



Title of report: Adult Social Care - Scrutiny Management Board Recommendations

Meeting: Cabinet

Meeting date: 30 July 2026

Report by: Chair, Scrutiny Management Board

Classification

Open

Decision type

Non-key

Wards affected

All

Purpose

To provide Cabinet with the recommendations of Scrutiny Management Board, following its scrutiny on of:

- the recent CQC inspection report on adult social care; and
- the council's budget and its plan for service transformation in light of budget pressures and the inspection findings.

Recommendation(s)

That:

- a) **Cabinet note the recommendations contained in paragraph 3 of this report as part of their consideration of the Herefordshire 2026-27 improvement plan following the recent inspection by the Care Quality Commission of Herefordshire's adult social care services.**

Alternative options

1. Cabinet could decline to consider Scrutiny Management Board's recommendations. This is not recommended.

Key considerations

2. At its meeting on 6 July 2026, Scrutiny Management Board scrutinised Herefordshire Council's adult social care services. Its objectives were to:
 - a. scrutinise the recent CQC inspection report on adult social care in Herefordshire, and
 - b. further scrutinise the council's budget and its plan for service transformation in light of budget pressures and the inspection findings.
3. The committee made the following recommendations:
 - a. The executive strengthens the adult social care improvement plan so that it is underpinned with a strong evidence and data base, supporting the actions prioritised for funding.
 - b. The executive prioritises the delivery of the prevention strategy and the voluntary and community sector commissioning framework and ensures these link to the improvement plan and to each other.
 - c. The executive provides clarity on the outcome measures they will use to evidence the impact of the improvement plan.
 - d. The executive ensures there is adequate resource available for data analysis to deliver the adult social care improvement plan.
 - e. The executive undertakes work to cost fully the adults improvement plan and to address any gaps in the budget setting for 27/8 and onwards.
4. The chair of Scrutiny Management Board, Cllr Ben Proctor, has provided the following commentary in relation to these recommendations.
5. **The executive strengthens the adult social care improvement plan so that it is underpinned with a strong evidence and data base, supporting the actions prioritised for funding.**

This recommendation seeks to ensure that actions prioritised in the plan are underpinned with evidence and data to demonstrate why they were chosen as a priority and how the executive believes the activity will relate to the outcomes and impact of the plan.
6. **The executive prioritises the delivery of the prevention strategy and the voluntary and community sector commissioning framework and ensures these link to the improvement plan and to each other.**

The committee noted that these had yet to be produced but would be fundamental to the strategic changes outlined in the meeting. It hopes that prioritising this work would underpin the work in the improvement plan.
7. **The executive provides clarity on the outcome measures they will use to evidence the impact of the improvement plan.**

This recommendation is to ensure the plan focuses on impact rather than activity.

8. **The executive ensures there is adequate resource available for data analysis to deliver the adult social care improvement plan.**
The committee heard that the council appears to lack the capacity to manipulate and analyse the data at its disposal at an appropriate scale and speed. It seeks assurance that the council has the right skilled officers, hardware and software to carry out the work required to support plan, as outlined in the first recommendation.
9. **The executive undertakes work to cost fully the adults improvement plan and to address any gaps in the budget setting for 27/8 and onwards.**
The improvement plan proposes fundamental changes to how Community Wellbeing will operate in the future. The committee broadly supports these proposals but believes that for them to be effective it needs to ensure adequate funding now to create longer-term efficiencies.

Community impact

10. There are no direct community impacts resulting from considering his report.

Environmental impact

9. Whilst this is a decision on back-office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

Equality duty

10. Because this report requires no decision, a full Equality Impact Assessment is not required.

Resource implications

11. There are no resource implications arising from consideration of this report. Any action resulting from an accepted recommendation may as a result have resource implications. These should be considered as part of any decision-making process pertaining to those actions.

Legal implications

12. There are no legal implications arising from consideration of this report. Any action resulting from an accepted recommendation may as result have resource implications. These should be considered as part of any decision-making process pertaining to those actions.

Risk management

13. The following risk has been identified.

Risk / opportunity	Mitigation
There is a reputational risk to the council if the scrutiny function does not operate effectively.	The arrangements for the notification of recommendations from the scrutiny committees and agreement of an Executive Response should help mitigate this risk.

Consultees

14. Chair, Health Care and Wellbeing Scrutiny Committee

Appendices

None

Background papers

None