



## 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*
<b>Alternative provision</b>	<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>
<b>All Age access to play and open space</b> <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>
<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>

**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

<b>Topic</b>	<b>Evidence required</b>	<b>Responsible officer</b>	<b>Date</b>
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**

<b>Topic</b>	<b>Evidence required</b>	<b>Responsible officer</b>	<b>Date</b>
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*
<b>Year of delivery – capital projects</b> <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

<b>Objectives</b>	<b>Evidence required</b>	<b>Responsible officer</b>	<b>Date</b>
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**

<b>Topic and Objectives</b>	<b>Evidence required</b>	<b>Attendees*</b>
<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**

<b>Topic and Objectives</b>	<b>Evidence required</b>	<b>Attendees*</b>
<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.

<b>Objectives</b>	<b>Evidence required</b>	<b>People to speak with</b>	<b>Date</b>
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.

<b>Objectives</b>	<b>Evidence required</b>	<b>People to speak with</b>	<b>Date</b>
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

# 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.