

Agenda

Cabinet

Date: **Thursday 24 February 2022**

Time: **2.30 pm**

Place: **The Conference Room, Herefordshire Council Offices,
Plough Lane, Hereford, HR4 0LE**

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

For any further information please contact:

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Agenda for the meeting of Cabinet

Membership

Chairperson Councillor David Hitchiner, Leader of the Council
Vice-Chairperson Councillor Liz Harvey, Deputy Leader of the Council

Councillor Ellie Chowns
Councillor Pauline Crockett
Councillor Gemma Davies
Councillor John Harrington
Councillor Diana Toynbee
Councillor Ange Tyler

Agenda

		Pages
1.	APOLOGIES FOR ABSENCE To receive any apologies for absence.	
2.	DECLARATIONS OF INTEREST To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.	
3.	MINUTES To approve the minutes of the meeting held on 31 January 2022.	11 - 18
HOW TO SUBMIT QUESTIONS		
<i>The deadline for submission of questions for this meeting is:</i>		
<i>9:30am on Monday 21 February 2022.</i>		
<i>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</i>		
<i>Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved</i>		
4.	QUESTIONS FROM MEMBERS OF THE PUBLIC To receive questions from members of the public.	
5.	QUESTIONS FROM COUNCILLORS To receive questions from councillors.	
6.	QUARTER 3 BUDGET & PERFORMANCE REPORT To review performance for Quarter 3 2021/22 and the forecast budget outturn for the year.	19 - 74
7.	CHILDREN'S IMPROVEMENT PLAN QUARTERLY UPDATE To provide an update to cabinet on the children's improvement plan.	75 - 82
8.	MARKET TOWN INVESTMENT PLANS (MTIP'S) - TO APPROVE THE INVESTMENT PLANS To approve the Market Town Investment Plan (MTIP) for each of Herefordshire's market towns.	83 - 276
9.	MAYLORD ORCHARD LIBRARY AND LEARNING RESOURCE CENTRE (DETAILED DESIGN) To approve the expenditure required to instruct the technical project manager and design team to complete the detailed design stage and works required to develop the full business case of the Maylord Orchard Library and Learning	277 - 284

	Resource Centre project including seeking planning and all related regulatory approvals.	
10.	HEREFORD MUSEUM & ART GALLERY (DETAILED DESIGN)	285 - 292
	To approve up to £1.5m of the expenditure required to instruct the technical project manager and design team to complete the detailed design stage of the project and any related work required to support the development of the full business case including seeking planning and all related regulatory approvals such as listed building consent.	
11.	REGISTERED SERVICES TRANSFER TO HOOPLE LIMITED	293 - 310
	To agree the council's registered services nominated individual responsibility is transferred over to Hoople Limited.	
12.	RECOMMENDATIONS FROM CITIZENS CLIMATE ASSEMBLY	311 - 332
	To consider the recommendations resulting from the Herefordshire Citizens' Climate Assembly commissioned by the council.	

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We will review and update this guidance in line with Government advice and restrictions. Thank you for your help in keeping Herefordshire Council meetings safe.

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- 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. Agenda and reports (relating to items to be considered in public) are available at www.herefordshire.gov.uk/meetings
- 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.
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- 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. Information about councillors is available at www.herefordshire.gov.uk/councillors
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The location of the office and details of city bus services can be viewed at:

<http://www.herefordshire.gov.uk/downloads/file/1597/hereford-city-bus-map-local-services->

Guide to Cabinet

The Executive or Cabinet of the Herefordshire Council consists of a Leader and Deputy Leader and six other Cabinet Members each with their own individual programme area responsibilities. The current Cabinet membership is:

Cllr David Hitchiner (Leader) (Independents for Herefordshire)	Corporate Strategy and Budget
Cllr Liz Harvey (Deputy Leader) (Independents for Herefordshire)	Finance, Corporate Services and Planning
Cllr Diana Toynbee (The Green Party)	Children's and Family Services, and Young People's Attainment
Cllr Gemma Davies (Independents for Herefordshire)	Commissioning, Procurement and assets
Cllr Ellie Chowns (The Green Party)	Environment and Economy
Cllr Pauline Crockett (Independents for Herefordshire)	Health and Adult Wellbeing
Cllr Ange Tyler (Independents for Herefordshire)	Housing, regulatory services, and community safety
Cllr John Harrington (Independents for Herefordshire)	Infrastructure and Transport

The Cabinet's roles are:

- To consider the overall management and direction of the Council. Directed by the Leader of the Council, it will work with senior managers to ensure the policies of Herefordshire are clear and carried through effectively;
- To propose to Council a strategic policy framework and individual strategic policies;
- To identify priorities and recommend them to Council;
- To propose to Council the Council's budget and levels of Council Tax;
- To give guidance in relation to: policy co-ordination; implementation of policy; management of the Council; senior employees in relation to day to day implementation issues;
- To receive reports from Cabinet Members on significant matters requiring consideration and proposals for new or amended policies and initiatives;
- To consider and determine policy issues within the policy framework covering more than one programme area and issues relating to the implementation of the outcomes of monitoring reviews.

Who attends cabinet meetings?

	Members of the cabinet, including the leader of the council and deputy leader – these are the decision makers, only members of the cabinet can vote on recommendations put to the meeting.
	Officers of the council – attend to present reports and give technical advice to cabinet members
	Chairpersons of scrutiny committees – attend to present the views of their committee if it has considered the item under discussion
	Political group leaders attend to present the views of their political group on the item under discussion. Other councillors may also attend as observers but are not entitled to take part in the discussion.

**The Seven Principles of Public Life
(Nolan Principles)**

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Herefordshire Council

Minutes of the meeting of Cabinet held at The Conference Room, Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Monday 31 January 2022 at 6.30 pm

Cabinet Members Physically Present and voting: Councillor David Hitchiner, Leader of the Council (Chairperson)
Councillors Ellie Chowns, Pauline Crockett and Diana Toynbee

Cabinet Members in remote attendance Councillors Gemma Davies, John Harrington, Liz Harvey and Ange Tyler
Cabinet members attending the meeting remotely, e.g. through video conferencing facilities, may not vote on any decisions taken.

Cabinet support members in attendance Councillors John Hardwick and Peter Jinman

Group leaders / representatives in attendance Councillors Jonathan Lester, Bob Matthews and Toni Fagan

Scrutiny chairpersons in attendance Councillors Elissa Swinglehurst and Jonathan Lester

Officers in attendance: Chief Executive, Director of governance and law, Director of resources and assurance, Service Director - All Ages Commissioning, Interim director of economy and place and Corporate Director, Children and Young People

75. APOLOGIES FOR ABSENCE

There were no apologies from members of the cabinet.

76. DECLARATIONS OF INTEREST

None.

77. MINUTES

Resolved: That the minutes of the meeting held on 25 November 2021 be approved as a correct record and signed by the Chairperson.

78. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 7 - 8)

Questions received and responses given are attached as appendix 1 to the minutes.

79. QUESTIONS FROM COUNCILLORS

There were no questions from councillors.

80. 2022/23 COUNCIL TAX REDUCTION SCHEME

Cllr Harvey gave an introduction to the scheme and emphasised the benefits of the scheme to less well-off households. The proposed scheme for 2022/23 was a continuation of the scheme for 2021/22.

Cabinet members welcomed the proposals in light of continued pressure on households, noting the increase in claimants during the pandemic. The scheme allowed targeted help for those who were struggling, irrespective of the tax band of their property.

It was suggested that the council examine its data to understand the demographics of households receiving this support in order to provide more targeted support. It was also highlighted that there were very few responses to the consultation, despite the increased numbers of claimants, and that the council would look at how to improve the response rate in future.

Group leaders supported the proposal to retain the current scheme. They highlighted the impact in rural communities and combination with other pressures such as high heating fuel and petrol prices. It was noted that Talk Community was providing a growing network to direct residents to the help they needed.

It was resolved that:

The council tax reduction scheme for 2022/23, with the same parameters as the existing scheme, be approved.

81. 2022/23 CAPITAL INVESTMENT BUDGET AND CAPITAL STRATEGY UPDATE

The cabinet member finance, corporate services and planning introduced the report and explained the sources of funding and the approach to managing investment and borrowing. She stressed that approval for a project to be added to the capital programme was not approval to proceed and that full business cases would be developed before expenditure was incurred, compliant with the council's contract rules and project management approach.

Cabinet members highlighted the key projects in their portfolio areas and the expected benefits to the council.

The chairman of the general scrutiny committee commented on the work of the committee in scrutinising the proposals and welcomed the responses from the cabinet. He noted that it had been challenging to review everything in one meeting and that it would be helpful to have the figures earlier. The cabinet member explained the difficulty in achieving this as details of the settlement from central government was only received in late December.

The chairperson of the adult and wellbeing scrutiny committee highlighted the support of the committee for the use of technology in supported living and that proposals for the care home would be scrutinised when they came forward.

Group leaders made comments on behalf of their groups. The list of projects was generally welcomed. Key points noted included:

- importance placed on robust project management;
- the importance of investment in infrastructure to attract new businesses to the county;
- the capital programme did not currently include money to improve the energy efficiency of older homes but the retrofit strategy would research ways to deliver this and would hopefully lead to future a capital project.

Concluding the debate cabinet members noted that it was important to consider the environmental impact of projects and that the council should aim for net zero carbon in its investments. The business case template now included a section on environmental and social impact. Every decision taken should be considered through the lens of the environment and sustainability. Future training and development for officers would look to incorporate opportunities to move to net zero carbon.

It was resolved that the following be recommended to Council:

a) To approve the proposed capital programme from 2022/23 attached at appendix C; and

b) To approve the capital strategy at appendix D.

82. 2022/23 BUDGET SETTING

The cabinet member finance, corporate services and planning introduced the report and explained the scale of the revenue budget and the services this provided. The financial position of local government nationally remained a concern with the longer term outlook uncertain. The council was fortunate not to have to rely on reserves to balance the budget and it was important to avoid that situation. The proposed budget had been subject to extensive consultations across a number of different formats and forums. All the responses had been closely considered by officers and cabinet members.

The proposals had been scrutinised by each of the council's scrutiny committees. The response to the recommendations produced had been published as a supplementary document to the cabinet report.

In response to the recommendation that consideration be given to the use of 50% of the capital surplus for highways in 2023/24 and 2024/25 the cabinet noted that the council's headroom for borrowing in future years needed careful consideration. A planned audit of the previous injection into the highway network would assess how effective that approach had been. The further involvement of scrutiny in shaping these ideas would be welcome.

In response to the recommendation that the council should aim to become more targeted and to give funding support to those most in need it was highlighted that additional revenue funding had been identified due to an increased estimate of business rate income. It was proposed to use £500k of this additional funding to triple the fund for the discretionary Housing Payment scheme budget, to support those most in housing related need. The remaining funds would be added to general reserves for unforeseen cost pressures during the coming year. It was proposed that the recommendations to Council be adjusted for this.

The scrutiny committee had recommended that consideration be given to the use of the existing earmarked reserves for Adult Services to offset the requirement for the 1% adult social care precept for 2022/23. A detailed response had been provided explaining the need for the earmarked reserves and concerns that using reserves in this way would mean the council entering future budgeting rounds with known unfunded pressures.

The cabinet member concluded her presentation by thanking officers for their work in compiling the budget proposals.

Cabinet members highlighted some of the cost pressures, developments and opportunities in their portfolio areas. It was noted that:

- It was a strategic choice to seek to close funding gaps in the economy and environment directorate by increasing income through charges rather than cut funding to services;
- No savings were being required for the children and young people directorate during this period of transformation, it was necessary to invest in this service area but this did have a knock on effect elsewhere;
- The council continued to make use of covid recovery funds as they became available;
- The proposed budget sought to spend the money available as wisely as possible but it was difficult to continually have to keep squeezing to keep to a balanced budget;

- Councillors needed to act prudently and consider the impact of their decisions on the taxpayers of the future.

The chairman of the general scrutiny committee noted the responses to the recommendations made by the committee in its review of the budget proposals and stressed it was important that the scrutiny process provided challenge. He requested that efforts be made to share figures with scrutiny earlier in the process, recognising that these might be rough figures that were subject to change.

Group leaders presented the view of their groups. Key points were noted from the discussion that:

- The rural sparsity delivery grant was being used to ensure services were delivered in rural areas but the council should press central government for additional funding given its rurality – sustainability plans for rural areas would help to understand the needs;
- The budget consultation had received very few responses so care should be taken in interpreting the results;
- It was queried whether there were some savings that could be delivered from the children and young people directorate while still protecting the social care element;
- The principle of charging householders for taking non-domestic waste to the recycling centres was challenged as a double charge, in response it was asserted that this waste should be disposed of by the person doing the work;
- Potential increases in interest rates and the rate of inflation had been considered but uncertainties remained which would need to be managed within reserves;
- The situation was not expected to be significantly better in the 23/24 so the council should take care in how reserves were used;
- All businesses would be considering increases in costs and the council was no different in having to take business-like decisions;
- Central government would need to address matters such as the rising cost of fuel.

It was resolved that:

- a) **That cabinet approve the responses to scrutiny committee recommendations set out in the supplementary paper; and**
- b) **That the following be recommended to Council:**
 - i. **The council tax base of 70,252.52 Band D equivalents in 2022/23;**
 - ii. **an increase in core council tax in 2022/23 of 1.99%;**
 - iii. **an additional precept in respect of adult social care costs of 1% applied to council tax in 2022/23 resulting in a total council tax increase of 2.99%, increasing the band D charge from £1,652.30 to £1,701.70 for Herefordshire Council in 2022/23;**
 - iv. **the balanced 2022/23 revenue budget proposal totalling £175.1m, subject to any amendments approved at the meeting, specifically the net spending limits for each directorate as at appendix C amended to include the additional funding proposals of £500k to be added to the discretionary Housing Payment scheme budget and £296k to be added to general reserves;**
 - v. **the use of the new service grant one off funding in 2022/23 to support the economy and environment three year savings delivery plan;**
 - vi. **to use the one off collection fund surplus of £1.3m to fund property services budget costs in 2022/23;**

- vii. delegates to the section 151 officer the power to make necessary changes to the budget arising from any variations in central government funding allocations via general reserves;
- viii. the medium term financial strategy (MTFS) 2022-25 at appendix A;
- ix. the treasury management strategy at appendix D be approved.

83. FUTURE DELIVERY OF PUBLIC RIGHTS OF WAY (PROW) & TRAFFIC REGULATION ORDERS (TRO)

The cabinet member infrastructure and transport introduced the report and explained the expected benefits of bring these teams back in house. He thanked the cabinet support member who had been heavily involved in this project.

There was a backlog of over 120 schemes waiting to be assessed and it was felt that an in house team would be more efficient and be able to make progress on this. The move would also remove the management fee currently paid. The change had been mutually agreed with the current contractor and it was expected that the transfer would be progressed in a co-operative way.

Group leaders welcomed the proposals and expressed their hopes that the expected improvements would be delivered.

It was resolved that:

- a) That the Public Rights of Way (PROW) and Traffic Management (TM) Services currently delivered by BBLP on behalf of the Council as part of the Public Realm Contract, be insourced to Herefordshire Council for delivery as Phase 1 of a transformation of services project;
- b) That the Public Realm contract currently delivered by Balfour Beatty Living Place be varied accordingly to enable the insourcing of PROW and TM Services to the Council;
- c) That staff within the Public Rights of Way and Traffic Management Services be transferred to Herefordshire Council in line with Transfer of Undertakings (Protection of Employment) regulations (TUPE);
- d) That a Service Level Agreement (SLA) be entered into with Hoople for the delivery of all revenue maintenance activities for PROW.
- e) A formal review of the PROW/TM service is undertaken post April 2022 as Phase two and any outputs and recommendations are presented in a further report for Cabinet Member approval by November 2022; and
- f) That all operational and budgetary decisions regarding this transfer be made by the Interim Service Director Environment, Highways and Waste following consultation with the s151 Officer.

The meeting ended at 9.15 pm

Chairperson

PUBLIC QUESTIONS TO CABINET – 31 JANUARY 2022

Question 1

From Mr P Skelton, Head of Finance, Services for Independent Living
To: cabinet member, health and adult wellbeing

On Page 340 of the Public Reports pack for the meeting you state that the council's rate per hour for supported living services will reduce to align "to our West Midlands peers."

- Could you please explain the rationale for this decision?
- Has this decision taken account of the 6.6% increase in the national living wage for 2022/23?
- Could you please confirm whether you are looking to reduce the hourly rate for any other adult services, such as homecare?

You state that you will work with providers to ensure ongoing sustainability. Could you please explain how you will do this and how you will help providers to remain sustainable. Have you engaged with current providers to discuss this proposal?

Response

- *Could you please explain the rationale for this decision?*

The contracting arrangements for Supported Living have not been recently tendered and during a procurement exercise in 2021 it became apparent that the current contractual and commissioning arrangements can be improved for the benefit of tenants, providers and the Council. During 2021/22 the Council undertook a regional review of rates and commissioning arrangements for supported living services. The delivery of this Strategy and tender will be progressed via extensive market engagement in a similar format to the successful tender of Homecare in 2021.

- *Has this decision taken account of the 6.6% increase in the national living wage for 2022/23?*

Yes, we have and will continue to consider the drivers for all aspects of the costs of delivering supported living services when constructing the new model in collaboration with providers.

- *Could you please confirm whether you are looking to reduce the hourly rate for any other adult services, such as homecare?*

Following extensive market engagement Homecare was retendered in 2021 and new rates were published as part of that tender exercise. The new framework for homecare commenced in November 2021 and there no plans to reduce the rates of homecare or other adult services.

The delivery of this Strategy and tender will be progressed via extensive market engagement in a similar format to the successful tender of Homecare in 2021. Sustainability, quality, outcomes and value for money will all be considered as key elements of this market engagement and the resulting tender.

Supplementary question

In your response to my initial question you state that a tender exercise will take place for supported living. Could you tell me what the timeline for the tender is likely to be and could you please confirm that there will be a full consultation exercise, including users and providers, before the tender process starts.

Response

The cabinet member health and adult wellbeing confirmed there would be full consultation, including users and providers and that officers were already having conversations with those groups.

The acting director for adults and communities explained that the tender documents were due to be issued in September 2022 but that might be subject to change depending on the outcome of the extensive consultation and engagement planned with providers and users.

Title of report: Quarter 3 Budget & Performance Report

Meeting: Cabinet

Meeting date: Thursday 24 February 2022

Report by: Cabinet member finance, corporate services and planning;

Classification

Open

Decision type

Budget and policy framework

Wards affected

(All Wards);

Purpose

To review performance for Quarter 3 2021/22 and the forecast budget outturn for the year.

To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.

The forecast 2021/22 outturn shows a net overspend of £889k.

The proportion of performance measures showing an improvement, or remaining the same compared to the same period last year is 78%. At the end of the quarter, 60% of actions from the delivery plan are identified as complete or are progressing within planned timescales.

Recommendation(s)

That:

- a) **Cabinet review performance and financial forecast for year 2021/22, as set out in the appendices A-E, and identifies any additional actions to be considered to achieve future improvements.**

Alternative options

1. Cabinet may choose to review financial, delivery and operational performance more or less frequently; or request alternative actions to address any identified areas of under-performance, including referral to the relevant scrutiny committee.

Key considerations

Revenue Budget

2. The 2021/22 outturn is £5,688k overspend before the allocation of the COVID-19 grant. The net overspend is £899k.
3. The table below sets out the cabinet portfolio position at the end of December. Further service detail is available in appendix A.

Portfolio	Councillor	Gross Budget	Working Budget	Outturn	Forecast Variance	COVID Grant Allocation	Variance including the Grant
		£000	£000	£000	£000	£000	£000
Health & Adult Wellbeing	Cllr Crockett	101,356	59,990	56,707	(3,283)	1,100	(4,383)
Children's and Family Services, and Young People's Attainment	Cllr Toynbee	48,166	37,466	40,469	3,003	1,000	2,003
Commissioning, Procurement and assets	Cllr Davies	21,620	15,460	17,876	2,416	1,200	1,216
Environment and Economy	Cllr Chowns	3,408	2,392	2,461	69	0	69
Housing, Regulatory Services and Community Safety	Cllr Tyler	4,323	779	1,452	673	500	173
Infrastructure and Transport	Cllr Harrington	20,603	10,091	11,636	1,545	90	1,455
Finance, Corporate Services and Planning	Cllr Harvey	22,168	15,363	16,943	1,580	26	1,554
Corporate strategy and budget	Cllr Hitchiner	1,448	560	645	85	873	(788)
Portfolios		223,092	142,101	148,189	6,088	4,789	1,299
Central, treasury management, capital financing & reserves		19,883	18,895	18,495	(400)	0	(400)
Total Revenue		242,975	160,996	166,684	5,688	4,789	899

4. Health and Adult Wellbeing are continuing in a prudent trajectory that has been established in the Adults and Community directorate during the past few years. The forecast underspend reflects a combination of savings achieved to date, some of which are non-recurrent, along with reductions in the number of care packages. There are also underspends in Commissioning and Operational Service Delivery due to continued vacancies within Homefirst and some of the operational teams partially offset by a very small pressure in the homelessness/temporary accommodation area which is being managed accordingly. The portfolio are on track to deliver their savings target, with a further £120k anticipated to deliver in the final quarter out of the £3.27m target.
5. Due to an underspend attributable to in-year lower than expected costs on staffing and a number of non-recurrent savings, it cannot be assumed that Health and Adult Wellbeing will continue to underspend in future years.
6. An overspend in Children's and Family services and young people's attainment is due to cost of placements, which continues to cause pressure.
7. Children's services is on an improvement journey following the court judgement last year which has impacted its ability to deliver savings and this has been acknowledged through the removal of further savings targets in 2022/23. The directorate has achieved £1.5m savings in year.
8. The overspend in the remaining portfolios reflects pressure on income targets as a result of

COVID-19 restrictions, and savings targets that have not been achievable in year. This has been offset by vacancies.

9. The central, treasury management, capital financing and reserves underspend is detailed in Appendix C and reflects the delayed need to borrow from a combination of high cash balances and slippage in capital investment spend, detailed in appendix B.

Capital Budget

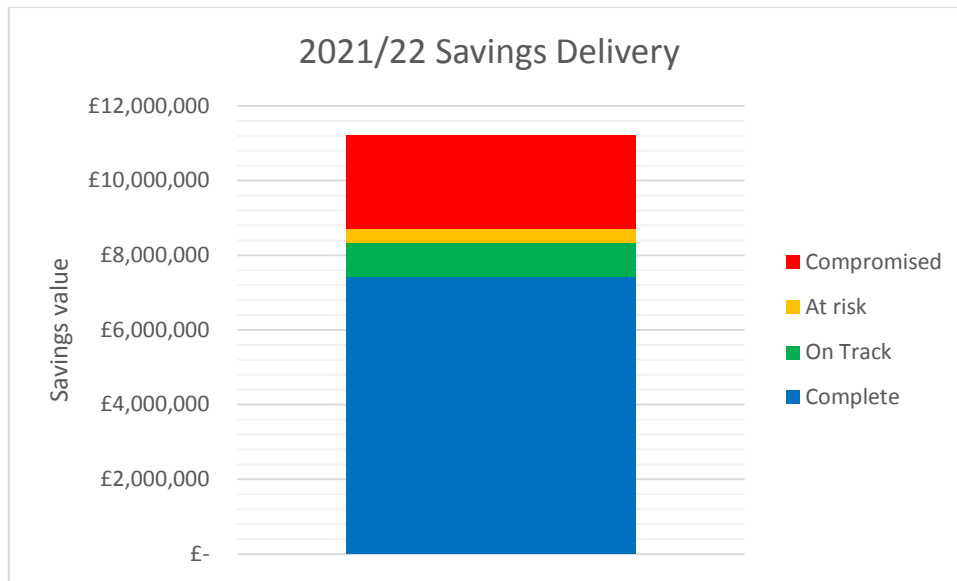
10. The original £97.870m capital budget for 2021/22 has been revised to £69.070m, the summary breakdown is shown in the table below, but this consists of £33.296m 2020/21 carry forwards of unspent budget, use of reserves of £0.056m and additional grants of £7.284m. Details of the exercise to re-profile project budgets that took place in quarter 2 are in appendix b table b, which saw a reduction of £69.436m.
11. The final forecast spend position is £49.244m, which is an underspend of £19.827m on the current 2021/22 budget of £69.070m. Full details for each project are in appendix b table a. This underspend consists of £5.765m projects that are likely to deliver below the project budget and projects that may no longer be required such as the car park fire suppression system. The remaining £14.062m are budgets that may not be committed in this financial year but will be rolled forward to 2022/23 as they are funded by grants or land may not be acquired in this financial year for housing but the budgets need to be retained for those projects. The full capital programme budget for this and all future years can be seen in detail by project in appendix b table c.

	2021/22 Budget £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	Total
February 2021 Council Approved Budget	97,870	66,634	21,179	10	185,693
Reprofile	-69,436	6,440	41,861	21,135	-
20/21 Carry Forwards	33,296	-	-	-	33,296
Use of Reserves	56	-	-	-	56
Additional Grants	7,284	14,272	15,467	15,467	52,490
Revised Capital Budget	69,070	87,346	78,507	36,612	271,535

12. The Corporate Programme Management Office team continue to improve the structure and transparency of the capital programme through a consistent delivery framework. The framework includes process, guidance, support and assurance to senior management and stakeholders ensuring that the council's standards are upheld and clearly defined throughout the development and delivery of projects.

Savings

13. The graph below shows the confidence in the delivery of savings planned for 2021/22. As can be seen below, at the end of December, 74% of the savings agreed at Council in February 2021 are forecast to be achieved – this is a small improvement on the quarter 2 projection. This is based on, £7.417m (66%) of the £11.205m savings for the having already been achieved by the end of December, and a further £0.919m on target to be achieved by the end of the year, leaving a total of £2.871m forecast as achieved, of which £363k is identified as amber.



14. The status of individual savings plans can be found in appendix E, a summary of savings plan status per directorate can be found below:
- Community Wellbeing are on track to deliver their £3.270m savings plan
 - Children and Young people are set to deliver 52% of their £2.390m savings
 - Economy and Environment are due to deliver 60% of their £4.348m savings
 - Corporate are anticipated to meet their £1.197m savings programme
15. Whilst there is only one quarter remaining, directorates continue to monitor the delivery of these savings and to deliver as much as possible of the originally identified savings and will remain subject to scrutiny by senior officers and portfolio holders. A new savings plan has been identified for 2022/23 as part of the council decision on 11 February 2022 and will be subject to reporting from quarter 1 2022/23.

Section 106 portfolio

16. Section 106 agreements are legally binding obligations between the council as the local planning authority and developers under Section 106 of Town and Country Planning Act 1990. The purpose of Section 106 Agreements is to make acceptable development which would otherwise be unacceptable in planning terms. The planning obligation within the Section 106 agreement may comprise of a financial contribution, for example, contributions towards infrastructure or schools.
17. The council's approach to Section 106 is set out in its Planning Obligations Supplementary Planning Document (SPD) and is designed to meet the relevant objectives of the Core Strategy and the other relevant strategies to support the significant increase in population and employment.
18. In November 2021 a Cabinet Report was signed off which approved the procurement route and implementation of new delivery proposals and processes and expenditure of up to £9.3m of Section 106 monies, including resources required, to deliver Section 106 schemes.
19. For Highways and Transport Section 106 agreement some professional services where necessary may be procured via the Public Realm Contract. For any other Section 106 agreements where necessary these may be procured externally via the Midlands Highways

Alliance Professional Services Partnership 3 or the North West Construction Hub Professional Service Framework as appropriate for professional services to manage the programmes of work and meet the tight timescales to commence development and delivery of the Section 106 Schemes.

20. In order to assist with the development and delivery of the Section 106 Works Programmes, two temporary Senior Project Managers have been recruited; one commenced in December 2021 and the other is scheduled to commence at the end of January 2022. These roles are to be funded from Section 106 monies. It is proposed to programme the £9.3m spend over a 3 year programme, but this is dependent on the outcome of the work undertaken by the Senior Project Managers and Professional Services Consultants.
21. A further decision by Cabinet will also be required at a future date to outline the council's Section106 policy and procedure for the spend of future Section106 monies to ensure it is spent in a timely and efficient manner.

Performance: Economy

22. Of the 19 activities of the delivery plan, 1 has been completed (blue), 12 are on track (green), and 6 are at risk (amber); this position is worse than reported at the end of September 2021 as items have moved to amber.
23. All reported performance measures within the theme have met, or exceeded targets – there remains some work within the directorates to ensure all measures have targets established. All measures have shown an improvement on the same point last year where comparison can be made.
24. There remains two corporate risks in relation to our economic ambitions, in relation to the Hereford City Centre Transport Package and the Hereford City Centre Improvements; both are financial risks in relation to the works and remain consistent with last quarter's report.
25. There have been slight delays with the Leominster Heritage Action Zone. Whilst the grants for businesses to make improvements, such as renovations to shop fronts are beneficial, making contributions can be challenging for some local businesses in the current climate. This scheme is open until 2024, and interested parties can find more information [here](#).
26. The council's Covid-19 recovery plan continues to deliver benefits to the county's residents to support both their wellbeing and the wider economy. At the end of November, the Shop Local pre-paid card scheme went live, where households were able to register for a £15 pre-paid card to spend in local Herefordshire businesses. To date, 58,000 cards have been registered with £850,000 loaded on to them. So far, £228,000 of this money has been spent in over 1050 local businesses. Eight ebikes have been delivered for use across towns. Three communities have also launched community car clubs, to improve residents access to a vehicle – to date Leominster, Fownhope and Kington have all launched, with another 2 communities identified as likely to launch before March 2022.
27. Broadband coverage for the county stands as just over 93% of premises with access to superfast coverage (30Mbps and above) – this remains static though work in taking place by suppliers. In [November 2021](#) a decision was made to change the delivery programme based on Gigaclear being unable to fulfil its commitments in the south of the county due to escalating cost; whilst the north of the county will continue with delivery. This will impact up to 2,324 premises that receive under 30Mbps that were due to be reached by the supplier by March 2022. The council agreed for coverage to move to the Project Gigabit scheme introduced by national government in March 2021 and provides an opportunity for the whole county to lift to gigabit capable (1000Mbps) in time. There will be a time lag in delivery and premises affected by the change will be offered a

Digital House Grant. The existing community grant scheme has been extended and a new business support programme will be introduced.

28. Cabinet were due to consider the Market Town Investment Plans on 16 December 2021. However, due to the Plan B Covid-19 restrictions the meeting was cancelled. Subject to further restrictions, Cabinet are now due to consider the plans at the end of February 2022.
29. Delivery of the Hereford Enterprise Zone remains on track, with construction underway on the NMITE Skylon Park campus. The Midlands Centre for Cyber Security officially opened in December 2021, enabling the continued expansion of expertise of businesses already working in this sector.

Performance: Environment

30. Of the 16 activities of the delivery plan, 6 are on track (green), 8 are at risk (amber), and 2 are compromised (red); this position is worse than reported at the end of September 2021.
31. Two thirds of reported performance measures within the theme have met, or exceeded targets – there remains some work in directorates to ensure all measures have targets established. 89% of measures have shown an improvement on the same point last year where comparison can be made.
32. A significant milestone was achieved in November 2021, as the cabinet agreed the approach to waste collection and recycling which will be introduced in November 2023. It was agreed that Herefordshire will adopt a three week cycle of collections for paper and card, plastics, cans and glass, and general waste, with weekly food waste and fortnightly garden waste collections (more information can be seen [here](#)). This is planned to have a significant impact on the proportion of waste recycled in the county and in turn reduce the amount of waste sent to landfill. As a result of the decision, work is now underway to outline the full capital costs and to develop the tender for the new contracts, both of which are currently planned to reach cabinet in July 2022.
33. Following its introduction, the new Climate and Nature Partnership Board has now appointed members, each with a wealth of expertise and knowledge, have met and have agreed the terms of reference. This group will support and drive the implementation of a countywide strategy and action plan to reduce Herefordshire's carbon footprint. Significant preparation work has also been completed this quarter before the start of the first Herefordshire citizen's climate assembly to be held in January 2022. This assembly invited residents of over 14,000 households to register their interest to take part in the assembly. From these volunteers, 48 Herefordshire residents have been picked to provide a robust representation of the entire community on "How should Herefordshire meet the challenges of climate change?" Recommendations from the assembly will be used to influence council policy and spending priorities to help Herefordshire become a zero carbon, nature-rich county by 2030.
34. A significant element of the Green Homes Grant has been returned to Government. There were major challenges in spending this grant due to the supply chain of both materials, but also fitters capable of delivering the retrofit schemes required to improve both the affordability, and carbon footprint of heating systems. The challenges in developing these schemes appear to be common across a number of areas within the country. Much of this grant will be returned to the council in phase two, allowing time to consider alternative mechanisms for delivery.
35. Both the Hereford Transport Strategy (EN2.1) and the Cycle Super Highway (EN2.4) are now part of the city master planning work, which will deliver a co-ordinated approach to transport, infrastructure and housing developments in the city. A lead post to bring this work together has now been appointed and will start in the next quarter. A Bus Service Improvement Plan has been drafted and submitted to Department for Transport setting our approach to becoming an *exemplar for rural bus services* – this can be found [here](#).

36. A planning application has been made for the first wetlands site, with a decision due shortly. The site is subject to the final stages of land purchase and has a contractor ready to commence construction in February 2022. The land purchase for a second site is also underway and the detailed design for this site is also being finalised, prior to submitting the planning application. Assessment and negotiation is underway for further sites.

Performance: Community

37. Of the 27 activities of the delivery plan, 4 have been completed (blue), 14 are on track (green), 6 are at risk (amber), and 1 is compromised (red). Two projects are on hold pending a review (purple).
38. Seventy percent of reported performance measures within the theme have met, or exceeded targets – there remains some work to ensure all measures have targets established. Seventy-three percent of measures have shown an improvement on the same point last year where comparison can be made.
39. There are three corporate risks relevant to the community section; development of a sufficiency strategy to provide best value for money for children’s services, the availability of workforce for to support the Herefordshire care sector (market workforce economy) and the ability to recruit and retain social workers in children’s social care.
40. The infrastructure repairs required following Storm Dennis continue to progress; a contract for the 67 smaller jobs has now been let and a clerk of works appointed. The repairs required at Witney on Wye are now delayed, options/designs for repairs have had to be re-visited which will have an impact on completion dates. This scheme is particularly challenging, as road closures for works could potentially result in a 34 mile round diversion.
41. Additional options for the delivery of housing in the county are being considered, as schemes that will deliver significant numbers are not at planning application stage yet, this is in part due to the dependency on the city master planning work. Other sites with the potential for development have been identified, and their purchase could start to deliver smaller schemes and make progress on our County Plan objectives.
42. To meet future demands and build additional capacity in the care home market, in October 2021 the cabinet approved the development of a feasibility study for the development of a large-scale council-owned care home in the county. This is planned to build capacity in the Herefordshire care market, delivering a high-specification bespoke care home to support the needs of our county’s residents, whilst also meeting our Herefordshire future homes standards.
43. Hillside care home full programme of works nears completion, with the final business case for technological improvements due to be agreed in the fourth quarter. Initial proposals for an extension have now been re-considered with additional care home capacity being sought as part of the programme in point 39.
44. A new Care@Home framework went live in November 2021. This framework sets out how the council supports people with care needs in their own home with domiciliary care services; supporting vulnerable people with tasks such as personal care and taking medication. There are around 700 people supported by the council in receipt of these services with some individuals only requiring a couple of hours support a week, but others receiving multiple care calls each and every day, sometimes with two carers to ensure this care can be delivered safely. This is a challenging sector in Herefordshire, with a number of vacancies within both the council’s in-house services, but also for most private suppliers. The council has recently launched the Herefordshire Cares campaign to help support the current recruitment challenges, but also to prepare ourselves with the county’s future needs associated with our aging demography.

45. Forty Talk Community hubs have now been launched across the county, each giving people an opportunity to connect with their local communities, through a range of activities, groups and also providing signposting for people in need of support. This is on track to hit the target of 50 by the end of March 2022.
46. The Childrens Improvement Plan was approved by Cabinet in October 2021. The plan is the council's response to court judgements and the non-statutory improvement notice issued by the Department for Education in May 2021. An independently chaired board continues to monitor the progress made against this plan. Work has also started on drafting the year 2 version of the Improvement Plan for 2022/23, developing a greater focus on outcomes to be achieved over the course of the plan
47. There have recently been some changes to our ability to recruit locum childrens social workers within the region, which is anticipated to lead to quicker appointments, as well as a number of recruitments to substantive roles. This is really important as recruiting and retaining workers continues to be one of the biggest challenges for childrens safeguarding services, as it is for many councils across the region. The number of vacancies has an impact on remaining staff as they carry slightly higher caseloads which underpins some areas of poorer performance so far this year, in relation to timely delivery of assessments and visits; there have been some improvements in these, in terms of timely interventions, during the last quarter.
48. As part of the COVID recovery grant, there is a significant focus on schemes which help to restore and improve the physical activity and mental wellbeing of communities. Children have benefitted from free swimming lessons, 115 adults have learned to swim and 2,470 young people have signed up to free gym sessions. A number of grants have been approved including - 24 grants totalling £178k to support communities to access green space, 11 grants approved totalling £72k to support, grants to support increased yoga activities in the county and improved dance opportunities. There has also been investment in staff who are trained to support behavioural change, including physical activity and smoking cessation – 85 people were engaged with during quarter 3. A new mental health toolkit has been launched – Qwell – which has had positive early engagement and run a number of information sessions attended by a range of voluntary and public sector organisations. A “Now we're talking in the community” mental health campaign has been launched and will with run five differencing themes starting in January 2022.

Performance: Corporate

49. Found in Appendix E are the measures of corporate performance, indicating the health of the organisation. For measures with baselines from last year, 66% have improved on this position. 44% of these measures have met targets; however this position is worse that reported at the end of September.
50. Sickness in the third quarter increased to an average of 7.63 days per FTE in a rolling 12 month period and this appears to be due to an increase of COVID-19 within the council's staff, replicating national trends.
51. As reported above, the council is now forecasting an overspend on its revenue budget, which is a worsened position from Q2. The capital budget forecast has reduced during the quarter, to an anticipated 71% on track to be delivered within the year, but savings delivery has improved during the third quarter to 74%. Processing of invoices has improved during the quarter.
52. The council continues to provide timely and responsive replies to complaints and Freedom of Information requests and Environmental Information Regulations, with 93% of complaints responded to on time and 96% of FOI and EIRs managed within timescales – from other work this is believed to favourably compare with other councils positions, particularly whilst considering the ongoing impact of COVID-19.

Community impact

53. In accordance with the accepted code of corporate governance, the council must ensure that it has an effective performance management system that facilitates effective and efficient delivery of planned services. To support effective accountability the council is committed to reporting on actions completed and outcomes achieved, and ensuring stakeholders are able to understand and respond as the council plans and carries out its activities in a transparent manner.
54. Regularly reviewing performance with a view to identifying actions which will further drive improvement in outcomes or efficiencies helps ensure the council achieves its County Plan priorities.

Environmental Impact

55. This report details how progress is being made in achieving the Delivery Plan which details how the council is working to deliver the environmental ambitions set out in the County Plan. Individual projects and deliverables included within the Delivery Plan will all be subject to their own governance arrangements and assessment of environmental and ecological impact.

Equality duty

56. 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.
57. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Whilst this paper is not seeking any project specific decisions, in determining the council's budget allocation, the council is working towards its equality objectives (found here). In addition, projects identified within the delivery plan, where relevant, will be subject to an Equality Impact Assessment to ensure appropriate attention is given to our Equality Duty.
 58. These recommendations have no direct financial implications, however cabinet may wish to consider how money is utilised in order to meet the council's objectives.

Legal implications

59. There are no legal implications arising from this report.

Risk management

60. The risks associated with the council's business are recorded on the relevant service risk register and escalated in accordance with the council's Performance Management Framework and Risk Management Plan. The highest risks, i.e. those scoring greater than 16 after controls, are escalated to the council's Corporate Risk Register. These risks can be found in appendix E.

Consultees

61. None in relation to this report.

Appendices

Appendix A	Revenue Forecast
Appendix B	Capital Outturn
Appendix C	Treasury Management Forecast
Appendix D	Savings Delivery
Appendix E	Delivery Plan Dashboards

Background papers

None Identified

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	Sarah Buffrey, Democratic Services Officer	Date 07/02/2022
Finance	Audrey Clements	Date Click or tap to enter a date.
Legal	Alice McAlpine	Date 08/02/2022
Communications	Luenne Featherstone	Date 01/02/2022

Equality Duty	Carol Trachonitis	Date 01/02/2022
Procurement	Mark Cage	Date Click or tap to enter a date.
Risk	Kevin Lloyd	Date 03/02/2022

Approved by	Andrew Lovegrove	Date 16/02/2022
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Appendix A: Revenue Budget Position 2021/22

Portfolio	Councillor	Gross Budget	Working Budget	Outturn	Forecast Variance	COVID Grant Allocation	Variance including the Grant	September Outturn (Q2)
		£000	£000	£000	£000	£000	£000	£000
Health & Adult Wellbeing	Cllr Crockett	101,356	59,990	56,707	(3,283)	1,100	(4,383)	(2,444)
Children's and Family Services, and Young People's Attainment	Cllr Toynbee	48,166	37,466	40,469	3,003	1,000	2,003	1,261
Commissioning, Procurement and assets	Cllr Davies	21,620	15,460	17,876	2,416	1,200	1,216	687
Environment and Economy	Cllr Chowns	3,408	2,392	2,461	69	0	69	(19)
Housing, Regulatory Services and Community Safety	Cllr Tyler	4,323	779	1,452	673	500	173	65
Infrastructure and Transport	Cllr Harrington	20,603	10,091	11,636	1,545	90	1,455	369
Finance, Corporate Services and Planning	Cllr Harvey	22,168	15,363	16,943	1,580	26	1,554	1,149
Corporate strategy and budget	Cllr Hitchiner	1,448	560	645	85	873	(788)	(820)
Portfolios		223,092	142,101	148,189	6,088	4,789	1,299	248
Central, treasury management, capital financing & reserves		19,883	18,895	18,495	(400)	0	(400)	(400)
Total Revenue		242,975	160,996	166,684	5,688	4,789	899	(152)

Health & Adult Wellbeing: Cllr Crockett

	Gross Budget	Working Net Budget	Full Year Outturn	Full Year Variance
	£000	£000	£000	£000
Services for Vulnerable Adults (care provision)	69,305	54,248	52,054	(2,194)
Commissioning and Operational Service Delivery	22,500	5,742	4,653	(1,089)
Public Health	9,551	0	0	0
	101,356	59,990	56,707	(3,283)

The key outturn variances are:

The forecast underspend in Services for Vulnerable Adults (care provision) reflects a combination of savings achieved to date, some of which are non-recurrent and reductions in the number of care packages.

The forecast underspend in Commissioning and Operational Service Delivery is due to continued vacancies within Homefirst and some of the operational teams.

Children's and Family Services, and Young People's Attainment: Cllr Toynbee

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Children and young people's education and attainment	6,095	2,839	2,824	(15)
Post 16 education, training and skills development	647	0	0	0
Services for vulnerable young people, children and families	41,424	34,627	37,645	3,018
	48,166	37,466	40,469	3,003

The key variances are:

Children and young people's education and attainment - savings arising from vacant posts

Services for vulnerable young people, children and families - increase cost of placements continues to cause pressure

Commissioning, Procurement and Assets: Cllr Davies

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Waste Collection & Disposal	14,397	12,438	12,457	19
Corporate Support Services	1,294	1,171	1,164	(7)
Community services: Leisure Services	30	30	30	0
Council Property Services	4,108	232	2,570	2,338
Cultural services	1,791	1,589	1,655	66
	21,620	15,460	17,876	2,416

The key variances are:

Council Property Services - £129k BBLP refund for overpaid rent, £169k backdated business rates for Hereford library and increase in car park rates, £105k estimate for College Road Campus business rates for 20/21 and 21/22 loss of rent at Shire Hall and Churchill House £96k. £200k agreed spend on condition surveys. The remainder of the overspend relates to savings targets not being delivered in the current year.

Environment and Economy: Cllr Chowns

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Economic Development and Regeneration	1,520	1,221	1,225	4
Tourism	123	123	123	0
Broadband	339	131	108	(23)
Environmental promotion, protection and sustainability including response to climate emergency	1,426	917	1,005	88
	3,408	2,392	2,461	69

The key variances are:

Broadband – lower than previously forecast spend on consultancy services.

