

Agenda

General scrutiny committee

Date: **Monday 8 October 2018**

Time: **2.00 pm**

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

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

For any further information please contact:

Tim Brown, Governance Services

Tel: 01432 260239

Email: tbrown@herefordshire.gov.uk

If you would like help to understand this document, or would like it in another format, please call Tim Brown, Governance Services on 01432 260239 or e-mail tbrown@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of the General scrutiny committee

Membership

Chairman **Councillor WLS Bowen**
Vice-Chairman **Councillor BA Baker**

Councillor SP Anderson
Councillor JM Bartlett
Councillor AW Johnson
Councillor A Warmington
Councillor SD Williams

Agenda

		Pages
1.	<p>APOLOGIES FOR ABSENCE</p> <p>To receive apologies for absence.</p>	
2.	<p>NAMED SUBSTITUTES</p> <p>To receive details of members nominated to attend the meeting in place of a member of the committee.</p>	
3.	<p>DECLARATIONS OF INTEREST</p> <p>To receive any declarations of interest by members.</p>	
4.	<p>MINUTES</p> <p>To receive the minutes of the meetings held on 2 July 2018 and 18 July 2018.</p>	9 - 66
5.	<p>QUESTIONS FROM MEMBERS OF THE PUBLIC</p> <p>To receive any written questions from members of the public.</p> <p>Details of the scheme and related guidance are available here:</p> <p>https://www.herefordshire.gov.uk/info/200148/your_council/61/get_involved</p> <p>Please submit questions to councillorservices@herefordshire.gov.uk</p> <p>The deadline for the receipt of questions is Tuesday 2 October 2018 at 5.00 pm.</p> <p>Accepted questions will be published as a supplement prior to the meeting.</p>	
6.	<p>QUESTIONS FROM MEMBERS OF THE COUNCIL</p> <p>To receive any written questions from members of the council.</p> <p>Deadline for receipt of questions is 5.00 pm on Tuesday 2 October 2018.</p> <p>Accepted questions will be published as a supplement prior to the meeting.</p> <p>Please submit questions to councillorservices@herefordshire.gov.uk</p>	
7.	<p>ECONOMIC DEVELOPMENT STRATEGIES REVIEW</p> <p>To identify any recommendations to be made to the cabinet member on the general ambition and vision of the Marches Local Enterprise Partnership draft strategic economic plan.</p>	67 - 112
8.	<p>WORK PROGRAMME</p> <p>To review the committee's work programme.</p>	113 - 148

9. DATE OF NEXT MEETING

The next scheduled meeting is Monday 30 November (10.15 am)



The public's rights to information and attendance at meetings

You have a right to: -

- Attend all Council, Cabinet, committee and sub-committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all committees and sub-committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all committees and sub-committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, committees and sub-committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, committees and sub-committees and to inspect and copy documents.

Public transport links

The Shire Hall is a few minutes walking distance from both bus stations located in the town centre of Hereford.

Recording of this meeting

Please note that filming, photography and recording of this meeting is permitted provided that it does not disrupt the business of the meeting.

Members of the public are advised that if you do not wish to be filmed or photographed you should let the governance services team know before the meeting starts so that anyone who intends filming or photographing the meeting can be made aware.

The council makes official audio recordings of meetings. These Recordings are available via the council's website.

The reporting of meetings is subject to the law and it is the responsibility of those doing the reporting to ensure that they comply.

Fire and emergency evacuation procedure

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit and make your way to the Fire Assembly Point in the Shire Hall car park.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

The Chairperson or an attendee at the meeting must take the signing in sheet so it can be checked when everyone is at the assembly point.

Guide to General Scrutiny Committee

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

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

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

The General Scrutiny Committee consists of 7 Councillors.

Councillor WLS Bowen (Chairperson)	Herefordshire Independents
Councillor SP Anderson	Conservative
Councillor BA Baker (Vice-Chairperson)	Conservative
Councillor JM Bartlett	Green
Councillor AW Johnson	Conservative
Councillor A Warmington	It's Our County
Councillor SD Williams	Conservative

The committees have the power:

- (a) to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive,
- (b) to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are the responsibility of the executive,
- (c) to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the executive,
- (d) to make reports or recommendations to council or the cabinet with respect to the discharge of any functions which are not the responsibility of the executive,
- (e) to make reports or recommendations to council or the cabinet on matters which affect the authority's area or the inhabitants of that area
- (f) to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions and to make reports or recommendations to the council with respect to the discharge of those functions. In this regard crime and disorder functions means:
 - (i) a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment); and
 - (ii) a strategy for combatting the misuse of drugs, alcohol and other substances in the area; and
 - (iii) a strategy for the reduction of re-offending in the area
- (g) to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and make reports and recommendations to a responsible person on any matter it has reviewed or scrutinised or to be consulted by a relevant NHS

body or health service provider in accordance with the Regulations (2013/218) as amended. In this regard *health service* includes services designed to secure improvement—

- (i) in the physical and mental health of the people of England, and
- (ii) in the prevention, diagnosis and treatment of physical and mental illness
- (iii) And any services provided in pursuance of arrangements under section 75 in relation to the exercise of health-related functions of a local authority.

(h) to review and scrutinise the exercise by risk management authorities of flood risk management functions or coastal erosion risk management functions which may affect the local authority's area.

The specific remit of the general scrutiny committee includes:

- Services within the economy, communities and corporate directorate
- Corporate performance
- Budget and policy framework matters
- Statutory flood risk management scrutiny powers
- Statutory community safety and policing scrutiny powers

Who attends general scrutiny committee meetings?

Coloured nameplates are used which indicate the role of those attending the committee:

Pale pink	Members of the committee, including the chairman and vice chairman.
Pale Blue	Cabinet Members – They are not members of the committee but attend principally to answer any questions the Committee may have and inform the debate.
Orange	Officers of the council – attend to present reports and give technical advice to the committee
Green	People external to the Council invited to provide information to the committee.
White	Other councillors may also attend as observers but are only entitled to speak at the discretion of the chairman.

HEREFORDSHIRE COUNCIL

MINUTES of the meeting of General scrutiny committee held at Council Chamber, The Shire Hall, St Peter's Square, Hereford, HR1 2HX on Monday 2 July 2018 at 10.15 am

Present: Councillor WLS Bowen (Chairperson)
Councillor BA Baker (Vice Chairperson)

Councillors: SP Anderson, JM Bartlett, JF Johnson, A Warmington and SD Williams

In attendance: Councillor AJW Powers

Officers: J Coleman - Democratic Services Manager/Statutory Scrutiny Officer

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor AW Johnson.

2. NAMED SUBSTITUTES

Councillor JF Johnson substituted for Councillor AW Johnson.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTES

RESOLVED: That the minutes of the meeting held on 9 April 2018 be approved as a correct record.

5. QUESTIONS FROM MEMBERS OF THE PUBLIC

A copy of the question and answer received is attached at appendix 1.

6. QUESTIONS FROM MEMBERS OF THE COUNCIL

None.

7. WORK PROGRAMME

The committee reviewed its work programme.

The principal issues for discussion were as follows:

Hereford Transport Package Options – Phase 2

There was a consensus that the Committee should undertake pre-decision scrutiny of this matter. It was observed that in doing so it would be important to ensure that there was consistency between the papers submitted to the Committee and those to be presented to Cabinet.

Several questions submitted by members of the public for consideration by the Committee had been redirected to Cabinet. Clarification was sought on how these would now be treated given the intention to undertake pre-decision scrutiny. It was noted that this would be brought to the Monitoring Officer's attention.

Membership of Minerals and Waste Panel

Councillor Williams indicated that he would like to serve on the Panel.

Task and Finish Group – Highway Maintenance – Pothole Repairs

There was a consensus that a group should be appointed to undertake this review.

Councillors Baker, Bowen and Williams indicated that they would wish to serve on the Group. It was agreed that group leaders be invited to nominate one further member from their group to serve if they were interested in doing so.

Members emphasised the significance of this issue to local communities and authorised the Statutory Scrutiny Officer, following consultation with the Chairperson and Vice-Chairperson to amend the scoping statement appended to the report to reflect their wish that this should be a thorough exercise that involved consultation with Town and Parish councils.

Consideration of Matters raised at the scrutiny workshop

A number of suggestions for scrutiny had been proposed at the scrutiny workshop on 4 June. A commentary on these proposals and a proposed course of action was set out at appendix 2 to the report.

The Committee's consideration of these suggestions is set out in appendix 2 to these minutes and the work programme amended accordingly.

RESOLVED:

- That**
- (a) the draft work programme as set out at appendix 1 to the report be approved, subject to taking account of the decisions reflected in appendix 2 to these minutes;**
 - (b) Councillor SD Williams be appointed to serve on the Minerals and Waste standing panel; and**
 - (c) (i) a task and finish group on highway maintenance – pothole repairs be established to undertake the work outlined in the draft scoping statement (Appendix 3 to the report), subject to the Statutory Scrutiny Officer being authorised to amend the statement following consultation with the Chairperson and Vice-Chairperson to reflect the committee's request that the review include consultation with Parish and Town Councils; and**
 - (ii) Councillors Baker, Bowen and Williams be appointed to serve on the group and group leaders each be invited to nominate one further member from their group to serve if they were interested in doing so.**

8. DATE OF NEXT MEETING

Wednesday 18 July 2018 at 10 am.

Monday 10 September 2018 at 10.15 am.

Appendix 1 - Public Question and Answer

Appendix 2 - Outcome of consideration of suggestions for scrutiny proposed at the workshop on 4 June

The meeting ended at 11.55 am

CHAIRMAN

PUBLIC QUESTIONS TO GENERAL SCRUTINY COMMITTEE – 2 July 2018

Question 1

J Lagoutte - Hereford

Please could you provide some clarification under the item 'Use of Green space – keeping people well and looked after'. Comments read "Currently work is progressing on technical work to enable a housing/employment site options consultation to be undertaken later in the summer". What does this mean? Does it mean the council is considering building on green spaces?

Response

The Core Strategy contains a county wide policy which applies when development proposals are advanced on areas which would constitute open space (policy OS3). The Hereford Area Plan (HAP) will be able to identify important open spaces on the policies map (an OS base map) and may include more detailed policies for open spaces if necessary. Work is ongoing to examine the qualitative and quantitative need for open space in Hereford as part of developing the evidence for the draft plan.

In respect of the housing/employment land site options consultation it is important that all options are considered at this stage in the process and the sites identified in the consultation document originate from a range of sources, including officers, members of the public, landowners and developers. The site options are likely to include a number of open spaces.

However, at this stage all sites which form part of the consultation remain as "options" and not "proposals". The context for consideration of the merits of any open space site for inclusion as a preferred/draft plan allocation (following the consultation) will include consideration of its current role and function, compliance with Core Strategy policy OS3 and the development of the evidence outlined in the first paragraph (above).

Outcome of consideration of suggestions for scrutiny proposed at the workshop on 4 June

New items suggested by Councillors	Response
Keepmoat Homes Ltd and Engie Regeneration Ltd Contracts (Also suggestion of importance of good design as per council motion 7 March 2014.)	Presentation is to be given to all Members on the contracts. Consider whether any issues warrant scrutiny following that seminar (at which standards inc design) could be addressed.
LGA peer review – consideration of executive response (Note request: scrutiny of the relationship between HC and the parish councils in the light of the recommendations of the LGA peer review.)	Corporate peer challenge – report on cabinet agenda - 28 June. Add to work programme.
Water Quality – (mindful of role of Nutrient Management Board)	Update seminar for Powys and Herefordshire members to be held. Await outcome of seminar.
Planning enforcement – consistency /S106 agreements	Briefing note requested.
Use of Green space – keeping people well and looked after – note CCG interest in this	Considered this was a county-wide issue. Clarification to be sought.
Commissioning and procurement	Briefing note requested.
Policing – checking policing cover given shift of resources by PCC to urban setting	Clarify respective roles of Police and Crime Panel and Scrutiny Committee. Subject to that, Issue invitation to police and Crime Commissioner to attend.
Scrutiny of the traffic management in and around Commercial Street/Aylestone Hill	No Scrutiny consideration at the current time but kept under review.
Council's policy on roadside verges grass cutting and what changes in policy may be appropriate.	Briefing note requested.
Annual review of earmarked reserves	Following consideration by cabinet on 28 June, agreed briefing note would be prepared on progress.

MINUTES of the meeting of General scrutiny committee held at Council Chamber, The Shire Hall, St Peter's Square, Hereford, HR1 2HX on Wednesday 18 July 2018 at 10.00 am

Present: Councillor WLS Bowen (Chairperson)
Councillor BA Baker, (Vice Chairperson)

Councillors: JM Bartlett, PGH Cutter, EPJ Harvey, JF Johnson and PD Newman OBE

In attendance: Councillors ACR Chappell, PE Crockett, BA Durkin (Cabinet Member), CA Gandy, J Hardwick, AW Johnson, JG Lester (Cabinet Member), PP Marsh, RI Matthews, FM Norman, RJ Phillips, AJW Powers, PD Price (Cabinet Member), P Rone (Cabinet Member), NE Shaw (Cabinet Member), D Summers and EJ Swinglehurst

Officers: Herefordshire Council: G Hughes – Director Economy, Communities and Corporate, R Ball, Assistant Director Environment and Place (ADEP), M Lane – Head of Infrastructure Delivery (HID), A Lovegrove – Chief Finance Officer, C Ward – Monitoring Officer, J Coleman – Democratic Services Manager/Statutory Scrutiny Officer.
Balfour Beatty Living Places: D Neal – Project Director, BBLP (PDBBLP)
WSP Consultants: M Brookes – Project Director, WSP (PDWSP), M Thomas – Environmental Lead, WSP (ELWSP), M Steward – Design Coordinator, WSP, A Hallam – Planning Coordinator, WSP (PCWSP), K Emmerson Business Case Co-ordinator WSP and S Charman – Communications Lead, WSP

9. APOLOGIES FOR ABSENCE

Apologies were received from Councillor SP Anderson, A Johnson, A Warmington and SD Williams.

10. NAMED SUBSTITUTES

Councillor PGH Cutter substituted for Councillor A Johnson, Councillor EPJ Harvey for Councillor A Warmington, Councillor J Johnson for Councillor SD Williams and Councillor PD Newman for Councillor Anderson.

11. DECLARATIONS OF INTEREST

Agenda item 6: Hereford Transport Package

The Monitoring Officer reported that Councillor TL Bowes, who had submitted a written statement on this item, had declared a schedule 1 interest.

12. QUESTIONS FROM MEMBERS OF THE PUBLIC

A copy of the questions from members of the public and the answers together with a supplementary briefing on issues raised by those questions is attached at appendix 1.

A Member requested that their dissatisfaction with the approach adopted in responding to public questions be recorded.

13. QUESTIONS FROM MEMBERS OF THE COUNCIL

None.

14. HEREFORD TRANSPORT PACKAGE (HTP)

The Committee undertook pre-decision call in scrutiny of the Cabinet's proposed decision to select a preferred route for Hereford bypass as part of Hereford Transport Package.

The draft report for submission to Cabinet on 27 July was appended to the report.

Councillor PD Price, cabinet member – infrastructure, (CMI) made an opening statement.

The principal points were:

- The Hereford bypass was a key infrastructure project that was necessary to drive the economic growth of Hereford and the region. It was recognised as a priority project not only in the council's Economic Vision, Local Plan Core Strategy (LPCS) and Local Transport Plan (LTP) but also within the Marches Strategic Economic Plan and Midlands Connect regional transport strategy.
- The Hereford Transport Package would enable the delivery of essential future housing, employment and the new University. It would provide an alternative route for traffic which currently travels through the city reducing the current impact on air quality and noise within the city in particular in relation to homes and schools close to the existing A49 road. The bypass would provide a reliable and resilient route around the city which would have significant regional benefits. It would improve road safety in the city, enable significant improvements to the city's public realm and encourage healthy lifestyles by helping more people to walk and cycle.
- The consultation had a total of 4,351 responses. In their response 68% of people said they agreed that the HTP would help to address the transport problems in Hereford and enable growth. 59% believed a bypass should form part of the package of measures and 87% said that they agreed a package should include walking, cycling, bus and public realm measures.
- Consultants had assessed the environmental, engineering, economic and traffic factors affecting the different routes and prepared detailed reports. The recommendation was that the red route should be the preferred route for further development.
- The red route would mean fewer homes were exposed to excessive noise; fewer homes would need to be demolished; a lower impact on Belmont Park and the setting of Belmont Abbey, a lower impact on ancient woodland and important trees and a lower impact on Yazor Brook which would mean a lower cost of mitigation.
- Subject to cabinet's decision consultants would carry out further work to develop detailed proposals for the design of the red route which would then be subject to a further public consultation later in the year. The results would inform a future cabinet decision to confirm the bypass scheme and associated package measures in early 2019.
- Alongside scheme development, the Council continued to engage with relevant Government departments and agencies regarding the funding for the scheme.

The Head of Infrastructure Delivery (HID) presented the draft cabinet report.

A video showing the shortlist of possible bypass routes that had been used during the phase 2 consultation was shown.

The Project Director WSP (PDWSP) then gave a presentation a copy of which is attached to these minutes at Appendix 2.

Local ward members for wards where there was potentially a particular impact had been invited to attend and make a statement highlighting issues that had been identified by residents in the respective wards.

Councillor TL Bowes was unable to attend the meeting. She had submitted a statement that had been circulated to members of the Committee and was read to the meeting by the Chairman on her behalf. In summary this stated:

- She was one of the residents affected by the proposals.
- From personal experience, as well as from residents in and around Belmont, she was aware of the traffic chaos in Hereford. Like all residents she wanted the traffic problems in Hereford to be fixed. However, she did not believe the proposal would address the issues faced by residents. Studies showed that eighty percent of Hereford city traffic was local, with only 20% of traffic through traffic. The proposal to build new homes would mean a much larger increase in traffic with most of those people wanting to get into the City.
- Belmont Rural Parish Council's formal response to the consultation stated if the road were to go ahead then their preferred option would be the olive/black route as this would have less impact on Belmont residents. Their feedback and that of local residents appeared to have been ignored.
- The proposed road will have a massive impact on residents. There were options which meant the road could be built further away from existing homes, lessening the impact, pollution and noise levels but the red route which had the most impact on residents had been chosen.
- In the consultation exercise residents had very clearly shown they want the council to prioritise walking, cycling and active transport measures. It was suggested these should be considered first rather than after the consultation. There were other options such as building another bridge (a bridge to the East is already being investigated by the City Council), it would cost a fraction of the money, could be built relatively quickly and would be used by many businesses especially those on Rotherwas, remove some traffic lights, subsidise buses, create more cycle routes.
- More housing was needed in Hereford, especially low-cost housing for local people. The council needed to plan but could be innovative in its choices and be a "leader" rather than a follower.
- The Committee should consider residents affected by the plan and, if the bypass was to proceed, listen to residents and parish councils and choose the route with the least impact. It was stated that the red route had the least environmental impact. It had a massive impact for many Belmont Residents and account should be taken of their views.

Councillor RI Matthews made a statement. In summary he stated that the principal constraints in respect of the road were: the proposal had a damaging impact on homes and businesses, the landscape character, the River Wye Special Area of Conservation (SAC), and Site of Special Scientific interest (SSI) and surrounding wildlife habitats. The need for a high level viaduct over the River Wye would introduce extra noise and vibration and light pollution. There was an adverse effect on the Yazor brook flood plain. The geography meant that aquifers could be close to the surface adding to engineering problems. There was an Environment Agency groundwater protection zone. There was a risk to bore holes at the Three Elms relied on by Heineken and Cargills. There would

also be an adverse effect on archaeology, the Hatton trail, and Belmont Abbey. There would be blocking of bridleways. The bisection of the Three Elms housing site would cause noise vibration and air pollution. Destruction of and harm to of ancient, veteran and notable trees. Destruction of parkland at Belmont House. High level crossing of River Wye SAC/SSI east of Warham house. Impacts on homes and businesses in Warham, the Queen Elizabeth II jubilee field held in trust, Warham farm including the community farm, destruction of old woodland and plants alongside the river, surface water pollution, destruction of the avenue of lime trees on Kings Acre Road. Referring to a case in West Sussex he suggested a decision to proceed would be subject to judicial review. He also expressed dissatisfaction with the cabinet member's approach suggesting that it was time for someone else to lead on the issue, taking an independent approach.

Councillor PE Crockett commented that she endorsed the comments made by Councillor Bowes and Matthews. The main issue raised by her constituents was how it was possible to proceed with a decision in the absence of responses to the consultation from Highways England and Natural England.

Councillor J Johnson commented that he was an adjoining ward member but the route did not directly affect his ward.

(The meeting adjourned between 11.12 and 11.30.)

The Committee commenced its debate by seeking in the first instance to address the points that had been raised by public questions before proceeding to raise other issues.

In discussion the following principal points were made:

- It was asked whether Warham Community Farm had been taken into account during consultations and in the Equality Impact Assessment (EqIA).

The cabinet member infrastructure stated that this was the case. He outlined several discussions that had taken place. The upshot was that the landowner had indicated he was prepared to safeguard the farm as an enterprise within his landholding.

The PDWSP added that the EqIA identified issues relating to the community farm as did the route selection report.

Members proposed that the landlord and the operators of Hereford Community Farm should be asked to confirm their position in writing.

- Clarification was sought on the production of a value for money assessment.

The PDWSP commented that a benefit cost ratio analysis was not relevant to the route selection process. That analysis would be presented to the Department of Transport as part of the submission of the business case for the Hereford Transport Package as a whole.

A member commented that there was an opportunity cost to the council of allocating funding to the HTP that could be used elsewhere and the council therefore had to demonstrate the value for money of that expenditure.

The PDWSP commented that once the preferred route was agreed further detailed work could be undertaken on active travel measures. Some major aspects of these measures were dependent upon the bypass, others could be progressed independently of it. Everything was being done in line with national guidance.

The Assistant Director Environment and Place (ADEP) commented that the council would have to make a decision based on overall value for money. That would be based on overall cost benefits when a decision to progress it was required and having regard to funding provided by government and what would be expected to be

provided locally. Development undertaken to date was in accordance with the Core Strategy and the Local Transport Plan.

- It was questioned to what extent the active travel measures and projects such as the university were dependent upon the bypass.
- Members proposed that it would be helpful if high level information to aid understanding the process of delivering a new road scheme were to be provided to members and the public.
- Members also proposed that presentations delivered to the Committee be made publicly available with the cabinet papers. Officers also acknowledged comments that setting out the 'summary of the suite of documents' more prominently would assist members and members of the public to access the information.
- It was asked whether there was any action the council could take to divert traffic from the A49 through the City onto the bypass if the existing route were not detrunked.

The CMI commented that detrunking would be a decision for the Secretary of State to take once the road had been built.

The ADEP commented that the Council was working closely with Highways England on the bypass scheme and active travel measures. Any measures with a bearing on the A49 if it were not detrunked would need to be agreed with the Department of Transport. However, the council controlled the other radial roads and working with Highways England a number of measures could be taken regardless of whether the A49 was detrunked.

The PDWSP added that the council would be able to influence the choice of route by drivers through signing and other measures. People would soon realise that it was quicker to use the bypass.

- Assurance was sought that the conclusions presented to the Committee were the result of a robust and objective process. It was requested that it be highlighted to the Committee where there were any report areas where the underlying studies and analyses may have been relatively incomplete or weak.

The ADEP commented that it had been emphasised to the consultants that the reports needed to be comprehensive. The technical process had been subject to independent review by Atkins, a separate consultancy. That had concluded that the process that WSP and BBLP had followed had been satisfactory and appropriate. Independent legal advice had also been sought and that had concluded that the paperwork to be presented to Cabinet was satisfactory to support the decision making process.

The independent reviews had not identified the absence of a response to the consultation from Highways England and Natural England as a weakness. As the briefing supplement issued to the Committee noted the project team was working closely with these and all other appropriate statutory bodies.

Members proposed that Natural England and Highways England should be requested to make a consultation response on the route selection, if they wished.

- It was observed that BBLP had not formally signed off the quality control section on the front of the reports before the Committee.

The Project Director BBLP (PDBBLP) confirmed that he had seen the reports and had submitted them to the Council. Subject to any updates, such as might arise as a result of the Committee's meeting, he was content to sign the final version.

Members proposed that it should be ensured that all reports presented to cabinet were formally signed off by BBLP, to provide assurance.

- Whilst there had not been a formal response from Highways England or Natural England to the consultation process it was asked if these bodies had made any

separate submissions or expressed opinions that it would have been appropriate to include in the information before the Committee.

The HID commented that whilst they were working closely with Highways England they had expressed no preference on the route. Highways England remained supportive of the scheme.

In relation to Natural England there were impacts associated with the scheme and work would continue with them to develop mitigation measures that were satisfactory to them.

The ADEP commented that Highways England had made clear on the public record that the bypass was a scheme Herefordshire Council was promoting. Highways England were part of Midlands Connect and that organisation's strategy included the Hereford bypass as an early priority. Highways England was therefore supportive of the principle of the bypass. As it was a council scheme they were consultees on the detail but were not responsible for choosing the route.

