>
<p><b>Portfolio: transport and infrastructure</b></p>					

Report title and purpose	Decision Maker and Due date	Lead cabinet member and officer contact(s)	Directorate	Date uploaded onto plan	Decision Type, exemptions and urgency
<p><b>Capability and Ambition Fund 2025/26 allocation</b></p> <p>The purpose of the report is to confirm what Herefordshire Council will deliver with the Capability and Ambition Fund grant</p>	<p>Cabinet member transport and infrastructure</p> <p>17 April 2026</p>	<p>Cabinet member transport and infrastructure</p> <p>Ffion Horton, Transport Planning Services Manager, Scott Tompkins, Delivery Director - Infrastructure, Richard Vaughan, Sustainability and Climate Change Manager</p> <p><small>ffion.horton@herefordshire.gov.uk, scott.tompkins@herefordshire.gov.uk, Richard.Vaughan@herefordshire.gov.uk Tel: 01432 260192</small></p>	<p>Economy and Environment</p>	<p>27 March 2026</p>	<p><b>Non Key</b></p> <p>Open</p>





## APPENDIX 3

## Recommendations made By Connected Communities Scrutiny Committee in 2025 and 2026

15 January 2025			
Local Transport Plan			
No.	Recommendation	Accepted/Rejected	Response
1	As per a previous recommendation from Connected Communities Scrutiny Committee, environmental protection and enhancement needs to be better reflected throughout the high-level Local Transport Plan objectives and throughout its priorities for the transport network. This should reflect and align with our climate and ecological emergency declaration.	Accepted	<p>Throughout the LTP there is strong focus on the need to support and focus on the way the plan can align and support the environmental protection of the county. There are five core objectives listed in the LTP, one being “Tackling climate change and protecting and enhancing the natural and built environment. By creating a transport system that offers viable low emission options for most journeys and influences travel behaviours and decisions.”</p> <p>The plan identifies actions needed to be taken to achieve this objective</p> <ul style="list-style-type: none"> <li>• Reduce the amount of traffic travelling through the city centre.</li> <li>• Transition to less polluting types of propulsion through <ul style="list-style-type: none"> <li>o Providing more Electric Vehicle charging points.</li> <li>o Roll out zero emission buses in Hereford city.</li> </ul> </li> <li>• Support transition of freight to sustainable modes in the city centre.</li> </ul> <p>Within the plan there are also Action Plans for Hereford City and the Rural areas/Market Towns within these there are 11 objectives to support the Council Plan priorities –</p> <ul style="list-style-type: none"> <li>• Work towards reducing county and council carbon emissions, aiming for net zero by 2030/31 and work with partners and communities to make the county more resilient to the effects of climate change.</li> </ul>

			<ul style="list-style-type: none"> <li>• Expand and maintain the transport infrastructure in a sustainable way and improve connectivity across the county.</li> </ul> <p>Decarbonising maintenance Production of a Low Carbon Procurement Strategy</p> <p>Decarbonising maintenance Develop an approach to considering carbon in scheme design</p> <p>Decarbonising maintenance Reduce carbon emissions from street lighting</p> <p>Decarbonising maintenance Upgrade and enhance traffic signals</p> <p>Transition to lower emission fuels Increased provision of public Electric Vehicle chargers</p> <p>Transition to lower emission fuels Promote the use of peer-to-peer charging networks</p> <p>Transition to lower emission fuels Regular update of Electric Vehicle Charging Strategy</p> <p>Digital Access</p> <p>Promote online services and digital accessibility</p> <p>Transition to lower emission fuels Promotion of peer-to-peer charging networks</p> <p>Transition to lower emission fuels Delivery of LEVI funded on street charge points in all market towns</p> <p>Transition to lower emission fuels Delivery of EV charge points in council car parks</p>
2	<p>The Local Transport Plan team to work with other rural local transport plan teams in England, as well as our neighbouring authorities, to build on best practice and an alliance of rural local transport plans to strengthen the case for rural transport to the government.</p>	<p>Accepted</p>	<p>Since the Scrutiny meeting the council has filled the Transport Planning Service Manager post with an officer from a neighbouring rural authority and the remaining posts for the team are to be progressed through recruitment. There continues to be close links to neighbouring councils and other rural councils remains strong</p>

3	To provide the committee with a consultation strategy for the local transport plan, to include a timeline for the consultation and a list of consultees.	Accepted	Cllr O'Driscoll has been liaised with regarding the planned consultation for the LTP and future cabinet/full council meetings. Officers were not aware of the requirement to return to scrutiny prior to the consultation.
4	To ensure that any active travel projects are 'shovel-ready' for any funding that becomes available.	Accepted	Once the plan has been fully adopted it is anticipated that several priority projects will be identified and progressed through concept design, if funding is available. Progressing schemes to the colloquially referenced 'shovel ready' stage requires substantial external funding to be sought. .

