

SCRUTINY WORK PROGRAMME 2024-2025

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

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

Children and Young People Scrutiny Committee

Briefing

2 September 2024

Auditing and quality assurance

Committee Meeting

17 September 2024 report publication date **9 September 2024** pre meeting lines of enquiry planning **6 September 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Quality Assurance</p> <ul style="list-style-type: none"> • Scrutinise audit work to ensure that its practice is of the highest standard possible. • Understand the common weaknesses in practice and how staff are supporting to address them. • Analysis of common issues in other local authorities 	<ul style="list-style-type: none"> • Overview of case management activity • Briefing on quality assurance from Leeds City Council • Quality Assurance Framework • Quality Assurance Framework, Leeds 	<ul style="list-style-type: none"> • Service Director Early Help, Quality Assurance, and Prevention • Chair, Safeguarding Children Partnership
<p>Improvement Plan</p> <ul style="list-style-type: none"> • Scrutiny of Herefordshire Children’s Services and Partnership Improvement Plan Phase 2 	<ul style="list-style-type: none"> • Improvement Plan Phase 2 • Quality Assurance – Hearing the Voice of the Children Young People and Parent / Carers plan on a page 	<ul style="list-style-type: none"> • Corporate Director, Children and Young People

Committee Meeting

26 November 2024 **report publication date 18 November 2024** pre meeting lines of enquiry planning 15 November 2024

Topic and Objectives	Evidence required	Attendees*
Including children's voices in council policy <ul style="list-style-type: none">• Understand the role of the council's children's advocacy team.• Scrutinise the council's participation and engagement strategy• Scrutinise how the council seeks to understand the priorities of children and young people with regard to council areas of responsibility.<ul style="list-style-type: none">○ Area of focus – transport	<ul style="list-style-type: none">• Focus group with children and young people, both within and outside the service• Children and Young People quality of life survey	<ul style="list-style-type: none">• Complaints and Children's Rights Manager• Tori Lynch, Head of Service for Corporate Parenting• Hereford City Youth Council

Committee Meeting

21 January 2025 **report publication date 13 January 2025** pre meeting lines of enquiry planning 10 January 2025

Topic and Objectives	Evidence required	Attendees*
Ensuring sufficiency for children and young people with a SEND <ul style="list-style-type: none">• Evaluate the level of need for SEND provision in Herefordshire, and how Herefordshire Council and partners meet that need.• Understand how Herefordshire Council, the Department for Education and other bodies fund the development of capacity to support children with a SEND.• Scrutinise how the council, schools and health partners work together to support children, with or without a statement of need or education, health and care plan (EHCP).• Explore the role of short breaks and their commissioning.• Measure progress in meeting recommendations following the review by the Local Government Association.	<ul style="list-style-type: none">• To be confirmed	<ul style="list-style-type: none">• Liz Farr Service Director, Education• Hilary Jones – Service Manager SEND• Jade Brooks – Integrated Care Board Children's Lead• Wye Valley Trust

Briefing

February 2025

Update on school attainment

Committee Meeting

18 March 2025 **report publication date 10 March 2025** pre meeting lines of enquiry planning 06 March 2025

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

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

Connected Communities Scrutiny Committee

Working Group Meeting
8 October 2024

Topic and Objectives	Evidence required	Attendees*
Public Realm Future Operating Model <ul style="list-style-type: none"> Scrutinise proposals for a new operating model for the council's contract for public realm works. 	<ul style="list-style-type: none"> Overview of proposed operating model Draft contract 	<ul style="list-style-type: none"> Service Director Environment and Highways Programme Director – major contracts

Committee Meeting
15 October 2024 **report publication date 7 October 2024** **pre meeting lines of enquiry planning 1 October 2024**

Topic and Objectives	Evidence required	Attendees*
Local authority housing delivery models <ul style="list-style-type: none"> Consider commissioned research into housing delivery models in other local authorities Make recommendations to Cabinet on potential operating models in Herefordshire. 	<ul style="list-style-type: none"> Commissioned research 	<ul style="list-style-type: none"> Service Director, Economy and Growth Head of Service, Housing and Wellbeing Head of Housing Development
Public Realm Future Operating Model Task and Finish Group recommendations <ul style="list-style-type: none"> Agree recommendation from the committee's task and finish group scrutinising proposals for a new operating model for the council's contract for public realm works. 	<ul style="list-style-type: none"> Task and finish group report 	<ul style="list-style-type: none"> Service Director Environment and Highways Programme Director – major contracts
Work programme <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting**13 November 2024** report publication date **5 November 2024** pre meeting lines of enquiry planning **31 October 2024**

