

AGENDA

Cabinet

Date: **Thursday 6 April 2017**

Time: **10.00 am**

Place: **Council Chamber, The Shire Hall, St Peter's Square,
Hereford, HR1 2HX**

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

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Agenda for the meeting of Cabinet

Membership

Chairman **Councillor AW Johnson**
Vice-Chairman **Councillor PM Morgan**

Councillor H Bramer
Councillor DG Harlow
Councillor JG Lester
Councillor PD Price
Councillor P Rone
Councillor NE Shaw

AGENDA

	Pages
1. APOLOGIES FOR ABSENCE To receive any apologies for absence.	
2. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on the Agenda.	
3. MINUTES To approve and sign the minutes of the meeting held on 9 March 2017.	7 - 10
4. PASSENGER TRANSPORT REVIEW To agree recommendation for passenger transport services required for the saving plan.	11 - 80
5. CORPORATE DELIVERY PLAN 2017-18 To agree the activities and measures within the 2017/18 corporate delivery plan.	81 - 96

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HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Cabinet held at Council Chamber, The Shire Hall, St Peter's Square, Hereford, HR1 2HX on Thursday 9 March 2017 at 2.00 pm

Present: Councillor AW Johnson (Chairman)
 Councillor PM Morgan (Vice-Chairman)
 Councillors DG Harlow, JG Lester, PD Price and P Rone

Cabinet support members in attendance Councillors BA Durkin, NE Shaw and EJ Swinglehurst

Group leaders in attendance Councillors TM James, J Hardwick (as substitute for R I Matthews) and EPJ Harvey (as substitute for AJW Powers)

Scrutiny chairmen in attendance Councillors PA Andrews and WLS Bowen

Other councillors in attendance: Councillors CR Butler

Officers in attendance: Geoff Hughes, Jo Davidson, Martin Samuels, Claire Ward and Mark Taylor

72. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Bramer.

73. DECLARATIONS OF INTEREST

None.

74. MINUTES

RESOLVED: That the Minutes of the meeting held on 19 January 2017 be approved as a correct record and signed by the Chairman.

75. COMMUNITY HOUSING FUND

The cabinet member for health and wellbeing introduced the report.

The strategic wellbeing and housing manager drew attention to the supplementary information that had been published regarding the status of Marches CLTS. It was clarified that this organisation provided services and support for community housing developments but was not itself a community land trust and therefore was not eligible for any funding earmarked for grant aid to community land trusts.

The strategic wellbeing and housing manger highlighted that £252k had been paid to Herefordshire Council from the Community-Led Housing Fund. Subject to the submission of appropriate schemes a further £251k was expected to be released. The timescale for submission required a prompt decision.

The proposed schemes for submission were listed in the report. It was noted that there was a broad range of forms of community-led housing including community land trusts, co-housing schemes, self-build housing and self-help housing which made use of vacant or obsolete properties. Funding would be allocated with a focus on schemes which were already in development with land identified or on ways to build capacity within the council to support future community housing projects.

A group leader welcomed the funding but expressed concern that too much might be used on capacity building within the council and not enough on delivering projects on the ground. The cabinet member for health and wellbeing stated that the council would not be spending funding on consultants but that it was important to have good support mechanisms in place to deliver projects.

In response to a question the strategic wellbeing and housing manager stated that opportunities on larger development sites to have an element of community housing were already being considered and that there was good read across emerging development plans. The council would be open minded about the models of community housing that could be supported. He stated that this should be seen as the first year of a five year programme and that it was important to lay good foundations and explore which options had the most potential for future delivery.

The cabinet member for transport and roads noted that the sum allocated was relatively small in capital terms and asked if the council should focus on one or two projects to ensure delivery on the ground, rather than starting many feasibility studies that did not deliver tangible results. The strategic wellbeing and housing manager responded that the suggestion had merit but the council wanted to keep an open mind on options for delivering community housing and this would require some exploratory work.

A cabinet support member noted that the funds had to be spent by March 2018 and it was unlikely that the funds would be translated into bricks and mortar in this space of time given the length of the planning process. The strategic wellbeing and housing manager stated that the council was free to spend the allocation as either capital or revenue and that there was at least one co-housing scheme which had already made good progress through the planning process. Further guidance on expenditure was awaited from the Department of Communities and Local Government (DCLG).

The cabinet member for economy and corporate services asked what the anticipated allocation for years 2-5 of the programme was. The strategic wellbeing and housing manager stated that it was not clear but the expectation was that the funding would be at least of the same level as that received in the first year.

Resolved that:

- (a) the proposals detailed at paragraph 9 of the report for the use of funding to a maximum of £503k from the Department of Communities and Local Government under the Community-Led Housing Fund be approved; and**
- (b) authority be delegated to the director for adults and wellbeing to allocate the available community-led housing funding to specific programmes, grants and initiatives in order to implement the proposals.**

76. END OF JANUARY CORPORATE BUDGET AND PERFORMANCE REPORT

The cabinet member for economy and corporate services introduced the report. He highlighted a number of key points:

- a projected £250k underspend for 2016/17;
- continued reduction in headcount in economy, communities and corporate directorate;
- standards maintained despite pressure;
- successful bids for cyber security centre project and for development of the university;
- city link road project behind schedule due to bad weather in December but now catching up; and
- energy from waste plant live.

The directorate services team leader spoke on the report. He noted that almost 70% of indicators showed a positive shift in performance.

A group leader commented that underspend in the economy, communities and corporate directorate was being used to cover overspends elsewhere. She felt that it was difficult to understand the exact position as it was presented in net form. She further commented that it was difficult to see where income went within the directorates and what specific income was spent on.

The cabinet member for health and wellbeing responded that the projected overspend in the adults and wellbeing directorate was very small compared to the gross budget. The quality of services was being maintained despite the pressures and Herefordshire Council was one of the top performers in the country.

The cabinet member for young people and children's wellbeing stated that the council should be viewed as a whole and that the structure that had been put in place meant that one directorate was responsible for gaining income and the two others focused on providing services that were needed in the best way possible. While the council had clear savings targets there would always be a need to react to urgent situations, especially when dealing with the most vulnerable members of the community.

It was noted that some council income streams were difficult to predict and this presented a challenge when setting budgets. For example, a number of grants had been announced or confirmed since the 2017/18 budget had been set and the outcome of contract negotiations for services could not be guaranteed.

The chairman of the Health and Social Care Scrutiny Committee commented that overspend in the adults and wellbeing budget was much reduced from previous years and that the control of the budget deserved praise. The chairman of the General Overview and Scrutiny Committee commented that the standards in the children's wellbeing directorate were much improved, having been graded inadequate only a few years before.

Resolved that:

- a) performance for the first ten months of 2016/17 was reviewed and no further actions to secure improved performance were determined.**

77. PUBLICATION OF ANNUAL REPORTS FOR ADULTS AND WELLBEING 2016

The cabinet member for health and wellbeing introduced the report. She noted that a suite of documents had been produced which showed how the adults and wellbeing directorate was delivering services. Some of the reports set out background information while others showed the direction of travel. The documents would provide a framework for future work and set the context for discussions with council partners.

In response to a question the director of public health stated that the suite of documents supported the plans already approved by the cabinet for delivery of services in the future. The documents set out where public health could play a part in these services.

In response to a query from a cabinet support member the director of public health explained that the lifestyle trainer service included a number of different elements and that the cost of the team overall was £198k.

The cabinet member for infrastructure commented that while the figures in the documents had previously been reported it was useful to have all the information pulled into one place. Members had had an input to and the opportunity to comment on the information in the documents.

The cabinet member for young people and children's wellbeing noted that the percentage of children achieving a good level of development at the end of foundation stage had improved significantly and now stood at 72%. This was above the England average. This improvement would allow for future targeting of resources to those who were more disadvantaged. The cabinet member also noted that the dental health of children in Herefordshire was disappointingly poor and an area for improvement.

The director for adults and wellbeing commented that the adults and wellbeing directorate was in a very different place compared to three or four years previously. Around three quarters of authorities were expected to overspend on their adult social care budget for 2016/17. Herefordshire was expecting a relatively small overspend and there was a chance that this would be eliminated by the end of the year. The documents produced showed a clear picture which would be used in dialogue with partner organisations and when the council needed to take difficult decisions on commissioning of services.

Resolved that:

(a) the following be approved for publication:

- **annual report of the director of public health 2016**
- **adult social care local account 2015/2016**
- **market position statement 2017/20**

(b) the following plans be approved and used to guide resource allocation over the period 2017/2020:

- **adults wellbeing plan 2017/20**
- **public health plan 2017/18**

The meeting ended at 2.57 pm

CHAIRMAN



Meeting:	Cabinet
Meeting date:	6 April 2017
Title of report:	Passenger transport review
Report by:	Cabinet member transport and roads

Classification

Open

Key decision

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function to which the decision relates and because it is likely to be significant in terms of its effect on communities living or working in an area comprising one or more wards in the county.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Wards affected

Countywide

Purpose

To agree changes to passenger transport services.

Recommendation(s)

THAT:

- a. the approach required to ensure delivery of the savings of £740k, in accordance with the medium term financial strategy for the period 2017-18 to 2019-20 and service improvements for passenger transport, set out in this report at paragraph 15, be agreed;**
- b. cabinet formally requests central government to review the English national concessionary travel scheme to seek further financial support for Herefordshire or allow greater local flexibility in how the scheme operates to ensure resources are targeted at maintaining access for all; and**
- c. that dedicated support is made available to work with parish councils and community groups to develop local solutions to transport problems in rural areas of the county.**

Alternative options

- 1 Public consultation indicated relatively lower priority for subsidising town bus services and market day services. Whilst subsidy may be withdrawn for these services without directly impacting the adopted 'core bus network' policy this is not recommended as it is considered that the savings required from the medium term financial strategy can be delivered through ongoing contracting efficiencies and management of existing services in accordance with adopted policy, minimising the impacts on service users.
- 2 Cabinet may not wish to lobby government to consider changes to the English national concessionary travel scheme (ENCTS). This is not recommended as a majority of the respondents to the public consultation (most of whom identified themselves as bus users) considered this appropriate in the context that it would enable resources to be targeted on maintaining bus services.

Reasons for recommendations

- 3 To ensure that the council manages its passenger transport services effectively and within budgetary constraints whilst exploring and implementing opportunities to improve services and maintain access within the county.

Key considerations

- 4 Passenger transport services play a vital role in Herefordshire, enabling many residents to continue to live relatively independent lives into older age and ensuring thousands of school children and college students can access education on a daily basis. The passenger transport review has sought to understand the role that different services play in the community and take into account the potential impacts if services are lost. Public consultation has demonstrated the potentially significant impact of service reductions on individuals with 81% (1261 respondents) stating that the impact would be high and nearly a third of respondents – 29% - indicating that they would be left with no other form of transport. The review has also sought to understand the important role transport plays in relation to other council services so that any proposals support other service areas rather than increasing costs elsewhere.
- 5 The medium term financial strategy (MTFS) has set out savings plans for a wide range of council services and expenditure. The current savings plans require £17.5m of savings for the period 2017/18 to 2019/20. The MTFS outlines proposed reductions in the passenger transport services budgets over this period, which total £740k.
- 6 The council's budget for passenger transport services 2016/17 is £8.25m which includes £1.85m of contributions (comprising contributions for non-entitled transport, payments from other local authorities for cross border transport provision and government grant) resulting in a net spend of £6.4m:
 - a. Subsidised bus services - £750k
 - b. Concessionary travel - £1.4m
 - c. Support to voluntary sector providers of community transport - £150k
 - d. Mainstream travel including college - £2.7m
 - e. Special travel including special educational needs transport and adult social care - £1.4m
- 7 Policy PT1 in the adopted Local Transport Plan sets out the council's approach to supporting the bus network through subsidy. It identifies the importance of maintaining the core bus network and the wider role which other non-core services play indicating that they will be supported if affordable. The policy identifies a guide for affordability up

to £4 per passenger. The policy states that where service are no longer affordable alternative solutions such as feeder services and local funding through parishes will be explored.

- 8 Whilst elements of supported passenger travel are discretionary, the majority of the expenditure relates directly to statutory services. In summary, the key areas of statutory provision are as follows:
- a. Subsidised bus services. The council has a duty under the 1985 Transport Act to 'secure the provision of such public passenger transport services as the council consider it appropriate to meet public transport requirements' and to formulate policies which describe the services which it proposes to secure. The local transport plan recognises the importance of the bus network in a large rural county and includes a policy (see paragraph 6 for more detail) which seeks to prioritise and secure the provision of a 'core bus network' which would connect Hereford with market towns and some larger villages with weekday and Saturday services. The council may redefine the services it considers appropriate for providing financial support but would need to demonstrate that it had undertaken appropriate consultation;
 - b. The English national concessionary travel scheme;
 - c. Free transport for entitled transport to school (mainstream and SEN); and
 - d. Transport for adult social care clients assessed as eligible by a social worker for transport assistance to a social services facility.
- 9 The main areas of discretionary support are as follows:
- a. Support for voluntary sector providers of community transport;
 - b. Vacant seats scheme on school transport; and
 - c. Post 16 mainstream and SEN transport.

Consultation on the review of bus services

- 10 A public consultation on bus and community transport services has been undertaken to help inform the review and clarify service priorities for users. Key consultation findings are set out in the consultees section below and a detailed report of the consultation is included in appendix 1.

Review outcomes and recommended approach to delivering savings, service improvement and providing greater community support

- 11 The passenger transport review has comprised a comprehensive review of all of the council's passenger transport services, consideration of best practice, outcomes of the total transport fund and a review of the longer term impacts of policy and service changes already implemented by the council. It has also been informed by public consultation and feedback from the general overview and scrutiny committee.
- 12 This has enabled the establishment of a measured approach to ensure the necessary savings are achieved whilst continuing to meet our strategic objectives and providing support for transport to meet the needs of local communities. It is consider that this approach will help to protect the core bus network, support alternative transport and access solutions and provide support to local communities to identify and implement their own access solutions.
- 13 The key findings of the review are as follows:

- a. The council's 'nearest school only' policy for entitled schools transport is anticipated to deliver continued savings over the period 2017/18 to 2019/20 which will assist with meeting the savings plan target;
- b. Costs associated with administering the English national concessionary travel scheme have reduced in 2016/17 following a reduction in service usage. The scheme costs are monitored on a monthly basis and analysis will continue through 2017/18. It is anticipated that this reduction will be sustained;
- c. Process improvements and policy reviews relating to school transport services and adult social care services have been identified and will assist in managing demands. With sound budget management it is expected that this will contribute to savings;
- d. Public consultation has provided a clear view of the priorities for protecting bus services and confirmation of the need to protect at least a core bus network. This has identified subsidised town services and market day bus services as the lower priority amongst users;
- e. Public consultation indicated that support for community transport should not be reduced further but there was support for a greater role for parish councils providing funding for local transport services through the parish precept and general support to assist communities to develop self-help transport schemes;
- f. 53% of respondents to the public consultation indicated that they would support the council in lobbying the government to introduce changes to the English national concessionary travel scheme in order to maintain bus services;
- g. Introduction of smartcards and other transport innovations are suggested to assist with increasing the attractiveness of services and combined with back office process improvements would enable further efficiencies and improved service planning;
- h. Liaison with the NHS has identified opportunities for combined working and potential synergies between non-emergency patient transport and other door to door transport services which should be explored further; and
- i. The majority of transport services arranged by the council are delivered by local transport operators (bus and coach companies, taxis and community transport). Investment in Herefordshire's economy and local businesses will help deliver jobs and support volunteering within the county.

14 The review of passenger transport services has also taken into account the Destination Hereford programme which provides direct support to improve access opportunities in the county. Whilst this programme focuses on Hereford and has a goal to reduce short trips made by car in the city it provides a wide range of support for longer distance journeys, particularly those with a destination in Hereford. Funding for the Destination Hereford programme has recently been secured for the period 2017/18 to 2019/20 and reference is made to the key elements of the programme which will assist in supporting this review and providing access opportunities for specific groups within the community.

15 In response to the findings of the review the following priorities have been identified to guide and improve service delivery within the overall budget:

School Transport

- a. Continue to expand the programme of school transport service reviews to optimise vehicle use, integrate with other services and increase income from vacant seats;
- b. Develop and actively pursue 'own transport' uptake in consultation with service users. In appropriate cases it may be better value for money to provide contribution to parents rather provide bespoke services;
- c. Complete sustainable modes of travel to school strategy review and provide

clarity on support available to parents and schools for alternative travel options for the school journey coordinating activity through the Destination Hereford programme;

- d. Back office process improvement programme including smartcards for school transport. Use of smartcards will support service capacity reviews to ensure efficiency of contracting and will also assist with monitoring to manage ongoing costs;

Post 16 Transport

- e. Review costs and benefits of supporting college transport with a view to ensuring financial sustainability over longer term, coordinating activities with the Destination Hereford programme which includes direct support to higher education travel;

Supplier Market

- f. Targeted programme of market development activity to provide support for a stronger supplier market including easier access to the Passenger Transport Framework and improved procurement. Initially, this work will focus on encouraging competition for door to door transport and will include a review of all current contracts with a view to revising specifications to encourage competition and investment in fleet;

Technology and innovation

- g. Develop a smart ticketing strategy with a view to extending the use of smart ticketing across the bus network to simplify access for users and increase attractiveness of services to new users;
- h. Implement real time information scheme in partnership with Stagecoach and seek further partnerships with operators coordinating promotional activities through the Destination Hereford programme;

Localised service planning and rural transport

- i. Implement a targeted programme to work directly with local communities and parish councils to identify opportunities and funding for local service planning and development. Assess demands and possible area based projects bringing together local service users, local advocates, transport providers and service providers (education, health and employers);
- j. Support for community transport schemes within and bordering the county to adopt more commercial approach to service delivery;
- k. Develop further opportunities for feeder services with greater local community involvement;
- l. Write to the secretary of state for transport setting out the pressures facing the delivery and support for rural transport in a large rural county requesting a review of the English national concessionary fares scheme with a view to providing greater local flexibility. Seek support of local members of parliament. If government permits local flexibility we would undertake further consultation on what changes would be appropriate within Herefordshire; and

Partnership with health sector around non-emergency patient transport (NEPT)

- m. Explore with the NHS adopting a One Hereford opportunity to enable integration with non emergency patient transport (NEPT).

- 16 The significant response to consultation demonstrates how much the community values transport and the access it provides to important services and the independence it provides for young, old and disabled residents. This is particularly important in a large, rural county and has confirmed the importance of rural bus services in helping reduce social isolation which is very important in terms of maintaining health and wellbeing particularly amongst older people. There has been excellent work so far, especially in terms of reducing cost through efficient service planning, contract tendering and management and this will enable resources to be targeted to support parishes and locally communities to explore local access solutions.

Community impact

- 17 Passenger transport services are of importance to all of the council's strategic priorities. Key areas of relevance include enabling residents to lead independent lives (particularly elderly and disabled people), supporting access for younger people, and enabling people to access work and supporting retailing activity.
- 18 The health and wellbeing strategy recognises the importance of transport in relation to prevention and wellbeing and the need to reduce isolation. It notes that this is particularly an issue for older people and that social isolation has comparable health impacts as smoking and alcohol and is more harmful than not exercising and twice as harmful as obesity.
- 19 This report includes proposed actions which will provide greater support to local communities and assist them in developing and implementing their own transport solutions whilst protecting conventional bus services. It also sets out proposals for closer working with health sector partners to explore opportunities to coordinate non-emergency patient transport with other local service provision.

Equality duty

- 20 The consultation has provided detailed information on the potential impacts of reducing subsidy for bus services and support for community transport. This report does not include any proposals to withdraw subsidy for passenger transport services but note the need for review of subsidy in line with adopted policies in the local transport plan. The consultation provided feedback on the relative priority for services. Those which respondents indicated were of a lower priority included town based services and market day services. The consultation report includes an equality impact assessment on the whole bus network and in light of the consultation response on priority includes assessment of the impacts if town and market day services were withdrawn.
- 21 This report does not recommend the withdrawal of subsidy for any bus services or financial contribution supporting community transport but notes the relative priority of users and the prioritisation of services with regard to adopted policy. In the context of consultation feedback, adopted policy and the council's statutory responsibilities town based and market day bus services are identified as services for which subsidy might be withdrawn should the projected funding position change in future years. The consultation feedback has provided clarification on the potential impacts if such services were no longer provided by bus operators.
- 22 Analysis of the consultation responses indicated that 89% of users of town services were over 65 years old and 60% reported having a disability. 62% of journeys made were for shopping and only 10% medical. Given that these services have short journey lengths over 40% indicated that they could either walk or use a taxi for their journey. These are not services which would be considered as part of the core bus network and a range of alternatives would be available to current users if services were reduced or

withdrawn including, walking, taxis, community transport, and access to services on arterial routes between towns. In addition, these are services which would lend themselves due to their discrete nature to being procured locally by town and parish councils.

- 23 The consultation indicated that market day services are also disproportionately used by over 65 year olds (78% compared with the average of 68%) and females (74% compared with average of 64%). 39% indicated that they had a disability (which is the same as the overall average) whilst a smaller proportion of these indicated that the disability limited their ability to get about (38% compared with 42%). These are services which do not form part of the core bus network and tend to be lowest value for money in terms of cost per passenger per journey. Some parish councils have already directly commissioned and funded market day type services and it is felt that a number of these services could be funded in future through parish or other local contributions. In addition, local service planning could provide better targeted services and could be undertaken with council support and through local provision such as community transport.
- 24 The approach set out in this report avoids the need for subsidy withdrawal and will put in place resource to work directly with communities and parish councils to explore opportunities for maintaining and potentially improving access in the county, coordinating efforts with related programmes including Destination Hereford.

Financial implications

- 25 The medium term financial strategy has confirmed a savings plan which sets out detailed savings required from specific council services for the period 2017/18 to 2019/20. This includes the following savings plan for passenger transport services:
- a. 2017/18 - £275k
 - b. 2018/19 - £240k
 - c. 2019/20 - £225k
- 26 The service has benefited from early delivery of some of the target savings above, due to cost reductions for school transport services and reductions in the cost of concessionary travel reimbursements. This provides an opportunity to fund some of the invest-to-save requirements during 2017/18 and 2018/19. This will ensure that the 2018/19 and 2019/20 budget savings are achieved in full without the need for an additional budget provision.

Legal implications

- 27 The Council has a requirement to make provision for suitable home to school travel arrangements for eligible children of compulsory school age, under section 508B of the Education Act 1996. It also has a duty to provide public passenger transport services as it considers appropriate to meet the requirements of the area and to have regard to the needs of elderly or disabled persons when exercising functions relating to public passenger transport services under section 63 of the Transport Act 1985.
- 28 When the council is seeking to make changes to a service which may impact upon the community, there may be a duty to consult that is imposed upon the council by statute. In those instances the procedure to be adopted is also likely to be prescribed by the legislation.
- 29 Guidance as to how those issues should be addressed can be found in the cabinet office consultation principles and relevant case law. Both the cabinet office consultation

principles and recent case law have emphasised that consultation requirements will vary from one context to another and should be assessed on an individual basis. However consultation should comply with the Sedley principles namely; that the consultation must be at a time when proposals are still at a formative stage; that the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response; that adequate time is given for consideration and response; and that the product of consultation is conscientiously taken into account when finalising the decision. The burden is on the council to decide how, when, with whom and how widely to consult. But, the underlying principle of fairness should be at the forefront of the process.

- 30 The Council has complied with its duty to consult by conducting a public consultation on bus services and community transport between 18 July and 16 October 2016. The Council's general overview and scrutiny committee have considered the results of the consultation and their comments and recommendations are reflected in the final proposals.