### Market Towns Investment Plans

No.	Recommendation	Accepted/Rejected	Response
1	Herefordshire Council to: Recognise that the market town investment plans are living documents with projects that are regularly reviewed and updated.	Accepted	Agreed
2	Herefordshire Council to: Work with town councils to review annually the list of projects in each of the market towns' investment plans.	Accepted	Agreed
3	Herefordshire Council to: Ensure regular communications between the council and Herefordshire's market towns.	Accepted	Agreed
4	Herefordshire Council to: Encourage town councils to engage with their rural hinterlands on their ambitions, thus strengthening the understanding and loyalty to their local service centre.	Accepted	Agreed

### 12 March 2025

#### Highways Winter Maintenance

No.	Recommendation	Accepted/Rejected	Response
1	Review and update the primary and secondary routes on the gritting network.	Accepted	Officers will complete a review of the gritting network and present their findings to the Cabinet Member for Roads and

			Regulatory Services. It is likely that any changes, if required, would not come into effect until the 2026/27 winter season.
2	Undertake an audit of the number and location of local authority-owned grit bins.	Accepted	Officers will discuss with Balfour Beatty Living Places as to how an audit can be undertaken of grit bins as they re-filled as part of the normal preparations ahead of the winter season.
3	Carry out comprehensive publicity to demonstrate the value and effectiveness of the commissioned professional weather services resulting from accurate forecasting.	Accepted	Officers will arrange for such publicity as part of the communications plan for the 2025/26 winter season.
<b>Update on recommendations made by the Connected Communities Scrutiny Committee</b>			
<b>No.</b>	<b>Recommendation</b>	<b>Accepted/Rejected</b>	<b>Response</b>
1	Ensures that the statutory scrutiny officer drafts a cross-scrutiny committee protocol, to ensure timely responses with faster escalation as required to outstanding recommendations.	Rejected	Rather than draft a protocol, the scrutiny team have instead focussed on supporting officers to draft recommendations. There are currently no overdue responses to recommendations.

**3 June 2025****Cultural Strategy 2019-29**

<b>No.</b>	<b>Recommendation</b>	<b>Accepted/Rejected</b>	<b>Response</b>
1	Herefordshire Council formally endorses the renewed Cultural Strategy 2025-2029 and the key findings of the 5th Sector report.	Accepted	<p>Agreed, with clarification.</p> <p>Cabinet Member / Cabinet recognises the Cultural Strategy 2025–2029 and the 5th Sector report as externally led, sector-produced documents, developed through extensive engagement with cultural partners. In this context, endorsement means formal Council recognition of the strategy and report as valuable frameworks that can guide collaborative working, influence internal policy, and support external funding bids. Endorsement does not imply a commitment to deliver or fund every recommendation but</p>

			confirms the Council's willingness to support and align with the shared vision set out.
2	Herefordshire Council to support Herefordshire Cultural Partnership to produce an implementation plan to deliver the renewed Cultural Strategy 2025-29.	Accepted	<p>Agreed, with clarification.</p> <p>Cabinet Member / Cabinet supports the development of an implementation plan to take forward the Cultural Strategy and recognises the importance of clear next steps and shared accountability. However, the Cultural Strategy is an Herefordshire Cultural Partnership-led (HCP) document, and it is appropriate that responsibility for the implementation plan also sits with the Cultural Partnership.</p> <p>The Council is willing to engage in the development of the plan, offer officer input, and help ensure alignment with council policy and delivery where appropriate.</p>
3	Herefordshire Council ensures there is a dedicated officer to work with the partnership to produce and deliver the strategy's implementation plan.	Accepted	<p>Partly agreed.</p> <p>Cabinet Member / Cabinet recognises the importance of officer capacity to support delivery of the Cultural Strategy and remains committed to contributing to its success. However, decisions regarding staffing and resource allocation are operational matters and sit outside the remit of Scrutiny Committee recommendations. Cabinet Member / Cabinet will review current capacity as part of wider workforce planning, including consideration of how best to support partnership working and strategy implementation across culture.</p>
4	Herefordshire Council to ensure the updated Cultural Strategy 2025-29 is reflected in economic development and health and social care service delivery, including the evolving Talk Community network.	Accepted	<p>Agreed in principle.</p> <p>Cabinet Member / Cabinet recognises the value of embedding cultural priorities across wider council activity and will encourage further alignment where appropriate. Officers will explore opportunities to reflect the Cultural Strategy within</p>