- The anxiety of residents needed to be recognised.
- In response to a question the PDBBLP commented that at this preliminary design stage the red route was some 270m from Belmont Abbey, 425m from Belmont House, 95 metres from Warham House and from the eastern side of the bypass it was some 100m to the edge of the community farm buildings. The route did clip the Warham farm outbuildings as it crossed the lane at lower Breinton.
- In relation to the economic viability of the Bay Horse Inn on King's Acre Road, the HID commented that construction of a roundabout in that location meant the approach to that would require some land from the corner of the Bay Horse car park. The building itself would not be affected; the access to it from King's Acre Road would require examination.
- On the subject of peak journey times the PDWSP commented that whichever route was agreed it would be tested in conjunction with the active travel measures. This would enable traffic flows and journey times to be assessed. This work remained to be done and the detail of the interaction between the bypass and the active travel measures was not known at the moment.
- It was suggested that given the volume of technical information a matrix summarising the comparative advantages and disadvantages of the routes and why the red route had been selected would be beneficial. The PDWSP commented that this could be done but this would not reflect the logic and the reasoning set out in the route selection report.

Members discussed this proposal but the consensus was that sufficient information was available within the existing documentation and the production of a summary should not form a recommendation.

- The documentation in a section on the impact on people and communities (appendix 3 section 13.6) referred to subjectivity in the assessment of views and a reliance on modelling that was 20 years old.

The HID commented that the DMRB standards were national standards to which local authorities and Highways England worked. A number of these were 20 years old but they remained the current standards that authorities were required to follow. The council would use new guidance as it was produced.

- With reference to public questions 14 and 15 the PDWSP commented that the standard of the road had not yet been decided. This depended on the traffic modelling work. If this indicated all or parts of the road needed to be dual carriageway this could be accommodated within the route corridor. An assessment had been carried out on noise and air quality. Overall the red route was the best performing route.

- In relation to reduction of HGV traffic through the City the PDWSP commented that this was not relevant to the selection of a preferred route because the same amount of diversion would be expected whichever route were to be selected. The assessment to date had focussed on comparing the relative impact of the routes. The benefits in air quality in noise reduction and from active travel measures had not been presented to the Committee.
- It was asked why, as local residents in the Belmont Rural ward had indicated a preference for the olive route, the red route been preferred at that point. The PDWSP stated that at that section of route it was clear that yellow, cyan and orange routes were worse in terms of noise. The choice between olive black 1 and red/black 2 was a much finer choice initially. In terms of noise levels, olive black 1 affected 12 properties, red black 2 affected 13. However, it would be difficult if not impossible to provide acceptable noise mitigation on olive black 1. It would involve noise bunds that would have an adverse impact on an historic environment and its setting. It would be much easier to provide noise reduction measures on red black 2 given the topography and this would not have the same impact on the historic setting.
- A question was asked as to whether in assessing consultation responses any greater weighting had been given to responses from organisations as opposed to individuals. The PDWSP explained how the report on the outcome of the consultation had been compiled including responses to the questionnaire and written responses. No relative weighting had been applied between questionnaire responses and written responses. The information that had been received had been presented in the report.
- The Environmental Lead, WSP commented on discussions with the Woodland Trust. The Trust had wanted to avoid impact on Drovers Wood and on ancient woodland and ancient veteran trees. The red route avoided Drovers Wood and avoided direct impact on ancient woodland. The red route had one of the lower impacts on ancient and veteran trees along its length.
- The HID commented that the detailed design would seek to mitigate the impact of the route.
- The PDWSP confirmed in relation to public question 3 that the increases in cost estimates applied to all routes. The red route was the second cheapest. However, cost had not influenced the choice of route. There was little difference between the routes in terms of traffic and engineering. Environmental and social impacts, including noise and the impact on the historic environment, had been strong differentiators.
- The HID outlined the provisions for compensation for those whose properties were directly affected. There was a frequently asked questions section on the council website and the council had offered support and advice. She confirmed that the council could consider discretionary powers.

Members proposed that a range of discretionary powers to compensate households impacted by the proposed route be considered and options presented back to this committee at the appropriate time.

- It was suggested that every effort should be made to ensure that good practice was followed in relation to measures to facilitate movement corridors for wildlife and people.

The HID commented that the detailed mitigation measures would be set out in the stage 3 consultation and if a planning application were made these would need to be included in an environmental statement. Part of the project brief was to achieve a net positive biodiversity gain.

Members proposed that detailed proposals on the biodiversity measures come back to this committee for their own scrutiny once a decision on a preferred route has been taken with a detailed design at an appropriate time.

- It was asked if account was being taken of lessons learned from other similar projects across the country.

The PDWSP commented that active travel measures were key in this regard and that was the single biggest lesson that had been learned by the industry. The bypass and the active travel measures were a package and it was crucial comprehensive measures were implemented to improve travelling conditions in the city for pedestrians and cyclists.

It was asked whether consideration of active traffic management techniques would form part of the future consideration of the project and contribute to more sophisticated traffic modelling.

The PDWSP commented that there were a number of simple measures identified in the consultation responses that would benefit pedestrians and cyclists, including being able to cross roads and negotiate junctions more easily and safely. It was important in considering more ambitious aspects of the package that these simple measures were not overlooked. There was a limit to what could be considered within the HTP. He understood the council was looking at other measures outside that package.

It was observed that it was important that lessons were learned from some active travel measures that had been implemented in the county that had not proved successful, for instance some cycle schemes. The ADEP commented that there was a wish to design schemes to the best possible standard. There were some exemplary schemes within the county and expert input was being sought. The council was part of the government's local cycling and walking infrastructure planning process giving access to additional support from the Department of Transport to design and develop plans for cycling and walking in the city.

Members proposed that detailed proposals on the active travel measures come back to the committee for their own scrutiny once a decision on a preferred route had been taken, with identification of those active travel measures that can go ahead regardless of delivery of the by-pass at the appropriate time.

(The meeting adjourned between 13.07 and 13.55 pm.)

- With reference to public question 10 it was remarked that Appendix 3 section 4.9.2 stated that it was assumed there was no scenario under which the Hereford Bypass would be constructed without the Southern Link Road (SLR) first being in place.

The ADEP referred to the paragraphs on this subject set out in the supplementary briefing note concluding that the SLR was a committed development and had no bearing on the choice of a preferred route.

- It was asked whether the level of consultation response was sufficient for weight to be given to it.

The PDWSP confirmed that the response was large enough to take account of the views submitted. All responses had been reviewed and assessed and taken into account. The specific views of specific businesses had not been taken on explicitly. In contrast, the response from Historic England was one to which particular regard had been had. Their response in relation to Belmont Park had expressed their view that red black 2 would be preferable having regard to the effect on the historic environment.

- The PDWSP explained that the company carried out similar work for many other local authorities, for Highways England and for the Welsh Government.
- In the consultation process the public had been provided with plans showing the lines of the route. However, these did not show the effect of the routes within the landscape of the numerous embankments and cuttings and enable the public to gain

a real impression of them. It was questioned whether an informed response could have been given in such circumstances and whether this undermined the consultation response.

The PDWSP commented that the usual approach had been followed. The Government process that had to be followed was based on proportionality. This meant giving sufficient information at the appropriate time to enable people to make reasonable and sensible decisions. It would be extremely expensive to provide such modelling along what was an 8km route. He did not consider that the consultation response had been undermined. It was normal not to provide that level of detail at this stage for a scheme that was so long and complex.

The PDBBLP confirmed that further work had been undertaken since the consultation but the information was only indicative. The detailed design work would provide full detail. At the moment there was a 50 metre corridor for each of the 7 options. Engineering drawings had been made to enable comparison of the 7 routes.

A Member recorded concern that detailed information had not been available for key locations and crossing points, noting with regard to cost that several stretches of the route coincided.

The ADEP commented that the design to date was for indicative purposes to enable comparisons to be made. The council had not determined the final design of the scheme.

- Appendix 3 (5.7.31) indicated that the national expectation was reductions in emissions would be achieved through improvements in vehicle technology. It was asked whether the modelling was assuming the same number of cars, and therefore no reduction in congestion, but reduced emissions as a consequence of this technological improvement.

The PDWSP commented that the issue did not have a bearing on the route selection. The traffic forecasting methodology was laid down by government. This took account of a range of factors including demographic change, fuel price and technology. The bypass and active travel measures would improve traffic flow and journey times through the city centre.

- It was questioned why percentages were used at some points in the reports and actual numbers at others. The PDWSP commented that the aim had been to provide both and that the full information was available within the documentation.
- A Member suggested that the statistics quoted by the CMI in his introduction in relation to those expressing support for a bypass required clarification in that the reference was to those who had responded to that question in the consultation document. Not all respondents had answered that question. The PDWSP commented that the figure quoted, that 59% of people supported the bypass, was in answer to a direct question within the consultation. Account could only be taken of those who answered specific questions.

Another Member noted that the relevant information was available within the consultation report.

- Page 30 of the consultation report 6.1.43 stated that people were negative about whether the scheme would meet its objectives. It was suggested that this should be explicitly considered moving forward to increase public confidence on this point.
- It was asked how, in view of the severe impacts it was stated the scheme would have, the claim that biodiversity would be improved would be monitored and evidenced, over what timeframe, and what action would be taken if it was found not have improved.

The HID reiterated that it the aim was to have net benefit biodiversity gain. The ADEP added that the question related to the detailed design and monitoring of the scheme not to the selection of the route. There would be a monitoring process and that would be set out at a later stage.

The ELWSP outlined the approach to mitigation, achieving biodiversity net gain and how this would be monitored and measured.

Members proposed that detailed proposals on the biodiversity measures were reported to the committee for their own scrutiny once a decision on a preferred route has been taken with a detailed design at an appropriate time.

- It had been stated that the red route had less impact on the Yazor Brook area. Clarification was sought on the mitigation proposed in that area.

The PDWSP commented that the red route crossed at a narrower part of the flood plain so it required a smaller structure to mitigate the effect. He confirmed that this required less concrete to be used and was cheaper.

- It was asked what the impacts were on the domestic and commercial water supply and whether the red route had a better or more detrimental impact.

The CMI commented that it was part of Welsh Water's Asset Management Programme to meet future demand in Hereford. It had no relevance to the road and route selection.

The ADEP added that Welsh Water's scheme would be delivered in advance of the road scheme. The detailed design of the road scheme would take account of the assets of Statutory Undertakers, in the same way as any other scheme would.

- It was asked whether regard had been had to neighbourhood development plans in particular Breinton NDP B15 and B16 where the new bridge would cross the river.

The ADEP commented that planning policies were set out in documentation and consultants had taken them into account. The Planning Coordinator, WSP stated that all adopted neighbourhood development plans were referred to in the route selection report and had been given weight.

- It was asked whether mindful of cost a decision in principle only should be taken on a preferred route until it was confirmed that the southern link road could be delivered as planned.

The HID explained the remit of the Public Inquiry relating to the exercise of powers to acquire land for the SLR. Discussions were ongoing with landowners and the inquiry would take place if agreement was not reached. The Inquiry would deal specifically with land required for that scheme alone.

The ADEP commented that the costs identified in the report were the costs of doing the next stage of work. Any impact would be on the delivery timescale of the bypass. The Core Strategy envisaged the bypass being delivered part way through the core strategy period to enable growth in Hereford to take place.

The CMI added that it was likely that slippage in the programme would mean increased cost. The intention was to avoid this and deliver the scheme as quickly as possible.

- A planning inspector had stated that the HTP route decision should be delegated to the Hereford Area Plan (HAP). It was questioned what implications there were of taking a decision on a route ahead of that Plan.

The CMI commented that the HAP would take account of the decision on the route.

- In response to a question about the loss of grade 1 and 2 agricultural land the PDBBLP commented that this amounted to some 50 hectares and there was very little difference in land take between the routes.
- It was asked what areas of the decision relating to the selection of the red route caused the most concern in each topic area.

The PDWSP commented that he was confident that the documentation produced represented a sound professional piece of work that correctly identified the relative advantages and disadvantages of the options and enabled the routes to be compared against one another in a consistent way leading to the conclusion as to which was the best performing route overall.

The ADEP added that the assessment highlighted the issues that had been taken into account. The body of work stood as a whole.

- A Member commented that the Committee had been examining whether the appropriate evidence base had been assembled and whether the process and analysis and decision making was robust to support the selection of the red route. He had not observed any weaknesses in the approach that had been taken. The Committee should be cautious if it was minded to recommend any fundamentally different outcomes.

A majority of members indicated support for the selection of the red route.

RESOLVED:

That (a) the executive be recommended:

- I. **that Natural England and Highways England are requested that they make a consultation response on the route selection, if they wish;**
 - II. **the landlord and the operators of Hereford Community Farm be asked if they would be prepared to write a statement as to the impact of the preferred route on the deliverability of their service;**
 - III. **presentations delivered to the scrutiny committee be made publicly available with the cabinet member papers; and**
 - IV. **it be ensured that all reports presented to cabinet are formally signed off by BBLP, to provide assurance;**
- (b) the executive be advised that the committee feels able to support the proposed red route based on the current evidence presented, subject to the above recommendations;**
- (c) a high level members briefing seminar for all members on understanding the process of delivering a new road scheme be provided, from which councillors can disseminate that understanding to members of the public and the information be placed on the council website;**
- (d) detailed proposals on the active travel measures come back to the committee for their own scrutiny once a decision on a preferred route has been taken, with identification of those active travel measures that can go ahead regardless of delivery of the by-pass at the appropriate time;**
- (e) detailed proposals on the biodiversity measures come back to this committee for their own scrutiny once a decision on a preferred route has been taken with a detailed design at an appropriate time; and**

- (f) a range of discretionary powers to compensate households impacted by the proposed route are considered and options are presented back to this committee at the appropriate time.

15. DATE OF NEXT MEETING

Monday 10 September 2018 at 10:15 am.

Appendix 1 - public questions and answers

Appendix 2 - Presentation 18 July 2018

The meeting ended at 4.00 pm

CHAIRMAN

draft

PUBLIC QUESTIONS TO GENERAL SCRUTINY COMMITTEE – 18 July 2018

Question 1

Mr J Milln - Hereford

The impacts on society and well-being of the proposed red route (as indeed all routes) - bad enough already - are shown by the Equality Impact Assessment to be have a disproportionately adverse impact on the less advantaged. In respect of its bypass how does the Council propose therefore to comply with section 149 of the Equality Act 2010 which places a duty upon it to advance equality of opportunity?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Supplementary Question

Disturbingly the council's response to my question shows that it believes that to comply with its duty under the 2010 equality act to advance equality of opportunity it needs only to demonstrate a 'process of assessment and review'. Further, the council concedes that the proposed road has the potential to impact disproportionately upon the disabled and other less advantaged groups, even presuming beneficial impacts for them (see appendix 7 table 9). Yet, even its assessment acknowledges (section 5.2.9) would likely render the community farm at Wareham that provides land based therapy for the disabled unviable. That so, will the committee kindly advise the cabinet to abandon its road or at the very least withdraw its mendacious claim in respect of the disabled?

Response

The committee explored the issues raised by your question and have recommended to Cabinet that further information be sought from the community farm about the impacts of the proposed route on its viability.

Question 2

Mr J Lewis - Marden

As demographics dictate that more roads are not required why would new road building be in the public interest?

Response

Thank you for your question. The query that you raise does not form part of the proposed decision of Cabinet which the committee will be scrutinising. The rationale for a new road has been explored through the Local Plan Core Strategy and Local Transport Plan processes and informed the decisions of full Council when they adopted these plans.

Question 3

Mrs E Morawiecka - Breinton

According to the Resource Implications table in the main report, the cost estimates of all the routes have increased since the Spring 2018 consultation by 17-18%. The preferred Red Route cost has increased by over £24million from a figure of less than £129million in the Spring 2018 consultation to a current cost estimate of £153million.

How does the increased cost of this road affect the Benefit Cost Ratio of the "Bypass" project, which I was unable to find in the main report to the committee?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Supplementary

The inquiry on the core strategy local plan planning inspector said the by-pass risks viability of the whole plan. The answer provided in the supplement says the benefits costs ratio does not form part of the methodology for determining a route for the by-pass. However, the cabinet and the general scrutiny committee are being asked at recommendation C to inform future decisions on the Hereford Transport Package for maximum cost of £2.45m. According to the report to full Council on 13th July, Herefordshire Council is having to borrow all of the £2.45m referred to in this report. If the road fails to show that it will deliver best value for money over any alternatives, why would HC wish to pursue any route if they will not secure government funding and this route will make the whole core strategy economically unviable. Where is the assessment of value for money for this road project and a comparison against the alternatives to inform both the scrutiny committee and the cabinet?

Response

Major schemes of this nature rightly require a significant amount of assessment and feasibility work; as the development of the scheme progresses the level of detail increases. In order to progress those assessments, which at this next stage will include benefits cost ratio, it is necessary to invest in the appropriate technical expertise, research and analysis. The strategic outline business case referenced in the resources section of the draft cabinet report provides an initial assessment of options and this assessment is reviewed and refined as the project moves forward in accordance with the recognised methodology for such schemes. The approach taken to establish value-for-money for the Hereford Transport Package has followed the approach laid down by the Department for Transport's WebTAG process. This recommends a proportionate approach to be adopted at all stages of scheme development. The value-for-money assessment will consist of an assessment of the costs and benefits of the Bypass with the Active Travel Measures as set out in that guidance.

We previously developed a Strategic Outline Business Case (SOBC) in 2015 and this is available on the Council's website

https://www.herefordshire.gov.uk/downloads/file/13069/hereford_transport_package_strategic_outline_business_case)

The SOBC indicated a strong value-for money.

We will produce an Outline Business Case (OBC) later in 2018. This will combine the costs of both the bypass and the Active Travel Measures, with the benefits of the full HTP. The OBC will be presented to the Department for Transport for their consideration.

It should be noted that the issue of value-for-money is not relevant to the choice of bypass corridor.

Question 4

Mrs J Richards – Hereford

The consultation report mentions that a number of phase 1 consultation responses were not included in the Phase 1 report and analysis and that matters concerning funding and the environment were not included in the consultation. With no written responses published for either Highways England or Natural England for the Phase 2 consultation, how can the public be confident that all the Phase 2 consultation responses have been correctly analysed and reported for the Cabinet decision?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Supplementary

I asked if there were written responses from Highways England and Natural England, surely this means that the consultations of the conclusion and the consultation report may be inaccurate and the scrutiny committee does not have all the information that they need to scrutinise effectively.

Response

The committee explored the issues raised by your question. It was explained that both organisations were engaged in the scheme development, but had not responded to the consultation. The committee have recommended to Cabinet that both organisations be invited to provide their views.

Question 5

Mrs V Wegg-Prosser - Breinton

Appendix 6 of the Hereford Transport Package Report to this Committee contains an impressive list of active travel measures (ATMs) in 11 movement corridors across Hereford. They involve better use of public space, junction improvements for non-motorised traffic, crossing improvements on main roads, and enhancement of existing traffic free paths. Implementing these ATMs will be proportionate to the Council's obligation to reduce private car dependency in Hereford. Can the Committee please be assured that the action to implement the Hereford Bypass is justified in terms of proportionality, before these reasonable and achievable ATMs have been developed and implemented? If the assurance cannot be given, then the Committee should recommend to Cabinet that the ATMs be introduced before the Bypass development goes ahead.

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked

for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Question 6

Mr P Chapman – Breinton

The HTP report says that the aim of the bypass is to “Enable the improvement of regional connectivity by achieving acceptable peak hour journey times on the A49 through the city”. Can you define what is an acceptable peak hour journey time on the A49 through the City, and what comparisons of journey times have been made compared to similar sized towns/cities?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Supplementary

The supplementary reply cannot be right. Paragraph 1 said detailed traffic modelling is to be undertaken and that conflicts with paragraph 4 about monitoring of journey times. Para 4 is obviously ‘tosh’ otherwise nobody would use the tube. Can I be sure that the council has assessed the success of the previous A49 route alterations in terms of journey times? For instance the A49 by-pass at the town of Weaverham promised alleviation of congestion, economic growth and better living standards just like Hereford. However, twenty years later in their design and parish landscape statement they said that the High Street is very narrow and that it’s insufficient for some of the heavy goods vehicles that continue to use it, and the large scale developments may add to this problem. Because of this it has in recent years been overwhelmed by modern traffic which has contributed to it decline as a commercial centre. After this road building failure, doesn’t it seem perverse that Herefordshire Council is seeking to follow this disastrous route which will lead to a decline in our city and can the chair tell me when comparative traffic flow information will be properly open to scrutiny before the decision of the preferred route?

Response

The committee explored the issues raised by your question. Traffic modelling will be undertaken as part of the next phase of development. Comparison of average journey times with other cities are not appropriate given the significant range of variables involved relating to each location.

Question 7

Mr S Williams – Hereford

In the Foreword to the bypass consultation document it is stated that "without new infrastructure, we will have no chance of delivering our ambitious plans to establish a world class university". Does this mean that if the bypass is not built, there can, and will, be no university?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Question 8

Mr R Palgrave – How Caple

The final recommendation for pre-decision scrutiny today seeks authorisation for further expenditure to progress work to inform future decisions on the Hereford Transport Package. In support, on page 15 under "Alternative Options", the report says, "Not progressing this work will mean the HTP objectives and core strategy growth targets cannot be achieved."

To allow this claim to be given appropriate weight, would the Scrutiny Committee ask that Cabinet publish any evidence relied on during development of the core strategy to support the assertion (in Appendix 5 of the Core Strategy on page 46) that only circa 4800 indicative net housing could be delivered prior to delivery of the Hereford Relief Road by 2027?

Response

Thank you for your question. The query that you raise does not form part of the proposed decision of Cabinet which the committee will be scrutinising. The rationale and evidence base for a new road and growth targets has been explored through the Local Plan Core Strategy and Local Transport Plan processes and informed the decisions of full Council when they adopted these plans.

Supplementary

(repeated original question)

Response:

The information that you are requesting was published as part of the core strategy and local transport plan preparations and is available at:

https://www.herefordshire.gov.uk/downloads/download/123/adopted_core_strategy

https://www.herefordshire.gov.uk/info/200185/local_plan/137/local_plan_-_core_strategy/1

https://www.herefordshire.gov.uk/info/200136/travel_and_transport/220/local_transport_plan/1

Question 9

Dr N Geeson – Hereford

The consultation report makes no mention of any written responses from Highways England or Natural England. If they have been part of ongoing discussions rather than responding to the consultation, why are these documents not publicly available?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Supplementary

On page 325 of appendix 1 – we read this from the Campaign for Better Transport: 'like the woodland trust we doubt that either of the two proposed bridging points over the river wye does actually avoid ancient woodland as claimed'. I know that the woodland trust met with Herefordshire Council on 22 February to talk about the threat to woodland from a by-pass. Especially about their own Drovers Wood, but there is no mention of their views in these scrutiny agenda documents. Why not? And how many other unreported consultations from other organisation are missing and cannot be scrutinised?

Response

The committee explored the issue of unreported consultation responses raised by your question and received confirmation that all responses received are referenced. A number of meetings were held with interested parties, at their request, to provide them with further information. However not all organisations then went on to respond to the consultation.

Question 10

Ms D Toynbee - Hereford

The first stage of the Hereford 'Bypass' - the Southern Link Road - is not a confirmed project. Land acquisition is contingent on compulsory purchase orders being confirmed, which could take until 2019, after the public inquiry this autumn. A second planning application awaits permission, and the business case to release £27m from the Department for Transport has still not been submitted! To avoid a potential waste of public money funding a third consultation on the preferred route for the 'Bypass', and developing a detailed design for the road, would it not be prudent to wait until we know if the Southern Link Road is viable?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Question11

Mrs C Palgrave – How Caple

It is reported that in the HTP public consultation only 1789 questionnaires (out of 4351, equalling 41%) showed support for a bypass and that only 1747 respondents (40%) answered the question "Which Bypass route would you prefer?" A significantly higher number (2427) of respondents said active travel measures should be included in the Package. Does this not clearly indicate that active travel measures should be a higher priority than building the bypass?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Question 12

H Powers – Breinton

The consultation report states that Red route had the second lowest level of support from respondents. To what extent were the views of residents taken account of in selecting the Red route as the preferred option?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Supplementary

More organisations who responded to the consultation were against any of the route options, including the red route, than those who were in favour. Were the responses from organisations appropriately weighted when compared to individual response?

Response

The committee explored the issues raised by your question. Responses from organisations were, appropriately, given the same weighting as those from individuals.

Question 13

Ms K Sharp - Hereford

In the recent Statement of Case for the SLR, there is reference to an 'area wide transport model' created on SATURN (in appendix - Mrs Sharp, objection letter number 14, point 5) to inform how journey times would allegedly significantly improve in the South Wye once the SLR is built. To date there has been no sign of the model or its findings. Please now supply the raw data as well as the results of the model and evidence please that a similar model has been created and analysed by the Cabinet as part of the proposed decision to select a preferred route for Hereford bypass as part of the Hereford Transport package.

Response

Thank you for your question. The query that you raise in relation to the Southern Link Road does not form part of the proposed decision of Cabinet which the committee will be scrutinising. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet in relation to the Hereford Transport Package and will ensure that the issue you raised in relation to this is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Question 14

L Stephens - Hereford

The cabinet report claims that one of the objectives of the Hereford Transport package is to reduce the impacts of noise and air quality from transport within the city. How will the red route achieve this when it is designated to be a 60mph trunk road passing through residential housing estates of over 2000 new homes inside the city boundary.

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Question 15

Mr A Gilliat - Breinton

Having witnessed capacity problems with the Worcester bypass and seeing Roman Road already becoming choked, how can a single carriageway version around Hereford become other than a circular traffic jam?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Question 16

Mr S Allen - Hereford

The Hereford western bypass is ostensibly intended to reduce traffic on the A49 through Hereford city. It is also intended to facilitate the building of 6,500 new homes in the western part of the city. The residents of those new homes would, on a conservative estimate, own perhaps 10,000 cars, which they would use to travel into Hereford city centre. What projections has Herefordshire Council obtained to show that the resulting increase in local traffic using the A49 at, for example, the "Old Market" roundabout junction with the A438, would not be greater than the corresponding decrease in through traffic which would use the bypass instead?