Risk management

- 31 The main risk within the passenger transport review has been the need to achieve savings whilst minimising impacts on vulnerable members of the community. The review has taken into account public consultation feedback, best practice and a thorough assessment of contracting costs and opportunities and has identified a measured approach which will ensure the required savings are achieved. The approach to delivering the savings and service improvement includes resource to provide extra capacity to ensure key actions are undertaken and contracting efficiencies are achieved. Resources will also be provided to support local communities to identify and develop their own local access solutions.
- 32 There is a risk that the approach to savings set out in this report does not achieve the level of savings required in the MTFS. The findings of the review and recommended approach set out at paragraph 14 indicate the mitigation planned to ensure the savings are delivered which comprise:
- a. Targeting resources to drive forward service planning and contracting efficiencies in relation to school travel;
 - b. Development of policies to further reduce costs such as 'own transport' and allow for better management of demands;
 - c. Regular monitoring of the concessionary fares scheme costs to clarify longer term projections and contribution to permanent savings;
 - d. Measures to increase the attractiveness of bus services with the aim of increasing usage and reducing pressure on subsidy;
 - e. Coordination of activities to support and promote access with the Destination Hereford programme;
 - f. Addressing weaknesses in the supplier market to increase competition; and
 - g. Put in place support for local communities and parish councils in the short to medium term such that mitigation can be developed around rural access should planned savings not materialise and further consideration is required in respect of subsidy for non-core bus network services.

- 33 The Buses Bill currently progressing through parliament is due to introduce enabling

Further information on the subject of this report is available from
Steve Burgess, Head of Transportation and Access on Tel (01432) 260968

powers which would extend the ability of local transport authorities to introduce franchising or enhanced partnerships. The progress of the Bill will be monitored to ensure that the implementation of the review proposals take into account any new powers which may be available to the council as a result of the Bill.

Consultees

34 A public consultation on bus and community transport services was undertaken to clarify service priorities for users, support for adopted policy and impacts in the event that subsidy for services might need to be withdrawn. The consultation resulted in a high response rate with over 2000 responses submitted for the general survey and 25 parish council responses to the parish council survey by the deadline of 16 October. Appendix 1 includes a detailed analysis of the consultation feedback, summary of feedback from parish councils and an equality and impacts needs assessment.

35 Key results from the consultation:

a. **Service Priorities.** Respondents provided feedback on the relative priority for services for which subsidy might be withdrawn – services with higher score = lower priority for protection:

1. Town/city – 37% (614)
2. Market day – 34% (564)
3. Saturday – 18% (294)
4. weekday daytime – 7% (109)
5. rural/village – 5% (79)

b. **Support for adopted policy.** 74% (1248) of respondents agreed with the local transport plan 'core network of services' policy should be treated as a priority. The consultation included a map identifying the routes of these services which provide Monday to Saturday access connecting Hereford with market towns and larger villages.

c. **Views on concessionary travel scheme.** In previous consultations respondents have indicated that they would like to see a change to the English national concessionary travel scheme which entitles older people and disabled people to free bus transport. 53% (982) of respondents want the council to lobby government to allow a charge to be applied to concessionary pass holders.

d. **Alternatives to withdrawing subsidy.** Respondents were asked to indicate alternative options for supporting bus services and/or reducing overall costs of public transport:

1. Increase bus fares - 32% (513)
2. Parish and town councils fund through higher precept - 29% (456)
3. Reducing service frequency - 19% (303)
4. Development of community based self help transport schemes - 16% (247)
5. Withdrawing financial support for community transport - 5% (73)

e. **Alternative travel options.** Respondents were asked to indicate if they had alternative transport options if their main bus service was no longer available:

1. Car (driver/passenger) – 34% (743)
2. Other transport mode – 30% (673)
3. Community transport – 5% (118)
4. No alternative – 29% (641)

- a. **Impacts if bus service lost.** Respondents were asked to indicate the level of impact if their main bus service was no longer available – 81% (1261) indicate that it would have a high impact and 19% (303) indicated low to no impact.

36 The passenger transport review proposals and public consultation has been subject to review and challenge by council's general overview and scrutiny committee and their comments and recommendations reflected in the final proposals.

Appendices

Appendix 1: Herefordshire Bus Services Consultation, Survey Analysis – amended Final Report, 3 February 2017

Background papers

None identified.



Herefordshire Bus Services Consultation
Survey analysis – amended Final Report

3 February 2017

Herefordshire Bus Services Consultation

Amended final report

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Report record

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0005	Amended Final Report (Impact of service cuts)	PH	Final	03/02/2017

Contents

1	EXECUTIVE SUMMARY	5
2	SURVEY REPRESENTATION	6
	Population Density	6
3	RESPONDENT INFORMATION	8
	Organisation Responses.....	8
	Carer Responses.....	8
4	DEMOGRAPHICS	9
	Gender.....	9
	Age	10
	Work status.....	11
	Car availability	12
	Disability / illness	13
	Concessionary Fares Scheme.....	14
	Ethnicity	15
5	TRAVEL PATTERNS	16
	Bus use.....	16
	Journey purpose	19
6	IMPACT OF SERVICE CUTS	20
	Travel alternatives	20
	Impact.....	23
	Users of Particular Types of Bus Services.....	27

7	PRIORITY ORDER	30
8	POLICY	35
9	COMMUNITY TRANSPORT	38
10	COMMENTS	42
11	TOWN AND PARISH COUNCIL RESPONSES	43
12	SUMMARY	46

APPENDICES

Appendix A:	Full List of Bus Services.....	48
Appendix B:	Equality Impact and Needs Assessment.....	52
Appendix C:	Parish council survey results	55

1 Executive summary

A consultation on bus services and community transport was undertaken by Herefordshire Council between 18th July and 16th October 2016. The survey was available in hard copy format and online. A total of 2,011 responses were received. This followed consultations undertaken in 2011 and 2014 to establish bus service priorities following significant financial pressures on local authorities.

In progressing its review of passenger transport services the Council needs to take into account the priorities for transport users and have regard to potential impacts in the event that changes in subsidy and financial support for transport need to be considered in the future.

Compared with the population profile of Herefordshire as a whole, the consultation saw higher response rates from people over 65 and from people with a disability or long-term illness. The response rate amongst people with access to a car was lower than the proportion of those people in the overall population. These outcomes are not surprising given that older and disabled people are more likely to rely on bus and community transport services and car users are less likely to be regular bus users.

Most people who responded (90%) used buses in Herefordshire. 80% of respondents travelled by bus at least once per week. 60% of journeys made by respondents were for shopping purposes.

When asked what alternative mode of transport they would use if their main bus was no longer available, 34% of respondents said they would travel by car, either driving or as a passenger. 29% said they would have no alternative. When asked how much impact the withdrawal of their bus service would have, 81% of respondents indicated that it would have a high impact.

74% of respondents considered that priority should be given to maintaining a network of core services on Monday to Saturday during the daytime period. 37% of respondents suggested that savings should be achieved through a reduction or withdrawal of funding for town and city services.

Many respondents took the opportunity to make comments covering many topics. The most common comments related to requests for the maintenance of particular bus services. 28% of those providing additional comments fell into this category. Other common comments related to access to essential services.

2 Survey representation

POPULATION DENSITY

- 2.1 By mapping the postcodes of respondents, the geographical density of respondents could be compared with the overall population of Herefordshire (as given by the 2011 Census). Figures 2.1 and 2.2 show the two sets of data.
- 2.2 Overall, there is a general correlation between the two, suggesting that the distribution of respondents is in line with the general distribution of the population. It also demonstrates that the consultation reached people spread across Herefordshire.
- 2.3 Some of the rural areas did attract higher proportionate response rates. These included the Bromyard area, Golden Valley and Kington areas. This might reflect the concerns about the potential loss of bus services in these areas, many of which are partially or fully supported by the Council, and the impact that this could have on access to services and facilities located some distance away.

Figure 2-1: Map of Population Density in Herefordshire (Census 2011)

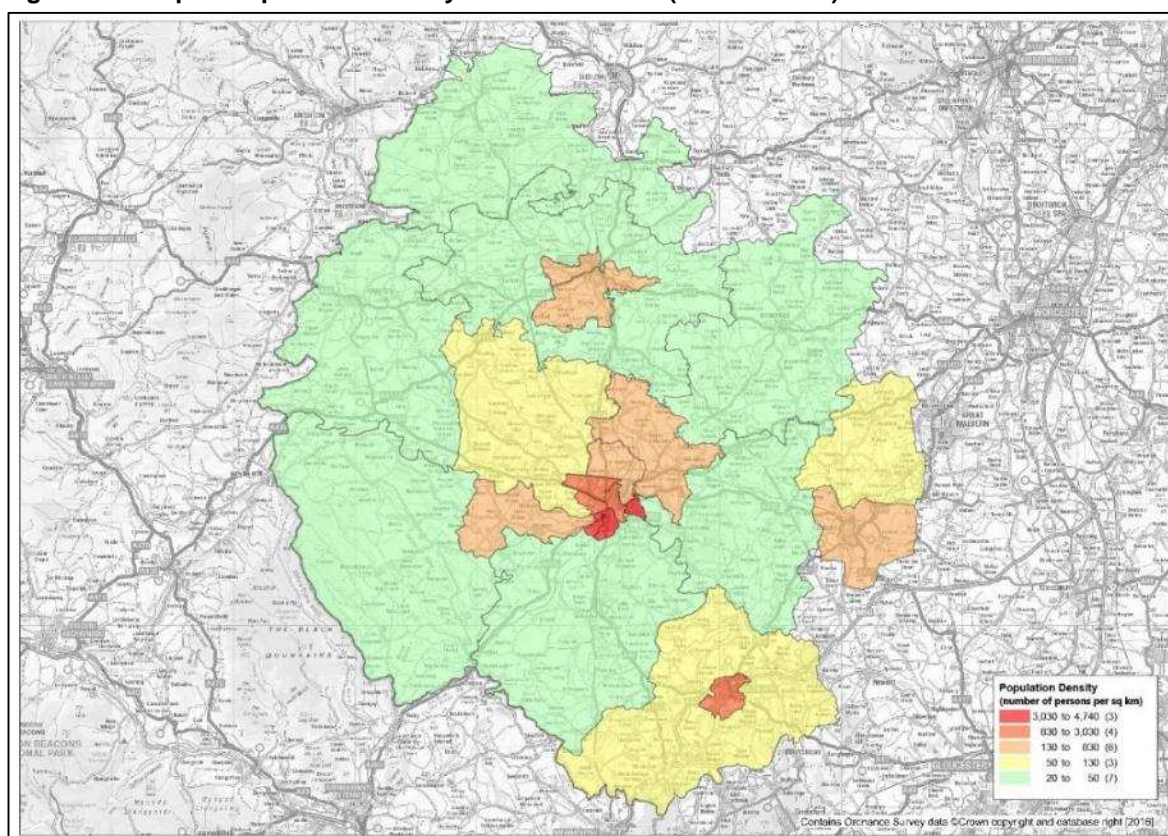
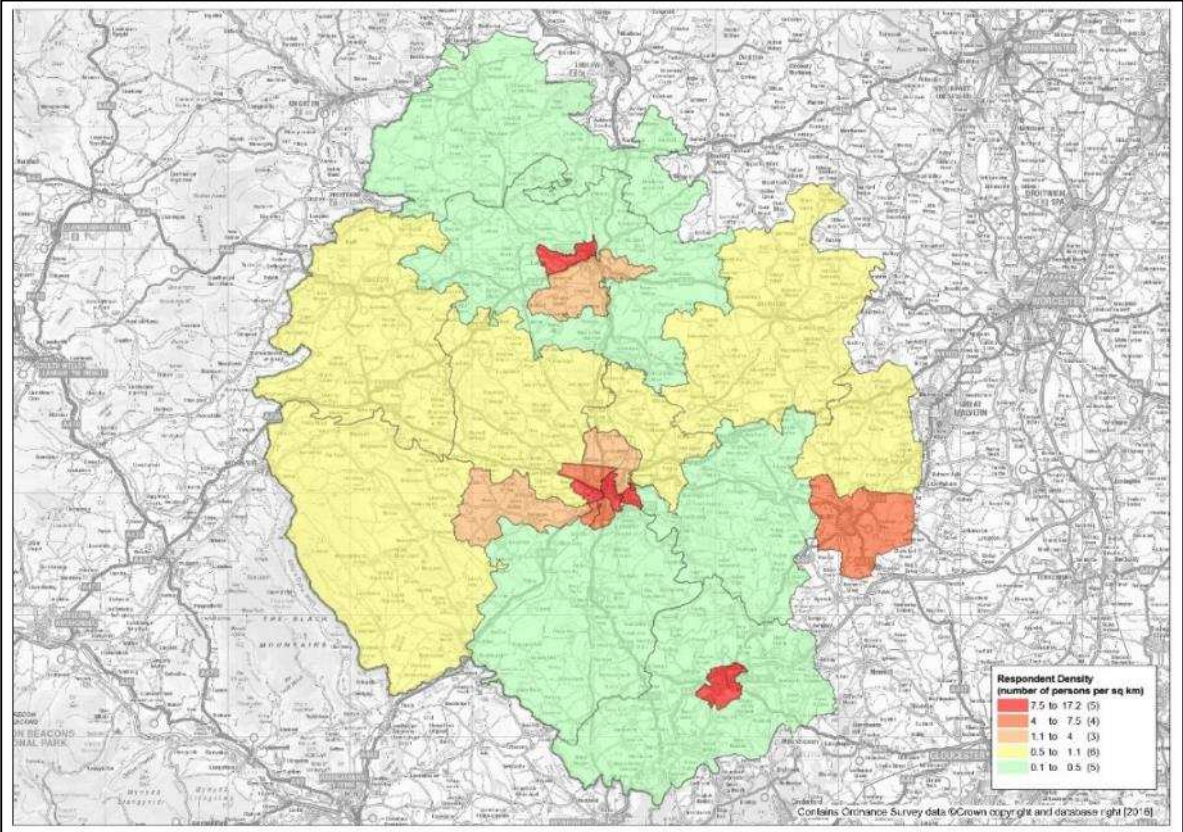


Figure 2-2: Map of Population Density by Respondent Postcode



3 Respondent Information

Are you completing this form for yourself, on behalf of someone else, or on behalf of an organisation?

- 3.1 The table below sets out the number of responses that were made by the individual themselves or someone on their behalf.

Response	Number	%
Myself	1595	79
For someone else	340	17
For an organisation	21	1
No answer	55	3
Total	2011	100

- 3.2 The table shows that the majority of respondents completed the consultation response themselves.

ORGANISATION RESPONSES

- 3.3 21 respondents were answering the survey on behalf of an organisation. 11 of those respondents answered that if their bus service was no longer available the impact on them would be high.
- 3.4 Majority of additional comments made by organisations relate to the bus services being vital to many in the community and without them would leave many isolated and housebound. The majority of comments said that the changes would impact disproportionately on the elderly, disabled and those without a car.

CARER RESPONSES

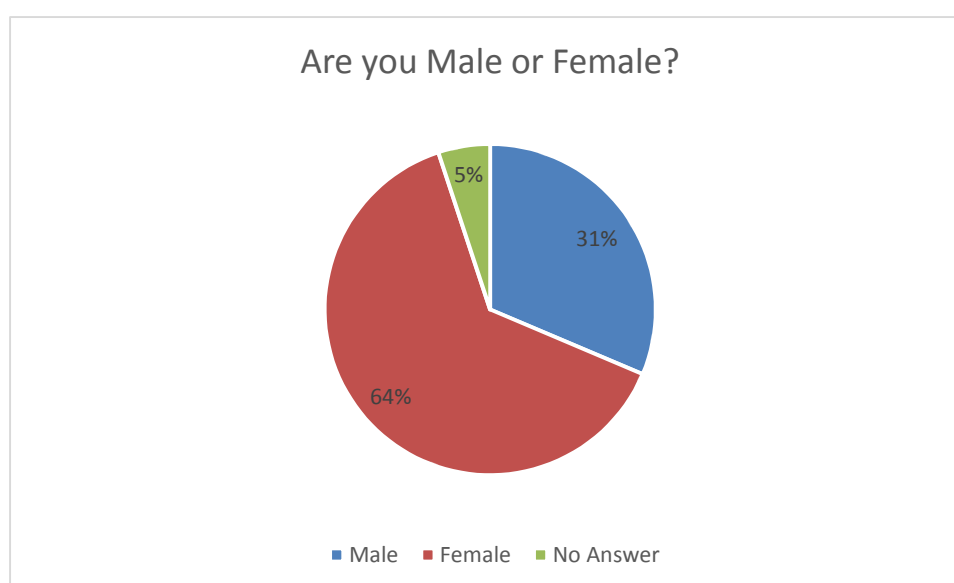
- 3.5 30 respondents were from carers who were answering on behalf of someone else. 21 of those respondents answered that if their bus service was no longer available the impact on them would be high, 3 said that there would be some impact and 1 person said there would be no impact.
- 3.6 Majority of these respondents (12) use the bus service for shopping and (7) would as an alternative to using the bus would get a lift with a friend or relative.
- 3.7 14 carers said that the person they are answering on behalf of use a community transport scheme with 9 of those respondents saying that this was with the purpose of attending medical appointments.
- 3.8 Majority of additional comments made by carers relate to a need for more frequent services and that the bus services are vital to many in the community. The majority of comments said that the changes would impact disproportionately on the elderly and disabled.

4 Demographics

- 4.1 The first group of questions relate to the demographics of consultation respondents. The results are set out below and are compared to the 2011 Census data for Herefordshire.

GENDER

Are you Male or Female?

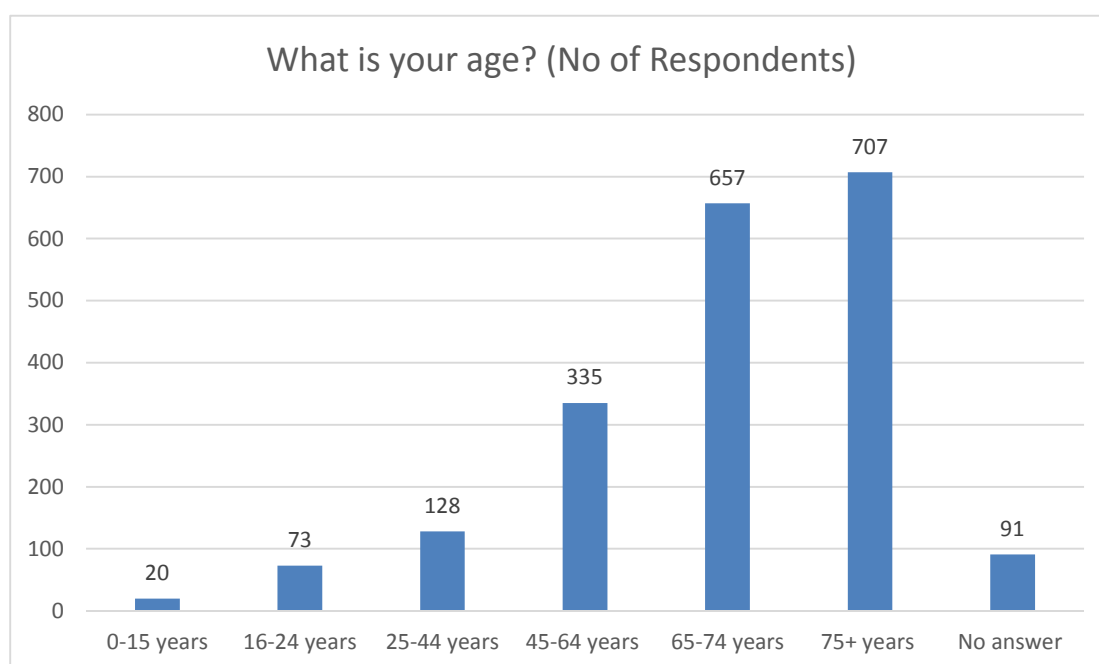


- 4.2 There were a higher proportion of female respondents (64%) to male respondents (31%). Census data from 2011 shows in Herefordshire, there is a more even split of gender with 51% of residents being female and 49% male.

AGE

What is your age?

Age	Number	%
0-15 years	20	1
16-24 years	73	4
25-44 years	128	6
45-64 years	335	17
65-74 years	657	33
75+ years	707	35
No answer	91	5
Total	2011	100

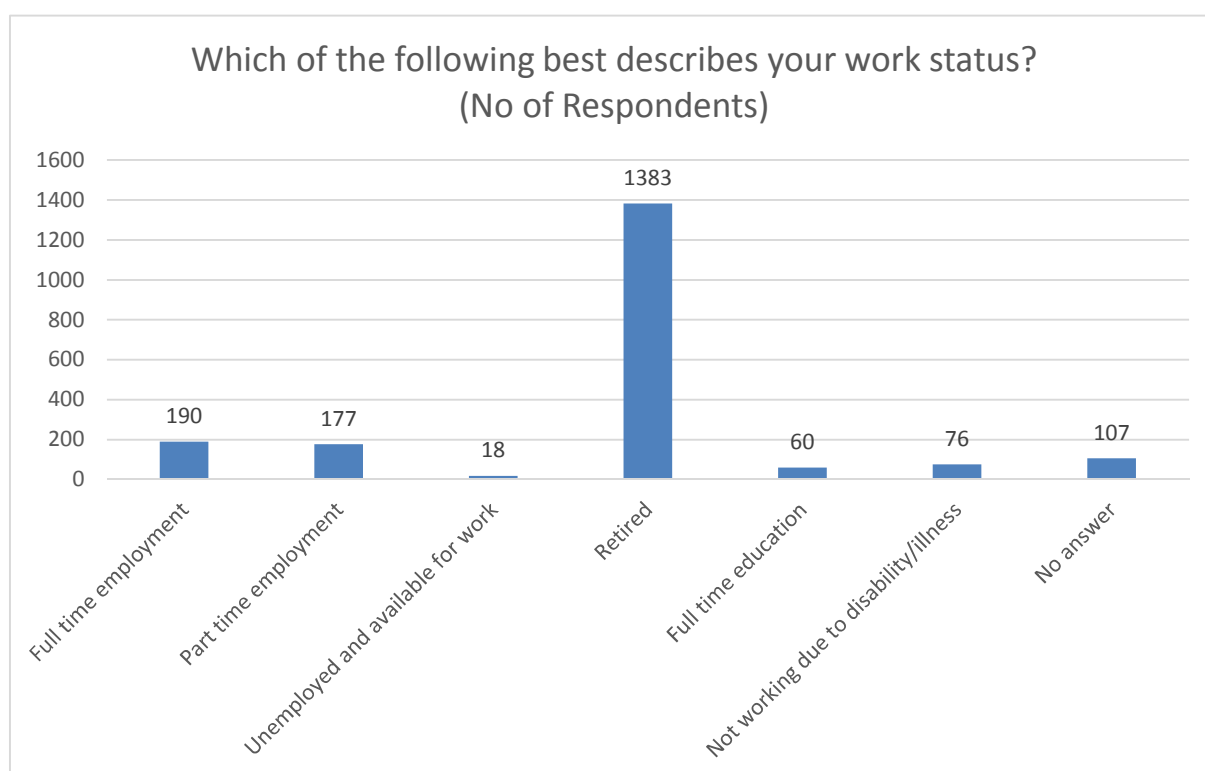


- 4.3 Of all respondents, 68% were over the age of 65. Comparing this to the Census, only 21% were over the age of 65. With regards to younger people, only 5% of survey respondents were under 25 years old, compared to 27% of Herefordshire residents. Respondents to the consultation were therefore generally older when compared to Herefordshire residents as a whole.

WORK STATUS

Which of the following best describes your work status?

Work Status	Number	%
Full time employment	190	9
Part time employment	177	9
Unemployed and available for work	18	1
Retired	1383	69
Full time education	60	3
Not working due to disability/illness	76	4
No answer	107	5
Total	2011	100

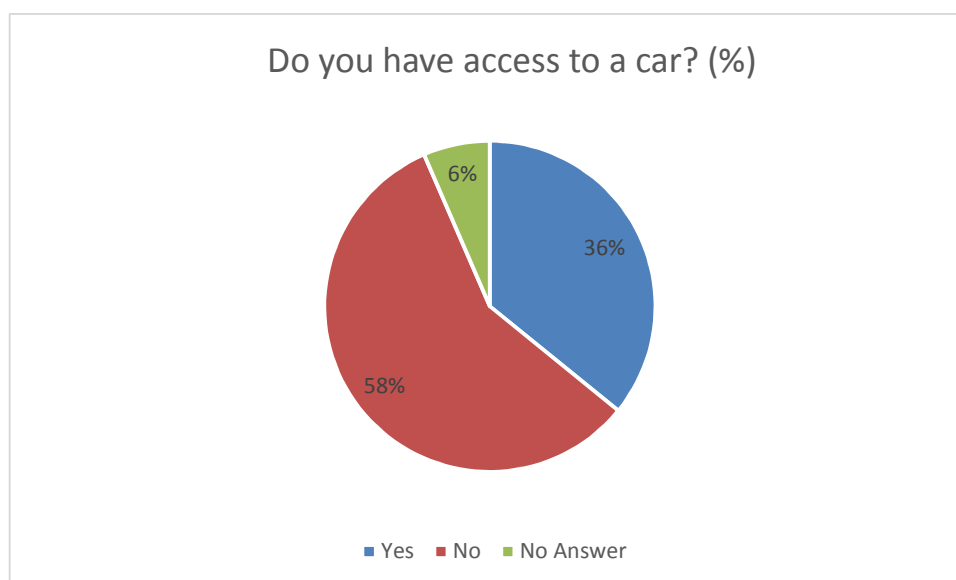


- 4.4 The majority of respondents (69%) were retired, which supports the age profile of survey respondents. Although all the categories do not correspond to those in the 2011 Census, the number of unemployed is representative of Herefordshire as a whole, with 1% (18) of respondents being unemployed compared to 3% of Herefordshire residents. Only 3% (60) were in full time education which reflects the age profile of survey respondents.