			relevant service areas, including Economic Development, Public Health, and Talk Community. Recognising that integration will be dependent on respective service plans, capacity, and strategic fit.
5	Herefordshire Council highlight the Cultural Strategy 2025-29 to town and parish councils and encourage engagement and support for local initiatives.	Accepted	<p>Agreed in principle.</p> <p>The Council recognises the importance of local engagement and welcomes opportunities for town and parish councils to support cultural activity. A targeted communication campaign could help raise awareness of the strategy and encourage participation at a community level. The Cabinet Member may wish to lead this as part of their engagement role.</p>
6	Herefordshire Council assist with the development and promotion of co-working and creative hub spaces for creatives to access shared resources and facilities to support development of new culture-based businesses in Herefordshire.	Accepted	<p>Agreed in principle</p> <p>The Cabinet Member / Cabinet supports the principle of co-working and creative hubs as valuable enablers of growth within the cultural and creative sectors. While the Council is not positioned to lead or fund such development directly, it is committed to working alongside the Economic Development team and external partners to identify opportunities, share information, and advocate for creative workspace provision where appropriate. This includes aligning with regeneration plans and the wider ambitions of the cultural and economic strategies.</p>
<b>Local Transport Plan</b>			
<b>No.</b>	<b>Recommendation</b>	<b>Accepted/Rejected</b>	<b>Response</b>
1	That the draft Local Transport Plan is reviewed to ensure alignment with existing council plans and strategies.	Partly agreed	Partly agreed – ongoing review of alignment to future council plans and strategies
2	That the Local Transport Plan gives particular consideration to the needs of children and young people	Partly agreed	Partly agreed, the plan does consider the needs of all the transport users of the county therefore it is rejected that the plan would require amendment. However the engagement of the children and young people has been recognised by

			Officers and as discussed at scrutiny ways of engaging with them has been identified as an ongoing piece of work for all Transport Planning work and that is outside the LTP as regular engagement and support would give greater benefits to them rather than just focus on the LTP document
3	The duration of the Local Transport Plan is kept in alignment with the Local Plan and Transport Strategy to which it applies - namely 2016-2031.	Rejected	Reject, this does not provide any benefit to the county and would incur significant costs to the council to create a new plan in 6 years. The alignment of the Local Plan with the Local Transport Plan is not required by legislation nor is it a formal recommendation by government. As advised by officers at the meeting; throughout the development of the Local Plan there will be a continued review of the projects and recommendations needed in the Local Transport Plan which may result in a review and update of the LTP.
4	Herefordshire Council work to increase the number of residents taking part in the Local Transport Plan consultation as a matter of urgency, extending the consultation deadline to 30 June to all members of the public.	Accepted	Agreed, the public consultation will be extended until the 30 June.
5	The policy wording of the Local Transport Plan is tightened to ensure that it is meaningful and capable of being applied.	Rejected	Rejected – It is important to acknowledge that severity of wording is subjective however it is felt that the wording of the LTP does allow it to be meaningfully applied
6	The Local Transport Plan recognises the full extent of existing new developments, for example Ledbury, and the infrastructure improvements necessary to accommodate this.	Partly agreed	Partly agreed – while the LTP will be fundamental in the development and decision making around infrastructure of new developments when a planning application is applied for, it is not a mechanism to resolve existing issues caused by previously built developments. However, as the new Local Plan is developed existing highway issues will be identified and recognised where any new development is recommended.
7	The Local Transport Plan should include targets for the implementation of active travel measures.	Agreed	Agreed

8	The Local Transport Plan recognises the inability of the power grid network to meet the needs of fast EV charging point.	Rejected	Rejected – the LTP is a transport policy document it is not an energy infrastructure plan and deviation into energy provision could over complicate and dilute the primary focus of the LTP which is transport. Officers developing and managing the LTP do not have access to detailed, real-time data on grid capacity or future demand forecasts to make such statements. Additionally, the LTP is a 16-year plan meaning such statement may quickly become outdated and inaccurate.
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### 8 July 2025