Environmental promotion, protection and sustainability – actuarial strain

Housing, regulatory services and community safety: Cllr Tyler

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Community Safety including the Community Safety Partnership	0	0	0	0
Animal health and welfare	140	10	21	11
Bereavement services including coroner services	352	(1,167)	(754)	413
CCTV	147	(2)	(2)	0
Environmental health and trading standards	1,781	1,640	1,626	(14)
Gypsy and Traveller Services	410	222	242	20
Licensing	25	(480)	(425)	55
Markets and Fairs	121	(136)	(40)	96
Registration Services	220	(230)	(235)	(5)
Strategic housing, homelessness, housing allocation and condition	541	411	407	(4)
Communications and Web Presence	586	511	612	101
	4,323	779	1,452	673

The key variances are:

Markets and Fairs - impact of COVID restrictions on income from market stall rental and cancellation of the May fair

Bereavement services – reduced income at crematorium, £80k unachieved savings

Communications and Web Presence – recruitment to vacant post, £29k Additional promotions for Herefordshire Now & uplift in licensing costs.

Infrastructure and Transport: Cllr Harrington

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Building Control	364	(256)	(306)	(50)
Car parking policy and services	334	(5,125)	(3,863)	1,262
Highways & community services	571	347	417	70
Land drainage, flood alleviation, rivers and waterways	200	0	0	0
Land use strategies including Core Strategy	1,003	567	562	(5)
Traffic Management	256	256	255	(1)
Transport and highways policy strategy and operations	17,875	14,302	14,571	269
	20,603	10,091	11,636	1,545

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The key variances are:

Car parking and policy services - impact of lockdown and COVID on parking income and savings achievement, £225k costs of interim management posts

Highways & community services/Transport and highways policy strategy and operations - costs for transport strategy and contract management consultants

Finance, Corporate Services and Planning: Cllr Harvey

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Planning and conservation	2,805	(335)	149	484
Council ICT services	3,591	3,037	3,089	52
Human Resources	1,396	1,032	986	(46)
Equality and Human Rights	237	87	93	6
Land Charges	198	(17)	(58)	(41)
Information Governance and Modern Records	389	351	333	(18)
Health and safety, Emergency Planning and Business Continuity	186	186	186	0
Performance and Intelligence	2,043	2,043	2,381	338
Legal and Democratic Services including Member Development and Training	6,002	3,713	4,110	397
Financial Policy, Fees and Charging Policy, Financial Control and Reporting	5,321	5,266	5,674	408
	22,168	15,363	16,943	1,580

The key variances are:

Planning income is below budget, Legal & Governance - Increase in Agency costs and permanent legal staff, Finance - Increase in consultancy costs for climate change, Performance and Intelligence – increase in staff costs.

Corporate Strategy: Cllr Hitchiner

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Corporate budget	1,448	560	645	85
	1,448	560	645	85

Appendix B

Table A - 2021/22 Capital Budget Forecast

	2021/22				
	2021/22 Budgets £000s	Adjustments in Year* £000s	Budget £000s	Forecast £000s	Variance £000s
*Adjustments include reprofiling to future years and additional grants allocations					
Disabled facilities grant	1,853	685	2,538	2,538	0
Hillside	0	1,841	1,841	52	-1,789
Care home & Extra Care Development	669	-669	0	0	0
Super Hubs	1800	-1,800	0	0	0
Homelessness Hub & Property Investment	0	44	44	44	0
Empty Property Investment & Development	752	58	810	810	0
Gypsy & Traveller Pitch development	739	-131	608	88	-521
Strategic Housing Development	10,000	-8,326	1,674	477	-1,197
Private sector housing improvements	0	51	51	23	-28
Total Housing Delivery Board	15,813	-8,248	7,565	4,031	-3,534
Fastershire Broadband	6,707	552	7,259	3,849	-3,410
PC Replacement	397	-48	349	549	200
Electronic Document Management Storage	0	356	356	295	-61
Capital Development Fund	1,000	-750	250	0	-250
Technology Enabled Communities	500	-38	462	177	-285
Better Ways of Working	0	260	260	139	-121
Total Corporate & Digital Delivery Board	8,604	331	8,935	5,008	-3,927
Colwall Primary School	0	66	66	4	-62
Schools Capital Maintenance Grant	1,195	1,215	2,410	458	-1,953
Peterchurch Area School Investment	7,353	-7,053	300	200	-100
Expansion for Marlbrook school	1,600	-1,101	499	228	-271
Brookfield School Improvements	3195	-2,912	283	100	-183
High Needs Grant	0	648	648	0	-648
C & F's S106	300	254	554	554	0
Healthy Pupils	0	8	8	8	0
Short Breaks Capital	0	99	99	13	-86
Basic Needs Funding	5700	-3,620	2,080	2,080	0
Preliminary works to inform key investment need	0	481	481	220	-261
School Accessibility Works	240	0	240	108	-132
Property Estate Enhancement Works	0	110	110	9	-101
Leisure Centres	0	147	147	73	-74
Leisure Pool	0	244	244	199	-45
Estates Capital Programme 2019/22	2,722	1,113	3,835	1,994	-1,841
Car Parking Strategy	0	95	95	54	-42
Upgrade of Herefordshire CCTV	0	28	28	11	-18
Grange Court Loan	359	0	359	0	-359
Hereford Library	0	203	203	3	-200
Temporary school accommodation replacement	150	300	450	0	-450

Total Schools & Corporate Property Delivery Board	22,814	-9,673	13,141	6,316	-6,825
Local Transport Plan (LTP)	12,272	3,194	15,466	15,466	0
Pothole & Challenge Fund 20/21	0	2,363	2,363	2,363	0
Priority Flood Repair Works	0	853	853	853	0
E & P's S106	750	34	784	784	0
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	2,299	-930	1,369	1,194	-175
Investment in Infrastructure Assets	0	1,057	1,057	895	-161
Highway asset management	1,000	868	1,868	1,868	0
Total Highways Maintenance Delivery Board	16,321	7,438	23,759	23,423	-336
Integrated Wetlands	800	-25	775	450	-325
Marches Renewable Energy Grant	120	141	261	261	0
Solar Photovoltaic Panels	1,286	-936	350	180	-170
SEPUBU Grant	0	101	101	45	-56
Warm Homes Fund	0	469	469	131	-338
Schools Transport Route Planning	15	1	16	15	-1
Air Quality Monitoring Station Resource Improvements	140	52	192	0	-192
Green Homes Grant - Local Authority Delivery	0	1,820	1,820	390	-1,430
Sustainable Landscape Sustainable Places	0	31	31	31	0
Total Environment & Sustainability Delivery Board	2,361	1,655	4,016	1,503	-2,513
Hereford Enterprise Zone	1,965	371	2,336	1,986	-350
Hereford Enterprise Zone - Further funded dev	0	135	135	135	0
Hereford Enterprise Zone - Infrastructure Works	0	675	675	675	0
Herefordshire Enterprise Zone Shell Store	0	393	393	97	-296
Marches Business Investment Programme	893	358	1,250	1,250	0
Employment Land & Incubation Space in Market Towns	10,838	-10,838	0	0	0
Leominster Heritage Action Zone	841	169	1,009	428	-581
Safer Streets / CCTV	0	278	278	278	0
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	0	250	250	250	0
Stronger Towns Fund - Maylord Orchard Redevelopment and Learning Resource Centre	0	150	150	150	0
Development Partnership activities	3,268	-2,922	346	0	-346
Total Economic Development Delivery Board	17,804	-10,982	6,822	5,249	-1,573
Hereford City Centre Transport Package	3,353	-1,564	1,789	1,789	0
Hereford City Centre Improvements (HCCI)	3,000	-1,075	1,925	1,925	0
Hereford ATMs and Super Cycle Highway	0	1,000	1,000	0	-1,000
Emergency Active travel Fund	0	119	119	0	-119
Passenger Transport Fleet (Electric)	7,800	-7,800	0	0	0
Total Transport & Place Making Delivery Board	14,153	-9,321	4,832	3,713	-1,118
Total	97,870	-28,800	69,070	49,244	-19,826

Table B – Reprofiled budget details

	2021/22 Budgets Adj £000s	2022/23 Budgets Adj £000s	2023/24 Budgets Adj £000s	2024/25 Budgets Adj £000s	Reason
Schools & Corporate Property Delivery Board					
Peterchurch Area School Investment	-7,350	-	7,350	-	Due to feasibility options and discussions taking longer than planned, commissioning of detailed design was later than planned. Spend profile now reflects Cabinet approval for RIBA Stage 3 design and estimated programmed delivery of new building.
Brookfield School Improvements	-3,520	3,520	-	-	Detailed design phase took longer than estimated and therefore commencement of contract tendering was later than planned. Spend profile now reflects paused construction programme for the works at Brookfield School.
Estates Capital Programme 2019/22	-893	943	-40	-10	Spend profile revised to reflect project delays starting works at Shire Hall.
Basic Needs Funding	-4,811	1,426	3,385	-	A plan is in place to build capacity across the county. Feasibility studies (17) have been commissioned the reports of which are due back in autumn. These will inform the delivery stage which will require further Cabinet decision(s). Commissioning for design and build will follow, but capital spend is not anticipated this financial year.
Total Schools & Corporate Property Delivery Board	-16,574	5,889	10,695	-10	
Corporate & Digital Delivery Board					
Fastershire Broadband	-313	313	-	-	Fastershire budget has been realigned to meet expected spend by suppliers as contracted lot areas are completed and milestones met. Funding is issued only on actual and agreed expenditure based on milestone payments therefore dependent on delivery by suppliers – the forecast takes account of expected expenditure with allows for time for claims to be submitted and assured by the council. The expenditure could increase if the supplier delivers the network quicker.
PC Replacement	-349	349	-	-	To reflect previous annual role out of PC replacement.

Capital Development Fund	-750	750	-	-	Revolving Fund - identifying new schemes which anticipate may not start until 22/23
Technology Enabled Communities	-1,000	1,000	-	-	Spend profile reflects the current delivery aspirations.
Better Ways of Working	-568	568	-	-	Ryefield project will begin later than planned.
Total Corporate & Digital Delivery Board	-2,979	2,979	0	0	

Housing Delivery Board

Care home & Extra Care Development	-919	-12,031	8,150	4,800	Spend profile reflects the current delivery aspirations for the new Care Facility.
Hillside	-150	150			Delivery of final works expected in following year due to delay starting with covid.
Super Hubs	-2,000	2,000	-	-	Project delayed due to Covid-19 lockdowns delaying our plans to engage with communities and key stakeholders. Project currently in the options and feasibility stage of development.
Empty Property Investment & Development	-788	788	-	-	Spending realigned to reflect the current known position, delays in getting capita spend approved have meant some schemes have fallen by the way side.
Gypsy & Traveller Pitch development	-575	575			Spend profile adjusted to reflect expected delivery.
Private sector housing improvements	-146	146			Spend profile adjusted to reflect expected delivery.
Strategic Housing Development	-8,319	-	8,319	-	Spending profile revised to reflect the current delivery programme for housing development. However, the exploration of potential third party owned sites which offer a proceedable solution for developing housing may require further revision of the spending profile.
Total Housing Delivery Board	-12,897	-8,372	16,469	4,800	

Transport & Place Making Delivery Board

Hereford City Centre Transport Package	-2,820	-120	2,940	-	Spend profile revised to reflect revised delivery programme for development public realm and transport hub projects and subsequent programme for delivery following internal review of project finances in 2020/21.
Hereford City Centre Improvement	-2,397	1,447	950	-	Spend profile is revised to reflect revised delivery programme of High Town refurbishment and development of additional area around Broad Street and King Street areas based on progress in 2020/21 on design review and streetscape elements. Further review of approach to delivering remaining elements being undertaken.

Passenger Transport Fleet	-7,800	-7,800	-	15,600	Spend profile revised as grant funding has not yet been secured.
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	-930	930			Spend profile adjusted to reflect expected delivery.
Total Transport & Place Making Delivery Board	-13,947	-5,543	3,890	15,600	

Environment & Sustainability Delivery Board

Integrated Wetlands	-1,159	1,159	-	-	Due to the time frame involved in negotiating and purchasing land which will then takes us into winter months when the work to create wetlands is not advised due to weather
Solar Photovoltaic Panels	-1,142	1,142	-	-	Going through governance at the moment - trying to do PV on schools and once they have got some pilot schools more schools will come on board in year 2/3
SEPUBU Grant	-255	255			A number of envisaged grant projects have not being realised in the Herefordshire area as a result of both the flooding of early 2020 and then the pandemic. The project team is working with other Council officers and partners to identify other buildings for grant, however this will mean spend being pushed into 2022-23 as allowed under out grant offer. The project is due to complete in May 2023.
Air Quality Monitoring Station Resource Improvements	52	-26	-26		Spend profile adjusted to reflect expected delivery.
Total Environment & Sustainability Delivery Board	-2,504	2,530	-26	0	

Economic Development Delivery Board

Hereford Enterprise Zone	-500	500	-	-	Due to delays of commencing works in 20/21, delivery is expected to go into the start of the following year.
Marches Business Investment Programme	-128	-76	205	-	The monies are profiled until June 2023 in line with our MHCLG contract. Interest in the scheme is high and therefore we have re-profiled in line with current commitments/ approvals

Employment Land & Incubation Space in Market Towns	-11,781	6,199	4,837	745	We are aiming to finalise and seek cabinet approval for the five market town Economic Development Investment Plans in October, and finalise the outline business cases for projects seeking funding through the Employment Land and Business Space Capital Programme allocation. Thereafter, we will seek to develop the full business cases as soon as possible. However a range of technical advice will be required such as land valuations, site surveys, architectural support in order to finalising the projects. In a number of cases third party land acquisitions or permissions such as planning permission is likely to be required. As such, it is unlikely that any significant capital expenditure could be incurred before 2021/22
Leominster Heritage Action Zone	73	-447	374	-	A national delay to the commencement of the Heritage Action Zone programme (for all Heritage Action Zones) due to Covid 19 impacted delivery, with funds re-profiled into future years.
Development Partnership Activities	-6,572	1,154	5,418	-	Budgets re-profiled to reflect the delay in taking forward DRP projects primarily due to Covid 19. For example a decision regarding the development of student accommodation at the Hereford Football Club site, and progressing development option assessments of sites along the City Link Road and on College Road Campus have been paused until the impacts of Covid 19 are better known.
Total Economic Development Delivery Board	-18,908	7,330	10,833	745	
Highways Maintenance Delivery Board					
Priority Flood Repair Works	-1,627	1,627			Spend profile adjusted to reflect expected delivery.
Total Highways Maintenance Delivery Board	-1,627	1,627	0	0	
Total	-69,436	6,440	41,861	21,135	

Table C – Capital Programme position December 2021

Scheme Name	Prior Years £000s	2021/22 budget £000s	2022/23 budget £000s	2023/24 budget £000s	2024/25 budget £000s	Total scheme budget £000s
Disabled facilities grant	0	2,538	2,000	2,000	2,000	8,538
Hillside	559	1,841	150	0	0	2,550
Care home & Extra Care Development	0	0	1,050	8,150	4,800	14,000
Super Hubs	0	0	2,000	0	0	2,000
Homelessness Hub & Property Investment	60	44	0	0	0	104
Empty Property Investment & Development	0	810	1,088	0	0	1,898
Gypsy & Traveller Pitch development	694	608	575	0	0	1,877
Strategic Housing Development	7	1,674	10,000	8,319	0	20,000
Private sector housing improvements	2	51	146	0	0	199
Total Housing Delivery Board	1,322	7,565	17,009	18,469	6,800	51,165
Fastershire Broadband	21,460	7,259	7,020	0	0	35,738
PC Replacement	819	349	349	0	0	1,516
Electronic Document Management Storage	24	356	0	0	0	380
Capital Development Fund	0	250	750	0	0	1,000
Technology Enabled Communities	38	462	1,000	0	0	1,500
Better Ways of Working	22	260	568	0	0	850
Total Corporate & Digital Delivery Board	22,363	8,935	9,686	0	0	40,984
Colwall Primary School	0	66	0	0	0	66
Schools Capital Maintenance Grant	0	2,410	1,195	1,195	1,195	5,995
Peterchurch Area School Investment	10	300	3,193	7,350	0	10,853
Expansion for Marlbrook school	5,642	499	0	0	0	6,141
Brookfield School Improvements	141	283	3,520	0	0	3,945
High Needs Grant	0	648	0	0	0	648
C & F's S106	0	554	0	0	0	554
Healthy Pupils	91	8	0	0	0	99
Short Breaks Capital	19	99	0	0	0	118
Basic Needs Funding	0	2,080	3,426	3,385	0	8,891

Preliminary works to inform key investment need throughout the county	35	481	0	0	0	516
School Accessibility Works	0	240	0	0	0	240
Property Estate Enhancement Works	0	110	0	0	0	110
Leisure Centres	221	147	0	0	0	368
Leisure Pool	317	244	0	0	0	561
Estates Capital Programme 2019/22	1,439	3,835	1,628	0	0	6,902
Car Parking Strategy	151	95	0	0	0	246
Upgrade of Herefordshire CCTV	156	28	0	0	0	184
Grange Court Loan	0	359	0	0	0	359
Hereford Library	142	203	0	0	0	345
Temporary school accommodation replacement	0	450	0	0	0	450
Total Schools & Corporate Property Delivery Board	8,365	13,141	12,962	11,930	1,195	47,593
Local Transport Plan (LTP)	0	15,466	12,272	12,272	12,272	52,282
Pothole & Challenge Fund 20/21	5,311	2,363	0	0	0	7,674
Priority Flood Repair Works	1,547	853	1,627	0	0	4,027
E & P's S106	0	784	0	0	0	784
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	0	1,369	930	0	0	2,299
Investment in Infrastructure Assets	943	1,057	0	0	0	2,000
Highway asset management	0	1,868	0	0	0	1,868
Total Highways Maintenance Delivery Board	7,802	23,759	14,829	12,272	12,272	70,935
Integrated Wetlands	66	775	1,159	0	0	2,000
Marches Renewable Energy Grant	159	261	0	0	0	420
Solar Photovoltaic Panels	642	350	1,142	0	0	2,134
SEPUBU Grant	76	101	255	0	0	432
Warm Homes Fund	491	469	0	0	0	960
Schools Transport Route Planning	74	16	0	0	0	90
Air Quality Monitoring Station Resource Improvements	0	192	0	0	0	192
Green Homes Grant - Local Authority Delivery	0	1,820	0	0	0	1,820
Sustainable Landscape Sustainable Places	163	31	0	0	0	195

Total Environment & Sustainability Delivery Board	1,671	4,016	2,556	0	0	8,243
Hereford Enterprise Zone	12,111	2,336	500	0	0	14,947
Hereford Enterprise Zone - Further funded dev	5,297	135	0	0	0	5,432
Hereford Enterprise Zone - Infrastructure Works	0	675	0	0	0	675
Herefordshire Enterprise Zone Shell Store	6,923	393	0	0	0	7,316
Marches Business Investment Programme	701	1,250	1,273	205	0	3,428
Employment Land & Incubation Space in Market Towns	341	0	9,265	10,350	745	20,701
Leominster Heritage Action Zone	0	1,009	2,217	374	0	3,600
Safer Streets / CCTV	0	278	0	0	0	278
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	0	250	0	0	0	250
Stronger Towns Fund - Maylord Orchard Redevelopment and Learning Resource Centre	0	150	0	0	0	150
Development Partnership activities	10,415	346	4,422	5,418	0	20,600
Total Economic Development Delivery Board	35,788	6,822	17,677	16,346	745	77,378
Hereford City Centre Transport Package	34,042	1,789	1,880	2,940	0	40,651
Hereford City Centre Improvements (HCCI)	178	1,925	2,947	950	0	6,000
Hereford ATMs and Super Cycle Highway	0	1,000	0	0	0	1,000
Emergency Active travel Fund	19	119	0	0	0	137
Passenger Transport Fleet (Electric)	0	0	7,800	15,600	15,600	39,000
Total Transport & Place Making Delivery Board	34,239	4,832	12,627	19,490	15,600	86,788

Total	111,550	69,070	87,346	78,507	36,612	383,085
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	2021/22 Budget £000s	2022/23 Budget £000s	2023/24 Budget £000s	2024/25 Budget £000s	Total
February 2021 Council Approved Budget	97,870	66,634	21,179	10	185,693
Reprofile Budget	-69,436	6,440	41,861	21,135	0
20/21 Carry Forwards	33,296	-	-	-	33,296

Use of Reserve	56	-	-	-	56
Additional Grants	7,284	14,272	15,467	15,467	52,490
Revised Capital Budget	69,070	87,346	78,507	36,612	271,535

Grant Additions since February Council

	£000s
Local Transport Plan Increase	3,194
DfE Schools Maintenance Increase	66
Disabled Facilities Grant Increase	416
Marches Business Investment Programme	428
SEPuBu	39
Green Homes Grant - Local Authority Delivery	1,340
High Needs Grant	648
Hereford Enterprise Zone - Infrastructure Works - LEP Grant	675
Local Transport Plan DfT future years	36,816
DfE Schools Maintenance Future Years	2,390
Disabled Facilities Grant Future Years	6,000
Leominster Heritage Action Zone reduction to award	(200)
Stronger Towns Fund Grant - Museum	250
Stronger Towns Fund Grant - Maylords	150
Safer Streets / CCTV Grant	278
	52,490

Appendix C Treasury Management Interim Report (31 December 2021)

This report ensures the council demonstrates best practice in accordance with CIPFA's recommendations in their Code of Practice for Treasury Management, by keeping members informed of treasury management activity.

1. The UK Economy

- Covid-19 continues to be the dominating factor.
The emergence of a new variant named 'Omicron' in late November which is more transmissible has resulted in restrictions being issued in Scotland, Wales and Northern Ireland. England has activated its 'Plan B' involving the reintroduction of face coverings being required by law in most indoor settings, working from home where you can and the requirement for proof of vaccination, a negative test or an exemption for certain venues and events.
- The economy is continuing to open up. The fuel shortages from September have passed but record high wholesale gas and electricity prices have resulted in more utility companies going out of business.
- UK inflation was 5.1% in November driven by global supply chain problems, staff shortages and a continuing high demand for oil and gas, showing that prices were rising at their fastest pace for 10 years. In the short term there is an expectation that inflation may reach 6%.
- The Bank of England Monetary Policy Committee (MPC) raised the base rate for the first time in three years on 16 December. The rate increased to 0.25% from 0.10% in a move to tackle the strong inflationary pressures.

2. The Council's Investments

2.1 At 31 December 2021 the council held the following investments:

Investment	Term	Maturity Date	Interest Rate	Amount £m
<u>Instant access bank accounts:</u>				
NatWest	N/A	N/A	0.01%	0.37
Handelsbanken	N/A	N/A	0.02%	5.00
<u>Instant Access Money Market Funds:</u>				
Federated	N/A	N/A	0.03%	10.00
Aberdeen Standard	N/A	N/A	0.05%	10.00
Deutsche	N/A	N/A	0.00%	5.00
Blackrock	N/A	N/A	0.00%	6.15
Morgan Stanley	N/A	N/A	0.05%	10.00
Invesco	N/A	N/A	0.02%	5.00
CCLA	N/A	N/A	0.13%	5.00

<u>35 Day Notice Bank Accounts:</u>				
NatWest	N/A	N/A	0.05%	3.00
<u>95 Day Notice Bank Accounts:</u>				
Santander	N/A	N/A	0.40%	5.00
Barclays	N/A	N/A	0.15%	5.00
<u>Fixed Term Deposits:</u>				
Cornwall Council	94 days	10/01/22	0.03%	5.00
Flintshire County Council	122 days	28/01/22	0.02%	5.00
Goldman Sachs	184 days	11/02/22	0.16%	5.00
Standard Chartered Sustainable Deposit	182 days	04/04/22	0.19%	5.00
Coventry Building Society	181 days	14/04/22	0.14%	5.00
Surrey Heath Borough Council	185 days	06/06/22	0.10%	5.00
Total and average interest rate			0.08%	99.52

2.2 The council continues to select counterparties suitable for investment based on the credit worthiness service provided by their treasury advisors, Link Asset Services. The service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies. The modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system to which Capita Asset Services allocate a series of colour coded bands with suggested maximum durations for investments as shown below;

- Yellow 5 years
- Purple 2 years
- Blue 1 year (only applies to nationalised or part nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

2.3 The council has earned interest on its investments as follows:

Month	Average amount invested		Average rate of interest earned		Amount of interest earned / Forecast £000	Budget £000	(Surplus) /Deficit £'000
	Actual / Forecast £m	Budget £m	Actual / Forecast %	Budget %			
Apr-21	69.0	40	0.11	0.01	6	-	(6)
May-21	76.4	40	0.09	0.01	6	-	(6)
Jun-21	83.3	40	0.08	0.01	5	-	(5)
Jul-21	90.6	40	0.07	0.01	5	-	(5)
Aug-21	93.2	40	0.06	0.01	5	-	(5)
Sep-21	94.1	40	0.05	0.01	4	-	(4)
Oct-21	96.1	40	0.06	0.01	5	-	(5)
Nov-21	104.2	40	0.06	0.01	5	-	(5)
Dec-21	97.4	40	0.08	0.01	6	-	(6)

Jan-22	40.0	40	0.01	0.01	-	-	-
Feb-22	40.0	40	0.01	0.01	-	-	-
Mar-22	40.0	40	0.01	0.01	-	-	-
Total					47	-	(47)

- 2.4 Interest income earned has been higher than budgeted due to the receipt of COVID-19 grants before incurring spend increasing the value of cash balances held and the interest rate received exceeding the expected interest rate.
- 2.5 In addition to investment income the council earns interest on the provision of loan finance to the waste disposal PFI provider, this is expected to generate loan interest payable to us of £2.1m in 2021/22, this will be recharged through the waste disposal PFI arrangement.

3. The Council's Borrowing

Short-term borrowing

- 3.1 The council has a policy of using short-term borrowing (if required) from other local authorities for short-term liquidity needs. Short-term interest rates are significantly below levels available from other sources avoiding a large cost of carry when comparing fixed interest debt to current (variable) investment rates.
- 3.2 The council can only borrow up to its Capital Financing Requirement, which represents the need to borrow for capital spend, and cannot borrow beyond this to finance the revenue budget. This is approved as part of the budget setting process in the Treasury Management Policy.
- 3.3 At the end of September 2021 there were no short-term loans outstanding.

Long-term borrowing

- 3.4 At 31 December 2021 the council held long-term borrowing of £130.5m, having secured new long-term borrowing of £5m in November. Rates are monitored and discussed with our treasury advisors to determine the optimum timing of securing any new long-term borrowing.

Amount Borrowed	From	To	Period	Type of loan	Interest Rate
£5m	05/11/21	05/11/36	15 years	EIP	1.72%

- 3.5 The current capital financing budget position is summarised below:

Summary of Borrowing Budget	Budget	Forecast	(Surplus) /Deficit
	£m	£m	£m
Minimum revenue provision	8.5	8.1	(0.4)
Interest payable on all loans	5.4	5.4	(0)
Total	13.9	13.5	(0.4)

4. Summary of forecast outturn

- 4.1 The current net treasury forecast outturn is expected to be a surplus (underspend) of £0.4m, the main reason being the delayed need to borrow, following lower capital investment in 2020/21 compared to the projected spend in 2020/21.

**Project Nova Savings
Status at 31 December 2021**

-v-

Saving proposals approved by Full Council on 12 February 2021 (taken from original appendix B)

£000	Appendix B Savings	Savings achieved at Quarter 3 31/12/2021	Forecast Savings for the year 12m to 31/3/2022	Variance/ Shortfall for the year at Quarter 3
Community Wellbeing (S1 to S3)	3,270	3,150	3,270	0
Children and Young People (S4 to S9)	2,390	1,240	1,240	1,150
Economy and Environment (S10 to S26)	4,348	2,327	2,629	1,719
Corporate (S27 to S28)	1,197	700	1,197	0
Total	11,205	7,417	8,336	2,869

Community Wellbeing

Against a savings target of £3.270m, Community Wellbeing are currently forecasting a shortfall as at Q3 of £120k as shown in the table below:

Ref	Savings scheme	2021/2022 Saving Target for the year	2021/2022 Savings achieved at Q3	2021/2022 Savings target shortfall at Q3	Narrative
S1	Learning disability and complex needs services redesign	1,500	1,380	120	Learning disability and complex needs services redesign' (S1) and 'Targeted review of complex cases' (S2) are inextricably linked due to the complexity of the client base concerned. As a result, the current position of both savings proposals have been considered and reported on jointly as we progress throughout the financial year.
S2	Targeted review of complex cases	1,250	1,250	0	See above
S3	Maximisation of social care income	520	520	0	
Total		3,270	3,150	120	

At the end of Quarter 3, Community Wellbeing are forecasting to deliver their full year savings target of £ 3.270 million.

Children and Young People

Against a savings target of £2.390 million for 2021/2022, at the end of Quarter 3, Children and Young People are currently forecasting a shortfall of £ 1.150 million as shown in the table below. The position remains the same as at the end of Quarter 2.

Ref	Savings scheme	2021/2022 Saving	2021/2022 Savings	2021/22 Savings	Narrative
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		target for the year	achieved at Q3	target shortfall at Q3	
S4	16+ Accommodation, Widemarsh Street	320	34	286	There are unlikely to be any savings on Bath Street unless there has been a change in occupancy (contract was costing nearly £200k more than the original costs of the first cohort of young people that went in the flats) and the Widemarsh savings won't change unless there has been turnover.
S5	Step down from residential care	1,000	637	363	A total of x6 children have stepped down from residential, with a potential x1 further child likely in January 2022. The plan to achieve £1m from 5 step downs was ambitious as it assumed step down of more expensive placements and that these would be full year savings rather than stepping down mid-year as has been the reality.
S6	Prevention of children becoming looked after and reunification of looked after children with families	567	569	(2)	£287K savings from last year that are carried forward to this year as these children were budgeted for as being in care. Savings from Q1 and Q2 – these are the savings for children that have returned home during Q1 or Q2 until the end of the financial year.
S7	Recruit 30 new foster carers per annum for 5 years	200	0	200	Delivery for the net gain of 25 more in-house foster carers is now likely to start by December/January but implementation will take several months to embed and see change so it is unlikely we will see any resultant financial savings by 31 March 2022.
S8	Full cost recovery of traded services	20	0	20	Not achievable as majority of services are provided by Hoople.
S9	Manage inflation/contract efficiencies	200	0	200	The CareCubed IT tool has been purchased and training has been given to the Placements Team. There has been a delay in deploying the tool due to capacity issues in the Placements Team and so the tool is not yet in use.
	Reduce agency spend	83	0	83	Agency spend - Not achievable - was originally based on reducing support for NQSW as they became more experienced but the support wasn't in place as planned so there is no expenditure to reduce.
Total		2,390	1,240	1,150	

Economy and Environment

At the end of Quarter 3, Economy and Environment have achieved savings of £2.237 million but are forecasting a net shortfall of £ 1.719 million against their target savings of £ 4.348 million for the year.

The net shortfall is made up as follows:

Ref	Saving	Shortfall £000	Commentary
S10	Public Realm efficiency savings	0	
S11	Streetworks & enforcement function efficiency improvements	0	
S12	Hereford Markets	8	Transfer of Hereford Markets to City Council not feasible this financial year.
S13	Encourage waste minimisation	0	
S14	Directorate transformation and redesign	195	Balance will not be achieved this financial year.
S15	Parking Review	360	RAG rated RED as limited options for recovery of shortfall.
S16	Technology and Lighting	27	RAG rated RED – no alternatives proposed to achieve shortfall.
S17	Review of Property Estate	1,000	Transferred to Corporate Services, under review
S18	Review efficiency and utilisation of transport fleet	0	
S19	Review weekend vehicle rental of council fleet vehicles	0	Moved to S22
S20	Review of Bereavement & Registrars income	0	
S21	Review of building control services	0	
S22	Review of Regulatory, Environment and Waste division income	-	Over delivering by £10k as substitute for S19
S23	Pre-planning application advice full cost recovery	49	
S24	Medium Term Financial Strategy (MTFS)	0	

S25	Use S106 funding to cover full costs of delivering identified highways improvements	0	
S26	Introduction of natural burials and pet burials & cremations	80	
	Total	1,719	

Corporate

At the end of Quarter 3, Corporate Services have achieved savings of £700K and is forecasting to achieve the full £1,197K savings for the year.

Annex 1

Project Nova Savings
Status at 31 December 2021

-v-

Appendix B: Saving proposals approved by Full Council on 12 February 2021

Directorate	Ref	Name of proposal	a Appx B Feb 21 Savings £000	b Updated Appx B Savings	c Savings delivered to 31/12/21	d Variance 3 months to 31/12/21 (b-c)	e Full Year Forecast Savings at 31/12/21	f Full Year Forecast Variance at 31/12/21 (b-e)	g RAG Rating
Community Wellbeing	S1	Learning disability and complex needs services redesign	1,500	1,500	1,380	120	1,500	0	Green
Community Wellbeing	S2	Targeted review of complex cases	1,250	1,250	1,250	0	1,250	0	Green
Community Wellbeing	S3	Maximisation of social care income	520	520	520	0	520	0	Green
Children and Young People	S4	16+ Accommodation - Widemarsh Street	320	320	34	286	34	286	Red
Children and Young People	S5	Step down from residential care	1,000	1,000	637	363	637	363	Yellow
Children and Young People	S6	Prevention of children becoming looked after and reunification of	400	567	569	(2)	569	(2)	Blue

		looked after children with families								
Children and Young People	S7	Recruit 30 new foster carers per annum for 5 years	200	200	0	200	0	200		
Children and Young People	S8	Full cost recovery of traded services	20	20	0	20	0	20		
Children and Young People	S9	Manage inflation and secure contract efficiencies	450	200	0	200	0	200		
Economy and Environment	S10	Public Realm efficiency savings	300	83	0	83	0	83		
Economy and Environment	S11	Streetworks & enforcement function efficiency improvements	50	300	225	75	300	0		
Economy and Environment	S12	Hereford Markets	15	50	50	0	50	0		
Economy and Environment	S13	Encourage waste minimisation	200	15	7	8	7	8		
Economy and Environment	S14	Directorate transformation and redesign	650	200	200	0	200	0		
Economy and Environment	S15	Parking Review	900	650	455	195	455	195		
Economy and Environment	S16	Technology and Lighting	90	900	390	510	540	360		
Economy and Environment	S17	Review of Property Estate	90	90	63	27	63	27		
Economy and Environment	S18	Review efficiency and utilisation of transport fleet	1,000	1,000	0	1,000	0	1,000		
Economy and Environment	S19	Review weekend vehicle rental of council fleet vehicles	150	150	150	0	150	0		
Economy and Environment	S19	Review weekend vehicle rental of council fleet vehicles	10	10	10	0	10	0		

Economy and Environment	S20	Review of Bereavement & Registrars income	270	270	200	70	270	0	
Economy and Environment	S21	Review Building Control services	115	115	108	7	115	0	
Economy and Environment	S22	Review of Regulatory, Environment and Waste division income	115	115	115	0	115	0	
Economy and Environment	S23	Pre-planning application advice full cost recovery	100	100	51	49	51	49	
Economy and Environment	S24	Efficiency Savings (already identified in Medium Term Financial Strategy)	273	273	273	0	273	0	
Economy and Environment	S25	Use s106 Funding to cover full costs of delivering identified highway improvements	30	30	30	0	30	0	
Economy and Environment	S26	Introduction of natural burials and pet burials & cremations	80	80	0	80	0	80	
Corporate	S27	Back office initiatives and efficiency savings	497	497	0	497	497	0	
Corporate	S28	Removal of contingency	700	700	700	0	700	0	
			11,205	11,205	7,417	3,788	8,336	2,869	

***RAG Rating – to show confidence in delivery of savings**

Blue Full savings have already been achieved(complete)

Red Forecasts more than 10% away from their target for the year

Amber Forecasts within 10% of their target for the year

Green Forecast variance for the year is zero (or negative), but not yet achieved

Delivery

Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RAG
EC0 - Support an economy which builds on the county's strengths and resources	EC0.1 - Develop an engagement framework for the business sector that enables the effective coordination of advice and support	Complete as planned 2021/22	Service Director Economy and Regulatory	· Market Towns Business Summits held	Green
	EC0.2 - Enhance engagement with the private sector through a Talk Business programme of communications, networking and events	Complete as planned 2021/22	Service Director Economy and Regulatory	· None in period.	
	EC0.3 - Provide support to businesses to enable the soonest possible recovery of the local economy from the impacts of COVID-19	Complete as planned 2021/22	Service Director Economy and Regulatory	· None in period	
EC1 - Develop environmentally sound infrastructure that attracts investment	EC1.1 - Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals	Complete as planned 2021/22	Service Director Environment, Highways and Waste	· None in period	Yellow
EC2 - Use council land to create economic opportunities and bring higher paid jobs to the county	EC2.1 - Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund	Continue as planned 2022/23	Head of Economic Development	· None in period.	Green
	EC2.2 - Develop & implement Market Town Economic Development Investment Plans for each of the five market towns (Bromyard, Kington, Ledbury, Leominster and Ross) to support recovery, growth and jobs	Complete as planned 2021/22	Service Director Economy and Regulatory	· Business case development & implementation	
	EC2.3 - Develop a Rural Economic Development Investment Plan to support job creation in rural areas	Continue as planned 2022/23	Service Director Economy and Regulatory	· Stakeholder engagement complete.	Yellow
	EC2.4 - Continue to support development of the Hereford Enterprise Zone , including completion & successful operation of the Shell Store business incubation centre and the Midlands Centre for Cyber Security, to deliver new high-skill job opportunities	Continue as planned 2022/23	Service Director Economy and Regulatory	· Additional infrastructure to bring more sites in to use ·	Green
	EC2.5 - Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre	Continue as planned 2022/23	Service Director Economy and Regulatory	· Consultation with key stakeholders	Yellow
EC3 - Invest in education and the skills needed by employers	EC3.1 - Enable and support the development & expansion of higher education in the county (NMITE, HCA), including through supporting work to increase the availability of student accommodation	Complete as planned 2021/22	Service Director Economy and Regulatory	· None in period.	Blue
	EC3.2 - Work with partners to expand our adult and community learning programme , with a particular focus on those at risk of long term unemployment, and young people at risk of not being in education, training or employment	Continue as planned 2022/23	AD for Education	· Apprenticeship Plan produced. · Youth Hub Co-ordinator in post.	
	EC3.3 - Provide more apprenticeships , including through the council's direct contracts	Continue as planned 2022/23	AD People	· None in period.	
EC4 - Enhance digital connectivity for communities and business	EC4.1 - Expand the Fastershire programme to increase delivery of superfast and ultrafast broadband coverage, including launch of Stage 5 to reach the remaining 3% of premises at the end of current contracts through Community Broadband Grant	Continue as planned 2022/23	AD Corporate Support	· Funding model agreed for commissioning of work to create infrastructure for all homes in tenth community.	Yellow
	EC4.2 - Increase the number of businesses connected to high speed broadband by providing bespoke grant support	Complete as planned 2021/22	AD Corporate Support	· None in period.	
	EC4.3 - Undertake feasibility study for a low power digital infrastructure that delivers benefits to residents and business and reduce the impact of digital exclusion	Continue as planned 2022/23	Director Adults and Communities	· Business case delivered.	
EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism	EC5.1 - Work with private sector partners to support the growth of the tourism industry across Herefordshire building on our strengths of outdoor activities, heritage & culture; and support the development of a destination business improvement district	Continue as planned 2022/23	Service Director Economy and Regulatory	· Tourism & Marketing campaign delivered. · Destination Business Improvement District - Business Ballot.	Green
	EC5.2 - Implement the Leominster Heritage Action Zone Project , to act as a catalyst to the regeneration of the town and to attract new visitors	Continue as planned 2022/23	Service Director Economy and Regulatory	· Prioritisation of Conservation Area Appraisal Reviews complete.	
	EC5.3 - Take appropriate action to ensure our historic environment data is up-to-date	Extend to 2022/23	Service Director Economy and Regulatory	· Prioritisation of Conservation Area Appraisal Reviews complete.	
EC6 - Spend public money in the local economy wherever possible	EC6.1 - Develop and implement a Social Value procurement policy to maximise the local benefit of all council spending	Complete as planned 2021/22	AD Corporate Support	· First contract awarded under new policy. · Establish social value procurement	Green

■ complete
 ■ on target
 ■ at risk
 ■ compromised

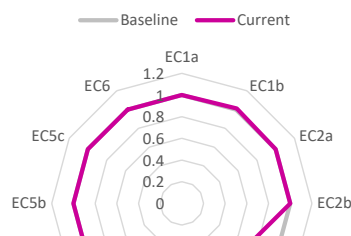
Performance Measures

Ambition	Measure	Lead Officer	Q3	Improvement?	Target Met?	Comments
EC0 - Support an economy which builds on the county's strengths and resources	The number of business engaged and supported	Service Director Economy and Regulatory	3,768			MBIG, SEG grants & ARG support
	The value of grants paid to businesses to support viability, or enable growth	Service Director Economy and Regulatory	£3.219m			
EC1 - Develop environmentally sound infrastructure that attracts investment	The value of investment in the county from both public and private sources	Service Director Economy and Regulatory	£1.505m			Finalising collection methods
	Percentage of infrastructure proposals where climate and nature impact assessments have been completed	Service Director Environment, Highways and Waste	TBC			
EC2 - Use council land to create economic opportunities and bring higher paid jobs to the county	The money invested and leveraged (both public and private) by council to create economic opportunities	Service Director Economy and Regulatory	£1.505m			
	The number of jobs created (directly and indirectly) as a result of council investment	Service Director Economy and Regulatory	258			
EC3 - Invest in education and the skills needed by employers	The number of Higher Education students	AD for Education	NA			Annual data available in Feb. 2022
	The percentage qualification achievement rate of provision of Higher Education	AD for Education	NA			Annual data available in Feb. 2022
	The number of adult and community learning students	AD for Education	NA			Annual data available in Feb. 2022
	The percentage qualification achievement rate of adult and community learning	AD for Education	NA			Annual data available in Feb. 2022
	The number of apprenticeships and job placements	AD for Education	NA			Annual data available in Feb. 2022
	The percentage qualification achievement rate of apprenticeships	AD for Education	NA			Annual data available in Feb. 2022
	The number of hard to fill vacancies	AD for Education	TBC			Establishing collection from EMSI
	The number of 18-24 year olds in receipt of unemployment related benefits (claimant count)	AD for Education	435			NA
EC4 - Enhance digital connectivity for communities and business	The percentage of premises in Herefordshire able to access a superfast broadband service	AD Corporate Support	93.60%			Whilst coverage continues in the county through suppliers, future delivery with one contractor is under review and could impact reaching the target for the year
EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism	The number of unique visits to www.visitherefordshire.co.uk	Service Director Economy and Regulatory	251,718			Referendum in autumn. Reach of the marketing campaign.
	The percentage of eligible businesses supporting DBID	Service Director Economy and Regulatory	NA			
	The number of people reached by tourism marketing	Service Director Economy and Regulatory	65.7m			
	The investment of the council on protecting and promoting our heritage, culture and natural beauty	Service Director Economy and Regulatory	£0.285m			
EC6 - Spend public money in the local economy wherever possible	The social value attributable to council procurement	AD Corporate Support	NA			Not launched this year so will be reported in 2022/23
	The percentage of the council procurement budget spent locally	AD Corporate Support	TBC			

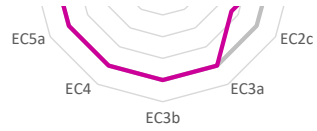
■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

County Plan - Success Measures

Outcome Measure
EC1a - Gross Value Added
EC1b - County Carbon Emissions
EC2a - Average Workplace Earnings
EC2b - Gross Value Added
EC2c - Unemployment Rate
EC3a - Residents with NVQ4 +
EC3b - Residents with No Qualification
EC4 - Internet usage



EC5a - Visitors to the county
 EC5b - Money spent by visitors
 EC5c - Quality of Life
 EC6 - Gross Value Added



Corporate Risks

Risk		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
CRR.63 - Hereford City Centre Transport Package CRR.65 - Hereford City Centre Improvement Programme	5 Certain	Yellow	Orange	Orange	Red	Red
	4 Likely	Green	Yellow	Orange	Red CRR.63, CRR.65	Red
	3 Possible	Green	Yellow	Orange	Orange	Orange
	2 Unlikely	Green	Green	Yellow	Yellow	Orange
	1 Rare	Green	Green	Green	Green	Yellow