CAR AVAILABILITY

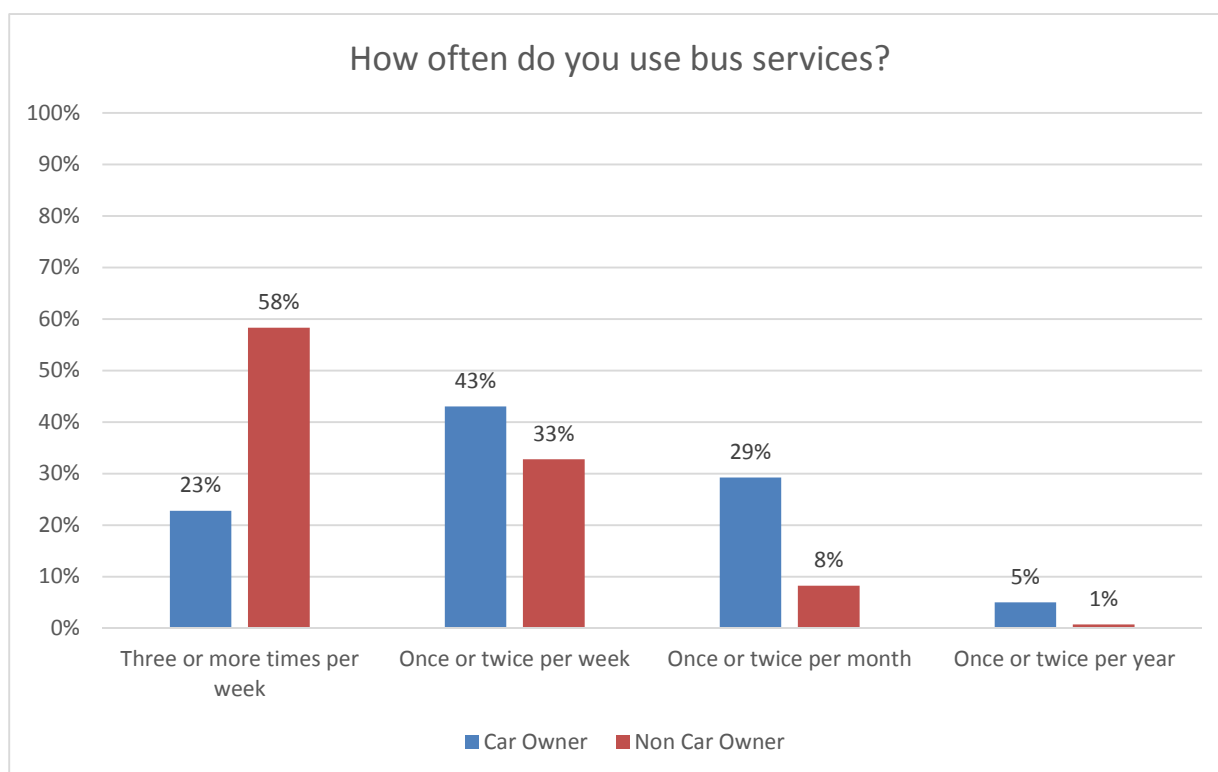
Do you have access to a car?

Car Availability	Number	%
Yes	721	36
No	1159	58
No answer	131	6
Total	2011	100



- 4.5 The results show that 36% of respondents to the survey had access to a car. Across Herefordshire, 84% of residents own a car/van. The lower percentage of people with access to a car observed in this survey is expected as bus users, constituting most of the respondents, are less likely to have access to a car than non-bus users.

Car Availability by Level of Bus Use

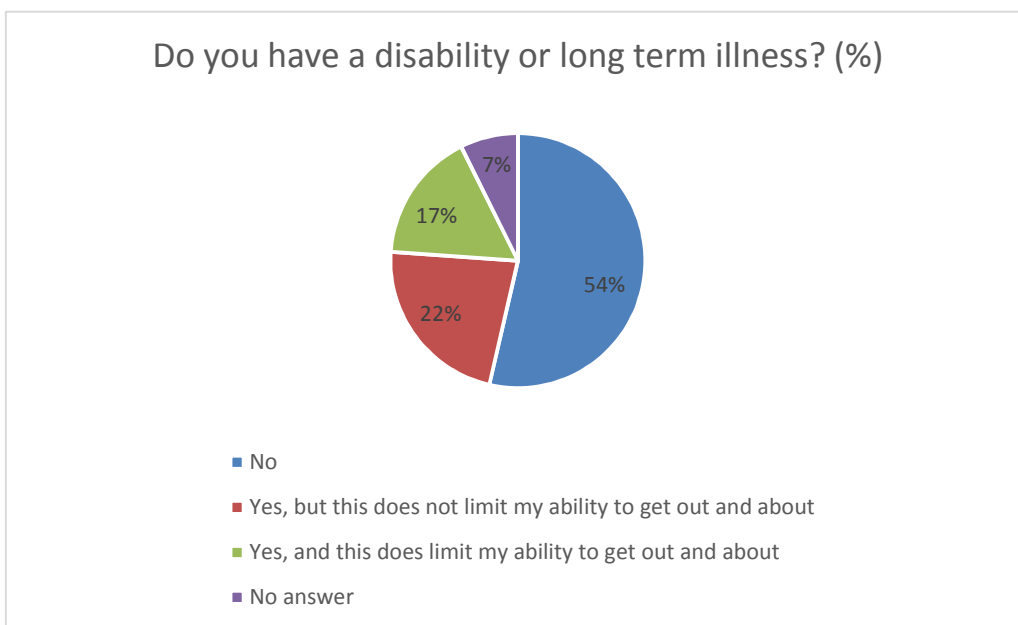


4.6 The above graph shows a correlation between the two sets of data. 58% of those people that use the buses three or more times a week are non-car-owners but interestingly 23% of people who use the buses for the same frequency are car owners.

DISABILITY / ILLNESS

Do you have a disability or long term illness?

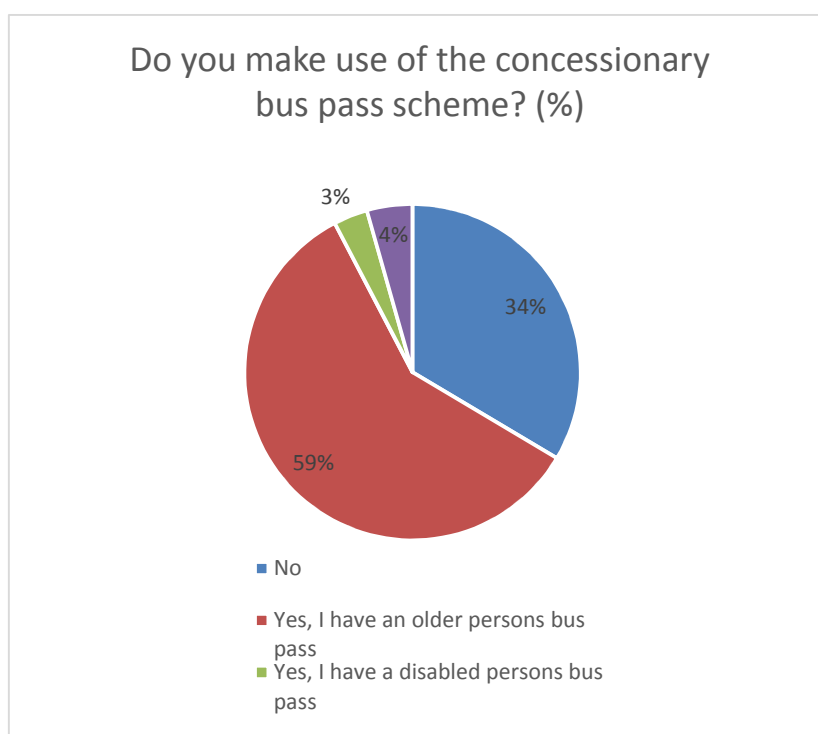
Disability	Number	%
No	1078	54
Yes, but this does not limit my ability to get out and about	452	22
Yes, and this does limit my ability to get out and about	333	17
No answer	148	7
Total	2011	100



4.7 Most people who responded (54%) did not have a disability or long-term illness. This compares to 66% of all Herefordshire residents from the Census data. 22% of survey respondents had a disability that did not limit their ability to get out and about, 17% percent of respondents had a disability that did affect their ability to get out and about.

CONCESSIONARY FARES SCHEME

Do you make use of the concessionary bus pass scheme?

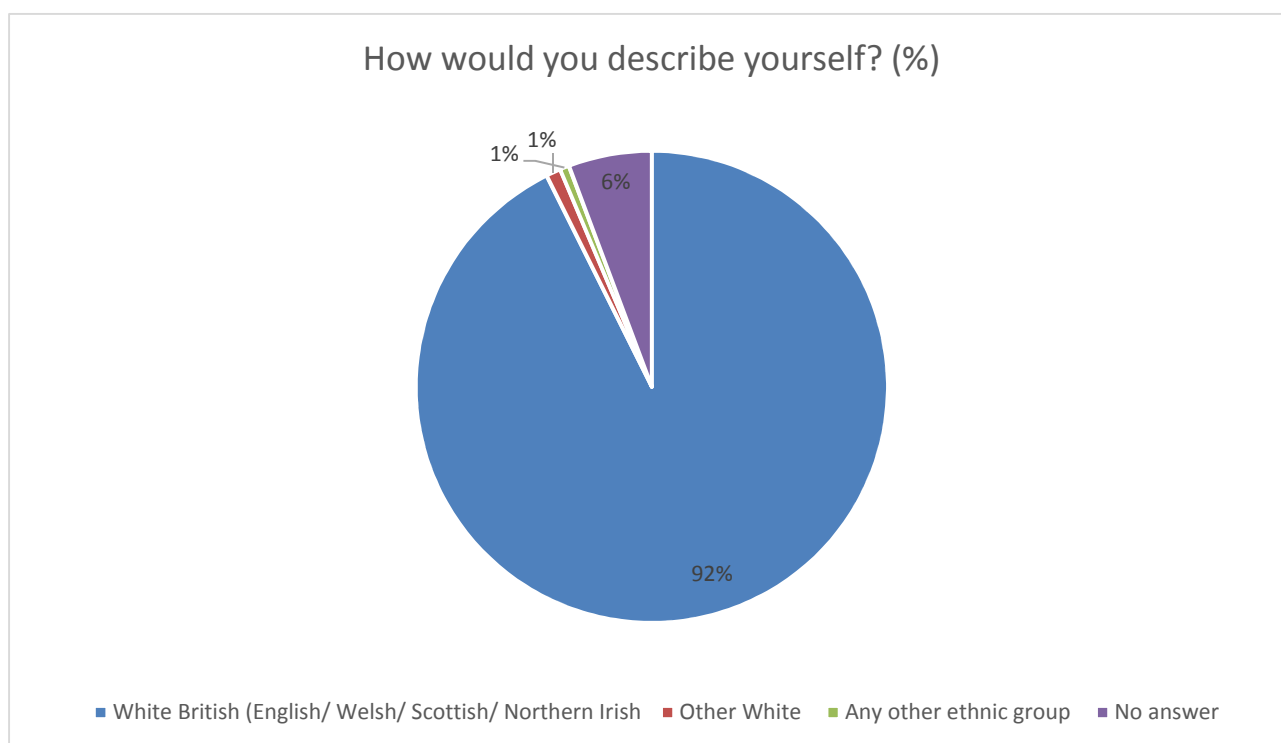


4.8 A high percentage of those who responded (62%) have, and use, a concessionary fares bus pass. This is reflective of the age profile of the respondents. 59% of concessionary pass users were older people and 3% disabled people.

ETHNICITY

How would you describe yourself?

Ethnicity	Number	%
White British (English/ Welsh/ Scottish/ Northern Irish)	1863	92
Other White	20	1
Any other ethnic group	13	1
No answer	115	6
Total	2011	100



4.9 The large majority of respondents were white British (92%) which is reflective of the demographics of Herefordshire. In the 2011 Census, 94% of the population of Herefordshire was recorded as white British.

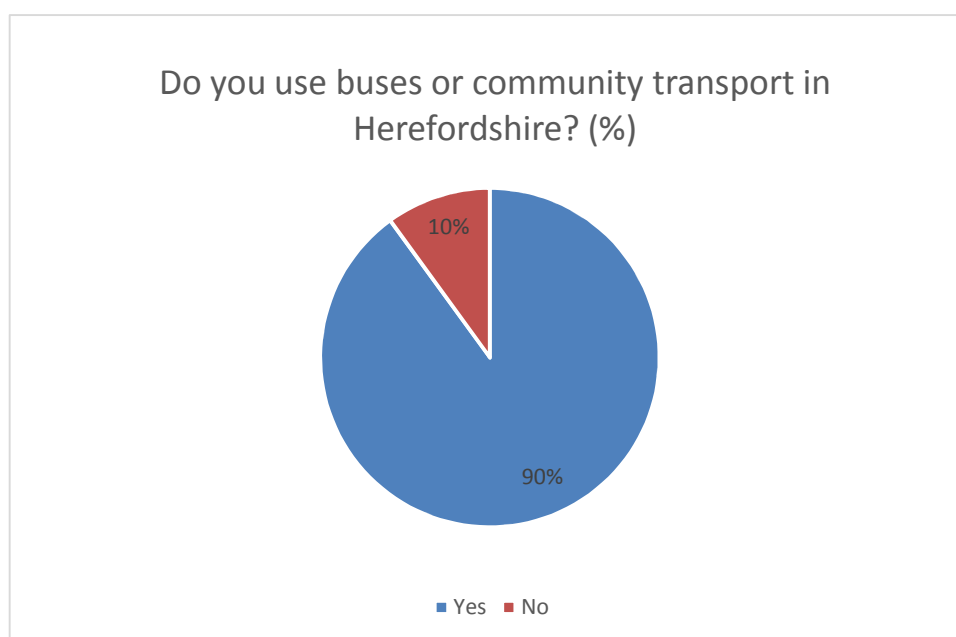
5 Travel Patterns

- 5.1 The survey questioned people on how they travel, how often they travel and where they travel. The results of these questions are set out below.

BUS USE

Do you use buses or community transport in Herefordshire?

Bus Use	Number	%
Yes	1697	90
No	198	10
Total	1895	100



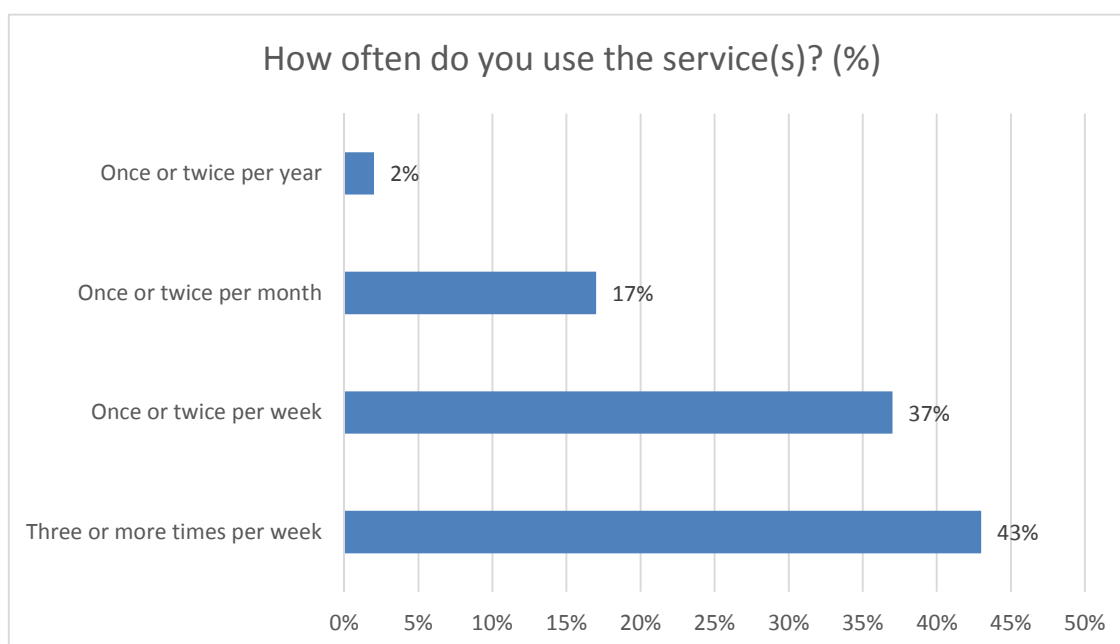
- 5.2 Most of the 1895 people that responded to this question are Herefordshire bus users (90%). This is expected given the nature of the questionnaire.

Which bus service(s) do you use mainly (services number(s))?

5.3 In total, various bus service numbers were quoted 3084 times. Some respondents only travelled on one service, others travelled on two or more. There were 96 different services mentioned. The services used that were mentioned most by respondents were the 461 (230 respondents), 476 (219 respondents), 492 (211 respondents) and 33 (174 respondents).

How often do you use the service(s)?

Frequency	Number	%
Three or more times per week	688	43
Once or twice per week	593	37
Once or twice per month	265	17
Once or twice per year	37	2
Total	1583	100



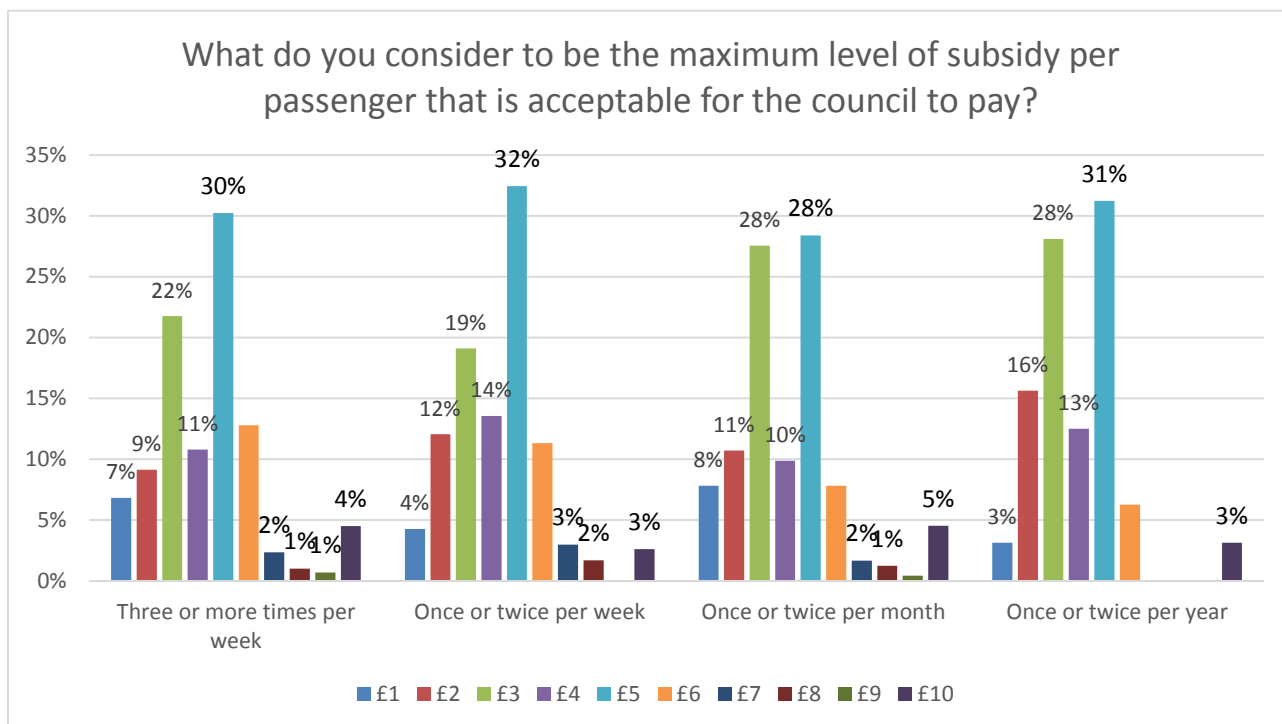
5.4 80% of respondents to this question used bus services at least once per week, with 43% of bus users using the services three times per week or more.

What do you consider to be the maximum level of subsidy per passenger that is acceptable for the council to pay?

Maximum level of subsidy?	Number	%
£1	98	6
£2	177	11
£3	367	22
£4	237	14
£5	470	29
£6	178	11
£7	40	2
£8	19	1
£9	5	0
£10	57	3
Total	1648	100

5.5 The results show that the most popular response (29%) was that £5 should be the maximum level of subsidy per passenger paid by the Council. 39% considered that it should be £3 or less, 14% said that the subsidy should be between £6 and £8 with 3% deeming £10 an acceptable level of subsidy for the council to pay.

Bus Use vs Level of Subsidy

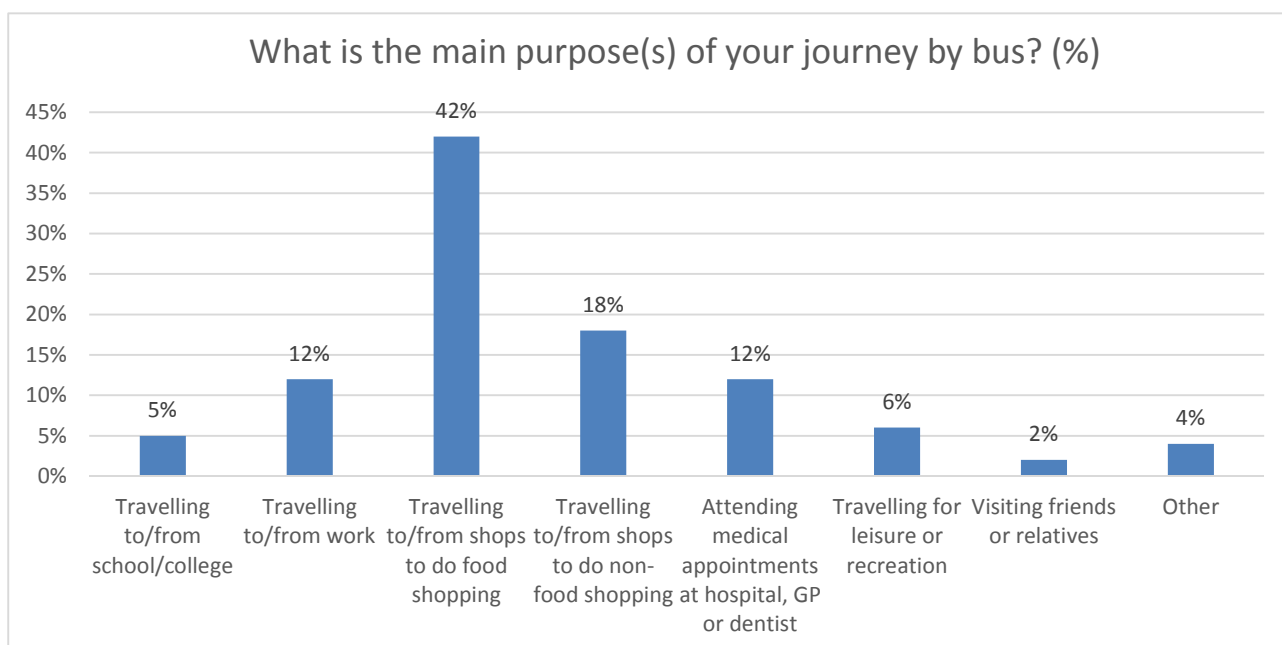


5.6 The chart above shows a fairly even split of level of subsidy across all frequencies of bus use. The chart also shows that across all levels of bus use the most common subsidy considered to be acceptable is £5 per passenger journey, closely followed by £3 maximum across all groups. This is reflective of the results overall.