#### Gully Cleansing

No.	Recommendation	Accepted/Rejected	Response
1	To provide the committee with an update on the current mapping operation and to provide a date by which the mapping will be completed.	Accepted	Asset data was collected by Town and Parish Councils through the 2024/25 drainage grant, which has now concluded. Mapping of drainage assets continues on a day-to-day basis through the existing arrangement with Balfour Beatty Living Places and will carry on through the new Public Realm Contract, via Herefordshire Council officers and also the new provider from June 2026. It is not possible at this time to provide a date for when all mapping will be completed.
2	To consider early adoption of the upgraded mapping software before the new contract comes into force in June 2026.	Accepted	A basic interim solution is in use on our website at <a href="http://www.herefordshire.gov.uk/flooding-2/flood-management/3#gulliesmap">www.herefordshire.gov.uk/flooding-2/flood-management/3#gulliesmap</a> . The upgraded mapping software has been included in the requirements for the new contract, which we expect to be mobilised from late January/February 2026. Once the mapping software is in place we will begin the process of adding known assets based on existing knowledge and data collected by Town and Parish Councils through the 2024/25 drainage grant.

3	To provide an update on the new maintenance schedule that anticipates heavier rainfall across the county with an expected publication date.	Accepted	Balfour Beatty Living Places is expanding its drainage service to include a more comprehensive programmed cleanse of all gullies on A, B, and C roads. This represents the pre-emptive element of our drainage works and complements the existing reactive gully cleaning service, which responds to issues identified through inspections or defect reporting. It also sits alongside our network rehabilitation service, which addresses gullies and drainage systems requiring more substantial intervention following inspections or reactive works. The new Public Realm Contract will see the creation of an annual cleansing programme become the responsibility of Herefordshire Council, which will then be issued to the new provider to complete. The service will also move to a risk-based approach, ensuring that those areas identified as being at risk from existing datasets or previous events are subject to more frequent cleansing.
4	To provide an update on the £2 million flood resilience grant.	Accepted	A PGC meeting is scheduled for 4 September to consider how the additional £2,055,000 investment in flood risk mitigation is proposed to be allocated. We intend to distribute the funding in line with the principles outlined in Herefordshire's Local Flood Risk Management Strategy, focusing on scheme delivery, scheme development, community support, and the use of technology.

### 9 September 2025

#### Local Walking and Cycling Infrastructure Plan

No.	Recommendation	Accepted/Rejected	Response
1	Ensure that the performance indicators monitoring the success of the Local Transport Plan include indicators showing reduced collisions, reduced emissions, and greater take up of walking and cycling as a mode of transport.	Accepted	Agreed – officers will review the current LTP KPI's that relate to the LCWIP and include additional measures as indicated above

2	Ensure that any targets in the Local Cycling and Walking Infrastructure Plan are Specific, Measurable, Agreed (or Achievable), Realistic, and Time Bound.	Accepted	Agreed – officer will review the document and ensure that the targets are given measures as prescribed above
3	Publish the Local Cycling and Walking Infrastructure Plan implementation plan, prioritisation list and programme of work by the end of 2025.	Accepted	Agreed – the current stage of work for the project is prioritising the list of projects that have been identified pre and post consultation. Once this has been completed and once the external funding provided to us has been announced this autumn the programme of work will be completed and will be returned to Scrutiny Committee for review.

**17 February 2026****Tourism in Herefordshire**

No.	Recommendation	Accepted/Rejected	Response
1	Herefordshire Council recognises the considerable positive impact the Herefordshire Destination Business Improvement District (DBID) has had on development of the tourism offer and should ensure council departments support the Destination Management Plan through planning, regulatory services, transport, and highways.		No response to date – chased on 7 April 2026
2	Welcomes the council leader's view that Herefordshire Council will support the DBID ballot and recommends that the council supports the ballot publicly when it takes place, and that Herefordshire Council continues to engage politically during the DBID ballot process.		No response to date – chased on 7 April 2026
3	Herefordshire Council develops a contingency plan should the DBID ballot not be successful.		No response to date – chased on 7 April 2026

4	Herefordshire Council lobbies Government to support business development, including tourism, outside of metropolitan areas.		No response to date – chased on 7 April 2026
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