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

Question 17

Mr T Kidson, Hereford

We would like you to evaluate the cost and benefits of park and ride, electric buses and safe cycleways for Hereford before any further work is done on the bypass. Please advise.

Response

Thank you for your question. The committee will be scrutinising the evidence and rationale for the proposed decision of Cabinet and will ensure that this issue is explored. I have asked for further information on this point to be published in advance of the committee meeting to inform our consideration of the matter.

[Type here]



Meeting:	General Scrutiny Committee
Meeting date:	18 July 2018
	HEREFORD TRANSPORT PACKAGE (HTP) – SUPPLEMENTARY BRIEFING RE ISSUES RAISED BY MEMBERS OF THE PUBLIC

Introduction

Herefordshire Council's Cabinet is due to consider reports and recommendations regarding the Hereford Transport Package which will include considering the preferred route for the bypass at a meeting on Friday 27 July 2018 at 10am.

In advance of this, the council's General Scrutiny Committee has called in the decision for pre-decision scrutiny; and will consider the issue on Wednesday 18 July 2018 at 10am.

The report for General Scrutiny Committee, associated technical reports and appendices were available to view on the council's website from 19:00 on 10 July 2018 and members of the public and elected members were, in accordance with the council's constitution, able to submit written questions to the committee by 5pm 12 July 2018.

A total of 14 valid questions have been submitted and a further three valid questions submitted for the committee meeting held on 2 July have been re-directed by the Monitoring Officer to this meeting. No questions were received from elected members.

Responses to the 17 questions have been published. Where questions relate to the proposed decision under scrutiny, the issues raised by the questioner will be explored by the committee. To inform their consideration of these issues this supplement provides clarifications, information, and where appropriate highlights the relevant parts of the technical papers published as part of the proposed cabinet report, by reference to the question number.

Issues:

1. Equality Impact Assessment Approach

A comprehensive Equality Impact Assessment Screening Report has been produced as part of the delivery of this project and the recent consultation and is contained in Appendix 7 of the cabinet report. This report considers the potential impact of the bypass project on vulnerable people and this report will ensure that any decision made about the project reflects the Council's equality duty under the Equality Act 2010.

This report does not indicate that the Red Route, or any of the route options, will have a disproportionate adverse impact on the less advantaged. It identifies that there are certain protected characteristic groups (gender, age, disability and pregnancy and maternity) which have the potential to be disproportionately impacted and which need to be considered at every stage of the project.

[Type here]

The council's equality impact assessment process will provide a means of developing mitigation where required and will also identify how the benefits to these groups can be realised in the detailed design of both the bypass and the Active Travel Measures; a full equality impact assessment will be developed to inform the next decision. The preparation of an Equality Impact Screening Report is the appropriate level of assessment at this stage of scheme development. It will ensure that as the project goes forward, the potential impacts of the scheme on protected characteristics groups are properly assessed, and through this process of assessment and review the council demonstrates its compliance with its public sector equality duty.

3. Current Scheme Cost Estimates and the Assessment of Value for Money:

Detailed information on the estimated scheme costs are contained with Appendix 2 to the cabinet report and summarised within the Resources Implications paragraphs of the cabinet report.

The latest estimated costs for each bypass route corridor have been developed on a consistent basis across all route corridors and are presented as current year 2018 prices. This is to ensure a fair comparison for route selection purposes based on an assumed standard for the road at this stage of development. Whilst the estimates for the different route corridors range from £149m to £166m, the assessment undertaken to identify a recommended preferred route has not identified the cost of the scheme as a key differentiating factor.

The costs for schemes of this kind are regularly updated as a project progresses to ensure estimates are presented in current prices taking into account inflation and refinements to the detail of projects, in accordance with Government guidance. The spring 2018 consultation cost estimates were based on 2016 prices, the current cost estimates are based on 2018 prices as the design and risk assessment of the seven shortlisted routes has progressed since the consultation.

Once a route is chosen work will be done to confirm the design and standard for the scheme prior to confirming the cost estimate for the scheme to be delivered. At this point a further review of cost estimates will be undertaken prior to a decision to proceed.

The Benefits Cost Ratio for a scheme is part of the basis on which Government assesses the overall benefits to society of investment in infrastructure. It does not form part of the methodology for determining a preferred route corridor for a bypass. Once a preferred route corridor is selected, further technical and modelling work will be undertaken to develop the required business case for submission to the Department for Transport. This will be based on the detailed design of the preferred route for the bypass and package of active travel measures and will include a Benefits Cost Ratio to enable a comparison of the overall costs of taking forward the scheme against the benefits which would accrue for this investment.

4. 9. & 12. Consultation with the public and stakeholders

The Phase 2 Public Consultation Report is included in Appendix 1 of the cabinet report. This sets out a detailed analysis of the results of that consultation and includes the full details of responses received from organisations in Appendix F of that report. The council invited a wide range of organisations to respond to the consultation and over 30 responded representing a wide range of environmental, social and business interests.

Not all statutory organisations chose to respond directly to the public consultation; responses were not received from either Natural England or Highways England. However, the project team is working closely with all appropriate statutory bodies and will continue to do so throughout the development of the scheme. Natural England have been to the site to see the shortlist of route options and the issues associated the route selection process. Given that the A49 is a trunk road, the project team has been

[Type here]

meeting regularly with Highways England to ensure they fully understand the development of the scheme. Highways England has been supportive of the council's approach to developing this scheme and have provided funding towards development costs.

The absence of a consultation response at this stage does not invalidate the option appraisal process. Future consultation in phase 3 and any planning approval process will provide further opportunities for the two statutory bodies, and any other interested parties, to provide their views.

Detailed analysis of the responses to questions about the bypass and seven possible bypass routes are set out in the consultation report contained within Appendix 1 of the cabinet report. 59% of respondents indicated their support for a bypass. Many of these respondents support the delivery of the scheme and did not express their preference for a route – they simply wish the scheme to be delivered.

Only 40% of the total number of respondents chose to answer the question asking them to select a route or state a preference for a particular route. Of these only 20% of all respondents chose to rank all seven possible routes. Given this it is difficult to be conclusive over the public's preferences over the different route options, although the overall support for a by-pass as part of the package is clear. The recommendation that the red route be the preferred route results from it being the best performing route from the technical assessment as detailed in appendices 4 and 5 of the report to cabinet and the consultation report does not support any other recommendation.

5. 11. & 17. Active Travel Measures:

The inclusion of Active Travel Measures as part of a Hereford Transport Package has been identified throughout the scheme development as crucial to achieving the overall objectives of the package. The Local Transport Plan makes clear the importance of encouraging greater use of walking, cycling and public transport. Appendix 6 of the cabinet report contains a detailed update on the development of the walking, cycling, public transport and public realm projects that could form part of the Hereford Transport Package. The Phase 2 Consultation Report highlights that the Active Travel Measures (ATM) are widely supported and should be taken forward.

In order to achieve the objectives of the Hereford Transport Package, both a bypass and active travel measures are required. Many of the measures indicated in the ATM report would not be deliverable without the bypass, most obviously those proposed on the existing A49 through the city. Without the bypass, giving greater priority to pedestrians and cyclists in these locations would lead to increased congestion for road vehicles. The bypass is required to remove traffic from the centre of the city to provide the opportunity for these measures to be introduced. Further development of these measures will continue following the selection of a route for the bypass and this work will include an assessment of locations where it may be possible to deliver improvements in advance and as the bypass is delivered. This would be the subject of further reports.

6. Journey Times and Regional Connectivity

The assessments undertaken indicate that the traffic benefits of the Hereford Transport Package are broadly similar regardless of the choice of route corridor for the bypass. Once a preferred route is selected, detailed traffic modelling will be undertaken as part of the next stage of scheme development.

The bypass has been identified as a priority within the Midlands Connect Regional Transport Strategy. It will enable north-south through traffic on the A49 to avoid the centre of the city, providing more reliable journeys for long distance movements and improving regional connectivity between England and Wales and also within the West Midlands Region.

[Type here]

In addition, improved resilience of the road network associated with the provision of a new river crossing will improve conditions for long distance regional journeys supporting business and the economy of the region.

Monitoring of journey times within Hereford shows that current average speeds on the network are amongst the lowest of any city in the country and at peak times can be lower than central London. The impact of this on the local economy is considered unacceptable.

7. Benefits to University Development

The bypass is an integral part of the Hereford Transport Package, taking through traffic away from the centre of the city and allowing many other journeys starting and/or finishing in Hereford to do likewise. The bypass will provide the additional network capacity which will enable the planned growth set out in the Core Strategy to be delivered. Without it the planned growth in housing and employment and economic benefits cannot be achieved. The need for the bypass to support the delivery of a successful University in Hereford is clearly set out in the response from the NMITE team to the consultation in the report contained in Appendix 1 of the cabinet report. The response sets out how the bypass will reduce congestion and enable the city to flourish and fulfil its potential as a tranquil place to study, work and visit, enable students to enjoy the public realm and enable Hereford to develop into an attractive university city.

10. Southern Link Road and the Hereford Transport Package

The Southern Link Road forms part of the South Wye Transport Package which is a separate project and seeks to address transport problems within the south of the city. The Southern Link Road (SLR) is a confirmed scheme, having received planning approval in 2016.

Funding for the project has been secured from Growth Fund, with the final business case to be submitted to the Department for Transport when tender prices are known in the autumn. This is the normal process for funding of infrastructure schemes.

The Public Inquiry in relation to the Compulsory Purchase and Side Road orders for the scheme is scheduled to commence in late October. Subject to the outcome of this process the land required to commence construction in spring 2019 would be secured. This Inquiry is not a planning inquiry and will determine the council's case for acquiring any land which cannot be secured by negotiation.

There is a robust case for the SLR based on the benefits it will deliver for the south wye area and the Hereford Enterprise Zone.

There is no reason not to progress the development of the Hereford Transport Package, including the selection of a preferred route for a bypass. All route options for the bypass have a common starting point at on the A465 where there would be a roundabout to connect with the SLR and the A465.

14. Noise & Air Quality

The impacts of possible routes on air quality and noise have been assessed in Chapters 5 and 6 respectively within the Stage 2 Environmental Assessment Report which is contained in Appendix 3 of the cabinet report.

Air quality and noise modelling concluded that overall, the proposed scheme is predicted to redistribute traffic that currently goes through Hereford onto the bypass, leading to improvements in air quality in the centre of Hereford. This will mean improved air quality and reduced noise associated with traffic on homes, schools and communities adjacent to the existing A49. The implementation of

[Type here]

Active Travel Measures within the city centre would also contribute to improving the environment for those living and working within the area.

The delivery of bypass will have minimal impact on air quality in the area surrounding the new road as the route will be mostly free flowing and not stop start as is the case currently at peak times on the existing A49 and subsequently emissions will disperse quickly in the surrounding area. Noise assessment information contained with the Stage 2 Environmental Assessment report contained in Appendix 3 of the cabinet report sets out that with mitigation the increase in noise at any affected properties can be reduced.

15. Bypass design and capacity.

The design standard of the bypass is yet to be determined. For the purposes of route comparison a design standard has been assumed to enable a route selected for further development and detailed design. This detailed work will include traffic modelling which will inform the final standard of the bypass on the red route. This work will ensure that the road standard can accommodate traffic growth in future years.

16. Traffic Growth / Congestion Relief

The delivery of the bypass will enable significant growth in housing and employment as set out in the council's adopted Core Strategy. Growth in housing will have associated growth in traffic, however with a bypass in place it is predicted that there will be relief to the existing A49 and other routes in the wider Hereford area with decreases in delay per vehicle and improved journey times by taking the longer distance strategic journeys out of the city and on to the bypass.

Modelling work is ongoing and is currently progressing to inform the Department for Transport business case. The Hereford Transport Package will reduce the number of shorter distance car journeys that are currently a prevalent factor in the levels of congestion in the city. By moving strategic trips out of the city and onto the bypass we can create a safer environment for walking, cycling and public transport trips.

The business case will also include an Options Assessment Report outlining the work assessing and sifting a variety of transport interventions that best meet the objectives of the Hereford Transport Package. As set out in the Phase 2 consultation and Active Travel Measures reports cycleways and other ATM projects are a key component of the Hereford Transport Package.



Hereford Transport Package

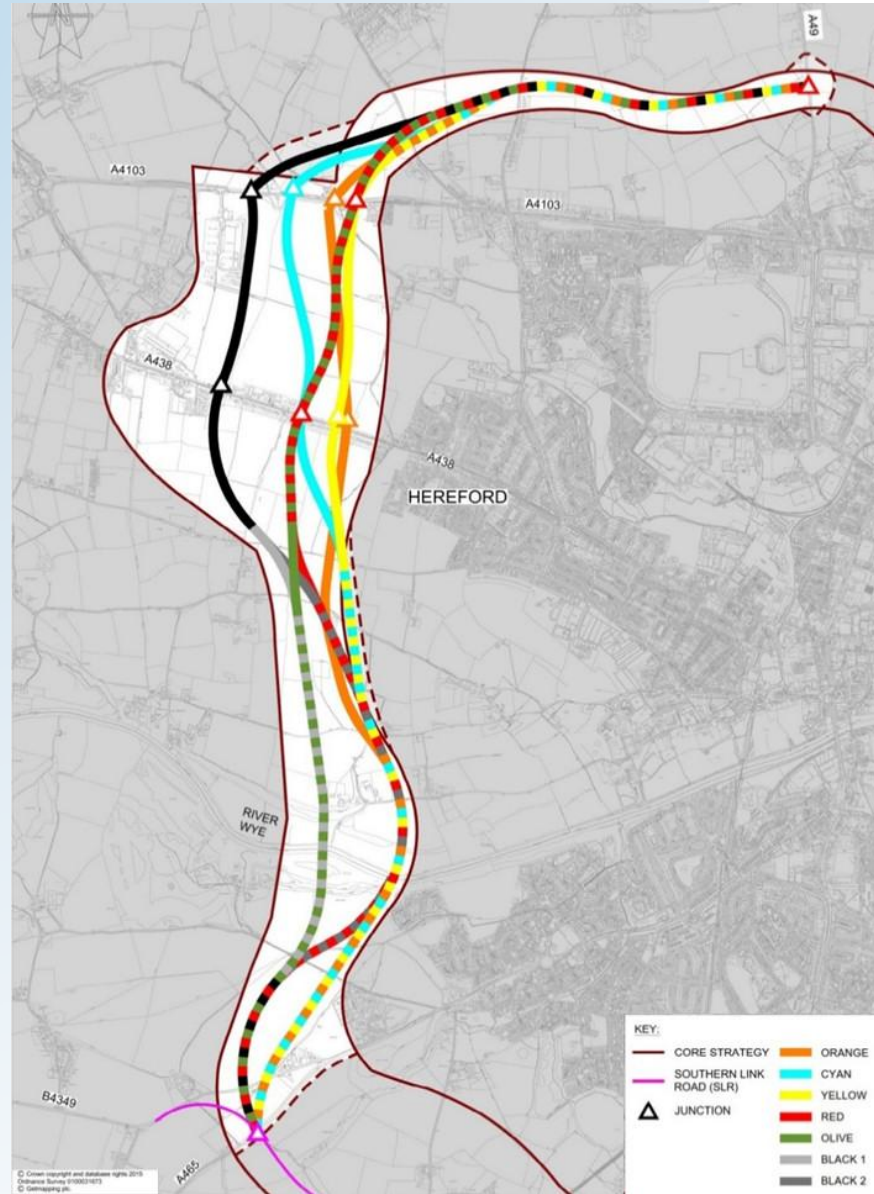


Balfour Beatty

 **Herefordshire Council**

Working for Herefordshire

Consultation Film



Working for Herefordshire

Cabinet Report

The purpose of the report to cabinet:

- To consider feedback to the HTP Phase 2 consultation
- To be advised of the assessment of the shortlist of possible bypass route corridors
- To consider the recommended preferred bypass route corridor
- To be updated about the development of associated active travel projects
- To confirm Phase 3 consultation.

Cabinet Report

Recommendations

- (a) having regard to the feedback to the HTP Phase 2 consultation report, the Stage 2 Scheme Assessment Report, the Stage 2 Environmental Assessment Report, the Route Selection Report and the Preferred Route Report, the red route (as identified in Appendix 5) be approved as the preferred route for further scheme development for the Hereford bypass;**
- (b) subject to approval of recommendation (a) above, a further round (phase 3) of consultation on the detailed proposals for a scheme based on the red route corridor and complementary active travel measures be undertaken to gather stakeholder feedback to assist with informing a future decision by Cabinet to confirm the route for the bypass and recommended active travel measures which will together form the Hereford Transport Package, prior to submission for planning and other necessary permissions;**
- (c) the director for economy, communities and corporate be authorised to take all necessary steps to progress detailed design and, consultation including commissioning external professional advisers as required to inform future decisions on the Hereford Transport Package to a maximum cost of £2.45m**

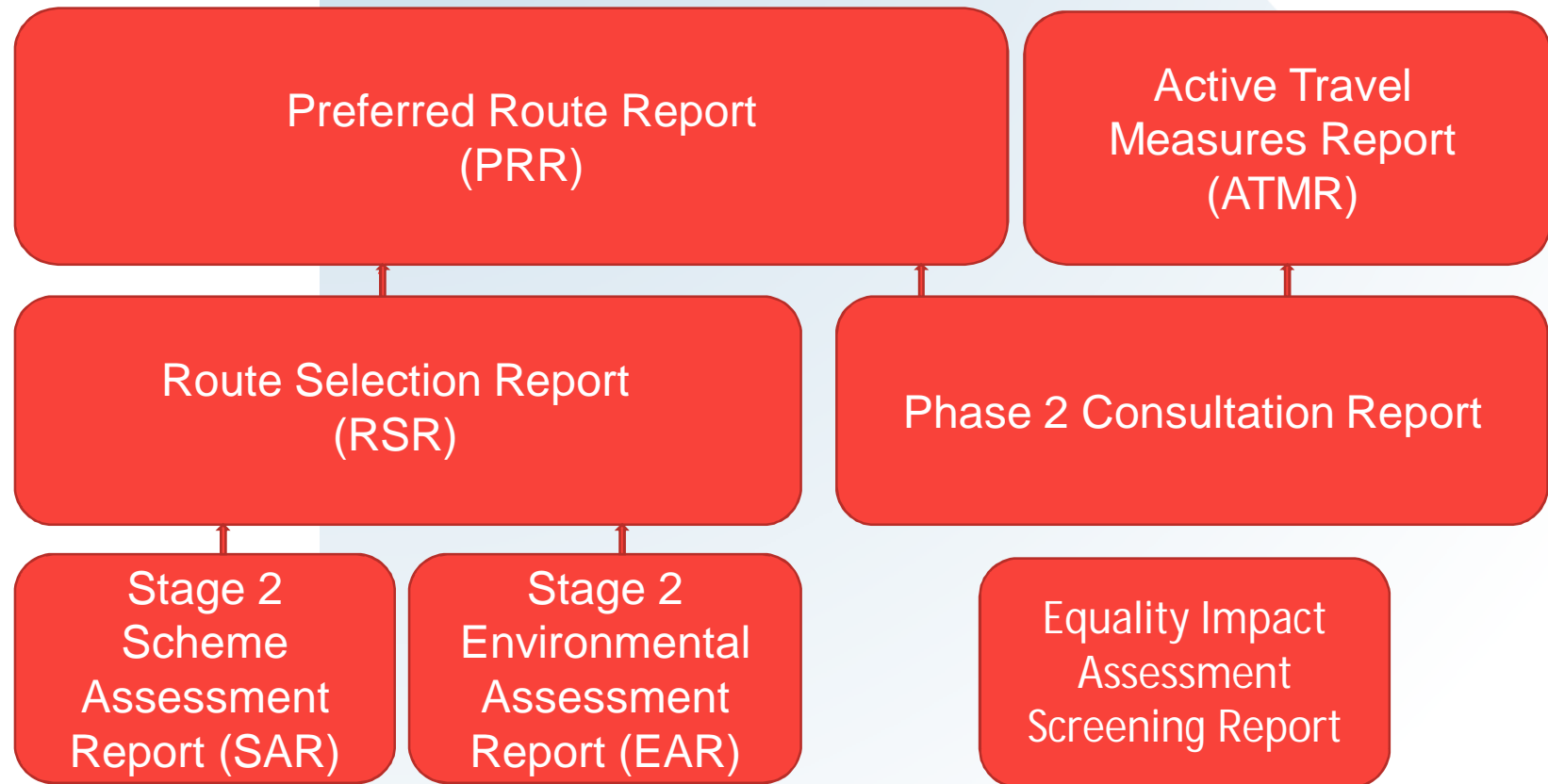
Cabinet Report

Key Considerations

- Consultation Feedback
- Impact Assessment
- Route Comparison – Route Selection
- Preferred Route Recommendation
- Active Travel Measure Development

Assessment Process

A comprehensive suite of reports



50

Route Selection Report (RSR)

Key Findings

Traffic and engineering & cost considerations were very similar between all seven route options

The key differences were identified as environmental and social (ie impact on ecology, heritage and landscape, and impact on communities such as noise and severance)

The Red Route was identified as the best performing route option

Phase 2 Consultation Report

Key Findings

4624 responses received from statutory and non-statutory organisations, and local residents (4351 questionnaires and 273 written responses)

68% agreed that the HTP objectives will address the transport problems in Hereford and enable growth

59% agreed a bypass should be part of the package

All routes received a degree of support but there was no clear overall preference for any of the seven route options

87% agreed walking, cycling, bus and public realm improvements should be part of the package

Overall strong support for the Hereford Transport Package

Preferred Route Report

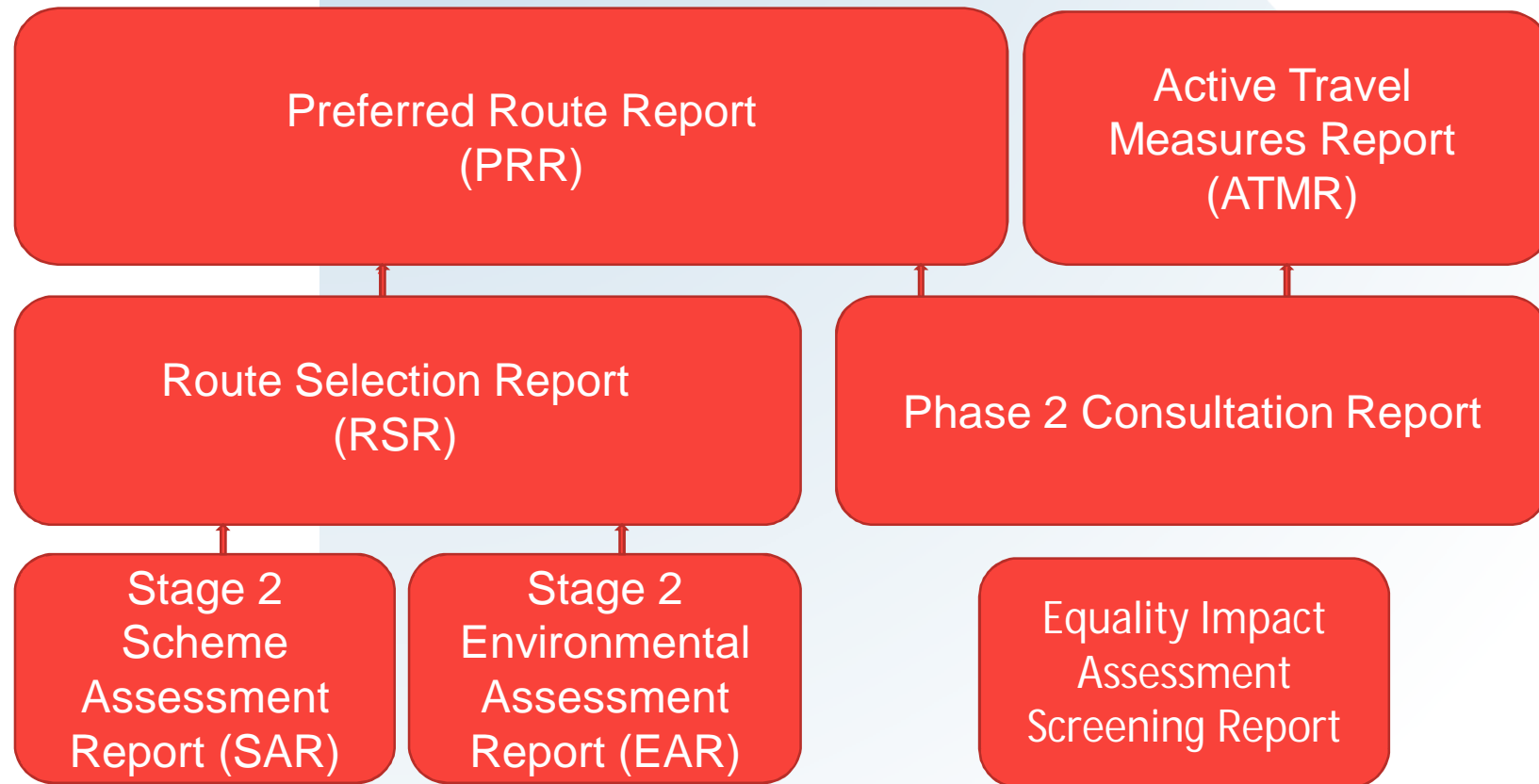
Key Findings

The report recommends the Red Route Corridor option as the Preferred Route for the Hereford Bypass based on:-