JOURNEY PURPOSE

What is the main purpose of your journey by bus? (tick up to two answers)

Main purpose of journey	Number	%
School / College	72	5
Work	186	12
Food shopping	668	42
Non-food shopping	276	18
Medical appointments	186	12
Leisure / recreation	89	6
Visiting friends or relatives	37	2
Other	62	4
Total	1576	100



5.7 Most journey purposes were for shopping (42%) followed by travelling to/ from shops for non-food shopping (18%). The relatively low percentages for education and work are reflective of the age profile of respondents.

6 Impact of Service Cuts

TRAVEL ALTERNATIVES

If your main bus service was no longer available, what alternative(s) would you use?

What alternative would you use?	Number	%
Walking	220	10
Cycling	52	2
Car (as driver)	406	19
Lift with friend or relative	337	15
Taxi	277	13
Train	118	5
Motorcycle / Moped	6	0
Community transport	118	5
No alternative	641	29
Total	2175	100

- 6.1 The most common form of alternative transport was the car, with 34% that would resort to this mode, be it as a driver or a passenger. 29% of the answers given were that no alternative modes of travel would be available to the respondent should the main bus service be no longer available.
- 6.2 5% (118) said they would use community transport as an alternative. In the 2014 consultation, when asked if they would use community transport if buses were withdrawn, 4% of respondents answered “yes” and in 2011, it was 31%. This could be an availability issue, a perception issue or perhaps people just don’t know about their local community transport schemes.

Travel Alternatives by Work Status Group

Alternative mode	Full / part time employed	Full time education	Unemployed	Retired	Disabled and unable to work
Walking	21 (7%)	2 (3%)	1 (6%)	152 (10%)	8 (10%)
Cycling	16 (4%)	1 (1%)	0 (0%)	30 (2%)	1 (1%)
Car (as driver)	87 (21%)	2 (3%)	1 (6%)	301 (20%)	2 (3%)
Lift with friend or relative	52 (13%)	19 (27%)	1 (6%)	283 (19%)	10 (13%)
Taxi	42 (10%)	1 (1%)	1 (6%)	204 (13%)	15 (19%)
Train	18 (4%)	2 (3%)	2 (12%)	85 (6%)	6 (8%)
Motorcycle / moped	2 (0%)	1 (1%)	0 (0%)	2 (0%)	0 (0%)
Community transport	6 (1%)	1 (1%)	0 (0%)	95 (6%)	7 (9%)
No alternative	161 (40%)	42 (59%)	11 (65%)	377(25%)	31 (39%)
Total	405 (100%)	71 (100%)	17 (100%)	1529 (100%)	80 (100%)

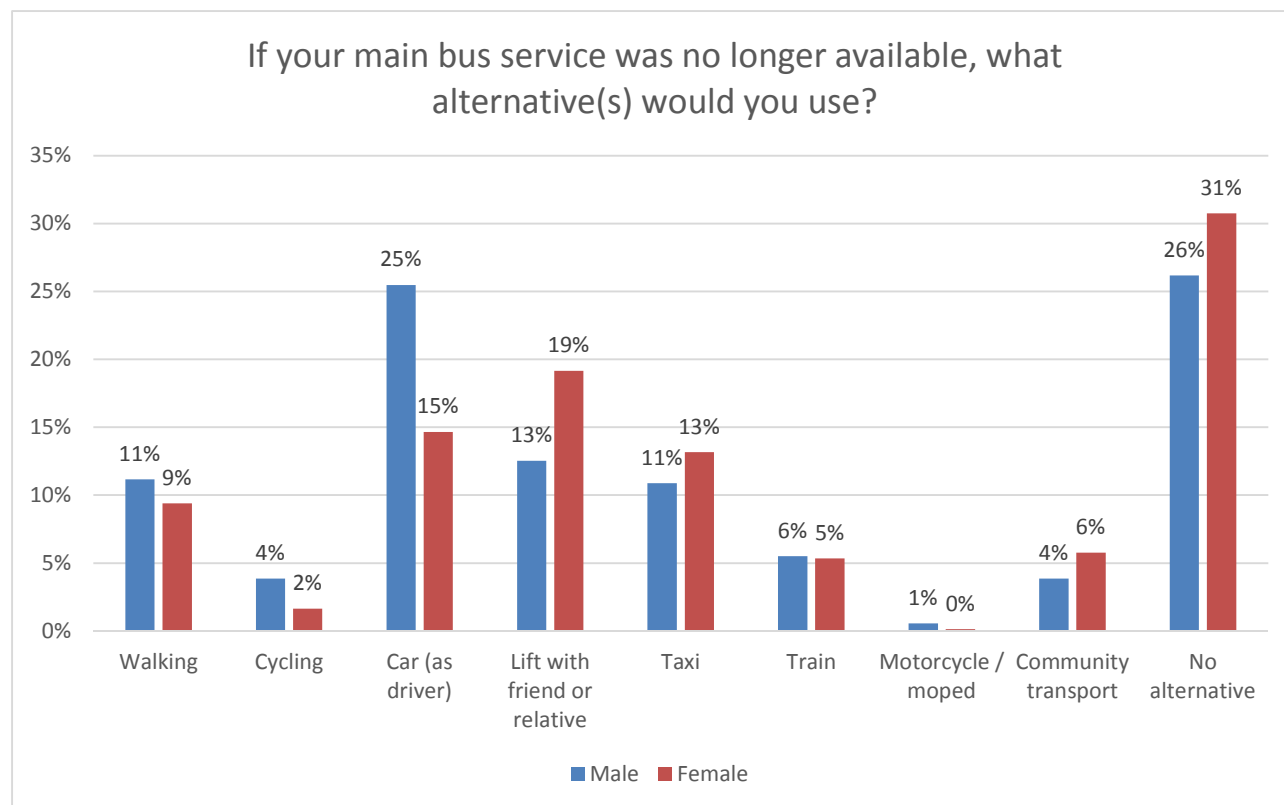
- 6.3 The highest percentage of those with no alternative should their bus service be no longer available are unemployed (65%) closely followed by those in Full-time Education (59%). 93% of those people who would use community transport as an alternative are either retired or disabled and not able to work. 27% of those in full time education would get a lift with a friend or relative.

Travel Alternatives by Disability

Alternative Mode	No disability	Yes but this does not limit my ability to get out and about	Yes and this does limit my ability to get out and about
Walking	136 (11%)	60 (11%)	14 (5%)
Cycling	38 (3%)	11 (2%)	3 (1%)
Car (as driver)	289 (23%)	83 (15%)	16 (6%)
Lift with friend or relative	218 (17%)	97(17%)	44 (17%)
Taxi	124 (10%)	87 (16%)	46 (18%)
Train	62 (5%)	31 (6%)	12 (5%)
Motorcycle / moped	1 (0%)	1 (0%)	0 (0%)
Community Transport	52 (4%)	37 (7%)	20 (8%)
No Alternative	351 (28%)	154 (27%)	100 (39%)
Total	1271	561	255

- 6.4 The highest percentage of those with no alternative were those with a disability that limited their ability to get out and about (39%). 18% would get a taxi, followed by 17% who would get a lift with a friend or relative. 8% would get community transport which was the highest proportion across the three categories. This is unsurprising given the nature of service provided by community transport operators.
- 6.5 The majority of survey respondents with no disability would use the car as an alternative either as a driver or passenger (40%) as would those with a disability that doesn't limit their ability to get out and about (32%).

Travel alternatives by gender



6.6 Travel alternatives when analysed by gender show that there is a fairly even split across the mode respondents would use if their bus service was no longer available. The biggest difference was in those that would use the car as a driver with 10% more males choosing this as an alternative when compared with females.

IMPACT

If your main bus service was no longer available, what would be the impact on you?

Impact if no bus service was available	Number	%
High Impact	1261	81
Low Impact	90	6
Some Impact	204	13
No Impact	10	1
Total	1565	100

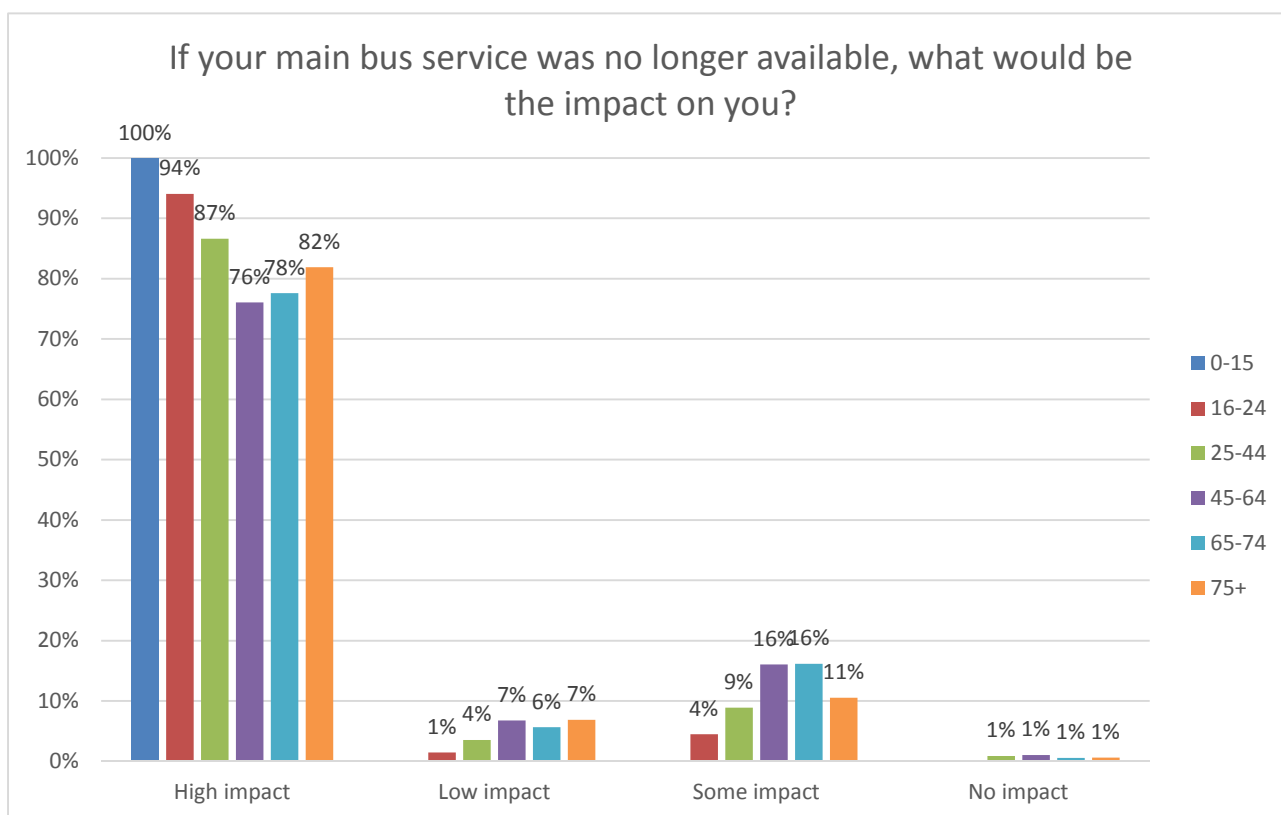
- 6.7 81% of respondents said that if their bus service was no longer available this would have a high impact on them. Only 1% of respondents (10 people) said that there would be no impact if their main bus service was no longer available.

Impact of Loss of Service by Work Status Group

If your main bus service was no longer available, what would be the impact on you?	Full or Part Time Employed	Full Time Education	Unemployed	Retired	Disabled and unable to work
High impact	251 (81%)	54 (95%)	13 (87%)	834 (78%)	59 (97%)
Low impact	19 (6%)	1 (2%)	0 (0%)	68 (6%)	1 (2%)
Some impact	38 (12%)	2 (4%)	1 (7%)	153 (14%)	1 (2%)
No impact	0 (0%)	0 (0%)	1 (7%)	8 (1%)	0 (0%)
Total	308 (100%)	57 (100%)	15 (100%)	1063 (100%)	61 (100%)

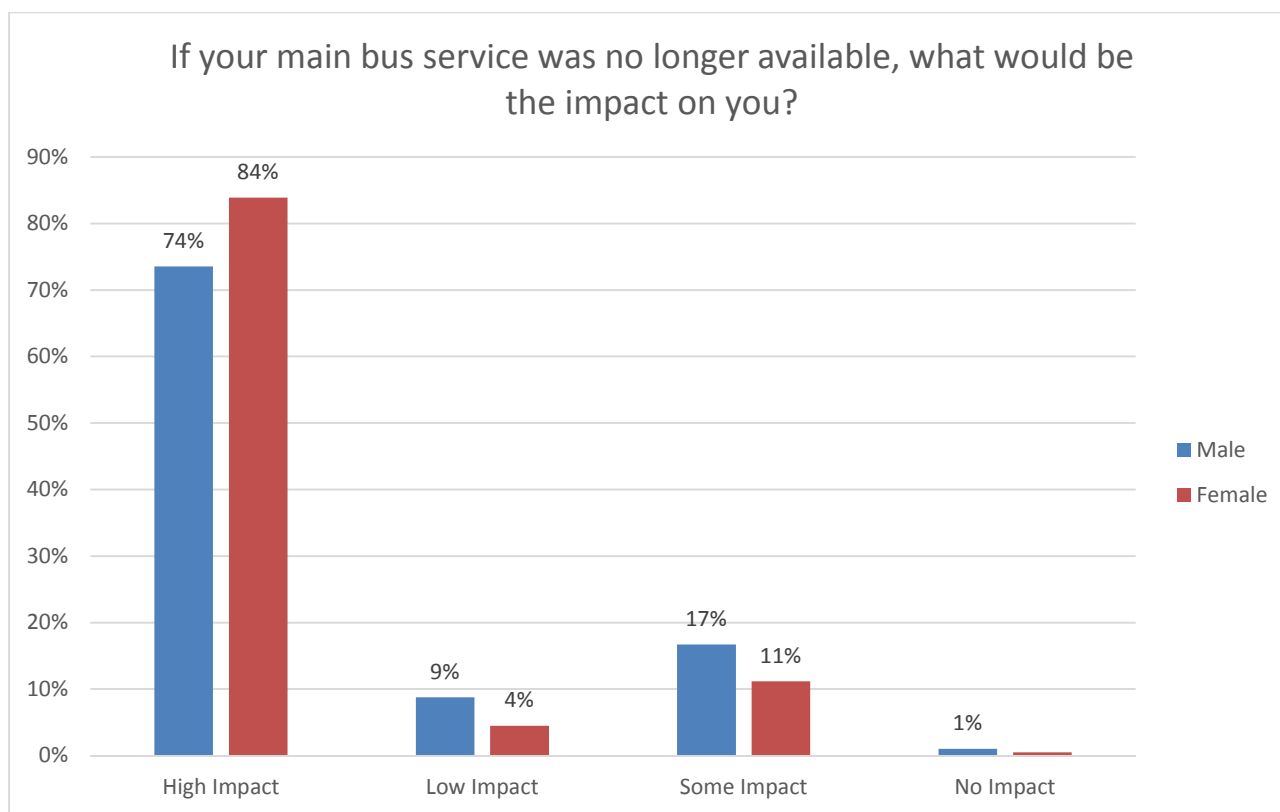
- 6.8 The majority of the 1261 respondents that would be highly impacted by a loss of service, would be retired people with 834 people (66%). Interestingly, 95% of all respondents who were in education said they would be highly impacted (an indication of the lack of alternative travel options for young people), as would 81% of employed people.

Impact of Loss of Service by Age



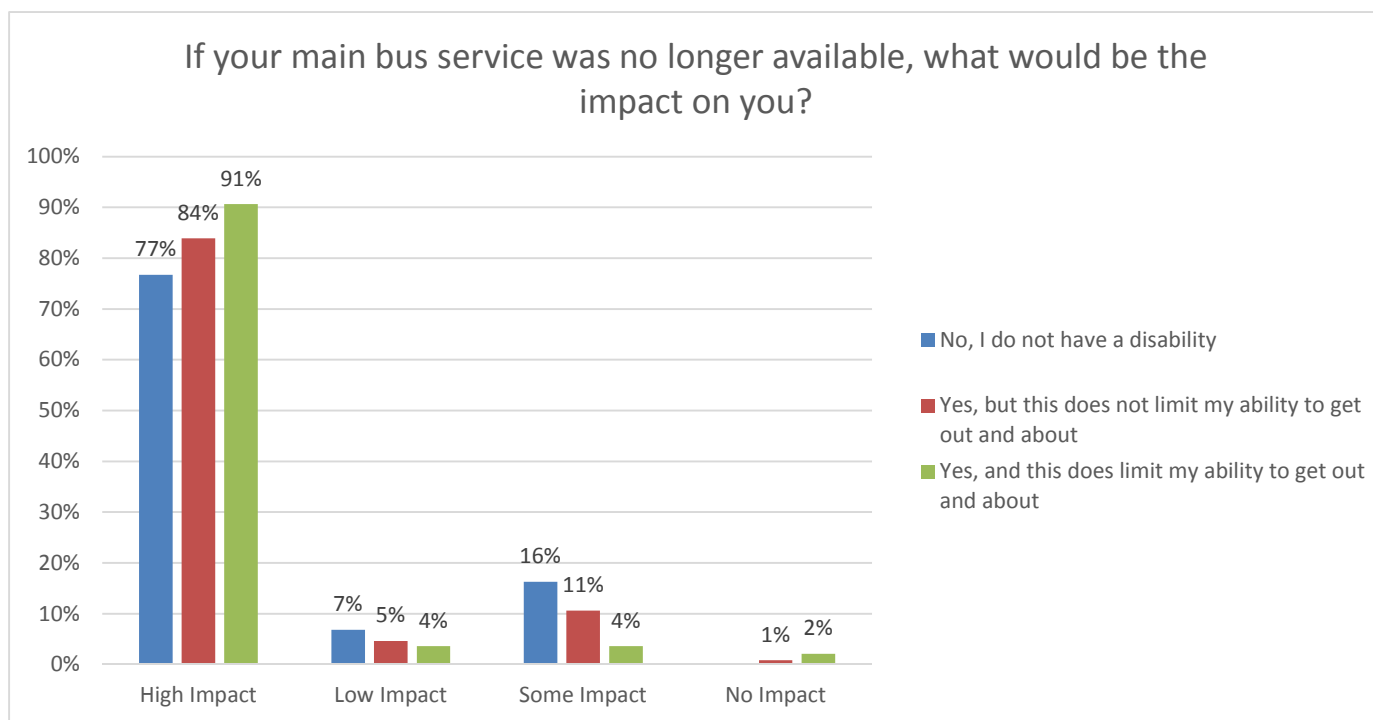
6.9 All of the respondents in the age group 0-15 (17 people) stated that there would be a high impact if their bus service was no longer available. 94% of those aged 16-24 said it would have a high impact, closely followed by 87% of those in the 25-44 age group. The highest proportion of people in the 75+ (34 people) and 45-64 (19 people) age groups said that the changes would have a low impact both at 7% of respondents in these age groups.

Impact of Loss of Service by Gender



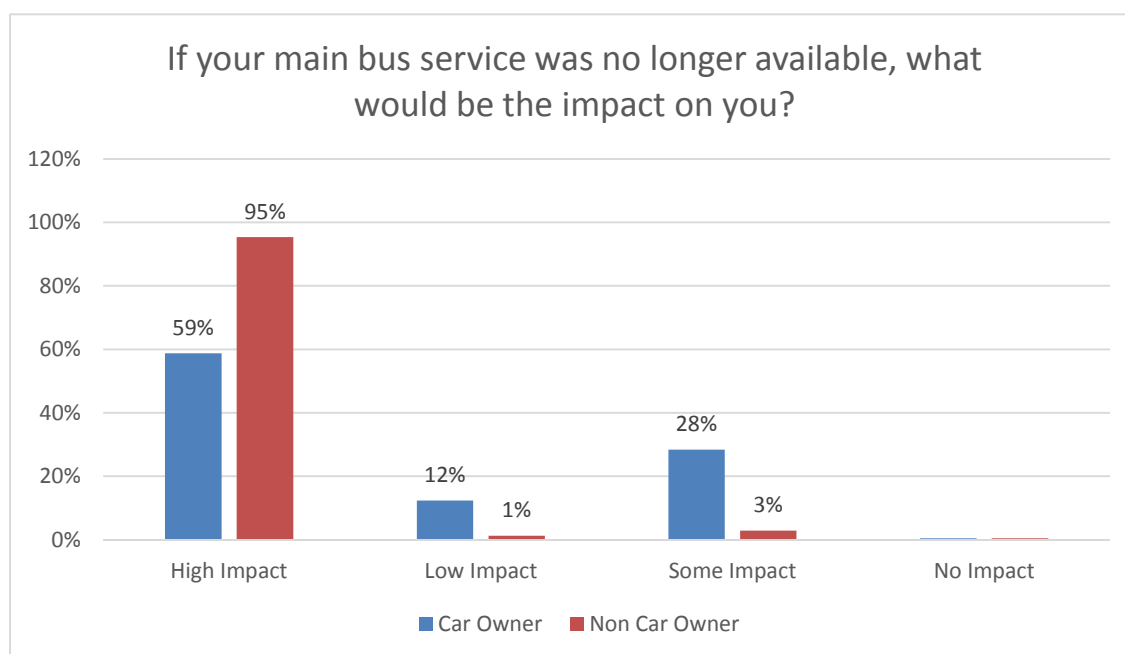
6.10 The results show that 84% of female respondents said withdrawal of their main bus service would have a high impact on them compared with 74% of males. 9% of males said it would result in a low impact and 4% of females.

Impact of Loss of Service by Disability



6.11 91% of respondents (175 people) that had a disability that limited their ability to get out and about said they would be highly impacted. 84% (308 people) of those who have a disability that doesn't limit their ability to get out and about and 77% (698 people) without a disability said they would be highly impacted.

Impact vs Car Availability



- 6.12 The impact analysis shows that the age profile and the profile of those with a disability/long-term illness is fairly representative of the total people responding to the questionnaire. Access to a car, however, is different; 95% of those saying the impact of service reduction would have a high impact have no access to a car, compared to 81% of respondents as a whole.

Impact vs alternative available

- 6.13 35% (594 people) of respondents who would be highly impacted said they would have no alternative available to them. 17% (288 people) of those highly impacted would get a lift with a friend or relative which was the second most popular answer after no alternative. This is closely followed by 14% (240 people) of people would get a taxi.