Delivery

Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RAG
EN0 - Protect and enhance our environment and keep Herefordshire a great place to live	EN0.1 - Develop the evidence base for the update of the Core Strategy and confirm programme for new plan following enactment of the planning white paper	Continue as planned 2022/23	Director Economy and Environment	<ul style="list-style-type: none"> Design a national template for design guidance Public consultation on strategic options, spatial strategy Public Health Evidence complete. Community engagement strategy complete Housing & Employment Land Availability Assessment complete. Design based Evidence complete 	Green
EN1 - Minimise waste and increase reuse, repair and recycling	EN1.1 - Develop a new waste strategy that drives the environmental ambition of the council, delivers value for money and meets residents' expectation. The new strategy will inform the future commissioning of waste collection and disposal in Herefordshire	Complete as planned 2021/22	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Year One of three year Implementation Plan 	Green
EN2 - Improve and extend active travel options throughout the county	EN2.1 - Complete the Hereford Transport Strategy Review and begin implementation of the preferred options	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Delays in progressing Masterplan. 	Red
	EN2.2 - Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> None in period 	Yellow
	EN2.3 - Significantly increase electric vehicle charging infrastructure by leveraging private sector investment through the development of a concession contract	Extend to 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Electric vehicle concession contract - procurement complete. 	Yellow
	EN2.4 - Explore feasibility for the development of a cycle super highway	Extend to 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> None in period. 	Yellow
EN3 - Build understanding and support for sustainable living	EN3.1 - Create a new countywide climate & ecological emergency partnership, strategy and action plan to improve biodiversity and achieve countywide carbon neutrality by 2030	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Partnership Board meetings commence Commence Recruitment of new Partnership Board Implementation of Countywide Strategy & Action Plan 	Green
	EN3.2 - Introduce supplementary planning guidance on environmental building standards to ensure all new buildings are compatible with our climate and nature goals	Complete as planned 2021/22	Service Director Economy and Regulatory Services	<ul style="list-style-type: none"> Public consultation. 	Green
EN4 - Invest in low carbon projects	EN4.1 - Support the most vulnerable people in our communities by providing energy efficient and more affordable heating	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Warm Homes Fund Rural Project - grant funding & installation of 50 first time central heating systems in rural & urban homes complete. 	Yellow
	EN4.2 - Develop new domestic building retrofit programmes to further improve the energy efficiency of Herefordshire's housing stock, reducing carbon emissions, improving wellbeing and tackling fuel poverty	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Contract awarded for technical advice for new retrofit strategy and business case development. Green Home Grant LA Delivery Programme 1 - Rescoped with funder due to significant national supply chain challenges with programme. 	Yellow
EN5 - Identify climate change action in all aspects of council operation	EN5.1 - Reduce the council's own carbon footprint through implementing our Carbon Management Action Plan	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> None in period. 	Green
	EN5.2 - Improve the environmental and energy efficiency standards of Council buildings through the introduction of: <ul style="list-style-type: none"> a) new minimum standards for energy efficiency b) a plan for investing in energy efficiency and renewable energy measures for existing buildings c) a plan for achieving net zero carbon for all council new-build buildings 	Continue as planned 2022/23	Chief Finance Officer	<ul style="list-style-type: none"> None in period 	Red
EN6 - Seek strong stewardship of the county's natural resources	EN6.1 - Construct the first of up to eight integrated wetlands as tertiary treatments for waste water treatment works to reduce phosphate levels within the River Lugg catchment area	Complete as planned 2021/22	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Design and Delivery 	Green
	EN6.2 - Develop & implement supplementary planning guidance on intensive livestock units to protect water quality in our rivers	Complete as planned 2021/22	Service Director Economy and Regulatory Services	<ul style="list-style-type: none"> Public consultation complete. 	Green
	EN6.3 - Continue to support the River Wye and Lugg pilot Natural Flood Management Project to reduce flood risk to communities within Herefordshire	Complete as planned 2021/22	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Projects commence - subject to funding received. 	Green

EN7 – Protect and enhance the county's biodiversity, value nature and uphold	EN7.1 - Develop & implement a new nature strategy to enhance and protect biodiversity across the Council's estate	Extend to 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Procure Technical Support to develop Nature Strategy Contract Award - Consultants to develop Nature Strategy. 	
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■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q3	Improvement?	Target Met?	Comments
EN1 - Minimise waste and increase reuse, repair and recycling	The average kilograms of waste per person (YTD)	Service Director Environment, Highways and Waste	290.37kg			
	The percentage of waste sent for recycling	Service Director Environment, Highways and Waste	38.17%			
EN2 - Improve and extend active travel options throughout the county	The total kilometres cycled using Beryl's Bikes	Service Director Environment, Highways and Waste	193,963km			
	The number of children trained through Bikeability	Service Director Environment, Highways and Waste	436			
	The total kilometres of cycle route within the county	Service Director Environment, Highways and Waste	63km			This will be used as the baseline going forward.
	The total number of bus journeys within the county	Service Director Environment, Highways and Waste	NA			Data being collated.
	The total number council installed charging points	Service Director Environment, Highways and Waste	15		TBC	
EN3 - Build understanding and support for sustainable living	The KWh in business emissions through the provision of grant assistance from Business Efficiency Programme	Service Director Environment, Highways and Waste	4,920,683			BEEP has met all of its targets for Herefordshire and the scheme has been extended. Total Energy Savings to date: 4,920,683 kWh; Greenhouse gas savings: 1,542 tonnes of CO2e.
	The total number of signatories to the Herefordshire Climate and Nature Partnership	Service Director Environment, Highways and Waste	NA			Partnership will launch during COP26. Targeting 50 signatories.
EN4 - Invest in low carbon projects	The number of households that have had a significant impact on their carbon footprint as a result of council intervention	Service Director Environment, Highways and Waste	73 (Q2)			Household energy efficiency and heating installs on-going across a number of schemes. Delays have been experienced due to price increases, supply chain issues and elongated procurement across both Green Homes Grant (LAD) and Warm Homes Fund schemes, however further activity is expected on these between December and March following extended governance and new contract awards.
	The £ and percentage of investment that contributes significantly to climate and nature goals	Service Director Environment, Highways and Waste	TBC			Annual performance measure. Data due at year-end.
EN5 – Identify climate change action in all aspects of council operation	The energy consumption across all council operations	Service Director Environment, Highways and Waste	59.60%			This is the reduction for 2020/21. Data is available in July retrospectively.
	The KWh saved as a result of capital investment and grants	Service Director Environment, Highways and Waste	44,124kWh			This is the reduction for 2020/21. Data is available in July retrospectively.
EN6 – Seek strong stewardship of the county's natural resources	Phosphate reduction as a result of the introduction of new wetlands	Service Director Environment, Highways and Waste	NA			This will be reported after the completion of the first of the wetlands
	The number of properties with a reduced risk of flooding as a result of the council's support and intervention	Service Director Environment, Highways and Waste	54		NA	HC continue to support those wishing to access the Property Flood Resilience Recovery Support Scheme 2020 and are arranging property surveys for those interested in installing measures. The deadline for applications is 31/12/21.
EN7 – Protect and enhance the county's biodiversity, value nature and uphold environmental standards	The percentage of road verges managed for wildlife	Service Director Environment, Highways and Waste	TBC			
	The number of trees planted as a result of direct council intervention	Service Director Environment, Highways and Waste	TBC			

The percentage of planning applications submitting a full ecology checklist

Service Director Economy and Regulatory

TBC

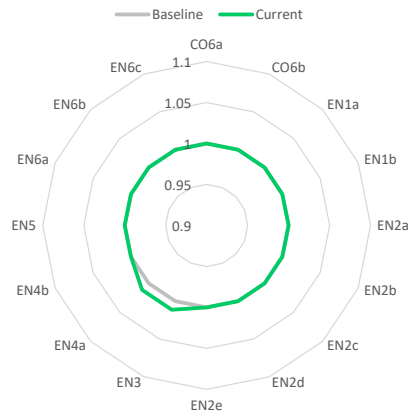


■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

County Plan - Success Measures

Outcome Measure

- EN1a - Waste per person
- EN1b - Waste recycled
- EN2a - Average journey time in Hereford
- EN2b - Bus patronage
- EN2c - Average daily traffic flows
- EN2d - Cycle journeys made
- EN2e - Electric vehicle charging points
- EN3 - County carbon emissions
- EN4a - County carbon emissions
- EN4b - Fuel poverty
- EN5 - Council carbon emissions
- EN6a - Flood resilience
- EN6b - Phosphate pollution in rivers
- EN6c - Air quality
- EN7a - Biodiversity
- EN7b - Tree cover



Corporate Risks

Risk

		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain					
	4 Likely					
	3 Possible					
	2 Unlikely					
	1 Rare					

Delivery

Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RAG
CO0 - Strengthen communities to ensure everyone lives well and safely together	CO0.1 - Improve the overall mental and physical health and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices	Continue as planned 2022/23	AD Talk Community Operations	· Implementation / mobilisation · Phase 3 Christmas holiday delivery	Green
	CO0.2 - Improve the capacity and capability of data management and use of systems to drive efficiencies and maximise user experience	Continue as planned 2022/23	AD Corporate Support	· Project kick-off and planning for CRM system.	
	CO0.3 - Implement capital highway maintenance projects	Complete as planned 2021/22	Service Director Environment, Highways and Waste	· None in period	
	CO0.4 - Deliver the asset management plan to improve road conditions across the county	Complete as planned 2021/22	Service Director Environment, Highways and Waste	· Ongoing updates to 22/23 plan	
	CO0.5 - Complete the infrastructure repair work following the flooding in winter 2019	Extend to 2022/23	Service Director Environment, Highways and Waste	· Delivery of Whitney repairs and remaining repair works	
	CO0.6 - Complete the review of governance arrangements and implement new arrangements and constitution	Complete as planned 2021/22	Solicitor to the Council	· None in period	
	CO0.7 - Development of a communication strategy and engagement framework that supports the delivery of the County Plan and improves the involvement by residents and key stakeholders in the development of services and ongoing direction of travel	Complete as planned 2021/22	AD Corporate Support	· None in period	
	CO0.8 - Development and delivery of the SafeHerefordshire campaign to support the fight against the pandemic and ensure key messages are being targeted effectively	Complete as planned 2021/22	AD Corporate Support	· None in period	
	CO0.9 - Effectively manage COVID-19 outbreaks through the development and implementation of the Outbreak Control Plan	Continue as planned 2022/23	Director of Public Health	· None in period	
CO1 - Ensure all children are healthy, safe and inspired to achieve	CO1.1 - Deliver schools investment programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools	Extend to 2022/23	AD for Education	· None in period.	Green
	CO1.2 - Work with school leaders locally and nationally to develop and implement an action plan to support pupils and students to make the most of their education, particularly at Key Stage 4 and the move into the world of work	Continue as planned 2022/23	AD for Education	· None in period	
	CO1.3 - Work with school and education leaders and other partners to minimise the impact of the pandemic by enabling and implementing a range of support including online teaching and home learning	Continue as planned 2022/23	AD for Education	· None in period	
	CO1.4 - Improve the oral health of children in the county	Continue as planned 2022/23	Director of Public Health	· None in period.	
CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices	CO2.1 - Implement and embed a new Children's social work model of practice which provides a strengths based approach to child protection case work (model is known as Signs of Safety)	Extend to 2022/23	AD Children's Safeguarding Quality and Improvement	· Staff training. · Signs of Safety systems and processes fully aligned to Signs of Safety	Yellow
	CO2.2 - Continue the improvement of the children's safeguarding system to ensure children and families get the right support at the right time, including early help and reduce the number of children needing to be cared for by the council	Continue as planned 2022/23	AD Children's Safeguarding and Family Support	· Design an Implementation Plan ready for fostering project · Redraft of Outline Business Case to be more comprehensive to identify all possible options. · Action Plan progress review done.	
CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use	CO3.1 - Develop feasibility and options for the development of council owned homes and confirm the model for delivery	Complete as planned 2021/22	Assistant Director All Ages Commissioning	· Detailed feasibility of first phase of proposed sites - in progress. · Review financial impact of schemes - Delayed against achievement of previous milestone - now ongoing.	Blue
	CO3.2 - Submit planning application for the first site of Council owned affordable net zero carbon housing	Extend to 2022/23	Assistant Director All Ages Commissioning	· Detailed design, pre-development including planning approval.	
CO4 - Protect and improve the lives of	CO4.1 - Develop and adopt new models of care accommodation to support vulnerable young people, people with learning disabilities	Continue as planned 2022/23	AD All Ages Commissioning	· Planning & Design stage commence	Green

vulnerable people and older people	CO4.2 - Develop and deliver a community meal offer (Talk Community Kitchen) that provides healthy meals to the local community and offers skills and training opportunities for young people and those at risk of long term unemployment	Complete as planned 2021/22	AD Talk Community Operations	· None in period.	
	CO4.3 - Develop Right Support, Right Time for Families through our Talk Community approach and building on strengths within local communities	Extend to 2022/23	Director of Children and Families	· Agreement for work to be re-scoped as part of Improvement Plan and DfE bid submitted to provide additional resources	
	CO4.4 - Embrace the principles of “no second night out” and “housing first” through developing a model of delivery that prevents homelessness	Continue as planned 2022/23	Head of Prevention Adults & Communities	· Winter response planning complete and implemented. · Blackfriars Street complete.	
	CO4.5 - Develop the council owned Hillside Care Centre to be a fully digital, dementia friendly and environmental care home	Continue as planned 2022/23	AD All Ages Commissioning	· None in period.	
	CO4.6 - Develop and implement an all ages, whole system commissioning strategy that improves outcomes for people and families and maximises the use of resources	Continue as planned 2022/23	AD All Ages Commissioning	· None in period	
	CO5 - Use technology to support home care and extend independent living	CO5.1 - Develop a new Independent Living Services offer for Herefordshire residents	Continue as planned 2022/23	Director of Adults and Communities	· Changes to Home Improvement Agency to support offer complete. · Independent Living Services offer fully implemented.
	CO5.2 - Develop our assistive technology offer to enable people to maximise independent living including the delivery of a demonstration centre at Hillside Care Centre and an online catalogue	Continue as planned 2022/23	AD All Ages Commissioning	· None in period.	
CO6 - Support communities to help each other through a network of community hubs	CO6.1 - Support communities to improve community resilience through development of a network of community led hubs throughout the county	Continue as planned 2022/23	AD Talk Community Operations	· 40 hubs launched across the county.	
	CO6.2 - Develop integrated service hubs within communities to tackle inequalities, meet the needs of the local community and that make best use of council and community assets	Extend to 2022/23	Director of Adults and Communities	· None in period.	

■ complete
■ on target
■ at risk
■ compromised
■ on hold

Performance Measures

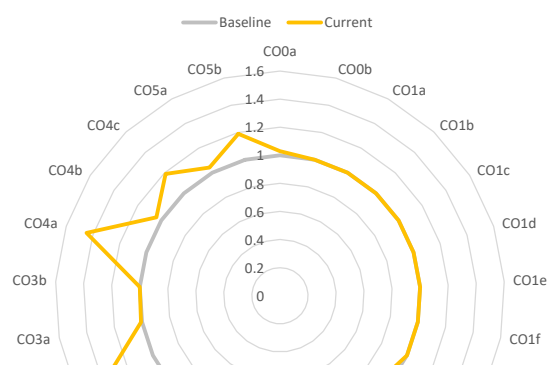
Ambition	Measure	Lead Officer	Q3	Improve-ment?	Target Met?	Comments
CO0 – Strengthen communities to ensure everyone lives well and safely together	Employee engagement index (council workforce)	AD of People	NA			Employee opinion survey to be run in early 2022.
	Resident engagement and overall satisfaction with the council	AD of Strategy	TBC			Regular mechanism to be confirmed
	Percentage of Category 1 defects managed within timescale	Service Director Environment, Highways and Waste	100%			1,322 defects responded to.
	The percentage of overall condition of footways rated as good	Service Director Environment, Highways and Waste	TBC			Annual performance measure will be reported at year-end.
	Percentage of Category 2a defects managed within timescale	Service Director Environment, Highways and Waste	88.80%			
	Percentage of construction materials reused and recycled	Service Director Environment, Highways and Waste	TBC			Annual performance measure will be reported at year-end.
CO1 - Ensure all children are healthy, safe and inspired to achieve	The percentage of school buildings identified as safe, appropriate and up-to-date	Director of Children & Families	<u>TBC</u>			
	The percentage of school leavers that are (a) not in education, employment of training, or (b) not known	Director of Children & Families	(a) 3.8% (b) 1.1%			
	The percentage of (a) primary and (b) secondary schools rated good or outstanding by OFSTED	Director of Children & Families	(a) 97.4% (b) 86.7%			
	The percentage of pupil attendance in (a) primary and (b) secondary schools	Director of Children & Families	(a) 96.1% (b) 87.2%			Data related to Spring term. Comparison not drawn due to difference in conditions between yrs due to COVID
	The proportion of schools able to provide online learning	Director of Children & Families	100%			
	The number of children seen as part of a 4-6 month health check	Director of Public Health	73 families			This new scheme started in July, so reporting will be in future quarters. 73 families as at end October. Target is all children 4 - 6 months so RAG target is green as on track.
	The percentage uptake of childrens 2.5yr ages and stages review	Director of Public Health	100.0%			
	The number of early years settings signed up to and implemented a supervised brushing programme	Director of Public Health	20			
	The percentage of children looked after/children with a child protection plan offered a health assessment	Director of Children & Families	100% CIC			

	The percentage of child and family assessments completed within statutory timescales	Director of Children & Families	64%			CIN represents a significant improvement since the end of the last quarter,
	The percentage of timely (a) Children in Care (b) Child Protection and (c) Child in Need visits	Director of Children & Families	(a) 85% (b) 72% (c) 86%	 		
	The percentage of referrals which are re-referrals (within 12 months of a previous referral)	Director of Children & Families	TBC			
	The percentage of all current child protection cases which have previously been on a CP Plan (within 2 years)	Director of Children & Families	7.5%			
	The proportion of audits of children's cases rated as good or outstanding	Director of Children & Families	TBC		Internal audit process is currently on hold	
CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices	The numbers of children being referred into children's social care for specialist support after an assessment	Director of Children & Families	57%		TBC	Proportion of children remaining open post assessment
	Increase the timeliness of the number of children who are adopted and/or has a permanency plan by the second looked after review	Director of Children & Families	202 days			A20 adoption measure
	Increasing the numbers of children in receipt of edge of care support that have not entered the care system	Director of Children & Families	92%		NA	Plan at second review
	Increase the percentage of children that have timely health assessments and completed SDQ's	Director of Children & Families	23 initial 87% review		NA	this is a new service, with limited comparable data Health checks in timescale
	The percentage of children and families surveyed who reported that their social care intervention was positive and made a difference	Director of Children & Families	60%		NA	SDQ's complete
CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use	The number of affordable houses delivered with 450 homes built by March 2022	Strategic Housing Manager	201			These are scheduled for delivery from April 2022 onwards 4 new properties in the last quarter.
	The number of affordable net zero carbon houses (from April 22 onwards)	Strategic Housing Manager	-			
	The number of empty properties brought back in to use	Strategic Housing Manager	9			
CO4 - Protect and improve the lives of vulnerable people	The number of people engaging with the Healthy Lifestyle Trainer Service	AD Talk Community Operations	883			Improved engagement this year, partly driven by increased demand post-pandemic. Future measure as this becomes a priority for Herefordshire
	The number of new tenancies developed for independent living	AD All Ages Commissioning	33 (to October)			
	The number of new dwellings of extra care developed	AD All Ages Commissioning	TBC			
	The local count of Herefordshire homelessness	Head of Prevention Adults & Communities	3			
CO5 - Use technology to support home care and extend independent living	The rate of admissions to care homes for clients aged under 65	AD for Adult Social Care Operations	16.49			The rate provided is cumulative, additional 2.8 admissions in the quarter. Very low levels of admissions were noted during the same period last year due to the pandemic. Very low levels of admissions were noted during the same period last year due to the pandemic. But we remain below the anticipated level of permanent residents.
	The rate of admissions to care homes for clients aged over 65	AD for Adult Social Care Operations	338.44			
CO6 - Support communities to help each other through a network of community hubs	Establish a baseline for the volunteer capacity in Herefordshire	AD Talk Community Operations	23%			Based on the talk community survey outputs. Mechanism for this measure is being established
	The number of talk community hubs active in the county to 50 by March 2022	AD Talk Community Operations	35			
	The number of people engaging with Talk Community hubs	AD Talk Community Operations	TBC			
	The number of hits on the Talk Community Directory (previously WISH)	AD Talk Community Operations	47,771			

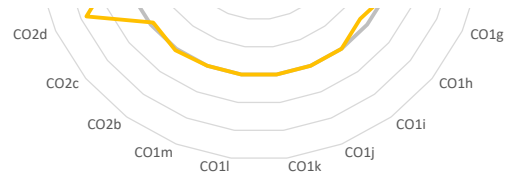
on target/improvement
 within 10% of target/small decline
 missed target by more than 10% /significant decline
 Not Available

County Plan - Success Measures

Outcome Measure
CO0a - Killed or seriously injured on roads in Herefordshire
CO0b - Road network condition
CO1a - Social Mobility Index
CO1b - Progress8
CO1c - Attainment8
CO1d - Good Level of Learning Development: FSM
CO1e - Good Level of Learning Development: Non-FSM
CO1f - Rate of Child Protection Plans
CO1g - Rate of Children in Need
CO1h - Children living in poverty
CO1i - Children with tooth decay
CO1j - Overweight/obese children: Reception
CO1k - Overweight/obese children: Year 6
CO2a - Rate of Looked After Children



- CO2b - Care leavers in touch
- CO2c - Care leavers in suitable accommodation
- CO2d - Care leavers in education employment or training
- CO3a - House affordability ratio in Herefordshire
- CO3b - Households living in fuel poverty
- CO4a - Homelessness numbers
- CO4b - Adults receiving social care in their own home
- CO4c - Unplanned hospital admissions
- CO5a - Adults receiving social care in their own home
- CO5b - Unplanned hospital admissions
- CO6a - Community resilience in Herefordshire
- CO6b - Mental wellbeing in Herefordshire



Corporate Risks

Risk		Impact				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Significant
Likelihood	5 Certain					
	4 Likely				CRR.61, CRR.64	CRR.60
	3 Possible					
	2 Unlikely					
	1 Rare					

CRR.60 - Development of Sufficiency strategy to support best value model

CRR.61 - Market workforce economy

CRR.64 - Inability to recruitment and retain social care staff and other key roles within the service

Performance Measures

Measure	Lead Officer	Q3	Improve-ment?	Target Met?	Comments
Average days sickness per FTE	AD of People	7.63 days			
Percentage of mandatory training completed	AD of People	87%			Work is underway to manage non-completion. By the end of the year it is anticipated that the target will be met.
Percentage of permanent staff	AD of People	TBC			Establishing final collection methods in order to provide an accurate position
Number of RIDDOR reportable incidents	AD of People	1			Only 1 reportable incident this year, in August.
Revenue outturn	Chief Finance Officer	£899k overspend			
Percentage of capital budget spent	Chief Finance Officer	71%			Detail provided in Appendix A
Percentage of savings delivered, or on track to be delivered	Chief Finance Officer	74%			Detail provided in Appendix D.
Percentage of invoices paid on time	Chief Finance Officer	92.66%			
Percentage of projects delivered on time	AD of Strategy	TBC			
Percentage of projects delivered on budget	AD of Strategy	TBC			
Percentage of complaints responded to within timescales	AD Corporate Support	93.3%			
Percentage of FOIs & EIRs responded to within timescales	AD Corporate Support	96.2%			

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

Corporate Risks

Risk		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain					
	4 Likely					
	3 Possible					
	2 Unlikely					
	1 Rare					

Business viability and resilience: enabling businesses to restart and recover trade as quickly and effectively as possible whilst meeting national Covid 19 guidelines. Providing opportunities to kickstart trade, adding value to existing products and services, or to diversify into new market opportunities. As well as providing support for people to start a new business revitalising the local economy.

Action	What	When	Lead Officer	Progress in period	RAG
Revive and Thrive	· Grants to support first few month rent in vacant retail units and business space · Access to business advice through the Marches Growth Hub · Encourage business start-ups, pop up shops, cultural and creative use of space · Utilising the Shell Store and Midlands Centre for Cyber Security · Focus on encouraging young entrepreneurs, providing access to premises and support services.	August 21 - March 22	Head of Economic Development	Proposal agreed and grant scheme launched in September. 42 Expression of Interest forms received and 13 grants awarded totaling £85k	
Visit Herefordshire	· Promote Herefordshire as a fantastic staycation destination, building on the current campaign into the autumn, Christmas and spring 2022 · Focus on festivals and events.	July 21 - March 22	Head of Economic Development	Marketers appointed and online traffic and other engagements being regularly monitored.	
Love Going Out Locally	· Incentivise residents to spend locally on a wide range of local activities · Track and analyse use to understand people's interests and trends.	July 21 - March 22	Head of Economic Development	Scheme went live on 29th November £228,000 spent from cards in over 21, 000 different transactions with over 1050 different businesses benefiting	
Shop Local Love Local	· Marketing and PR campaign to encourage people to support local businesses, making people aware of products and services and any offers · Developing content for the Herefordshire Loyal Free app	July 21 - December 21	Head of Economic Development	Marketing and comms to support local businesses by encouraging people to shop local / love local.	

Safe and Welcoming Places: encouraging people to safely return to a more normal way of life, through creating safe, attractive and vibrant places for events, leisure and hospitality, visiting, studying, culture, re-engaging with friends and family generating spend in our towns, city and wider rural county.

Action	What	When	Lead Officer	Progress in period	RAG
Great Places to Visit	· Revitalised places offering high quality experiences such as 'dressing'/presentation/greening of market town centres · Grants for shop front enhancements · Infrastructure for events · Improvements to public rights of way/cycling routes.	July 21 - March 22	Head of Economic Development	Agreements in place with the 5 town councils. It is anticipated that most of the activities will be implemented from January to June 2021.	
Return to Towns & City	· Incentivising people to get back to leisure/social activities · Working out of home and exploring new places · Helping people to access new jobs through providing periods discounted bus fares, access to the Hereford bike scheme · Possible roll out of services elsewhere, developing car pools, utilising e-cargo (people carrier) bikes, and feasibility for future cycling connectivity routes · Monitor and analyse take up to understand trends, and inform incentivisation of modal shift.	July 21 - March 22	Head of Economic Development	Free bus travel launched September; nearly 50000 free bus journeys during the third quarter. New e-bikes delivered, and 3 communities signed up to community car clubs, with a further 2/3 communities identified.	

Supporting Local People: stem the rise in unemployment, support people who have been made or are at risk of redundancy to return to work including through opportunities to re-skill/change career path, and find new job opportunities. Consider the impact of the pandemic on people's wellbeing, and the support required to enable recovery

Action	What	When	Lead Officer	Progress in period	RAG
Joined Up for Jobs: NEET Prevention	· Additional support for complex Not in Education and Employment (NEET) cases		Post 16 Senior Advisor	NEET Prevent contract mobilised; a number of referrals made and nearly 30 people being supported with education and employment	
Joined Up for Jobs: Youth Employment Hub	· Launch of the Herefordshire Youth Employment Hub		Post 16 Senior Advisor	Youth Employment Hub Co-ordinator post out to advert Building work tender being drawn together	
Joined Up for Jobs: One Stop Shop Advice	· One stop shop advice (contact point, local events, proactive engagement) to guide people to the right location to access the wide range of available support.		AD Talk Community Programme	Recruitment attempt was unsuccessful in finding 2 CSO roles and a person to lead the development of the website. Alternative options also being explored	

Supporting Whole Population Physical and Mental Wellbeing: to encourage, facilitate and develop opportunities for the whole population to improve physical and mental wellbeing, including those most affected fastest.

Action	What	When	Lead Officer	Progress in period	RAG
Community and Personal Resilience	· Supporting individuals, families and communities to connect through free events, activities and targeted support · Increased activities within libraries, children's centres and schools · Providing funding to the VCSE that supports community and personal resilience.	July 21 - March 22	AD Talk Community Programme	Provider appointed to review of VCSE sector; online survey and focus groups completed. Report on current provision/gaps due shortly Grant scheme live to VCSE sector; 32 applications received to date totalling £226k.	
Get Active	· Increased opportunities to encourage individuals to become more active · Supporting physical activity through improved infrastructure and access to green space · scaled up preventative and behavioural support, including workplaces.	July 21 - March 22	AD Talk Community Programme	HALO contract mobilised Childrens swimming lessons delivered, with further dates planned in Feb half term. 115 adult learning to swim 2470 young people signing up to free gym membership 24 grants approved to support communities to improve their access to green space. Further grants are being reviewed to improve the range of activity options to Herefordshire communities, including yoga and dance. 11 Arts & Cultural grants approved Additional behavioural change posts for recruitment	

Mental Health Awareness and Support	· Online mental and wellbeing toolkits and campaigns at key times of the year.	July 21 - March 22	AD Talk Community Programme	Qwell MH wellbeing toolkit, launched with positive early engagement "Now we're talking in the community" mental health programme developed and due to launch in January. Training for solihull parenting scheme started
Early Awareness and Identification of excessive/harmful drinking	· Early detection of high risk alcohol consumption · assertive outreach for complex drinkers	August 21 - March 22	Director of Public Health	Contract mobilised. Website development and recruitment to existing posts underway. Some training likely to be delayed until April 2022.
Education Catch Up	· Catch-up/Mentor programmes for education · Support for schools and teachers	August 21 - March 22	AD Education	£60k committed to support educational catch up in schools. ECER grant not running as planned due to insufficient interest. Assessment of late bids and request to review and re-submit to those unsuccessful bidders, with a view to ensuring opportunities can be realised
Digital Poverty & Exclusion	· Acceleration and scale up of existing support to improve access for digital inclusion through existing community assets and infrastructure.	July 21 - March 22	AD Talk Community Programme	Digital Inclusion co-ordinator in post, with second due to start early 2022. Delivery of support underway, predominantly in the south, with new co-ordinator due to focus in the north of the county

■ complete
■ on target
■ at risk
■ compromised



Title of report: Children's Improvement Plan Quarterly Update

Meeting: Cabinet

Meeting date: Thursday 24 February 2022

Report by: Cabinet member children and families;

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose

To provide an update to cabinet on the children's improvement plan.

The Strategic Improvement Plan forms part of the council's response to the non-statutory improvement notice issued by the Department for Education (DfE) on 18 May 2021.

Recommendation(s)

That Cabinet Members review progress against the Children and Families Strategic Improvement Plan v1.0 ([Approved Strategic Improvement Plan](#)) following the 18th May 2021 DfE non-statutory notice to improve.

Alternative options

1. The Cabinet could choose not to review the progress of the Children's and Families Improvement Plan delivery but this is not recommended as Cabinet has an important role in exploring pressures and dependencies relating to priority actions, and in identifying and reviewing mitigation for any risk and issues which might work against the council delivering improvements.

Further information on the subject of this report is available from
Darryl Freeman, Jean Saunders, Tel: 01432 383304, email: darryl.freeman@herefordshire.gov.uk,
Jean.Saunders2@herefordshire.gov.uk

Key considerations

2. The 18 May 2021 [DfE non-statutory notice to improve](#)
3. Herefordshire Council maintains a strong commitment to improving performance in its children's social care services and outcomes for children and young people in Herefordshire more generally.

Overview of progress and impact.

4. The focus of the service is now very much on the difficult and sometimes slow work of making sustainable change to practice, and to outcomes for children and young people. The Director and his team are tackling some complex and long-standing issues that started long before the High Court Judgement issued in 2021 and that will not be resolved overnight.
5. Progress which can be seen across the service is sometimes times slowed down by competing demands and the impact of other changes made as a part of the improvement programme. For example, decision-making and management oversight in the multi-agency safeguarding hub (MASH) were strengthened in October/November last year and this, together with the impact of recent high-profile national cases has meant that the service is experiencing a significant rise in the number of assessments started with rising caseloads in the assessment teams being a consequence.
6. At a meeting on 24 January 2022 the Corporate Director reported to the Improvement Board that whilst there is a great deal of activity underway there is also a risk that we might place too much pressure on some of our workforce unless we carefully measure and balance workloads against the need to improve at sufficient pace. It was reported too that some of the timescales in the original plan had been overly-optimistic and that whilst all activities were progressing, some that had been projected to be complete by March 31 2022 may slip. Progress against each element of the plan is monitored and challenged by the Improvement Board and by the Children and Young People Scrutiny Committee.
7. The Children and Young People Scrutiny Committee will shortly be receiving reports on the workforce, including strategies to support retention and recruitment and our Newly Qualified Social Workers (NQSWS) as well as themes emerging from recent 'exit' interviews, and on performance. Key messages from these reports, and reports presented to the March meeting of the Improvement Board will be included in the next update report for Cabinet.
8. The strategic and operation plans endorsed by council in November 2021 were necessarily focused on activity rather than on outcomes, and the Directorate Leadership Team are, together with other stakeholders developing a revised version of the plan, to be presented to the Improvement Board as a draft in March which will bring the two plans into one single plan, and be driven by outcomes. This fulfils a previous commitment to the plan being a live document, which would be refreshed in spring 2022.

Council Governance and oversight

9. Cabinet: It has been agreed that progress against the Improvement Plan will, from January 2022, be reviewed by Cabinet on a quarterly basis. Cabinet are responsible for overseeing the plan and ensuring the progress is made as set out in the improvement notice.
10. Cabinet briefing: Cabinet members will be briefed informally as part of the normal cycle of portfolio and cabinet briefings.

11. Scrutiny: It has been agreed that progress against the Improvement Plan will, from November 2021, be reviewed by the Children and Young People's Scrutiny Committee every two months. A forward plan for this activity is currently being developed. The Chair and Vice-Chair of CYP Scrutiny now attend the Improvement Board as observers.
12. Full Council: Reporting of progress against the Improvement Plan are expected to come to Full Council in March, July and October 2022.
13. All Elected Members will continue to be kept informed on a regular basis by invitation to a bi-monthly All Members' Briefing session.

Partners' oversight and engagement

14. During the past three months, briefings have been presented to the Children and Young Peoples Partnership, and a group of Head Teachers, and updates have also been provided to the Designated Family Judge and to regional Ofsted inspectors.

Programme Management and Governance

15. A new Improvement Lead was appointed on 6th December. The Improvement Lead provides extra capacity and support to the Directorate Leadership Team.
16. All five programmes of work within the Improvement Plan, namely:
 - Leadership and Governance;
 - Workforce;
 - Quality and Performance;
 - Right Help Right Time; and
 - Partnerships

now have an allocated Sponsor who will be accountable for their delivery, along with a comprehensive range of project management support in place supporting the many work streams sitting within the five separate programmes of work.

17. Work streams activities are now clearly defined and more work has been undertaken to determine the outcomes to be achieved and how these will be benchmarked and measured in order to clearly show progress and improvement.
18. The Operations Portfolio Board chaired by the Corporate Director met for its inaugural meeting in October. This Board will continue to meet on the third Thursday of each month and drives the operational activity.
19. A clear governance and reporting framework is now in place with workstream/project highlight and exception reporting now able to escalate upwards through their respective programme boards to the Operations Portfolio Board. These reports also inform the Director's report to the Improvement Board and updates for Members.
20. The Improvement Board continues to meet with the frequency of meetings altered to six-weekly (from monthly) for the period of January – March 2022. The Improvement Board continue to ensure compliance with the non-statutory notice issued by the DfE.
21. The Chief Executive Officer (CEO) remains responsible for making the changes necessary to improve the services with support from the Corporate Director. Management Board continue to provide a check and balance to the plan and are advised of progress. The Resources Board continues to be in place to monitor spend and value for money.

DfE Grant Funding

22. We have received official confirmation of the Grant offer and are now able to submit evidence of spend against the grant criteria and conditions.
23. All activity supported by the DfE Grant is progressing, with two project teams now in place, supporting the work of the assessment teams and focussing on child in need work. This is having the immediate effect of reducing caseloads in the assessments teams and driving improvement in timeliness of visits, frequency of supervision, and management oversight of assessments and plans.
24. Signs of Safety practice leads are also in place and are already contributing to a rapid review of Signs of Safety forms and supporting practice development in frontline teams.
25. Separate governance and reporting arrangements are in place to robustly monitor both spend, and impact, and will be summarised in future Improvement Plan progress reports to the Improvement Board.

Quality and Performance:

26. The Director is leading activities to develop an online performance reporting framework, updated daily to support and assist managers and leaders in the service, and to inform service and practice development. A first version of this was made available to managers on 28 January and whilst focusing on children's social care initially will be further developed to incorporate performance and management information for early Help services, the Virtual School, and for SEND services.
27. Agreement has been reached with the DfE and colleagues from Telford and Wrekin, our Sector-led Improvement Partner (SLIP) about support that they can offer over the coming months to further develop our Quality Assurance Framework, particularly in training and supporting our managers to be able to undertake high-quality audits themselves, and to support our inspection readiness activity. Other support, for the future, will be focused on the further development of our frontline line managers.

Community impact

28. The notice requiring improvement will have a direct and indirect effect on the lives of both current and future children and families in Herefordshire.
29. Keeping children safe is one of the most important things this council does and the details in this report support whatever action is required to ensure children and families receive the services they deserve.
30. The County Plan 2020-24 includes the ambition to 'strengthen communities to ensure everyone lives well and safely together', specifically the Council aims to:
 - Ensure all children are healthy, safe and inspired to achieve;
 - Ensure that children in care, and moving on from care, are well supported and make good life choices; and
 - Protect and improve the lives of vulnerable people

Environmental Impact

31. There are no specific environmental impacts arising from this report.
32. The work of the committee will be undertaken with consideration to minimise waste and resource use in line with the Council's Environmental Policy.

Equality duty

33. 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: eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

34. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine protected characteristics:
 - a) Age;
 - b) disability;
 - c) gender reassignment;
 - d) pregnancy and maternity;
 - e) marriage and civil partnership;
 - f) race;
 - g) religion or belief; sex;
 - h) and sexual orientation.
35. In particular, the council must have due regard to the public sector equality duty when taking any decisions on service changes.

Resource implications

36. There are significant revenue resource implications for the improvement work required. There are no expected capital resource implications.
37. The resource implications are not included in the base budget.
38. An additional resource of £5.2m across all services has been approved (2021/22) to fund both direct Children Services and Corporate Support Services.
39. An additional £1.7m DfE grant was approved in October 2021 to fund specific pieces of work in Children's Services to be delivered by 31 March 2022.
40. The Improvement Board will receive monthly reports to monitor spend incurred as part of the monthly DCS update.

Legal Implications

41. The Council was issued with a non-statutory improvement notice by the Department for Education on 18 May 2021. To comply with this notice, the Council must work with the DfE

Adviser for a minimum of 12 months, and until such time that the Secretary of State is satisfied this is no longer required.

42. The notice sets out that the council should aim for actions included in the Improvement Plan to be delivered by the end of April 2022 or sooner, where appropriate. If there is a failure to comply with this notice, ministers may choose to invoke their statutory powers of intervention (s497A Education Act 1996) to direct the council to enter into an appropriate arrangement to secure the improvements required in children’s services, potentially resulting in the establishment of a Trust.

Risk management

43. The improvement notice is clear that, should the council be unwilling or unable to comply with this improvement notice, or should ministers not be satisfied with the Council’s progress at any stage, ministers may choose to invoke their statutory powers of intervention (s497A Education Act 1996) to direct the council to enter into an appropriate arrangement to secure the improvements required in children’s services.
44. Statutory improvement notices could be issued and more critical or enduring underperformance may necessitate the use of Statutory Directions compelling the Council to take certain actions.
45. In extreme cases the DfE can direct partial or complete outsourcing of Children Services to a third party or the establishment of a Children’s Trust.

Consultees

46. None

Appendices

None

Background papers

None

Glossary

DfE Department for Education
DCS Director Children’s Services
CEO Chief Executive Officer

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	Sarah Buffrey, Democratic Services Officer	Date 07/01/2022

Finance	Louise Devlin, Finance Manager	Date 11/01/2022
Legal Improvement	Ruth Whittingham, Head of Law, Children & Families, Education and	Date 06/01/2022
Communications	Luenne Featherstone, Communications Manager	Date 12/01/2022
Equality Duty	Carol Trachonitis, Head of Information Compliance and Equality	Date 10/01/2022
Procurement	Mark Cage, Commercial Services Manager	Date 10/01/2022
Risk	Chris Jones, Directorate Support Hub Manager	Date 10/01/2022

Approved by Darryl Freeman; Corporate Director Children and Young People
Date 12/01/2022



Market Town Investment Plans

Meeting: Cabinet

Meeting date: Thursday 24 February 2022

Report by: Cabinet member environment and economy

Classification

Open

Decision type

Key

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Wards affected

Bromyard Bringsty; Bromyard West; Kington; Ledbury North; Ledbury South; Ledbury West; Leominster East; Leominster North & Rural; Leominster South; Leominster West; Ross East; Ross North; Ross West;

Purpose

To approve the Market Town Investment Plan (MTIP) for each of Herefordshire's market towns. Through local engagement each MTIP identifies the vision for the future economic development of the town together with a programme of potential projects that support the delivery of the vision. To approve next steps in the development of business projects that have been identified and prioritised by stakeholders as part of the MTIP review process in order to seek the funding from the most appropriate source.

Recommendation(s)

That:

- a) **The market town investment plans (MTIPs) in appendices 1 to 5 to the report are approved and adopted as providing direction for the identification of future economic development projects in the market towns;**
- b) **The MTIPs be used to guide the council’s capital investment in market towns, which will support the economic recovery and development of the market towns; and**
- c) **The Director for Economy and Place, following consultation with the Section 151 officer and the Cabinet member for Environment and Economy is delegated authority to take all operational decisions required to implement the above recommendations.**

Alternative options

1. The council could decide not to approve the MTIPs. This option is not recommended due to the loss of an opportunity to both support the economic growth of the Herefordshire market towns, as well as the loss of development of employment land and potential loss to co-ordinate investment which could delay the council’s COVID-19 recovery plan and risks not meeting the objectives of the council’s County Plan.
2. The council could decide to not take forward the development of projects identified as potentially suitable for funding. However, this is not recommended as the need for additional employment land in the market towns, identified in the Core Strategy (2011 to 2031)¹ has not been met by the market. The projects identified by local stakeholders through the development of each MTIP offer the most likely schemes to start to meet the requirement for employment land in the market towns.

Key considerations

3. The market towns are a key part of the Herefordshire economy and have an important role to play in the economic development of the county. The County Plan 2020 to 2024 recognises the important role of the towns and states “*Our ambition is for Herefordshire to be an exemplar of 21st century rural living where market towns and rural communities are properly valued and recognised for the contributions they make to the success of the county*”². The Plan further states “*We want to emphasise the critical role the market towns and villages play in Herefordshire’s economy and we will ensure high quality employment land, business space and business support is made available throughout the county*”.
4. In support of this strategic aim, the council’s corporate Delivery Plan 2020 to 2022 includes the following action EC2.2: Develop & implement Market Town Economic Development Investment Plans for each of the five market towns

¹ Herefordshire Local Plan Core Strategy 2011 to 2031, adopted 16 October 2015

² Herefordshire Council County Plan 2020 to 2024, February 2020

(Leominster, Ross-on-Wye, Ledbury, Bromyard, Kington) to support recovery, growth and jobs.

5. In September 2020, the council commissioned Rose Regeneration to develop, through local engagement, 'bottom up' Market Town Economic Development Investment Plans for each of the five market towns: Leominster; Ross-on-Wye; Ledbury; Bromyard; and Kington.
6. The aim of the commission was to: *“develop a coherent set of investment plans through local engagement with market town councils and stakeholders to identify a longer term vision for the growth of the towns to enable sustainable economic development to meet the towns’ visions.”*³
7. Each MTIP is underpinned by an evidence base indicating the economic situation in each town, and is based on extensive local stakeholder engagement. Each MTIP identifies a wide range of potential pipeline projects to support economic development and delivery of each town’s vision. An indication of the impact of each potential project was analysed using the theory of change and, where appropriate, the MTIP identifies potential sources of funding, including: opportunities for external grant funding, institutional funding, or council funding. The MTIPs will, therefore, guide capital investment in market towns and support their economic recovery and development.
8. Overall, the development of the MTIPs has highlighted that there has been a long-term lack of investment in the five market towns with the suggestion that most require significant enhancement to infrastructure, public realm, shop front/ building etc. in creating the conditions for growth. Establishing a clear strategic rationale, local evidence base, and identification of prioritised projects with local stakeholders means the county is now well placed to seek support through future rounds of government funding, such as the Levelling up Funds, UK Shared Prosperity Funding or Future Towns Funding.
9. The council is committed to working with local partners to help take forward the projects, seeking the funds required including external grants and council funding. Subject to approval of the plans, the council will identify a lead member of the Economic Development Team to work with each town in identifying sources of, and applying for, potential grant funds to support the implementation of the MTIPs.
10. The MTIPs aim to increase the overall level of inward investment accessible to the market towns beyond that available through the council. This is achieved by these plans providing a firm foundation for parish and community-led applications for grants to funding bodies beyond the reach of the council. The vision and objectives in the plans will provide an evidence base and clear context for such grant schemes, showing how each project will contribute to the economic development of the town and improving the likelihood that such applications will succeed. The council is committed to using the MTIPs to support these parish and community-led grant applications.