- The Red Route was the best performing route following the traffic, engineering and environmental assessments
- The Phase 2 Consultation confirmed support for a bypass but there was no clear preference for any one option

Assessment Process

A comprehensive suite of reports



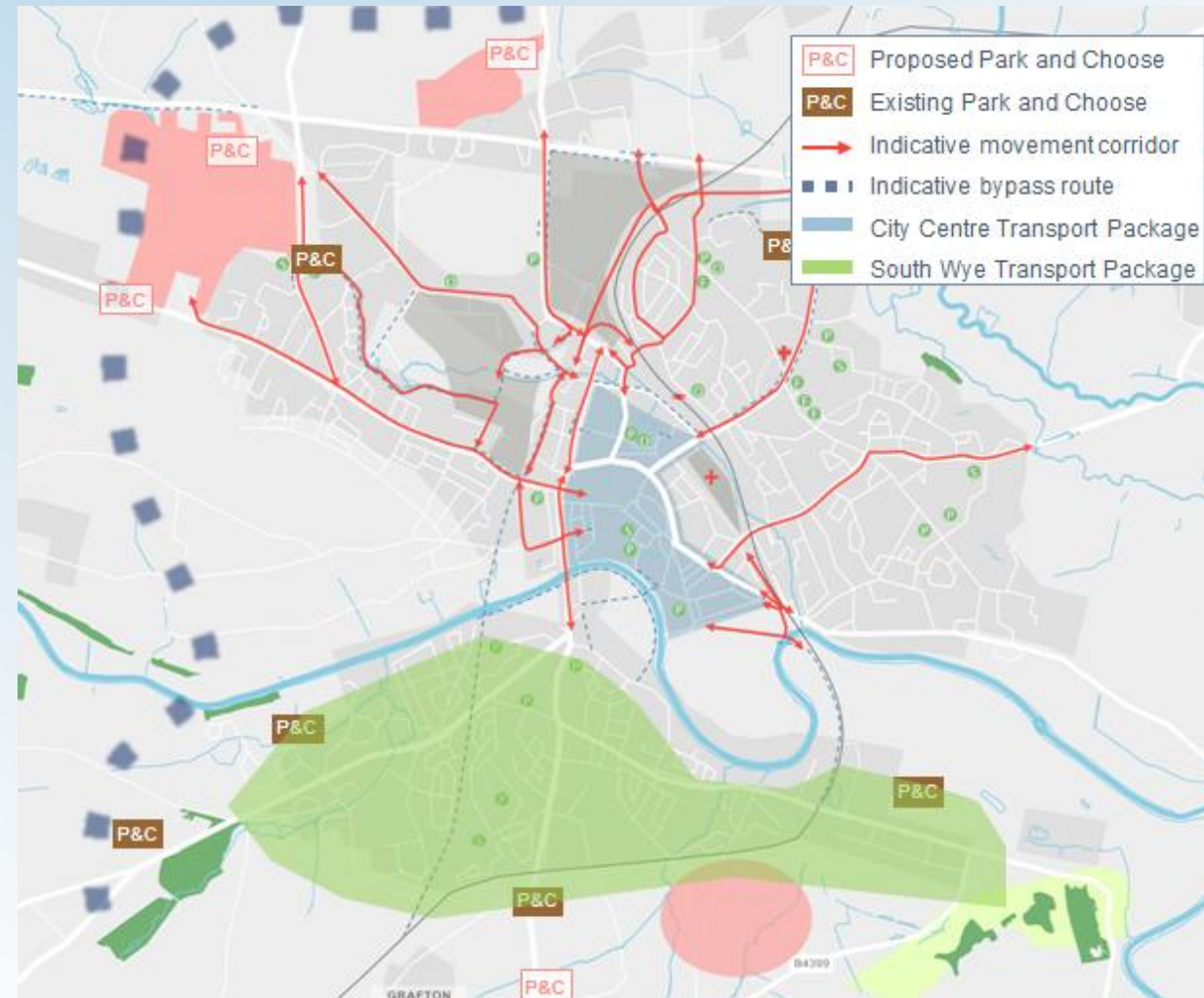
Active Travel Measures

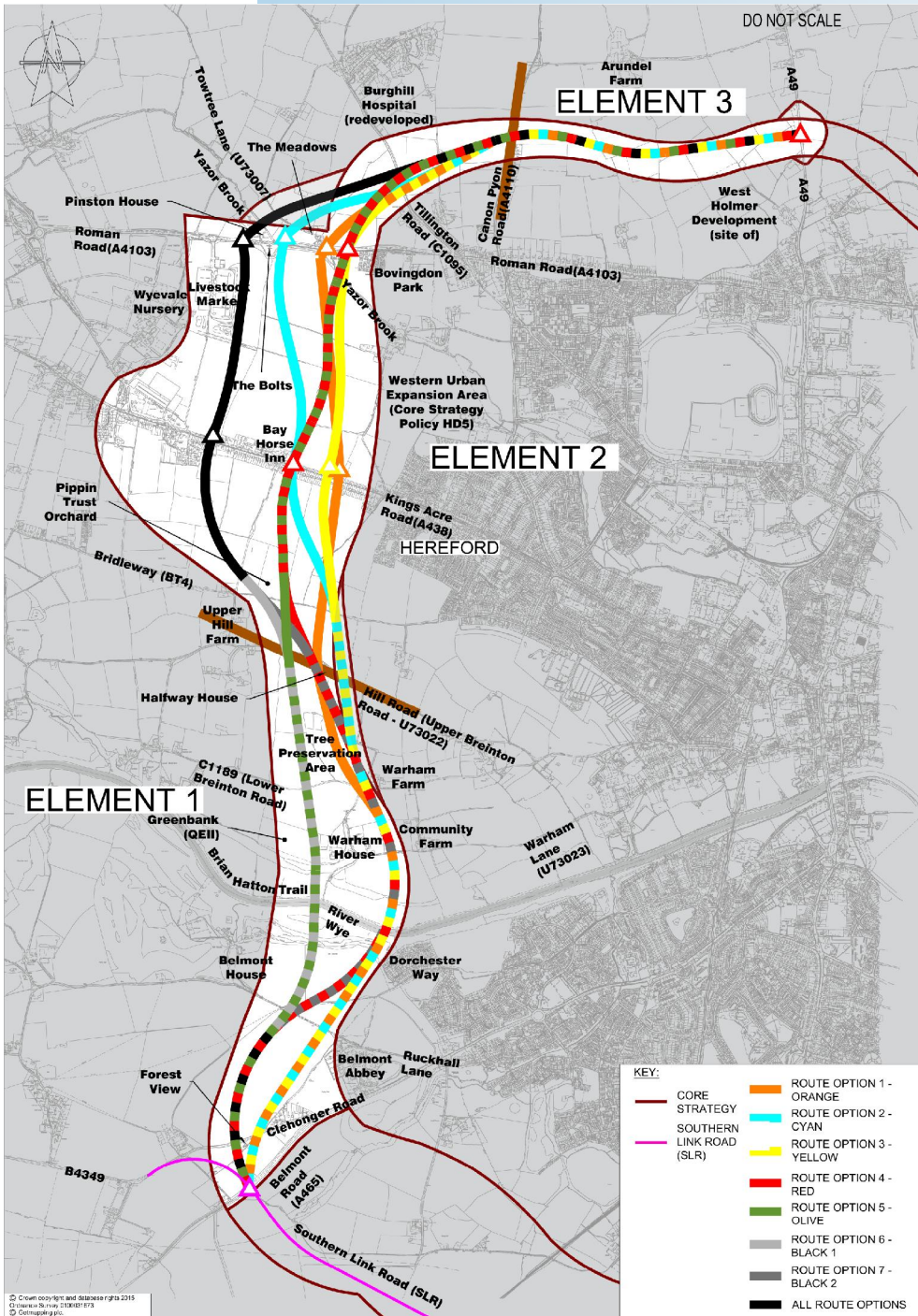
Walking

Cycling

Public transport

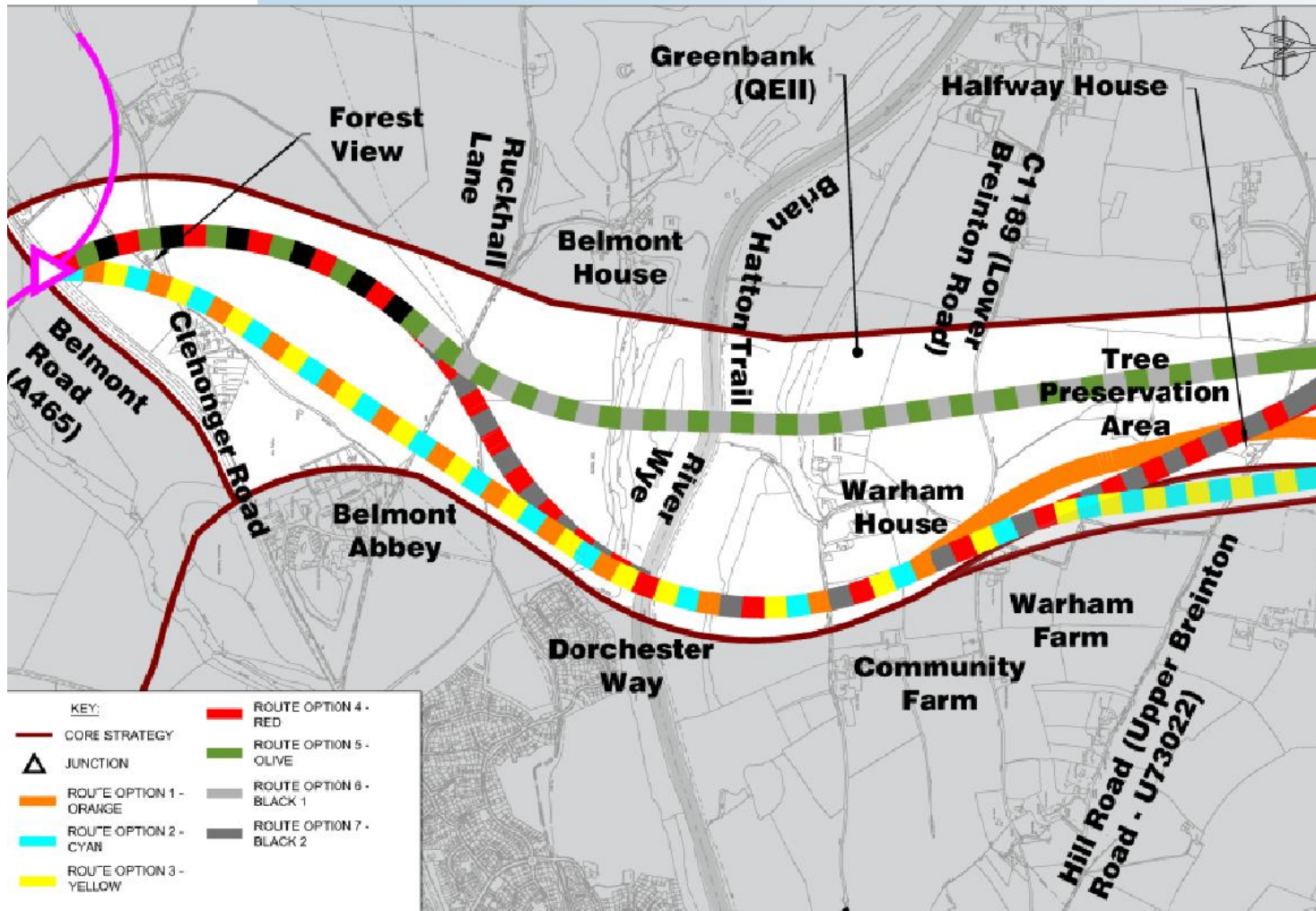
Public realm improvements





Elements

Preferred Route (Red Corridor): Element 1



Element 1 – A465 to Hill Road (Upper Breinton Road)

Key factors for Red/Black2

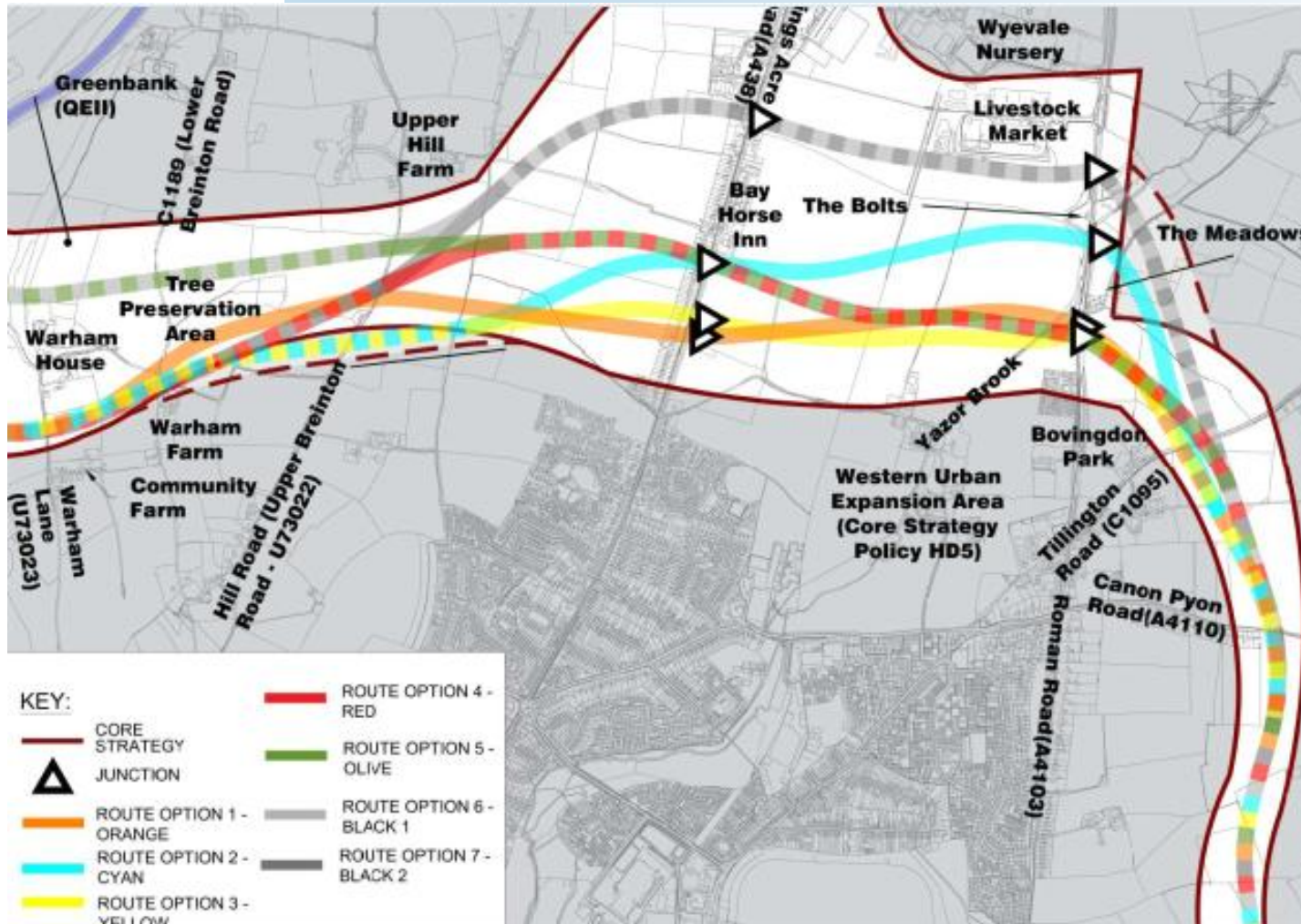
Less impact on historic environment of Belmont Park, including lesser impact on setting of Belmont Abbey & Belmont House

Fewer dwellings exposed to excessive noise

Avoids Greenbank Meadow and its statutory protection

Lower impact on ancient woodland and important trees

Preferred Route (Red Corridor): Element 2



Element 2 – Hill Road (Upper Breinton Road) to Canon Pyon Road

Key factors for Red/Olive

Fewer number of homes requiring demolition

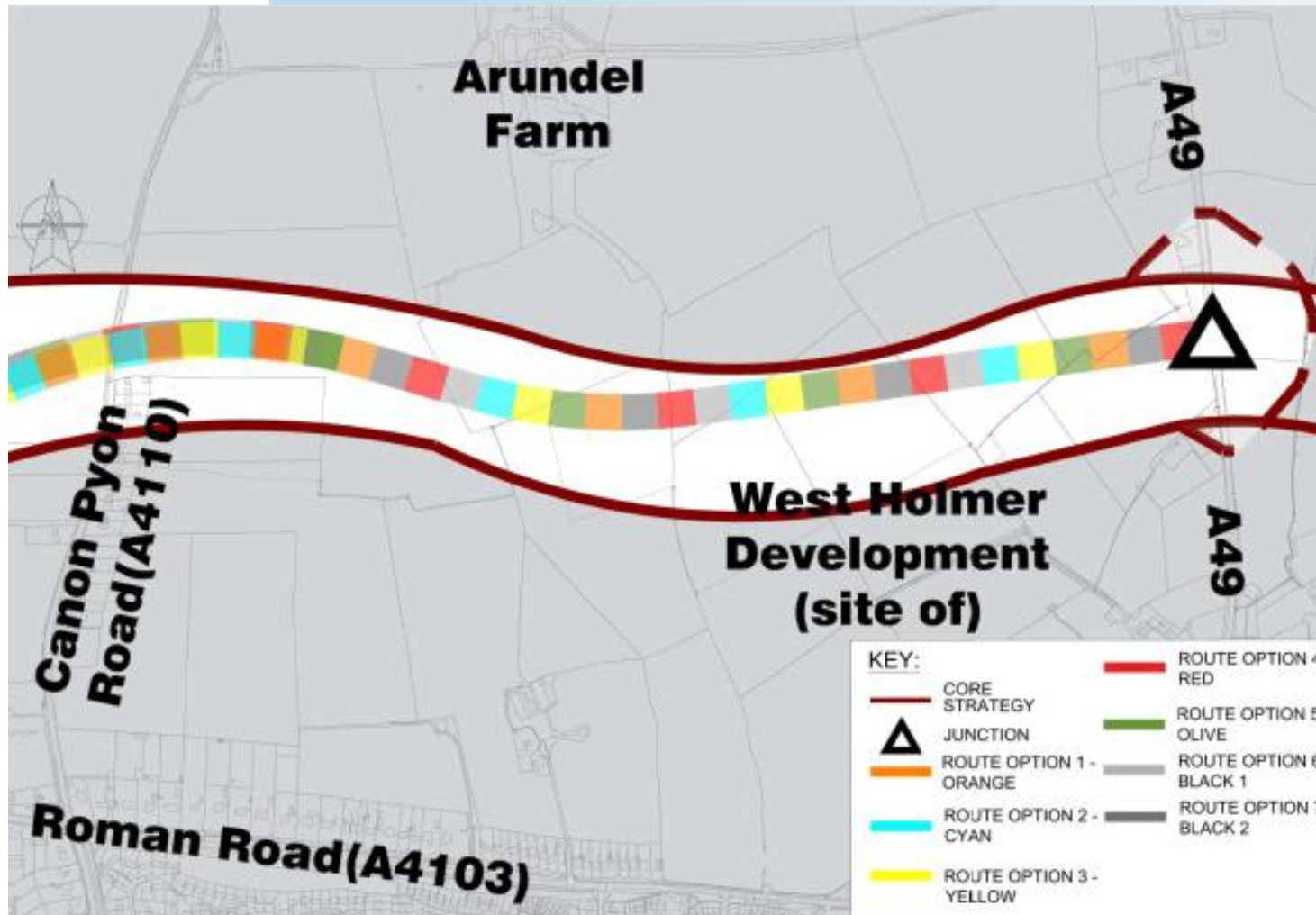
Fewer homes exposed to excessive noise levels

Lower impact on Yazor Brook flood zone and lower cost of mitigation

Supports core strategy Policy HD5 – Three Elms SUE

Lower impact on important trees and avoids Drovers Wood

Preferred Route (Red Corridor): Element 3



Element 3 – Canon Pyon Road to A49

Key factors

All routes are aligned – no relative advantages and disadvantages

Summary of whole route considerations

Southern element 1 – Red/Black2

Middle element 2 – Red/Olive

Northern element 3 – no differentiators

Overall, Red is the best performing option

Key outcomes of choosing Red as the Preferred Route

Homes - fewer number of homes requiring demolition

Noise – fewer dwellings exposed to excessive noise

Flood risk – lower impact on Yazor Brook and lower cost of mitigation

Cultural Heritage – lower impact on Belmont Park and setting of Belmont Abbey and Belmont House

Ecology – lower impact on ancient woodland and important trees

Communities - avoids Greenbank Meadow and its statutory protection

8

Thank you



Balfour Beatty



**Herefordshire
Council**

Working for Herefordshire



Meeting:	General scrutiny committee
Meeting date:	Monday 8 October 2018
Title of report:	Economic Development Strategies review
Report by:	Economic Development Manager

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose and summary

The Marches Local Enterprise Partnership (LEP) are in the process of reviewing and redrafting their Strategic Economic Plan. The Strategic Economic Plan is used by the LEP to set its strategic direction and priorities, further it has a role in communicating with government and partners, in particular in setting priorities for the accessing of government funding and support.

The LEP have consulted with a range of partners in the redrafting process and are now in a position to issue a first draft for review. The LEP have appointed consultants to lead the redrafting process. The appointed consultants will present to Scrutiny their findings to date and lead a discussion on the content of the document.

Scrutiny committee has an important role in sense checking the document and making recommendations to the Cabinet Member for Corporate Strategy and Budget for consideration in a corporate response to the draft Strategic Economic Plan.

Recommendation(s)

That:

- (a) **the committee identify any recommendations to be made to the cabinet member on the general ambition and vision of the draft strategic economic plan, including the sections on :**

- **Our assets;**
 - **Our economic sectors;**
 - **Ideas;**
 - **People;**
 - **Infrastructure;**
 - **Business environment;**
 - **Place and Housing;**
 - **Relationships and partners.**
- (b) **the committee consider what projects could be recommended to the cabinet member for inclusion within the final draft of the Strategic Economic Plan as priority schemes;**
- (c) **the committee consider building into their work programme consideration of a review of the effectiveness of the plan thereafter.**

Alternative options

1. There are no alternative options to the recommended action as it is a function of the committee to make reports or recommendations to the executive on the discharge of executive functions.

Key considerations

The Marches LEP Strategic Economic Plan

2. The Marches LEP are currently in the process of updating their Strategic Economic Plan. This strategic document provides the broad direction for the LEP and forms the basis for determining the priorities the LEP sets and the support the LEP offers. The current Strategic Economic Plan was developed in 2014. Since then, the LEP and key partners have accessed more than £105m in Government funding to support economic growth.
3. Against the backdrop of the Government's Industrial Strategy LEPs have been tasked with developing Local Industrial Strategies (LIS) to drive economic growth, raise productivity and create more prosperous communities. To make sure the Marches are concentrating on the right things, they have updated their evidence base and are in the process of updating the Strategic Economic plan so that they have a clear view of issues affecting the Marches economy.
4. Refreshing the economic strategy is an opportunity for businesses and the public sector to agree the kind of economy which is wanted in the future and to agree the actions required to drive business growth in the Marches, including how to take advantage of the future economic trends and challenges set out in the Government's Industrial Strategy.
5. In broad terms the SEP provides the overall strategic direction of the Marches economy whilst the Local Industrial Strategy will focus on how the area's business and industrial

base will be supported to deliver against the vision and objectives set out in the Strategic Economic Plan.

6. In spring 2018 the LEP appointed consultancy firm Metro Dynamics to undertake the refresh of the SEP. Over the summer Metro Dynamics has reviewed the LEP's evidence base and carried out consultation activities, engaging with a range of local organisations with a stake in the future of business across the Marches.
7. These have included a series of workshops with businesses, local government, education providers and other local partners. Metro Dynamics have also held individual conversations with local stakeholders and an online survey was published on the Marches LEP website to gain feedback from a wider audience.
8. These workshop sessions and survey responses have been collated by Metro Dynamics into a draft version of the SEP which was presented to the LEP Board on the 25th September as a first iteration of the document. In addition to the LEP Board's views, Metro Dynamics wanted a wider examination of the draft document to sense check the content and direction. The draft Strategic Economic Plan document is attached at Appendix A.
9. Scrutiny members will be given a presentation by Metro Dynamic's on the emerging themes within the SEP. Members are encouraged to comment on the presentation, and draft document, with a view to advising whether the content reflects the economic situation in, and priorities for, Herefordshire.
10. Scrutiny's comments will be taken, into consideration by the Cabinet Member for Corporate Strategy and Budget when responding to the drafting of a final SEP document. The Cabinet Members comments, along with those from other partners within the LEP will similarly be taken into consideration by the LEP Board when drafting the final version of the Strategic Economic Plan.

Community impact

11. The drafting, and approval, of the Strategic Economic Plan will set the LEP's vision and objectives, it may also identify what priority schemes the LEP intends to support across the Marches. The Strategic Economic Plan will be used by the LEP, and partners, as a mechanism to communicate with government over the Marches contribution to the national economy.
12. Government will refer to the Marches Strategic Economic Plan when considering what projects to support and potentially fund. As a consequence the Strategic Economic Plan has the ability to facilitate the delivery of economic development projects within Herefordshire, subsequently making a significant contribution to the corporate priority to support the growth of our economy.