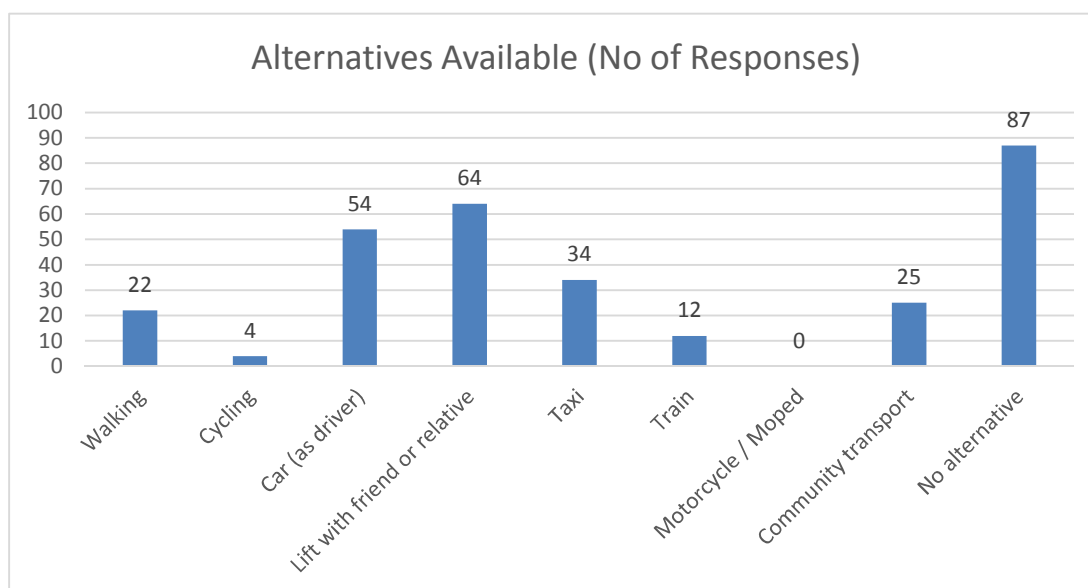
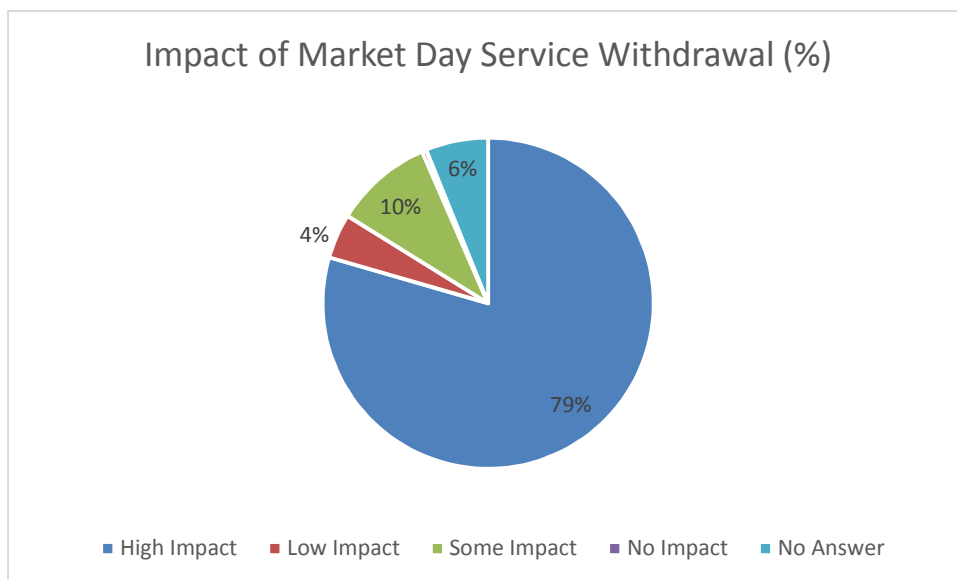
USERS OF PARTICULAR TYPES OF BUS SERVICES

- 6.14 The profile of those who use market day only bus services (i.e. those that operate only on certain days of the week for shopping) and supported town and city services (operating within Hereford, Ross-on-Wye, Ledbury, Bromyard, Leominster and Kington) was considered in detail and the findings set out below:

Market day services

- 229 consultation respondents indicated that they used market day services; this was 11% of all respondents.
- 78% of market day service users were aged over 65, and a further 15% are aged 45-64 years.
- 74% of service users were female.
- 24% of users of market day services had a disability that did not restrict their ability to get out and about; a further 15% had a restrictive disability.
- 56% of respondents did not have access to a car.

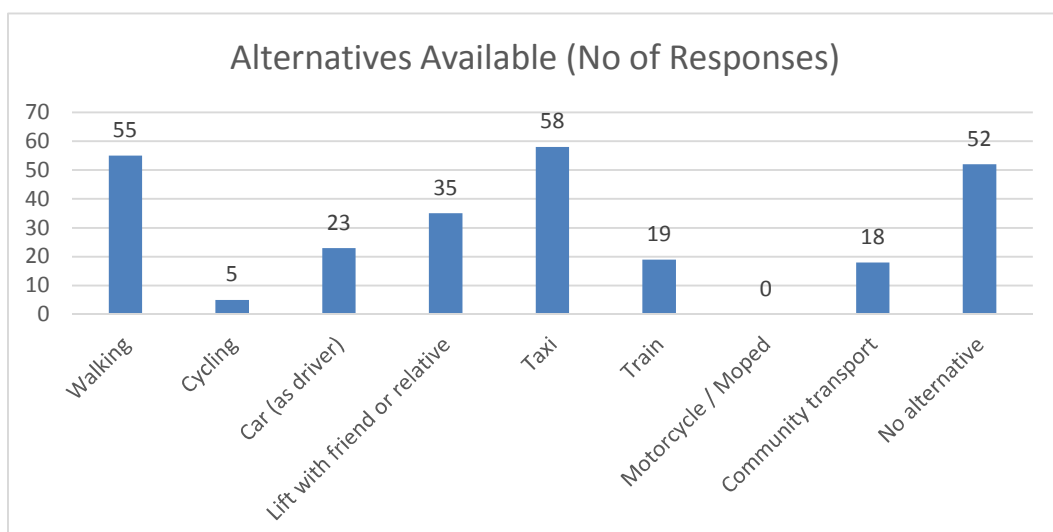
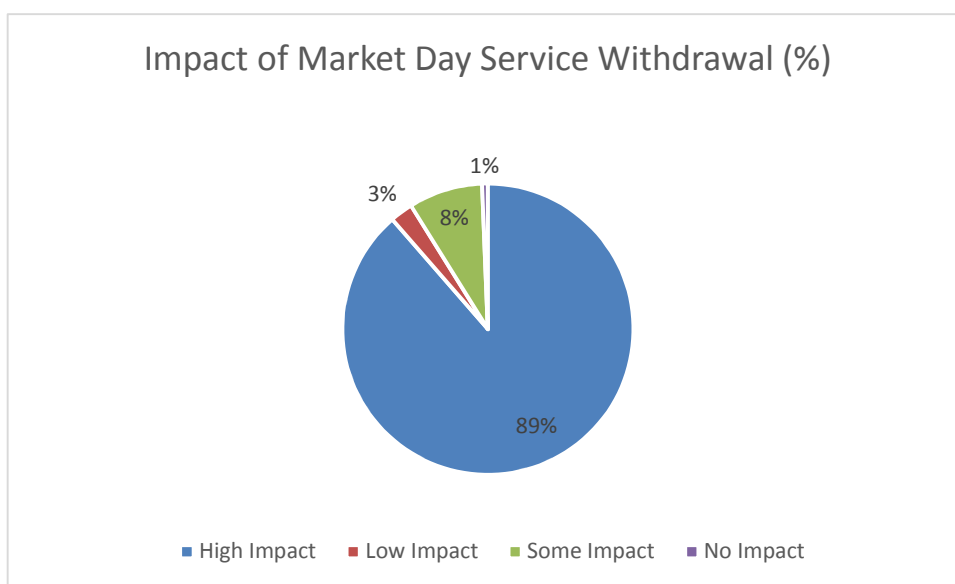
- Most journeys (72%) made on market day services were for food shopping. 13% of journeys were for non-food shopping and a further 5% for medical appointments.
- 29% of service users indicated that they would have no other alternative if their market day bus service was not available. 21% of people said that they would look to get a lift with a friend or relative. 18% would use their own car.
- 79% of service users considered that they would be highly impacted if their market day service was no longer available.



City and town bus services

- 162 survey respondents indicated that they used town bus services; this represents 8% of all respondents.

- 85% of town bus service users were aged over 65. 12% were aged 45-64 years old.
- 76% of town service users were female.
- 34% of respondents had a disability that did not restrict their ability to get out and about; a further 26% had a restrictive disability.
- 72% of respondents that use town services do not have access to a car.
- The majority (62%) of journeys made on town services were for food shopping. 15% of journeys were for non-food shopping and 10% were for medical appointments.
- If their bus service was no longer available, 22% of people said they would get a taxi and 21% would walk. 20% of service users said they would have no alternative.
- 89% of service users indicated that they would be highly impacted if their town bus service was no longer available.



7 Priority Order

Faced with making significant savings, which types of services do you consider should be reduced or withdrawn?

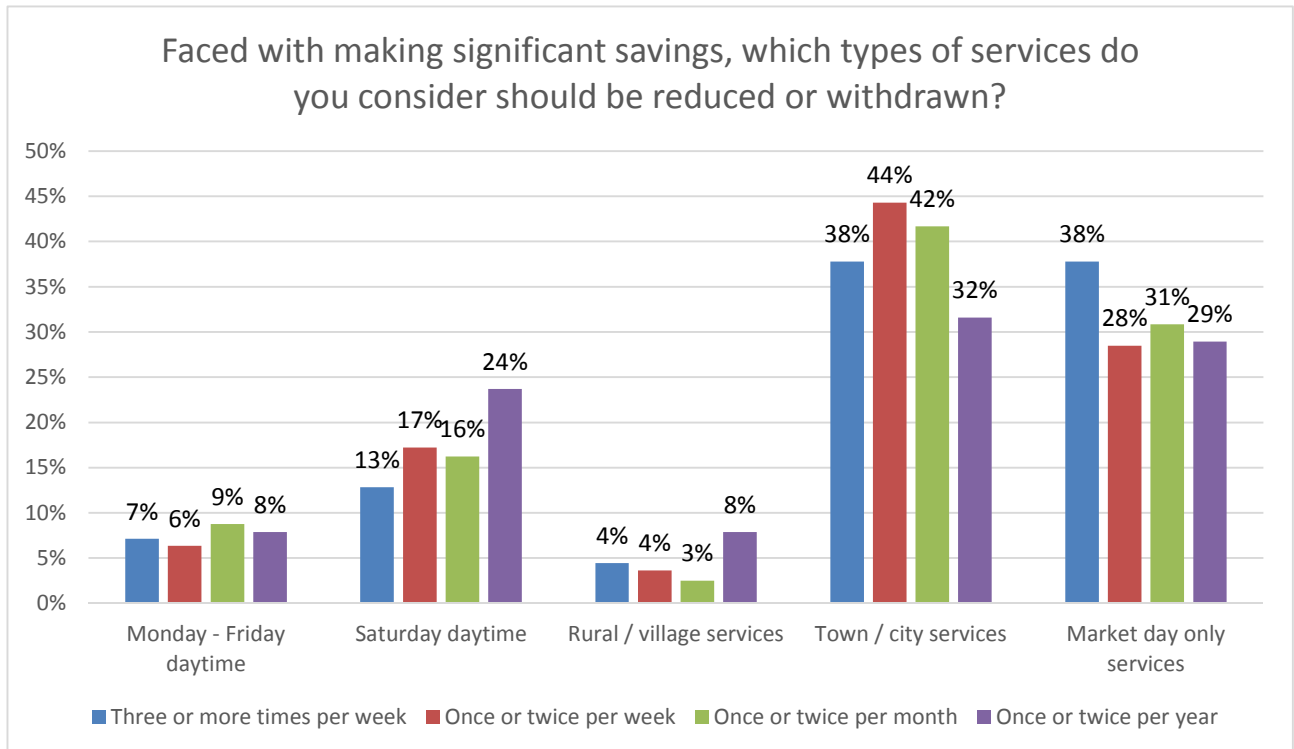
Which types of services should be reduced?	Number	%
Mon - Fri day	109	7
Sat day	294	18
Rural / village	79	5
Town / city	614	37
Market day	564	34
Total	1660	100

- 7.1 Respondents were able to give more than one answer to this question. 37% of the answers given said that given a choice, Town and City services should be reduced or withdrawn.
- 7.2 Monday to Friday and Rural/village services were seen to be of higher priority and this supports the views set out in the 2014 consultation. In 2014, 61% of the answers given said that given a choice, Sunday services should be reduced or withdrawn. This however was not an option available in this year's consultation.

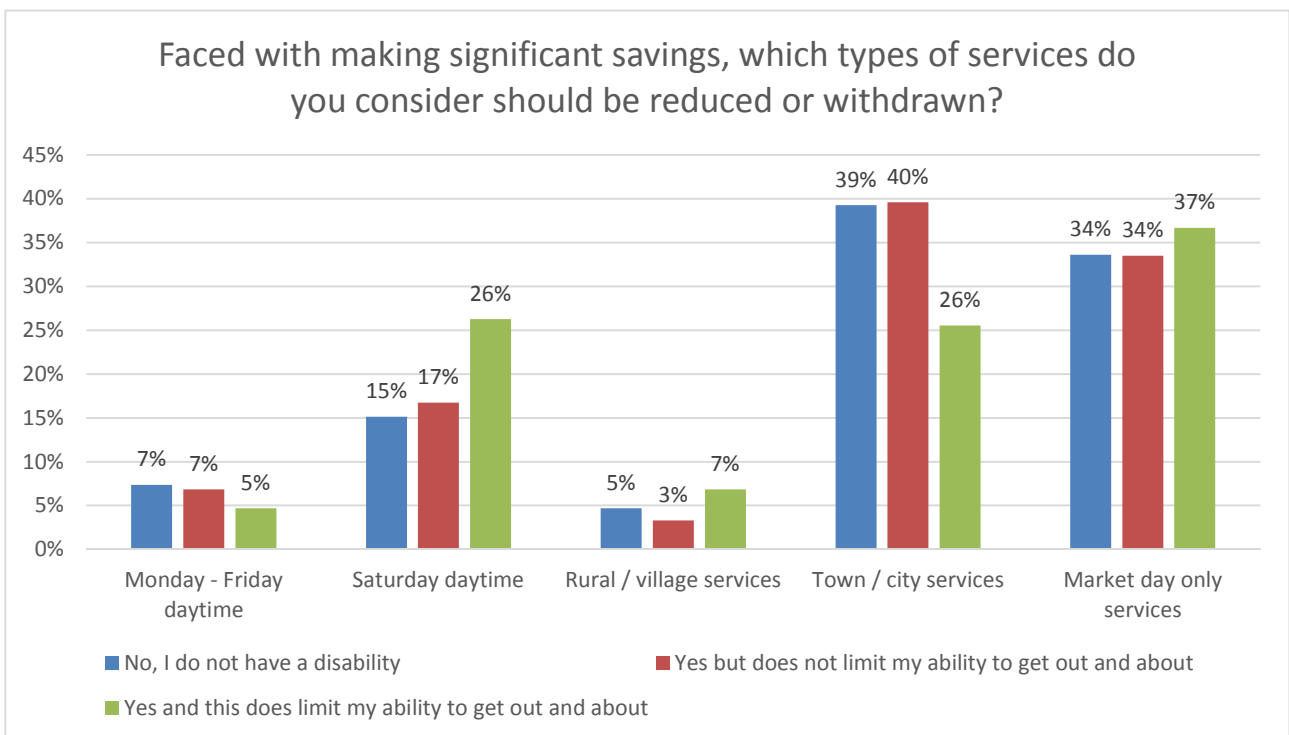
Priority Order for Making Savings by Work Status Group

Priority order of cuts	Full/Part Time Employed	Full Time Education	Unemployed	Retired	Disabled and not able to work
Monday - Friday daytime	21 (7%)	4 (8%)	0 (0%)	76 (7%)	2 (3%)
Saturday daytime	41 (13%)	4 (8%)	2 (17%)	226 (19%)	10 (17%)
Rural / village services	18 (6%)	3 (6%)	0 (0%)	52 (4%)	4 (7%)
Town / city services	113 (36%)	22 (42%)	7 (58%)	426 (37%)	18 (31%)
Market day only services	118 (38%)	20 (38%)	3 (25%)	380 (33%)	24 (41%)
Total	311 (100%)	53 (100%)	12 (100%)	1160 (100%)	58 (100%)

Priority order for making savings by bus use

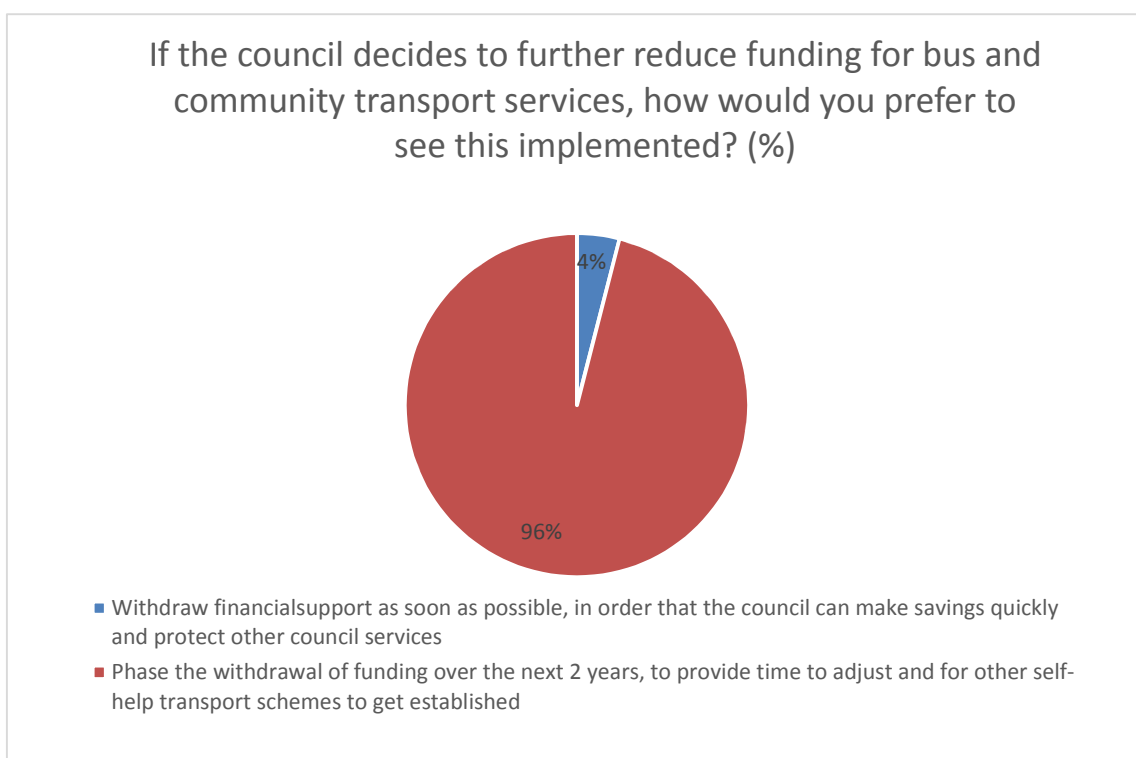


Priority order by disability



- 7.3 Priority order of savings showed a fairly even split across work status groups, Bus use, disability and gender and is reflective of the answers given overall by respondents to this question.
- 7.4 The priority order across age groups also showed a fairly even split, most of note was 49% (29) of 16-24 year olds and 43% (231) of 65-74 year olds that thought town/city services should be reduced or withdrawn. A larger proportion of 25 -44 year olds, (44%/ 45 people) thought that market day only services should be reduced.

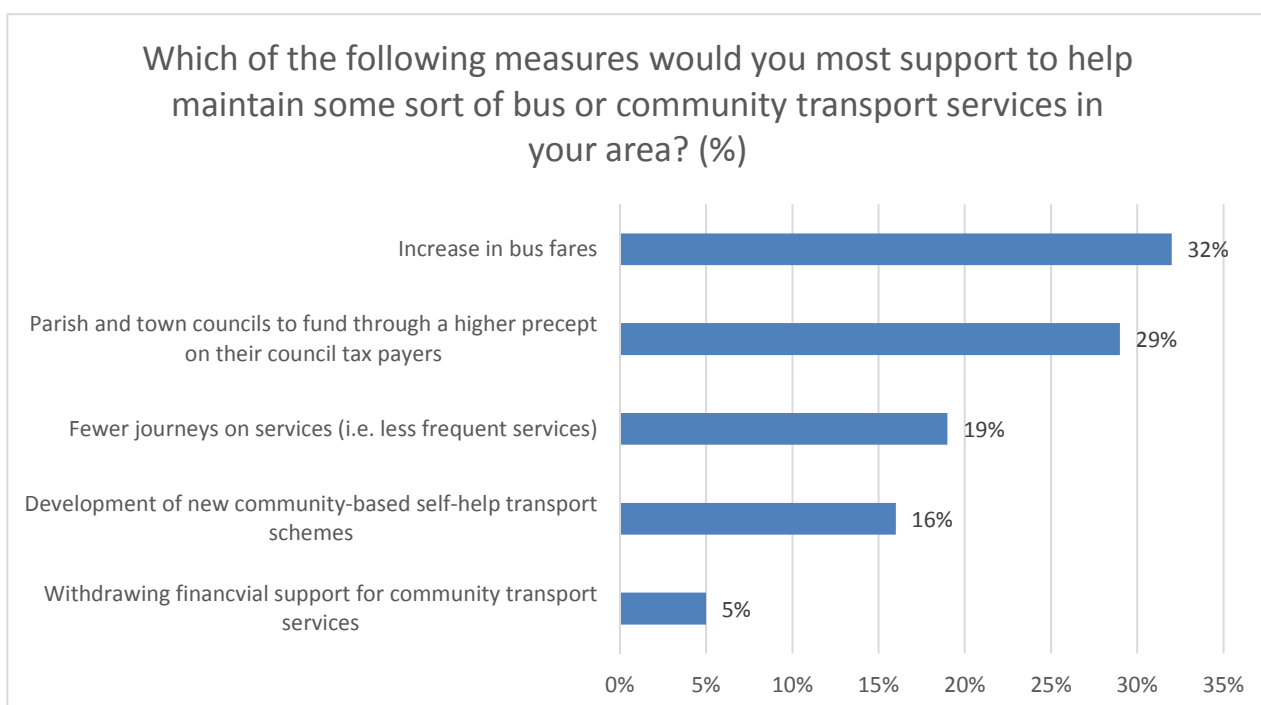
If the council decides to further reduce funding for bus and community transport services, how would you prefer to see this implemented?



- 7.5 Results show that 96% of respondents to this question would like to see a phased withdrawal of funding over the next 2 years, to provide time to adjust and for other self-help transport schemes get established.

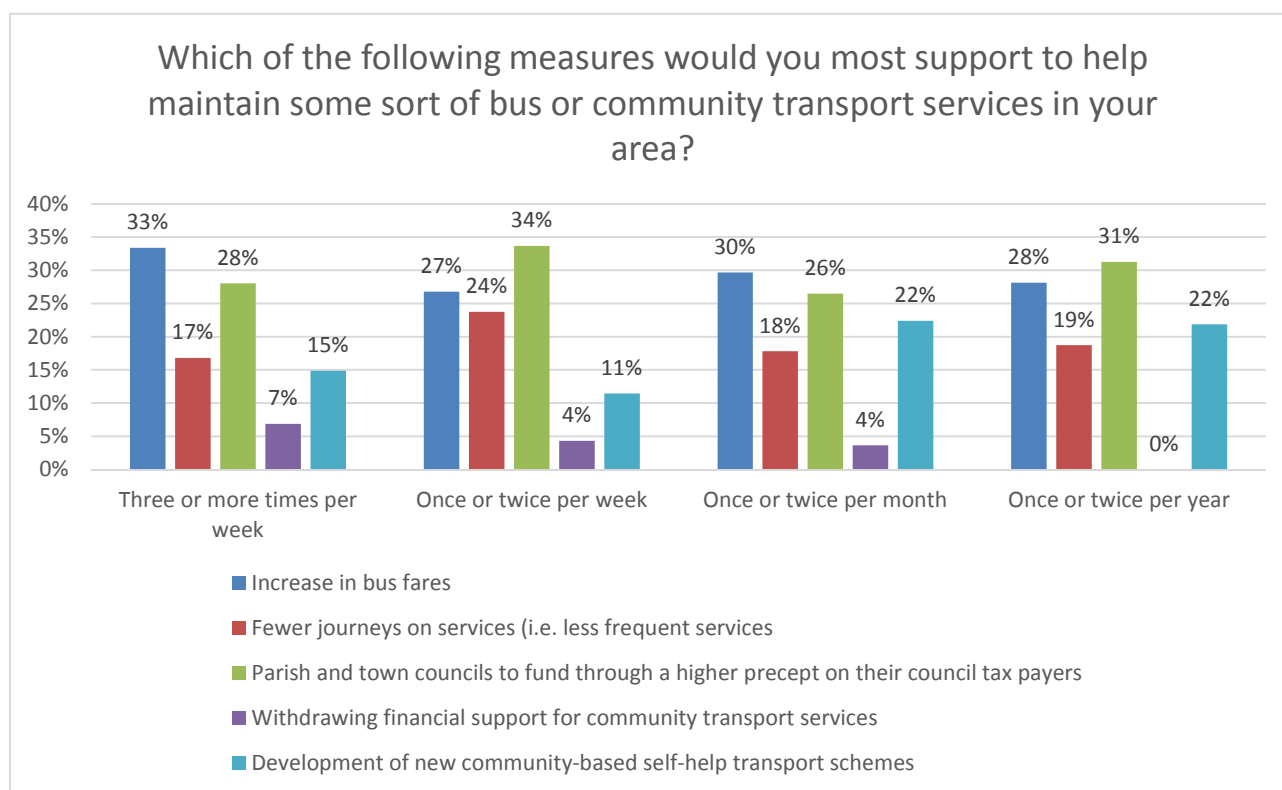
Which of the following measures would you most support to help maintain some sort of bus or community transport services in your area?