Topic and Objectives	Evidence required	Attendees*
Enterprise Zones <ul style="list-style-type: none">• Scrutinise operation of Hereford Enterprise Zone and how learning from the project will be applied to future enterprise zones.• Understand the economic and social benefits of enterprise zones.	<ul style="list-style-type: none">• Outline of the economic and social benefits of enterprise zones.• SWOT of enterprise zone proposals	<ul style="list-style-type: none">• Current and previous chairs of the Hereford Enterprise zone• Representative from Ross Enterprise Zone
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

Committee Meeting**15 January 2025** report publication date **7 January 2025** pre meeting lines of enquiry planning **6 January 2025**

Topic and Objectives	Evidence required	Attendees*
Local Transport Plan <ul style="list-style-type: none">• Scrutinise findings of public consultation on Local Transport Plan proposals.• Review draft plan before Council approval.	<ul style="list-style-type: none">• Draft Local Transport Plan• Plan consultation findings	<ul style="list-style-type: none">• Service Director Environment and Highways• Head of Transport and Access Services• Members of Connected Communities Scrutiny Committee
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

Committee Meeting**12 March 2025 report publication date 4 March 2025 pre meeting lines of enquiry planning 21 February 2025**

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

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

Environment and Sustainability Scrutiny Committee

Committee Meeting

23 September 2024 **report publication date 13 September 2024** **pre meeting lines of enquiry planning 16 September 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Active travel measures including road safety for all users</p> <ul style="list-style-type: none"> Explore the county policy on implementing active travel measures where new road build is being proposed. Explore where the council is on implementation of active travel measures across the county. Explore the benefits and challenges of active travel measures around key buildings such as schools and hospitals and residential roads in Herefordshire. 	<ul style="list-style-type: none"> Active Travel policy Appropriate case studies from within the county and other authorities 	<ul style="list-style-type: none"> Herefordshire Council leads on active travel measures Groups representing relevant stakeholders including: pedestrians, walkers, cyclists and other vulnerable road users.
<p>Work programme</p> <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

18 November 2024 **report publication date 8 November 2024** **pre meeting lines of enquiry planning 7 November 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Bus service improvement plan</p> <ul style="list-style-type: none"> Scrutinise plans to invest the indicative £1,064,000 allocated to Herefordshire Council by the Department for Transport to improve bus services. 	<ul style="list-style-type: none"> Funding allocation and proposed improvements to bus services in Herefordshire. 	<ul style="list-style-type: none"> Head of Transport and Access Services Bus services user groups
<p>Work programme</p> <ul style="list-style-type: none"> Review work programme 	<ul style="list-style-type: none"> Draft work programme 	<ul style="list-style-type: none"> Statutory Scrutiny Officer

Committee Meeting

20 January 2025 **report publication date 10 January 2025** pre meeting lines of enquiry planning 9 January 2025

Topic and Objectives	Evidence required	Attendees*
Tree and Hedgerow management <ul style="list-style-type: none">• Understand the findings of the recent Defra consultation on hedgerow management.• Scrutinise council tree and hedgerow management policy and see whether it is fit for purpose for the county and climate change resistant.• To consider the county tree strategy as an enabler for Herefordshire to become a carbon offset trading partner with others.• Look at countywide action on ash dieback and replacement.	<ul style="list-style-type: none">• Council policy on tree and hedgerow management	<ul style="list-style-type: none">• National Farmers Union• CPRE (formerly Council for the Protection of Rural England)• Policy leads on tree and hedgerow management
River Lugg water quality <ul style="list-style-type: none">• Investigate work to improve the water quality of the River Lugg and the prospect of getting some of the £35 million for the River Wye improvement diverted to the River Lugg.• Understand the implications of poor water quality on the ability to plan and build new housing.• Evaluate the progress on developing new wetland areas on river improvement and their impact on housing development.	<ul style="list-style-type: none">• 5 Years of analysis of water quality data (from Nutrient Management Board or Environment Agency)• Evidence from Merry Albright (Home Builders Federation)	<ul style="list-style-type: none">• Herefordshire Construction Industry Lobby Group• Natural England• Environment Agency• Natural Resources Wales• Defra River Wye champion
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

Committee Meeting

24 March 2025 **report publication date 14 March 2025** pre meeting lines of enquiry planning 13 March 2025

Topic and Objectives	Evidence required	Attendees*
Energy Efficiency and Retrofitting <ul style="list-style-type: none">• Understand the outcomes of the Building Retrofit and supply chain development funded by Climate Reserve fund• Evaluate progress on Keep Herefordshire Warm initiatives• Consider whether new houses and self –build properties are ‘zero carbon ready’	<ul style="list-style-type: none">• Climate Reserve fund financial reports• Stats of surveys undertaken, grants awarded, work completed• Future Homes Standard	<ul style="list-style-type: none">• Gareth Ellis – Sustainability & Climate Change Officer• Andrew Cooper – LGA, previously Renewable Energy Assoc., Yorkshire Energy Services• Jackie Jones – Building Sense
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