Equality duty

13. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
14. The public sector equality duty (specific duty) requires the council to consider how it can positively contribute to the advancement of equality and good relations, and demonstrate that it is paying 'due regard' in its decision making in the design of policies and in the delivery of services.
 15. It is not considered that the drafting of the Marches Strategic Economic Plan will have an impact on the council's equality duty.
 16. Any projects contained within the Strategic Economic Plan that are led by the council are subject to the council governance and accountability. As a consequence any decisions to implement projects by the council will have considered the public sector equality duty during the approval process.

Resource implications

17. The cost and commissioning of the Strategic Economic Plan drafting is being led and incurred by the Marches LEP.
18. Council officers have been involved in the supply of information and evidence to Metro Dynamics to inform the drafting of the Strategic Economic Plan. This has been resourced within existing service budgets.

Legal implications

19. There are no legal issues arising from the content of this report.

Risk management

20. The risk around the delivery of the Strategic Economic Plan is primarily carried by the Marches LEP. There is however a risk that not drafting, or having a badly drafted, SEP will reduce the ability of the Marches, including Herefordshire, to secure government funding. This risk has been mitigated by employing suitably qualified consultants via an open procurement process with the selection of the consultants based on price and quality.
21. Should any council led projects be included within the final version of the Strategic Economic Plan the associated risks will be identified and mitigated within appropriate project management arrangements put in place for the delivery of successful project proposals, and will be considered through the decision approval process.

Consultees

22. A number of consultation events have taken place with partners and businesses from across the Marches, including Herefordshire, to gain information and evidence to inform the draft Strategic Economic Plan. This has included an online survey for businesses or individuals to complete.

23. This information and evidence will be considered along with opinions taken from a number of other sources, including General Overview and Scrutiny Committee

Appendices

Appendix 1 – Draft Marches Strategic Economic Plan.

Background papers

None Identified

The Marches Strategic Economic Plan 2018

September 2018

WORKING DRAFT

Contents

Foreword	3
Executive Summary.....	5
1 A Strategic Economic Plan for the Marches	8
2 Our economy	10
3 Our potential	15
4 Our vision	16
5 Our assets	17
6 Our sectors.....	18
7 Ideas.....	25
8 People.....	27
9 Infrastructure.....	29
10 Business environment.....	32
11 Place and Housing.....	34
12 Relationships and partners.....	38
13 Making this happen	40

Foreword

The Marches is a thriving, successful place to live and do business, with an exceptional quality of life and strong communities. People here collaborate and help each other succeed. As a partnership of businesses, local authorities, education and third sector organisations we are ambitious for growth, keen to grow our economy and improve the prosperity of our businesses and residents.

We are home to natural, cultural and heritage assets, such as the renowned Shropshire Hills AONB, a UNESCO World Heritage Site, key urban centres in Hereford, Shrewsbury and Telford, and beautiful, historically significant market towns. We have excellent schools, colleges and universities.

And we are well placed for growth. Our central location connects us well to nearby economies in the North West, West Midlands, South West and Wales. Technology is changing how people work and how businesses operate, allowing people to work in a much more diverse array of settings. These changes provide huge opportunities for the people and businesses of the Marches.

Our aim now is to work with our partners and businesses to grow our economy to £XXbn in GVA by 20XX. Doing so will add £XXbn to the UK economy, and create approximately XX,000 jobs. Crucially, we will achieve our economic potential by embracing high productivity growth and high value sectors.

In this goal we are building on recent success. Over the past four years the LEP, working with partners, has secured over £195m of investment, with £105m of this from three Growth Deals. Our existing investments will deliver 9,000 jobs, build 16,000 homes, provide 77,000 premises with access to broadband, create 3,025 apprenticeships by 2032.

Alongside these headline numbers the LEP and partners have achieved major successes, including [list to be finalised]:

- Telford Land Deal
- Development of Skylon Park
- Shrewsbury Big Town Plan
- Integrated transport projects and packages in our major centres
- The launch of the Growth Hub, and a new Business Incubation Centre

We are also in the process of delivering some essential infrastructure for growth, including: NMiTE, Shrewsbury Flaxmill, Hereford Cyber Security Centre at Skylon Park, and Newport Innovation and Enterprise Park.

Looking forward, we also recognise that we face challenges. Our population is ageing, and to reach our full potential we need to help residents improve their skills and, in some cases, retrain. We need to attract and retain more young people and skilled people to our area, and we need to ensure that skills training provides the expertise that our businesses need to grow.

We also need to ensure that our businesses have the infrastructure they need to grow. Our transport links are vital to our economy, but they could be stronger. Ultrafast broadband is a necessity for business in the 21st Century and we will work with partners to ensure good coverage and uptake in our key urban centres and across rural areas.

This strategy sets out the actions we are going to take deliver these opportunities and commitments. It has been developed collaboratively by businesses, colleges, universities, councils and our voluntary and community organisations, working together in the way that sets the Marches apart. It means we will continue to deliver and it is how we will make change happen.

Graham Wynn OBE

Chair, The Marches Local Enterprise Partnership

Executive Summary

Our 2018 Strategic Economic Plan (SEP) supports our ambition to become an £XXbn economy with XX,000 more businesses by 20XX. As we look ahead at the technological changes and demographic trends that are driving the global economy and the post Brexit trade and regulatory environment it is the right moment to take stock of our progress and agree the actions that will underpin the success of our communities and businesses in the years ahead, building on the real assets we have in the Marches.

The economy of Shropshire, Herefordshire and Telford & Wrekin contributes £14.3bn to the UK economy and has grown steadily since our 2014 economic strategy. We have high levels of economic activity and employment and:

- We are highly specialised in traditional, high value and high productivity sectors, including advanced manufacturing, food and drink, and have emerging strengths in environmental technology, cyber security and resilience, agri-tech, and innovative healthcare.
- We have a supportive businesses environment with a high business survival rate Our economy is characterised by micro businesses, but we are also home to major international firms.
- We have a very high quality of life with rich natural, cultural and heritage assets, and good quality schools, making us a net attractor of people. But there are also long standing barriers to meeting our potential.
- We have a dispersed, still relatively slow growing and ageing population, which puts pressure on our workforce and key services. However, it also offers the opportunity to develop innovative healthcare technologies and approaches.
- There is further to go to raise skills levels relative to the UK, but we have a strong education offer with excellent further education colleges and employer-led training providers, and have invested in a growing higher education provision.
- As a connecting area, we have key strategic economic links to the North West, West Midlands, South West and Wales.

We have agreed a clear vision of how we want the Marches to be, which will guide our investments and has led to the actions set out in this strategy:

The Marches:

1. A place which is open for business, up for business and pro-growth.
2. At the forefront of changes in how people live and work, using new technology and improved connectivity, to enable businesses and people to succeed.
3. A growing place, attracting more people to come, stay and build their careers and businesses, seen as a supportive place to start and grow a business.
4. A link not a boundary – connecting markets in the Midlands, Wales, South West and North.
5. A pioneer in the provision and testing of digitally driven healthcare for dispersed populations, supporting healthy ageing and economic participation in later life.
6. A global centre of excellence in advanced manufacturing, specifically automotive, cyber security, environmental technology and the next phase of technology development in agriculture and food production.
7. An inclusive place that helps residents from all communities thrive and develop with quality jobs offering good wages, training and progression.
8. A collaborative and proactive place with businesses, FEIs, HEIs and public organisations working together to agree what its needs to do and gets it done.

Increasing productivity is fundamental to meeting our potential and ambitions. Our strategy sets out actions which will drive each of the foundations of productivity defined in the Government's national Industrial Strategy:

- **Ideas** – we will aim to develop incubation and accelerator space with 'test labs' for firms to increase awareness of and test new technologies, support companies to understand opportunities to innovate, and set up an automation task force of business champions who can build understanding of the opportunities, particularly in our cyber, manufacturing and food sectors.
- **People** – we will aim to ensure our FEIs, training providers and HEIs colleges have high-quality facilities, develop business led networks to link with education providers at all levels and improve business-school engagement to highlight job opportunities in our growth sectors and support relevant curriculum development.
- **Infrastructure** – we will continue to invest in priority schemes and growth corridors, building a clear and compelling case for investment, improve broadband connectivity, and address accessibility issues to key training and employment sites.

- **Business environment** – we will provide business support to SMEs, ensure new employers have everything they need to move to the Marches, encourage local networks and support local supply chains.
- **Place** – we will support the distinctive strengths and needs of our market towns through a new “Opportunity Town Programme” with strong local ownership and partnership to tailor actions based on a detailed understanding of the hyper local economy and wider supply chain links. And we will continue to invest in the urban centres of Telford, Shrewsbury and Hereford.

Draft

1 A Strategic Economic Plan for the Marches

- 1.1 Since we agreed our Strategic Economic Plan (SEP) in 2014 we have secured £105m investment through three Growth Deals. This has led to a range of significant investments across our economy, in partnership with local businesses, local government, and HE/FE institutions.
- 1.2 The national and global context has changed substantially over the past four years. In particular, there is still considerable uncertainty around future regulatory, investment, trading and funding arrangements created by the EU referendum result and subsequent progress towards a Brexit deal.
- 1.3 This has created important challenges and opportunities for our communities and businesses. Our economy is characterised by a large agricultural and food & drink sector, and a strong advanced manufacturing sector – all of which will face important challenges arising from any increase in trade barriers with the EU. Many of our large employment sectors: retail, care and tourism – rely on EU labour to operate competitively.
- 1.4 This is therefore an important moment to take stock of recent investments, reflect on ongoing challenges and address them in a way which builds economic opportunity from the real assets which exist in the Marches.
- 1.5 In November 2017, the UK Government published its national Industrial Strategy, setting out its overall approach to supporting business growth and driving productivity. The national Industrial Strategy sets out five ‘Foundations of Productivity:’ ideas, people, infrastructure, business environment and places. Our strategy reflects these foundations and sets our priorities for action under each.
- 1.6 Recognising that many of our national economic challenges are cross-cutting, the Industrial Strategy also identified four ‘Grand Challenges’: AI and the data-driven economy, Clean Growth, the Future of Mobility, and the Ageing Society. Each of these Grand Challenges is relevant to the Marches:
 - AI and the data-driven economy is increasingly relevant to raising productivity across all sectors, but has particular importance for cybersecurity which is an emerging strength in our area.
 - Clean growth is important to ensure that economic development in the Marches complements and supports our natural assets. We have an emerging strength in renewable energy and we have recently completed an Energy Strategy for the Marches which sets out how we will take advantage of new opportunities around sustainable energy.

- The future of mobility is important because our links to other areas are essential for economic growth. New mobility technologies will be important to enhancing the productivity of our sectors and ensuring that people and goods can get to where they need to be in a timely manner.
- The ageing society is a relevant challenge for the Marches. Our residents are on average older than the country as a whole. Helping support our residents to live productive and healthy lives for longer, in a rural context where people are often further away from services, is essential to supporting productivity growth.

1.7 The Government is also requiring all LEPs to produce local industrial strategies. The aim of local industrial strategies is to develop targeted interventions that support productivity growth in specific sectors of the economy. It has invited a series of LEPs to do this, and we expect that the Marches will be asked to do so in due course.

1.8 Therefore, this SEP sets the foundation for the Marches economic strategy. It is a holistic overview of our economic strengths, opportunities and challenges, and sets out our broad approach to driving productivity growth. In due course, we expect to develop a Local Industrial Strategy that will set out specific actions to increase the productivity of some of our key growth and emerging sectors. The diagram below explains how our local strategies complement national priorities.

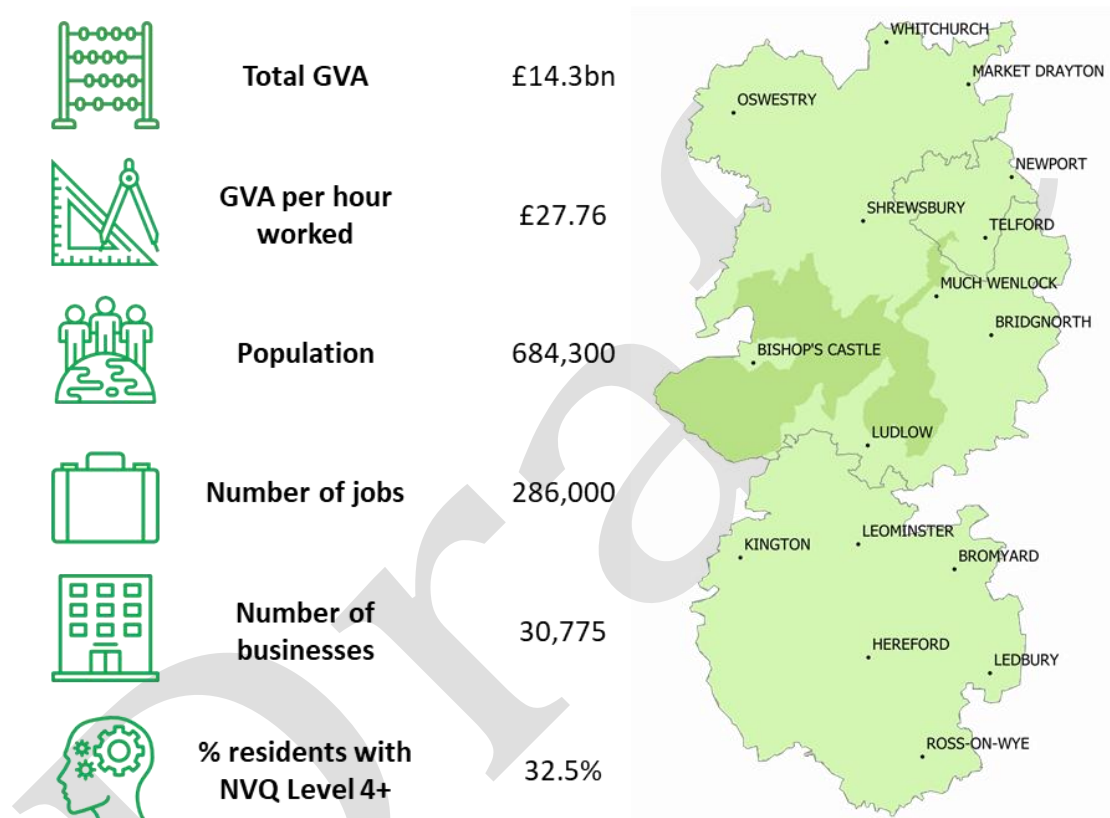
Figure 1. National strategy and local strategies



2 Our economy¹

2.1 The Marches is a large area, covering 2,300 square miles and a population of 684,300 people, 286,000 jobs and 30,775 businesses. Our economy contributes £14.3bn in economic output measured as Gross Value Added (GVA) or £21,178 per person. Our economy also generates exports worth £1.8bn.

Figure 2. **Headline economic statistics**



2.2 More residents here are engaged in the economy with an economic activity rate of 80% compared to 78.2% nationally. Employment is also high at 76.7% compared to the UK average of 74.7%. There are low levels of benefits dependency with only 0.7% of 18 to 64 year olds claiming Job Seekers Allowance, which is slightly lower than the national figure of 1.2%. Employment and Support Allowance claimants make up 5.3% of the working age population in the Marches, compared to 5.9% nationally.

2.3 We have significant sectoral strengths in advanced manufacturing with specialisms in metals, machinery and automotive, and food and drink, particularly meat and dairy

¹ Our strategy is underpinned by a comprehensive and detailed evidence base available online at: <https://www.marcheslep.org.uk/what-we-do/economic-plan/>.

processing. And we have emerging, nationally important strengths, in environmental technology, cyber security and resilience, agri-tech, and innovative healthcare.

- 2.4 Overall, our productivity is lower than the UK average at £27.76 per hour worked and has been relatively static since 2004. The productivity challenge is not unique to the Marches, but its causes here do reflect our demographics, skills and connectivity.

A supportive business environment – micro businesses and major international firms

- 2.5 The Marches economy is characterised by micro businesses (those with fewer than ten employees), which make up 89.7% of the Marches business base. This is similar to the UK average of 89.4%. Many of our businesses operate in rural areas, and many reflect the growing culture of working remotely and from home.
- 2.6 We are a supportive business environment with strong, closely networked SMEs, and active local Business Boards. We have the highest two-year business survival rate (80.2%) of all LEP areas. This reflects a business culture that is established and mature, and provides a stable environment for further increasing the number of businesses that are started here.
- 2.7 The Marches is also home to major international businesses in a range of advanced manufacturing specialisms, logistics, and food and drink – including: BAE Systems, GKN, Ricoh, Special Metals Wiggin, Kuehne and Nagel, Cargill, Avara Foods (the new joint venture between Cargill and Faccenda), ABP Food Group, Müller and Heineken. Other large companies in the area include Capgemini, Culina and CML.
- 2.8 We export £1.8bn of goods, 76% of which are to the European Union. Germany is our largest export market making up 23% of our exports (£415m). Also, Germany has the largest share of foreign owned companies in Telford.

Centres of population growth

- 2.9 The population of the Marches is 684,300. The three main urban centres: Hereford (60,825 population), Shrewsbury (71,864) and Telford (147,698), are home to roughly 41% of the population.
- 2.10 Over the past five years, the Marches has seen population growth roughly in line with that of the UK as a whole, though the population of Telford has grown much more rapidly and Shropshire has seen slower growth. In a few areas, including Shrewsbury, north of Ludlow and east of Bridgnorth, there has been some population decline.
- 2.11 Our population is older and ageing more rapidly than the national average. Across the Marches 22.1% of the population are aged 65 and over compared to 18.2% nationally. This figure is as high as 24% in Herefordshire and 23.9% in Shropshire. In the Marches, the proportion of people in this age category has increased from 16.8% in 1997.

Between 1997 and 2017, the number of over 65s has increased on average 2.1% per annum, compared to 1.3% in the UK.

- 2.12 There is also a lower proportion of young people. Only 16.6% of the population are aged 20 to 34 compared to the UK average of 19.9%. The lowest proportion of this age group is in Shropshire (15.6%).
- 2.13 The demographic profile of the Marches presents both challenges and opportunities. A slow growing, ageing population contributes to an ageing workforce and puts pressure on health and social care. But it is also an opportunity to pioneer new healthcare and ageing related technologies in a dispersed population.

A strong educational offer – tackling low skills levels

- 2.14 The Marches has a strong further education (FE) offer with three FE colleges: Herefordshire and Ludlow College (currently undertaking a merger with North Shropshire College), Shrewsbury College (which is the largest in England) and Telford College, providing significant HE level provision. We also have nationally leading, business-led training providers, such as the Marches Centre of Manufacturing and Technology (MCMT), Hereford Group Training Association (HGTA) and members of Marches Skills Provider Network (MSPN). Recent investment has increased provider capacity to deliver programmes that meet business needs, including across the advanced manufacturing and engineering sectors. Our college and other provider base primarily support people who go on to work in our SMEs or are already in that workforce. This places particular requirements and parameters on developing both business relationships and retaining contact with students once they enter the workforce.
- 2.15 In recent years we have developed our dedicated higher education (HE) provision and there are now four HE institutions: Harper Adams University, University of Wolverhampton's Telford Innovation Campus, and University Centre Shrewsbury. The most recent addition to the Marches HE offer will be the New Model in Technology and Engineering (NMiTE) with its first cohort starting in 2020.
- 2.16 Despite these strengths, the Marches has a lower skill base relative to the UK. For instance, 32.5% of working age residents in the Marches have qualifications roughly equivalent to degree level or higher, compared to the national average of 38.4%. Equally, 19.5% of working age residents in the Marches have no qualifications or NVQ Level 1 compared to the UK average of 18.6%. In parts of south Hereford, north Shrewsbury and Telford, over one third of residents have either no formal qualifications or NVQ Level 1.
- 2.17 There are lower than average levels of people in higher level jobs. In the Marches 26.9% of the working age population are managers and top professionals which is lower than the UK average of 31.0%. Almost 13% of the Marches working age population work in elementary occupations compared to the national average of 10.5%.

2.18 The skills challenge in the Marches is linked to the difficulty in attracting and retaining young people. Between June 2015 and June 2016, there was a net outflow of 1,380 15 to 19 year olds and a net inflow of only 190 people aged 20 to 34. This suggests that many young people are leaving the Marches to either to attend university or to work.

A high quality of life with rich natural, cultural and heritage assets

2.19 The Marches is a great place to live with a high quality of life. Many people wishing to settle down, buy a house and have a family choose the Marches because of this.

2.20 We have abundant and rich natural, cultural and heritage assets. Our picturesque natural landscape is well known for the range of leisure activities which take place there. The Shropshire Hills are a designated Area of Outstanding Natural Beauty (AONB). The Ironbridge Gorge is one of the UK's Two of the UK's 31 UNESCO World Heritage Sites and, along with are located in the Marches: the Pontcysyllte Aqueduct and Canal, just over the border in Wales and the Ironbridge Gorge. These sites preserves and tells the story of the area's role as the birthplace of the Industrial Revolution. We are also home to many beautiful and historically significant market towns.

2.21 The attractiveness of the Marches as a place to live and work is indicated by high levels of positive net migration. The Marches had a net inflow of 14,540 residents between 2012 and 2017, and moreover the net inflow of people per year has increased over fivefold since 2012.

2.22 Due to these strengths, housing affordability is mixed in the Marches. There are areas of high affordability, particularly in Telford, where house prices are 3 to 4 times higher than annual household incomes. However, this increases to a ratio of over 10 in the low affordability area north of Ledbury, near Malvern Hills.

2.23 Affordability is particularly an issue in Herefordshire with significant potential for further provision of starter homes and smaller houses to support inward migration and retention of talented young people and families. To address these challenges, all three local authorities are taking action to provide affordable, mixed tenure housing for key workers.

Strong economic links but connectivity challenges

2.24 The Marches economy has excellent strategic economic links with other parts of the UK and beyond. By being centrally located we have close economic ties to the North West, West Midlands, South West and Wales based on our major transport corridors. This provides us with good access to key cities including Liverpool, Manchester, Birmingham, Bristol and Cardiff.

- 2.25 Our transport links are essential for linking our sectors and businesses to other economies, as supply chains and business transactions extend beyond administrative borders. For instance, our manufacturing strengths in the east of the Marches around Telford and Bridgnorth are closely linked to automotive supply chains in the West Midlands. Connections to surrounding economies also extend to the flow of people. There is a net outflow of 3,000 people leaving the Marches for work each day with over 42% going to Birmingham. We attract workers from bordering areas including Mid Wales, Wolverhampton, Worcestershire and Staffordshire.
- 2.26 Our ability to utilise these economic links is hindered by connectivity challenges. These challenges impact the movement of people, goods and services both within the Marches and beyond, hindering the productivity and success of our businesses. Transport challenges predominantly are caused by a lack of dual carriageways, alternative road routes, and reliable, frequent rail services.
- 2.27 There are also challenges with digital connectivity, which is increasingly important given the growth of the digital economy in recent years, the importance of technology across every sector, and the prevalence of remote working in the Marches. Connectivity to broadband is particularly problematic in rural areas. Much of south and north Shropshire and west Herefordshire has slow broadband (0-10 Mbit/s). In some areas, this accounts for over 80% of premises. Issues are also reported in urban areas despite ostensibly better connectivity. There are also issues with poor mobile phone coverage.

3 Our potential

3.1 The strengths and assets that we have give us a strong basis on which to further drive growth and productivity. We do not underestimate the challenge and complexity of doing so, but the prize is significant. If we were to work with our partners to invest in delivering our potential by 2038 then the Marches economy would be:

3.2 [This section will set out our economic potential in terms of specific metrics – including GVA, jobs, business starts, skills levels, population and homes – based on some assumptions about how our economy could grow and become more productive. The aim of this section will be to underline the importance of contribution that the Marches can make to the UK economy].

Draft

4 Our vision

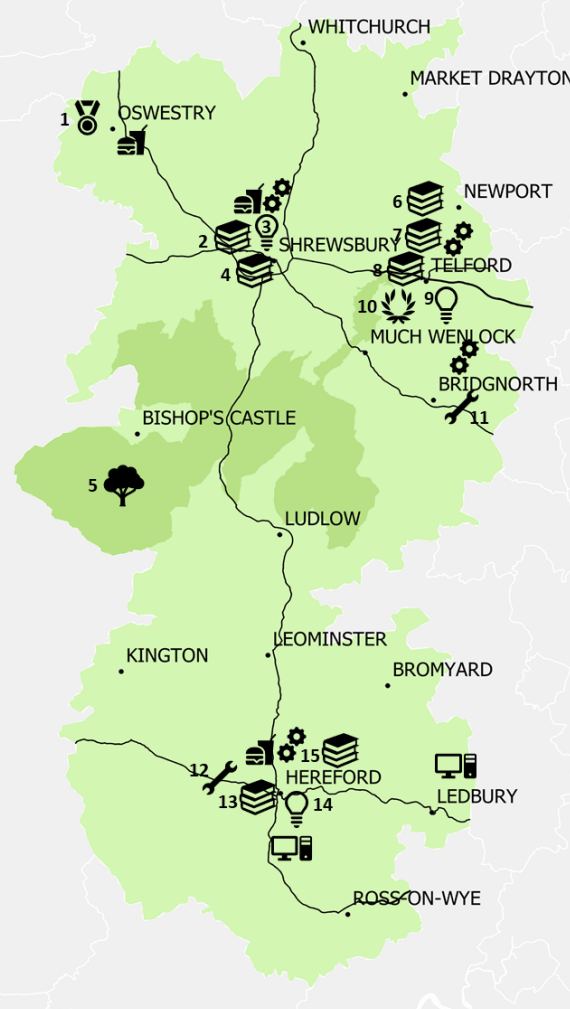
- 4.1 The Marches is a high-quality place to live, work and visit. Businesses started here are more likely to survive and flourish. Residents and visitors experience our wonderful landscape, with a host of outdoor sports and leisure, historic towns and high-quality arts and renowned food. We are historically a boundary but increasingly well connected, with our firms in national and global supply chains and at the cutting edge of new industries in business security and resilience and environmental and agricultural technology. Our population is also growing more slowly (and in some areas declining), it is ageing faster than other areas of the UK and we have lower skills levels. But we are pro-growth and determined to build on our strengths, using our demography and quality of life to clear opportunities.
- 4.2 Building on these strengths and based on clear evidence and engagement with partners we have developed a clear set of ambitions.