Measures	Number	%
Increase in bus fares	513	32
Fewer journeys on services (i.e. less frequent services)	303	19
Parish and town councils to fund through a higher precept on their council tax payers	456	29
Withdrawing financial support for community transport services	73	5
Development of new community-based self-help transport schemes	247	16
Total	1592	100



7.6 The highest proportion of respondents (32%) would support an increase in bus fares to help maintain some sort of bus services and community transport. The second most supported measure was for parish and town councils to fund some sort of bus service/ CT through a higher precept on their council tax payers (29%).

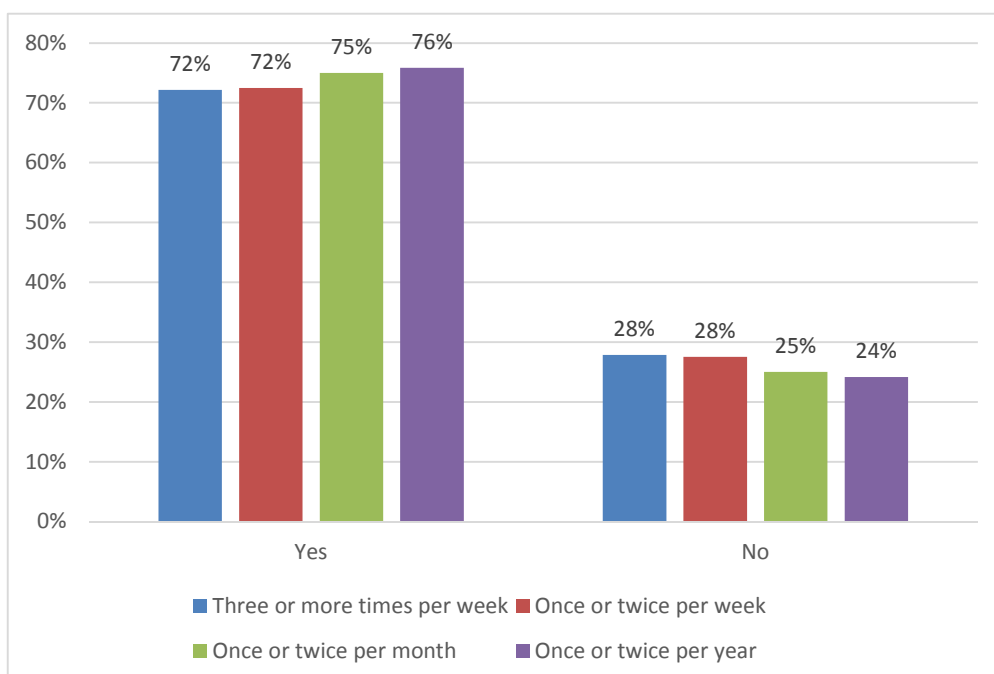
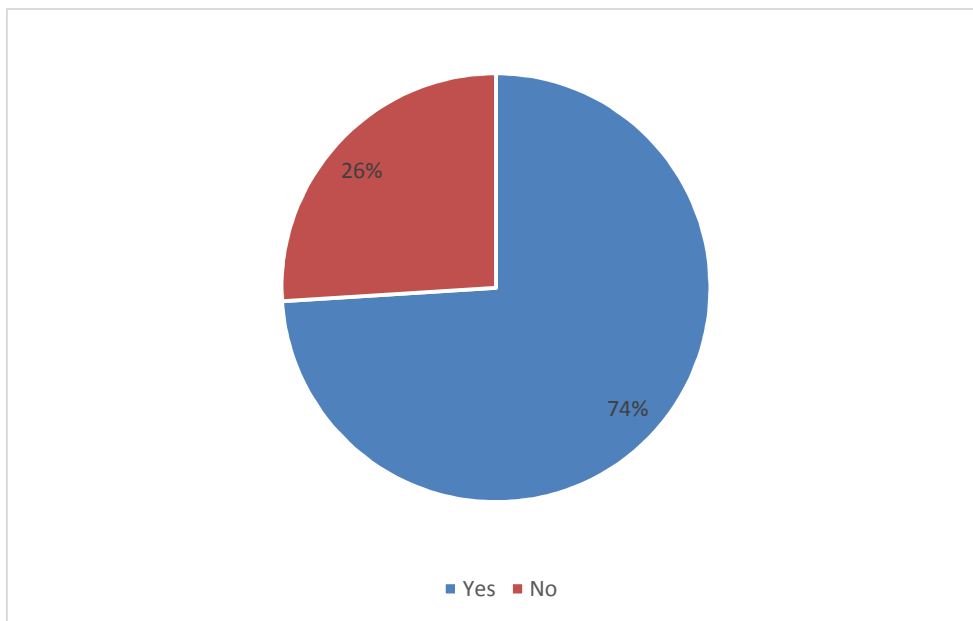
Bus use vs measures to support bus or community transport



7.7 Measures to support bus and community transport when compared with frequency of bus use showed a fairly even split across answers and is reflective of the answers given overall by respondents to this question.

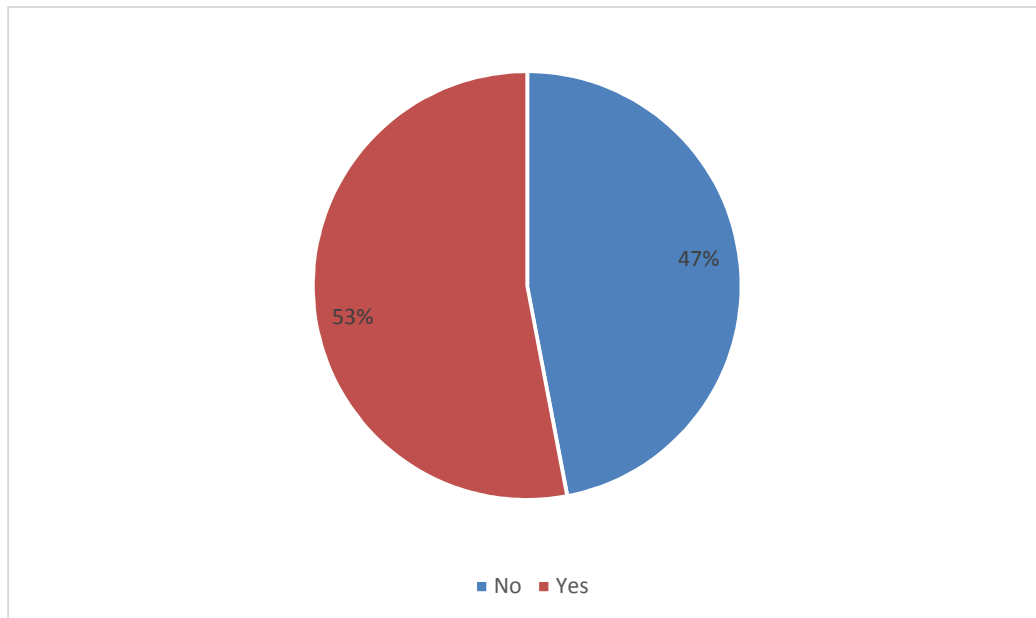
8 Policy

The current Local Transport Policy (LTP) suggests that priority should be given to a network of core services on Monday to Saturday during the daytime period (as shown on the map). Do you agree that these services should be treated as a priority?



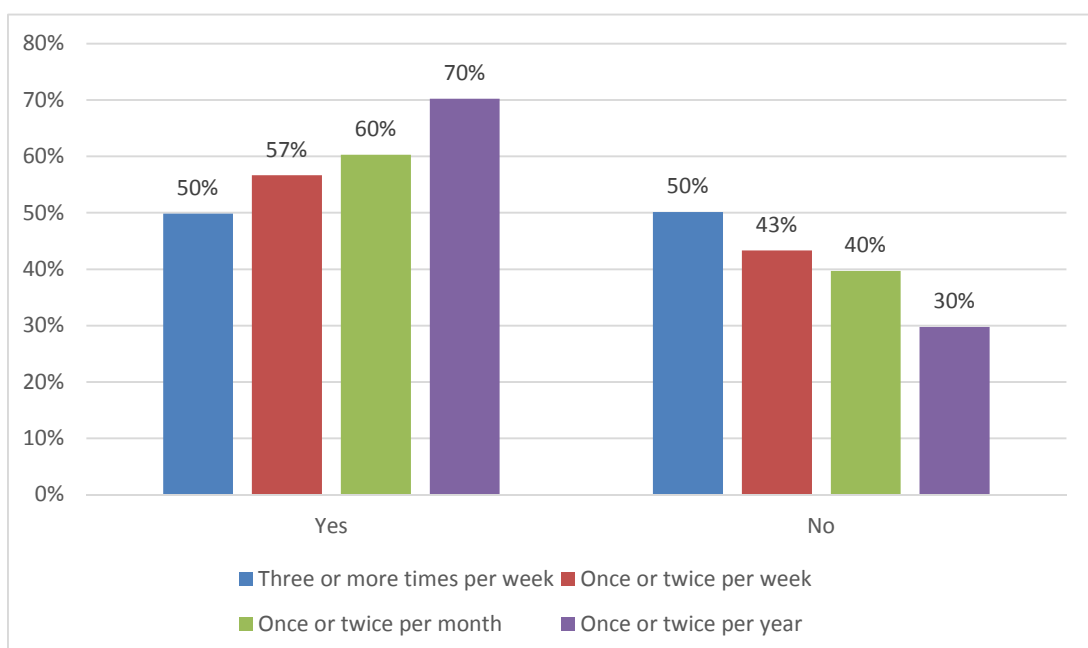
- 8.1 Results show that 74% of respondents to this question think that priority should be given to a network of core services Monday to Saturday during the daytime period. Results show an even spread of Yes and No answers across all levels of bus use.

Do you think that Herefordshire Council should lobby the government to change the legislation to be able to introduce a charge for pass holders using buses, in order to maintain bus services?



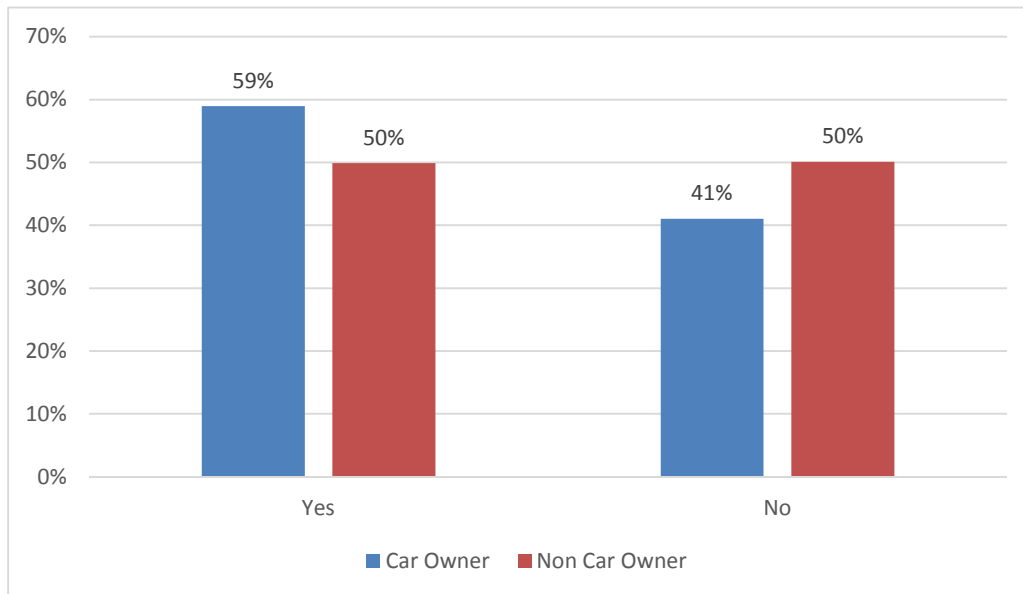
8.2 Results show in the above pie chart that 53% of respondents to this question think that Herefordshire Council should lobby the government to change the legislation to be able to introduce a charge for pass holders using buses. There were also 47% that stated that they shouldn't.

Bus use vs lobbying the Government



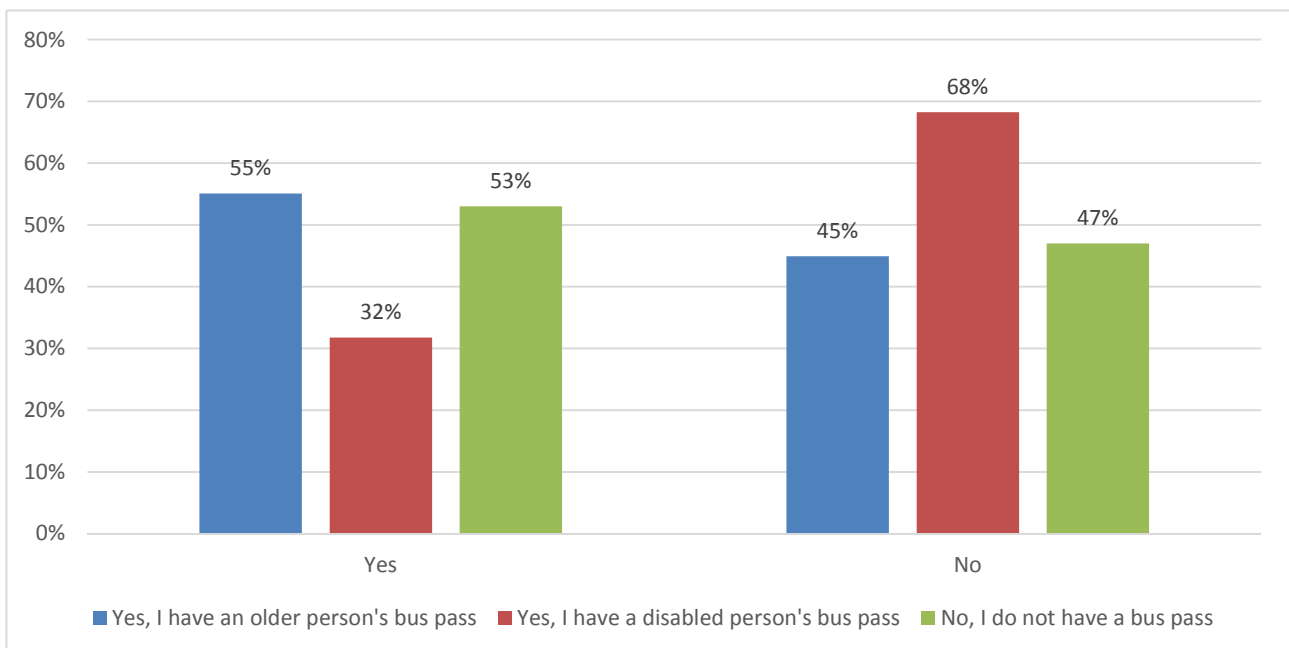
8.3 Those respondents who use the buses less frequently, as shown in the chart, were more inclined to favour the Council lobbying the government to help maintain bus services.

Car ownership vs lobbying the Government



8.4 The chart above shows a fairly even split of yes and no answers between car and non-car owners.

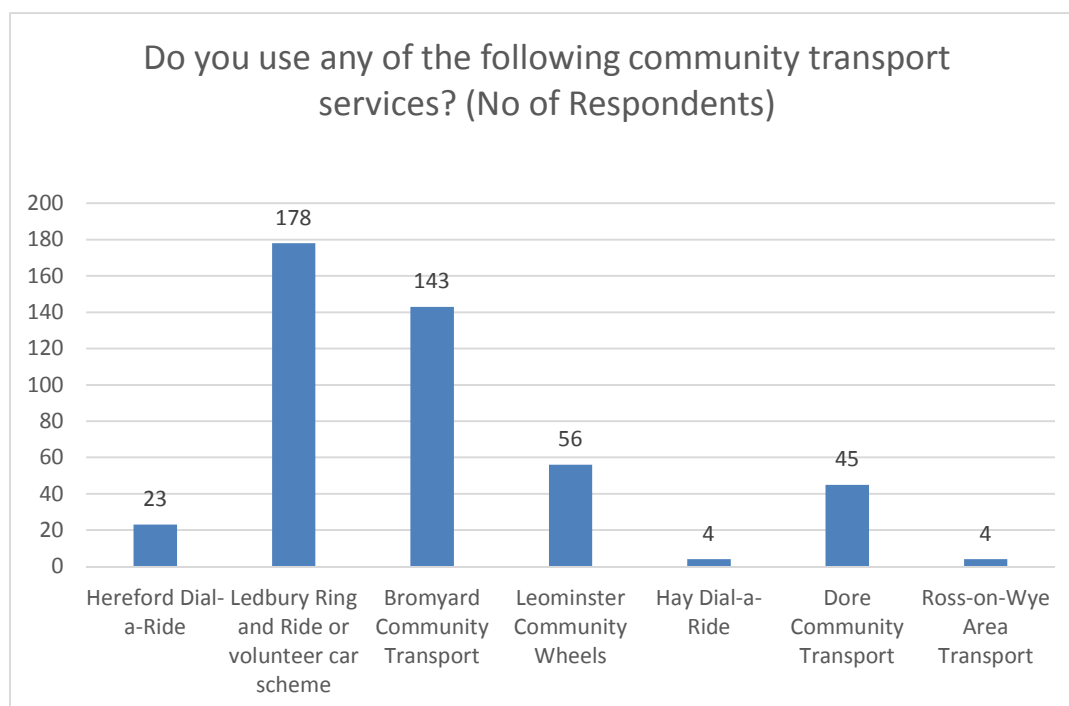
Bus pass holders vs lobbying the Government



8.5 The above chart shows that when comparing answers of support for lobbying the government with whether a respondent has a bus pass or not, answers were fairly evenly split between yes and no for those with an older person's bus pass and those without a bus pass. The biggest difference in answer were those respondents who have a disabled persons bus pass with 68% answering No and 32% answering Yes.

9 Community Transport

Do you use any of the following community transport services?



Do you use any of the following community transport services?	Number	%
Hereford Dial-a-Ride	23	5
Ledbury Ring and Ride or volunteer car scheme	178	39
Bromyard Community Transport	143	32
Leominster Community Wheels	56	12
Hay Dial-a-Ride	4	1
Dore Community Transport	45	10
Ross-on-Wye Area Transport	4	1
Total	453	100

- 9.1 The survey showed that 22% of the 2011 respondents (453) that answered, do use community transport services. The most used community transport service in the survey was Ledbury Dial-a-ride with 178 respondents using the service. The second most used community transport service was Bromyard Community Transport with 143 respondents using this service.

How often do you use community transport?

How often do you use community transport?	Number	%
Three or more times per week	49	10
Once or twice per week	138	28
Once or twice per month	188	38
Once or twice per year	115	23
Total	490	100

How often do you use CT?	Bromyard	Hereford Dial-a-Ride	Ledbury Dial-a-Ride	Leominster Community Wheels	Hay Dial-a-Ride	Dore Community Transport	RVS Ross-on-wye
3 or more times per week	6 (4%)	4 (20%)	4 (2%)	5 (10%)	0 (0%)	6 (15%)	3 (75%)
Once or twice per week	38 (27%)	5 (25%)	57 (33%)	6 (12%)	1 (33%)	10 (26%)	0 (0%)
Once or twice per month	61 (43%)	9 (45%)	78 (46%)	20 (41%)	1 (33%)	7 (18%)	1 (25%)
Once or twice per year	36 (26%)	2 (10%)	32 (19%)	18 (37%)	1 (33%)	16 (41%)	0 (0%)
Total of Respondents to this Question	141(100%)	20 (100%)	171 (100%)	49 (100%)	3 (100%)	39 (100%)	4 (100%)

- 9.2 The above table shows that usage varies greatly between the 7 community transport services that respondents were surveyed on. Across all services most people (38%) used the service once or twice per month. For Bromyard, Hereford Dial-a-Ride, Ledbury Dial-a-Ride and Leominster Community Wheels this was representative of how often most of their users used the service.

What is the main purpose of your journey by community transport?

What is the main purpose of your journey by community transport?	Number	%
School/College	6	1
Work	8	2
Food shopping	87	18
Non-food shopping	26	5
Medical appointments	295	59
Leisure/Recreation	52	10
Visiting friends/relatives	23	5
Total	497	100

Purpose of the journey	Bromyard	Hereford Dial-a-Ride	Ledbury Dial-a-Ride	Leominster Community Wheels	Hay Dial-a-Ride	Dore Community Transport	RVS Ross-on-woye
Travelling to/from school	2 (1%)	0 (0%)	1 (1%)	0 (0%)	0 (0%)	0 (0%)	1 (25%)
Travelling to/from work	2 (1%)	1 (5%)	0 (0%)	0 (0%)	0 (0%)	1 (3%)	0 (0%)
Travelling to/from shops to do food shopping	15 (11%)	11 (55%)	18 (11%)	4 (8%)	2 (67%)	9 (23%)	3 (75%)
Travelling to/from shops to do non-food shopping	6 (4%)	1 (5%)	5 (3%)	3 (6%)	0 (0%)	2 (5%)	0 (0%)
Attending medical appointments at hospital, GP or dentist	103 (73%)	3 (15%)	103 (62%)	45 (85%)	0 (0%)	22 (55%)	0 (0%)
Travelling for leisure or recreation	9 (6%)	2 (10%)	27 (16%)	1 (2%)	1 (33%)	6 (15%)	0 (0%)
Visiting friends or relatives	4 (3%)	2 (10%)	12 (7%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total of respondents to this question	141 (100%)	20 (100%)	166 (100%)	53 (100%)	3 (100%)	40 (100%)	4 (100%)

9.3 Results show that most respondents (59%) use community transport for medical appointments followed by 23% who use the services for shopping (both non-food and food). The journey purpose with fewest responses was to travel to school or college, with just 1%, and travel to work at just 1%. This is reflective of the age profile of respondents to this survey and the regular nature of these journeys.

- 9.4 For Bromyard, Ledbury Dial-a-Ride, Leominster Community Wheels and Dore Community Transport this is reflective in how their service users responded for what the main purpose of using their service was.

10 Comments

Please provide any other comments about bus or community transport services in Herefordshire.

Comments	Number	%
Pleas to keep services/journeys	103	28
Access to essential services	48	13
Other e.g. marketing, environment, Saturday services, health, tourism	42	11
General praise for services	38	10
General comments relating to transport in rural areas	34	9
Suggestions on which services/journeys could be reduced	27	7
Availability for work and leisure	18	5
Increase or decrease the frequency of services	16	4
Cost or payment towards concessions	14	4
Connecting with other services to serve other places	8	2
Suggestions/requests to change routes	7	2
Type, size and quality of buses	3	1
Good/bad comments for drivers	4	1
Comments on unreliable services/journeys	4	1
Suggestions to change the times of journeys	3	1
Overcrowding	1	0
General comments relating to transport on Sundays	1	0
Total	371	100%

- 10.1 There were 371 comments made in total and there were a wide range of comments received covering many topics. By far the most common was relating to requests to maintain certain services/routes; 28% of those providing additional comment on the survey raised this as an issue. Other common comments related to access to essential services and other comments regarding marketing, Saturday services, health and tourism.
- 10.2 In 2014, the most common comment (30%) related to accessibility, in terms of access to services rather than physical access. People raised concerns over their ability to access shops, work, education and healthcare should changes to services be made. In this consultation this was the second most popular answer, making up 13% of all comments.