³ CONSULTANCY AGREEMENT between HEREFORDSHIRE COUNCIL and ROSE REGENERATION LTD For the provision of Consultancy Services for Market Towns Investment Plans; 22 September 2020

11. A key aspect of economic development in the market towns is the availability of employment land. The table below shows a summary of the delivery of additional employment land in the market towns versus the requirement identified in the Core Strategy up to 2031.

Market Town	Additional employment land requirement	Additional employment land (sites over 1Ha)	Permission / planned development	Impacted by Nutrient Management Plan****
Leominster	10 Ha	None	None	Yes
Ross-on-Wye	10 Ha	None	10 Ha***	No
Ledbury	15 Ha	None	3 Ha**	No
Bromyard	5 Ha*	None	0.8 Ha**	Yes
Kington	Small scale employment and home working	N/A	None	Yes

Notes:

* A revised forecast requirement of 2 Ha was provided in the Bromyard Employment Land Study, June 2019

** Permission for the development of 3 Ha of employment land in the conditions for building 625 dwellings in Ledbury; 0.8 Ha of employment land including the erection of the first unit was included in conditions for the Porthouse Rise scheme – one unit was built but is still unused

*** Planning permission granted for 10 Ha of employment land at Hildersley – Ross Enterprise Park – site is not currently being developed

**** Any development in these market towns will have to demonstrate 'nutrient neutrality' which will add to the cost of any proposed scheme

12. In summary, in the period since 2011, there has been no significant (sites > 1 Ha) development of employment land in the market towns. However, there is an identified requirement for the period 2011 to 2031 of 40 Ha.
13. The council's capital programme includes an allocation for 'employment land and incubator space in market towns' (ELIS). The objective of the ELIS funding is to provide sufficient employment land and business premises to support business growth in the market towns.
14. The MTIPs have identified that in the majority of the towns there is a demand for additional employment land. For example, stakeholder feedback in Ross-on-Wye was that the lack of employment land is a significant barrier to growth, limiting business expansion and forcing existing or potentially new businesses to look elsewhere, often out of the county. As above, the Core Strategy has identified a clear need for additional employment land in the market town. However, the lack of almost any private sector led provision suggests there is a market failure in the commercial provision of these services.
15. Project definitions and initial draft business cases have been developed for projects identified through the MTIP process with the potential to deliver new employment land and business incubator space. However, further work is required to gather the evidence needed to develop Outline Business Cases and assess the feasibility and financial prospects of these projects.
16. At this stage, two of the projects from the MTIPs are likely to contribute to the ELIS economic objectives while having the potential to meet the ELIS capital requirements. Further feasibility studies will be required to assess their fit with the ELIS capital programme allocation i.e. the potential to generate an income to repay borrowing or generate land receipts:

- a. a potential mixed development on the council's Model Farm site in Ross-on-Wye (Appendix 1); and
 - b. the development of land in Ledbury currently owned by Heineken (Appendix 2).
17. The other identified projects are unlikely to be viable without grant support. Those that are likely to meet the requirements of government funding programmes will be developed in anticipation of calls for project applications.

Community impact

18. Herefordshire's market towns play a critical role in the county's economy as focal points for employment; for retail/ tourism/ leisure/culture; for business investment and growth; for housing and for access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford.
19. The development of the MTIPs has been led by stakeholders in each of the market towns, supported by Rose Regeneration and the council. The MTIPs have identified a range of potential projects that are important to the economic development of the market towns.
20. The County Plan 2020 to 2024 states that: *"We shall also build new community facilities and bring forward new employment sites throughout the county. In making these investments we will continue to balance environmental, economic and community returns and will carry forward measures which further manage demand for our services."*
21. The current review of Herefordshire's Core Strategy is about to commission an employment land review. This will provide evidence for the economic policy direction of the revised Local Plan Core Strategy and determine the likely future demands for additional employment land provision in the county and how to ensure that employment proposals come forward. The ELIS projects are one potential component of meeting the future demand for employment land.

Environmental Impact

22. The Core Strategy 2011 to 2031 recognised that: *"Sustainable communities need economic growth to ensure they are active and thriving. Wealth underpins social and cultural activities and the conservation of our environment. Ensuring a strong and diverse economy will help give people in Herefordshire more opportunities for work within the county, which could reduce the number of people needing to travel outside the county, thus helping to reduce carbon emissions and increasing the prosperity of Herefordshire residents."*
23. Identifying potential economic development projects and schemes to develop employment land and incubation space locally in the market towns has the

potential to contribute to the reduction in the amount that people have to travel to work.

24. While this decision will not directly result in schemes being commissioned by the council, any future developments will be designed to deliver the council's environmental policy commitments and contribute to the environmental success measures in the County Plan.

Equality duty

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.

25. The public sector equality duty (specific duty) requires the council to consider how the council can positively contribute to the advancement of equality and good relations, and demonstrate that the council are paying 'due regard' in decision making, in the design of policies and in the delivery of services. As this is a decision to adopt the MTIPs and assess the feasibility of the projects identified as potentially meeting the ELIS criteria, it is not believed that it will have an impact on the council's equality duty at this stage. An equality impact assessment (EqIA) has been carried out on the development of the MTIPs and is included in Appendix 6 and EqIAs will be carried out for any projects taken forward as part of the ELIS project.

Resource implications

26. The revenue costs identified below relate to the development of feasibility studies to support MTIP projects. A specific revenue allocation was made to the Economic Development base budget by Cabinet to support the development of projects⁴. This will be used to bring forward the proposed technical feasibility works which will be procured in line with the council's Contracts Procedure Rules.

⁴ Budget and Corporate Plan, Herefordshire Council Cabinet - Thursday 30 January 2020

Revenue cost of project	2019/20	2021/22	2022/23	Future Years	Total
	£000	£000	£000	£000	£000
<i>Business Case Development</i>		100,000	100,000		200,000
TOTAL		100,000	100,000		200,000

Revenue budget implications	2019/20	2021/22	2022/23	Future Years	Total
	£000	£000	£000	£000	£000
<i>Economy and Place</i>		100,000	100,000		200,000
TOTAL		100,000	100,000		200,000

Legal implications

27. The MTIPs are high level direction-setting documents and have no formal status. Any of the projects proposed in the MTIP will be subject to a further decision and therefore there are no legal implications arising from this report.

Risk management

28. The following are the primary risks in delivering this decision:

Risk / Opportunity	Mitigation
<p>There is a risk of reputational damage to the council as stakeholders may expect all projects identified as a priority to be funded by the council.</p> <p>However, funding available from the council generally, including for the MTIP projects, is constrained.</p> <p>The ELIS funding, for example, will be allocated on the condition that any projects funded will generate an income or capital receipt to repay the investment, or be successful in attracting grant /additional funding to fill any gap.</p>	<p>The purpose of the MTIPs has been clearly communicated at each stage, including the need for any ELIS funded projects to be able to generate a return to repay the investments. This is also clearly stated in the MTIPs.</p> <p>Regular stakeholder consultation sessions were held. Ward members attended each relevant market town stakeholders group.</p> <p>The fact that not all projects are suitable for capital spend was clearly communicated to the stakeholders.</p>

<p>Local stakeholders may not agree with the priorities identified in the plans</p>	<p>The MTIPs have identified a wide range of proposed projects to support the growth of each town through local engagement and consultation.</p> <p>Stakeholders were invited to moderated sessions to discuss and agree a prioritised list of projects.</p> <p>Final drafts of the reports have been shared with Town Councils.</p>
<p>Funding may not be available for identified schemes</p>	<p>The MTIP process has established an informed pipeline / prospectus of projects with a clear strategic rationale and evidence base to support future grant applications for government funding.</p> <p>While funding may not be immediately available for all the projects on the MTIPs, the plans are intended to support applications for current and future grant funding (as it becomes available). They are, therefore, intended to maximise the likelihood of successful grant applications in the future.</p> <p>Initial project descriptions have been drafted for each of the relevant ELIS capital projects. Further technical work and advice is required in order to develop the outline business cases and assess deliverability.</p>
<p>Phosphates risk in the County affecting the progression of certain projects.</p> <p>This is likely to affect North Herefordshire for 3 years.</p> <p>The main risk is that there will be a small increase in costs to obtain phosphate credits. The moratorium on planning permissions is expected to be lifted when the Integrated Wetlands mitigation scheme (phosphate credits) is in place at the end of 2021.</p>	<p>The council is working to mitigate the impact through the construction and management of integrated wetlands.</p> <p>It is anticipated that developments in the area will be able to buy 'phosphate credits' to contribute to the wetland scheme to ensure that the development maintains 'nutrient neutrality'. Schemes offering to contribute will then be considered for approval. The phosphate credit scheme is expected to be in place later in the year of 2021.</p>

There is, however, a more remote risk that the moratorium on planning will continue for longer than anticipated if the Integrated Wetland project is delayed.

The wetland project will be managed according to the council's project management regime in order to minimise the risk of delay.

29. These risks will be managed at a service level and added to relevant risk registers as required or escalated if appropriate and required.

Consultees

30. This proposal has been developed in conjunction with Economy and Place directorate teams, Property Services, and the Finance and Programme Management Office teams. Legal Services have also been consulted.
31. The Cabinet Member for Environment and Economy has been involved in the process and consulted on the report.
32. Stakeholders in the market towns have been consulted throughout the process of developing the MTIP documents, including Town Councils, Ward members, local business and organisation leaders and owners, land and business owners, as well as charities and other employment support agencies.
33. Political Group Consultation and full Council briefing has taken place and those that responded were supportive of the proposals.

Appendices

- Appendix 1 – Leominster Market Town Investment Plan
- Appendix 2 – Ross-on-Wye Market Town Investment Plan
- Appendix 3 – Ledbury Market Town Investment Plan
- Appendix 4 – Bromyard Market Town Investment Plan
- Appendix 5 – Kington Market Town Investment Plan
- Appendix 6 – Equality Impact Assessment

Background papers

None identified.

Please include a glossary of terms, abbreviations and acronyms used in this report.

ELIS	Employment Land and Incubation Space project
MTIP	Market Town Investment Plan
PMO	Project Management Office

Leominster Town Economic Investment Plan



Leominster Town Economic Investment Plan Statement 2021

Leominster aspires to be a model 21st century market town, building on its unique heritage, pivotal location and innate potential to create an ambitious and sustainable future.

At the heart of our vision is an inclusive and prosperous mixed economy which supports its residents and welcomes inward investment and new business creation in a stunning and affordable rural environment.

We will collaborate with others to develop lifelong analogue and digital skills, to create a thriving visitor economy and to realise our full potential as a cohesive and dynamic community.

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EXECUTIVE SUMMARY

Market Town Investment Plans

This Leominster Town Investment Plan is one of five Market Town Investment Plans (MTIPs) commissioned by Herefordshire Council. Herefordshire's market towns, including Leominster, play a critical role in the county's economy, as focal points for employment; for retail, tourism, leisure and culture; for business investment and growth; for housing; and for access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

The MTIPs identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The MTIPs will also play a key role in the development a new long term county wide 'big plan'. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

The Vision for Leominster

The key strategic objectives are for Leominster to:

- share its heritage and welcome visitors;
- commit to sustainable growth; and
- build on its strategic location on the Welsh border and in the Marches

The Main Challenges facing the town

Leominster has a particular challenge with the skill levels of its working population and has a modestly smaller stock of jobs per capita than Herefordshire average. Wages are lower than the UK average and unemployment, which is higher than the UK average, increased during the pandemic.

There are a significantly higher proportion of low value properties than the national average in the town. Its public realm and amenities are in poor condition and the visitor economy is weak compared to the UK average.

The Town's Assets and Strengths

Leominster has the second largest urban population in Herefordshire and is in a strategic location on crossroads of A49 and A44 with access to Wales and central location in the Marches. It has a railway station with good connectivity to Hereford and Shrewsbury and Cardiff and Manchester beyond.

The town has a wealth of heritage buildings which has been recognised by Historic England in awarding the town Heritage Action Zone Status with a substantial funding allocation. The town's heritage and strong antiques sector have the potential to attract a substantial number of tourists.

With the right investment, the strong manufacturing sector with a pool of skilled manual labour, excellent digital connectivity and well performing schools offer a strong base on which Leominster can build.

Issues in Leominster

Issues in Leominster	Targets
Weak visitor economy	Visitor numbers and tourism spend will rise to regional average within 10 years
Low stock of jobs/ Employment opportunities	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Low income Levels	
Low skills base	Skill levels to rise to national average over the next 10 years
Low Population of younger people of working age	Within 15 years a redistributed economic profile providing scope for young people to have an economic stake in the town and older people to live there independently and successfully
Improved housing offer	Leominster works effectively as a key visitor and living destination based on a town centre which works better and attracts more commercial investment
Poor quality of public realm	
Carbon management	Within 10 years carbon emissions to be reduced by 50%

Project summary

The MTIP identifies a number of potential projects that will contribute to the delivery of the town's vision. These include:

Development of employment opportunities including new employment land and incubator space for new and expanding businesses:

- Facilitation of Marsh Court the Former Dales site
- Old Priory development after its community asset transfer
- Leominster Enterprise Park Extension
- Leominster Incubation Hub

Improvements to support the visitor economy and transport in the town:

- Leominster Railway Station/Mobi Hub
- Worcester Bromyard Leominster Greenway
- Corn Square (part of Heritage Action Zone)
- Shop/building frontage grant scheme (Part of Hereford Action Zone)
- Leominster Fire Station relocation and redevelopment / Leominster Watercourse Project / The Grange Masterplan
- Food and Drink Attraction
- Visitor Accommodation

Skills Development and projects aimed at young people

- The Skills Foundry

The MTIP shows how each of these projects contribute to the delivery of Leominster's Vision. It will provide a platform for successful funding bids as suitable funding opportunities become available.

Herefordshire Council will continue to work with Leominster Town Council and other local stakeholders to identify new project and funding opportunities, carry out feasibility and foundation work, and support local organisations to apply for funding.

BACKGROUND

This Leominster Town Investment Plan is one of five Market Town Investment Plans commissioned by Herefordshire Council. Herefordshire's market towns, including Leominster, play a critical role in the county's economy, as focal points for employment; for retail, tourism, leisure and culture; for business investment and growth; for housing; and for access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

The MTIPs identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The MTIPs will also play a key role in the development a new long term county wide 'big plan'. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

Community Including the Impact of Covid-19

The damage to the economy and to health from Covid-19 has been felt across Herefordshire. During 2020 and the early part of 2021, the pandemic reached all corners of the county and has had an impact on every community. During 2020, the UK economy contracted by 9.9%.(Office for National Statistics¹). It remains to be seen what the long-term impact of the pandemic will be, but within many sectors we are likely to see a shift to working, learning and engaging in commerce remotely on digital platforms.

The projects proposed in this Plan have been developed through engagement with key stakeholders in Leominster and will help the town to attract essential investment as the need to promote recovery opens up new funding opportunities.

Attitudes towards working from home have changed substantially since the start of the COVID pandemic and many workers may continue to work from home long after it has ended.

There could be positive implications for Herefordshire's market towns in what is being termed 'hybrid working'. The Centre for Towns recently reported that its research indicates "big potential for places to market themselves as online working destinations" as predictions indicate that the longer people are required to work at home, the greater the adoption of home working will be beyond the current situation.

The best performing towns are ones with a healthy mix of agegroups and professional types. An increase in home working would have a significant positive impact in rebalancing Herefordshire's market towns demographics and towns should therefore actively promote themselves to attract in and retain a thriving working age population.

Towns will need to work closely with Herefordshire Council to ensure that digital connectivity is adequate to support the needs of home workers. Clearly Herefordshire market towns have a significant 'quality of life' offer, with a good range of local services.

Climate and Ecological Emergency

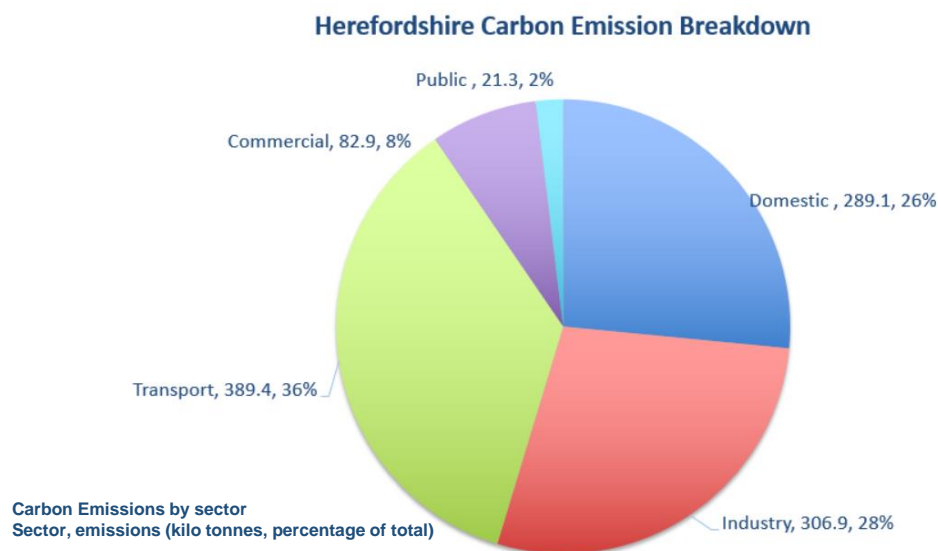
On 8 March 2019 Herefordshire Council declared a Climate Emergency following unanimous support for a climate emergency resolution at full council. This declaration was subsequently

¹ <https://www.ons.gov.uk/economy/nationalaccounts/articles/dashboardunderstandingtheuconomy/2017-02-22>

updated and strengthened on 11 December 2020 when Herefordshire Council declared a Climate and Ecological Emergency (CEE) following support for a climate and ecological emergency resolution at full council.

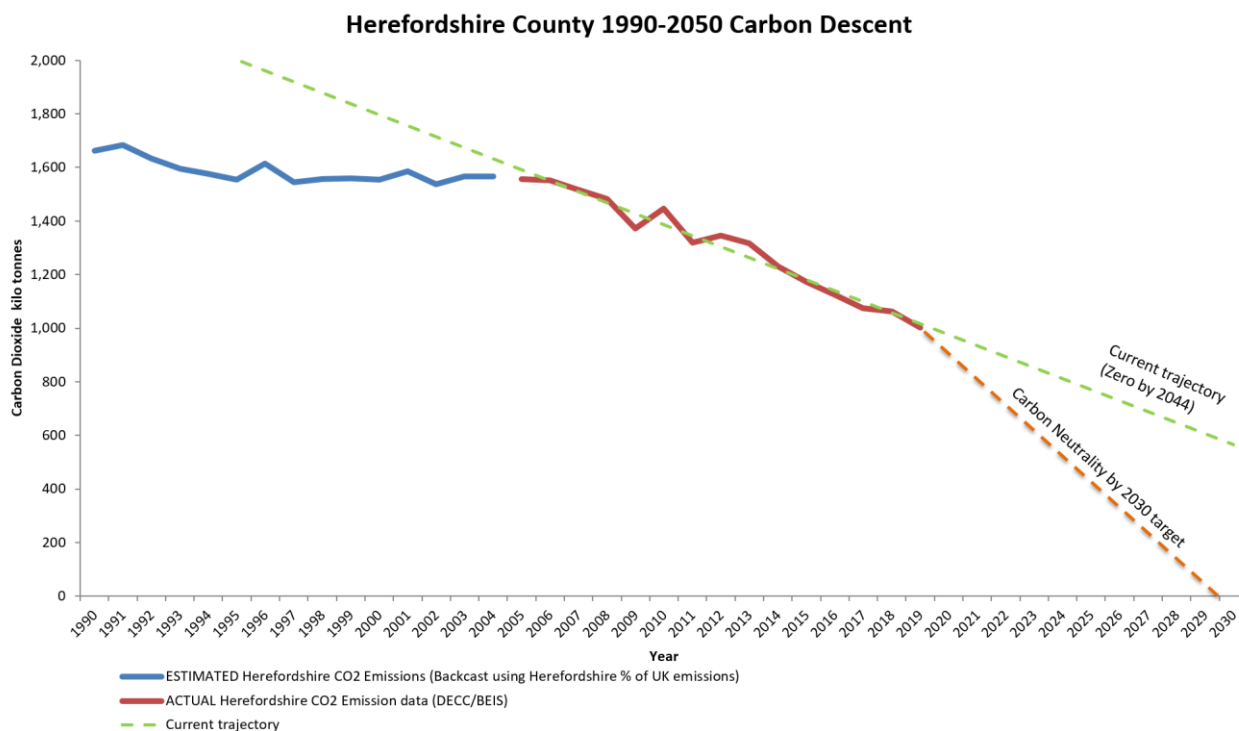
Further to these declarations the council approved the ambitious new target to become zero carbon and nature rich by 2030.

The below chart illustrates Herefordshire's current carbon emission split and the areas of focus for the Leominster MTIP to support the Herefordshire's journey to net zero.



In order to achieve this target, as illustrated below, a new Herefordshire Climate & Nature Partnership and Board have been established to catalyse and coordinate new action across the County. These actions have been grouped into a series of six different action plans including: Housing & Buildings; Transport; Energy; Farming & Land Use; Waste and Food.

The details of the Herefordshire Climate & Nature Partnership, including the six themed action plans are set out: <https://zerocarbon.herefordshire.gov.uk/>



As a key strategic plan the Leominster MTIP is strongly committed to delivering Herefordshire’s net zero and nature rich commitment and will work in partnership with its communities, businesses and the Herefordshire Climate & Nature Board to achieve this through the development and delivery of the plan.

Economy

Herefordshire faces a number long term economic challenges such as the lowest level of productivity of any county in England², a low wage economy (19% below the national average³), a deficit of higher level skills (41.4% of the population has NVQ level 4 national average of 43.1%⁴), an aging population (25% over 65 compared to a 18% nationally), and a significant shortage of labour (2.9% claiming unemployment benefits⁵).

However, the county has a significant number of opportunities, including local strengths in food and drink, tourism, and agriculture, specialisms in fast growing global markets like cyber security, an outstanding quality of life, and new University (New Model Institute in Technology and Engineering). The county is also very well placed to benefit from a post Covid lifestyle trend, as people now look to increasingly work remotely away from populated cities to locations offering a better quality of life.

The market towns have a crucial role to play in addressing the long term economic challenges, and realising the county’s many opportunities. They are key local centres for housing, culture, access to public services, tourism, with strong local communities and identities. Establishing great vibrant places to live and meaningful employment opportunities will be key to stemming the aging population, in retaining/ attracting younger generations to study, live and work in the county for generations to come.

² [ONS Regional Differences in Productivity July 2021](#)

³ [Understanding Herefordshire ONS data 2019](#)

⁴ [ONS Population Survey 2020](#)

⁵ [ONS claimant count October 2021](#)

Leominster is particularly well placed to realise some of these opportunities, significantly contributing the future economic success of the county as a whole. A highly attractive and popular market town, offering a great place to live, visit and work.

As people's approach to work and quality of life requirements change, Leominster is well placed to benefit from an increasing transition to a digital economy, with people working from home or flexible workspaces in attractive, less densely populated locations away from city centres.

The Plan identifies a vision for growth and a programme of investment projects required to deliver the vision and support the economic development of Leominster over the next fifteen years. Funding from many different sources will be needed to achieve them. The Plan identifies the timetable for delivery, lead body and potential sources of investment for each of the projects.

Tourism and the Visitor Economy

Visit Herefordshire through its Post Covid Tourism Recovery Strategy has taken the opportunity to re-energise and provide effective and strategic co-ordination to a sector that has been significantly underperforming for some time. The latest STEAM (Tourism Economic Impact Model) report for 2020 indicated a 54% drop in visitor spend due to Covid 19.

Tourism development and promotion in the county have historically been fragmented and largely product rather than market led which has failed to deliver the required scale of effort and investment in tourism promotion and management and which is clearly beyond the resources and capabilities of individual market towns.

A new cross county and cross sector Tourism Steering Group has been established to develop a marketing plan and has begun implementation of PR and Social Media campaigns, including an autumn and winter marketing campaign and an interim refresh of the Visit Herefordshire web site. A full rebranding with new website and national advertising campaigns will follow and profiles the key target audiences under the categories:

- Cultural Explorers
- Active Explorers
- Active Families
- Millennials and Generation Y

Tourism projects and the Market Town Investment Plans

Across the market towns there is great opportunity for collaboration and joint working. The expansion of town markets, tourist trails for walking and cycling, the direct link to local food and drink production, festivals, promotion and the development of accommodation all feature to some extent in each investment plan.

It will be essential for towns and their tourism stakeholders and promoters to actively engage in strategic collaboration with the county-wide representative bodies in order to gain traction and commitment of resources to individual projects.

Market towns have proposed a number of tourism related projects within their Investment Plans and these must be considered and developed in the light of the emerging strategy. Specifically, market towns must consider their tourism projects as economic contributors that will enable the sector as a whole to push visitor spend in Herefordshire up to the UK average.

The local economy, manufacturing and other sectors

Leominster has a strong manufacturing tradition and skilled manual base. In common with the rest of the county the economy is characterised by high rates of self-employment and a large number of micro businesses with some 90% of businesses employing nine people or less⁶ and has better than average survival rates for new start-ups. Like the rest of Herefordshire, the town has relatively low levels of unemployment, but low productivity and lower average earnings are persistent challenges and a factor in poor social mobility and young people leaving the county to seek career opportunities elsewhere. Three of Leominster's LSOA's Leominster Ridgemoor, Grange and Gateway are within the 25% most deprived in the country in relation to employment and income deprivation.

Whilst the town has a large industrial estate and other employment areas there is a shortage of available employment land, units and business start-up space. There is an opportunity to build on the strengths in the town by providing the right premises for business to start-up grow and thrive,

The care sector is important to the town with many jobs in health and social care and there is a need to recognise the skills needs in this sector as demand continues to increase linked to an ageing population.

Retail continues to be an important sector for the town. The growth of the town requires a strong retail offer in order to retain and attract expenditure from the residents in the local catchment. Whilst the Core Strategy is now under review it has identified that Leominster has some convenience and comparison retail floorspace need which increases over the plan period. In terms of convenience retail, this could create the opportunity for an additional food store development in the town centre, which would draw more shoppers into the centre and complement the existing independent convenience shops. Small scale convenience retail will be provided within the urban extension to meet the day to day needs of the residents of the new development. The Core Strategy indicates priority should be to steer any new floorspace to the town centre as far as this is practical, and only to permit out of centre facilities if they would materially enhance the retail offer of the town. Relatively low rentals for retail premises have encouraged some retail start-ups in the Town over the last period.

Digital Connectivity

Faster broadband is being rolled out across Herefordshire and Gloucestershire by the Fastershire broadband project. From a starting point in 2012 of only 0.6 percent of premises in Herefordshire with superfast broadband (30Mbps and above), there are now over 92 percent of premises in the county with access to superfast broadband.

Fastershire is a partnership between Herefordshire Council, Gloucestershire County Council and national Government. This is part of a commitment to the digital transformation of Herefordshire, which is vital for the future of our local economy and those who live and work in our communities.

Fastershire is not just about technology. The project also includes social and digital inclusion activities, and an extensive business support programme, designed to help small and medium size businesses get the most from fibre broadband and be more competitive.

As people's approach to work and quality of life requirements change, the market towns are well placed to benefit from an increasing transition to a digital economy, with people working

⁶ [Economy & place - Understanding Herefordshire](#)

from home or flexible workspaces in attractive, less densely populated locations away from city centres.

In considering how we enable the growth of Herefordshire's economy as a whole, we need to consider the essential current and future role of the market towns in creating and supporting sustainable higher value employment opportunities for local residents.

The Plan identifies a vision for growth and a programme of investment projects required to deliver the vision and support the economic development of Leominster over the next fifteen years. Funding from many different sources will be needed to achieve them. The Plan identifies the timetable for delivery, lead body and potential sources of investment for each of the projects.

Leominster

Leominster is a typical English market town, with a population of 12,400 within the town itself (2019 ONS estimate). It is located approximately twelve miles to the north of Hereford and is the centre for many parishes in the north of the county of Herefordshire, as well as several local villages in neighbouring Shropshire. Taken together with the population in Leominster itself the wider area served by the town has an estimated population of 16,500.

The town has the potential to be a key tourist destination with a history dating back to the seventh century. The historic buildings and narrow streets in the town centre retain many Medieval and Tudor features. Other historic attractions include but are not limited to Leominster Priory Church, Leominster Museum and Grange Court.

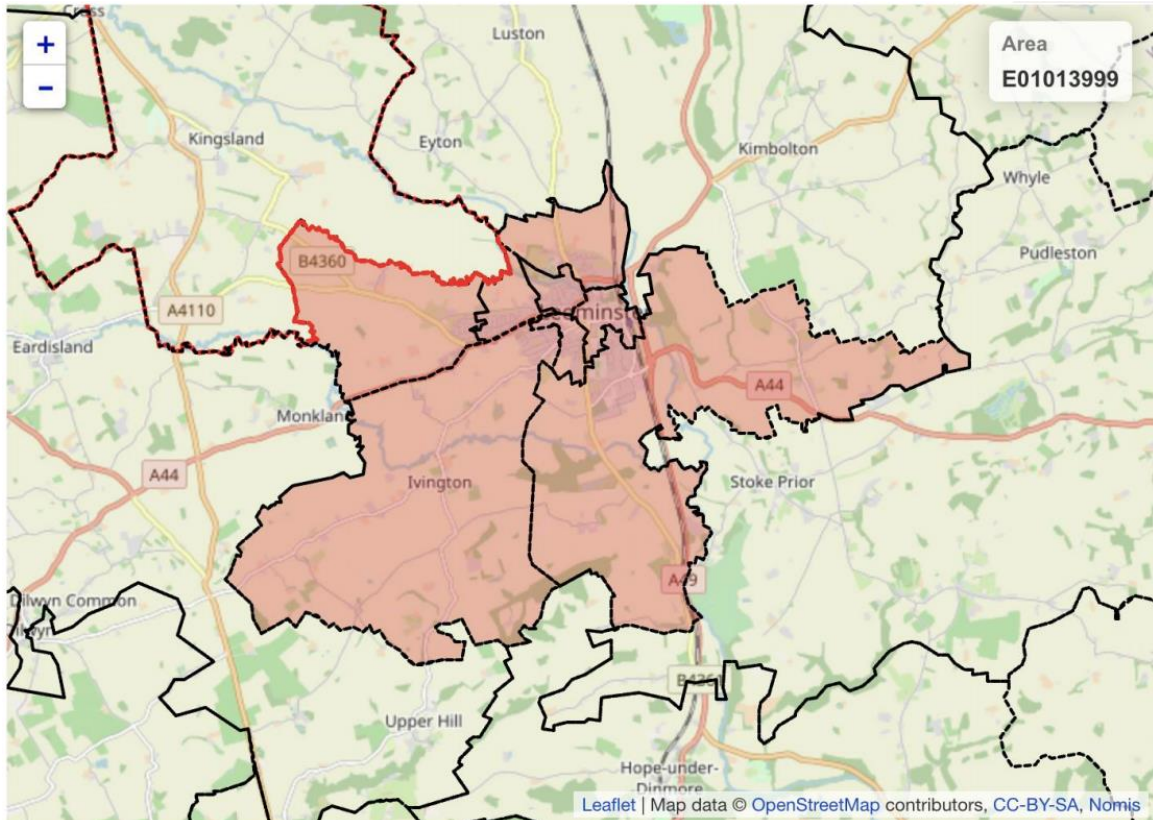
The town is bisected by the A44 which was formerly a trunk road and still provides an important cross regional route for long distance freight, commercial and tourist traffic from mid Wales to the West Midlands.

Leominster is a compact town with all areas well within 2 miles travel. The centre is flat with generous green spaces. Walking and cycling are highly practical for journeys to work, and to socialise and network. Currently the infrastructure for cycling is patchy and poorly marked and many pavements are uneven and in poor repair. Investment in improving walking and cycling routes in the town centre and out to the industrial and main housing estates have economic benefits by making the town more attractive to remote workers, professionals and businesses looking for good quality of life and reliable fast internet. Improving the infrastructure for walking and cycling will help make the town more attractive, improve fitness, reduce congestion and improve air quality on major routes. There are many relatively low-cost active travel projects that would have good economic impact such as an active travel link between Southern Avenue and the Enterprise Park. The Leominster Transport Plan provides some helpful context on commuting patterns and transport solutions to support the town's economy.

Leominster town centre is home to a variety of retail businesses and hosts a regular weekly market. The town is identified as one of the five market towns in the Herefordshire Local Plan Core Strategy to have a good provision of independent retailers. Leominster is a location for food shopping and services for residents and those living nearby. Its historic environment and niche retail offer also makes it an attractive destination for visitors. Through the excellent work of the Fastershire Broadband initiative mentioned above Leominster is on target to be one of the first fully (FFTP) Full Fibre to The Premise towns in the UK making digital connectivity being a real strength for the town going forward.

It is widely accepted that improving the town centre and making it an attractive destination for both residents, those living in the local catchment of the town and visitors will benefit the local economy and promote future growth within the town.

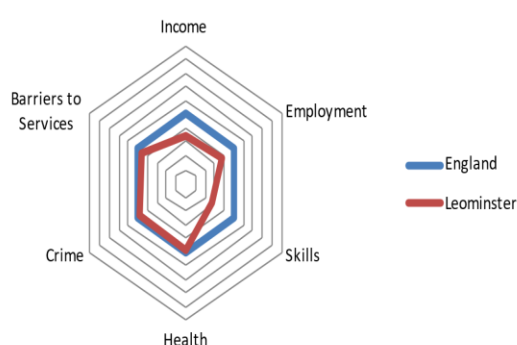
For the purpose of this work, Leominster's town boundaries are those based on the Lower Layer Super Output Areas (LSOA's) for Leominster we have used to inform the data analysis based on the 2019 Indices of Deprivation. The work has also been cognisant of the boundaries set out in the Leominster Neighbourhood Plan and Leominster Town Policies map in the Herefordshire Core Strategy. The LSOA boundaries used for analysis describe the following map set out below:



English Indices of Deprivation 2019

Leominster

Domains of Deprivation



Domains	England Average	Leominster
Income	16422	11143
Employment	16422	12253
Skills	16422	9245
Health	16422	15756
Crime	16422	15610
Barriers to Services	16422	14827

The radar diagram ranks all 32,844 Lower Layer Super Output Areas (LSOAs) in England according to the indices of deprivation. Each LSOA has a population of circa 1,500 people or 650 households.

- The blue line indicates the England average;
- Within the blue line is more deprived;
- Outside the blue line is less deprived.

The radar diagram above is derived from the English Indices of Deprivation 2019. It ranks each neighbourhood in England in terms of their characteristics in relation to the following indicator sets:

- The Income Deprivation Domain measures the proportion of the population experiencing deprivation relating to low income.
- The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market.
- The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population.
- The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
- The Crime Domain measures the risk of personal and material victimisation at local level.
- The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

THE VISION FOR LEOMINSTER

This vision is the basis of an integrated and forward-looking development strategy which links business, industry and tourism with community, rural life and the countryside to a sustainable and green future. Its gateway position in the Marches is within 90 minutes travel from Birmingham, Bristol and Cardiff, with a combined population of over 5 million people.

Our key strategic objectives include making Leominster a place that:

Shares our heritage and welcomes visitors

- a place with a thriving and diverse tourism economy rooted in its unique heritage and nationally-renowned antiques trade
- a place which welcomes visitors so they stay longer, see and spend more
- a gateway for walking, cycling and holidays based on a range of rural activities
- a place with a wide ranging and exciting independent retail offer
- a place where people can enjoy local artisan food and drink
- a place with a distinctive and high quality built and natural environment that is easy to explore
- a place with inclusive offer suitable for visitors of all ages and abilities
- a centre from which to explore the surrounding area

Commits to sustainable growth

- a place with excellent digital connectivity to attract and support businesses of all types and sizes
- a place that builds on its strong manufacturing tradition and skills base
- a place that encourages and works with inward investment, innovation and new talent
- a place with a strong forward looking skills development offer and career opportunities for all
- a place which engages with and supports our whole community
- a place that makes full use of its assets and has excellent local infrastructure
- a place that is actively addressing climate and ecological issues to support the present and improve the future
- a place that supports microbusinesses to start and flourish

Builds on its strategic location on the Welsh border and in the Marches

- an accessible place for all with green transport connection links
- a place which is committed to developing active travel options
- natural first port of call for the surrounding hinterland for goods and services
- a place with good local amenities and an attractive public realm

THE MAIN CHALLENGES FACING THE TOWN

A full review has been undertaken of all extant documents produced in the last five years relating to Leominster's economic and community development (see Appendix 1). This contextual analysis has informed the selection and prioritisation of investment proposals in the Town Investment Plan.

The main challenges facing Leominster:

- More deprived on all domains than the England average - particularly low on skills (3rd decile)
- lower proportion of younger people of a working age than the England average
- Modestly smaller stock of jobs than Herefordshire average
- Unemployment modest but has increased in the context of Covid and is higher than the county average
- 240 jobs lost between 2015-18 (4.8% of the total)
- Significantly higher proportion of low value properties than the national average (whilst this is a challenge for commercial property investment, it is noted that in some circumstances it may also be an attractant)
- Weak visitor economy vs UK average
- Lower wages than the UK average
- Public realm/amenities in poor condition

THE TOWN'S ASSETS AND STRENGTHS

We have set out below the key assets and strengths of the town

- Heritage Buildings, Heritage Action Zone Status and funding
- Visitor economy potential
- Railway station with good connectivity to Hereford and Shrewsbury Cardiff & Manchester
- Second largest urban population in Herefordshire
- Strategic location on crossroads of A49 and A44 with access to Wales and central location in the Marches
- Well performing schools
- Opportunity to make more of Riverside and open spaces
- Antiques trade
- Strong manufacturing centre with skilled manual labour
- Digital connectivity

SPATIAL CONTEXT

The Herefordshire Core Strategy contains a chapter on place-shaping. For Leominster, this sets out area policies and proposals, including broad (rather than specific) locations where larger scale or strategic development is proposed. Leominster is described as the main centre in the north of the county that fulfils a diverse range of important roles as a centre for residential, employment, cultural, retail, tourism and recreational uses. The vision for Leominster outlined in the strategy centres on 'meeting housing need (including affordable housing), reducing the need to travel, facilitating employment generation and diversification, improving delivery and access to services and realising the value of the environment as an economic asset.

Within the profile for Leominster, emphasis is placed on density, design, connectivity (sustainable transport modes), minimising energy use and the heritage and archaeological value of earthworks on land south of Barons Cross. The evidence base underpinning the strategy describes how extensive areas of Leominster are at risk of flooding, (in order to address this active flood protection works are currently underway to the north of the town – a considerable investment by the Environment Agency) particularly to the north of the town, and therefore the effects of any new developments must be mitigated through adequate control measures and additional capacity in water treatment infrastructure and surface water management. The Core Strategy is currently being reviewed. It is expected the new version will focus more on protecting and enhancing biodiversity and natural capital and reducing carbon emissions. Herefordshire Council declared a climate and ecological emergency in 2019 and has a target to reduce carbon emission to net zero by 2030, which is well within the lifetime of this plan.

A review of the Core Strategy has now been commenced which will update the evidence base particularly in relation to biodiversity and green infrastructure.

In aligning with the Core Strategy, the Leominster Neighbourhood Development Plan refers to:

- The need for new housing development to take account of the risk of significant additional pressure on the existing local community and services while minimising the impact on the environment and reducing running costs; and it must be the right type and tenure of housing in the right place.
- The principles that should cover the location of a new medical centre as well as how a better planned environment could contribute to the health and wellbeing of everyone living and/or working in Leominster.
- The problem of traffic flow through the town and the congestion and air quality issues at Bargates. This was also picked up in the *Bargates air quality action plan* of 2014 which contained a number of actions around traffic light sequencing, improvements to cycle routes, pedestrian routes and public transport, a southern relief road alongside a behavioural change programme and information/awareness raising. The plan supports the construction of a new link road – even if the urban expansion does not go ahead. The plan looks at how to prioritise journeys on foot and cycle by improving facilities for walkers and cyclists. There is currently no clear prospect for the delivery of the new link road so the Plan requires updating to address the fact that the A44 through town poses numerous challenges re air, noise, vibration and enabling pedestrians/cyclists to feel safe.
- Facilitating and promoting sustainable economic growth – from diversifying traditional sectors to the sensitive development of the tourism sector as well as increasing employment opportunities at all levels and ensuring a ready supply of employment land.
- Retaining the green spaces that people value, improve them, enhance their biodiversity and add new green spaces which connect into travel corridors for people and nature. The plan proposes to do this within a Green Infrastructure Framework that sits alongside the other five themes contained in the document. This links to the Herefordshire Green Infrastructure Study of 2010.
- The town's prosperity was historically based on the wool trade and Leominster's central streets and alleys retain their medieval character. The Neighbourhood Development Plan therefore sets out that any new buildings in the town centre should

contribute to the distinctiveness of the settlement rather than having a ‘could be anywhere’ appearance.

The spatial impact of the proposed MTIP projects will, when aligned with Heritage Action Zone initiatives, make Leominster a more attractive place to live, work, invest and visit examples include, the development of a Mobi Hub (transport interchange) at Leominster Station, the phased development of the Dales Site at Marsh Court and the refurbishment and repurposing of Corn Square which are set out in more detail later in this report.

In the north of Herefordshire – affecting Bromyard and Leominster there is currently a planning moratorium linked to phosphate levels in the River Lugg.

STAKEHOLDER ENGAGEMENT

From the outset of its commission, Rose Regeneration has worked to establish a dialogue with as many stakeholders in Leominster’s future as possible, in order to establish a solid evidence base, of demand and need. Engagement with Leominster Town Council, local business community, voluntary sector and other key local stakeholders has played a major role in the development of this Plan.

The process of developing the Plan commenced with a town walk and follow-up meeting involving the Herefordshire Council Cabinet Member, the local Herefordshire Councillors, the Mayor of Leominster, Leominster Town Councillors and local businesses. Leominster Town Council, which played a key role in helping to identify all the key stakeholders in the Town. This was followed up by some 50 individual contacts by email, telephone and video call as well as engagement with the public and voluntary organisations in the Team Leominster grouping.

The next significant engagement event was a town Zoom meeting to which all those identified were invited; this meeting was chaired by a town Councillor and included twenty-six local stakeholders. The meeting identified a number of themes for the Town investment Plan to consider and develop. A number of thematic meetings with key stakeholders were then held to consider the key themes in more detail and identify the vision, strategic objectives and project ideas for inclusion in the Plan.

Following the completion of these meetings, there has been a range of consultations and discussions with potential delivery and funding partners. This has included engagement with private landowners, business owners, a number of Herefordshire Council officers, the Leominster Heritage Action Zone team, the Leominster Cultural consortium and others.

Throughout the process, there has been regular dialogue with representatives of Herefordshire Council.

THEORY OF CHANGE

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It essentially addresses “market failure”. During the course of our work in Leominster, we have identified three intervention priorities (Business and Economy, Tourism/Visitors, Town/Civic Amenities) from the Leominster Town Vision and have worked back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in the Outputs and Outcomes framework below.