We want the Marches to be:

1. A place which is open for business, up for business and pro-growth.
2. At the forefront of changes in how people live and work, using new technology and improved connectivity, to enable businesses and people to succeed.
3. A growing place, attracting more people to come, stay and build their careers and businesses, seen as a supportive place to start and grow a business.
4. A link not a boundary – connecting markets in the Midlands, Wales, South West and North.
5. A pioneer in the provision and testing of digitally driven healthcare for dispersed populations, supporting healthy ageing and economic participation in later life.
6. A centre of excellence in advanced manufacturing, specifically automotive, cyber security, environmental technology and the next phase of technology development in agriculture and food production.
7. An inclusive place that helps residents from all communities thrive and develop with quality jobs offering good wages, training and progression.
8. A collaborative and proactive place with businesses, FEIs, HEIs and public organisations work together to agree what needs to happen and to get it done.

5 Our assets

- 1. Robert Jones & Agnes Hunt Orthopaedic Hospital**
A global centre of excellence in orthopaedics, leading innovation in musculoskeletal surgery, medicine and rehabilitation. Extensive in/outpatient wards, operating theatres and diagnostic facilities.
- 2. Shrewsbury Colleges Group**
Shropshire's largest provider of post-16 education with almost 10,000 students a year, teaching academic and vocational courses. Recent investments of £15m.
- 3. Shropshire Food Enterprise Centre**
One of ten Food Enterprise Centres in the UK providing incubation/grow on space for food and drink firms.
- 4. University Centre Shropshire**
A new university focusing on environmental technology, health management and care, and digital. Recently launched £1.9m Centre for Research into Environmental Science and Technology (CREST).
- 5. Shropshire Hills AONB**
One of the first areas to be designated as an Area of Outstanding Natural Beauty, the Shropshire Hills are 310 square miles of pristine rolling hills, woods and valleys. Known for the high quality of life it offers.
- 6. Harper Adams University**
Largest land based HEI in the UK leading research into global food production, processing, animal science, engineering and land management. Equipped with labs and farm land. It attracts students from across the UK.
- 7. Uni of Wolverhampton (Telford Innovation Campus)**
Recently £10m investment into facilities to support new engineering courses and industrial projects. Also home to the International Academy and the Centre for International Development and Training (CIDT).
- 8. Telford College**
Over 8,000 students on academic, vocational and HE courses, and apprenticeships in over 70 different industry areas. New 7th form links students with universities and local businesses.
- 9. T54**
A 31.6ha site of landscaped grounds for industrial, warehouse, and R&D use. It has had significant inward investment success.



- 10. Ironbridge Gorge**
One of the first UK World Heritage Sites with designated status in 1986. It celebrates the contribution of the area to the birth of the Industrial Revolution. Now home to ten visitor attractions.
 - 11. Marches Centre of Manufacturing & Technology (MCMT)**
MCMT is an employer-led training provider focused on advanced engineering and automotive. It aims to address the skills gap in manufacturing
 - 12. Hereford Group Training Association (HGTA)**
HGTA was set up by seven local metal engineering companies to train engineers. Over 50 years later, it still works with leading firms to provide high quality apprenticeships and courses.
 - 13. New Model in Technology & Engineering (NMITE)**
NMITE will be the newest UK university in 40 years. Its engineers will solve complex global challenges: food production, cyber security and artificial intelligence. Its 'agile' campus will foster collaboration and innovation with high-tech labs and incubation space.
 - 14. Skylon Park, Hereford Enterprise Zone**
The only Enterprise Zone in the country focused on defence and security. Will be home to the Centre for Cyber Security with incubation space for 20 businesses, secure testing facilities and access to research expertise.
 - 15. Herefordshire and Ludlow College**
A college of 2,000 students with a mostly vocational programme reflecting the local area and A level courses. It has a specialist land-based campus and 257ha estate.
- | | |
|----------------------|-------------------------------|
| FEI/HEI | World Heritage Site |
| Training centre | Advanced manufacturing |
| Innovation centre | Food and drink |
| Centre of excellence | Cyber security and resilience |
| AONB | |

6 Our sectors

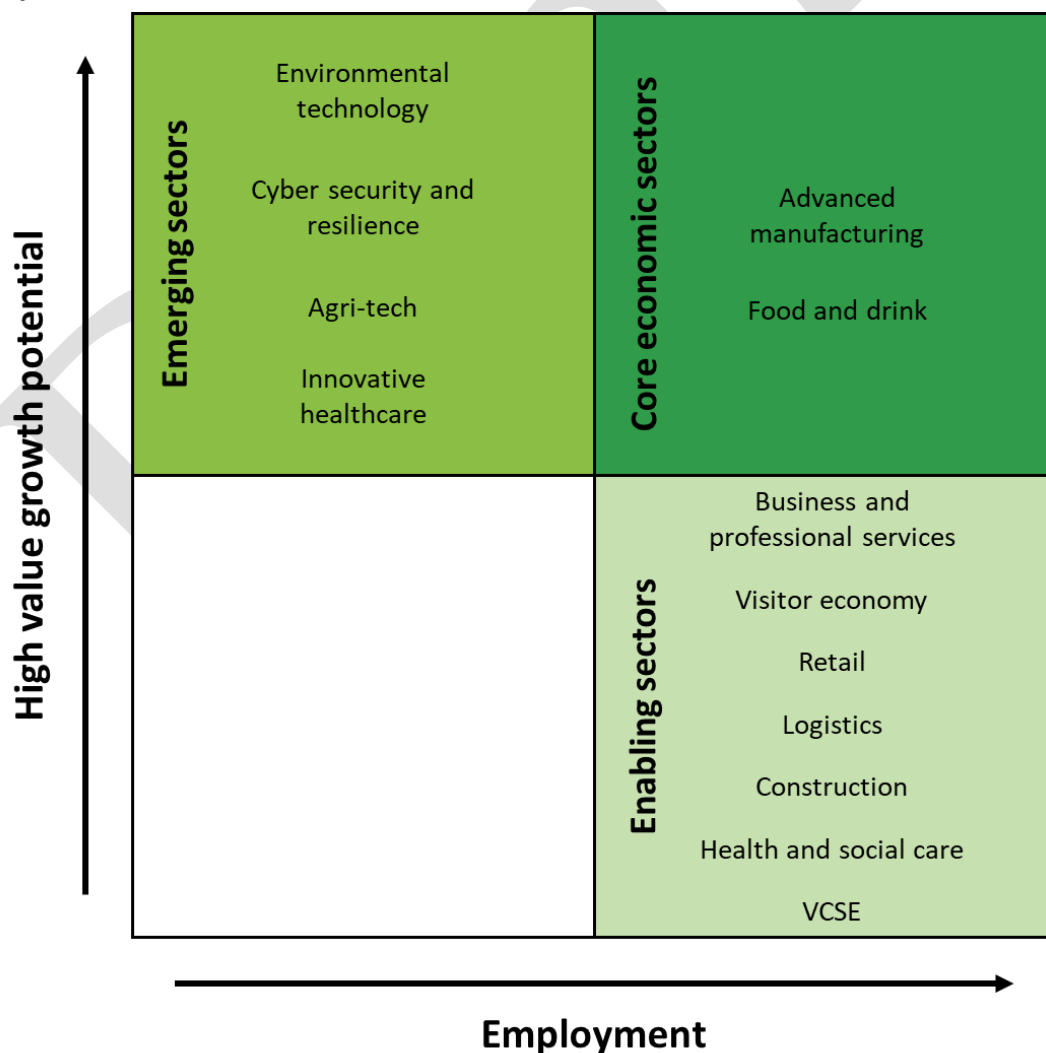
6.1 Our businesses define our economy with distinct existing and emerging specialisms. The purpose of our strategy is to support growth in high productivity businesses.

6.2 Taking our sectoral strengths, there are three areas of focus:

- **Core economic sectors** – high productivity with high levels of employment and specialisation
- **Emerging sectors** – high future economic and productivity growth potential but lower employment and fewer, smaller companies
- **Enabling sectors** – high employment, particularly for entry level jobs, and vital to supporting our economy’s function, but low productivity

6.3 These areas of focus are illustrated in the diagram below:

Figure 3. Sectors in the Marches



Core economic sectors

Advanced manufacturing

- 6.4 **Home to global manufacturers and well-established supply chains of SMEs in the diverse and distinct strengths of metals, machinery, plastics and rubber products, and automotive.**
- 6.5 With the birthplace of the industrial revolution at Ironbridge, the Marches has a long history of engineering innovation. The Marches today has a significant manufacturing sector with over 26,800 jobs, contributing £2.3bn to its economy (including Food & Drink). With diverse specialisms in metals, machinery, plastics and rubber products, and automotive, there are several large manufacturing firms in the Marches including Special Metals, Ricoh, BAE and GKN.
- 6.6 The Marches is a key part of the West Midlands automotive supply chain with a range of Tier 2 and 3 companies in Telford and the surrounding area supplying the large OEMs in the West Midlands. These companies operate in niche areas of automotive, producing a range of parts including batteries.
- 6.7 Quality skills providers operating a business-led model successfully supply Marches manufacturing firms with highly skilled workers. Hereford Group Training Association (HGTA) has a 50 years' experience of providing high quality apprenticeships in engineering, as well as courses in leadership and management, customer services, accounting and business administration.
- 6.8 The Marches Centre of Manufacturing and Technology (MCMT) is a new employer led initiative which has been developed to contribute to closing the skills gap to support the manufacturing sector. Growth Deal funding has supported this and other training providers in increasing their capacity to deliver advanced engineering and manufacturing programmes. In addition, recent investment in the University of Wolverhampton's Telford Innovation Campus has increased the number of undergraduate, postgraduate and professional qualifications available in the Marches.
- 6.9 The New Model in Technology and Engineering (NMiTE) is a new university in Hereford entirely focused on manufacturing and engineering. It is an integral step in overcoming a shortage of engineers and narrowing the gender gap in engineering. NMiTE takes a radical and innovative new approach to learning, whereby students will solve problems set by industry experts through collaboration and practical experience. The first substantially sized cohort (200-300) will start in September 2020, with the intake increasing in the years thereafter to 350.

Food and drink

- 6.10 **Our rich agricultural sector provides the base for a strong food and drink sector characterised by international companies.**

- 6.11 The legacy and heritage of the Marches as a farming region has evolved into a nationally significant food and drink sector with over 9,000 jobs.
- 6.12 With specialisations in cider and fruit wines, meat and dairy processing, a number of international companies have a presence in the Marches, including Cargill and Heineken, based in Hereford, ABP Food Group, which has sites in Shrewsbury and Oswestry, and Müller, which has its head office in Market Drayton.
- 6.13 Food and drink processing are part of a complex agri-food supply chain in the Marches. Companies of a range of sizes are involved in the supply side, producing raw materials from farming, feed and other inputs. A highly specialised food packaging cluster exists in Telford, linked to manufacturing specialisms in plastics, with firms such as Sirane and TCL Packaging. Together, all components of the agri-food supply chain culminate in the Marches producing high quality food and drink products for the UK market. The presence of Harper Adams University further strengthens this cluster.
- 6.14 The Shropshire Food Enterprise Centre in Shrewsbury is one of only ten centres nationally. It offers fledgling food production start-ups and SMEs excellent production units equipped to the highest standard with on-site business support.

Emerging sectors

Environmental technology

- 6.15 **Nationally significant strengths in anaerobic digestion coupled by the opportunity to become leaders in water management and natural capital management.**
- 6.16 Population growth, and the growing demand for and depletion of natural resources mean that environmental technology is taking an increasingly more important role in sustainable development. More areas will require management to avoid pollution or ecological damage, or to addressing the changing conditions associated with climate change. Environmental technology refers to both renewable energy generation and the application of environmental sciences, environmental monitoring and electronic devices to manage the natural environment.
- 6.17 With over 13% of the UK's anaerobic digestors located within the Marches, we are leading the UK in this form of alternative energy and embracing principles of the circular economy by utilising waste products from agriculture and food production.
- 6.18 The Centre for Research into Environmental Science and Technology (CREST) at University Centre Shrewsbury puts the Marches on the map in terms of natural resource management and natural capital management. The centre researches how best to manage the natural environment in line with societal and economic needs.
- 6.19 There is huge potential for the Marches to develop strengths in natural resource management through the use of environmental sensors, energy efficiency techniques,

energy requirement minimisation, waste management, water supply management, and air pollution management.

- 6.20 There is also opportunity for the Marches to become a test bed for the development of Natural Capital Management techniques. The Marches has the ambition to become a national leader in natural resource management and natural capital, beginning with water.

Cyber security and resilience

- 6.21 **An internationally recognised defence and security sector with an emerging cyber cluster in 'Cyber Valley' specialising in business security.**

6.22 In our digital economy, cyber security has become a global priority, with increasing threat from cybercrime and terrorism. The UK Government has estimated that in 2017, over four in ten of all UK businesses suffered at least one cyber-attack. It is important that we protect our businesses, data and networks from cyber security threats.

6.23 Home to the Special Air Service and G4S HQ, the Marches has a long-standing tradition of defence and security. Bridging this existing strength and the new digital sector is the emerging cyber security and resilience.

6.24 Along with neighbouring Worcestershire and Gloucestershire, Herefordshire is part of 'Cyber Valley', a highly specialised cluster of cyber companies around Great Malvern. Innovative companies in this sector are at the forefront offering B2B solutions to companies to address matters of 'everyday' security.

6.25 Hereford Enterprise Zone at Skylon Park is the only enterprise zone in the UK with a specialism in defence and security. A joint £9m investment from the University of Wolverhampton, Hereford Council, Marches LEP and ERDF has established the Centre for Cyber Security. Opening in 2020, it will provide incubation space for 20 new companies. Acting as a hub of research and development, it will encourage collaboration between businesses, NMiTE and the University of Wolverhampton. The centre will also provide secure testing facilities and specialist cyber security training for local residents and businesses.

Agri-tech

- 6.26 **A nationally significant agri-tech cluster characterised by engineering and precision farming with world renowned Harper Adams University at its core.**

6.27 Agriculture is an important sector in the Marches. In 2016, there were 20,634 farm labourers with 49.6% of these workers employed in Herefordshire and a further 47.2% employed in Shropshire. In the Marches, there is 460,000 hectares of farmed land, which makes up 77.2% of total land. Of the 6,731 holdings in the Marches, a large percentage are relatively small, between 5 and 20 hectares (27.0%).

- 6.28 Global population growth has put increasing pressure on the environment, particularly by increasing demand for food. Agri-tech addresses this challenge by using technology to sustainably increase agricultural yields and productivity.
- 6.29 Linked to our strengths across agri-food, the Marches is developing a nationally significant agri-tech cluster. At the heart of agri-tech in the Marches is Harper Adams University, the world leader in agri-tech research and the largest specialist land-based institution in the UK. Surrounding Harper Adams are many small companies operating in distinct niches, as well as some larger firms and multinationals
- 6.30 Our specialisms include advanced engineering and precision farming. The National Centre for Precision Farming, based at Harper Adams, is developing automation, drones and autonomous systems. We have ambition to grow our expertise in autonomous vehicles used for crop production to a larger scale, creating a 'hands free farm' building on the success of 'hands free hectare'. Collaboration with other areas through the Agri Tech West Alliance (ATWA) is increasing access to innovation support for businesses within the sector.

Innovative healthcare

- 6.31 **An ageing population in a rural area offers opportunity to pioneer new innovative healthcare approaches and technologies.**
- 6.32 The UK, along with much of the Western world, has an ageing population. People are typically living for longer, but not necessarily living healthily. Healthy ageing in rural areas have specific challenges as patients may have to travel considerable distances to access key services and domiciliary care providers may not deliver services to certain areas due to the extra resources it would require.
- 6.33 Innovative healthcare offers the opportunity to overcome the application of health and social care in dispersed populations. It can revolutionise care commissioning and provision through data driven prevention and remote monitoring.
- 6.34 The Marches has at least 870 jobs in innovative healthcare. There are emerging capabilities in assistive technology and digital health. Companies operating in assistive technology in the Marches include Chunc Wheelchairs and TPG DisableAids, both of which produce mobility equipment. There are smaller companies working with healthcare related data. The Living Circle provides cloud-based services for health and care organisations. Bronze Labs, a company with expertise in the Internet of Things and cloud computing software, has recently launched The Tribe Project. This aims to support NHS and Adult social care resourcing through a machine learning to identify areas of high resource need and better allocate resources.

Enabling sectors

Business and Professional Services

- 6.35 There are 25,275 jobs in the business and professional services sector. This sector has grown 3.4% since 2011, which is slower than the national average of 12.5%. The highest number of jobs are in employment activities (8,500 jobs), real estate activities (4,750 jobs), and legal and accounting (4,000). Renting and leasing activities, which has 2,125 jobs, is relatively specialised in the Marches with an LQ of 1.45.
- 6.36 The fastest growing sub-sector is other professional, scientific and technical activities, which has 1,625 jobs and grew by 80.6% since 2011. In 2017 there were 3,170 businesses in this sector. Over 92% of these are micros, which is similar to the UK average. All of the businesses operating in financial services and insurance are micro businesses. There are also large companies in this sector including Capgemini, Staffline Group and ReAssure. The finance and real estate sub-sectors contribute £2.3bn to the Marches economy.

Visitor economy

- 6.37 The Marches has a diverse visitor economy offer comprised of our beautiful natural landscape, World Heritage Site and historic market towns. The visitor economy plays a supportive role in our economy. Our natural, cultural and heritage assets are essential to attracting people to live and work in the Marches. It is also a large employer with almost 4,250 jobs in accommodation, supporting thousands more jobs in related sectors such as restaurants, museums, transport, and visitor and leisure attractions.

Retail

- 6.38 Retail is a large employer. There are 33,700 retail jobs across the Marches, amounting to over 12% of total jobs. This sector grew almost 5% between 2011 and 2016. Retail provides entry level jobs and long-term careers for people, as well as part-time, flexible work for older people. Retail is also important for our town centres. Our shops are often the front-end for local farming and food production. Without our retail sector, made up of major brands and individual shops, we would be unable to provide such a compelling lifestyle offer to people choosing to locate to the Marches.

Logistics

- 6.39 Our logistics sector, employing almost 8,000 people, is closely related to our supply chains in advanced manufacturing, agriculture and food and drink. Almost 80% of jobs are in activities related to freight and road transport, including warehousing. Key companies in logistics include Kuehne and Nagel, Culina Logistics and CML.

Construction

- 6.40 There are 18,500 jobs in construction in the Marches. Of these jobs, 6,500 are in specialised construction activities, including electrical installation, plumbing, joining, roofing, painting, scaffolding and plastering. The construction sector is central to

driving economic growth by enabling the development of infrastructure, employment sites and housing delivery.

Health and social care

6.41 A high number of people are employed in health and social care. The sector has 41,000 jobs, 23,500 of these are in human health and a further 10,500 are in residential care. In the Marches, as well as across the UK, this sector is expected to experience an increase in demand as the population ages.

Voluntary Community and Social Enterprise (VCSE)

6.42 There are over 4,000 registered VCSE organisations with a further 2,418 small informal groups in the Marches. The sector employs 6,760 people and has over 700,000 volunteers contributing over 6 million to the local economy. The VCSE sector in the Marches provides a broad range of functions including helping unemployed and economically inactive people access employment, training carers, providing relief to health and social care services, supporting skills and reducing absenteeism, and finding innovative ways to overcome transport restrictions.

Draft

7 Ideas

- 7.1 Innovation is essential for our businesses to grow, be competitive and succeed. We have highly innovative firms at the forefront of new technology and techniques in agri-tech and cyber security and resilience. We need to ensure that more of our businesses have the opportunities to both understand the technology and processes that could benefit them, and have access to the leadership and management skills needed to take advantage.
- 7.2 Innovation is also central to creating opportunities for businesses and individuals from the long-term trends of an ageing population and the combined effects of high levels of employment and shortages of some skills. Improving productivity is both a goal and an opportunity, particularly in those sectors such as agriculture and food production where we have both high concentrations of firms and centres of innovation and research, such as Harper Adams University.
- 7.3 And in an economy with such a high level of small businesses, and high level of economic activity, there is a real opportunity to strengthen the overall business environment to support growth and innovation, including through the right kinds of space, networking opportunities and support for smaller scale commercial research projects and business/FEI/HEI links to engage with real world technical and business solutions.
- 7.4 We will:
- Develop incubation and accelerator space at our key employment sites, such as Hereford Enterprise Zone, the Flaxmill, and Newport Innovation Park, offering resources, mentoring and business support for new businesses at the early stage of their development and those which are rapidly growing.
 - Create 'test labs' linked to the incubators and accelerators where firms can be creative, learn about new ways of doing things and try new technologies.
 - Bring together SMEs and larger firms (starting with construction and agri-tech), as well as our HEIs, to develop business-led networks, events and workshops for companies to understand the opportunities which exist in their sector to innovate and boost productivity.
 - Set up an automation task force to help companies apply new technologies, for instance in AI, automation and robotics, building on successful schemes like the work of Harper Adams in connecting farmers to new innovations in autonomous crop production.
 - Work with local authorities, Primary Care Trusts, the NHS and businesses to trial new innovative healthcare technologies.

- Support innovation in cyber security at the Hereford Cyber Security Centre, the development of a hub for composites and digital in Telford and digital health in Shrewsbury.

Draft

8 People

- 8.1 Our people are fundamental to our future success. The education offer in the Marches is a significant strength and vital in driving growth and attracting people to the area. In a tight labour market our firms risk struggling to recruit, whilst at the same time people already in work are having to learn new skills as new technology and techniques drive new ways of doing business – particularly in our food production and manufacturing businesses.
- 8.2 There is clear evidence from the UK and overseas of the crucial role that skills institutions play in the success of towns and cities. Investing in the skills, knowledge and experience of our people, and in high-quality provision is a major priority, as is ensuring that our colleges and universities are working ever more closely with businesses and people at all stage of their careers. Our schools have a vital role to play in allowing young people to understand the careers available and to experience work, particularly in our more rural and less connected communities.
- 8.3 We will:
- Work with our HE and colleges to ensure that private and public investment is targeted at providing the high-quality facilities and provision needed to reflect the opportunities that exist locally and nationally, and that existing and future students have the information they need to understand the opportunities available.
 - Work with SMEs in our major sectors and skills providers (starting with Construction) to develop business led networks to encourage links with schools, colleges and universities, including developing and maintaining links with learners who enter the workforce, and exploring the opportunity to fund further learning jointly between the public sector and employers.
 - Work with the health and social care sector to explore the development of a Marches Digital Care curriculum, providing core skills and expertise in new care techniques and technologies.
 - Build on the work of the local authorities and Careers and Enterprise Company programmes to develop a “Future Leaders” scheme that offers schools the opportunity to engage with businesses locally to provide short term mentoring, workplace experiences and real world problem solving projects for 13/14 year olds, showcasing the opportunities available in the Marches, before making GCSE choices.
 - Further support the development of specific partnerships between HE, FE and businesses.

- Work with businesses and education providers to support lifelong learning and upskilling relative to the needs and opportunities of local businesses, particularly those in growth sectors.
- Expand employer led learning using existing models such as Hereford Group Training Association and the Marches Centre for Manufacturing and Technology.

Draft

9 Infrastructure

9.1 Infrastructure is fundamental to a modern, successful economy. Transport links drive economic growth, determine the location of housing and employment sites, and connect the area to surrounding economies. The Marches has four strategic transport corridors which provide economic connections to surrounding regions. These include:

- North – South Spine connecting the Marches to the North West, South West and South Wales
- East – West Central connecting the Marches with mid-Wales and the West Midlands
- North West Frontier connecting the Marches to the North West and North Wales
- Wales and Marches to Midlands connecting the Marches to the West Midlands, North West and South West

9.2 These corridors are expected to create XXX jobs and build XXX homes. [Figures on growth areas and expected housing delivery and jobs are being collated and will be added to this section].

9.3 The Marches road network is well used, with an estimated 2.6 billion miles of motor vehicle travel every year. This total has increased by 22% since 2000. Over 7.1m entries and exits were recorded at railway stations in the Marches in 2016/17, an increase of 3.4% over the previous year.