11 Town and Parish Council responses

11.1 Herefordshire Council received 25 responses to the consultation from Parish, Town and City Councils as follows:

- Ashperton
- Bishops Frome
- Kinnersley & District
- Eardisland
- Fownhope
- Ewyas Harold
- Hereford City
- Luston
- Pencombe (2 respondents from the Same PC)
- Pixley & District
- Sutton St Nicholas
- Tarrington
- Whitbourne
- Wellington
- Marden
- Goodrich and Welsh Bicknor
- Shelwick
- Llangarron
- Richards Castle
- Cusop
- Sellack
- Eardisley
- Orleton
- Weobley

Summary of Parish Council Survey Results

- 18 responses said that bus services were very important and that the impact of their withdrawal would have a high impact.
- 14 agreed that Mon-Sat daytime was the priority for provision, although 2 suggested that secondary routes were important too.
- There was variation in which types of services they would prefer to see cut – 6 said market day only, 10 said town/city, and 4 said Saturday daytime.
- 5 councils suggested £5 should be the maximum subsidy per head; one said £4, three said £3, and two indicated £2.
- 11 councils indicated that residents did use community transport, 3 said they didn't, 6 didn't know and 5 didn't answer the question
- Three councils indicated that it provided funding for community transport and two for bus services.
- Those who indicated, 17 parish councils favoured a phased approach to any funding withdrawals, to allow community initiatives to be developed.
- 11 indicated they would support moves to develop community-based initiatives, although not with funding.

11.2 The full parish council consultation data is included in Appendix C.

11.3 The following table shows a summary of the further comments made by parish councils as part of Q15 of the survey:

Parish Council	Points raised
Pencombe	As we already only have one bus service a week it is hard to see how this could be cut further without causing real problems to those who live here and have no other means of transport. Other villages have a comprehensive daily service that should be considered for reduction before we lose our only very well supported lifeline
Orleton	Propose mobile lift sharing app which acts as a real-time county-wide online collection centre for people to post their request for a lift and for drivers to indicate trips where a lift is possible. Should operate on a self-service basis but to subscribers only, and cost could be funded via a small annual subscription.
Tarrington	Rural bus services are vital for residents to enable them to attend Dr's appointments, hospital and shops etc.
Weobley	<p>We are aware that our own bus service also serves residents in neighbouring parishes. Having already lost our evening services we would not like to see this provision reduced further.</p> <p>Members of the section of our community benefitting from these concessions have indicated that they would be willing to pay a nominal sum towards the cost of their travel. We understand that the concessionary fares scheme is statutory but with many local authorities facing similar funding issues we wonder that they cannot lobby government for a change to this.</p> <p>We are also served by a non-core route bus service to Leominster. Although this does not operate as frequently as that on the primary route we feel it is important to retain our historical public transport links with this market town.</p>
Cusop	The Council considers there is a contradiction between Herefordshire Council encouraging more non-car travel into Hereford and reducing support for non-car travel
Eardisley	<p>The 446 Almeley-Eardisley-Hereford bus is a vital service for this part of Herefordshire, especially as it also serves the villages of Staunton-on-Wye and Bishopstone. The buses are used by a wide range of the population, from Schoolchildren, College students and people accessing medical services- the hospital in Hereford or the doctor's surgery in Staunton and of course people travelling to Hereford to shop etc. It seems unfair that it is not classed as a core service. Rural residents already pay Council tax, they are entitled to a level of service comparable to town residents. Further suggestions included:</p> <p>Use smaller buses on routes at times that are less busy.</p>

	Hereford needs a 'Park and Ride' scheme with nippy hopper buses.
Wellington	<p>Wellington Parish Council feels that transport is an extremely important issue in all rural areas and to reduce or withdraw it would have a devastating effect on people's quality of life and potential to remain independent.</p> <p>However the Councillors felt that this consultation was not meaningful in that it did not have enough information to allow them to make informed decisions about what part the Parish Council could play in helping to maintain services in rural areas.</p>
Hereford City	Hereford City Council Parish felt that the questionnaire was geared only to undesirable outcomes, and pointed to the importance of bus services in supporting economic activity and community cohesion. It also noted that one of HC's policies was to reduce car use.
Marden	The parish only has 1 bus service, which is deemed vital for sustainability of the parish. The questionnaire does not give enough data for reasonably considered answers to be given
Sutton St Nicholas	Petition central government to make a change for pensioner bus passes for pensioners to make a contribution to their travel costs. Process to be subject to means testing.
Fownhope	Herefordshire should make every effort to maintain a network of bus services. Any moves to alternative transport need to be established before conventional services are withdrawn.
Llangarron	Old age pensioners and disabled persons are the two most critical groups likely to be affected. They are the least likely to have access to private transport.
Whitbourne	Reduce size of vehicles – save fuel and reduce costs (vehicles are often less than half full)
Ewyas Harold	Remain an important part of retaining a rural structure

12 Summary

Key points to note from the consultation exercise are as follows:

Demographics

- There were a higher proportion of female (64%) respondents to male respondents compared to Herefordshire (31%).
- The age profile is much higher than Herefordshire with 68% being over 65 years old compared to 21% in Herefordshire; 69% were retired and 62% made use of the concessionary travel scheme.
- 58% of respondents did not have access to a car compared to 84% car ownership across Herefordshire.
- 17% of respondents had a disability or illness that affects their ability to get out and about.
- The ethnicity of respondents was 92% White British which is reflective of the population of Herefordshire; 90% in total.

Travel patterns

- 90% of respondents use buses in Herefordshire with a variety of services being used, the most common were 461, 476, 492 and 33.
- Most people (80%) travelled more than once a week.
- The most common journey purpose was for food shopping (42%) followed by non-food shopping (18%) and then medical appointments and work (both 12%)

Impact of service cuts

- If their main bus service was no longer available, 34% would travel by car, 13% would travel by taxi and 10% would walk. 29% said they would have no other alternative.
- Those with no alternative are the younger age groups and those that have a disability and say the withdrawal of bus services would have a high impact on them.
- 81% of respondents said it would have a high impact on them if their main bus service was no longer available. 95% of non-car owners indicated it would have a high impact upon them.
- 66% of respondents said the bus services would affect certain groups of people in particular. By far the most common group of people affected was said to be the elderly followed by people with a disability.

Policy and Priorities

- 74% of those who answered agreed with the council's priorities on transport provision.
- When faced with making significant savings, 37% of answers were to withdraw or reduce town and city services and 34% to withdraw or reduce market day services. Saturday daytime services (18%), Monday to Friday daytime services (7%) and rural / village services (5%) were considered to be least priority for withdrawal.

Comments

- There were a wide range of comments received covering many topics. By far the most common topic was that relating to requests to maintain certain services/routes, 28% of those providing additional comment on the survey raising this as an issue. Other common comments related to access to essential services and other comments regarding marketing, Saturday services, health and tourism.

Appendix A

FULL LIST OF BUS SERVICES

Service	Route	Number	%	* Subsidised services
461	Llandrindod Wells - Kington - Hereford	230	7%	*
476	Ledbury - Hereford	219	7%	*
492	Hereford - Leominster	211	7%	
33	Hereford-Ross-on-Wye - Gloucester	174	6%	*
462	Llandrindod Wells - Kington - Hereford	125	4%	*
417	Worcester - Cradley - Ledbury	99	3%	*
490	Leominster - Orleton - Ludlow	84	3%	*
675	Ledbury - Colwall - Great Malvern	80	3%	*
X4	Abergavenny - Pontrilas - Hereford	79	3%	
426	Bodenham - Marden - Hereford	73	2%	*
420	Hereford - Bromyard - Worcester	72	2%	
32	Hereford/Ross-on Wye - Gloucester	66	2%	
34	Ross-on-Wye-Whitchurch-Monmouth	66	2%	*
440	Abbeystead-Pontrilas (Hereford via x4)	60	2%	*
446	Almeley - Eardisley - Hereford	59	2%	*
36	Hereford - Wormelow - Monmouth	57	2%	*
75	Belmont - City Centre - Hampton Park	57	2%	
501	Leominster - Cannon Pyon - Hereford	57	2%	*
132	Ledbury - Gloucester	56	2%	
39	Brecon/Hay-on-Wye - Hereford	54	2%	
401	Leominster - Barons Cross Circular	54	2%	*
406	Leominster - Barons Cross Circular	44	1%	
71	Hereford - Credenhill	43	1%	
449	Hereford - Clehonger - Madley	42	1%	
71A	Hereford - Credenhill	42	1%	
448	Bredwardine-Shenmore-Hereford	41	1%	*
76	Bartonsham circular	38	1%	*
76A	Bartonsham circular	33	1%	*
442	Clehonger - Pontrilas -Abergavenny	30	1%	*
496	Leominster – Pembridge - Shobdon	29	1%	*
413	Garway - Hereford	27	1%	*
39A	Hay-on-Wye-Golden Valley-Hereford	24	1%	*
40A	Ross-on-Wye - Town service	23	1%	*
72	Hereford City - Bobblestock	23	1%	
441	Longtown - Hereford	22	1%	*
469	Bromyard - Bishops Frome - Hereford	22	1%	
35	Ross-on-Wye - Coleford - Monmouth	21	1%	

44	Ross-on-Wye - Kings Thorn (for Hereford)	21	1%	*
491	Leintwardine - Hereford	21	1%	*
437	Tillington - Burghill - Hereford	20	1%	*
74	Hereford City - Newton Farm	20	1%	
411	Ross - Llangarron - Hereford	19	1%	*
405	Bromyard - Pencombe - Hereford	18	1%	*
495	Leominster - Pembridge - Shobdon	17	1%	*
600	Ledbury Town Service	17	1%	*
498	Bucknell - Leintwardine - Hereford	16	1%	*
31	Ross-on-Wye- Llangarron -Whitchurch	18	1%	*
459	Ledbury - Much Marcle - Ross-on-Wye	15	0%	*
489	Wigmore - Yarpole - Leominster	15	0%	*
504	Leominster - Dilwyn - Hereford	15	0%	*
460	Kington Town Bus	14	0%	*
478	Much Marcle – Putley - Hereford	14	0%	*
494	Leominster - Pembridge - Shobdon	14	0%	*
482	Bromyard - Leominster	13	0%	*
40	Ross-on-Wye Town service	12	0%	*
402	Leominster - Ridgemore -The Meadows	12	0%	*
507	Weobley - Dilwyn - Monkland - Leominster	12	0%	*
672	Bromyard - Bishops Frome - Ledbury	14	0%	*
41	Kington - Knighton	11	0%	
79	Hereford City - Redhill	11	0%	
509	Kinnersley - Dilwyn - Hereford	10	0%	*
81	Hereford City -College Green	9	0%	
454	Woolhope-Holme Lacey - Hereford	9	0%	*
479	Much Marcle - Putley -Ledbury	9	0%	*
412	Garway-Kings Thorn (for Hereford via 33)	8	0%	*
447	Bredwardine - Hereford	8	0%	
453	Fownhope - Mordiford - Hereford	8	0%	*
463	Llandrindod Wells - Kington - Hereford	8	0%	*
81A	Hereford City - College Green	8	0%	
77	Hereford City - Holmer - Bobblestock	8	0%	
88	Hereford City - The Pastures	7	0%	
400	Bromyard Town Service	7	0%	*
71B	Hereford - Credenhill (Sundays)	7	0%	
502	Leominster - Dilwyn - Hereford	6	0%	*
33A	Ross-on-Wye - Gloucester	6	0%	

54	Bridstow - Welsh Newton - Monmouth	5	0%	*
78	Hereford City - Rotherwas	5	0%	
674	Bromyard - Bishops Frome - Ledbury	5	0%	*
740	Ludlow – Leintwardine - Knighton	5	0%	
44B	Malvern - Ledbury(Summer Saturdays)	5	0%	
77A	Hereford City - Holmer - Bobblestock	5	0%	
403	Leominster - Southern Avenue	4	0%	*
477	Tillington – Burghill - Hereford	4	0%	*
79A	Hereford City Hinton - Redhill	4	0%	
436	Breinton -Hereford	3	0%	*
456	Newent-Much Marcle-Hereford	3	0%	*
488	Woofferton - Brimfield-Ashton - Leominster	3	0%	*
676	Wyche Cutting - Ledbury	3	0%	*
738	Ludlow-Leintwardine-Knighton	3	0%	
75A	Belmont - City Centre - Hampton Park	3	0%	
88A	Hereford City - Saxon Gate	3	0%	
457	Newent-Kings Caple - Hereford	2	0%	*
X15	Builth Wells - Hay-on-Wye - Hereford	2	0%	
677	Much Marcle - Gloucester	2	0%	*
782	Ross-on-Wye - Cinderford	1	0%	
802	Leintwardine Hereford	1	0%	
Total		3084	100%	

Appendix B

EQUALITY IMPACT AND NEEDS ASSESSMENT

Equality impact and needs assessment

The supported bus network

Herefordshire Council supports bus services across the county that would not otherwise be operated commercially by local bus operators. These tend to be services with lower usage and in areas where demand is more dispersed.

The Council also provides grants to a number of community transport organisations, to help them organise and provide more specific and personalised transport services for journeys that are not available by public transport, or would be very difficult or inconvenient. These services are provided through a network of volunteer car and minibus schemes.

Who benefits from the provision of supported bus services?

Bus services operate across Herefordshire and into neighbouring areas, providing access to facilities and services for all members of the community. Anyone can use a bus, regardless of age, gender or circumstance. Equally, most buses are fully accessible and available to be used by people with disabilities or parents with buggies. Bus services are mainly used by people who either have no access to a car, or who choose to use this mode for reason of cost, convenience or personal preference. Those people who have no access to a car tend to be either young (who haven't yet learned to drive), older people (who perhaps have given up driving and have free travel under the English National Concessionary Travel Scheme), or disabled people. Therefore, any reductions or withdrawal of bus services will impact disproportionately more on these people.

The provision of bus services has wider social, health and economic benefits. It supports Herefordshire's Health and Wellbeing Strategy by helping people to maintain active and independent lives for as long as possible, and contributes to their quality of life. Furthermore, it contributes to priority 3 regarding older people, whereby ensuring access to services is a key issue.

Public consultation

An extensive consultation exercise took place between August and October 2016. A response form was made available via a link on the Council's website and in hard copy format distributed through Council offices, libraries, parish councils and bus operators. The consultation particularly sought the views of users of supported bus services and looked to establish the likely impact of service reductions or withdrawals. 2011 responses were received.

What does the consultation tell us?

- Of the 2011 responses, 31% were male and 62% female.
- 68% of respondents were over 65 years of age (35% 75+).
- 39% of respondents considered that they had a disability or long term illness. Of the 785 respondents who indicated this, 42% suggested that their disability or illness limited their ability to get out and about.
- The majority of respondents were reliant on bus services, and 80% used the bus at least once per week.
- The main use of supported bus services was for shopping (60%), medical appointments (12%) and employment (12%).
- 641 people (29% of the total) indicated that they had no alternative to the bus.
- 35% (594 people) of all respondents who would be highly impacted if their main bus service was withdrawn said they had no alternative available to them.
- Across all respondents, 81% (1261) said that service withdrawals would have a high impact on them. Of these 832 (66%) had no access to a car.
- All respondents in the age group 0-15 (17 people) stated that there would be a high impact if their bus service was no longer available. 94% of those aged 16-24 said it would have a high impact, with 87% of those in the 25-44 age group.

- 91% of respondents (175 people) that had a disability that limited their ability to get out and about said they would be highly impacted. 84% (308 people) of those who had a disability that didn't limit their ability to get out and about said they would be highly impacted.

Future potential changes to the supported bus network

If further savings from the transport budget were required, a reduction in subsidies would be necessary, which would result in the part or full withdrawal of some or all supported services.

The results of the consultation exercise suggest that higher priority should be given to daytime services and rural and village services. Town and city services, along with those on market day only, were considered to have a lower priority for support. This accords with the Council's policy of maintaining a core network of interurban and rural services.

Market day bus services

Market day services tend to be more costly per user, due to their relatively low usage. However, their withdrawal would have a high impact on those people. A higher proportion of users of these bus services are older (78% over 65, compared with 68% across all respondents) and female (74%, compared with 64% overall). 24% of users had a disability that didn't limit their ability to get out, with a further 15% with a disability that did limit their ability.

72% of users of market day services were going shopping (compared with 42% for all types of bus service).

56% of users had no access to a car and 29% suggested that they would have no alternative if their service was withdrawn. 79% indicated that this would have a high impact on them. However, 18% indicated that they would be able to use their own car, with a further 21% suggesting they may be able to get a lift with someone (compared with 15% across all types of bus service).

Clearly, for some people living in rural areas these services provide a lifeline and help maintain independence. Loss of these services has the potential to increase calls on other types of support, such as the need for social care.

In rural areas there may be community-based support networks and community transport exists, particularly to assist older people to go shopping or attend medical appointments. However, affordability may be an issue as community transport is not included in the concessionary travel scheme.

There are opportunities to support new community-based transport provision in rural areas, drawing in support from parish councils and other organisations. One of the outcomes of the Total Transport project over the last 2 years is to recommend the introduction of more localised service planning and development, where communities will be supported to develop their own solutions to meet transport needs.

Town and city bus services

The services that are supported are not the main urban services in Hereford city, linking the suburbs with the city centre. They are ones that provide localised links and relatively short journeys for older and disabled people, including services within the market towns. The consultation found that a very high proportion of users were older (85% over 65 years), 76% were female and 60% having some form of disability. 62% of journeys made on these services was for shopping and 10% for medical reasons.

72% had no access to a car and 20% indicated that they would have no alternative means of making the journey. 89% of users suggested that withdrawal of these services would have a high impact on them.

However, because of the very local nature of such journeys and the fact that they are within towns, a higher proportion of users of town services compared with other types of service, indicated that they would have alternative ways of making journeys. 21% indicated that they would walk and 22% would use taxi. Furthermore, some parts of towns may also have access to other bus services as they enter the town along arterial roads. Also, community transport is available in the market towns and dial-a-ride in Hereford. However, with taxi or community transport, cost may be an issue, with the unavailability of concessionary travel.

Appendix C

PARISH COUNCIL SURVEY RESULTS

1. How important are bus services to your parish / town?

Very important	18
Reasonably important	2
Not important	0
Not answered	5

2. Who do you consider are the main beneficiaries of the bus services that serve your Parish or Town? (*tick as many as apply*)

Young people	19
Older people with bus passes	20
Disabled people	12
Children attending school	16
People going to work	16
People who don't want to use their car all the time	15

3. If bus services didn't exist in your parish / town, what alternatives would people look to?

Walking	3
Cycling	3
Car (as driver)	19
Lift with friend or relative	19
Taxi	15
Train	1
Motorcycle / moped	7
Community transport	6
No alternative	7

4. If your parish / town was no longer served by bus, what would be the impact on your community? (*tick one*)

High impact	18
Some impact	3
Low impact	1
No impact	0
Not answered	3

5. The current Local Transport Policy (LTP) suggests that priority should be given to a network of core services on Monday to Saturday during the daytime period (as shown on the map in this document). Do you agree that these services should be treated as a priority?

Not answered	5
Yes	14
No	6

If no, please say what you think should be the priority for Council support:

- No, there will be many people outside these core services who will be without access to public transport
- No. priority needs to be given to secondary services required for travel to work. The only service to Bishops Frome is non-core
- No, include secondary network in primary network. Links to Ludlow and Worcester are important.
- Cusop PC argued in its response to the Local Transport Plan consultation earlier this year that the priority network of core bus services should extend the Hereford-to-Madley route as far as Hay-on-Wye, with its continuation to Brecon also indicated. This route is as important as the core routes to other market towns such as Kington and Bromyard. Although Hay is just outside the county, it is a major tourist destination and its prosperity is as important to Herefordshire as to Powys. Indeed, Herefordshire Council markets our county as the "gateway to the Hay Festival".
- It is difficult to understand how the core services have been decided. Why is the 453/454 a core service serving the villages of Fownhope and Woolhope when the 446 is not. The 446 serves the villages of Almeley, Eardisley, Staunton-on-Wye and Bishopstone.
- No, Local bus services to and from small villages and market towns will help overcome the isolation felt by residents in the rural parts of Herefordshire, many of whom have no access to a car.

Other comments:

- Yes, but need to find ways to link in communities and time periods that are not within the core network.

6. Faced with making significant savings, which types of services do you consider should be reduced or withdrawn? (tick one or more)

Monday – Friday daytime	0
Saturday daytime	4
Rural / village services	0
Town / city services	10
Market day only services	6

7. The amount of subsidy per passenger varies between services, ranging from £0.79 to £4.55. What do you consider to be the maximum level of subsidy per passenger that is acceptable for the Council to pay?

£1	0
£2	2
£3	3
£4	1
£5	3
£6	0
£7	0
£8	0
£9	0
£10	0
Not answered	14

- There was 1 comment that there was not enough information in order to provide an answer
- 1 comment it should be appropriate to the route.
- One answer didn't specify an number, but said 50% of the regular fare

8. Do your residents use one of the county's community transport services? (tick one answer)

Yes	11
No	3
Don't know	6
Not answered	4

9. Does your town / parish council provide any funding to community transport?

Yes	3
No	16
Not answered	5

10. Which of the following measures would your Council most support to help maintain some sort of bus or community transport services in your area (*tick one only*)

Increase in bus fares	5
Fewer journeys on services (i.e. less frequent services)	0
Parish & Town Councils to fund through a higher precept on their Council Tax payers	2
Withdrawing financial support for community transport services	0
Development of new community-based self-help transport schemes	11

11. Would you be willing to fund/contribute directly to the costs of continuing any of the bus services in your area?

Yes	3
No	14
Not answered	7

- One comment that there wasn't enough provided in order to answer

If yes which ones and what level of contribution would be prepared to consider?

- Yes. Luston Group PC has agreed to contribute £500 during 2016-17 to support the 490 service to Ludlow.
- Yes. Orleton PC has agreed to contribute £2,000 during 2016-17 to support the 490 service to Ludlow.
- Yes. We already support and will continue to support two local services that are not included in the HC core network. These services run through a dozen parishes but only one other council has been prepared to share the costs with us. We would anticipate similar reluctance were we to be invited to manage and fund the 454 service which currently costs some £60k pa, ie 3 times our total precept. Our core network service is part of a contract that spreads over a large area

12. Do you already help fund community transport?

Yes	2
No	18
Not answered	4

If not would you be willing to contribute to CT costs? If yes what level of contribution would you be prepared to consider?

- Not willing to contribute while there is a bus service.
- We do not fund community transport although we are aware of the Community Wheels service operating within our community. This is a supplementary service enabling travel outside of bus operating times and to other destinations.
- More relevant to neighbouring parishes. However if feeder services were to be provided to serve neighbouring parishes, and if these services were of some benefit to our own residents then we might be prepared to help fund on a very modest basis.
- Yes, as per precept

13. Are there alternative approaches to providing transport and access for residents in your area that you consider would be beneficial?

Yes	8
No	10
Not answered	6

If yes, please indicate which approaches and the role the parish/town council would have in taking these forward? Examples you might consider would be to promote lift sharing, direct commissioning of transport services (such as by Fownhope Parish Council and Hereford City Council), working directly with service providers to consider making services more accessible.

- Yes. Use school buses better, so that they can collect fares.
- Yes. Lift Sharing
- Re-opening of stoke Edith train station
- Yes. The Council would be willing to help promote lift sharing.
- Potential community “good neighbour” scheme where volunteers may offer lifts to users for mileage cost cover. Parish Council may consider contribution to cover set up costs of meetings, minor admin costs.
- Yes, promote lift sharing
- Yes. Reinstate rail station at Pontrilas

Other comments:

- No. More dialogue between HC and parish councils about alternative approaches would be helpful. It is difficult to comment when PCs are given no indications of costs.
- None at the moment. Self-help options such as lift sharing do not currently exist formally.
- We already run two local services

14. If Herefordshire Council decides to further reduce funding for bus and community transport services, how would you prefer to see this implemented? (tick one only)

Withdraw financial support as soon as possible, in order that the Council can make savings quickly and protect other Council services	1
Phase the withdrawal of funding over the next 2 years, to provide time to adjust and for other self-help transport schemes get established	17
Not answered	7



Meeting:	Cabinet
Meeting date:	6 April 2017
Title of report:	Corporate delivery plan 2017/18
Report by:	Cabinet member economy and corporate services

Classification

Open

Key decision

This is not a key decision.

Wards affected

Countywide

Purpose

To agree the activities and measures within the corporate delivery plan 2017/18.

Recommendation(s)

THAT:

- (a) the draft corporate delivery plan 2017/18 at appendix A be approved.