Project	Intervention Framework	Issues in Leominster	Action	Output	Outcomes	Impact	Transformation Target
Facilitation of Marsh Court the Former Dales site	Business and Economy Tourism/Visitors Town/Civic amenities	Low stock of jobs/ Employment opportunities Weak visitor economy Low Population of younger people of working age Outdated GP facilities Income Levels Poor quality of public realm	Acquire and encourage the development of new employment land Actively market the town as a great place to bring or start your business	new health facilities new retail space new employment space additional hotel bedrooms new homes for older people	Improved hotel offer to support business activity and tourism jobs safeguarded and new jobs created Modern Health facilities	Improved Gateway to town from A49 Increased tourism spend in the local economy Improved Health for local population	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Leominster Railway Station/Mobi Hub	Tourism/Visitors Town/Civic Amenities	Weak visitor economy	Invest in connectivity between the industrial estates and the town centre and transport hubs	CO2 reduction through reduction in car journeys	Better functioning connections and communications in Leominster	A more sustainable town	Within 10 years carbon emissions to be reduced by 50%
Leominster Fire Station relocation and redevelopment	Town/Civic Amenities	Improved housing offer	A lack of overall social and economic diversity compared to other settlements	Improved and more efficient public services new homes provided m2 additional retail floorspace new jobs	Better designed town centre offering additional affordable housing	A wider range of live/work options for those who seeks to participate in the town	Within 15 years a redistributed economic profile providing scope for young people to have an economic stake in the town and older people to live there independently and successfully
Com Square (part of Heritage Action Zone)	Tourism/Visitors Town/Civic Amenities	Weak visitor economy	Invest in public realm and in alternative car parking provision	An attractive multi-purpose public space for the Town	A better appointed town centre functioning more effectively for visitors	Increased tourism spend in the local economy	Leominster works effectively as a key visitor and living destination based on a town centre which works better and attracts more commercial investment
Shop/building frontage grant scheme (Part of Hereford Action Zone)	Tourism/Visitors Town /Civic Amenities	Weak visitor economy	Invest in pump priming grants to drive out private sector investment	Improved Built environment in the Town	More footfall and private investment	More demand to visit and invest in the town	Leominster works effectively as a key visitor and living destination based on a town centre which works better and attracts more commercial investment
Old Priory	Tourism/Visitors	Weak visitor economy	Encourage private investment to renovate	A wider range of visitor accommodat	A more integrated and effective tourist	Improved tourism offer and/or town amenities	Visitor numbers and tourism spend

Project	Intervention Framework	Issues in Leominster	Action	Output	Outcomes	Impact	Transformation Target
			and refurbish existing Hotels and develop new visitor accommodation options. Could include grant from Heritage Action zone and a community Asset Transfer	ion in Leominster	infrastructure		Will rise to regional average within 10 years
Skills Development	Business and Economy	Low skills base	Invest in improved skills facilities for the Town	New job placement and training initiatives	new apprentices people trained	Improved income levels	Skill levels to rise to national average over the next 10 years
Leominster Enterprise Park Extension	Business/Economy	Low stock of jobs/ Employment Opportunities Income Levels	Acquire and encourage the development of new employment land Actively market the town as a great place to bring or start your business	10 Hectares of new employment land m2 of new employment space jobs safeguarded /protected	Long term future of employment needs in the town secured	Improved job opportunities and income levels	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Leominster Incubation Hub	Business/Economy	Low stock of jobs/ Employment Opportunities Income Levels	Acquire and encourage the development of new employment land Actively market the town as a great place to bring or start your business	m2 of new employment space jobs safeguarded /protected	Improved survival rates for new business start ups	Improved job opportunities and income levels	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Food and Drink Attraction	Business/Economy Tourism/Visitors	Improved Food and drink Offer	Identify site for local food sector investment proposals	More local sourcing and selling of food	Increased dynamism of local food and drink sector	More dynamic local economy	Visitor numbers and tourism spend Will rise to regional average within 10 years
Worcester Bromyard Leominster Greenway	Tourism/Visitors Town/Civic amenities	Weak Visitor Economy	Support development of the new visitor path as part of the wider Herefordshire network	New cycling and walking route	More visitors cycling and walking to the town	Increased visitor spend	Visitor numbers and tourism spend Will rise to regional average within 10 years
Visitor Economy/ accommodation	Tourism/Visitors	Weak Visitor Economy	Encourage private investment to renovate and refurbish existing Hotels and develop new	New and improved hotel and visitor accommodation	Improved Accommodation Offer	Increased visitor spend	Visitor numbers and tourism spend Will rise to regional average within 10 years

Project	Intervention Framework	Issues in Leominster	Action	Output	Outcomes	Impact	Transformation Target
			visitor accommodation options.				

PROJECTS

The following projects emerged through the stakeholder engagement process. These projects ideas were validated through a number of stakeholder meetings and subsequent group and one to one discussions.

The tables prior and below provide a short form summary by way of an overview of projects, those projects that could be considered appropriate for Herefordshire Employment Land and Incubation Space Capital Programme funding and individual descriptions of those projects that are considered strategically significant, with the potential to attract funding outside of the council.

The package of projects identified in this MTIP will need to access a range of funding sources in order to be delivered. Herefordshire Council has earmarked some £20million for Employment Land and Incubation Space development in its capital programme as an investment pot for capital projects in the county’s five market towns.

This funding can be used by the council to invest in projects which can demonstrate an appropriate business case which shows the ability of the projects to generate capital receipts or income which can be used to pay back the initial investment over time. Some of the projects in the Plan may secure funding through this route subject to detailed business cases being developed and considered by the council.

The majority of the projects identified will need to explore alternative funding options which could include: private investment including; Heritage Lottery; charitable trusts; other public sector funding such as the capital programmes of the West Mercia Police Service; the Hereford and Worcester Fire service; the Herefordshire Clinical Commissioning Group; the Marches LEP; Homes England; One Public Estate (OPE) etc.

In addition to these sources of funding there are a range of Government funding opportunities already in place and more will be announced going forward. Some of the projects in the Plan will require revenue funding as well as capital investment. There may be opportunities to package projects together to bid for funding as well as to bid for funds in phases on the larger projects. Different funders will require different information and governance arrangements which will need to be considered on a bid-by-bid basis. The evidence base and supporting information produced to support this Plan will be a useful information and policy context to help inform bids for funding.

In May 2021 the Town Council and wider stakeholders met to consider the relative priority to allocate to each project. A scoring matrix based on the good practice methodology identified by the Town Hub which supports the implementation of the national Town Fund was used to assess the relative merit of each project. Within the matrix there are 8 themes chosen through local stakeholder engagement.

For Leominster the key criteria agreed were: contribution to net zero; attraction of more visitors/inward investment; increased GVA (a measure of the productivity of businesses); increased business diversity (an increase to the range and variety of businesses operating locally); higher skills; better population balance (supporting a wide demographic spread of age

groups); greater equity (supporting fairer access to all determinants of quality of life); and equality agenda (eliminating any form of discrimination). Each project was scored by the group on a scale of 1-5 where one is lowest to provide a group composite score. These scores then used to rank the project as set out in the summary table at Appendix 2.

Strategically Significant Projects

The individual projects set out in the templates below have been identified as strategically important to the development of Leominster’s economic development. The project summaries provided explain which intervention framework the projects will address, a brief project description, cost, timescales and outputs. There is also an explanation of the potential or identified demand for the projects as well as suggested funding sources and a possible exit strategy for each project to ensure sustainability without the need for ongoing council revenue support. The overall next steps for the projects are summarised after the project templates.

investment Proposal Form					
Project Name: Leominster Enterprise Park Extension					
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
The adopted Herefordshire Core Strategy confirms that Leominster Enterprise Park will continue to serve the employment needs of Leominster, which will include a further extension of up to 10 hectares to the south of the enterprise park.			<i>Indicative Costs</i>	<i>Timescale</i>	<i>Outputs</i>
Demand Analysis	There is the opportunity to expand Leominster Enterprise Park will to serve the medium to long-term employment needs of Leominster by bringing forward an extension of up to 10 hectares to the south of the existing enterprise park. A range of employment uses and start up units could be accommodated on the site		£5 million	5 Years	10 hectares
Potential funding sources	Possible support (subject to business case) through the Employment Land and Business Space Council capital programme allocation and private sector				
Exit (Sustainability) Strategy	Capital receipts and potentially rent from the development				

investment Proposal Form				
Project Name: Leominster Shop/ building frontage grant scheme				
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>	
Investment in the public realm needs to be complemented by investment in the frontages of shops and other town centre buildings to make the town a place to visit and spend time in. A grant scheme is required to encourage property owners to invest in town centre properties. In Leominster there are already some funds in place through the Heritage Action Zone to fund a scheme of this nature.,		<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
Demand Analysis	This will enable the full potential of the HAZ to be achieved through providing additional matched funding and leverage. Clear demand and interest has arisen through the Town Fund consultation.	£75,000	3 Years	20 properties
Potential funding sources	Historic England/ Heritage Action Zone, and private sector			
Exit (Sustainability) Strategy	Private sector investors will take ongoing responsibility for the properties			

investment Proposal Form					
Project Name: Leominster Railway Station/ Mobi Hub					
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
<p><i>Description:</i> Leominster Railway Station is managed by Transport for Wales under the revised franchise arrangement that started in October 2018 served by routes running between Hereford, Shrewsbury, Cardiff and Manchester with typically 2-3 trains an hour.</p> <p>The station is the second busiest of the four stations within the county but currently has limited car-parking provision and connections with other forms of transport. The proposal is to acquire land to the West or East of the station to develop as a Mobi Hub which would include rail-based park and ride alongside an offer of different and connected transport modes supplemented with enhanced facilities and information features such as the introduction of an electric bus service linking the railway station and other key locations in the town and surrounding area.</p> <p>There is also the opportunity to improve linkages from the Leominster Enterprise Park to the rest of the town including the railway station by introducing a new active travel link (including a cycle way and footpath) between Southern Avenue and the Enterprise Park. This could be as part of a package of transport measures associated with the Mobi Hub project</p> <p>Such a facility will make Leominster a more attractive place for people to choose to live. It will also make Leominster more attractive as a business location enabling businesses to more readily attract skilled staff from further afield and enabling businesses to connect with customers in other parts of the UK in a more environmentally positive way than driving.</p>			Cost	Timescale	Outputs
Demand Analysis	Past studies were undertaken in 2015 to assess rail parking demand and how the station could accommodate rail-based park and ride. The studies concluded that an increase of 100 spaces was warranted with the potential for these to be on land to the west or east of the station.				
Potential funding sources	Grant funding, such as Leveling UP Fund. There is the potential to charge for car parking adjacent to the railway station which could provide a revenue stream.				
Exit (Sustainability) Strategy	Dependent on how the project developed.				

Investment Proposal Form					
Project Name: Food and Drink Attraction					
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p><i>Description:</i> Leominster is home to a number of food and drink manufacturing businesses which could potentially support the development of the town's visitor economy. Good examples are</p> <ul style="list-style-type: none"> • The visitor experience centre planned to complement the existing farm cider production premises at Newton Court Farm; and • The Swan Brewery currently located in rented premises on the main industrial estate on the edge of the town. The brewery already runs a number of open days which attract good visitor numbers but their current location does not maximise development potential for them or the town particularly when compared to the popularity and success of the Ludlow Brewery in Shropshire. <p>The Swan Brewery is ready for the next stage in its development but requires a new site of approximately one third of an acre in which to expand its retail and visitor offer including a brewery tap. Ideally this site should be located within a five-minute walk of the railway station and as close to the town centre as possible. This would provide a significant new tourist destination for the town which would complement and improve the tourism offer. The train journey and a visit to the town linked to a brewery visit being an offer that will bring more visitors to the town as a whole.</p> <p>It is recommended that Herefordshire Council and Leominster Town Council work with the brewery and other interested parties to find a suitable site/building which could support this new attraction and potentially other associated businesses.</p>		<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>	
		To be borne by private sector	Within 5 years	Visitor numbers and spend	Jobs
		Demand Analysis	Based on business planning of individual businesses		
		Potential funding sources	Private Sector		
Exit (Sustainability) Strategy	Private sector to operate				

Investment Proposal Form				
Project Name: Leominster Fire Station Relocation and Redevelopment				
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>	
<i>Description</i> There is an opportunity to relocate the Fire Station from its current location in Broad Street and collocate it with the West Mercia Police Station on the Enterprise Park. This will also allow the existing site to be redeveloped as a mixed retail/housing scheme. It should also improve operational efficiency, make revenue savings and deliver an improved service to the public. Herefordshire council could acquire the existing site for redevelopment linked to their existing land at the Broad street Car park. Making a public feature of the riverside location would make real contribution to attractiveness of arrival in Leominster for visitors using the main car park. A green and blue space would also be a boon for the many locals who regularly walk this route into town along the highly polluted and noisy A44.			<i>Indicative Cost</i>	<i>Timescale</i>
			£2million	5 years
				<i>Outputs</i>
				Houses New commercial floorspace
Demand Analysis	A feasibility study has just been completed by consultants Jacobs for Herefordshire Council			
Potential funding sources	Hereford and Worcester Fire and Rescue Service, One Public Estate			
Exit (Sustainability) Strategy	To be operated by Police and Fire services			

Investment Proposal Form					
Project Name: Leominster Incubation Hub					
<i>Intervention Framework</i>	<i>Economy business</i>	<i>and</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>	
<i>Description:</i> There is an opportunity to create an incubation hub to support co-working and start-up businesses in the town. Potential locations could include the former Barclays bank building, the Old Priory, or the Marsh Court site. The Barclays Bank building is currently in private ownership and is in a central location but could be converted to premises to support the start-up of local service businesses that need low-cost office space/ hot desks, shared meeting rooms and other support. The Marsh court site offers the opportunity for new build space which could serve manufacturing and other start-up businesses.			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
			£100,000-£500,000 Depending on final location	One to five years	New jobs New businesses created
Demand Analysis	Core Strategy and Neighbourhood Plan				
Potential funding sources	Private Sector, Marches LEP, Herefordshire Council,				
Exit (Sustainability) Strategy	To be self-financed from rent generated by occupiers				

Investment Proposal Form					
Project Name: Corn Square Regeneration					
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p><i>Description:</i> Corn Square is the most prominent built public space in the town serving as the town's market square and as a key hub/ focus for the Town centre including the Tourist Information centre and Town Council offices. The square also provides an important number of short-term car parking spaces in a central location which allows people to quickly and conveniently pop into town and quickly visit the shops and other services.</p> <p>The space is in need of investment to improve visitor experience of the town. The Square is designated for an investment of £750k as part of Leominster's Heritage Action Zone programme. The Leominster Cultural Consortium has identified the Square as one of a number key locations with potential to support the Town's cultural offer. A consultation is planned to confirm the nature and timing of this cultural offer which could include chargeable events like open air theatre, music and cinema and a range of themed markets and other activities. Once the planned consultation has been undertaken it should be used to inform the future role of Corn Square as a mixed short term car park and events space.</p> <p>More funding may be required to supplement the Heritage Action zone scheme.</p>		<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>	
		£750k	2 years	Increased tourism and visitor spend	
		Demand Analysis	Heritage Action Zone Evidence base		
		Potential funding sources	Heritage Action Zone, Herefordshire Council (Heritage Action Zone match funding)		
Exit (Sustainability) Strategy	Herefordshire Council's Highways maintenance Programme				

Investment Proposal Form					
Project Name: Marsh Court (Former Dales Site)					
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
Description	Cost	Timescale	Outputs		
<p>Economically transformative development in a key Leominster gateway.</p> <p>The phased development of the Dales Site at Marsh Court would open a key gateway to the town as a multi-purpose facility, potentially including a much-needed GP medical hub, light industrial units, senior living accommodation, a budget hotel and artisan food and drink retail - all of it breathing life into the town itself and driving its economy. This 15-acre site is currently available for redevelopment as the current occupiers continue their relocation to another site on the Enterprise Park. The site is in a key gateway position at the north eastern entrance to the Town. The current owners are considering a mixed-use development on the site which could include a new GP surgery/Health Hub with Pharmacy, Later living focused housing, sustainable housing, Accommodation provision, a business and commercial quarter, Family friendly amenity area, retail and tourism platform, micro grid green energy provision on the adjacent 3.5-acre site. New and improved existing links with the town center and local area.</p> <p>The Marsh Court site is owned in its entirety by Frank H Dale Ltd who have been prominent business owners, operators and employers in Leominster for several generations. The main business currently is a national engineering company. In 2014, the business began a £10 million investment, expansion and relocation programme to a new purpose made facility on Owen Way, having been limited by layout and access in their operation at Marsh Court. The next stage of this programme will release the 15-acre Mill Street (Marsh Court) site for redevelopment that could significantly enhance the A44/A49 Gateway into Leominster, a strategic and busy transport route to the Welsh Marches. This gives it the potential to incorporate a North Hereford "Tourism Platform" with its mixed retail- easy accessibility would enable both the capture of new and passing visitors who can then be signposted and clearly linked to the town centre and local attractions. The vision is to bring a vibrant, accessible and sustainability feel to the town's main entrance.</p> <p>£30-40 million of investment is required over a 1–10-year period.</p> <p>There is a potential funding gap requiring public intervention to bring the site forward for development. There is also the opportunity of public investment in the employment land/business units aspects of the project.</p>	<p>MTIP: £4million for employment land/ business units</p> <p>Private/ Public sector: £35 million</p>	2022-2032	<p>Jobs</p> <p>New business start ups</p> <p>Support existing businesses</p>		
Demand Analysis	Further analysis required to established feasibility of multi-use site				
Potential funding sources	Public and private sector investment and loan finance				
Exit (Sustainability) Strategy	Dependent on object of funding (i.e. Sustainable Construction Training Facility)				

Investment Proposal Form				
Project Name: Worcester Bromyard Leominster Greenway				
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>	
<p><i>Description:</i> The Worcester Bromyard Leominster Greenway project (wblgreenway.org.uk) is a key potential development in the context of developing Leominster's tourism offer. It aims to create a 16 km walking, cycling and horse-riding track along, or as near as possible to, the course of the Leominster section of the original Worcester Bromyard Leominster railway.</p> <p>The Leominster section of the Greenway's development envisages three phases:</p> <p>Phase 1: creation of a multi-user track for walkers, cyclists, equestrians and people with limited mobility from Leominster Town Centre to Steens Bridge via Stoke Prior (6km). Precise route to be determined but should directly benefit town centre businesses with increased footfall and could link to proposed Leominster Green Infrastructure Corridor³. Providing gateway to WBL Greenway, and other trails thereby creating sustainable communities through tourism and reducing isolation⁴</p> <p>Phase 2: creation of a similar multi-user track from Steens Bridge to Fencote (6km) creating sustainable communities through tourism and reducing isolation⁴</p> <p>Phase 3: creation of a similar multi-user track from Fencote to Rowden (4km)</p> <p>Work on the Worcester to Bromyard Section will be underway in a phased approach at the same time with the final phase to link the towns together.</p>		<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
		<p>Projected costs for the Leominster section of the WBL Greenway are approximately £2.5 million (based on Sustrans estimates of £150k per km),</p>	2021-28	<p>Additional annual spend in town based on 16 km trail = £586k</p> <p>1.6 jobs (direct, indirect and induced) are supported or sustained for every km of route constructed.</p> <p>Bike hire and cycle / walking supplies shop</p>
Demand Analysis	Part of next stage feasibility			
Exit (Sustainability) Strategy	Feasibility into longer term business case required			

investment Proposal Form					
Project Name: Old Priory Sale/Asset Transfer					
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<i>Description</i> Leominster's Old Priory is part of a Benedictine monastic complex that dates back to 1123. It is currently owned by Herefordshire Council who, due to annual running costs of nearly £70,000 (on top of a maintenance backlog of £380,000 (excluding work to the roof), have expressed a willingness in the past to transfer asset ownership but have now indicated an intention to market the property for sale. The footprint of the building comprises 3,090 square metres and the building itself is insured for a sum of £2.09 million. It currently has tenants, including the Youth Hostel Association, Herefordshire ECHO, Leominster Meeting Centre and Leominster Food Bank. Its central location in the medieval heart of Leominster and protected position on the south bank of the river Lugg have been the subject of debate with the Leominster town's steering group and the Heritage Action Zone project is considering a number of repurposed uses including: relocation of Leominster museum, destination boutique hotel, cookery school, extended community asset.	<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>		
	£2million	2021+	New jobs Increased tourism visitors and spend Heritage building protected		
<i>Demand Analysis</i>	Herefordshire is keen to find a solution due to historic and ongoing running costs. Leominster Town Council is currently considering an asset transfer.				
<i>Potential funding sources</i>	Central government grant funding, Marches LEP.				
<i>Exit (Sustainability) Strategy</i>	Asset transfer to Town Council or Sale to private sector				

Investment Proposal Form			
Project Name: Visitor Economy			
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>
<p><i>Description</i> Herefordshire's visitor economy has suffered from a lack of investment and marketing for many years and Leominster has been no exception. The new town vision identifies the development of tourism as a key strategic objective. The potential launch of the Herefordshire DBID in January 2022 should theoretically address the marketing issue and the repurposing of Corn Square led by the LHAZ would significantly enhance the town's appeal as a visitor attraction. Leominster could also benefit from a county-wide strategy to integrate festivals and events while the development of the Leominster leg of the WBL Greenway would directly address the aspiration to position the town as a gateway for walking and cycling holidays and other rural activities.</p> <p>The main Visitor Economy challenge for the town is a lack of functional quality accommodation. Within a five-mile radius, there are 2 hotels (Royal Oak and Talbot – both of which require significant investment), 1 Youth Hostel, 2 Guest Houses, 9 camp-sites and 63 self-catering cottages. Rose recommends strongly that stakeholders support their refurbishment and any new accommodation initiatives (e.g. development of a budget business hotel at Marsh Court) through the planning process.</p>	<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
	£2million (development of accommodation and general tourism offer)	2021+	jobs
			new business creation
			inward investment
			Support of existing businesses
<i>Demand Analysis</i>	Significant and well-tested demand for strategic support for Leominster's visitor economy		
<i>Potential funding sources</i>	Central government grant funding. Marches LEP, private sector		
<i>Exit (Sustainability) Strategy</i>	Destination Management Partnership		

Investment Proposal Form					
Project Name: Skills Development					
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p><i>Description</i> Stakeholders in Leominster's future <i>and national data</i> have identified the town's skills gap as a key challenge to its ongoing economic viability. As part of its community engagement, Rose convened a Skills working group at which the scale of the problem was identified and potential solutions were discussed. It was agreed that hands-on business engagement was critical and the Head of Earl Mortimer School and Sixth Form Centre expressed a desire and willingness to engage with the Hereford Skills Foundry project as soon as there was clarity on its funding award from the Towns Fund.</p> <p>A number of locations are possible for either the Skills Foundry or other training facilities such as a sustainable construction facility which could include the redeveloped the Dales site at Marsh Court or the Leominster Enterprise Park. It will be important to ensure that employers in the town are linked to training providers such as the Herefordshire Group Training Association, the Herefordshire and Ludlow College as well as sector specific training opportunities such as Wolverhampton Universities new Health and social Care training facility in Telford. Initiatives such as a business placement passport to encourage young people in the town to build links with local employers are also important. Skills issues can also be addressed through providing the right kind 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.</p>			<i>Indicative Cost</i>	<i>Timescale</i>	<i>Outputs</i>
			£100,000 (rollout of Skills Foundry facilities)	2021	Upskilling of local workforce Support for existing and new businesses More compelling inward investment proposition
Demand Analysis	The development of Leominster's economy is constrained by its skills base. Stakeholder meetings with business leaders have confirmed the urgent need for action asap.				
Potential funding sources	Central Government. Maarches LEP. Private sector business community.				
Exit (Sustainability) Strategy	To be taken forward by a local training provider				

Next Steps

This is one of five Market Town Economic Investment Plans commissioned by Herefordshire Council for each of Herefordshire's market towns.

Herefordshire Council has identified projects that could be considered (subject to business case) for support through their Employment Land and Incubation Space capital programme allocation. As a result in addition to this Market Town Investment Plan, Rose Regeneration has completed Outline Business Cases (OBCs) and Project Mandates for the following projects for the council's consideration.

An OBC has been developed and submitted for: the Marsh Court Project

Project Mandates have been developed and submitted for: the Leominster Incubation Hub and Enterprise park projects

Once the Plans, OBCs and Project Mandates have been considered by Herefordshire Council it is recommended that the council works with the five market town councils to establish an appropriate delivery mechanism to oversee, secure funding for and monitor the delivery of the Market Town Economic Investment Plans. This delivery mechanism should be led and supported by Herefordshire Council and should involve representatives from each Town Council.

Herefordshire Council: <https://www.herefordshire.gov.uk/vision>

Marches LEP: <https://www.marcheslep.org.uk>

APPENDIX 1 STRATEGIC CONTEXT SUMMARY

This table summarises an analysis of all extant policies affecting Leominster at a national, regional, county and Leominster-specific level developed over the last five years.

National context	Regional Context	Herefordshire Context	Leominster Context
<p><i>Industrial Strategy</i> – ‘places’ foundation: tackling entrenched regional disparities.</p> <p>Industrial Strategy <i>Productivity Evidence Review</i> – some cities and rural county areas have been falling behind, including Herefordshire. County Councils Network <i>analysis of GVA</i> in 36 county areas found Herefordshire to be experiencing the smallest economic growth 5.3% between 2014 and 2018).</p> <p>A low carbon future in a changing climate – UK obligations under the 2015 Paris Agreement - setting a net zero target for carbon emissions by 2050.</p> <p><i>HM Treasury/Government</i> department resources - levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people.</p> <p>Build Better, Build Greener, Build Faster - reforming the planning system (<i>NPPF, Planning for the Future White Paper</i>) to give more emphasis to quality, design and the environment.</p> <p>COVID-19 recovery measures - protecting and restoring livelihoods, improving living standards and new economic opportunities.</p>	<p><i>Local Industrial Strategy</i> and <i>Strategic Economic Plan</i> – inclusive growth, connectivity, skills, enterprise and innovation, trade and investment. Herefordshire’s sectoral specialisms: food and drink, education, advanced manufacturing and engineering, defence and construction.</p> <p>Growth opportunities for (i) manufacturing and engineering, (ii) food supply chain/agri-tech innovation, and (iii) cyber security and resilience.</p> <p><i>Skills Plan</i> and <i>Skills Sectors Deep Dives</i> – the provision of Higher Education provision and Further Education courses relevant to these growth opportunities in Herefordshire.</p> <p>Cyber Resilience Alliance / <i>Science and Innovation Audit</i> – the largest cluster of cyber security activity outside of London: growth in direct jobs, wider investment in products and processes and acting as a regional testbed.</p> <p><i>Growth Hub and Enterprise Zone</i> with specialisms in defence and security at Skylon Park, Hereford.</p> <p><i>Economic recovery plan</i> – investment in infrastructure and jobs: Hereford city streetscape improvements and NMITE Skylon campus development.</p>	<p>Herefordshire is a cold spot for social mobility – it is in the bottom 20 list of Local Authorities in England in terms of the chances that disadvantaged children will do well at school and get a good job.</p> <p>The importance of creating high-quality, highly skilled jobs against a backdrop of traditional low-skill, low-wage economy. NMITE</p> <p><i>County Plan</i> – improving sustainability, connectivity, wellbeing and becoming carbon neutral by 2030-2031: Talk Community (hubs), community wealth building (increasing the amount of money that stays in the local economy); and Sustainable Food County (a whole system approach to tackling obesity, diet related ill health, food poverty, waste and climate change).</p> <p><i>Hereford Town Investment Plan</i> – intended to deliver urban regeneration, a stronger skills base, and improved connectivity in the city. Under the strapline ‘green and fair’ the TIP recognises Hereford’s connectivity to market towns and countryside (e.g. tourism – attract and disperse approach). Telling stories about place, identifying and implementing a vision, strong partnership working and securing funding/investment are all needed for pandemic Recovery and Transformation.</p> <p>Skylon Park – Enterprise Zone for defence and security, advanced manufacturing, food and drink processing and sustainable technologies. Local Development Order to simplify planning arrangements. Weaving old industrial landscape with future proofing to allow for growth and change. Intended to act as a <i>catalyst for economic growth</i> across Herefordshire.</p> <p><i>Hereford Transport Strategy</i> describes tragic flows, delays and congestion schemes which increase physical activity (e.g. cycling, walking) generate high value-for-money.</p>	<p>Leominster is a principal market town and while it fulfils residential, employment, cultural, retail, tourism and recreational needs for its local community and a wider catchment, it has defined geographical boundaries to deliver place-based transformative change.</p> <p><i>Herefordshire Economic Vision</i> – enabling market towns to maximise their role in building thriving and distinctive service centres.</p> <p><i>Herefordshire Core Strategy</i> – Leominster supporting housing need (including affordable housing), reducing the need to travel, employment generation/diversification, improving access to services, and viewing the environment as an economic asset.</p> <p><i>Leominster in 2031 will be one of the country’s more sustainable towns, vibrant and bustling with a prosperous, unpolluted and healthy environment’</i> – this vision, set out in <i>Leominster Neighbourhood Plan</i> attaches sustainable development criteria to areas of the Core Strategy, ensuring proposals that come forward contribute to a healthier community and protect and enhance the character of the town and surrounding area.</p> <p>The <i>Local Transport Plan 2016-2031</i> – there is a need to carry out a transport study to review the requirements set out in the Core Strategy and Neighbourhood Plan. The need for a station review at Leominster and to develop rail access improvements.</p>

APPENDIX 2 – PROJECT PRIORITISATION

PROJECTS	Theme	DESCRIPTION	Indicative Costs (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
Skills Development - Ledbury, Leominster and Bromyard	Skills Investment	To support the town's viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment. The Skills Foundry project, developed as a collaboration between NMITE, HCA and Rural Media as part of Hereford's Stronger Towns Funding bid, aims to include Herefordshire's market towns in a hub and spoke delivery model and will actively engage with Leominster.	£500	3	3	4	4	5	4	5	5	82.5%
Corn Square Regeneration - Leominster	Public Realm	Corn Square is one of the main focal points in the Town Centre. The space is in need of investment to improve visitor experience and cultural offer of the town.	£2,000	4.5	5	5	4	2	4	4	4	81.25%
Marsh Court - Leominster	Employment Space/Housing	This 18-acre site is currently available for redevelopment as the current occupiers relocate to another site in the Town. The site is in a key gateway position at the northern entrance to the Town. The current owners are promoting a mixed-use development on the site which could include a new GP surgery, housing for older generations, a low-cost chain hotel, business units and commercial retail with a green energy provision on the adjacent site.	£4,000	2	3	5	5	5	4	4	3	77.5%
Leominster Enterprise Park Extension	Employment Space	There is the opportunity to expand Leominster Enterprise Park will to serve the medium to long term employment needs of Leominster by bringing forward an extension of up to 10 hectares to the south of the existing enterprise park. A range of employment uses and start up units could be accommodated on the site	£5,000	2	4	5	5	3	4	4	2	72.5%
Leominster Railway Station/ Mobi Hub	Public Realm/Transport	The core concept of the delivery of a Mobi Hub at Leominster Station will require the acquisition of land to establish a rail based 'park and ride' facility, in addition to the introduction of an electric bus service linking the railway station and other key locations in the town and surrounding area.	£3,000	4	4	3	4	2	4	4	3	70%
Tourism Accommodation Offer - Leominster	Tourism	Tourism Accommodation Offer There is a shortage of overnight accommodation to serve the Town both business visitors and tourists are not currently catered for. There is a need to identify sites for a high-quality boutique hotel, a national chain hotel such as Travelodge or Premier Inn, a campsite close to the town and more self-catering options. The refurbishment of the Royal Oak or Talbot Hotels could be options as well as the redevelopment of the Old Priory site. Project description.	£2,000	2	5	4	4	3	3	3	2	65%
Leominster Incubation Hub	Employment Space	There is an opportunity to create an incubation hub to support start-up businesses in the Town. Potential locations could include the former Barclays bank building or the Marsh Court site. The Barclays Bank building is currently in private ownership and is in a central location but could be converted to premises to support the start up of local service businesses that need low cost office space/ hot desks, shared meeting rooms and other support.	£250	1	2	5	5	3	4	3	3	65%
Old Priory - Leominster	Commercial Development	The proposal is to re-purpose Leominster's Old Priory part of a Benedictine monastic complex that dates back to 1123. A number of alternative uses are possible and could include the relocation of Leominster museum, a destination boutique hotel and cooking school or use as an extended community hub.	£2,000	2	5	3	4	3	2	4	2	62.5%
Leominster Fire Station relocation and redevelopment	Housing	There is an opportunity to relocate the Fire Station from its current location in Broad Street and collocate it with the West Mercia Police Station on the Enterprise Park. This will also allow the existing site to be redeveloped as a mixed retail/housing scheme.	£2,000	2	2	3	3	3	4	3	5	62.5%

Worcester, Bromyard, Leominster Greenway	Green Infrastructure	This project looks at linking Worcester, Bromyard, Leominster and possibly Kington by long distance footpath/cycle way and horse-riding track along, or as near as possible to, the course of the original Worcester Bromyard Leominster railway.	£1,000	4	5	4	4	2	2	2	4	52.5%
Shop/Building Frontage Scheme - Leominster	Commercial Development	A public sector grant scheme is proposed to encourage investment in the frontages of shops and other town centre buildings to make the town a place to visit and spend time in. Elsewhere in the country grant schemes have been successfully used to encourage property owners to invest in town centre properties.	£75	2	5	5	4	2	3	2	2	52.5%
Food and Drink Attraction	Commercial Development	Creation of a brewery and visitor centre	£1,000	0	5	4	3	2	3	2	2	52.5%

APPENDIX 3 - KEY EMPLOYMENT SECTORS

The table below shows how key employment sectors (including change over time) across all 5 market towns in Hereford align:

Business: Location Quotient & Job Change

2011 super output area - lower layer	A. Agriculture	B. Mining and quarrying	C. Manufacturing	D. Electricity, gas, water supply	E. Construction	G. Wholesale and retail	H. Transportation and storage	I. Accommodation and food service activities	J. Information and communication	K. Financial and insurance	L. Real estate activities	M. Professional, scientific and technical	N. Administrative and support service	O. Public administration and defence	P. Education	Q. Human health and social work	R. Arts, entertainment and recreation	S. Other service	Total	
Leominster																				
Total	0	0	670	0	20	520	1,345	105	185	35	50	35	315	150	60	280	970	160	115	5,015
Change 15-18	0	0	230	0	0	-120	-325	25	-15	5	-50	-65	115	-45	-15	-35	50	35	-30	-240
LQ	0	0.0	1.7	0.0	0.6	2.2	1.7	0.4	0.5	0.2	0.3	0.4	0.7	0.3	0.3	0.6	1.5	1.3	1.1	1.0
Bromyard																				
Total	20	0	825	0	0	180	385	10	190	40	10	20	185	85	10	215	520	25	90	2,810
Change 15-18	-20	0	195	0	0	20	75	-50	60	-10	-20	-40	40	-30	0	25	-90	-10	-15	130
LQ	1.2	0.0	3.7	0.0	0.0	1.4	0.9	0.1	0.9	0.3	0.1	0.4	0.7	0.3	0.1	0.9	1.5	0.4	1.6	1.0
Kington																				
Total	30	0	85	0	0	60	150	35	60	15	0	25	65	80	5	50	200	10	10	880
Change 15-18	0	0	-90	0	0	5	-50	-20	-20	5	0	-5	0	10	0	-50	-50	-10	-5	-280
LQ	5.6	0.0	1.2	0.0	0.0	1.5	1.1	0.8	0.9	0.4	0.0	1.6	0.8	1.0	0.1	0.6	1.8	0.5	0.6	1.0
Ledbury																				
Total	0	0	665	0	10	55	905	250	315	35	15	45	360	70	50	270	420	180	45	3,690
Change 15-18	-20	0	-335	0	-25	-10	-215	-35	-20	-5	-15	5	-15	-70	-5	100	60	-20	0	-625
LQ	0.0	0.0	2.2	0.0	0.4	0.3	1.6	1.4	1.1	0.2	0.1	0.7	1.1	0.2	0.3	0.8	0.9	2.0	0.6	1.0
Ross on Wye																				
Total	0	0	595	0	30	110	1,190	120	480	130	60	160	320	385	30	400	595	100	375	5,080
LQ	0.0	0.0	1.5	0.0	0.9	0.5	1.5	0.5	1.3	0.6	0.3	1.8	0.7	0.8	0.1	0.9	0.9	0.8	3.7	1.0
Change 15-18	0	0	25	0	-10	40	15	-10	15	35	-25	15	80	-165	-10	90	-85	-35	-40	-65

Ross on Wye Investment Plan 2021



“The continuing relaxed and gentle attractiveness of Ross in its gateway setting and its unique status as the only Town in the Wye Valley Area of Outstanding Natural Beauty has fuelled its growth as a retirement and commuting centre. Against that background the challenge is to ensure that Ross will continue to be a favourite tourist destination but also enable development to ensure that our locally born young people have access to affordable housing, employment for a wide range of skills and a high quality of life within the town”.

Cllr Jane Roberts Mayor, Ross-on-Wye 2019-20

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EXECUTIVE SUMMARY

Market Town Investment Plans

This Ross-on-Wye Town Investment Plan is one of five Market Town Investment Plans commissioned by Herefordshire Council. Herefordshire's market towns, including Ross, play a critical role in the county's economy, as focal points for: employment; retail; tourism, leisure and culture; business investment and growth; housing; and access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

The market town investment plans identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The market town investment plans will also play a key role in the development of a new long term county wide 'big plan'. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

The Vision for Ross-on-Wye

"Our objective is to make Ross-on-Wye an excellent place to live and work, a great destination for visits and holidays, and a place where businesses and social enterprises can start, grow, innovate and thrive."

The Main Challenges facing the town

Ross-on-Wye is the second largest market town in Herefordshire with a population of just over 10,000. According to the English Indices of Deprivation 2019 Ross is less deprived than England on all measures. However, it has 8% more over 65s than the national average and fewer jobs per head than the Herefordshire average.

Between 2015 and 2018 Ross-on-Wye saw a small reduction of 65 jobs (1.3% of the total). And more recently during the early part of the pandemic, between April and September 2020, experienced an increase in benefit claimants from 300 to 350 (17%).

The Town's Assets and Strengths

Ross-on-Wye is well connected. It is located on the A40 which runs through Gloucester to Abergavenny and beyond. The town also has good road links to Birmingham and the Midlands via the M50 motorway (the 'Ross-on-Wye spur' from the M5) and to South Wales via the A40/A449 dual carriageway.

Ross-on-Wye is located within the Area of Outstanding Natural Beauty and is next to the River Wye. Its picturesque buildings include the Market House and The Prospect.

Ross Development Trust RDT was incorporated in 2019 to support local residents in a number of ways. This formal community charitable structure provide the basis for the RDT to undertake delivery activities as an accountable body potentially including some of the projects listed in this Investment Plan.

A new Community Housing Trust has been set up with a view to establishing a Community Land Trust for asset transfer of land for housing that would be designated for local residents.

Issues in Ross-on-Wye

Issues in Ross-on-Wye	Targets
Demand for sustainable employment land and housing	5 years – Ross reaches the county average level of jobs per head 10-15 years – Ross achieves a parity between economically active people and local jobs
Scope for new sustainable mixed use development	30 years – Ross is a sustainable settlement with reduced net outflow of commuters and an enhanced functionality as the core employment base for the south of the county.
Scope for enhanced visitor economy	5 years new tourism infrastructure in place.
Dilapidated leisure infrastructure meriting enhancement	10-15 years 25% increase in visitors from STEAM base (2016/17) – suggesting 400,000 visitors per year
Greater realisation of the potential of river Wye as a visitor asset in Ross-on-Wye	30 years Ross recognized as a key access point to the river Wye and the cycle access points for the County
Enhanced community facilities	5 years enhanced townscape increases the civic appeal of the town and its visitor numbers
Tired Public Realm	
Weak visitor economy	10-15 years a pattern of private sector investment in the urban fabric of Ross on Wye emerges 30 years Ross on Wye has a well established sustainable mix of people and visitors supported by a dynamic civic core of amenities

Project summary

The MTIP identifies a number of potential projects that will contribute to the delivery of the town's vision. These include:

Development of **employment** opportunities:

- Mixed use development on Model Farm
- Broadmeadow and Tanyard Lane Development

Improvements to support the visitor economy:

- Brampton and Sellack Cycleway
- Riverside Canoe Bunkhouse & Pontoons
- Museum Without Walls
- Civic amenities and projects aimed at young people
- Enhanced sports centre and skate park
- Market House and Apron Plaza and High Street pedestrianisation
- Community facilities at the Ryefield Centre
- Shop/building frontage grant scheme

The MTIP shows how each of these projects contribute to the delivery of Ross-on-Wye's Vision. It will provide a platform for successful funding bids as suitable funding opportunities become available.

Herefordshire Council will continue to work with Ross-on-Wye Town Council and other local stakeholders to identify new project and funding opportunities, carry out feasibility and foundation work, and support local organisations to apply for funding.

BACKGROUND

This Ross-on-Wye Town Investment Plan is one of five Market Town Investment Plans commissioned by Herefordshire Council. Herefordshire’s market towns, including Ross, play a critical role in the county’s economy, as focal points for: employment; retail, tourism, leisure and culture; business investment and growth; housing; and access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

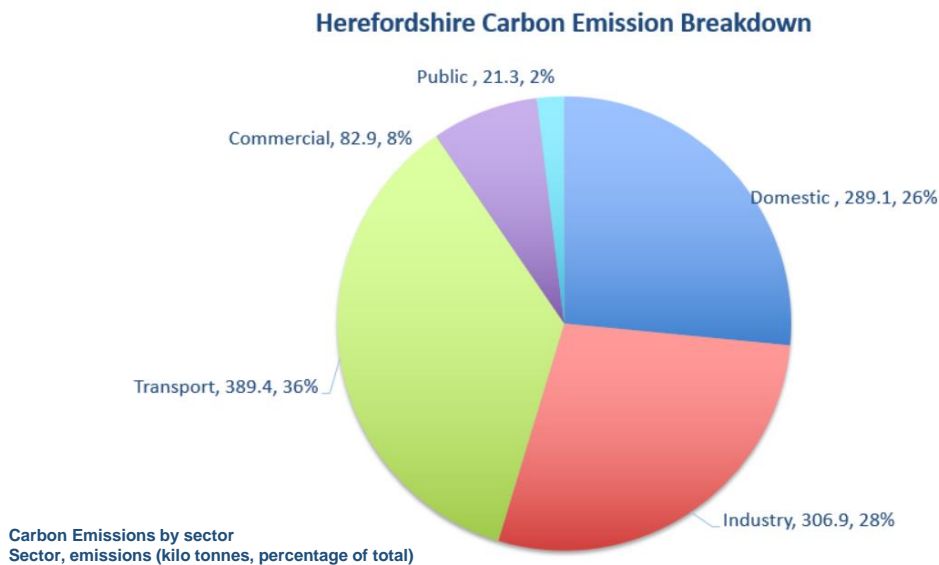
The market town investment plans identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The market town investment plans will also play a key role in the development of a new long term county wide ‘big plan’. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

Climate and Ecological Emergency

On 8 March 2019 Herefordshire Council declared a Climate Emergency following unanimous support for a climate emergency resolution at full council. This declaration was subsequently updated and strengthened on 11 December 2020 when Herefordshire Council declared a Climate and Ecological Emergency (CEE) following support for a climate and ecological emergency resolution at full council.

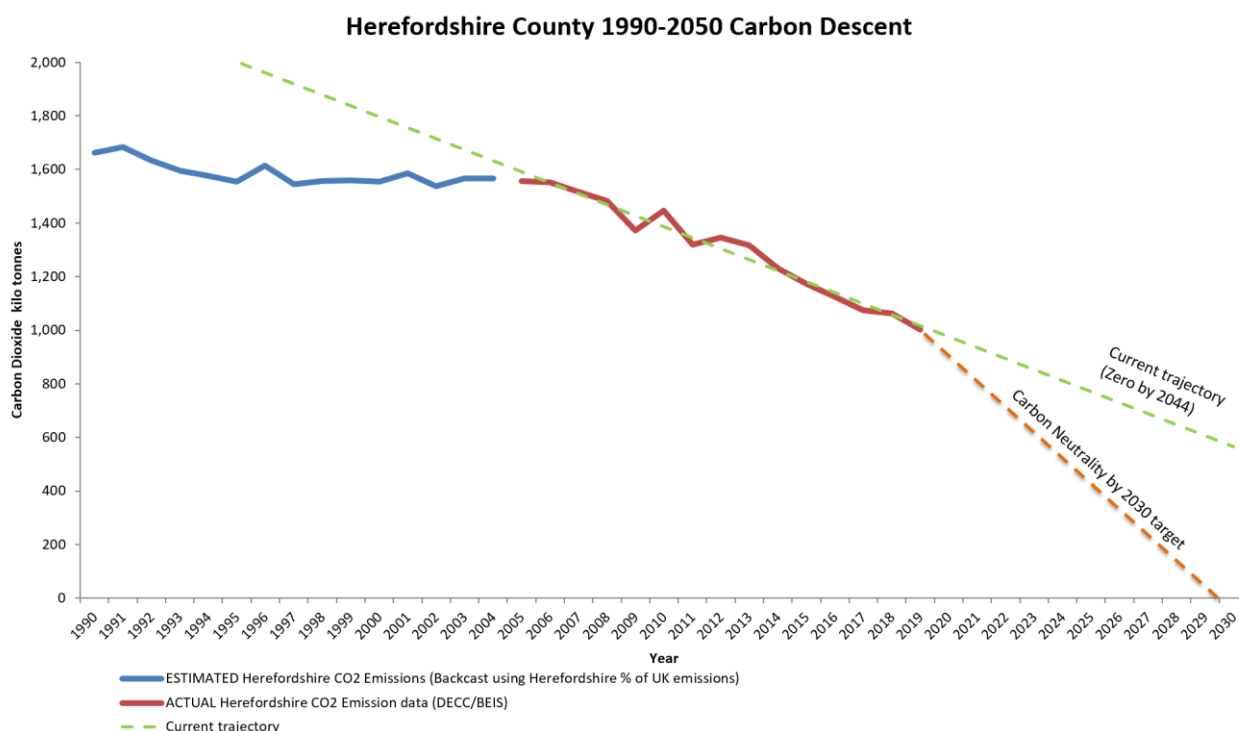
Further to these declarations the council approved the ambitious new target to become zero carbon and nature rich by 2030.