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

Health Care and Wellbeing Scrutiny Committee

Briefing

20 September 2024

Supporting care leavers

Committee Meeting

3 October 2024 **report publication date 25 September 2024** pre meeting lines of enquiry planning 23 September 2024

Topic and Objectives	Evidence required	Attendees*
Supporting care leavers <ul style="list-style-type: none">• How do we identify and meet the housing and support needs of care leavers?• How do we ensure that the council's looked-after children leave its care with good life skills?• Where needed, how does the council ensure a smooth transition from children's to adult services?		<ul style="list-style-type: none">• Head of Service, Corporate Parenting• Service Director – All Ages Commissioning• Head of Service, Living Well• Head of Service, Housing
Review of Talk Community <ul style="list-style-type: none">• Pre-decision scrutiny of the review of Talk Community	<ul style="list-style-type: none">• Review final report	<ul style="list-style-type: none">• Service Director, Communities
All-age carers' strategy working group <ul style="list-style-type: none">• To agree a terms of reference for a working group to scrutinise the council's draft all-age carers' strategy action plan.	<ul style="list-style-type: none">• Working group terms of reference	<ul style="list-style-type: none">• Statutory Scrutiny Officer
Work programme <ul style="list-style-type: none">• Review work programme	<ul style="list-style-type: none">• Draft work programme	<ul style="list-style-type: none">• Statutory Scrutiny Officer

Working Group Meeting

Date to be confirmed

Topic and Objectives	Evidence required	Attendees*
All-age carers' strategy action plan <ul style="list-style-type: none">Scrutiny of all-age carers' strategy action planRecommendations to further develop the action plan	<ul style="list-style-type: none">Draft action plan	<ul style="list-style-type: none">Commissioning Manager, Community WellbeingChair, Carers' Partnership Group

Committee Meeting

25 November 2024 **report publication date 15 November 2024** **pre meeting lines of enquiry planning 14 November 2024**

Topic and Objectives	Evidence required	Attendees*
West Mercia Police "Most Appropriate Agency" policy <ul style="list-style-type: none">Scrutinise the impact of the change in West Mercia policy regarding responses to welfare, mental health incidents and missing persons.Further scrutinise the delivery of the policy.	<ul style="list-style-type: none">West Mercia Police "Most Appropriate Agency" policyHerefordshire Council policy	<ul style="list-style-type: none">West Mercia PoliceDirector of Public Health
Supported housing for working age adults with additional needs <ul style="list-style-type: none">How do we forecast, commission and meet the housing needs of adults with a learning or with a severe and enduring mental health problem?How do we work with developers to provide the required housing?		<ul style="list-style-type: none">Service Director – All Ages CommissioningHead of Housing
All-age carers' strategy action plan – recommendations of the working group <ul style="list-style-type: none">Discuss and agree recommendations of the proposed working group.	<ul style="list-style-type: none">Working group report and draft recommendations	<ul style="list-style-type: none">All-age carers' steering group chairSenior commissioning officer
Work programme <ul style="list-style-type: none">Review work programme	<ul style="list-style-type: none">Draft work programme	<ul style="list-style-type: none">Statutory Scrutiny Officer

Committee Meeting

27 January 2025, **report publication date 17 January 2025** pre meeting lines of enquiry planning 16 January 2025

Topic and Objectives	Evidence required	Attendees*
Health and Wellbeing Strategy <ul style="list-style-type: none">To examine the objectives of the strategy.To scrutinise delivery plans underpinning key objectives of the Health and Wellbeing Strategy.To measure progress in developing Herefordshire's Joint Strategic Needs Assessment.	<ul style="list-style-type: none">Health and Wellbeing strategy	<ul style="list-style-type: none">Chair, Health and Wellbeing BoardDirector of Public Health
Work programme <ul style="list-style-type: none">Review work programme	<ul style="list-style-type: none">Draft work programme	<ul style="list-style-type: none">Statutory Scrutiny Officer

Committee Meeting

31 March 2025 **report publication date 21 March 2025** pre meeting lines of enquiry planning 20 March 2025

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

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

Scrutiny Management Board

Committee Meeting

10 September 2024 **report publication date 2 September 2024** pre meeting lines of enquiry planning 29 October 2024

Topic and Objectives	Evidence required	Attendees*
Herefordshire Council financial position <ul style="list-style-type: none"> • Scrutinise: <ul style="list-style-type: none"> ○ The 2023-24 budget outturn ○ Preparations for the 2025-26 budget 	<ul style="list-style-type: none"> • 2023-24 budget outturn 	<ul style="list-style-type: none"> • Director of Finance (Section 151 officer)
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meeting