Alternative options

- 1 Cabinet may: amend or revise the proposals, but in doing so regard must be made to ensuring any changes continue to demonstrate how the corporate plan 2016-2020 is to be implemented and that the proposals can be delivered within the agreed budget.

Reasons for recommendations

- 2 Cabinet is asked to approve the key activities that will be used to demonstrate how the priorities for the council are to be delivered. Regular reports will be presented to cabinet on performance against delivery of the key activity and achievement of the measures.

Key considerations

- 3 The corporate delivery plan 2017/18 is attached at appendix A. It is aligned to the four corporate priorities agreed in the [corporate plan 2016-2020](#) that direct and underpin everything that we do: enable residents to live safe, healthy and independent lives; keep children and young people safe and give them a great start in life; support the growth of our economy; and secure better services, quality of life and value for money. It will remain a live document and will continue to evolve throughout the year.
- 4 The plan is a key document in helping us ensure that the council has a co-ordinated approach across all directorates to delivering these four key priorities and supporting some of the most vulnerable people in our society. For example, the children and young people's plan is a countywide plan that is the responsibility of all council departments and all partner agencies to ensure that we are keeping children and young people safe and giving them a great start in life. The corporate plan sets out the actions that the council as a whole will be taking to collectively improve outcomes for our children and young people and vulnerable adults.
- 5 Targets are being established for a number of measures in the corporate delivery plan to support performance monitoring, some of which rely on the availability of year-end outturns to better inform the target setting process.

Community impact

- 6 The corporate delivery plan 2017/18 demonstrates how the council intends to achieve its vision for the people of Herefordshire, and continues to draw from the evidence base available through Understanding Herefordshire.

Equality duty

- 7 The Public Sector Equality Duty (PSED) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.
- 8 Increasing equality of opportunity and access, and reducing inequalities, underpin the corporate plan, and consequently the corporate delivery plan. Individual elements of activity within the corporate delivery plan will undergo equality impact assessments as an integral part of their planning and implementation.

Financial implications

- 9 There are no direct implications arising from this report. Proposals within the corporate delivery plan 2017/18 will be delivered within the budget agreed by Council on 3 February 2017, and include activities to deliver the savings required for a balanced budget.

Legal implications

- 10 There are no legal implications arising directly from the recommendations of this report. The legal implications of any decisions to be taken by the executive in implementing the corporate delivery plan will be set out within the relevant decision report.

Risk management

- 11 The corporate plan and delivery plan are integral elements of the council's [performance, risk and opportunity management framework](#) (PROM). Risks associated with each objective and project are entered onto the relevant service or directorate risk register and escalated as appropriate. The corporate risk register is a living document and is reviewed monthly by management board and cabinet.

Consultees

- 12 The views of residents and the community were captured as part of the priorities and budget consultation which ran throughout the summer of 2015, and were used to confirm the priorities; and the results of the budget consultation 2016 helped inform consideration of the activities required to meet priorities during the coming year.
- 13 A draft of the corporate delivery plan was considered by the Health and Wellbeing Board on 28 March, in order to assure that the plan was sufficiently aligned to support achievement of the health and wellbeing strategy. It was noted that the Health and Wellbeing strategy priorities aligned broadly with those contained within the draft corporate delivery plan.

Appendices

Appendix A – corporate delivery plan 2017/18

Background papers

- None identified.

Corporate Delivery Plan 2017/18

Enable residents to live safe, healthy and independent lives		
Objective	1	Improve the provision of good information and signposting to enable people to support themselves and each other, getting the right help at the right time as needs change
	2	Build supportive relationships and resilient communities, acting as a catalyst for communities to become stronger
	3	Build services that help people get back on track after setback or illness and support disabled people to be independent, including through ensuring the provision of good quality housing
	4	Ensure that care and support is personalised, of good quality, that it addresses mental, physical, and other forms of wellbeing and is better joined-up around individual needs and those of their carers
	5	Work with the community to devolve services and assets where quality can be improved through local delivery
	6	Combine the use of facilities to create a network of Health and Wellbeing hubs, shaped by and serving local communities
	7	Ensure safe and secure neighbourhood environments, with attractive, safe surroundings, and good quality local amenities which enable people to enjoy life where they live
	8	Help create a strong sense of community where people feel they belong and have the confidence to get involved
<p>For 2017/18 we will:</p> <ul style="list-style-type: none"> • Further develop the Wellbeing Information and Signposting for Herefordshire (WISH) website to offer a broad range of local wellbeing support and care options to help people find activities and services in their area. Enhancements to the current online service to include greater search functionality, newsfeed and an easier registration process for providers • Facilitate closer networking between the information and advice services provided by the council and various local voluntary sector bodies in order to maximise the effectiveness and coherence of the offer and reduce duplication and hand-offs between organisations • Develop a sustainable network of organisations across the county that are able to promote key public health messages and offer behaviour change support to the wider community, including children, young people and families. This will include four levels of support, ranging from information and advice to 1-2-1 support. Develop a framework of guidance and resources to support the organisations involved in the network, with the aim of this becoming self-sustaining in due course¹ • Further develop the Healthy Lifestyle Trainers Service to provide information and motivation for behavioural change to individuals and communities to improve their health and wellbeing² • Work in partnership with the Clinical Commissioning Group (CCG) to fully implement the Healthier You Diabetes Prevention Programme² • Increase uptake of NHS Health Checks for early detection of risk factors for 		

Delivery of the Adults Wellbeing Plan 2017-2020

¹ Public Health grant funded

² Public Health grant funded, nationally mandated

<p>cardiovascular disease by providing information and signposting to reduce avoidable risks²</p> <ul style="list-style-type: none"> • Improve the accessibility of information and the ability to transact easily with the council via the web by further developing the council's website; and support people to connect to the web by extending the broadband network across the county and providing training on digital use • Build stronger links between statutory services and voluntary and community services by effective community mapping to understand the support and resources available in local communities and identify areas for further development of capacity by the community • Implement a new role within adult social care that develops creative support and care plans by incorporating local community resources and blends with formal care provision if required (built on a strengths based assessment) • Reduce fuel poverty through energy efficiency projects • Promote community cohesion in Herefordshire supporting the Prevent Strategy and Community Safety Strategy implementation • Support volunteering, recognising its role in the local economy and in strengthening communities • Establish closer links with a range of community organisations to support the operations of facilities for children and co-ordination of the health and wellbeing offer to families² • Deliver Strengths Based Assessment Training for all social work assessments, ensuring the focus is on what people can do for themselves • Recommission our home care services to support people to regain independence • Maximise use of Disabled Facilities Grants (DFGs) to ensure people are able to remain at home through adaptations and home improvements • Implement our assistive technology programme to support people with learning disabilities to live in the community rather than in residential care following successful award of housing bid • Develop a new carers strategy, in partnership with carers and their advocates, and start to implement its priority actions • Redesign adult social care short term care pathway using a strengths based model of practice, a new care planning function and improved systems and processes to improve outcomes • For the adult population as a whole, deliver a wide range of public health campaigns and services, examples include substance misuse service, sexual health services, stop smoking service and annual flu vaccinations² • Work with health partners to ensure services are joined up effectively and maximise the use of resources • Maintain the quality of residential and nursing care as being amongst the best in the country by embedding a quality assurance framework as part of the contract management process • Increase uptake of NHS Health Checks for early detection of risk factors for cardiovascular disease and thereby provide information and signposting to reduce avoidable risks² • Focus engagement with parish councils on increasing local capacity to preserve and manage locally important services/assets and promote best practice to meet community needs, completing next phase transfers of assets and services to town and parish councils and community groups 	
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<ul style="list-style-type: none"> • Reach additional premise with the fibre network and support businesses and residents to overcome barriers to going on-line, by delivering Fastershire phase 2 • Utilise local activities to increase levels of physical activity (ActiveHere)² • Influence the development of appropriate housing through linking the needs of vulnerable people and housing development • Deliver the Local Transport Plan (LTP) Programme, providing an enhanced, accessible, safe and integrated transport network supporting economic growth • Work with partners, including the Police, through the Herefordshire Community Safety Partnership to reduce crime and anti-social behaviour • Support market towns and rural communities to identify local priorities for delivery within and through the Invest Herefordshire Economic Vision • Project development support to maximise funding for projects in the county • Enable members of the public to report faults and defects via the web in an easy to use way (be our 'eyes and ears') 		
How will we measure progress?		
<i>Relevant objective</i>	<i>Measure</i>	<i>Target</i>
1	Increase the take up of the NHS Health Check programme	60%
2	% of residents who volunteer	
2	% of households fuel poor in Herefordshire (annual in arrears, 2 year lag)	
3	Reduce the rate of younger adults needing permanent placements in residential and nursing care homes (aged 18-64)	
3	Reduce the rate of older people needing permanent placements in residential and nursing care homes (aged 65+)	
3	Reduce the rate of delayed transfers of care from hospital which are attributable to adult social care	
3	Increase the proportion of older people who are still at home 91 days after discharge from hospital into reablement/rehabilitation services	
3	Increase the number of affordable housing units delivered	
3	Reduce the number of households in temporary accommodation	
4	Improve the overall satisfaction of people who use services with their care and support	
4	Maintain, and seek to improve still further, the quality of life for people with care and support needs	19.6
4	Increase the proportion of people using social care services who receive a direct payment	45%
4	Improve the proportion of cases where a social care service is delivered within 28 days of referral	80%
4	Increase the proportion of clients in receipt of long term social care that are reviewed	80%
5 & 8	No. of assets and services transferred	
6	No. of health and wellbeing networks	
7	Maintain the proportion of completed safeguarding enquiries	80%

	where the clients' safeguarding outcomes are met	
7	Reduce anti-social behaviour	<6,558
7	Increase the proportion of hate crime incidents that are reported	>78

Keep children and young people safe and give them a great start in life		
Objective	1	Provide early help to 600 families to help them to improve education, health and employment outcomes
	2	Reconfigure £3.5 million to deliver early years services including children centre services, health visiting and school nursing to improve the health, well-being, developmental and educational outcomes of children aged 0-5 years
	3	Make improvements so that the estimated 8,620 children and young people that require support with their mental health or emotional resilience are identified and supported to access help in a timely manner
	4	Continue to develop a range of provision that can effectively identify and respond to safeguarding risks and needs; from the initial signs of the call for early help to a range of evidence-based interventions for a variety of complex situations
	5	Develop better evidence based approaches to support young people in adolescence to ensure a more successful transition to adulthood
	6	Promote and enable access to universal opportunities and services for children with disabilities and their families and ensure a range of provision to meet identified need
	7	Champion the attainment of all children and diminish the difference for vulnerable groups, particularly for children and young people who are eligible for free school meals
<p>For 2017/18 we will:</p> <ul style="list-style-type: none"> • Develop and deliver the Early Help Action Plan with partners to deliver the Early Help Strategy and reduce the reliance on high threshold services • Continue to implement the Integrated Early Years strategy • Review facilities for early years to maximise their use and stronger community involvement • Establish a development programme for early years, including re-commissioning and decommissioning of services that has a revised service offer in place from April 2018 • Improve healthy eating / physical activity / weight management / oral health in the first year of birth. At age 2-3, reception year at school and years 6 and 9 – develop a comprehensive and structured approach to support early years settings, schools and families² • Align services and stimulate the market, including raising awareness of mental health issues as part of the council's contribution to the development of an all age mental health pathway for Herefordshire • Deliver mental health training and support for tiers 1 and 2 for frontline staff working with children and young people • Ensure robust pathways in place for maternal and perinatal mental health • Review the effectiveness of the Herefordshire Intensive Support Programme • Implement and review the effectiveness of the revised Multi Agency Safeguarding Hub (MASH) • Herefordshire Safeguarding Children Board (HSCB) to ensure that all professionals understand their Threshold of Need Guidance • Ensure that child protection decisions are informed by evidence of impact upon the child through revised case conference guidance 		
		Delivery of Herefordshire Council's contribution to the Herefordshire Children and Young People's Plan 2015-2018

<ul style="list-style-type: none"> • Implement the Threshold of Care Panel process to ensure that children become looked after only when it is in their best interests to be so • Embed the Single Social Work Assessment across social work teams • Review the 'step down' process for children who will be supported outside of children's social care • Improve the reliability of data to identify young people who are 'not known' • Increase the numbers in education, training or employment (ETE) • Assess the second year impact of pilot projects to ensure young people are engaged in education and training post 16 years of age and develop a sustainable model for September 2017 onwards • Develop a wider range of accommodation options for young people • Develop a family-held information tool to facilitate improved sharing of information between families and practitioners and young people and supports the 'tell us once' approach • Improve the quality, range and usage of information held of children and young people with special educational needs and disabilities (SEND) as part of the 'Local Offer' • Develop a model of link working to help families navigate the multi-disciplinary systems and processes associated with disability • Review current gaps in post-16 educational provision for young people with learning difficulties and develop proposals to address these gaps • Challenge and support schools and settings, through work with leading head teachers on the Herefordshire School Improvement Partnership, to achieve top quartile results for their pupils • Hold schools and settings accountable for the attainment and progress of pupils who are entitled to free school meals (FSM) or those that have been eligible for FSM in the last six years (Ever 6) supported by the pupil premium through the council's learning and achievement team's risk assessment and forward target-setting processes • Support more children with reading through a campaign in libraries to support their reading and learning 		
How will we measure progress?		
<i>Relevant objective</i>	<i>Measure</i>	<i>Target</i>
<i>NB. Targets for education outcomes will be updated in the new academic year</i>		
1	Reduce the attainment gap at age 16 between free school meal pupils and their peers	15 points difference in attainment score 8
1 & 5	Increase the proportion of pupils attending a school and or setting that is good or outstanding: Primary Secondary	88% 87%
1 & 5	Herefordshire Children are at or above the national comparative indicator of attainment and progress at 16	48.0
2	Improve education outcomes at age 5	70%
2 & 3	Improve health outcomes at age 5	
3 & 4	Reduce the number of children being referred to children's social care for a service	

5	Decrease the number of children requiring accommodation help from the local authority	
5	Increase the number of 17 and 18 year olds sustaining a place in education, training or employment including apprenticeships	Baseline Q1 2017/18 Target to be set Q2 onwards
4	Care proceedings completed within 26 weeks	100%
6	Number of children that take part in summer reading challenges	
5 & 6	Increase the number of young people and families accessing the local offer information and finding it useful	Baseline Q1 2017/18 Target to be set Q2 onwards

Support the growth of our economy		
Objective	1	Support economic growth and connectivity (including broadband, local infrastructure, transport and economic development)
	2	Finalise and implement plans that strengthen and diversify the economy of Herefordshire
	3	Make the best use of existing land and identify new opportunities to enable existing businesses to stay and expand, and for new businesses to locate to the area
	4	Make Herefordshire more attractive to younger age groups for a more balanced age profile, improving local access to skills training so that everyone can benefit from economic prosperity
	5	Continue to work with further and higher education and we will support the development of a new university for Hereford, identifying buildings for teaching and student accommodation
	6	Have good quality housing to meet everyone's needs
	7	Support the improvement in quality of our natural and built environment, bringing about quality development to enable sustainable growth, addressing the need for better business space, affordable homes and student accommodation across the county
	8	Improve the county's energy efficiency and reduce the carbon footprint
	9	Ensure that the infrastructure is in place to prevent and improve community resilience to flooding
	10	Continue to work with the Local Enterprise Partnership (LEP) and government with a focus on: employment creation and business support; skills; health transformation; transport; broadband; property and finance; and governance
	11	Have vibrant town centres with shops, restaurants and leisure facilities that keep people spending locally
For 2017/18 we will:		
<ul style="list-style-type: none"> • Launch the Invest Herefordshire Economic Vision and engage with key stakeholders and partners across the county and commence working on delivery of shared priorities • Deliver the Public Realm annual plan 2017/18 • Bring forward the re-supply of car parking for Hereford City, including developing detailed proposals for a multi-storey car park • Develop the South Wye Transport Package: Southern Link Road and associated active travel measures • Develop the Hereford Transport Package: Hereford Bypass and Active Travel measures • Develop the Hereford City Centre Transport Package: City Link Road and Public Realm Improvements (including the Transport Hub) • Deliver the Hereford City Centre improvements: High Town refurbishments; St Owen Street contraflow; on-street parking charges; and residents parking • Deliver the LTP Programme, providing an enhanced, accessible, safe and integrated transport network supporting economic growth • Assist county businesses to secure growth funding and obtain specialist business advice • Implement the Enterprise Zone delivery plan, including progressing the planned delivery of the shell store incubation centre • Achieve full profiled spend on Growth Deal projects 		

- Progress feasibility study and infrastructure funding applications to enable delivery of the Model Farm employment site
- Develop the infrastructure and use of existing facilities and open spaces to increase levels of physical activity
- Support work place health through the Health and Wellbeing Network Model
- Secure funding for small and medium-sized enterprises (SME) from the EU Programme and other external grants
- Run a series of training, seminars and one to one advice sessions for businesses of making the most of the fast broadband speeds (Fasterbusiness)
- Continue the development of neighbourhood plans and publish the draft Hereford Area Plan for public consultation
- Deliver the agreed LEADER programme
- Support developer in securing funding support for the Leominster Link Road
- Deliver the Corporate Property Strategy
- Continue to improve and enhance the county's retail and leisure offer
- Support the proposed New Model in Technology & Engineering (NMITE) University
- Appoint the development partner through which council owned land will be developed for new mixed-tenure housing, and support Construction Industry Training Board (CITB) skills training/delivery through the development of the development partnership project
- Influence the development of appropriate housing through linking the needs of vulnerable people and housing development
- Progress the Minerals and Waste Local Plan to public consultation
- Progress the Travellers Sites Development Plan to public consultation
- Develop the Rural Areas Site Allocation development plan documents
- Deliver the Access Fund behavioural change campaign
- Following the appointment of the development partner, commence delivery of new homes including accommodation for students in Higher Education
- Reduce fuel poverty through energy efficiency project
- Continue to implement energy efficiency initiatives in order to reduce cost and energy usage
- Continue to work with our communities and partners to minimise the impacts of flooding, and deliver the drainage works identified in the LTP
- Ensure preparedness to respond to government policy on devolution and combined authorities
- Support the City of Culture bid
- Progress the development of the fire damaged buildings at 16-18 High Town
- In addition to supporting rural parishes we will continue to support market town councils in developing their neighbourhood plans, including potential approaches to delivering improvements to the local economy and town centres
- Promote the Black and White House museum as a major visitor attraction for the city, introducing new displays and marketing
- Support the sustainability of libraries through working closely with community organisations, establishing community libraries, multi-use of sites for functions and services, encouraging users to use self-service option and generating additional income

How will we measure progress?		
<i>Relevant objective</i>	<i>Measure</i>	<i>Target</i>
1 & 3	No of business start-ups still operating after 24 months	
1 & 3	LEADER: creating jobs and supporting small and micro businesses	100% spend against profile
1 & 3	Increase the % of working age population in employment	
1, 3, 5 & 11	Higher median workplace based earnings with a reduced gap between Herefordshire and the West Midlands; and a higher overall employment rate	
3	Number of businesses supported by Fastershire	
2	Minimise the number of people killed or seriously injured in road traffic collisions (3 year average)	75
2	Condition of Principal; Non-Principal Roads (B/C roads); and Unclassified Roads	
2	Increase levels of cycling	
2	Improve bus punctuality	90%
2	Improve average journey time for multiple routes across the urban area in the morning weekday peak period	19 minutes
2	% of county premises with access to Next Generation Access (NGA) broadband	87%
3	Supply of ready to develop housing sites	
7 & 8	Delivery of strategic housing sites across the county, in accordance with the Core Strategy	25%
3	Reduce anti-social behaviour	<6,558
3 & 7	Net additional homes provided	850
3, 8 & 11	Investment achieved through the EU, Government and other funding programmes	
4	Improve processing rates for planning applications: Major Minor Other	60% 65% 65%
4	Increase the proportion of appeal decisions that are dismissed	65%
5 & 6	Reduce the number of 16-19 year olds not in education, employment or training	
8	Reduce the amount of Residual Household Waste per Household per year	<540kg
8	Increase the % of household waste that has been recovered for recycling and reuse	41%
8	Reduce energy consumption and CO2 emissions from Herefordshire Council's operations	34%

Secure better services, quality of life and value for money		
Objective	1	Secure the highest possible levels of efficiency savings and value for money to maximise investment in front-line services and minimise council tax increases
	2	Ensure our essential assets, including schools, other buildings, roads and ICT, are in the right condition for the long- term, cost-effective delivery of services
	3	Review management of our assets in order to generate on-going revenue savings, focusing on reducing the cost of ownership of the operational property estate by rationalising the estate and by improving the quality of the buildings that are retained
	4	Apply appropriate regulatory controls
	5	Design services and policies that support positive engagement and interaction with residents, including the use of information technology, to improve customer experience and ability to access a range of services on-line
	6	Further improve commissioning and procurement to deliver greater revenue efficiencies and savings
	7	Recruit, retain and motivate high quality staff, ensuring that they are trained and developed so as to maximise their ability and performance
	8	Be open, transparent and accountable about our performance
	9	Work in partnership to make better use of resources, including sharing premise costs through co- location of services and local solutions for community used facilities such as libraries
<p>For 2017/18 we will:</p> <ul style="list-style-type: none"> • Manage our finances effectively to secure value for money and deliver a balanced budget • Deliver agreed savings plans • Deliver the Public Realm annual plan 2017/18 • Deliver the capital programme works: integrated transport; bridges; safety and maintenance • Deliver the Schools Capital Investment Strategy to guide investment and provide high quality learning environments for pupils through Real Planning events. These will establish a programme of change and investment, focussing on the priority areas of the strategy, and in particular: the Golden Valley; Ledbury (Colwall School); South Wye (Marlbrook School); and special school provision • Enable more archives to be digitally catalogued to support easy access material • Work with partners to procure and deploy a new wide area network to connect Herefordshire organisations and locations, which may extend to include the NHS network; reviewing and refreshing the provision of Wi-Fi in our corporate buildings • Roll out the programme of replacing ICT assets which are obsolete or have reached the end of their useful life, including the replacement of the network switches which run our wide area network and connect council buildings across the county • Approve the Health Safety Wellbeing and Equality Plan • Deliver a programme of property investment • Complete sale of the smallholdings estate by October • Review facilities for early years to maximise their use and stronger community involvement • Co-locate Hereford customer services with Job Centre Plus 		

- Work with partners to make best use of public sector land assets
- Draft revisions of outstanding sections of the constitution for adoption by Council in May and develop and implement a programme of communication and training to ensure that employees, elected members, partners and the public are aware of their respective rights and responsibilities as set out in the constitution
- Ensure a successful outcome for the council in any litigation claims that it faces
- Continue delivering the communications strategy to improve engagement and communication with communities and interested parties
- Further improve the council's website to build on the development in 2016/17 to access more services on-line in an easily to use way
- Operate the Black and White House as a key visitor attraction for Hereford and develop the market town libraries in offering different opportunities for visitors, such as health and well-being services
- Implement a new commissioning strategy, and carry out robust contract management to achieve value for money, and undertake procurement activity in line with best practice and legal requirements to secure best value
- Improve organisational effectiveness through our people by: improving staff induction processes; delivering a wellbeing strategy; improving staff engagement
- Assess workforce development needs and design a new training offer which makes the best possible use of apprenticeships and the apprenticeship levy
- Provide quarterly performance and budget reports to Cabinet
- Implement the Annual Governance Statement action plan
- Continue to develop our key public estate sites
- Lead the 'One Herefordshire' public sector reform
- Undertake a series of community governance reviews working with parishes and considering local issues

How will we measure progress?

<i>Relevant objective</i>	<i>Measure</i>	<i>Target</i>
1	Increase the number of new council tax registrations	
1	Improved collection rates for Council Tax and Business Rates	
1	Net new business rates achieved	
1	Improve the processing of housing benefit claims	
4	Spend within the council's overall budget	Balanced budget
4	Achieve £6.85 million savings in 2017/18	£6.85 million
4 & 7	Mandatory training compliance for all eligible staff	
4 & 8	Compliance with the Information Governance (IG) Toolkit	
5 & 9	Visits to the council's website	
7	Reduce absence (sickness rates)	
7	Improvement in employee engagement index (measured through staff survey)	