The below chart illustrates Herefordshire’s current carbon emission split and the areas of focus for the Ross-on-Wye MTIP to support the Herefordshire’s journey to net zero.



In order to achieve this target, as illustrated below, a new Herefordshire Climate & Nature Partnership and Board have been established to catalyse and coordinate new action across the County. These actions have been grouped into a series of six different action plans including: Housing & Buildings; Transport; Energy; Farming & Land Use; Waste and Food.

The details of the Herefordshire Climate & Nature Partnership, including the six themed action plans are set out: <https://zerocarbon.herefordshire.gov.uk/>



As a key strategic plan the Ross-on-Wye MTIP is strongly committed to delivering Herefordshire’s net zero and nature rich commitment and will work in partnership with its communities, businesses and the Herefordshire Climate & Nature Board to achieve this through the development and delivery of the plan.

Community Including the Impact of Covid-19

The damage to the economy and to health from Covid-19 has been felt across Herefordshire. During 2020 and the early part of 2021, the pandemic reached all corners of the county and has had an impact on every community. During 2020, the UK economy contracted by 9.9% (office of National Statistics¹). It remains to be seen what the long-term impact of the pandemic will be, but within many sectors we are likely to see a shift to working, learning and engaging in commerce remotely on digital platforms.

The projects proposed in this Plan have been developed through engagement with key stakeholders in Ross-on-Wye and will help the town to attract essential investment as the need to promote recovery opens up new funding opportunities.

Attitudes towards working from home have changed substantially since the start of the COVID pandemic and many workers will continue to work from home long after it has ended.

¹ <https://www.ons.gov.uk/economy/grossdomesticproductgdp/articles/coronavirusandtheimpactonoutputintheuconomy/december2020>

There could be positive implications for Herefordshire's market towns in what is being termed 'hybrid working'. The Centre for Towns recently reported that its research indicates "big potential for places to market themselves as online working destinations" as predictions indicate that the longer people are required to work at home, the greater the adoption of home working will be beyond the current situation.

The best performing towns are ones with a healthy mix of age groups and professional types. An increase in home working would have a significant positive impact in rebalancing Herefordshire's market towns demographics and towns should therefore actively promote themselves to attract in and retain a thriving working age population.

Towns will need to work closely with Herefordshire Council to ensure that digital connectivity is adequate to support the needs of home workers. Clearly Herefordshire market towns have a significant 'quality of life' offer, with a good range of local services.

Economy

Herefordshire faces a number long term economic challenges such as the lowest level of productivity of any county in England², a low wage economy (19% below the national average³), a deficit of higher level skills (41.4% of the population has NVQ level 4 national average of 43.1%⁴), an aging population (25% over 65 compared to a 18% nationally), and a significant shortage of labour (2.9% claiming unemployment benefits⁵).

However, the county has a significant number of opportunities, including local strengths in food and drink, tourism, and agriculture, specialisms in fast growing global markets like cyber security, an outstanding quality of life, and new university (New Model Institute in Technology and Engineering). The county is also very well placed to benefit from a post Covid lifestyle trend, as people now look to increasingly work remotely away from populated cities to locations offering a better quality of life.

The market towns have a crucial role to play in addressing the long term economic challenges, and realising the county's many opportunities. They are key local centres for housing, culture, access to public services, tourism, with strong local communities and identities. Establishing great vibrant places to live and meaningful employment opportunities will be key to rebalancing the aging population by retaining/ attracting younger generations to study, live and work in the county for generations to come.

Ross-on-Wye is particularly well placed to realise some of these opportunities, significantly contributing the future economic success of the county as a whole. It is a highly attractive and popular market town, strategically well placed on the road network (A40/ M50), offering a great place to live, visit and work.

As people's approach to work and quality of life requirements change, Ross-on-Wye is well placed to benefit from an increasing transition to a digital economy, with people working from home or in flexible workspaces in attractive, less densely populated locations away from city centres.

The Plan identifies a vision for growth and a programme of investment projects required to deliver the vision and support the economic development of Ross-on-Wye over the next fifteen years. Funding from many different sources will be needed to achieve them. The Plan identifies the timetable for delivery, lead body and potential sources of investment for each of the projects.

² [ONS Regional Differences in Productivity July 2021](#)

³ [Understanding Herefordshire ONS data 2019](#)

⁴ [ONS Population Survey 2020](#)

⁵ [ONS claimant count October 2021](#)

CONTEXT

Ross-on-Wye is identified as one of 23 'opportunity towns' in the Marches LEP Strategic Economic Plan. These towns have real potential to deliver stronger economic growth through investments in a range of activities to address the market failures common across the Marches region.

The Marches LEP Strategic Economic Plan (SEP) provides the context of the functioning economic geography of the Marches area and identifies common barriers and opportunities for localities, and their wider local regional and national partnerships, to play a role in improving economic performance.

All 5 towns and Hereford work as an economic system as shown by transport origin and destination data: 20,000 of the 29,000 people who work and live in Herefordshire in the context of these settlements work in Hereford⁶. The economic development of these towns as a group is the best way of underpinning the overall economic development of the county.

The income measure within the Indices of Deprivation 2019 measures the proportion of the population in a Lower Super Output Area (LSOA) that live in income deprivation [this includes people who are out-of-work and people who are in-work but have low earnings]. There are 10 LSOAs in Herefordshire that are amongst the 25% most deprived nationally in this domain – 1 of these is located in Ross-on-Wye.

Ross Town Investment Plan – relationship to the Neighbourhood Development Plan

“The Ross-on-Wye Neighbourhood Development Plan sets out to enhance existing planning guidance by making use of local knowledge, and the views of the people who live here, to shape the future of the town.

This Plan seeks to put Ross itself into the driving seat of its own destiny over the next 12 years, to the maximum extent that this is possible”.

These words from the Foreword of the Ross NDP set a clear context within which the people of Ross will appraise developments and projects that will shape the future of their town. There is therefore a close read across between the Ross-on-Wye NDP and the Town Investment Plan.

The Ross MTIP is not a policy document. The purpose of the MTIP is to identify, assess and consider the deliverability of projects and activities that, with the necessary support and relevant funding, can deliver the policy and strategy objectives in both the Ross-on-Wye NDP and wider local regional and national economic policy context.

THE VISION FOR ROSS-ON-WYE

Our vision is to work together as a community to maintain, sustain and improve the quality of life in our historic market town so that Ross-on-Wye remains a vibrant and inclusive place for residents, businesses and visitors.

Objectives

Our objective is to make Ross-on-Wye an excellent place to live and work, a great destination for visits and holidays, and a place where businesses and social enterprises can start, grow, innovate and thrive.

⁶ ONS: commuting 2011 census

To achieve this we will:

Preserve, develop and promote our natural assets for the enjoyment of all residents and visitors.

Work collaboratively to support the sustainable development and growth of local businesses, to encourage the development of skills and enterprise, to secure investments in business infrastructure to create rewarding and high value jobs for local people.

Encourage, support and promote inclusive cultural activities for all residents and visitors to benefit the local economy, drive creativity and innovation, improve quality of life and enhance our reputation as a cultural centre.

Work to reduce the impacts of our collective activities including our use of transport and energy, our construction methods, food production and water usage and management.

Invest in the social fabric of our town to create an inclusive leisure and cultural offer. This vision provides the basis for our Town Investment Plan

THE MAIN CHALLENGES FACING THE TOWN

Ross is the second largest market town in Herefordshire with a population of just over 10,000. According to the English Indices of Deprivation 2019 Ross:

- Is less deprived than the England average on all measures.
- Is the second largest market town in Herefordshire with a population of 11,309; with 8% more over 65s than the national average⁷
- Has fewer jobs per head than the Herefordshire average although relatively higher than all other market towns in the county.
- Experienced an increase in benefit claimants in the early stages of the pandemic (April to September 2020) from 300 to 350 (17%)
- Experienced the loss of 65 jobs (1.3% of the total) between 2015-18.
- Overall highest number of jobs across all 5 towns. Distinctive sectors: manufacturing, wholesale/retail, transport, accommodation and food, real estate, services.
- Has fewer low value and more high value properties than the national average.

Notwithstanding this relative status, however, and in common with the other market towns in the county, the principal challenges for Ross relate to scale and functionality, and a skewed demography in terms of economic workforce.

Relatively low job density, a declining jobs market in the town (pre-covid) with comparatively high levels of out-commuting, combined with a high proportion of over 65s renders the town vulnerable to the persistence of this imbalance between scale, functionality and demographics.

The Ross NDP recognises the need to address these challenges through its principle objectives:

1. To protect and enhance all aspects of the environment.
2. To deliver more housing, in particular to meet local needs.
3. To protect, enhance and diversify the local economy.
4. To ensure an accessible and well-connected town for all.

⁷ [Lower layer Super Output Area population estimates \(National Statistics\) - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

5. To protect, enhance and diversify the town's social and cultural assets.

The Town Investment Plan proposes a number of 'projects' and interventions that are consistent with these objectives and that would act as the means to deliver the short, medium and long term actions required to effect the changes needed to deliver the Town Vision.

The TIP is primarily an economic development and delivery plan. It seeks to provide an economic rationale for projects on the basis of the benefits and impacts that would be derived as a result of investment and implementation.

The TIP therefore focusses on projects that will, for instance, deliver employment land to support business investment in growth and employment, and projects that will support the growth of tourism by providing facilities and an enhanced visitor experience.

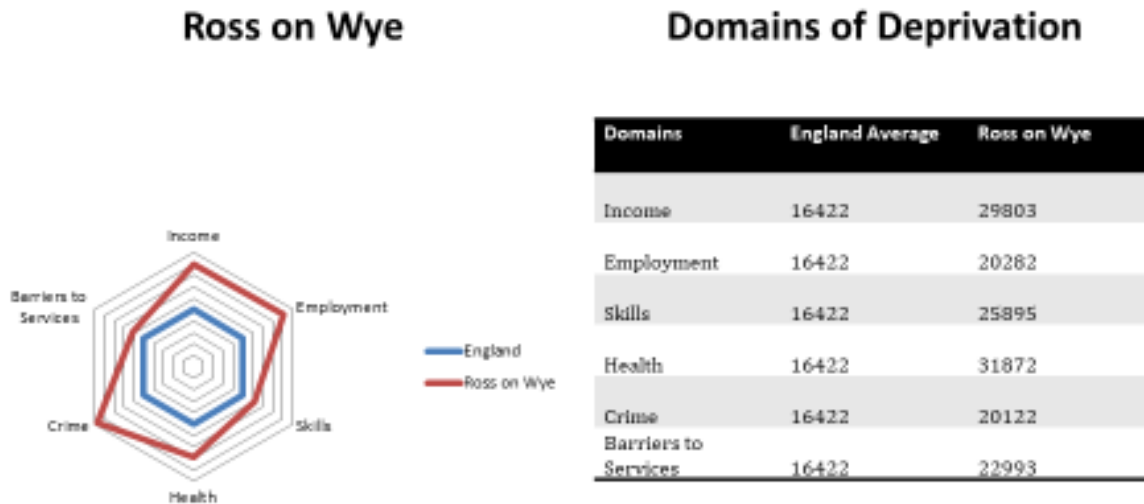
In tandem there are many viable projects and initiatives that are not considered within the TIP, but are contained within other strategic plans, including a number of projects and activities highlighted within the NDP as 'Practical Projects'.

An assessment of employment trends in Ross-on-Wye highlights:

- Fewer jobs per head than the Herefordshire average although relatively higher than all other market towns in the county.
- Increase in benefit claimants (April to September 2020) from 300 to 350 (17%)
- A loss of 65 jobs (1.3% of the total) between 2015-18

We have reviewed the 2019 Indices of deprivation to identify the main challenges facing the town the key findings of this work are summarised below:

English Indices of Deprivation 2019



The radar diagram ranks all 32,844 Lower Layer Super Output Areas (LSOAs) in England according to the indices of deprivation. Each LSOA has a population of circa 1,500 people or 650 households.

- The blue line indicates the England average;
- Within the blue line is more deprived;
- Outside the blue line is less deprived.

The radar diagram above is derived from the English Indices of Deprivation 2019. It ranks each neighbourhood in England in terms of their characteristics in relation to the following indicator sets:

- The Income Deprivation Domain measures the proportion of the population experiencing deprivation relating to low income.
- The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market.
- The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population.
- The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
- The Crime Domain measures the risk of personal and material victimisation at local level.

- The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: ‘geographical barriers’, which relate to the physical proximity of local services, and ‘wider barriers’ which includes issues relating to access to housing such as affordability.

Regional Economic and Industrial Strategy

The Marches Strategic Economic Plan (SEP) and the draft Local Industrial Strategy (LIS) highlight some of the issues facing Herefordshire as a whole. These are principally concerned with:

Theme	Issue
Relationship between <i>Growth Points</i> and their hinterlands	Hereford is seen as central to the economic success of a much wider hinterland.
<i>Skills gap</i>	Herefordshire has the second highest proportion of young people classified as NEET (Not in Employment, Education or Training) in the West Midlands.
<i>Higher education</i>	Enabling students to study locally and attract new students into the area, i.e. through the establishment of NMITE college.
<i>Demography</i>	Herefordshire has a declining working age population.
<i>Connectivity</i>	The peripheral location of Hereford is highlighted as impacting on business efficiency in the area.

The draft LIS identifies major growth opportunities around:

- ensuring future competitiveness and success in high-tech, energy efficient manufacturing and engineering;
- securing the future food supply chain and achieving modern and environmentally sustainable production, packaging and distribution through agri-tech innovation; and
- developing world-renowned excellence in cyber security and resilience.

The challenges facing Ross are similarly reflected across the wider marches region. The Marches Strategic Economic Plan⁸ characterises these challenges in terms of ‘market failures’ as follows:

⁸ <https://www.marcheslep.org.uk/wp-content/uploads/2021/01/The-Marches-LEP-Strategic-Economic-Plan-2019.pdf>

Market Failure	Impact
A lack of critical mass to drive economic activity	<ul style="list-style-type: none"> • reduced opportunities for the types of organic growth that arises from business clustering, • more limited opportunities to attract talented employees and inward investment; • long travel distances for business and employees who need to access jobs and markets by car; and • a general lack of economic momentum in growth sectors.
Lack of identity and appeal to investors	The Marches region does not appear to be on the overseas investors' radar impacting on the area's ability to attract private sector investment at scale.
Limited university offer or graduate jobs leading to a loss of the younger highly skilled generation	<p>This exacerbates demographic trends, where the economic value generated will be dependent upon a shrinking base with greater demands placed upon it.</p> <p>NMITE will provide additional HE capacity in the area of integrated engineering as it builds its first cohorts of students.</p>

THE TOWN'S ASSETS AND STRENGTHS

We have set out below the key assets and strengths of the town

The town is located on the A40 which runs through Gloucester to Abergavenny and beyond. The town also has good road links to Birmingham and the Midlands via the M50 motorway (the 'Ross-on-Wye spur' from the M5) and to South Wales via the A40/A449 dual carriageway.

Ross is located within the Area of Outstanding Natural Beauty and the River Wye.

Ross contains picturesque buildings, with buildings such as the Market House and The Prospect.

The Ross Development Trust

The Ross Development Trust RDT was incorporated in 2019 to support local residents in a number of ways. This formal community charitable structure provide the basis for the RDT to undertake delivery activities as an accountable body including some of the projects listed in this Investment Plan.

The Ross Community Housing Trust

Similarly a nascent Community Housing Trust has been set up with a view to establishing a Community Land Trust for asset transfer of land for housing that would be designated for local residents.

SPATIAL CONTEXT

Herefordshire's Core Strategy contains a chapter on Place Shaping. This describes Ross-on-Wye as the market town serving the south of the county, and how it will be supported in 'continuing to fulfil a diverse range of roles as a centre for residential, employment, recreational and cultural services'.

Ross-on-Wye also acts as a service centre for the surrounding rural area and connections to the motorway network also make it an important gateway into the county, and a tourist destination in its own right.

The Strategy sets out how strategic growth on the town's periphery as well as smaller scale growth in the town itself will be supported. It describes the 900 new homes proposed southeast of the town at Hildersley [Model Farm] – including the potential for sustainable transport links to the town centre, and the role of the Neighbourhood Development Plan in providing a range of smaller sites of less than 100 dwellings in and around the town.

The Strategy seeks to ensure both this single strategic site and smaller sites are sensitive to the town, its historical features and the Wye Valley Area of Outstanding Natural Beauty (AONB) surrounding it.

The Strategy further signals the need to reduce travel by private car through sustainable transport modes (e.g. walking, cycling) and by promoting local job opportunities. The urban extension, for example, is located on an area of medium-low landscape value and potential new links such as green corridors will be encouraged. Residential development in and around Ross-on-Wye should ensure that areas prone to flooding from the River Wye are avoided and that any future flood risk is addressed through sustainable urban drainage systems.

STAKEHOLDER ENGAGEMENT

At the outset of the commission Ross Town Council set up a well-represented steering group of local and county Councillors to act as an initial and on-going interface with Rose Regeneration. A series of meetings and a town 'walk through' helped to establish an emerging list of projects and the basis for further and wider engagement with a number of local stakeholders.

Further engagement meetings with the Town Council in the early stage of the commission also refined understanding of the objectives of the Town investment Plan process and provided the basis for Rose Regeneration to expand engagement into the wider community stakeholders relating to the projects listed.

A Town Stakeholder Zoom meeting was held in late December 2020 to which all those identified were invited; this meeting was chaired by a Town Councillor and included some twenty stakeholders.

The meeting identified a number of themes for the Town Investment Plan to consider and develop. Principal amongst these themes were concerns in relation to the availability of employment land for local businesses, and the need to maintain and develop facilities and offerings in relation to tourism.

A number of thematic meetings with relevant stakeholders were held to consider the key themes in more detail and identify the vision, strategic objectives and project ideas for inclusion in the Plan.

In parallel, Rose Regeneration has consulted extensively with potential delivery and funding partners. This has included engagement with private landowners, a number of Herefordshire Council officers, local businesses, developers and county-wide and regional sector representatives.

THEORY OF CHANGE

A Theory of Change linked to the projects proposed arising from the strategy is set out below:

Project	Intervention Theme	Issues in Ross	Action	Output	Outcomes	Impact	Transformation Target
Model Farm Ross Enterprise Park	Business and Economy	Demand for sustainable employment land and housing	Model Farm development plus associated more modest impacts from other employment related projects	37 acres of new employment land 24,900 m ² of premises	817 new jobs £57,000,000 GVA pa (HCA) Employment Density and Additionality Guide)	More sustainable settlement based on live/work opportunities for local people	5 years – Ross reaches the county average level of jobs per head 10-15 years – Ross achieves a parity between economically active people and local jobs 30 years – Ross is a sustainable settlement with reduced net outflow of commuters and an enhanced functionality as the core employment base for the south of the county.
Brampton and Sellack Cycleway - Backney picnic area	Visitor Economy	Scope for enhanced visitor economy	Part of a package to deliver Riverside Canoe Bunkhouse & Pontoons, Museum without walls, increased “liveability” linked to sports centre and skate park.	5 miles of new cycle facility	Healthy living and micro-enterprise outcomes – 2 businesses café and cycle hire	Better utilisation of the natural tourism assets of Ross-on-Wye	5 years new tourism infrastructure in place. 10-15 years 25% increase in visitors from STEAM base (2016/17) – suggesting 400,000 visitors per year. 30 years Ross recognized as a key access point to the river Wye and the cycle access points for the County.
Ryefield Centre	Town/civic amenities	Enhanced community facilities	Development of building as community facility	Creation of a new community meeting space	Enhanced social capital – scope for 2,240 letting sessions (in 2 hour slots)	Healthier and more cohesive community	5 years new tourism infrastructure in place. 10-15 years 25% increase in visitors from STEAM base (2016/17) – suggesting 400,000 visitors per year. 30 years Ross recognized as a key access point to the river Wye and the cycle access points for the County.

Project	Intervention Theme	Issues in Ross	Action	Output	Outcomes	Impact	Transformation Target
Riverside Canoe Bunkhouse & Pontoons	Visitor Economy	Greater realisation of the potential of river Wye as a visitor asset in Ross-on-Wye	Riverside Canoe Bunkhouse & Pontoons, Museum without walls, increased "liveability" linked to sports centre and skate park.	Property acquisition and refurbishment to provide facilities for river users and create linkages to the town centre.	Assumed 10 beds 4 new jobs £125,000 GVA pa assume. £70 impact per tourist – assume 10,000 tourists over 3 years £700,000 (STEAM 2016 updated)	Stronger tourism infrastructure and visitor accommodation offer making help Ross fulfil its tourism potential	5 years new tourism infrastructure in place. 10-15 years 25% increase in visitors from STEAM base (2016/17) – suggesting 400,000 visitors per year. 30 years Ross recognized as a key access point to the river Wye and the cycle access points for the County.
Museum Without Walls	Visitor Economy	Scope for enhanced visitor economy	Part of a package including Riverside Canoe Bunkhouse & Pontoons, Museum without walls, increased "liveability" linked to sports centre and skate park.	New augmented reality trail – providing 9 new attraction stations	£70 impact per tourist – assume 10,000 tourists over 3 years £700,000 (STEAM 2016 updated)	Stronger tourism infrastructure and visitor making help Ross fulfil its tourism potential	5 years new tourism infrastructure in place. 10-15 years 25% increase in visitors from STEAM base (2016/17) – suggesting 400,000 visitors per year. 30 years Ross recognized as a key access point to the river Wye and the cycle access points for the County.
Broadmeadow and Tanyard Lane Development	Business and Economy	Scope for new sustainable mixed use development	Part of a package including Model Farm and Broadmeadow/Tanyard Lane development plus associated more modest impacts from other employment related projects	Mixed use sustainable development covering 18 ha	Based on assumptions linked to development of half of site for economic outcomes - 400 jobs, 28,500,000 GVA p.a (HCA Employment Density & Additionality Guide)	More sustainable settlement based on live/work opportunities for local people	5 years – Ross reaches the county average level of jobs per head 10-15 years – Ross achieves a parity between economically active people and local jobs 30 years – Ross is a sustainable settlement with reduced net outflow of commuters and an enhanced functionality as the core employment base for the south of the county.

Project	Intervention Theme	Issues in Ross	Action	Output	Outcomes	Impact	Transformation Target
Skate park	Town/civic amenities	Dilapidated leisure infrastructure meriting enhancement	Riverside Canoe Bunkhouse & Pontoons, Museum without walls, increased “liveability” linked to sports centre and skate park.	Enhanced community facilities	Healthy living and micro-enterprise outcomes – 2 businesses café and cycle hire	Healthier and more cohesive community	5 years new visitor infrastructure in place. 10-15 years 25% increase in visitors from STEAM base (2016/17) – suggesting 400,000 visitors per year. 30 years Ross recognized as a key access point to the river Wye and the cycle access points for the County.
Sports Centre	Town/civic amenities	Dilapidated leisure infrastructure meriting enhancement	Riverside Canoe Bunkhouse & Pontoons, Museum without walls, increased “liveability” linked to sports centre and skate park.	Enhanced community facilities	Healthy living and micro-enterprise outcomes – 2 businesses café and cycle hire	Healthier and more cohesive community	5 years new tourism infrastructure in place. 10-15 years 25% increase in visitors from STEAM base (2016/17) – suggesting 400,000 visitors per year. 30 years Ross recognized as a key access point to the river Wye and the cycle access points for the County.
Market House and Apron Plaza	Public Realm/Commercial Development	Enhanced community facilities	Part of a package of civic amenity investments which will increase the attractiveness and “liveability” of Ross on Wye	Creation of a new community meeting space	Enhanced social capital –	Healthier and more cohesive community	5 years enhanced townscape increases the civic appeal of the town and its visitor numbers. 10-15 years a pattern of private sector investment in the urban fabric of Ross on Wye emerges. 30 years Ross on Wye has a well established sustainable mix of people and visitors supported by a dynamic civic core of amenities

Project	Intervention Theme	Issues in Ross	Action	Output	Outcomes	Impact	Transformation Target
High St Pedestrianisation	Public Realm	Tired Public Realm	Part of a package of civic amenity investments which will increase the attractiveness and “liveability” of Ross on Wye	Better functionality for the town	£70 impact per tourist – assume 10,000 tourists over 3 years £700,000 (STEAM 2016 updated)	More people with access to a more viable living environment	5 years enhanced townscape increases the civic appeal of the town and its visitor numbers. 10-15 years a pattern of private sector investment in the urban fabric of Ross on Wye emerges. 30 years Ross on Wye has a well established sustainable mix of people and visitors supported by a dynamic civic core of amenities
Shop/building frontage grant scheme	Tourism/Visitors Town /Civic Amenities	Weak visitor economy	Part of a package of civic amenity investments which will increase the attractiveness and “liveability” of Ross on Wye	Improved Built environment in the Town	More footfall and private investment	More demand to visit and invest in the town	5 years enhanced townscape increases the civic appeal of the town and its visitor numbers. 10-15 years a pattern of private sector investment in the urban fabric of Ross on Wye emerges. 30 years Ross on Wye has a well established sustainable mix of people and visitors supported by a dynamic civic core of amenities

PROJECTS

The following projects and ‘investment themes’ emerged through the stakeholder engagement process. These projects and themes were validated through a wider stakeholder meeting in late December 2020 and subsequent group and one to one discussions in the first quarter of 2021.

The table below provides a short form summary by way of an overview of projects and themes, those projects that could be considered appropriate for Herefordshire Employment Land and Incubation Space capital programme funding and individual descriptions of those projects that are considered strategically significant, with the potential to attract funding outside of the Council. It is supported by a theory of change and Transformation Table, showing our aspirations for impact.

The package of projects identified in this Town Investment Plan will need to access a range of funding sources in order to be delivered.

Herefordshire Council has earmarked some £20million for Employment Land and Incubation Space development in its capital programme as an investment pot for capital projects in the county's five market towns.

This funding can be used by the council to invest in projects which can demonstrate an appropriate business case which show the ability of the projects to generate capital receipts or income which can be used to pay back the initial investment over time. Some of the projects in the Plan may secure funding through this route subject to detailed business cases being developed and considered by the council.

The majority of the projects identified will need to explore alternative funding options which could include private investment including: Heritage Lottery; charitable trusts; other public sector funding such as the capital programmes of the West Mercia Police Service; the Hereford and Worcester Fire service; the Herefordshire Clinical Commissioning Group; the Marches LEP; Homes England etc. In addition to these sources of funding there are a range of Government funding opportunities already in place and more will be announced going forward. Some of the projects in the Plan will require revenue funding as well as capital investment. There may be opportunities to package projects together to bid for funding as well as to bid for funds in phases on the larger projects. Different funders will require different information and governance arrangements which will need to be considered on a bid by bid basis. The evidence base and supporting information produced to support this Plan will be a useful information and policy context to help inform bids for funding.

The following project ideas are also at a very early stage of development

- Managed workshops & workspace
- Digital Noticeboard
- Purchase of land for recreation
- Town Market

In May 2021 the Town Council and wider stakeholders met to consider the relative priority to allocate to each project. A scoring matrix based on the good practice methodology identified by the Town Hub which supports the implementation of the Town Fund was used to assess the relative merit of each project. Within the matrix there are 8 themes chosen through engagement with local stakeholders.

For Ross-on-Wye the key criteria agreed were: contribution to net zero; attraction of more visitors/inward investment; increased GVA (a measure of the productivity of businesses); increased business diversity (an increase to the range and variety of businesses operating locally); higher skills; better population balance (supporting a wide demographic spread of age groups); greater equity (supporting fairer access to all determinants of quality of life) and equality agenda (eliminating any form of discrimination). Each project was scored by the group on a scale of 1-5 where one is lowest to provide a group composite score. These scores then used to rank the project as set out in the summary table below.

Project	Summary
Ross Enterprise Park	The Ross Enterprise Park site is owned by Herefordshire Council and it has been a longstanding employment land allocation. The gross site area is 15 hectares / 37 acres and has outline planning consent for 29,400 m ² for B1, B2 and B8 floor space and full consent for access off the A40. It is recognised that this strategically significant site may also provide an opportunity for housing development in the future.
Broadmeadow and Tanyard Lane Development	This is an area just over 18 hectares. It was considered in the 2011 SHLAA (Strategic Housing Land Availability Assessments). The proposal supported through options in the NDP is for a mixed use development and is encouraged because of the importance to Ross as a whole of such a large area stretching from the town centre to the A40. Ross Town Council wishes to control the development of the site which is complex and in multiple ownership. As a first step RTC wishes to develop a comprehensive site masterplan in order to: 1. encourage the various landowners to stand firm around their in-principle agreement for equalisation of land values. 2. Prevent piece-meal development. 3. Deliver a mixed-use development that responds to the needs of the town in terms of employment land provision. Provisional budget - £40 million
Riverside Canoe Bunkhouse & Pontoons	Potentially based on existing dilapidated properties in third party ownership - the project involves property acquisition and refurbishment to provide facilities for river users and create linkages to the town centre. The property in question is in a prominent and highly visible location. Its current state of dilapidation impacts negatively on the broader townscape and has no economic function. This we believe is a viable project, but there are significant barriers to the private sector including inter alia the costs of refurbishment. In any event it would be unlikely that a purely private sector model would deliver the wider river based activities and investments that are part of this project. There is a strong case for public sector intervention in addressing market failures, especially if the project delivers the business opportunities and expands river usage to the benefit of other operators. Provisional budget - £700,000
Sports Centre	The building known as Ross Sports Centre (RSC) and the football fields are currently leased from Herefordshire County Council on a 30 year lease by Ross on Wye Sports Club CIC (previously Ross on Wye Sports Centre CIC). Ross on Wye Sports Centre CIC took over the lease from Herefordshire Council in 2012. A needs assessment identified that there is an under-supply of sports pitches in Ross; that improving levels of sport participation and engaging in a healthy lifestyle is a key priority for Herefordshire; that for the centre to operate viably and sustainably it should have a stakeholder club-led structure; that there is a need for facility improvements particularly with regard to improving disabled access, changing accommodation, social facilities that can generate income and the quality of the sports pitches. Provisional budget - £2 million
Ryefield Centre	Asset transfer of Ryefield Centre to a CIC or similar body for community use, possibly with HC leasing some space to provide access to services in Ross. Potential to free up space in Larruperz Centre (next door) to allow conversion of large hall to tiered auditorium, which is a lack in Ross. The proposal offers the potential to improve community spaces and provide a medium sized teared auditorium for Arts events, currently a lack in the town. Provisional budget - £1.5 million

Project	Summary
Brampton & Sellack Cycleway/Cycle network development	<p>This is a joint project proposed with neighbouring Parishes including Brampton Abbots and Sellack Parishes It involves the restoration of a pedestrian/cycle bridge at Backney and utilising the disused Ross to Hereford railway line. This would open up a range of circular walks and access to a picnic site that provides access on to Backney Common.</p> <p>Ross Town Council could make available an area of car parking for cycle hire and other facilities.</p> <p>This project could in time link into the National Cycling Network through the refurbishment of the disused rail line leading into and out of the town and linked to Hereford city centre with a continuation of the old railway route with a subsequent river crossing at Baysham and Pen-allt linking into Holme Lacy. Provisional budget - £650,000</p>
Market House and Plaza Apron	<p>To renovate the 17th Century Market House via one of 2 options:</p> <ul style="list-style-type: none"> • to 'glass in' the ground floor of the Market House, • to seek Herefordshire Council's permission to terrace the Market Apron and create a central focus to the Town Centre. <p>Provisional budget - £1.5 million</p>
Museum Without Walls	<p>This project would provide an augmented reality cultural trail at sites across Ross-on-Wye with the potential to become a significant tourist attraction. Funding is required to facilitate an additional 9 attractions (3 already created with funding from ACE and Hidden Gems) rendered in 3D and accessible via a dedicated free App. Each exhibit will capture either a lost aspect of the town's cultural past or imagine what the future may hold. The three exhibits currently operating that provide proof of concept are:</p> <ul style="list-style-type: none"> • The Lost Fountain (The Prospect) • Underhill (Market House) • River boats from the Wye Tour (Riverside) <p>Provisional budget - £200,000</p>
High Street pedestrianisation & Enhancing Town Walkway	<p>To investigate the viability of closing the High Street to traffic for specified hours of the day to allow use of the highway by cafes and restaurants as well as for events.</p> <p>Provisional budget - £100,000</p>
Skate park	<p>This project aims to improve the existing Ross skate park to a higher 'national' standard and to provide additional facilities within the existing site to include a 5-aside football/basketball court concrete table tennis, a Football wall with holes to score goals.</p> <p>Provisional budget - £350,000</p>
Shop Front Grant Scheme	<p>Financial support to encourage businesses based in Ross to revitalise their shop front.</p> <p>Provisional budget - £200,000</p>

A detailed project scoring matrix showing the working for the prioritisation process is set out at Appendix 2

Investment Proposal Form

Project Name: Model Farm – Ross Enterprise Park

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<p><i>Description</i> Ross Enterprise Park - The Ross Enterprise Park site is owned by Herefordshire Council and it has been a long standing employment land allocation. The gross site area is 15 hectares / 37 acres and has outline planning consent for 29,400 m² for B1, B2 and B8 floor space and full consent for access off the A40. The site is contiguous to land that is currently allocated housing land with extant permissions. This land is in the ownership separately of Herefordshire Council, a private landowner and the MOD with advanced discussions on development and an agreement that is currently in abeyance and not formally constituted. This agreement includes the potential for servicing the Model Farm site as part of a wider housing scheme that requires easements over the Model Farm site for drainage purposes.</p>					
Demand Analysis	<p>Engagement with agents and businesses through the development of the Plan has identified significant local demand for employment land. There is a need for public sector intervention in delivery via both its current 2 separate landholdings and co-ordinating the interests of the parties involved.</p>		£20M (est)	5 years	<p>The gross site area is 15 hectares / 37 acres and has outline planning consent for 29,400 m² for B1, B2 and B8 floor space and full consent for access off the A40. The site is contiguous to land that is currently allocated housing land with extant permissions.</p>
Potential funding sources	<p>Model Farm development could be brought forward on a phased basis by Herefordshire Council including the potential for housing which could attract support of Homes England. Planning risks for the employment plan are largely mitigated through extant consents.</p>				
Exit (Sustainability) Strategy	<p>The development will generate capital receipts and rent for the Council</p>				

Investment Proposal Form

Project Name: Ross Sports Centre

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p><i>Description</i> The building known as Ross Sports Centre (RSC) and the football fields are currently leased from Herefordshire County Council on a 30 year lease by Ross on Wye Sports Club CIC (previously Ross on Wye Sports Centre CIC). Ross on Wye Sports Centre CIC took over the lease from Herefordshire Council in 2012. A needs assessment identified that there is an under-supply of sports pitches in Ross; that improving levels of sport participation and engaging in a healthy lifestyle is a key priority for Herefordshire; that for the Centre to operate viably and sustainably it should have a stakeholder club-led structure; that there is a need for facility improvements particularly with regard to improving disabled access, changing accommodation, social facilities that can generate income and the quality of the sports pitches.</p> <p>The economic value of sport is well evidenced at local community level by, inter alia, Sport England. Value is generated through a variety of outcomes including health and wellbeing benefits, and the economic value of volunteering activities which are significant in respect of local sport participation.</p>			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
			Demand Analysis	Strong evidence of need and demand and potential for growth of activities via the CIC operating the centre and activities.	
Potential funding sources	Possible grant funding for improved sports facilities/ improved public health.				
Exit (Sustainability) Strategy	Existing CIC structure offers a potential vehicle to deliver project and manage operations and revenues.				

Investment Proposal Form

Investment Proposal Form				
Project Name: Ross Skate Park				
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities	
<p><i>Description</i> This project aims to improve the existing Ross skate park to a higher 'national' standard and to provide additional facilities within the existing site to include a 5-a-side football/basketball court concrete table tennis, a Football wall with holes to score goals. This project is aimed at providing a venue for young people in the town, providing facilities of a high standard to encourage wider participation as well as providing, in the case of the skate park, a competition and training venue. It would also provide a focus for youth related services to engage with young people to identify issues and provide support and interventions.</p> <p>The economic value of sport related activities is well evidenced at local community level by, inter alia, Sport England. Value is generated through a variety of outcomes including health and wellbeing benefits, specifically the positive benefits that would accrue to young people and the wider community benefits through the development of civic responsibility and social skills. The Park would provide a facility for youth outreach services to support an often difficult to reach cohort.</p>		Cost	Timescale	Outputs
		Demand Analysis	This project is a long standing aspiration for the town for which there is strong support.	
Potential funding sources	There is scope to link this to the Ross Sports Centre initiative and to connect the people promoting the project to the Extreme Sports Town initiative in Hereford. A range of funding sources have been successfully used in other towns in the UK including Developer Contributions, Town council funding, local playing fields associations, a range of community association operated by retailers including the Co-op and ASDA, the National Lottery Community Fund and other local private sector service providers e.g. the Veolia Environmental fund. A comprehensive design and plan would need to be produced for the purposes of fund raising through an appropriate body such as a development trust or linked to the Sports Centre CIC.	£350K (est)	6 months	High quality national standard skate and recreation park
Exit (Sustainability) Strategy	Revenue and national/local sponsorship opportunities could provide the basis for on-going management and maintenance along with competition related activities providing revenue, advertising and promotion income.			

Investment Proposal Form			
Project Name: Broadmeadow & Tanyard Lane Development			
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>
<i>Description</i> This is an area just over 18 hectares. It was considered in the 2011 SHLAA: Ross Town Council wishes to control the development of the site which is complex and in multiple ownership. As a first step RTC wishes to develop a comprehensive site masterplan in order to: 1. encourage the various landowners to stand firm around their in-principle agreement for equalisation of land values. 2. Prevent piece-meal development. 3. Deliver a mixed-use development that responds to the needs of the town in terms of employment land provision.		<i>Cost</i>	<i>Timescale</i>
<i>Demand Analysis</i>	The proposal is supported through options in the NDP is for a mixed use development and is encouraged because of the importance to Ross as a whole of such a large area stretching from the town centre to the A40.	Est £40 Million	Within 10 years
<i>Potential funding sources</i>	Parts of the site could be considered conventionally viable, but other areas (notably the core of Broadmeadows) would not be viable for housing. Mixed use to include: C3a: Housing including affordable homes B1a: Offices B1a and B1c: R&D and light industry Public Open Spaces and squares.		
<i>Exit (Sustainability) Strategy</i>	N/A		Mix of housing, retail and commercial space

Investment Proposal Form

Project Name: Riverside Canoe Bunkhouse & Pontoons

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p>A riverside facility to increase river based activities and tourism in the town is considered to be an investment of strategic importance to Ross. There is the potential to deliver this project based on a current opportunity to acquire a dilapidated property in third party ownership - the project would involve property acquisition by the Town Council and refurbishment to provide facilities for river users and create linkages to the town centre. The property in question is in a prominent and highly visible location. Its current state of dilapidation impacts negatively on the broader townscape and has no economic function. This we believe is a viable project, but there are significant barriers to the private sector including inter alia the costs of refurbishment. In any event it would be unlikely that a purely private sector model would deliver the wider river based activities and investments that are part of this project. There is a strong case for public sector intervention in addressing market failures, especially if the project delivers the business opportunities and expands river usage to the benefit of other operators.</p>			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
			<p>Demand Analysis</p> <p>There is scope to link this initiative to the development of the River Wye Infrastructure in the Hereford Town Plan. It would also link to a similar scheme operated by a local Parish Council that generates revenues via this model. The river is an under-utilised and currently under-exploited tourist asset with the potential to deliver facilities and revenues from opening up and delivering economic and tourist related activities which could create new business and employment opportunities.</p>	<p>£700k (est)</p>	<p>18 months</p>
<p>Potential funding sources</p> <p>Revenues generated could service debt finance subject to a business plan and sourcing of loan provider such as the Marches Investment Fund.</p>					
<p>Exit (Sustainability) Strategy</p> <p>The development would enable revenue generation via fees and income from sales with the option for third party operator as Community Interest Company.</p>					

Investment Proposal Form

Project Name: Museum Without Walls

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p>This project would provide an augmented reality cultural trail at sites across Ross on Wye with the potential to become a significant tourist attraction. Funding is required to facilitate an additional 9 attractions (3 already created with funding from ACE and Hidden Gems) rendered in 3D and accessible via a dedicated free App. Each exhibit will capture either a lost aspect of the town's cultural past or imagine what the future may hold. The three exhibits currently operating that provide proof of concept are:</p> <ul style="list-style-type: none"> • The Lost Fountain (The Prospect) • Underhill (Market House) • River boats from the Wye Tour (Riverside) 			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
			Demand Analysis	<p>Initial elements of this project have been delivered via grant funding and provide the proof of concept. Launch of these elements in May 2021 will further prove viability in the technical execution of the project. Tourism is a key economic driver for the town and requires investment in both physical and virtual infrastructure to meet market demand and expectation and to increase both the volume and value of visits to the town (higher per visitor spend, longer visitor stays).</p>	£200k (est)
Potential funding sources	A range of funding options exist through national funding streams				
Exit (Sustainability) Strategy	The project would seek to be self-funding through subscription services, advertising and sponsorship, operated and Managed by Create Ross.				

Investment Proposal Form

Project Name: Brampton and Sellack Cycleway - Backney picnic area

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<p>Description: This is a joint project proposed with neighbouring Parishes including Brampton Abbots and Sellack Parishes It involves the restoration of a pedestrian/cycle bridge at Backney and utilising the disused Ross to Hereford railway line. This would open up a range of circular walks and access to a picnic site that provides access on to Backney Common. Ross Town Council could make available an area of car parking for cycle hire and other facilities. This project could in time link in to the National Cycling Network through the refurbishment of the disused rail line leading into and out of the town and linked to Hereford city centre with a continuation of the old railway route with a subsequent river crossing at Baysham and Pen-alt linking into Holme Lacy</p>					
Demand Analysis	Herefordshire Council have estimated that the potential usage of this route could exceed 46,000 journeys a year.				
Potential funding sources	This project could be funded through the Lottery and other relevant charitable donors. The link to health and wellbeing and the recent Social prescribing CLOVER project in Ross also opens other avenues for funding. As part of the wider Herefordshire Tourism strategy this project would form an important component and should work closely with visitor economy partners.		£864,200, (if a timber bridge is employed)	18 Months	3km new walking/cycling route. Open up local beauty spot for visitors. Improved Health outcomes through Health Prescribing by local GPs.
Exit (Sustainability) Strategy	Ownership of BBPS transferred from Herefordshire Council to Sellack Parish Council about two years ago. This project could become self-sustaining through charging for services including car-parking and equipment hire where opportunities for small business development could be encouraged.				

Investment Proposal Form

Project Name: Ross-on-Wye: Ryefield Centre Asset transfer – opening up opportunity for community, performance space and conferences through combined space with the adjacent Larrupertz Centre.