28 October 2024 **report publication date 18 October 2024** pre meeting lines of enquiry planning 16 October 2024

Topic and Objectives	Evidence required	Attendees*
The management and delivery of capital projects <ul style="list-style-type: none"> • How does the council approach project manage • Understand the council's approach to project management overall • What have been the strengths and areas for improvement of the PMO approach? • How does the council ensure that it has the right capability and capacity to deliver projects at the right quality, within budget and to agreed timescales? • How does the council ensure value for money through the delivery of capital projects? • How does the council understand its performance with regards to the management and delivery of projects, how does it ensure it constantly improves its performance? 	<ul style="list-style-type: none"> • TBC 	<ul style="list-style-type: none"> • Corporate Director, Economy and Environment

<ul style="list-style-type: none"> • How does the council ensure that the interactions between capital projects and the revenue budget are effectively managed? • What impact has the council had through capital project and how can it have greater impact in the future? 		
<p>Devolution – options for Herefordshire</p> <ul style="list-style-type: none"> • To assess prospective options for a submission to Government for devolution powers to include: <ul style="list-style-type: none"> ○ Options for partnership arrangements with other local authorities. ○ Understanding the path to a devolution settlement ○ The opportunities and benefits for Herefordshire Communities from devolution ○ The risks and Risks and challenges to Herefordshire from devolution 		<ul style="list-style-type: none"> • Corporate Director, Economy and Environment
<p>Herefordshire Council Plan – Delivery Plan Working Group</p> <ul style="list-style-type: none"> • Agree terms of reference for a Council Plan Delivery Plan Working Group, to contribute to the development of the delivery plan. 	<ul style="list-style-type: none"> • Draft working group terms of reference 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer
<p>Work programme</p> <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Working Group Meeting

November 2024

Topic and Objectives	Evidence required	Attendees*
<p>Herefordshire Council Plan delivery plan</p> <ul style="list-style-type: none"> • Understand what actions the Executive is prioritising in the Delivery Plan • How will the Executive ensure that they are sufficiently ambitious but also realistic? 	<ul style="list-style-type: none"> • Draft delivery plan 	<ul style="list-style-type: none"> • To be confirmed

<ul style="list-style-type: none"> • How is the council performing in terms of this year’s delivery plan? <ul style="list-style-type: none"> ○ How will that impact next year’s delivery plan? • What will be the impact of the delivery plan on Herefordshire communities? 		
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Committee Meeting

16 December 2024 report publication date **6 December 2024** pre meeting lines of enquiry planning **4 December 2024**

Topic and Objectives	Evidence required	Attendees*
<p>Financial Monitoring</p> <ul style="list-style-type: none"> • Review of 2024-2025 Quarters 1 and 2 outturn • How effective has the executive been in managing the budget for the first 6 months of the year • Where has the executive failed to achieve planned savings and what mitigating actions have been taken? • Where has the executive seen unplanned growth in budgets and what mitigating actions have been taken? • What are the key risks to the delivery of the budget over the remainder of the year? • What has been the impact of the executive’s work on the communities of Herefordshire? • Scrutiny of management action to achieve planned budget outturn. 	<ul style="list-style-type: none"> • Budget 2024 Quarter 1 and 2 outturn 	<ul style="list-style-type: none"> • Director of Finance
<p>Workforce planning and strategy</p> <ul style="list-style-type: none"> • How does the council determine its workforce requirements? • Where are the gaps in the current council staffing structures and skills, and what work is underway to fill those gaps? • What has been the impact of MERS on the council’s structure, and how will those impacts be addressed? • What programmes are planned and are underway to develop the council’s workforce? 	<ul style="list-style-type: none"> • Workforce strategy • Annual staff survey findings 	<ul style="list-style-type: none"> • Director of Human Resources and Organisational Development

Herefordshire Council Plan – Delivery Plan Working Group <ul style="list-style-type: none"> • Agree findings of the delivery plan working group 	<ul style="list-style-type: none"> • Final working group report 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer
Work programme <ul style="list-style-type: none"> • Review work programme 	<ul style="list-style-type: none"> • Draft work programme 	<ul style="list-style-type: none"> • Statutory Scrutiny Officer

Committee Meeting

14 and 24 January 2025 **report publication dates 6 and 16 January 2025** pre meeting lines of enquiry planning 3 or 6 January 2025 (date to be confirmed)

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

Committee Meeting11 March 2025 **report publication date 3 March 2025** pre meeting lines of enquiry planning 28 February 2025

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

Committee MeetingMay 2025 **report publication date May 2025** pre meeting lines of enquiry planning May 2025

Topic and Objectives	Evidence required	Attendees*
Hoople <ul style="list-style-type: none"> How does our relationship with Hoople deliver value for money for the council? How does our relationship with Hoople deliver value for money for the council? 		<ul style="list-style-type: none"> Director of Finance

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

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