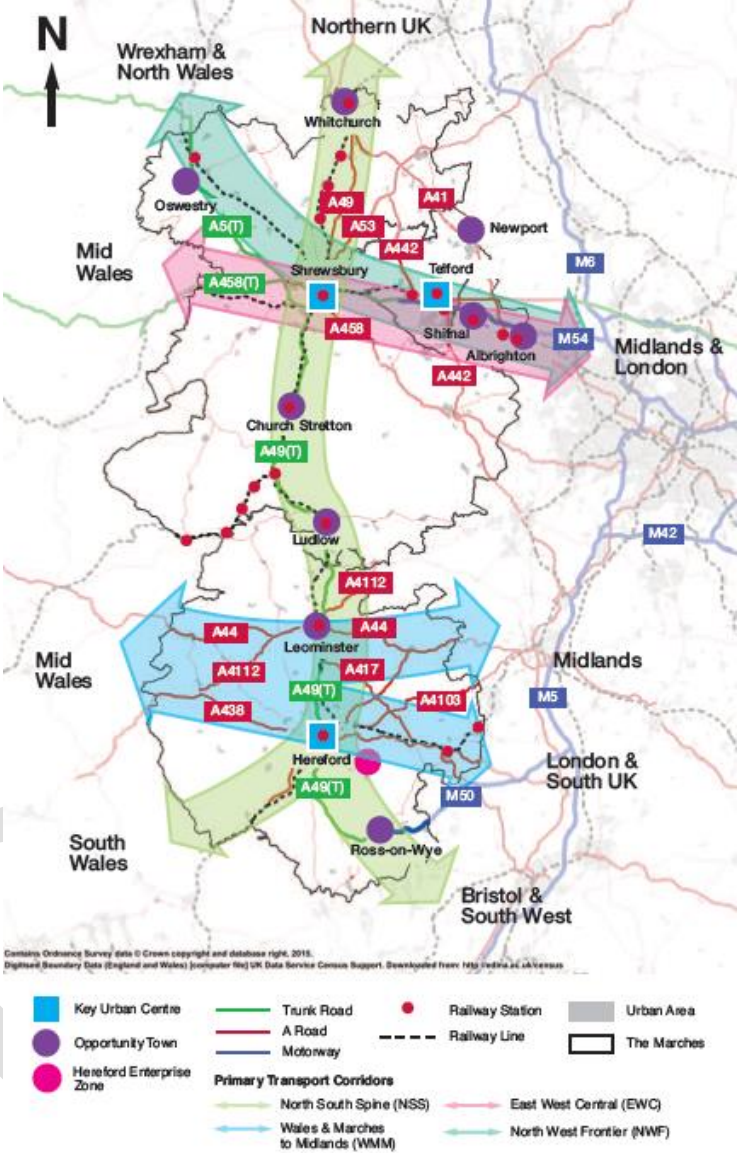
9.4 However, there are a number of challenges affecting the Marches road and rail networks. Many main arterial roads are single carriageway causing poor average speeds, long journey times and poor reliability. This is further exacerbated when there is slow moving farm traffic on these roads. When traffic incidents cause delays on major roads, there are a lack of alternative routes, causing further delays to journeys. West of the motorways, roads become single carriage roads, hindering efficiency and reliability. These issues limit the movement of people, goods and services, affecting both residents and businesses.

9.5 High-spec broadband and mobile coverage is also essential for high productivity growth. It enables businesses to function and is important for the many people in the Marches working remotely or from home. In 2015, the Marches secured £7.7m of Growth Deal funding to roll out superfast broadband. Many areas now have superfast broadband (30-300Mbit/s), particularly Shrewsbury and Telford and a high percentage of premises have access to ultrafast broadband (300Mbit/s+) in Telford, Newport and south Herefordshire.

9.6 However, there remain large areas of the Marches with slow broadband, especially in rural south Shropshire between Ludlow, Bishop's Castle and Bridgnorth. Many

businesses in urban areas report inadequate broadband. Given the shift towards remote working and an internet-based economy, provision of ultrafast broadband across the area is vital to support home-based businesses and home-workers, as well as larger companies based in rural areas.

Figure 4. Strategic Transport Corridors



9.7 To support economic development in the Marches it is important to invest in priority schemes and corridors, enhance broadband and mobile coverage, and potentially upgrade water and energy to support housing and employment sites. It is important for us to encourage companies to locate to the Marches by providing high quality employment sites which are accessible, close to housing for staff, and have ready supply of energy and other utilities. These sites need to be ‘shovel-ready’, as companies are often unwilling or unable to wait long periods for remediation works or planning permission to begin development. In recent years, our Enterprise Zone at Skylon Park has started to provide this type of space.

9.8 We will:

- Invest in priority schemes: [list to be agreed by LEP Board and partners]
- Get a small number of strategic sites across the Marches 'shovel ready' for development with physical and digital infrastructure, and utilities in place.
- Ensure that technical studies for infrastructure projects are completed in advance to make effective funding bids and secure more capital investment.
- Improve high speed broadband in south Shropshire, parts of north Shropshire and west Herefordshire, and ensure that the three key urban centres have ultrafast broadband.
- Work with bus operators and anchor tenants to facilitate conversations to improve public transport links to address accessibility issues to key training and employment sites.
- Work with local authorities to explore land value capture mechanisms that can be used to invest in transport infrastructure.

10 Business environment

- 10.1 The Marches has a supportive business environment. We have a high business survival rate of 80.2% after two years, compared to the national average of 75.6%, and a low business death rate of 9.1%, compared to the UK average of 11.6%. A supportive business environment includes access to finance and business support services for small businesses, including those wishing to grow. Our Growth Hub, which is in the top quartile of all Growth Hubs, has supported nearly 9,000 businesses to date using a decentralised model which suits the needs of our area. Now we need to help more firms start and grow.
- 10.2 It is also important that there is adequate space available for firms of different sizes from start-ups, companies wishing to grow, and established, large companies, as their needs tend to vary. Our relatively low business birth rate of 10.1%, compared to the national average of 14.6% suggests that we need to provide more support for new and fast growing companies. The LEP and partners have plans to develop more start-up space at the Flaxmill in Shrewsbury, Shell Store in Hereford and Newport Innovation Park in Telford. Developing this space, and helping to develop a strong ecosystem will be important to nurturing innovative companies in the area.
- 10.3 Business networks also have a key role to play in developing local supply chains and developing economic growth. We have a strong tradition of collaboration and networks between our companies, such as through our three Business Boards. Often these networks connect to wider geographies through their supply chains, such as Agri-Tech West and the Cyber Resilience Alliance. We should enhance these networks to grow our supply chains and share knowledge.
- 10.4 We will:
- Work with the Growth Hub and other local business groups to develop SME support packages, assisting them with developing leadership and management skills, and understanding their skills and technological needs.
 - Develop an Access to Finance Group, working with the business and professional services sector and the Growth Hub, to highlight finance opportunities for growth orientated companies.
 - Establish funding streams for SMEs in high productivity growth sectors: environmental technology, cyber security and resilience, agri-tech and innovative healthcare.
 - Develop a Marches approach to encourage local networks, promoting different parts of the Marches with different strengths and supporting companies in manufacturing supply chains linked to the West Midlands.

- Establish a public sector procurement charter to support local SMEs and supply chains.

Draft

11 Place and Housing

- 11.1 The Marches is a beautiful place, with a high quality of life. People choose to live and visit here because of the many outdoor experiences that our countryside offers; the quality of our historic towns, large and small, and the opportunities of our larger urban centres. These include fast growing business locations with rapid connections into the West Midlands. Our communities are supportive and inclusive, blending strong local traditions and history with a welcoming of the new and diverse and a renowned local arts and cultural offer.
- 11.2 At the same time, housing affordability and provision varies significantly across the Marches. Whilst house prices and rents are relatively affordable in some areas, particularly in Telford, in other parts of the Marches median house prices are as high as ten times median annual salaries. Moreover, at the lower end of the housing price spectrum the picture is worse. Lower quartile house prices are as much as twelve times lower quartile annual salaries in parts of the Marches, particularly in rural parts of Herefordshire. Available evidence suggests that in part this reflects a lower proportion of one and two bedroom houses in the Marches, which would increase average prices.
- 11.3 Our approach to place reflects our two main types of economic centre:
- Our three main urban centres of Hereford, Shrewsbury, and Telford
 - Market towns across the Marches, which are important economic and employment centres, with different specialisms and opportunities.
- 11.4 How we implement the actions and the priorities in this strategy will reflect the unique and varied economy and requirements of our places. From employment land, housing choice, technology adoption and showing young people the careers available locally – many of the priorities in this strategy will require distinctive local delivery and design.

Hereford

11.5 [This section to be developed further in partnership with Herefordshire Council and the local business board]

- 11.6 Hereford is a historic cathedral city, a centre of commercial and cultural importance and also a gateway to surrounding countryside and leisure opportunities. Hereford and its surrounding area is home to major food and drink brands, specialist engineering firms and a growing nationally significant cluster of cyber and business security and resilience firms. [FIRM NAMES]
- 11.7 Hereford has a strong education offer which is expanding further with the creation of a new University focused on meeting the national demand for engineering skills and employment ready graduates. NMiTE will be a new anchor institution, and key to

further developing the town's attractiveness to new professional businesses and people.

- 11.8 Hereford has the potential to significantly expand employment land, integrated with the provision of new incubator and grown on facilities at Skylon Park and Enterprise Zone.
- 11.9 Hereford is well connected to the road and rail network, both east west and north south, with a major priority being to deliver the bypass which will significantly improve existing congestion bottlenecks and open up further growth opportunities.
- 11.10 Housing affordability and securing the right type of housing offer for young families and professionals is a further priority.

Shrewsbury

11.11 [This section to be developed further in partnership with Shropshire Council and the local business board]

- 11.12 Shrewsbury is a renowned historic market town, with excellent heritage assets and surrounded by beautiful countryside. It has a high-quality education offer, with high-performing schools, the largest FE college in the country, and now home to a new University Centre, with strong links to local businesses and career opportunities.
- 11.13 Historic roots as a market town manifest today in a thriving food sector, and a strong engineering and manufacturing sector, particularly at the Battlefield Enterprise Park. Key local manufacturing companies include: EAE Automotive Equipment, Sentinel Manufacturing, and ABP Food Group.
- 11.14 Shrewsbury is well connected, under an hour from the centre of Birmingham by rail with two trains an hour and with a direct rail service to Manchester (under 90 mins). HS2 will bring travel times to London via Crewe down to under 2 hours. Shrewsbury is well connected to the motorway network via the M54 and is where the A5 and A49 corridors intersect.
- 11.15 Shrewsbury has long been a gateway town for leisure and business connections to north and mid wales and south Shropshire, with a high quality cultural and sporting offer. Shropshire Council has strong plans for Shrewsbury's development, having published the Shrewsbury Big Town Plan which will further enhance the town's accessibility and offer, including building on the existing independent retail offer, developing and strengthening the existing public realm, and developing the Flaxmill and a new creative hub as vibrant, independent workspaces.

Telford

11.16 [This section to be developed further in partnership with T&W Council and the local business board]

- 11.17 The birthplace of the industrial revolution is now a fast growing, diverse modern business location at the forefront of opportunities and challenges around automation, meeting need for more technical skills, whilst also seeking to improve progression in both wages and skills. In Harper Adams University, Telford & Wrekin has one of the leading institutions at the forefront of agri-tech, and the University of Wolverhampton provides a range of important vocational training.
- 11.18 Telford is strategically placed, with good motorway and rail links - contributing to and benefiting from the wider West Midlands economy, with important supply chain firms in automotive and other advanced manufacturing and engineering. For example, the JLR engine plant at i54 is only 10 minutes drive away. It is also a gateway location between engineering / tech and growing food production firms, and an important logistics hub.
- 11.19 As such, Telford has a strong recent track record of FDI and attracting UK growth businesses. The borough is now home to more than 150 foreign companies, with large numbers of American, German, Japanese and Taiwanese investors, including household names such as Ricoh, Epson, Xerox, Denso Europe and Maxell. As well as this, the Ministry of Defence is developing its new Defence Fulfilment Centre in Donnington.
- 11.20 Relatively low land values and turn key approach to employment land means Telford can respond quickly and flexibly to business demand. As a legacy of its status as a New Town, the borough owns a number of major sites.
- 11.21 Telford is primed for growth. Through a strategic land deal partnership with Homes England, £44.5m from land sales will be used to support site preparation and infrastructure to bring forward available housing and employment sites. Through the Local Plan, the borough is committed to delivering 17,280 homes by 2031.
- 11.22 Telford has a diverse population, that is younger relative to other parts of the Marches. It also has some areas that are amongst the most deprived in the country. Supporting all residents to access new economic opportunities is an essential part of our approach.

Opportunity Towns

- 11.23 Our market towns are places of opportunity. They all have distinct strengths and specialisms as a result. For example, Bridgnorth has strong automotive supply chain links and is growing this expertise through the MCMT, Oswestry has strengths in food processing, packaging and logistics with a number of companies based on or near the Maesbury Road Business Park, and Ledbury is home to a major Heineken facility.
- 11.24 To ensure we support our opportunity /market towns we will develop a Marches Opportunity Town programme. Working with local business and community partners this will consist of a series of phases, beginning in Autumn 2018:
- Evidence – the challenges and opportunities, building on any existing studies

- Priority development, with local businesses and leaders, covering:
- Connections
- Business / employment land
- Skills
- Incubation / Support
- Networks.

Housing

11.25 [This section will be completed following the return of information on growth corridors, and discussion with local authorities on broader housing delivery mechanisms – e.g. revolving funds, dedicated delivery vehicles, use of land value capture etc. It will also be consistent with extant Local Plans]

Improving our place offer

11.26 The attractiveness of the Marches is one of our key strengths, but this is not always widely understood outside of our area. We will:

- Develop a campaign to attract families and young people to locate, using connectivity, housing choice and affordability, education and employment alongside quality of life as drivers. / Or ‘Start your business in the Marches’ campaign
- Establish a visitor economy commission / study to develop detailed recommendations about improving levels of spend, quality of accommodation offer and lengthening the season.

12 Relationships and partners

12.1 The Marches is a connecting place with transport and supply chain links to neighbouring economies. We have strong relationships with our neighbours in the North West, West Midlands, South West and Wales. Joining forces with our neighbours ensures that we capitalise on our central location. Building these strategic economic links and developing our relationships is key to delivering this strategy, boosting productivity and generating economic growth.

Figure 5. **Strategic Economic Links**

INSERT MAP

North West

12.2 We connect to the North West via two of our transport corridors: the North – South Spine including the A49 and Marches Rail Line, and the North West Frontier, comprising the A5, A583, and Shrewsbury to Wrexham Rail Line. The new HS2 station at Crewe offers a huge opportunity for the Marches with further connections to Liverpool and other major urban centres in the North West. We are partners with Cheshire and Warrington LEP in Agri-Tech West UK, an organisation based on the acknowledgment that supply chains in rural economies cross LEP and county boundaries and to develop an inter-LEP approach to growing the agri-tech sector.

West Midlands

12.3 We have strong links to the West Midlands. We are linked to the area via two key strategic transport corridors: the East – West Central corridor includes the M54 and Shrewsbury to Birmingham Rail Line, whilst the Wales and Marches to Midlands Corridor links Hereford to Birmingham. There are a range of strategic growth opportunities along the M54, including [to be added once all information received from LA partners].

12.4 Our economies are linked via manufacturing supply chains in the east of the Marches, specifically in the automotive sub-sector. Our cyber-security sector also links to the University of Wolverhampton as they are a key partner in the development of the Centre for Cyber Security at Skylon Park. We are also a non-constituent member of the West Midlands Combined Authority. More broadly we are a member of the Midlands Engine, a regional grouping which aims to boost regional GVA by £54bn to 2030.

South West

12.5 Our North – South Spine and Wales and Marches to Midlands corridors provide transport links into the South West. We are part of the Cyber Resilience Alliance along with our partners Worcestershire LEP, GFirst LEP and Swindon and Wiltshire LEP. Worcestershire LEP are also a partner in Agri-Tech West UK.

Wales

12.6 We share our western border with Wales. Three of our strategic transport corridors provide connections to Wales. We are connected to South Wales via the North – South Spine, mid-Wales via the East – West Central and North Wales via the North West Frontier. Our supply chains cross the Welsh border and we provide a strategic logistics gateway for businesses through to the Welsh market. We have recently launched a joint freight strategy for the Marches and Mid Wales, partnering with The Growing Mid Wales Partnership, Welsh Government, Midlands Connect and local authorities. This could release £149m of financial benefits for the region.

13 Making this happen

13.1 [This section to be agreed following conversation with the LEP Board and partners. It will set out how the LEP will implement the strategy, next steps on LIS, etc.]

Draft



Meeting:	General scrutiny committee
Meeting date:	Monday 8 October 2018
Title of report:	Work programme
Report by:	Governance services

Classification

Open

Key decision

This is not an executive decision.

Wards affected

Countywide

Purpose and summary

To review the committee's work programme.

Recommendation(s)

THAT:

- (a) the draft work programme as set out at appendix 1 to the report be approved, subject to any amendments the committee wishes to make;
- (b) the committee determines any other matter in relation to the appointment of task and finish groups their chairmanship and any special responsibility allowance or the undertaking of a spotlight review; and
- (c) the committee decides whether there is any matter for which it wishes to exercise its powers of co-option.

Alternative options

- 1 It is for the committee to determine its work programme to reflect the priorities facing Herefordshire. The committee needs to be selective and ensure that the work programme is focused, realistic and deliverable within existing resources.

Key considerations

Draft work programme

- 2 The work programme needs to focus on the key issues of concern and be manageable. It must also be ready to accommodate urgent items or matters that have been called-in.
- 3 Should committee members become aware of any issue they think should be considered by the Committee they are invited to discuss the matter with the Chairman and the statutory scrutiny officer.
- 4 The draft work programme is attached at appendix 1.

Requests for Scrutiny

- 5 The Children and Young People Scrutiny Committee on 17 September resolved “that the Committee expresses concern regarding the persistently high level of reoffending in Herefordshire and recommends that the General Scrutiny Committee review the reducing youth offending delivery plan, being produced by the Herefordshire Community Safety Partnership, and also scrutinises the CSPs approach to youth crime and anti-social behaviour.
- 6 The Committee is asked to consider whether it wishes to add this matter to its work programme.

Constitutional Matters

Task and Finish Groups

- 7 A scrutiny committee may appoint a task and finish group for any scrutiny activity within the committee’s agreed work programme. A committee may determine to undertake a task and finish activity itself as a spotlight review where such an activity may be undertaken in a single session; the procedure rules relating to task and finish groups will apply in these circumstances.
- 8 The relevant scrutiny committee will approve the scope of the activity to be undertaken, the membership, chairman, timeframe, desired outcomes and what will not be included in the work. A task and finish group will be composed of a least 2 members of the committee, other councillors (nominees to be sought from group leaders with un-affiliated members also invited to express their interest in sitting on the group) and may include, as appropriate, co-opted people with specialist knowledge or expertise to support the task. In appointing a chairman of a task and finish group the committee will also determine, having regard to the advice of the

council's monitoring officer and statutory scrutiny officer, whether the scope of the activity is such as to attract a special responsibility allowance.

- 9 The Committee is asked to determine any matters relating to the appointment of a task and finish group and the chairmanship and any special responsibility allowance or undertaking a spotlight review including co-option (see below).

Task and Finish Group – Highway Maintenance – Pothole Repairs

- 10 Further to the Committee's meeting on 2 July the above group has been established as follows: Councillors Baker, Bowen (Chairperson); Chowns, Jinman and Williams. The first meeting is scheduled for 17 October.

Co-option

- 11 A scrutiny committee may co-opt a maximum of two non-voting people as and when required, for example for a particular meeting or to join a task and finish group. Any such co-optees will be agreed by the committee having reference to the agreed workplan and/or task and finish group membership.
- 12 The Committee is asked to consider whether it wishes to exercise this power in respect of any matters in the work programme.

Tracking of recommendations made by the committee

- 13 A schedule of recommendations made from April 2017 and action in response to date is attached at appendix 2.

Forward plan

- 14 The constitution states that scrutiny committees should consider the forward plan as the chief source of information regarding forthcoming key decisions. Forthcoming decisions can be viewed under the forthcoming decisions link on the council's website:

<http://councillors.herefordshire.gov.uk/mgdelegateddecisions.aspx?XXR=0&DAYS=28&RP=0&K=0&DM=0&HD=0&DS=1&META=mgdelegateddecisions&V=0>

Community impact

- 15 The topics selected for scrutiny should have regard to what matters to residents.

Equality duty

- 16 The topics selected need to have regard for equality and human rights issues.

Resource implications

- 17 The costs of the work of the committee will have to be met within existing resources. It should be noted the costs of running scrutiny will be subject to an assessment to support appropriate processes.

Legal implications

18 The council is required to deliver an overview and scrutiny function.

Risk management

19 There is a reputational risk to the council if the overview and scrutiny function does not operate effectively. The arrangements for the development of the work programme should help mitigate this risk.

Consultees

20 The Chairman and Statutory scrutiny officer meet on a regular basis to review the work programme.

Appendices

Appendix 1 – draft work programme

Appendix 2 – schedule of general overview and scrutiny recommendations made and action in response 2018/19.

Background papers

- None identified.

General Scrutiny Work Programme 2018/19

Meeting/items	Purpose	Comment	Notes
<ul style="list-style-type: none"> • 30 November 2018 			
Council Budget	To make recommendations to cabinet and council.		
<ul style="list-style-type: none"> • 28 January 2019 			
Task and Finish Group report – highway maintenance – pothole repairs	To consider the Group's report.		
<ul style="list-style-type: none"> • (tbc 1st week March 2019) 			
<ul style="list-style-type: none"> • Hoople Service Level Agreement 	To review performance and comment on the agreement for the forthcoming year.		
<ul style="list-style-type: none"> • 8 April 2019 (meeting to be deleted because of pre-election period) 	.		
Unallocated			
	Waste Disposal Contract review (t&f) in preparation for end of current contract in 2023		
TBC	Performance indicator - killed and seriously injured on		Possible task and finish topic.

	roads (will involve partner agencies)		<p>Road maintenance/verge maintenance chairman of road safety partnership</p> <p>Check with Chairman of Road Safety partnership as witness.</p> <p>Highways England</p> <p>Balfour Beatty</p> <p>Police</p> <p>NHS</p>
One off spotlight: All aspects of enforcement (parking/planning/environmental health)			<p>Suggested this is too broad.</p> <p>Service Comment awaited.</p>
(GSC 11 September 2017) It was requested that further consideration be given to the inclusion of the delivery of housing growth targets in the work programme.			<p>Core Strategy review: The Core Strategy itself provides a commitment to a review being undertaken from 2019.</p> <p>Proposal</p> <p>Delete</p>
Review of the introduction of on-street parking in Hereford City to assess amongst other things whether the economic benefits were outweighing the costs. (see 13/11/17)			<p>Cabinet Member has implemented revised proposals that are understood to have addressed concerns.</p> <p>Proposal</p>

			Delete
<p>construction and facilities management contracts(see GSC13/11/17)</p>		.	<p>The Committee considered this matter at the request of the executive, having particular regard to the longer term aim to move to an outcomes based commissioning model</p> <p>RESOLVED: That (a) a further report/scoping statement be presented to the Committee to enable it to decide how it wishes to be involved in any further consideration of this matter and to what timetable and to include a review of matters of concern identified during the debate;</p> <p>Cabinet decision 12 April 2018: Contract agreed for one year from 1 September 2018 to 31 August 2019.</p> <p>The short term contract will provide a timeline for a strategic service redesign of these services to align with the council's needs and corporate objectives. This project will be undertaken in conjunction with the short term contract.</p> <p>Proposal</p> <p>Delete</p>

<p>Unallocated cross-cutting review suggestions</p> <p>Support for voluntary sector</p>		<p>View expressed that this might be worth progressing given reference in corporate peer challenge.</p>	<p>Peer challenge extract</p> <p>The Council has a stated intent to build community resilience but needs to further articulate what this means and how it will be supported in a strategic and coordinated way. The relationships with parish and town councils will have an important role to play. Alongside this, the Council should consider other options for connecting and assisting residents and communities to support each other, including the role of ward councillors, digital technology and the voluntary and community sector. We recognise that different areas of Herefordshire will not suit a ‘one size fits all’ approach; nevertheless, the Council’s engagement and resilience activity needs to be part of a coherent framework that is developed and delivered in partnership with others.</p> <p>Proposal</p> <p>Consider in light of response to peer challenge.</p>
<p>TBC</p>	<p>From GSC 18 July</p> <p>A high level members briefing seminar for all members on understanding the process of delivering a new road scheme be provided, from which</p>		

	<p>councillors can disseminate that understanding to members of the public and the information be placed on the council website;</p> <p>(d) detailed proposals on the active travel measures come back to the committee for their own scrutiny once a decision on a preferred route has been taken, with identification of those active travel measures that can go ahead regardless of delivery of the by-pass at the appropriate time;</p> <p>(e) detailed proposals on the biodiversity measures come back to this committee for their own scrutiny once a decision on a preferred route has been taken with a detailed design at an appropriate time; and</p> <p>(f) a range of discretionary powers to compensate households impacted by the proposed route are considered and options are presented back to this committee at the appropriate time.</p>		
--	---	--	--

TBC	Minerals and Waste Panel Report on draft Minerals and Waste Plan		
TBC	Community Safety		
TBC	Hereford Area Plan		Provisional Cabinet member decision January 2019.
TBC	Rural Areas Sites Allocation DPD		Budget and Policy Framework
TBC	Performance indicator - killed and seriously injured on roads (will involve partner agencies)		Possible task and finish topic. Road maintenance/verge maintenance chairman of road safety partnership Check with Chairman of Road Safety partnership as witness. Highways England Balfour Beatty Police NHS
Keepmoat Homes Ltd and Engie Regeneration Ltd Contracts	Presentation is to be given to all Members on the contracts.		