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<p>Description: This project would involve the asset transfer of Ryefield Centre by Herefordshire Council to a local CIC or similar body for community use, possibly with HC leasing some space to provide access to services in Ross. The project creates the potential to free up space in Larrupertz Centre (next door) to allow conversion of a large hall to a tiered auditorium for multi-use as a theatre/performing arts space, conference venue and other related activities which Ross currently lacks. Cost relates to the repurposing of the Larrupertz Centre, refurbishment of internal spaces in both buildings and renovation of the frontages.</p>					
Demand Analysis	<p>Community survey in summer 2020 (95 responses) showed strong support for the proposal and suggestions on potential uses. Services for vulnerable people, youth/children and community group support were the top priorities.</p>				<p>New theatre, auditorium and conference space. New spaces for community groups at the Larrupertz and Ryefield.</p>
Potential funding sources	<p>Asset transfer of the Ryefield Centre would provide the basis for a project proposal to inter alia the Arts Council for a significant element of the cost of works. Other funding sources, including lottery and local 'community chest' type grants, section 106 contributions with the potential for a community fund raising programme would could support up to 30% of costs by way of match.</p>		£1.5 million (est)	Asset transfer to be completed by 12/22	<p>Maintenance of face to face HC services in Ross</p>
Exit (Sustainability) Strategy	<p>The CIC model has worked well at the neighbouring Larrupertz where, pre-Covid, the main problem was lack of space to meet demand. The current management structure is considered fit for purpose to assume responsibility for the additional asset and the management of works as proposed.</p>				

Investment Proposal Form

Project Name: Pedestrianisation of the High Street including a new crossing at Wilton Road/Wye Street (within the Ross Movement Study – projects 55 & 56) – linked to the Market Hall and Plaza project as an enhanced route linking the high street and the river

Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
			Cost	Timescale	Outputs
<p><i>Description:</i> This project is directly linked to the Market Hall and Plaza project in its aspiration to effect a significant improvement to the high street and enhance the walking route through important parts of the town and connect to the river. These are discrete projects in themselves, but should be considered as a ‘package’ of investments delivering a number of enhancement and benefits to the town and its tourism and retail offering. The pedestrianisation of the high street and the new crossing at Wilton Road are projects contained in the Ross Movement Study (Draft yet to be adopted). The consultation with Ward members in the Movement Study found: <i>“Consideration of a preferred package that encompasses the following is seen as the priority for future delivery:</i></p> <ul style="list-style-type: none"> <i>• Pedestrianisation of the High Street running from the Market House to Edde Cross Street (scheme 55)</i> <i>• Extension of the pavement running under the Town walls in Wilton Road to Royal Parade</i> <i>• New pedestrian crossing in Wilton Road from Town Wall to near top of Wye Street (No. 56)</i> <i>• Improved traffic management measures in Copse Cross St/south section of High St”.</i> <p>In a post-Covid world, outdoor seating will be increasingly important to the hospitality industry but few businesses in the High street have any. Pedestrianisation would also help link the town centre with the Prospect gardens and will support developing the Market House as a destination.</p>			Est. <£1Million	Within 12 Months from full approval by HC Highways	The area of high street between broad street and church street or possibly St. Marys Street would become available as temporary retail space.
Demand Analysis	There are clearly concerns amongst the High Street retailers of the potential impact of closing the High Street to vehicles. The evidence from schemes of this nature across the country is that this can and often does result in an increase in foot fall and spend at those times.				
Potential funding sources	The Ross Movement study identifies Funding sources for identified schemes as the following: <ul style="list-style-type: none"> • Herefordshire Council’s Public Realm Annual Plan • S106 – Developer funding • Grant – third party funding sources such as DfT, <ul style="list-style-type: none"> • Homes England, • Local Enterprise Partnerships, or similar bidding opportunities as they arise 				

Investment Proposal Form				
Exit (Sustainability) Strategy	The operation of the scheme would be managed and maintained by RTC with no recourse to funds from HC except those within Highways funding scope.			

Investment Proposal Form			
Project Name: Ross Shop/ building frontage grant scheme			
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>
<p><i>Description:</i> Investment in the public realm needs to be complemented by investment in the frontages of shops and other town centre buildings to make the town a place to visit and spend time in. A grant scheme is required to encourage property owners to invest in town centre properties. It is suggested that any grant from the scheme would require a contribution from the property owner.</p>		<i>Cost</i>	<i>Timescale</i>
		<i>Outputs</i>	
Demand Analysis	Chamber of Trade and stakeholder feedback	£200,000	1 – 5 years
Potential funding sources	Private Sector, Government Grants, Heritage Lottery,		At least 30 properties improved
Exit (Sustainability) Strategy	The ongoing maintenance responsibilities will stay with the current property owners.		

Market House & Market Apron Revitalisation

Investment Proposal Form			
Project Name: Market House & Market Apron Revitalisation – part of wider pedestrianisation scheme project			
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>
<p><i>Description:</i> This is a potentially transformative project for Ross High Street and the wider town when considered in the context of the pedestrianisation of the High Street and investments in the routes linking the town and the river. This combined package of investments would deliver significant benefits in terms of the community and tourism offer, and support a stronger, more diverse and resilient High Street retail offering. RTC is already committing funds and seeking grants to renovate the 17th Century Market House, and has commissioned an Architect to prepare the tender documentation set. Two options are being considered, one is to 'glass in' the ground floor of the Market House, and the second is to seek Herefordshire County Council's permission to terrace the Market Apron and create a central focus to the Town Centre. E.g. on non-market days extending the popular 'tables under the market house' service. It will also create opportunities to hire out the ground floor of the Market House.</p>		<i>Cost</i>	<i>Timescale</i>
		£1M - £1.5M and the RTC could contribute £200k.	Planning & tendering during 2021, and completion by Sept 2022.
<i>Demand Analysis</i>	Last summer the 5/6 tables under the Market house were very popular, particularly on sunny days. They restarted in April 2021 and are proving popular again.		It will attract greater footfall within the Town Centre, supporting 6+ independent coffee/ tea rooms. Two direct jobs created Indoor Floor space: TBD (not measured) Outdoor Floor space: TBD (not measured)
<i>Potential funding sources</i>	Ross Town Council would seek to contribute £200k. other sources of funding include Historic England and National Lottery with		
<i>Exit (Sustainability) Strategy</i>	RTC would maintain the terraced Market Apron		

Next Steps

This is one of five Market Town Economic Investment Plans commissioned by Herefordshire Council for each of Herefordshire's market towns.

Herefordshire Council has identified projects which could be funded by them through the Employment Land and Business Space capital programme allocation. As a result in addition to this Market Town Investment Plan, Rose Regeneration has completed Outline Business Cases (OBCs) and Project Mandates for the following projects for the council's consideration.

OBC's have been developed and submitted for:

- Ross Enterprise Park

Project Mandates have been developed and submitted for:

- Riverside Canoe Bunkhouse and pontoons
- Broadmeadow and Tanyard Lane development

Once the Plans, OBCs and Project Mandates have been considered by Herefordshire Council it is recommended that the council works with the five Market Town Councils to establish an appropriate delivery mechanism to oversee, secure funding for and monitor the delivery of the Market Town Economic Investment Plans.

This delivery mechanism should be led and supported by Herefordshire Council and should involve representatives from each Town Council.

APPENDIX 1 – STRATEGIC CONTEXT SUMMARY

National context	Regional Context	Herefordshire Context	Ross-on-Wye Context
<ul style="list-style-type: none"> • <i>Industrial Strategy</i> – ‘places’ foundation: tackling entrenched regional disparities. • Industrial Strategy <i>Productivity Evidence Review</i> – some cities and rural county areas have been falling behind, including Herefordshire. County Councils Network <i>analysis of GVA</i> in 36 county areas found Herefordshire to be experiencing the smallest economic growth 5.3% between 2014 and 2018). • A low carbon future in a changing climate – UK obligations under the 2015 Paris Agreement - setting a net zero target for carbon emissions by 2050. • <i>HM Treasury</i>/Government department resources - levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people. • Build Better, Build Greener, Build Faster - reforming the planning system (<i>NPPF, Planning for the Future White Paper</i>) to give more emphasis to quality, design and the environment. • COVID-19 recovery measures - protecting and restoring livelihoods, improving living 	<ul style="list-style-type: none"> ○ <i>Local Industrial Strategy</i> and <i>Strategic Economic Plan</i> – inclusive growth, connectivity, skills, enterprise and innovation, trade and investment. Herefordshire’s sectoral specialisms: food and drink, education, advanced manufacturing and engineering, defence and construction. Ross-on-Wye as an ‘opportunity town’ – linked to urban centres and intended to strengthen the Marches as a single economic entity. ○ <i>Skills Plan</i> and <i>Skills Sectors Deep Dives</i> – the provision of Higher Education provision and Further Education courses relevant to these growth opportunities in Herefordshire. ○ Cyber Resilience Alliance / <i>Science and Innovation Audit</i> – the largest cluster of cyber security activity outside of London: growth in direct jobs, wider investment in products and processes and acting as a regional testbed. ○ <i>Growth Hub</i> and <i>Enterprise Zone</i> with specialisms in defence and security at Skylon Park, Hereford. ○ <i>Niche tourism offer</i> with potential to increase 	<ul style="list-style-type: none"> ▪ Herefordshire is a cold spot for social mobility – it is in the bottom 20 list of Local Authorities in England in terms of the chances that disadvantaged children will do well at school and get a good job. ▪ The importance of creating high-quality, highly skilled jobs against a backdrop of traditional low-skill, low-wage economy. ▪ <i>County Plan</i> – improving sustainability, connectivity, wellbeing and becoming carbon neutral by 2030-2031: Talk Community (hubs), community wealth building (increasing the amount of money that stays in the local economy); and Sustainable Food County (a whole system approach to tackling obesity, diet related ill health, food poverty, waste and climate change). ▪ <i>Hereford Town Investment Plan</i> – intended to deliver urban regeneration, a stronger skills base, and improved connectivity in the city. Under the strapline ‘green and fair’ the PLAN recognises Hereford’s 	<ul style="list-style-type: none"> ➤ <i>Herefordshire Economic Vision</i> – enabling market towns to maximise their role in building thriving and distinctive service centres. ➤ The <i>Neighbourhood Development Plan</i> includes a Vision of Ross-on-Wye in 2031 which is <i>...even more attractive for me and my family as a place to live in, and also for people to visit there are now many more visitors than there used to be. All the extra houses, which are nicely designed to reflect the distinctive character of Ross have not swamped the town. In face they – or rather their occupants – seem to have added to the vitality of the town, certainly to its various shops (no longer empty), cafes, places to meet and general feel (so many old buildings now spruced up).</i> The Plan focuses on environment, housing, working and shopping, getting around and leisure and wellbeing; and contains 42 practical projects. ➤ The <i>Core Strategy</i> describes Ross-on-Wye as the market town serving the south of the county, fulfilling a diverse range of roles as a centre for residential, employment, recreational and cultural services. It acts as a service centre for the surrounding rural area and with connections to the motorway network also makes it an important gateway into the county,

<p>standards and new economic opportunities.</p>	<p>awareness and visibility.</p> <ul style="list-style-type: none"> ○ <i>Economic recovery plan</i> – investment in infrastructure and jobs: Hereford city streetscape improvements and NMITE Skylon campus development. 	<p>connectivity to market towns and countryside (e.g. tourism – attract and disperse approach).</p> <ul style="list-style-type: none"> ▪ Telling stories about place, identifying and implementing a vision, strong partnership working and securing funding/investment are all needed for pandemic Recovery and Transformation. ▪ <i>Hereford Transport Strategy</i> describes traffic flows, delays and congestion schemes which increase physical activity (e.g. cycling, walking) generate high value-for-money. 	<p>and a tourist destination in its own right. It contains a target for Ross-on-Wye to develop 900 houses and 10 hectares of employment land.</p> <ul style="list-style-type: none"> ➤ These targets will be met through the Model Farm development (an urban extension) and smaller sites set out in the Neighbourhood Development Plan. ➤ <i>Wye Valley AONB Management Plan 2020-2025</i> refers to how the town has a distinctive spire and skyline, Devonian Old Red Sandstone buildings and cliffs. <i>National Character Area Profile 104</i>: the town has transport routes such as the A40 (south of Ross-on-Wye) and M50. Much of the town is in a Conservation Area regarded as ‘at risk’. ➤ In the NDP, any new developments should enhance the overall character and sustainability of the town through a consideration of character and design, landscape, green infrastructure, local green spaces, retaining/encouraging employment, and retaining/encouraging new community facilities. ➤ Harnessing growth and development opportunities not only requires sensitivity towards built and natural environments, but also lead to accessibility improvements within the town.
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APPENDIX 2 – PROJECT PRIORITISATION

Project	Theme	Description	Indicative Cost (.000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Score
Ross Enterprise Park (10 acres)	Employment Space/Housing	The Ross Enterprise Park site is owned by Herefordshire Council and it has been a long standing employment land allocation. The gross site area is 15 hectares / 37 acres and has outline planning consent for 29,400 m ² for B1, B2 and B8 floor space and full consent for access off the A40. The site is contiguous to land that is currently allocated housing land with extant permissions. This land is in the ownership separately of Herefordshire Council, a private landowner and the MOD with advanced discussions on development and an agreement that is currently in abeyance and not formally constituted. This agreement includes the potential for servicing the Model Farm site as part of a wider housing scheme that requires easements over the Model Farm site for drainage purposes.	£2,000	5	5	5	4	4	5	3	88.75%
Broadmeadow and Tanyard Lane Development-Ross	Employment Space/Housing	This is an area just over 18 hectares. It was considered in the 2011 SHLAA: The proposal supported through options in the NDP is for a mixed use development and is encouraged because of the importance to Ross as a whole of such a large area stretching from the town centre to the A40. Ross Town Council wishes to control the development of the site which is complex and in multiple ownership. As a first step RTC wishes to develop a comprehensive site masterplan in order to: 1. encourage the various landowners to stand firm around their in-principle agreement for equalisation of land values. 2. Prevent piece-meal development. 3. Deliver a mixed-use development that responds to the	£40,000	4	4	4	3	5	4	5	85.00%

Project	Theme	Description	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Score
		needs of the town in terms of employment land provision.									
Riverside Canoe Bunkhouse & Pontoons - Ross	Tourism/Commercial Development	Potentially based on existing dilapidated properties in third party ownership - the project involves property acquisition and refurbishment to provide facilities for river users and create linkages to the town centre. The property in question is in a prominent and highly visible location. Its current state of dilapidation impacts negatively on the broader townscape and has no economic function. This we believe is a viable project, but there are significant barriers to the private sector including inter alia the costs of refurbishment. In any event it would be unlikely that a purely private sector model would deliver the wider river based activities and investments that are part of this project. There is a strong case for public sector intervention in addressing market failures, especially if the project delivers the business opportunities and expands river usage to the benefit of other operators.	£700	5	3	4	2	2	5	4	72.50%

Project	Theme	Description	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Score
Sports Centre - Ross	Community Space	The building known as Ross Sports Centre (RSC) and the football fields are currently leased from Herefordshire County Council on a 30 year lease by Ross on Wye Sports Club CIC (previously Ross on Wye Sports Centre CIC). Ross on Wye Sports Centre CIC took over the lease from Herefordshire Council in 2012. A needs assessment identified that there is an under-supply of sports pitches in Ross; that improving levels of sport participation and engaging in a healthy lifestyle is a key priority for Herefordshire; that for the Centre to operate viably and sustainably it should have a stakeholder clubbed structure; that there is a need for facility improvements particularly with regard to improving disabled access, changing accommodation, social facilities that can generate income and the quality of the sports pitches	£2,000	3	2	3	2.5	3	5	5	66.25%
Ryefield Centre - Ross	Community Space	Asset transfer of Ryefield Centre to a CIC or similar body for community use, possibly with HC leasing some space to provide access to services in Ross. Potential to free up space in Larruperz Centre (next door) to allow conversion of large hall to tiered auditorium, which is a lack in Ross. The proposal offers the potential to improve community spaces and provide a medium sized tiered auditorium for Arts events, currently a lack in the town.	£1,500	4	3	3.5	3	2	4	3	63.75%

Project	Theme	Description	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Score
Brampton & Sellack Cycleway/Cycle network development - Ross on Wye	Green Infrastructure	This is a joint project proposed with neighbouring Parishes including Brampton Abbots and Sellack Parishes It involves the restoration of a pedestrian/cycle bridge at Backney and utilising the disused Ross to Hereford railway line. This would open up a range of circular walks and access to a picnic site that provides access on to Backney Common. Ross Town Council could make available an area of car parking for cycle hire and other facilities. This project could in time link in to the National Cycling Network through the refurbishment of the disused rail line leading into and out of the town and linked to Hereford city centre with a continuation of the old railway route with a subsequent river crossing at Baysham and Pen-alt linking into Holme Lacy	£650	5	3	2	2	3	4	4	62.50%
Market House and Apron Plaza	Public Realm/Commercial Development	Creation of a café and renovation of 17th Century Market House and land terracing	£1,500	5	4	4	2	2	2	2	62.50%
Museum Without Walls - Ross	Tourism	This project would provide an augmented reality cultural trail at sites across Ross on Wye with the potential to become a significant tourist attraction. Funding is required to facilitate an additional 9 attractions (3 already created with funding from ACE and Hidden Gems) rendered in 3D and accessible via a dedicated free App. Each exhibit will capture either a lost aspect of the town's cultural past or imagine what the future may hold. The three exhibits currently operating that provide proof of concept are: • The Lost Fountain (The Prospect) • Underhill (Market House) • River boats from the Wye Tour (Riverside)	£200	5	3	3	2	2	2	2	60.00%
High St Pedestrianisation	Public Realm	Tourism and Visitor Economy	£100	4	3	3	2	2	3	3	60.00%

Project	Theme	Description	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Score
Skate Park - Ross	Community Space	This project aims to improve the existing Ross skate park to a higher 'national' standard and to provide additional facilities within the existing site to include a 5-aside football/basketball court concrete table tennis, a Football wall with holes to score goals.	£350	3	2	2	2	4	4	4	55.00%
Shop Front Grant Scheme - Ross	Commercial Development	Financial support to encourage businesses based in Ross to revitalise their shop front.	£200	3	2	3	0	2	2	3	42.50%

Ledbury Investment Plan 2021



June 2021

As a prosperous market town, Ledbury will continue to be a vibrant, thriving community, both socially and economically, with an attractive, well managed and safe built environment in sympathy with the surrounding natural landscape. The town will continue to be a popular destination as an attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage.

Ledbury Town Investment Plan Statement 2021

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EXECUTIVE SUMMARY

Market Town Investment Plans

This Ledbury Town Investment Plan is one of five Market Town Investment Plans (MTIPs) commissioned by Herefordshire Council. Herefordshire's market towns, including Ledbury, play a critical role in the county's economy, as focal points for employment; for retail, tourism, leisure and culture; for business investment and growth; for housing; and for access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

The MTIPs identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The MTIPs will also play a key role in the development a new long term county wide 'big plan'. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

The Vision for Ledbury

"As a prosperous market town, Ledbury will continue to be a vibrant, thriving community, both socially and economically, with an attractive, well managed and safe built environment in sympathy with the surrounding natural landscape.

The town will continue to be a popular destination as an attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage."

The Main Challenges facing the town

Ledbury has a population of 10,054 with a high proportion of over 65s (29% compared to the national average of 20%¹). The town is less deprived than the England average on all measures apart from 'Barriers to Services' which measures the physical and financial accessibility of housing and local services.

Ledbury has a larger proportion of higher value properties than the national average. New housing development has not yet been accompanied by any additional employment land and other infrastructure necessary to promote a sustainable community. Currently the Town Council is reviewing its Neighbourhood Development Plan which aims to address the imbalance in development requirements.

Ledbury has a smaller stock of jobs per head than the national average and saw an increase in benefit claimants between April and September 2020, the early part of the pandemic, from 185 to 220, a rise of 19%. Between 2015 and 2018 Ledbury saw a reduction of 625 jobs (14.5% of the total).

¹ ONS – Population Estimates for Lower Layer Super Output Areas in England and Wales by Broad Age Groups and Sex - National Statistics

The Town's Assets and Strengths

Ledbury acts as a key service centre to the surrounding rural area, east Herefordshire and neighbouring Gloucestershire and Worcestershire. Ledbury railway station has regular services to Hereford, Malvern, Worcester, Birmingham and London. Ledbury has a strong voluntary sector with over 120 local groups. It has a number of visitor attractions and hosts a number of events throughout the year.

The town centre is covered by a Conservation Area, with many important built, historic and heritage assets, some of which are listed. The town sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty (AONB). The AONB Management Plan 2019-2024 highlights the town fringing its boundary and as one of its special features.

Ledbury has a thriving light industrial base, with companies such as Amcor, Galebreaker, Ornuo, Helping Hand, ABE, Heineken and Bevisol; and is well served by growers and producers supplying major supermarkets.

Issues in Ledbury

Issues in Ledbury	Targets
Employment land demand Enhancement of skills base and development of economic potential Limited options for skills development in Ledbury Scope for the development of innovation and micro-businesses	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Enhance local recreational needs to meet current and projected need and demand Enhance operational functionality of the town No significant student presence in Ledbury	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer
Scope to enhance the civic architecture and townscape and increase the Town Market and other attractions including festivals Scope to enhance the civic architecture and townscape Weak visitor economy	Ledbury becomes a more livable place with a more effective high street within the next 5 years
Scope to enhance the civic architecture and townscape	Visitor numbers and tourism spend will rise to regional average within ten years.

Project summary

The MTIP identifies a number of potential projects that will contribute to the delivery of the town's vision. These include:

Development of employment opportunities:

- Viaduct site – 3 Ha employment allocation - business units
- Employment Land at Little Marcle Road

Improvements to develop a more sustainable and fully functioning town:

- Rail parking and access
- Landscaping at Master House/St Katherines Car Park leading to the High Street
- Shop Front Grant Scheme

Civic amenities and projects aimed at young people

- Conversion of Town Council offices to Tourist destination
- Relocation of Playing Fields
- Viaduct site – Student accommodation

The MTIP shows how each of these projects contribute to the delivery of Ledbury's Vision. It will provide a platform for successful funding bids as suitable funding opportunities become available.

Herefordshire Council will continue to work with Ledbury Town Council and other local stakeholders to identify new project and funding opportunities, carry out feasibility and foundation work, and support local organisations to apply for funding.

BACKGROUND

This Ledbury Town Investment Plan is one of five Market Town Investment Plans commissioned by Herefordshire Council. Herefordshire’s market towns, including Ledbury, play a critical role in the county’s economy, as focal points for employment; retail, tourism, leisure and culture; business investment and growth; housing; and access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

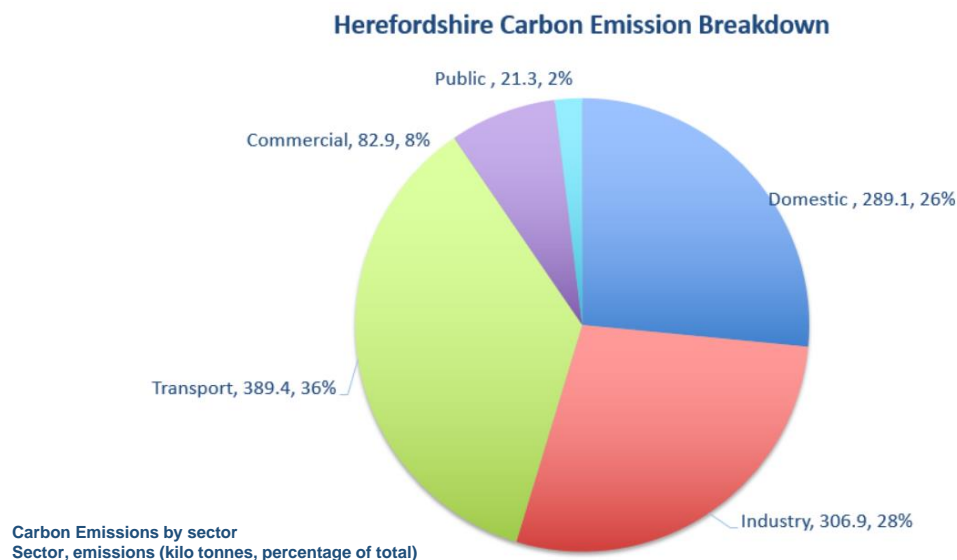
The MTIPs identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The market town investment plans will also play a key role in the development a new long term county wide ‘big plan’. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county, how we retain/ attract younger generations, in creating great places to live, study, work and invest.

Climate and Ecological Emergency

On 8 March 2019 Herefordshire Council declared a Climate Emergency following unanimous support for a climate emergency resolution at full council. This declaration was subsequently updated and strengthened on 11 December 2020 when Herefordshire Council declared a Climate and Ecological Emergency (CEE) following support for a climate and ecological emergency resolution at full council.

Further to these declarations the council approved the ambitious new target to become zero carbon and nature rich by 2030.

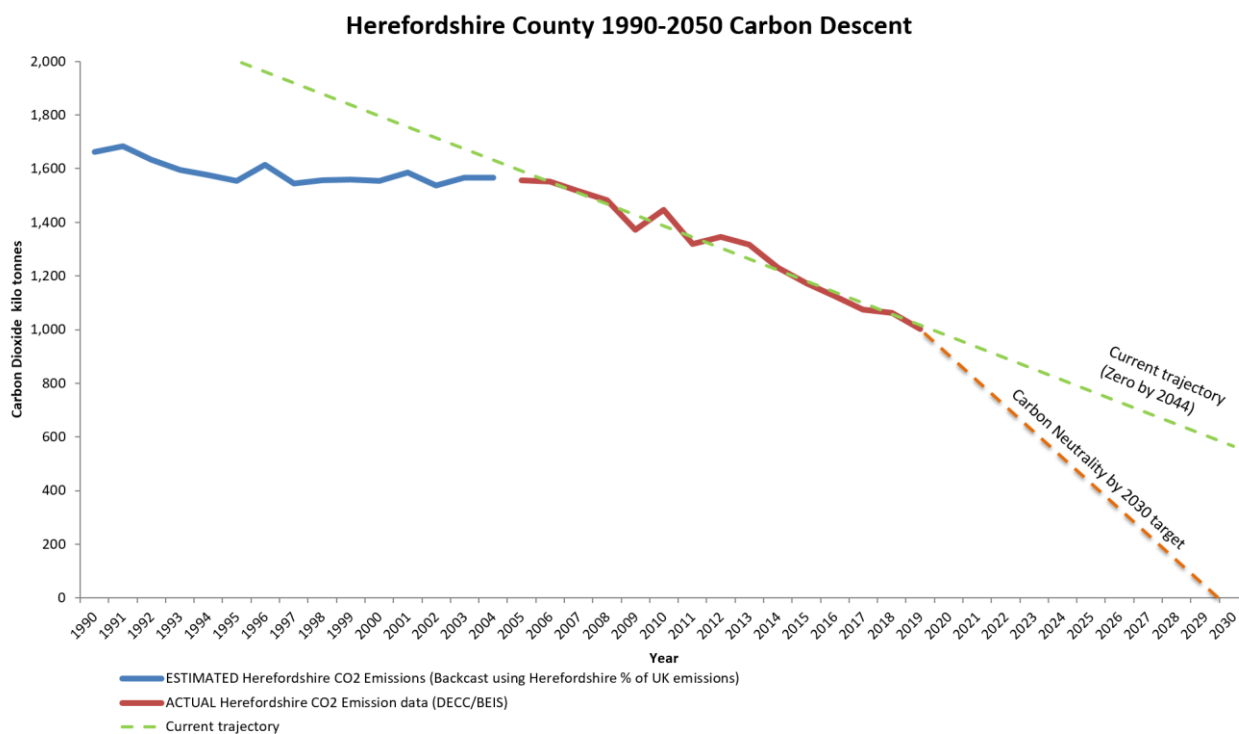
The below chart illustrates Herefordshire’s current carbon emission split and the areas of focus for the Ledbury MTIP to support the Herefordshire’s journey to net zero.



In order to achieve this target, as illustrated below, a new Herefordshire Climate & Nature Partnership and Board have been established to catalyse and coordinate new action across the

County. These actions have been grouped into a series of six different action plans including: Housing & Buildings; Transport; Energy; Farming & Land Use; Waste and Food.

The details of the Herefordshire Climate & Nature Partnership, including the six themed action plans are set out: <https://zerocarbon.herefordshire.gov.uk/>



As a key strategic plan the Ledbury MTIP is strongly committed to delivering Herefordshire’s net zero and nature rich commitment and will work in partnership with its communities, businesses and the Herefordshire Climate & Nature Board to achieve this through the development and delivery of the plan.

Community Including the Impact of Covid-19

The damage to the economy and to health from Covid-19 has been felt across Herefordshire. During 2020 and the early part of 2021, the pandemic reached all corners of the county and has had an impact on every community. During 2020, the UK economy contracted by 9.9%. It remains to be seen what the long-term impact of the pandemic will be, but within many sectors we are likely to see a shift to working, learning and engaging in commerce remotely on digital platforms.

The projects proposed in this Plan have been developed through engagement with key stakeholders in Ledbury and will help the town to attract essential investment as the need to promote recovery opens up new funding opportunities.

Attitudes towards working from home have changed substantially since the start of the COVID pandemic and many workers will continue to work from home long after it has ended.

There could be positive implications for Herefordshire’s Market Towns in what is being termed ‘hybrid working’. The Centre for Towns recently reported that its research indicates “big potential for places to market themselves as online working destinations” as predictions indicate that the longer people are required to work at home, the greater the adoption of home working will be beyond the current situation.

The best performing towns are ones with a healthy mix of age groups and professional types. An increase in home working would have a significant positive impact in rebalancing Herefordshire's market towns demographics and towns should therefore actively promote themselves to attract in and retain a thriving working age population.

Towns will need to work closely with Herefordshire Council to ensure that digital connectivity is adequate to support the needs of home workers. Clearly Herefordshire market towns have a significant 'quality of life' offer, with a good range of local services.

Economy

Herefordshire faces a number long term economic challenges such as the lowest level of productivity of any county in England², a low wage economy (19% below the national average³), a deficit of higher level skills (41.4% of the population has NVQ level 4 national average of 43.1%⁴), an aging population (25% over 65 compared to a 18% nationally), and a significant shortage of labour (2.9% claiming unemployment benefits⁵).

However, the county has a significant number of opportunities, including local strengths in food and drink, tourism, and agriculture, specialisms in fast growing global markets like cyber security, an outstanding quality of life, and new university (New Model Institute in Technology and Engineering). The county is also very well placed to benefit from a post Covid lifestyle trend, as people now look to increasingly work remotely away from populated cities to locations offering a better quality of life.

The market towns have a crucial role to play in addressing the long term economic challenges, and realising the county's many opportunities. Key local centres for housing, culture, access to public services, tourism, with strong local communities and identities. Establishing great vibrant places to live and meaningful employment opportunities will be key to stemming the aging population, in retaining/ attracting younger generations to study, live and work in the county for generations to come.

Ledbury is particularly well placed to realise some of these opportunities, significantly contributing the future economic success of the county as a whole. A highly attractive and popular market town, strategically well placed on the road network (close to the M50), offering a great place to live, visit and work.

As people's approach to work and quality of life requirements change, Ledbury is well placed to benefit from an increasing transition to a digital economy, with people working from home or flexible workspaces in attractive, less densely populated locations away from city centres.

The Plan identifies a vision for growth and a programme of investment projects required to deliver the vision and support the economic development of Ledbury over the next fifteen years. Funding from many different sources will be needed to achieve them. The Plan identifies the timetable for delivery, lead body and potential sources of investment for each of the projects.

² [ONS Regional Differences in Productivity July 2021](#)

³ [Understanding Herefordshire ONS data 2019](#)

⁴ [ONS Population Survey 2020](#)

⁵ [ONS claimant count October 2021](#)

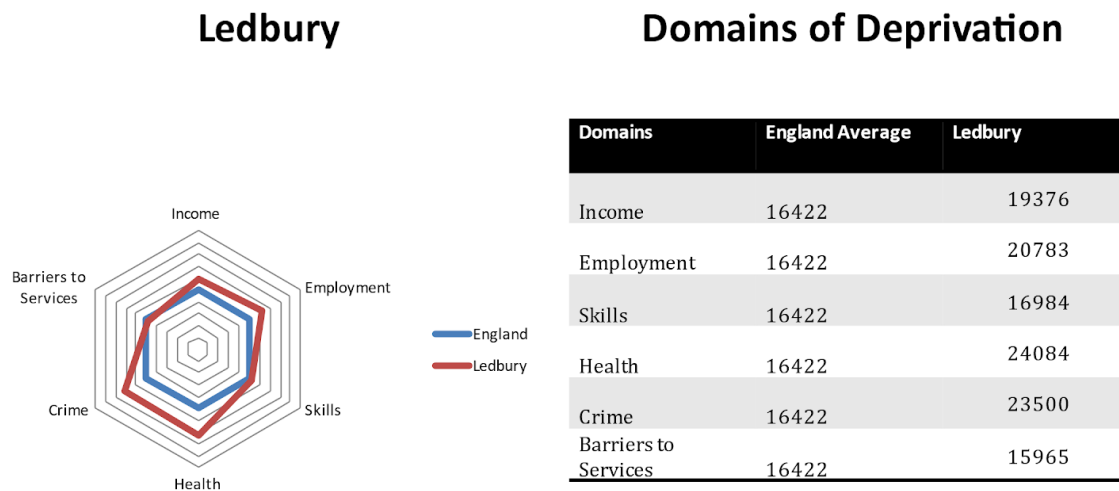
THE MAIN CHALLENGES FACING THE TOWN

A full review of all extant documents produced in the last five years relating to Ledbury’s economic and community development is attached at Appendix 1. This contextual analysis has informed the selection and prioritisation of investment proposals in the Town Investment Plan.

A review of the 2019 Indices of deprivation identifies the main challenges facing the town summarised as follows:

- Ledbury is less deprived than England on all measures apart from Barriers to Services
- Ledbury has a similar population to other market towns apart from Kington. Population just over 10,000. 9% more over 65s than the national average.
- There is a smaller stock of jobs per head than the national average.
- Ledbury has seen an Increase in benefit claimants by 19%
- Ledbury experienced a loss of 625 jobs between 2015-18.
- Distinctive sectors for Ledbury include: manufacturing, wholesale/retail, transport, accommodation and food, professional services, arts and entertainment.
- Ledbury has a higher proportion of higher value properties than the national average.

English Indices of Deprivation 2019



The radar diagram ranks all 32,844 Lower Layer Super Output Areas (LSOAs) in England according to the indices of deprivation. Each LSOA has a population of circa 1,500 people or 650 households.

- The blue line indicates the England average;
- Within the blue line is more deprived;
- Outside the blue line is less deprived.

The radar diagram above is derived from the English Indices of Deprivation 2019. It ranks each neighbourhood in England in terms of their characteristics in relation to the following indicator sets:

- The Income Deprivation Domain measures the proportion of the population experiencing deprivation relating to low income.
- The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market.
- The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population.
- The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
- The Crime Domain measures the risk of personal and material victimisation at local level.
- The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

Pressure for new houses has resulted in extensions to the town in a number of directions. These are predominantly to its north, beyond the viaduct, and to the south, crossing over Ledbury bypass.

As yet this growth has not been accompanied by any additional employment land and other infrastructure which is considered necessary to promote a sustainable community. Currently the Town Council is reviewing its Neighbourhood Development Plan which aims to address the imbalance in development requirements.

THE VISION FOR LEDBURY

As a prosperous market town, Ledbury will continue to be a vibrant, thriving community, both socially and economically, with an attractive, well managed and safe built environment in sympathy with the surrounding natural landscape.

The town will continue to be a popular destination as an attractive place to shop for residents, the local rural community and visitors, with a successful tourist industry celebrating the town's heritage.

Objectives

This Vision helped shape the Objectives which are grouped under 6 headings:

- Housing
- Employment and Economy
- Built Environment
- Natural Environment
- Community and Leisure
- Transport and Infrastructure

THE TOWNS ASSETS AND STRENGTHS

We have set out below the key assets and strengths of the town

- Ledbury acts as a key service centre to the surrounding rural area, East Herefordshire and neighbouring Gloucestershire and Worcestershire.
- The town centre is covered by a Conservation Area, with many important built, historic and heritage assets, some of which are listed.
- Ledbury has a thriving light industrial base, with companies such as Amcor, Galebreaker, Ornuo, Helping Hand, ABE, Heineken and Bevisol; and is well served by growers and producers supplying major supermarkets.
- Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty. Ledbury itself has a number of visitor attractions and hosts a number of events throughout the year.
- Ledbury has a railway station with regular services to Hereford, Malvern, Worcester, Birmingham and London – with improvements to access and car parking required.
- Ledbury also has a town trail (part of a former railway branch line), canal and riverside walk, and forms part of the Herefordshire Trail and Geo Park Way.
- The Malvern Hills Area of Outstanding Natural Beauty (AONB) Management Plan 2019-2024 highlights the market town of Ledbury as fringing its boundary and as one of its special features.
- Ledbury has a strong voluntary sector with over 120 local groups.

The Ledbury policy context summary:

1. Ledbury is a thriving market town and acts as a key service centre to the surrounding rural area, East Herefordshire and neighbouring Gloucestershire and Worcestershire.
2. The town centre is covered by a Conservation Area, with many important built, historic and heritage assets, some of which are listed.
3. The town is scheduled to accommodate growth – mainly within an urban extension to the North. The Local Plan and LNDP seek to balance new developments with the environmental and historic constraints of the town – extending sustainable transport routes (including rail, bus, cycle and pedestrian access), affordability (housing, jobs), and through the provision of new community infrastructure. This also includes the creation of new, accessible green space, outdoor play and sports facilities.
4. Ledbury has a thriving light industrial base, with companies such as Amcor, Galebreaker, Ornuu, Helping Hand, ABE, Heineken and Bevisol; and is well served by growers and producers supplying major supermarkets. Proposals seek to provide employment land to the West – upgrade existing business sites and develop brownfield sites.
5. Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty. Ledbury itself has a number of visitor attractions and hosts a number of events throughout the year. There are opportunities to increase local hotel and visitor accommodation provision, enhance visitor infrastructure and undertake cross-boundary promotion with other areas to turn days into stays.
6. Infrastructure (transport, broadband connectivity, community facilities) is needed to support this growth – including reducing dependency on the private car. Ledbury has a railway station with regular services to Hereford, Malvern, Worcester, Birmingham and London – with some improvements to access and car parking required.

SPATIAL CONTEXT

Herefordshire's Core Strategy contains a chapter on Place Shaping. For Ledbury this sets out area policies and proposals to support the town to fulfil its role as a 'thriving service centre to its surrounding rural area in the east of the county'.

The focus is on meeting housing needs (including affordable housing), reducing the need to travel by private car, facilitating the provision of new jobs to stem out-commuting, improving the delivery of, and access to, services, and realising the value of the local environment by promoting sustainable tourism and high quality housing.

- Developing Ledbury as a forward thinking, self-reliant and sustainable lifestyle community to reflect increasing climate change challenges. For example, through self-build zero carbon based housing developments, growing its own food, generating renewable energy and recycling waste and water.

- To ensure that new housing in Ledbury meets the needs of residents and is developed in a sustainable manner. To meet the target set out in the Core Strategy Herefordshire Council allocated 625 dwellings on the north of the town on what is known as the viaduct site. Windfall provision and approved planning applications have brought forward approximately 200 dwellings and the approval of 321 dwellings following an appeal means the total will exceed the target. The Ledbury NDP seeks to address what is a traditional low income area but with high cost housing due its suitability for commuting to the Midlands and beyond.
- Delivering a mix of sustainable employment sites to cater for future growth – the priority here is on high-quality, long-term employment, business start-ups and creative industries.
- Ledbury has a number of visitor attractions within the town and nearby and hosts a number of events throughout the year. The Ledbury NDP encourages proposals that increase local hotel and visitor accommodation provision in the urban area, and outside of the urban area the re-use of existing buildings into self-catering tourism units. It references the need for a new hotel which would provide employment opportunities, but also the need to provide better visitor infrastructure.
- Promoting a choice of retail, leisure and community activities in ways that enhance the appearance and historic character of the town. Ledbury has a range of independent shops, food outlets, services and pubs as well as a number of specialist shops which attract visitors from further afield and have also created online businesses.
- Offering a good standard of facilities, services and open spaces. This includes supporting health facilities to expand, new or improved community facilities for young people, facilities for people with mobility impairment, and supporting the establishment of a tri-service emergency centre.
- Reducing vehicular dependency through promoting the use of cycling, walking, and public transport including the use of train services for work, business and leisure needs. This includes improvements to the town trail and improvements to the accessibility and facilities at the railway station.
- The Management Plan highlights the need for cross-boundary promotion with Malvern and Ledbury as part of attempts to build quality experiences that turn days into stays.

STAKEHOLDER ENGAGEMENT

Following the stakeholder Zoom meeting in December there was a further meeting with the Town Council lead stakeholder to discuss the outcomes and the next steps. The minutes of the stakeholder meeting were circulated to all those attending.

Engagement with stakeholders reflects the short-list of projects agreed with the Town Council which are: land next to the Heineken Site as potential employment land; rail access with car parking and small business units on land to the east of the rail station; landscaping of part of St Katherine's car park next to the Master's House; relocation of the Town Council to enable the historic building to be re-purposed for tourism and revenue generating activities.

Several one to one engagement meetings have been held with Heineken, with 2 meetings including council officers, and a further meeting including the NDP development team.

2 stakeholder Zoom meetings were held with members of the Ledbury Sports/Football clubs in respect of a potential new site adjacent to the potential employment site at Little Marcle Road (Heineken) as part of the NDP development with which the MTIP work is closely aligned.

We have held a significant number of phone calls and virtual meetings with project leads and a range of service areas within Herefordshire Council to discuss the potential for transfer of funds and responsibilities for the landscaping of St Katherine's car park as well as for the potential for the Town Council to take space at the Masters House.

Further stakeholder engagement with the landowner, Herefordshire Sustainable Transport Group and Herefordshire Council officers in respect of car parking at the rail station has taken place between January and the end of March and is on-going.

THEORY OF CHANGE

A Theory of Change linked to the projects proposed arising from the strategy is set out below

Project	Intervention Framework	Issues in Ledbury	Action	Output	Outcomes	Impact	Transformation Target
Employment Land at Little Marcle Road	Business/Economy	Employment land demand	Acquire and encourage the development of new employment land	New serviced employment land	Increased stock of land to meet local employment demand	More sustainable settlement on a live/work basis	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Relocation of Playing fields	Town/Civic Amenities	Enhance local recreational needs to meet current and projected need and demand	Acquire new playing field site	Better recreational and leisure environment	Increased residential desirability. Increased sport participation and volunteering	More attractive settlement to people wishing to live/work in Ledbury	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer
Rail parking and access	Town/Civic Amenities Business/Economy	Enhance operational functionality of the town	Develop key railway station infrastructure	Better and more accessible rail and parking options	Better communications and commercial infrastructure	More accessible and sustainable location for employment/leisure	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer

Project	Intervention Framework	Issues in Ledbury	Action	Output	Outcomes	Impact	Transformation Target
Landscaping at Masters House/St Katherines	Town/Civic Amenities	Scope to enhance the civic architecture and townscape and increase the Town Market and other attractions including festivals	Invest in the development of this element of public realm	More attractive public environment, better use of civic buildings and public space	Better performing physical estate in Ledbury, support for local producers through expanded market and a contribution to the wider county wide tourism offer.	More effective use of public assets, increased visitor numbers through expanded Market and other activities – festivals etc.	Ledbury becomes a more livable place with a more effective high street within the next 5 years
Skills Development	Business/Economy	Enhancement of skills base and development of economic potential	Create a skills hub linked to key training providers with a focus in Hereford	A more skilled pool of workforce choices for employers and potential inward investors	A more productive and skilled town	Ledbury is more able to sustain its development as an economic entity	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Canal restoration link to skills – training facility	Business/Economy	Limited options for skills development in Ledbury	Create a skills hub linked to key training providers with a focus in Hereford	Enhanced canal facilities more local people trained	A more productive and skilled town	Ledbury is more able to sustain its development as an economic entity	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Conversion of Town Council offices to Tourist destination	Tourism/Visitors	Scope to enhance the civic architecture and townscape	Conversion of key strategic tourism asset	More attractive public environment, better use of civic buildings	Better performing physical estate in Ledbury	More effective use of public assets	Visitor numbers and tourism spend will rise to regional average within ten years.
Viaduct site – Student accommodation	Business/Economy	No significant student presence in Ledbury	Holistic investment in the civic, and employment infrastructure	Creation of student accommodation in town centre	Attraction of skilled and learning based	A town with a richer mix of people of all skills and potential	A more sustainable and fully functioning town where young people have the

Project	Intervention Framework	Issues in Ledbury	Action	Output	Outcomes	Impact	Transformation Target
			make Ledbury a more balanced place in terms of its demography. Making Ledbury attractive for economically active incomers.		residents to Ledbury		opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer – discernable change in 5 years
Viaduct site – 3ha employment allocation – Incubator/start-up units link to NMite	Business/Economy	Scope for the development of innovation and micro-businesses	Create a skills hub linked to key training providers with a focus in Hereford	Development of incubation services for micro-enterprise in Ledbury	Creation of a new cadre of micro-enterprises	Ledbury benefits from access to HE know how and dynamism	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Shop/building frontage grant scheme	Tourism/Visitors Town /Civic Amenities	Weak visitor economy	Development of a scheme to bring forward private sector investment in key High Street properties	Improved Built environment in the Town	More footfall and private investment	More demand to visit and invest in the town	Ledbury becomes a more livable place with a more effective high street within the next 5 years

SUGGESTED PROJECTS

The following projects and ‘investment themes’ emerged through the stakeholder engagement process. These projects and themes were validated through a wider stakeholder meeting in late December 2020 and subsequent group and one to one discussions in the first quarter of 2021.