<p>(Also suggestion of importance of good design as per council motion 7 March 2014.)</p> <ul style="list-style-type: none"> • 	<p>Consider whether any issues warrant scrutiny following that seminar (at which standards inc design) could be addressed.</p>		
<p>LGA peer review – consideration of executive response</p> <ul style="list-style-type: none"> • (Note request: scrutiny of the relationship between HC and the parish councils in the light of the recommendations of the LGA peer review.) 	<p>Corporate peer challenge – report on cabinet agenda - 28 June.</p>		
<p>Water Quality – (mindful of role of Nutrient Management Board)</p>	<p>Update seminar for Powys and Herefordshire members to be held.</p> <p>Await outcome of seminar on 28 September 2018.</p>		
<ul style="list-style-type: none"> • Planning enforcement – consistency /S106 agreements 	<p>Briefing note requested.</p>		
<ul style="list-style-type: none"> • Use of Green space – keeping people well and looked after – note CCG interest in this 	<p>Considered this was a county-wide issue. Clarification to be sought.</p>		
<ul style="list-style-type: none"> • Commissioning and procurement 	<p>Briefing note requested.</p>		
<ul style="list-style-type: none"> • Policing – checking policing cover given shift of resources by PCC to urban setting 	<p>Clarify respective roles of Police and Crime Panel and Scrutiny Committee. Subject to that, issue invitation to</p>		

	police and Crime Commissioner to attend.		
<ul style="list-style-type: none"> Scrutiny of the traffic management in and around Commercial Street/Aylestone Hill 	No Scrutiny consideration at the current time but kept under review.		
<ul style="list-style-type: none"> Council's policy on roadside verges grass cutting and what changes in policy may be appropriate. 	Briefing note requested.		
<ul style="list-style-type: none"> Annual review of earmarked reserves 	Following consideration by cabinet on 28 June, agreed briefing note would be prepared on progress.		
<ul style="list-style-type: none"> Review of Economic master plan. Implications of new university (note member seminar 5 October) 			
<ul style="list-style-type: none"> Consider Development Partnership Outline work programme 			<p>To include Edgar Street Stadium.</p> <p>14 November 2016 Committee requested further report setting out the long term proposals for the Edgar Street stadium following an appraisal by the football club, council and potential development partners of the options.</p>

Schedule of General Overview and Scrutiny Committee recommendations made and action in response (May 2017 on)

Meeting	item	Recommendations	Action	Status
11 July 2017	Sustainable modes of travel to school strategy	That (a) the strategy should clearly link targets to the strategy’s aims and objectives and ensure that it showed how actions can deliver on those objectives;	Cabinet response 18 January 2018 The table setting out targets will be updated to demonstrate show the link to objectives. (Page 16)	Completed
		(b) the wording in relation to the vacant seat payment scheme should be modified	The table setting out targets will be updated to demonstrate show the link to objectives. (Page 16)	Completed
		(c) the strategy should contain a clear timetable for review of the strategy;	Timetable for review has been added. (Page 19)	Completed
		(d) the executive should again be asked to request schools to update their school travel plans making clear to them the potential benefits to schools of doing so and drawing on the support of councillors who are school governors to encourage this work to take place;	In addition to officers promoting up to date travel plans and providing support directly to schools, local members will also be engaged to promote travel plans in their local communities. (Included in Action Plan at page 16)	Completed
		(e) officers be requested to liaise with public health colleagues to	Liaison between officers has commenced with officers from public health and this is enabling	Completed

127

		assist in the development of effective targets;	closer coordination between the SMOTS and public health objectives. (Included in the Action Plan at page 16)	
		(f) the executive be asked to ensure that relevant council held data is actively shared with schools to prompt them to share their own data for the SMOTS;	Any data relevant to the SMOTS will be made available to schools and will be used to help encourage schools to engage in travel planning.	Completed
		g) the executive be requested to explore means of data collection for the SMOTS, to seek to secure more robust data to inform policy and assist in prioritising actions, with regard also being had to NHS data;	The SMOTS has been updated to include the most recent robust school travel data set (Page 9). The action plan addresses how we will explore additional data sources, including NHS data to assist with implementing the SMOTS (Page 16).	Completed
		(h) accident information in the strategy and methods of data collection should be clarified;	<p>Accident information is collected by the police using their own reporting system. The accident data is then passed over to</p> <p>the Department for Transport for release to the public. Detailed methodology on how this happens can be found on the</p> <p>Government's website on the link:</p> <p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/259012/rrcgb-qualitystatement.pdf</p>	Completed
		(i) the executive be requested to seek support from local MPs to assist in resolving transport issues and that their attention	A letter was sent by Cabinet Member for Transport and Roads and from the Cabinet Member for Young People and Children's Wellbeing and reply received.	Completed

		should be drawn to the value that Plasc surveys had previously been in assessing needs;		
		(J) the executive is requested to ensure that the SMOTS makes clear the evidence used to inform the strategy, the efforts made to secure evidence and any deficiencies in collecting evidence;	Amended within the strategy. (page 9)	Completed
		(k) the executive be requested to ensure that the capacity and performance measures in the Sustrans contract are aligned to the strategy;	We will review the Sustrans contract to ensure the contract goals will be compatible with the SMOTS. (Included in the Action Plan at page 16) Sustrans contract was reviewed and found to be compatible with the SMOTS.	Completed
		(l) the executive is requested to ensure that an implementation plan translating strategy into action was developed to accompany the strategy;	An implementation plan will be developed for delivery to a pilot school by 2019. (Page 16) This is being developed in line with schools and a letter is being drafted to members to request support to promote the message to schools.	
		(m) the Sustrans contract was part way through its duration yet the	The Sustrans delivery project was taken into account when developing the SMOTS.	Completed

		strategy had not been published. The relationship of that work to the strategy needed to be considered to ensure that that work contributed to the delivery of the strategy; and		
		(n) the Statutory Scrutiny Officer be informed of the annual review of the action plan and following consultation with the Chairman and Vice-Chairman consider whether there are any material matter requiring consideration by the Committee.	The annual review is being finalised with a copy made available to the Statutory Scrutiny Officer upon finalising.	
	Herefordshire local flood risk management strategy	That (a) the strategy should recognise the importance of clear and effective communication of responsibilities in respect of all relevant parties;	Response considered by cabinet 28 September 2017 <i>a: Accepted – there is already a section on communication (7.2) which addresses this point</i>	Completed
		(b) the executive be advised of the importance of preparing a joined up implementation plan;	<i>b Accepted – this will form part of the action plan.</i>	Completed
		(c) careful consideration be given to how land use and management affect flood risk, ways of educating people on this point and developing mitigating measures;	C Accepted – this is already covered under section 10, particularly these summary actions: Work collaboratively through the Natural Flood Management Partnership for the River Lugg and Wye to deliver the Wye Nutrient Management Plan and influence land use and management practices to reduce the risk of flooding and deliver wider	Completed

			environmental benefits; and Work with landowners, communities, Town and Parish Councils, NFU, the Country Land and Business Association (CLA) and other similar organisations to promote changes in agricultural land management practices, which can reduce the impact of flooding and provide opportunities to incorporate wider benefits.	
		(d) a public facing document be produced setting out what to do in the event of flooding and relevant legal remedies for those affected;	d Accepted – this will form part of the non-technical summary (easy reference guide summary document).	Completed
		(e) BBLP be requested to seek information from lengthsman and local councillors on local conditions and identified flood risks as a matter of course; and	e Accepted – this will be captured within the 'Water on the Network' Annex of the Annual Plan.	Completed
		(f) the Statutory Scrutiny Officer be informed of the annual review of the action plan and following consultation with the Chairman and Vice-Chairman consider whether there are any material matters requiring consideration by the Committee.	Action plan received and to be considered.	
21 August 2017	West Mercia Police and	RESOLVED: That a draft submission to cabinet be circulated to members of the committee for	Response submitted. Submission to PCC made by Executive opposing PCC proposal.	Completed

	Crime Consultation on Fire Governance	comment and the statutory scrutiny officer authorised to finalise the submission on the committee's behalf following consultation with the chairman and vice-chairman of the committee.	Home Office approve PCC proposal 26 March 2018.	
11 September 2017	Travellers' Sites Development Plan Document	RESOLVED: That (a) the executive be recommended to consider whether an additional temporary stopping place should be identified;	Cabinet Response 28 September 2017 (a) The occurrences of unauthorised encampments across the county will continue to be monitored and this information will feed into future reviews of the GTAA and be a relevant factor in consideration of the need to review the DPD. The effectiveness of providing the temporary stopping place at Leominster will also be monitored.	Completed
		(b) co-operative working with neighbouring authorities should be pursued;	(b) Agreed, local planning authorities are required to cooperate with neighbouring authorities, engage constructively, actively and on an ongoing basis with regard to relevant strategic matters under the Localism Act.	Completed
		(c) clarity be provided on how the TSP would operate in practice, including protocols for the allocation of places on the site including the management of different families, so that there is a clear public understanding;	c) it would be beneficial to expand on the text in paragraph 4.20 – 4.25 to clarify the purpose and characteristics of this type of site. This will now refer to a management policy that will explain how the temporary stopping place will be managed by the Licensing, Traveller and Technical Support team. A management policy for the site will be produced in consultation	Completed

			with the Police to ensure that a fair, transparent and accountable method of allocating pitches on the temporary stopping place is set out. The lengths of stay for each encampment will be negotiated on a case by case basis but will not exceed 14 days.	
		(d) consideration be given to specifying when a review of the policy should be conducted;	(d) Response – Agreed, it is recommended to strengthen section 7 to refer to a five yearly review of the accommodation requirements of travellers. It is also recommended to include reference to the monitoring of the effectiveness of the policies through the Annual Monitoring Report using the following indicator: <ul style="list-style-type: none"> • The amount of new traveller pitch commitments and completions. Finally it is recommended that the records of both unauthorised encampments and turnover of site kept by the council are reviewed to help monitor the effectiveness of the policies.	Completed
		e) dialogue continue with the Showmans' Guild to identify an appropriate site to meet their needs;	e) Response – Agreed, officers will continue to engage with the Showmans Guild in order to help identify and bring forward sites to meet the identified requirement. The progression of the draft plan to adoption will not prevent such a site being brought forward during the plan's lifetime.	Completed
		f) the scope to acquire land for sites by	f) Response - Legal advice has been sought on the suitability of this process in	Completed

		<p>Compulsory purchase order to increase the options and select sites in the most suitable locations be explored;</p>	<p>relation to this matter. CPO could be used in the context of gypsy and traveller sites and there are several acts which enable public bodies to compulsory purchase land for a particular purpose but they would have to justify and demonstrate that the required criteria have been fulfilled. Before a CPO can be implemented, the acquiring authority will have to justify it to the Secretary of State and must be able to demonstrate (in respect of the CPO):</p> <ul style="list-style-type: none"> o that it is authorised by statute to purchase land compulsorily for a particular purpose and the CPO is necessary to achieve this purpose; o there is a compelling case in the public interest that sufficiently justifies interfering with the rights of those with an interest in the land affected; o the provisions of Article 1 (protection of property) of the First Protocol to the European Convention on Human Rights 1950 (and if a dwelling), Article 8 (protection of a person's home), should be taken into account <p>Therefore at this stage it is not recommended that the CPO process be pursued to identify land whilst there are options available to meet the requirement in the GTAA.</p>	
--	--	--	---	--

		(g) site allocation policy on residential sites should be clear;	g) Response - Site allocation policy is not a matter for the DPD. There is an existing Gypsy and Traveller Site Allocation and Management Policy for Herefordshire 2015 which covers the existing residential sites managed by the council. However to aid a comprehensive picture to be provided, a document explaining the management and pitch allocation policy relating to the management of the Temporary stopping place will also be produced to accompany the DPD though the publication and examination processes.	Completed
		(h) officers be requested to ensure that existing sites are appropriately managed and maintained and that appropriate resources are in place for both capital improvements and maintenance.	h) Response – the management of the sites and allocation of resources are not matters for the DPD. Revenue and capital requirements for existing or planned sites in the council’s ownership will be considered and prioritised through the council’s normal budget planning process, and sites will be managed in accordance with the relevant policies	Completed
11 September 2017	Youth Justice Plan 2017-2018	RESOLVED: That (a) the Youth Justice Plan (at appendix A to the report) be endorsed and submitted to Cabinet for recommendation to full Council for approval; (b) the Cabinet Member (young people and children’s wellbeing) be asked: (i) to request the West Mercia	Reported to Cabinet 28 September 2017 Response: Resolutions are for the cabinet member young people and children’s wellbeing to consider as the plan is developed for 2018/19 (Annual report now made to Children and Young People’s Scrutiny Committee – see 17/9/2018)	Completed

		<p>Youth Justice Service Management Board to review the process for preparing the Youth Justice Plan in order to permit the scrutiny committee to comment on next year's plan at an earlier stage so that its comments can be taken into account in the plan's preparation;</p> <p>(ii) to request that an evaluation of informal disposals be included in next year's plan;</p> <p>(iii) to request that next year's plan be drafted so as to enable performance year on year to be compared;</p> <p>(iv) to request that mindful of the fact that the low numbers of offenders in Herefordshire can distort statistical comparison with other authorities information be presented within the Plan in a way that enables the circumstances of the Herefordshire cohort of offenders and performance of the service in addressing their needs to be assessed and compared year on year; and</p> <p>(c) a briefing note be requested setting out: how the statistics quoted at paragraph 2.4/2.6 of</p>		
--	--	--	--	--

		the draft plan compare in full with the 2016/17 plan; and also providing clarification on the operation of transition protocols and reassurance that there is a seamless and fully effective transition from youth to adult services.		
13 November 2017	Construction and Facilities Management Services to Herefordshire Council	<p>RESOLVED:</p> <p>That (a) a further report/scoping statement be presented to the Committee to enable it to decide how it wishes to be involved in any further consideration of this matter and to what timetable and to include a review of matters of concern identified during the debate; and</p> <p>(b) officers be requested to be mindful of the importance of communicating any contractual changes to those potentially affected by them.</p>	<p>Cabinet decision 12 April 2018: Contract agreed for one year from 1 September 2018 to 31 August 2019.</p> <p>Proposed to delete from work programme (2 July and 8 October 2018)</p>	Completed
13 November 2017	Task and Finish Group Report:	<p>RESOLVED:</p> <p>That (a) the findings of the task and finish group report: devolution be approved for submission to the executive with the addition</p>	<p>Cabinet considered on 15 February 2018.</p> <p>Recommendations accepted.</p>	Completed

	Devolution	<p>of reference to exploring the possibility of forming connections with non-contiguous areas with shared values and interests; and</p> <p>(b) the Committee be advised of the executive's response.</p>		
1 December 2017	Call-in of cabinet member decision in respect of charity shop waste disposal	<p>RESOLVED:</p> <p>(a) (i) there was inadequate evidence on which to base a decision and that not all relevant matters were fully taken into account; and</p> <p>(ii) the decision is disproportionate to the desired outcome; and</p> <p>(b) the decision be referred back to the Cabinet Member – contracts and assets and he be asked to reconsider it, reviewing: · the reputational implications for the Council, · the charity shop waste disposal policy as set out at appendix 4 to the report prior to the policy being implemented, such review to include the cost of administering the proposed policy and its enforcement;</p>	<p>Cabinet Member Decision 5 February 2018.</p> <p>Original decision confirmed</p>	Completed

		and actively considering partnership working to minimise waste tonnage from charity shops, and with the request that he consider an exemption for local county based charities that help to fulfil the council's corporate objectives.		
13 December 2017	Setting the 2018/19 budget and updating the medium term financial strategy	RESOLVED: That (a) the budget papers should make more open and transparent use of the public consultation responses in the commentary;	Cabinet response 12 January 2018. http://councillors.herefordshire.gov.uk/mgAi.aspx?ID=48062#mgDocuments Consultees section of the report enhanced in response to this feedback	Completed
		b) a clearer narrative be provided on how the 3% uplift in the precept for adult social care is proposed to be used;	Paragraph 21 has been expanded to include this	Completed
		(c) as part of the review of the constitution it be recommended that all three scrutiny committees are able to review the budgets of their directorates, with all recommendations being fed in to the General Scrutiny Committee before submission to Cabinet;	This has been referred to the audit and governance committee for their review	Completed
		(d) that there be ongoing review of the deliverability of the looked after children budget, with reports provided every 2 months to the Children and Young People Scrutiny Committee accompanied by a profile of how savings are projected throughout the year with this information	To be added into the committees work plan	Completed

		also to be made available to Group Leaders for their performance challenge meetings;		
		(e) a clear breakdown of how income from car parking is being spent on transport services is shown in the budget papers for council together with a breakdown of the ECC 12 directorate efficiency savings.	Attached at appendix 7 to cabinet report	Completed
13 December 2017	Proposed 2018/19 capital bids and approval	RESOLVED: That it be recommended that the council makes funding available to enable the model farm development at Hildersley, Ross-on-Wye to proceed.	(Cabinet report 12 January 2018 para 27) A new line has been added to Appendix 1 for funding towards the development partnership activities with the detail of the activity to be provided as part of the approval to spend decision. In addition the committee asked for clarity on the proposal scores and funding, additional tables have been included in paragraphs 8 and 13 to provide this detail.	Completed
13 December 2017	Public Accountable body for NMiTE	RESOLVED: That (a) Council be recommended to put in place a robust and appropriate governance framework to supervise the discharge of its responsibility as the accountable body itself, or delegate this role to a Committee/Sub-Committee providing sufficient detail on the mechanism by which this role is to be discharged is provided to any such body to enable it to fulfil its role;	Responses submitted to Cabinet on 14 December 2017 http://councillors.herefordshire.gov.uk/ieListDocuments.aspx?CId=251&MId=6424&Ver=4 Concluded that the functions of the Audit and Governance Committee already covered assurance. Report to be made to Audit and Governance Committee in July 2018. Annual report to A&G on discharge of accountable body role expected.	Completed
		(b) the wording of paragraph 23 in the report to the Committee	b- the risk identified is the ability for the Department of Education to require a	ongoing

		<p>mirrored at paragraph 23 of the report to Cabinet on 14 December 2017 in relation to risk management be reviewed and amended as appropriate; and</p>	<p>clawback of funds. Such a provision has not currently been included in the revenue grant determination letter but provision is contained in relation to the capital grant. The circumstances where such clawback can be required will need to be clarified with the Department and if there is any provision this will need to be reflected in the drawn down agreement with NMiTE to ensure that the council is able to clawback monies paid to NMiTE where ineligible funds have been released. Any risks in relation to clawback of the Local Enterprise Partnership funding for the project are mitigated through payment of grant being made against defrayed costs only and therefore ineligible expenditure will be discounted before any grant is released. The council should only be responsible for repayment where there is a failure as accountable body in making appropriate checks</p>	
		<p>(c) subject to the above, Cabinet be advised that the Committee supports the proposal that the council acts as accountable body for public funding to support establishment of a new university in Hereford, provided assurances are given that no costs will be incurred by the Council.</p>	<p>C - the chief finance officer will ensure that costs incurred in providing the accountable body role are recovered from the grant funding allocated to the project.</p>	Completed
29 January	Herefordshi	RESOLVED:	Additional communications resources have been	Completed

2018	re Council public Realm Service Report	That (a) the Council as client and BBLP as contractor consider how communication with parishes and ward members can be improved without incurring material cost;	employed by BBLP and HC to improve communications with all stakeholders.	.
		(b) the Council as client and BBLP as contractor be requested that in presenting information on performance for publication actual numbers should be provided alongside the %ages in the report to provide improved public understanding of the amount of work being carried out and outcomes delivered, with consideration also being given to disaggregating the data to present it along urban and rural lines, again without incurring material cost;	Strategic and operational performance indicators are under review to ensure that they continue to present the outcomes being achieved through the Public Realm services contract and reflect the change in investment made by the council through that contract.	Completed
		(c) the executive be recommended to consider whether funding can be made available to support the lengthsman scheme;	Under consideration in line with changes in the funding environment, results will be captured in the coming year's Annual Plan.	ongoing
		(d) the executive be recommended to consider whether a discretionary fund can be established to which parishes with fewer resources available to them could apply to support part/match funding of schemes;	Under consideration in line with changes in the funding environment, results will be captured in the coming year's Annual Plan.	ongoing

		(e) the executive be recommended to continue to explore all external funding opportunities to support road maintenance;	No further Highway maintenance bid opportunities have materialised from DfT yet. Background work on bid content is underway. Evidence is being prepared for the Transport Select Committee's inquiry into the funding for and governance of Local Road maintenance.	ongoing
		(f) the executive be recommended to consider allocating 1% of the Council's core budget increase to highways maintenance to continue the long term investment in the network;	Under consideration	ongoing
		g) the executive be recommended that sums secured from legal proceedings in relation to the Amey contract should be allocated for highways maintenance;	To be considered in the forthcoming Capital Programme allocations	Ongoing
		(h) the Council as client and BBLP as contractor be requested to ensure that parish councils are aware that salt deposits are available to be delivered to parishes if they apply;	Pre-season communications are underway.	Completed
		(i) the Council as client and BBLP as contractor be requested to review the snow contractor system to ensure that operatives have appropriate equipment available to them;	The winter service plan and associated operational arrangements have been the subject of review.	Completed
		(j) the executive be requested to review whether the claims management system in relation to damage to vehicles as a result of road defects is working fairly and	To be progressed	Ongoing

		appropriately;		
		(k) the executive be requested to give further consideration to how landowners can be encouraged to discharge their riparian responsibilities;	Work on this has been initiated	ongoing
		(l) the executive be requested to reappraise the classification of category 1 and 2 defects and whether the approach to the repair of potholes is satisfactory; and	This is the subject of detailed consideration in the review of the Highway Maintenance Plan.	ongoing
		(m) action to be taken on behalf to the Committee to engage with parish councils possibly through a spotlight review to provide the Committee with a representative picture of views across the county and demonstrate to parish councils that account is being taken of their views.	Task and finish review has been planned and information sought from parish councils.	ongoing
9 April 2018	Future delivery of museum, library and archive services	RESOLVED: That (a) the case for bringing the first floor room in Hereford library into use should be set out in more detail for cabinet to consider, including an assessment of community benefit;	Response in Cabinet report 28 June 2018 Agreed. Appendix 3 includes business case profile with community benefit and options.	Completed
		b) cabinet is requested to ensure that whilst recognising the need for services to be sustainable any proposals should aim to preserve and/or enhance quality of services and provide for their development;	Agreed. Included in recommendation to retain service standards for any contracted service and short-term savings have minimum impact on quality of service.	Completed
		(c) the resource implications of the report to cabinet should be expanded and clarified in relation to the impact of charitable relief;	Agreed and additional information included in the resources section:	Completed

		(d) the option of not outsourcing the services should be fully explored in the cabinet report;	Agreed. The alternative options to recommendations included in the report, also refer to appendix 2 for profile of services	Completed
		(e) the different nature of the three services should be fully recognised and taken into account in considering future options in whatever process is pursued	Agreed.	Completed
		(f) the legal implications section of the report should be reviewed to ensure it fully reflects provisions relating to archives;	Agreed and additional information included in the legal section.	Completed
		(g) income generation opportunities should be explored including charges for those using archive services and the scope for shared use of council buildings with commercial and charitable operations;	Agreed and reflected in the recommendations.	Completed
		(h) the opportunity to secure income from those storing records at HARC but not making them available for public use be explored; and	Agreed. Reflected in the recommendation in first making records available to the public and charging as an option.	Completed
		(i) the breakdown of the various usage figures in the report should be revisited and clarified for cabinet.	Agreed. See appendix 2 for full range of usage figures.	Completed
2 July 2018	Work Programme	Various Actions relating to work programme agreed		Completed

18 July 2018	Hereford Transport Package	That (a) the executive be recommended: I. that Natural England and Highways England are requested that they make a consultation response on the route selection, if they wish;	Cabinet response 27 July: Accepted. Both Natural England and Highways England were invited to provide a response to the consultation and sent reminders of the opportunity to do so. We will continue to engage with both organisations and ask that they provide a response during the phase three consultation.	Completed
		II. the landlord and the operators of Hereford Community Farm be asked if they would be prepared to write a statement as to the impact of the preferred route on the deliverability of their service;	Accepted. This will be done as part of the phase three consultation and any submission will inform the equality impact assessment.	Completed
		III. presentations delivered to the scrutiny committee be made publicly available with the cabinet member papers; and	Completed	Completed
		IV. it be ensured that all reports presented to cabinet are formally signed off by BBLP, to provide assurance;	Completed	completed
		(b) the executive be advised that the committee feels able to support the proposed red route based on the current evidence presented, subject to the above recommendations;	Reported to Cabinet 27 July 2018.	ongoing

		(c) a high level members briefing seminar for all members on understanding the process of delivering a new road scheme be provided, from which councillors can disseminate that understanding to members of the public and the information be placed on the council website;		
		(d) detailed proposals on the active travel measures come back to the committee for their own scrutiny once a decision on a preferred route has been taken, with identification of those active travel measures that can go ahead regardless of delivery of the by-pass at the appropriate time;	Reflected in Work programme	ongoing
		(e) detailed proposals on the biodiversity measures come back to this committee for their own scrutiny once a decision on a preferred route has been taken with a detailed design at an appropriate time; and	Reflected in Work programme	ongoing
		(f) a range of discretionary powers to compensate households impacted by the proposed route are considered and options are presented back to this committee at the appropriate time.	Reflected in work programme	ongoing