The tables below provide a short form summary by way of an overview of projects and themes, those projects that could be considered appropriate for Herefordshire Employment Land and Incubation Space Capital Programme funding (amongst other sources), and individual descriptions of those projects that are considered strategically significant, with the potential to attract funding outside of the Council. It is supported by a theory of change, showing aspirations for impact.

The package of projects identified in this Town Investment Plan will need to access a range of funding sources in order to be delivered.

The majority of the projects identified will need to explore alternative funding options which could include: private investment including Section 106 funding; Heritage Lottery; charitable trusts; other public sector funding such as the capital programmes of the West Mercia Police Service; the Hereford and Worcester Fire service; the Herefordshire Clinical Commissioning Group; the Marches LEP; Homes England etc.

In addition to these sources of funding there are a range of Government funding opportunities already in place and more will be announced going forward. Some of the projects in the Plan will require revenue funding as well as capital investment. There may be opportunities to package projects together to bid for funding as well as to bid for funds in phases on the larger projects. Different funders will require different information and governance arrangements which will need to be considered on a bid by bid basis. The evidence base and supporting information produced to support this Plan will be a useful information and policy context to help inform bids for funding.

In May 2021 the Town Council and wider stakeholders met to consider the relative priority to allocate to each project. A scoring matrix based on the good practice methodology identified by the Town Hub which supports the national implementation of the Town Fund was used to assess the relative merit of each project. Within the matrix there are 8 themes identified through and validated by engagement with local stakeholders.

For Ledbury the key criteria agreed were: contribution to net zero; attraction of more visitors/inward investment; increased GVA (a measure of the productivity of businesses); increased business diversity (an increase to the range and variety of businesses operating locally); higher skills; better population balance (supporting a wide demographic spread of age groups); greater equity (supporting fairer access to all determinants of quality of life) and equality agenda (eliminating any form of discrimination). Each project was scored by the group on a scale of 1-5 where one is lowest to provide a group composite score. These scores then used to rank the project as set out in the summary table at Appendix 2.

Project	Summary
Viaduct site – 3ha employment allocation - business units	Potential for high tech business units to provide incubator space that NMITE and spin-out businesses would be looking for.
Employment Land at Little Marcle Road	<p>The opportunity to open up 6.7 acres of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site.</p> <p>This project could include options for site acquisition to accelerate delivery and influence eventual end-use of the site including green energy options.</p> <p>To note also that Heineken is offering 19 acres of greenfield land adjacent to its Ledbury site to the market for commercial development. This land is identified in the Ledbury NDP as employment land.</p> <p>Provisional Cost - £6,800,000</p>
Rail parking and access	<p>This project addresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. The car parking element has clear revenue potential. The potential to include small business units and a local farm shop equally present revenue options for the scheme.</p> <p>Provisional Cost £2.5 million</p>
Landscaping at Master House/St Katherines Car Park leading to the High Street	<p>Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of funding for that purpose. Transfer of the asset to the Town Council would enable more 'creative' and flexible procurement to deliver the landscaping 'project' within the existing budget allocation. The finished public space could be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town. Provisional Cost - £120,000</p>
Shop Front Grant Scheme	<p>Financial support to encourage businesses based in Ledbury to revitalise their shop front.</p> <p>Provisional Cost - £200,000</p>
Conversion of Town Council offices to Tourist destination	<p>This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering. Provisional Cost - £500,000</p>
Relocation of Playing Fields	<p>Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site. Provisional Cost - £1,500,000</p>

Project	Summary
Viaduct site – Student accommodation	The development site opens up the possibility for the location of some student accommodation on the development with close access to the station.

The two projects below were not included in the main list of projects as whilst they are deemed of value there are concerns that they have some long term delivery challenges. They are also outlined in yellow to represent the challenges associated with them in the project prioritization table at Appendix 2

Canal restoration link to skills – training facility	Canal Trust and HCT led skills programme to include NMITE and a local skills/training access point for reskilling/through-life learning.
Skills Development	To support Ledbury’s viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment. The Skills Foundry project, developed as a collaboration between NMITE, HCA and Rural Media as part of Hereford’s Stronger Towns Funding bid, aims to include Herefordshire’s market towns in a hub and spoke delivery model and will actively engage with Ledbury.

Investment Proposal Form					
Project Name: Employment Land at Little Marcle Road (2.7 hectares brownfield site)					
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p>Description - There is an imbalance between housing and employment with some 40% of the working population commuting out of the town. The Ledbury NDP identifies an area of circa 7.6 hectares owned by and contiguous to the Heineken facility as employment land.</p> <p>Through the Investment Plan project Heineken have been engaged and show willingness to dispose of this 7.6 hectares site to the market to bring forward commercial developments.</p> <p>This investment plan identifies an opportunity to open up 2.7 hectares (6.7 acres) of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to their operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site. This investment plan considers this site to be less attractive to the market to bring forward given potential extraordinary costs associated with site remediation, and therefore provides a strong rationale for public sector intervention.</p> <p>In total both sites could deliver up to 12 hectares of employment land over the NDP period, equivalent to the total requirement identified for Ledbury.</p>			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
			£6,800,000	5 Years	<p>The opportunity to open up 2.7 hectares (6.7 acres) of existing brownfield land for employment use. The site is currently part of the Heineken works that has been identified as surplus to operational requirements. Heineken has expressed interest in disposal of this area of land as it seeks to consolidate and increase the efficiency of its Ledbury site.</p> <p>This project could include options for site acquisition and enabling works by Herefordshire Council to accelerate delivery and influence eventual end-use of the site including green energy options.</p>
<i>Demand Analysis</i>	The site is being promoted by the landowner and the project is broadly supported by the Town Council with strong local community backing.				
<i>Potential funding sources</i>	<p>Heineken (The landowner) has recently expressed an interest in disposal of the land and is demonstrating a willingness to engage in the Investment plan process as a 'community stakeholder' given its wider economic and corporate footprint in Herefordshire.</p> <p>We are currently facilitating discussion of options between Heineken and Herefordshire Council on options that could include site acquisition by the Council and enabling works to accelerate delivery and influence</p>				

Investment Proposal Form				
	eventual end-use of the site including green energy options.			
<i>Exit (Sustainability) Strategy</i>	This project will raise capital receipts which over a phased time period will repay the investment proposed.			

Investment Proposal Form					
Project Name: Rail parking and access					
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p>Description: This project addresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. Current parking facilities and pedestrian access are severely constrained, creating disruptive on-street parking and significantly restricting access to public transport. These constraints act as a major drag on delivering the wider economic and social connectivity benefits and advantages of this significant transport asset. Connectivity and access are central elements of the town's development aspirations to improve facilities for business creation and growth. The project may deliver a small number of business incubator units on the site identified, with the potential for a bus turning point that would significantly improve transport into and out of town. This latter is considered to be an important service to support the volume of additional housing within the town.</p>		<i>Cost</i>	<i>Timescale</i>		
		£ TBC Dependent on core strategy review		<i>Outputs</i>	
				Enhance operational functionality of the town. Better and more accessible rail and parking options. Better communications and commercial infrastructure. More accessible and sustainable location for employment/leisure.	
<i>Demand Analysis</i>	The site is being promoted by the landowner and the project is broadly supported by the Town Council with strong local community backing. Core Strategy to be reviewed. Transport for Wales approval. Neighbourhood Development Plan.				
<i>Potential funding sources</i>	The car parking element has clear revenue potential. The potential to include small business units and a local farm shop equally present revenue options for the scheme that could form the basis for debt financing and other sources of commercial finance.				
<i>Exit (Sustainability) Strategy</i>	Further discussions with the rail operator and the development of a worked up scheme are required as a next step.				

Investment Proposal Form				
Project Name: Landscaping at Master House/St Katherines Car Park leading to the High Street				
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>	
<i>Description (up to 100 words)</i>			<i>Cost</i>	<i>Timescale</i>
<p>This area of the Town centre is of significant historic and cultural interest as well as a gateway into the high street and surrounding areas. The recently refurbished Masters House is an impressive historic building owned by Herefordshire Council but with an extant agreement for an asset transfer to the Town Council. Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of substantial funding for that purpose. and responsibility from Herefordshire Council to the Town Council would enable more 'creative' and flexible procurement by the Town Council to deliver the landscaping 'project' within the existing budget allocation with then the potential to make the case for the finished public space to be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town.</p>				
Demand Analysis	This is a long-standing delivery aspiration by the Town Council. It has significant local support for the visual improvements delivered and the potential to extend the town market.	£100,000	6 months to 12 months	Scope to enhance the civic architecture and townscape. More attractive public environment, better use of civic buildings. Better performing physical estate in Ledbury. More effective use of public assets
Potential funding sources	Existing section 106 monies available to be transferred for delivery – a design has been completed and would require some modifications to allow tendering for a scheme to deliver within budget.			
Exit (Sustainability) Strategy	Delivery and on-going maintenance undertaken by Town Council following asset transfer of the Land. Project Management capabilities would be 'bought in' by the Town Council from Herefordshire Council.			

Investment Proposal Form					
Project Name: Relocation and up-grading of sports pitches					
Intervention Framework	Economy and business	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p><i>Description:</i> Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site.</p> <p>A December 2020 report from the DCMS on the Economic Value of Sport puts sport at a 5.7% contribution to the DCMS total. Sport contributed £17.0bn in 2019, accounting for 0.9% of UK GVA. The GVA of Sport has increased by 2.9% between 2018 and 2019 and by 20.4% between 2010 and 2019, in real terms. Local sport creates significant direct value and substantial additional GVA through the range of volunteering activities that it encourages.</p>			Cost	Timescale	Outputs
Demand Analysis	<p>Pressure from additional housing adds to the shortfall of land for playing fields. The NDP highlights the land shortage relative to population size. Existing Full Pitcher site was granted planning permission for 100 houses and requires the relocation of the football club. The Town has a very active football community at all ages and stages with significant participation and volunteer contributions all of which is set to increase in line with new housing. Current estimates from the local Ledbury Football Club that 20% of the Town are involved in the club and related activities.</p>		£1.5M	12 to 18 months	All weather pitches providing year round facilities to support and increase participation.
Potential funding sources	<p>Recent consultation with Herefordshire Council identified S106 funding that is available for sport and recreation. The Football club is also exploring funding via relevant sporting bodies.</p>				
Exit (Sustainability) Strategy	<p>The project needs clearer definition in terms of land requirement – and the nature of land acquisition whether via purchase, land swap, or other ‘planning gain’ type approach with local landowners. Discussion in the context of the potential for employment land at Little Marcle Road with scope for adjacent land for the sports fields is on-going and requires further in-put and co-ordination via Herefordshire Council and Ledbury Town Council.</p>				

Investment Proposal Form			
Project Name: Conversion of Town Council offices to Tourist destination			
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>
<p><i>Description:</i> This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering.</p> <p>The relocation of the Town Council could be effected through space provision within the Masters House leased from Herefordshire Council.</p>		<i>Cost</i>	<i>Timescale</i>
<i>Demand Analysis</i>	Similar repurposing of historic buildings for revenue generating activities is commonplace across the UK and provides the basis for self-funding. There is a shortage of holiday accommodation in Ledbury and this would add to the general offer and also encourage longer stays. Additional uses for inter alia conferences and weddings would broaden the commercial offer.	£500k	18 months
<i>Potential funding sources</i>	As a heritage asset the project would be eligible for related funding including the Heritage Lottery Fund and Historic England. A full business plan would demonstrate the potential for borrowing/debt finance against which the Town Council could consider borrowing options if appropriate.		
<i>Exit (Sustainability) Strategy</i>	The project would become financially self-sustaining with any surpluses generated available for additional developments if required. £1 of Public sector investment in heritage-led regeneration generates £1.60 in additional economic activity over 10 years – a 60% ROI.		
			<i>Outputs</i>
			Enhanced public realm. High profile visitor attraction to encourage longer stays and encourage additional footfall into the town.

Investment Proposal Form			
Project Name: Ledbury Viaduct Site – Student Accommodation			
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>
		<i>Cost</i>	<i>Timescale</i>
		<i>Outputs</i>	
<p><i>Description:</i> Bloor Homes plans to build 625 homes and 2.9 hectares of B1 employment space in Ledbury, as a mixed-use site next to Ledbury Viaduct and Orchard Business Park. This project ‘concept’ would link the town to the newly established NMITE at Hereford by providing student accommodation on that site over time as the University is established and demand for student accommodation increases, that would encourage enterprise amongst graduates as well as providing business demand for the higher skills acquired by graduates at the University.</p> <p>Project options could include the acquisition of land and development of accommodation by Herefordshire Council to support this wider aspiration in the event that it was established that the market was unable to deliver such facilities.</p>			
Demand Analysis	Additional feasibility work is required to determine project demand and viability and appropriateness for Council Capital funding.	£TBC	12-18 months
Potential funding sources	Delivery options would need to be developed to determine the potential for private sector or public sector investment, or a combination, including the NMITE funding at the appropriate stage.		
Exit (Sustainability) Strategy	Consideration would need to be given to the nature of any Council Capital Investment for either long-term revenue generation from rental income, or a shorter term ‘loan’ basis for repayment post development.		
			Influx of younger undergraduates to the town with the opportunity over time to ‘incubate’ enterprising start-up businesses and attract inward investment in small high tech business start-up that requires skilled engineers.

Investment Proposal Form

Project Name: Ledbury Viaduct Site – 2.9 ha employment land allocation potential for business units

<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
			<i>Cost</i>	<i>Timescale</i>	<i>Outputs</i>
<p><i>Description:</i> Bloor Homes plans to build 625 homes and will plan to build 2.9 hectares of B1 employment space in Ledbury, on a site next to Ledbury Viaduct and Orchard Business Park. This project 'concept' would support the development and early delivery of a range of business units for lease to support new business start up and expansion to meet the requirements for additional employment space in the Town. Ledbury is currently under supplied with the type and range of business premises to enable local business start-ups and expansion according to the views expressed at the planning meetings for this initiative, from the local area which acts as a significant drag to its economic performance and exacerbates the Town's currently skewed demographic by not providing employment opportunities for the economically active. Project options could include the acquisition of land and development of business units by Herefordshire Council to support this strategic requirement for the town. Whilst the developer has included this site within its planning application there remains a risk to delivery that could be mitigated through intervention by the Council to accelerate delivery.</p>			£TBC	12-18 months	Business units to meet the requirements of local businesses to relocate within the town, or start and grow businesses. The potential to encourage high tech and related start-ups linking to defence and security, engineering and food sectors with a requirement for higher level engineering skills and a link to NMITE
Demand Analysis	Additional feasibility work is required to determine project demand and viability and appropriateness for Council Employment Land and Business Space Capital Programme funding.				
Potential funding sources	Delivery options would need to be developed to determine the potential for private sector or public sector investment, or a combination, including developer participation or contribution.				
Exit (Sustainability) Strategy	Consideration would need to be given to the nature of any Council Employment Land and Business Space Capital Programme Investment for either long-term revenue generation from rental income, or a shorter term 'loan' basis for repayment post development.				

Next Steps

This is one of five Market Town Economic Investment Plans commissioned by Herefordshire Council for each of Herefordshire's market towns.

Herefordshire Council has identified a number of projects which could be funded by them. As a result in addition to this Market Town Investment Plan, Rose Regeneration has completed Outline Business Cases (OBCs) and Project Mandates for the following projects for the Council's consideration.

OBCs have been developed and submitted for:

- Employment Land at Little Marcle Road – 2.7 hectare brownfield site at Heineken
- Rail Parking at Land adjacent to Ledbury Rail Station

Project Mandates have been developed and submitted for:

- Viaduct Site – 3 Ha employment land
- Viaduct site – Student Accommodation
- Ledbury Town Council Offices conversion for Tourism Use

Once the Plans, OBCs and Project Mandates have been considered by Herefordshire Council it is recommended that the Council works with the five market town councils to establish an appropriate delivery mechanism to oversee, secure funding for and monitor the delivery of the Market Town Economic Investment Plans. This delivery mechanism should be led and supported by Herefordshire Council and should involve representatives from each Town Council.

APPENDIX 1 – STRATEGIC CONTEXT SUMMARY

National context	Regional Context	Herefordshire Context	Ledbury Context
<p>Industrial Strategy – ‘places’ foundation: tackling entrenched regional disparities.</p> <p>Industrial Strategy Productivity Evidence Review – some cities and rural county areas have been falling behind, including Herefordshire. County Councils Network analysis of GVA in 36 county areas found Herefordshire to be experiencing the smallest economic growth 5.3% between 2014 and 2018).</p> <p>A low carbon future in a changing climate – UK obligations under the 2015 Paris Agreement - setting a net zero target for carbon emissions by 2050.</p> <p>HM Treasury/Government department resources - levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people.</p> <p>Build Better, Build Greener, Build Faster - reforming the planning system (NPPF, Planning for the Future White Paper) to give more emphasis to quality, design and the environment.</p> <p>COVID-19 recovery measures - protecting and restoring livelihoods, improving living standards and new economic opportunities.</p>	<p>Local Industrial Strategy and Strategic Economic Plan – inclusive growth, connectivity, skills, enterprise and innovation, trade and investment. Herefordshire’s sectoral specialisms: food and drink, education, advanced manufacturing and engineering, defence and construction. Growth opportunities for (i) manufacturing and engineering, (ii) food supply chain/agri-tech innovation, and (iii) cyber security and resilience.</p> <p>Skills Plan and Skills Sectors Deep Dives – the provision of Higher Education provision and Further Education courses relevant to these growth opportunities in Herefordshire.</p> <p>Cyber Resilience Alliance / Science and Innovation Audit – the largest cluster of cyber security activity outside of London: growth in direct jobs, wider investment in products and processes and acting as a regional testbed.</p> <p>Growth Hub and Enterprise Zone with specialisms in defence and security at Skylon Park, Hereford. Niche tourism offer with potential to increase awareness and visibility.</p> <p>Economic recovery plan – investment in infrastructure and jobs: Hereford city streetscape improvements and NMITE Skylon campus development.</p>	<p>Herefordshire is a cold spot for social mobility – it is in the bottom 20 list of Local Authorities in England in terms of the chances that disadvantaged children will do well at school and get a good job.</p> <p>The importance of creating high-quality, highly skilled jobs against a backdrop of traditional low-skill, low-wage economy.</p> <p>County Plan – improving sustainability, connectivity, wellbeing and becoming carbon neutral by 2030-2031: Talk Community (hubs), community wealth building (increasing the amount of money that stays in the local economy); and Sustainable Food County (a whole system approach to tackling obesity, diet related ill health, food poverty, waste and climate change).</p> <p>Hereford Town Investment Plan – intended to deliver urban regeneration, a stronger skills base, and improved connectivity in the city. Under the strapline ‘green and fair’ the TIP recognises Hereford’s connectivity to market towns and countryside (e.g. tourism – attract and disperse approach).</p> <p>Telling stories about place, identifying and implementing a vision, strong partnership working and securing funding/investment are all needed for pandemic Recovery and Transformation.</p> <p>Hereford Transport Strategy describes traffic flows, delays and congestion schemes which increase physical activity (e.g. cycling, walking) generate high value-for-money.</p>	<p>Ledbury is a principal market town, providing a service centre for the town, surrounding rural hinterland, East Herefordshire and neighbouring Gloucestershire and Worcestershire.</p> <p>Herefordshire Economic Vision – enabling market towns to maximise their role in building thriving and distinctive service centres.</p> <p>Herefordshire Core Strategy – Ledbury supporting housing need (including affordable housing), reducing the need to travel by private car, employment generation to stem out-commuting, improving access to services, and viewing the environment as an economic asset through sustainable tourism.</p> <p>The vision for the town in the Neighbourhood Development Plan is structured around the following themes: preserve and develop prosperity, preserve and develop wellbeing, preserve quality and character, widen the employment base, develop educational facilities, develop sport and recreation, preserve the environment, and nurture the town centre = Ledbury as a forward thinking, self-reliant and sustainable lifestyle community.</p> <p>The market town is expected to accommodate growth – with new housing developments (x800 dwellings, mainly via an urban extension), employment land (15 hectares) and accompanying educational, health, transport, sports and community facilities.</p> <p>Ledbury is the gateway to Herefordshire and the Welsh Marches and sits on the fringes of the Malvern Hills Area of Outstanding Natural Beauty = increasing local hotel and visitor accommodation, enhancing visitor infrastructure and cross-boundary promotion to turn days into stays.</p>

APPENDIX 2 – PROJECT PRIORITISATION

PROJECTS	THEME	DESCRIPTION	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
Viaduct site – 3ha employment allocation - business units - Ledbury	Skills Investment	Potential for high tech business units to provide incubator space that NMITE and spin-out businesses would be looking for.	£1,000	5	4	5	5	4	5	5	4	93%
Employment Land at Little Marcle Road - Ledbury	Employment Space	The opportunity to open up 19 acres for employment use. The site is currently greenfield, identified in the draft NDP for employment use. The landowner has recently expressed interest in disposal of the land. This project could include options for site acquisition and enabling works by Herefordshire Council to accelerate delivery and influence eventual end-use of the site including green energy options.	£6,800	5	4	5	5	3	5	5	4	90%
Rail parking and access - Ledbury	Transport	This project addresses the need for additional car parking at Ledbury Station as well as opening up pedestrian access (including disabled access) to the East bound platform. The car parking element has clear revenue potential. The potential to include small business units and a local farm shop equally present revenue options for the scheme.	£2,500	5	5	4	4	4	4	4	5	88%
Landscaping at Master House/St Katherines Car Park leading to the High Street - Ledbury	Public Realm	Existing plans to landscape the area to the front of the building including part of the adjoining St Katherine's car park have not been realised notwithstanding the availability of funding for that purpose. Transfer of funding to the Town Council would enable more 'creative' and flexible procurement to deliver the landscaping 'project' within the existing budget allocation. The	£120	5	4	4	4	2	4	4	5	80%

PROJECTS	THEME	DESCRIPTION	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
		finished public space to be transferred as an asset to the council to enhance the council's space for holding markets and events in the heart of the town.										
Shop Front Grant Scheme - Ledbury	Commercial Development	Financial support to encourage businesses based in Ledbury to revitalise their shop front.	£200	5	4	4	4	2	3	4	5	78%
Conversion of Town Council offices to Tourist destination - Ledbury	Tourism	This would involve relocation of the Town Council to the Masters House to allow repurposing of the existing building for holiday let and wider tourism/local facilities to generate revenue and add to the Towns Heritage Tourism offering	£500	2	5	3	4	1	3	4	4	65%
Relocation of Playing fields - Ledbury	Community Space	Relocation of the playing fields including an up-grade of pitch type and facilities to support strong community involvement in sports – requires circa 5ha identified potentially on land adjacent to little Marcle employment site	£1,500	4	4	2	2	2	3	4	5	65%
Viaduct Student Accommodation	Housing	Potential for student accommodation with accessibility via Ledbury rail station to learning centres in Hereford	£3,500	4	3	0	4	0	4	5	4	60%
Skills Development - Ledbury, Leominster and Bromyard	Skills Investment	To support the town's viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment. The Skills Foundry project, developed as a collaboration between NMITE, HCA and Rural Media as part of Hereford's Stronger Towns Funding bid, aims to include Herefordshire's market towns in a hub and spoke delivery model and will actively engage with Ledbury.	£500	5	4	4	4	5	4	5	5	90%

PROJECTS	THEME	DESCRIPTION	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
Canal restoration link to skills – training facility - Ledbury	Skills Investment	Canal Trust and HCT led skills programme to include NMITE and a local skills/training access point for reskilling/through-life learning.	£1,000	5	4	3	3	5	3	5	5	83%

Bromyard Investment Plan 2021



JUNE 2021

We're 90 minutes from Birmingham, Bristol and Cardiff but a world away from the rat-race. Bromyard has something for everyone and we're open for business. Bromyard will build on its proud market town heritage to attract people to live, to work, to invest, to visit and to play. Our vision is rooted in our location in some of Britain's most beautiful countryside and in our ambitions to connect to the advanced industries and services in engineering, green technology, agri food, digital and circular economies which are emerging on our doorstep and to lead the way in artisan food and drink tourism. We will collaborate with our friends and neighbours to develop the lifelong skills of future generations, to create an ever-more vibrant and attractive visitor economy and to realise our full potential as a sustainable, cohesive and dynamic community

Bromyard Town Investment Plan Statement 2021

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EXECUTIVE SUMMARY

Market Town Investment Plans

This Bromyard Town Investment Plan is one of five Market Town Investment Plans (MTIPs) commissioned by Herefordshire Council. Herefordshire's market towns, including Bromyard, play a critical role in the county's economy, as focal points for employment; for retail, tourism, leisure and culture; for business investment and growth; for housing; and for access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

The MTIPs identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The MTIPs will also play a key role in the development a new long term county wide 'big plan'. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

The Vision for Bromyard

Key strategic objectives include making Bromyard:

- a place that encourages inward investment and new talent, with an excellent skills development offer, providing diverse career opportunities for our school and college leavers
- a place which is recognised regionally, nationally and globally for its artisan food and drink culture and experiential tourism offer, operates as a gateway for walking and cycling and has a national profile in terms of its festivals and events
- a place with a diverse and exciting retail offer a place which engages with and supports all parts of our community
- a more accessible place by improving our green transport connection links and active travel options

The Main Challenges facing the town

Bromyard is one of the smallest market towns in the county with a population of 9,050 (2019 Mid-Year Population Estimates ONS), 4,700 in the town itself.

Bromyard is more deprived on most domains in the Indices of Deprivation than the England average with particular challenges around the skills profile of the town. Bromyard has 5% more over 65s than the England average of 20%. It has a modestly smaller stock of jobs per capita than the Herefordshire average and experienced an increase in Job Seekers' Allowance (JSA) claimants during the first half (April-October 2020) of the lockdown period, from 220 to 265, an increase of 20%.

The Town's Assets and Strengths

Bromyard is well placed with transport and connectivity to South Wales, Birmingham and the Midlands. It has a strong festival and events calendar and the potential to act as a base for walking and cycling to develop its economic potential.

Bromyard has history and heritage buildings from the medieval, Georgian, Victorian, inter-war, post war and post millennium periods which are host to a high number of independent retailers. The town is a traditional small rural service centre supporting a wider dispersed population.

Issues in Bromyard

Issues in Bromyard	Targets
Shortage of employment opportunities	Employment opportunities will rise to the county average within 5 years and the national average within 15
Low property values/weak independent retail/weak visitor economy	Visitor arrivals and expenditure will rise to the national average within 5 years
Weak visitor economy	
Lower than average skills and limited local training infrastructure	Local skills gap will close within 10 years to support new businesses and inward investment

Project summary

The MTIP identifies a number of potential projects that will contribute to the delivery of the town's vision. These include:

Development of employment opportunities:

- EcoHub – development of new employment land

Improvements to support the visitor economy:

- Bromyard Eastern Enhancement – a range of proposals including a permanent festival site; community facilities; public realm improvements; and shop front grants scheme
- Greenway – phased development of a multi-user track from Bromyard to Rowden

Civic amenities, skills development and projects aimed at young people

- Health and Wellbeing Hub in the centre of Bromyard
- Skills Development – development of the Skills Foundry, a collaboration between NMITE, HCA and Rural Media as part of Hereford's Stronger Towns Funding bid, to include Bromyard in a hub and spoke delivery model

The MTIP shows how each of these projects contribute to the delivery of Bromyard's Vision. It will provide a platform for successful funding bids as suitable funding opportunities become available.

Herefordshire Council will continue to work with Bromyard and Winslow Town Council and other local stakeholders to identify new project and funding opportunities, carry out feasibility and foundation work, and support local organisations to apply for funding.

BACKGROUND

This Bromyard Town Investment Plan is one of five Market Town Investment Plans commissioned by Herefordshire Council. Herefordshire’s market towns, including Bromyard, play a critical role in the county’s economy, as focal points for employment; retail, tourism, leisure and culture; business investment and growth; housing; and access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

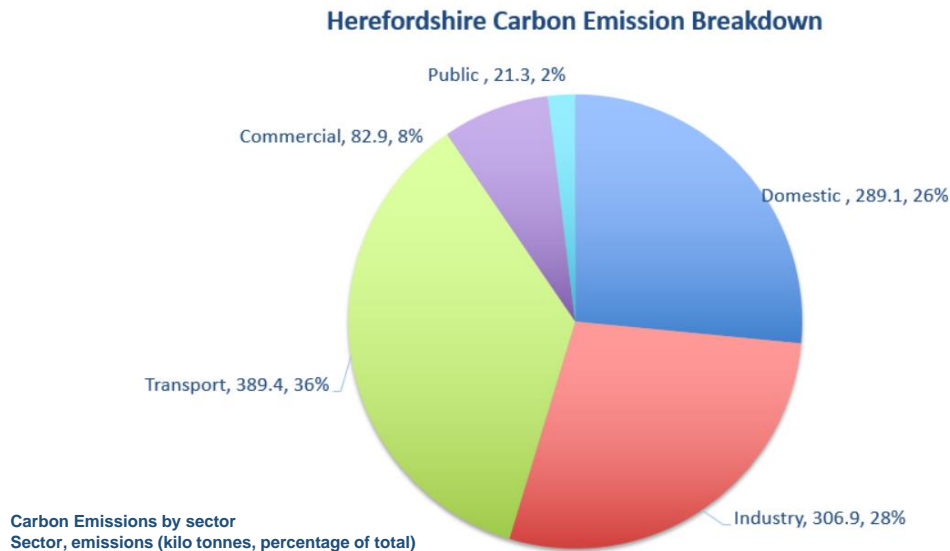
The MTIPs identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The market town investment plans will also play a key role in the development a new long term county wide ‘big plan’. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

Climate and Ecological Emergency

On 8 March 2019 Herefordshire Council declared a Climate Emergency following unanimous support for a climate emergency resolution at full council. This declaration was subsequently updated and strengthened on 11 December 2020 when Herefordshire Council declared a Climate and Ecological Emergency (CEE) following support for a climate and ecological emergency resolution at full council.

Further to these declarations the council approved the ambitious new target to become zero carbon and nature rich by 2030.

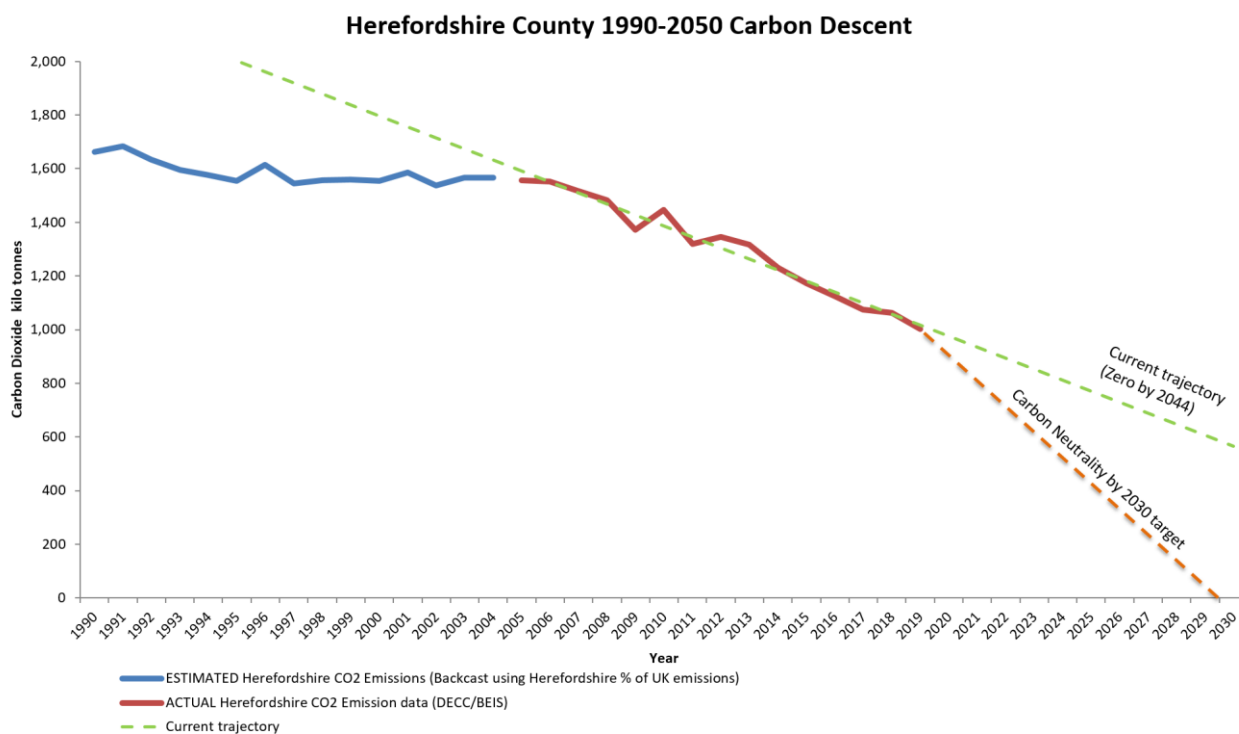
The below chart illustrates Herefordshire’s current carbon emission split and the areas of focus for the Bromyard MTIP to support the Herefordshire’s journey to net zero.



In order to achieve this target, as illustrated below, a new Herefordshire Climate & Nature Partnership and Board have been established to catalyse and coordinate new action across the

County. These actions have been grouped into a series of six different action plans including: Housing & Buildings; Transport; Energy; Farming & Land Use; Waste and Food.

The details of the Herefordshire Climate & Nature Partnership, including the six themed action plans are set out: <https://zerocarbon.herefordshire.gov.uk/>



As a key strategic plan the Bromyard MTIP is strongly committed to delivering Herefordshire’s net zero and nature rich commitment and will work in partnership with its communities, businesses and the Herefordshire Climate & Nature Board to achieve this through the development and delivery of the plan.

Economy

Herefordshire faces a number long term economic challenges such as the lowest level of productivity of any county in England¹, a low wage economy (19% below the national average²), a deficit of higher level skills (41.4% of the population has NVQ level 4 national average of 43.1%³), an aging population (25% over 65 compared to a 18% nationally), and a significant shortage of labour (2.9% claiming unemployment benefits⁴).

However, the county has a significant number of opportunities, including local strengths in food and drink, tourism, and agriculture, specialisms in fast growing global markets like cyber security, an outstanding quality of life, and new university (New Model Institute in Technology and Engineering). The county is also very well placed to benefit from a post Covid lifestyle trend, as people now look to increasingly work remotely away from populated cities to locations offering a better quality of life.

¹ [ONS Regional Differences in Productivity July 2021](#)

² [Understanding Herefordshire ONS data 2019](#)

³ [ONS Population Survey 2020](#)

⁴ [ONS claimant count October 2021](#)

The market towns have a crucial role to play in addressing the long term economic challenges, and realising the county's many opportunities. They are key local centres for housing, culture, access to public services, tourism, with strong local communities and identities. Establishing great vibrant places to live and meaningful employment opportunities will be key to rebalancing the aging population by retaining/ attracting younger generations to study, live and work in the county for generations to come.

Bromyard is particularly well placed to realise some of these opportunities, significantly contributing the future economic success of the county as a whole. A highly attractive and popular market town, strategically well placed in terms of relationship to Hereford and Worcester, offering a great place to live, visit and work.

As people's approach to work and quality of life requirements change, Bromyard is well placed to benefit from an increasing transition to a digital economy, with people working from home or flexible workspaces in attractive, less densely populated locations away from city centres.

The Plan identifies a vision for growth and a programme of investment projects required to deliver the vision and support the economic development of Bromyard over the next fifteen years. Funding from many different sources will be needed to achieve them. The Plan identifies the timetable for delivery, lead body and potential sources of investment for each of the projects.

Community Including the Impact of Covid-19

The damage to the economy and to health from Covid-19 has been felt across Herefordshire. During 2020 and the early part of 2021, the pandemic reached all corners of the county and has had an impact on every community. During 2020, the UK economy contracted by 9.9%. (source: Office for National Statistics⁵) It remains to be seen what the long-term impact of the pandemic will be, but within many sectors we are likely to see a shift to working, learning and engaging in commerce remotely on digital platforms.

The projects proposed in this Plan have been developed through engagement with key stakeholders in Bromyard and will help the town to attract essential investment as the need to promote recovery opens up new funding opportunities.

Attitudes towards working from home have changed substantially since the start of the COVID pandemic and many workers will continue to work from home long after it has ended.

There could be positive implications for Herefordshire's market towns in what is being termed 'hybrid working'. The Centre for Towns recently reported that its research indicates "big potential for places to market themselves as online working destinations" as predictions indicate that the longer people are required to work at home, the greater the adoption of home working will be beyond the current situation.

The best performing towns are ones with a healthy mix of age groups and professions. An increase in home working would have a significant positive impact in rebalancing Herefordshire's market towns demographics and towns should therefore actively promote themselves to attract in and retain a thriving working age population.

Towns will need to work closely with Herefordshire Council to ensure that digital connectivity is adequate to support the needs of home workers. Clearly, Herefordshire market towns have a significant 'quality of life' offer, with a good range of local services.

⁵ <https://www.ons.gov.uk/economy/grossdomesticproductgdp/articles/coronavirusandtheimpactonoutputintheukeconomy/december2020>

CONTEXT

Bromyard is a typical English market town, with a population of approximately 4,500 within the town itself (2011 census). It is located in the valley of the river Frome, approximately fifteen miles to the north-east of Hereford and is the centre for a number of parishes in the north-east of the county of Herefordshire, as well as several villages in neighbouring Worcestershire.

It is surrounded by and supports a spectacular rural hinterland and is often referred to as the 'Town of Festivals'; its festivals and events calendar is an example of what could be developed across the county and includes: an annual Speed Festival and Foodie Tour; a Town Crier Festival which involves representatives from across the UK; a highly successful rock music festival, Nozstock; a Folk Festival which includes music, crafts and workshops; and a Christmas tree festival.

The town has great potential to build on its existing visitor offer. It is mentioned in the Domesday Book and contains beautiful black and white half-timbered buildings, Georgian and Victorian facades, a Norman church, a toll house, a heritage centre, arts and crafts galleries, and a mix of local retail outlets.

In recent years, Bromyard has effectively become a dormitory town with many residents commuting to Worcester or Hereford for employment. The need for local employment opportunities, particularly in the manufacturing sector, was a consistent theme in discussions with stakeholders.

The town is bisected by the A44 which provides an important cross regional route for long distance freight, commercial and tourist traffic. Unlike many towns in Herefordshire, it has few problems with accessibility, although public transport provision is weak.

Bromyard town centre is home to a variety of independent retail businesses and has the potential capacity to host a regular weekly market in the market square. Bromyard is a primary location for food shopping for residents but, with targeted investment, its historic environment and niche retail offer could be developed to attract regional and national visitors.

The town centre has suffered from a lack of strategic investment for many years and it is widely accepted that improving the town's public realm and making it a more attractive destination for both residents and visitors will benefit the local economy and promote future growth within the town.

For the purpose of Rose Regeneration's work, Bromyard's town boundaries are those based on the Lower Layer Super Output Areas (LSOA's) that we have used to inform the data analysis based on the 2019 Index of deprivation. The work has also been cognisant of the boundaries set out in the Herefordshire Core Strategy (2015).

THE VISION FOR BROMYARD

Rose Regeneration has worked closely with stakeholders in Bromyard's future to develop an updated vision and key strategic objectives for the town within the next fifteen years:

We're 90 minutes from Birmingham, Bristol and Cardiff but a world away from the rat-race. Bromyard has something for everyone and we're open for business. Bromyard will build on its proud market town heritage to attract people to live, to work, to invest, to visit and to play.

Our vision is rooted in our location in some of Britain's most beautiful countryside and in our ambitions to connect to the advanced industries and services in engineering, green technology, agri food, digital and circular economies which are emerging on our doorstep and to lead the way in artisan food and drink tourism. We will collaborate with our friends and neighbours to develop the lifelong skills of future

generations, to create an ever-more vibrant and attractive visitor economy and to realise our full potential as a sustainable, cohesive and dynamic community.

Key strategic objectives include making Bromyard:

- a place that encourages inward investment and new talent, with an excellent skills development offer, providing diverse career opportunities for our school and college leavers
- a place which is recognised regionally, nationally and globally for its artisan food and drink culture and experiential tourism offer, operates as a gateway for walking and cycling and has a national profile in terms of its festivals and events
- a place with a diverse and exciting retail offer a place which engages with and supports all parts of our community
- a more accessible place by improving our green transport connection links and active travel options

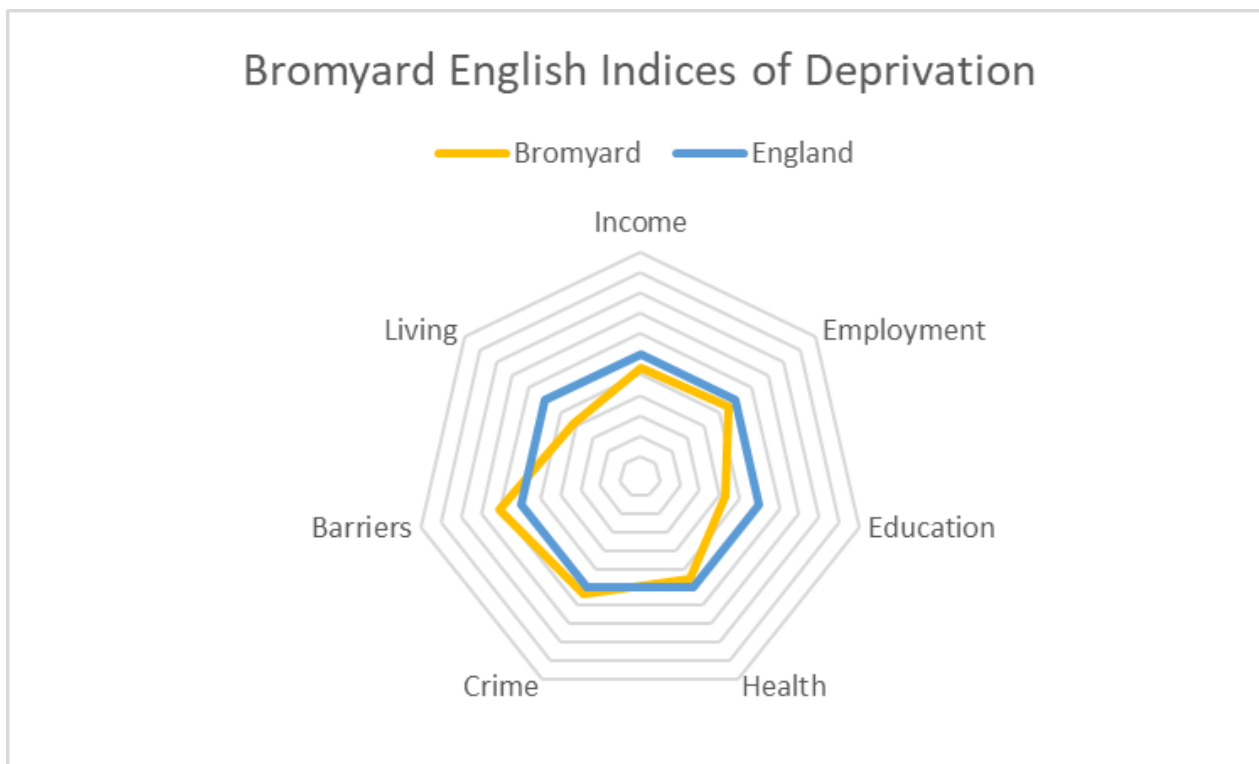
This vision provides the basis for our Town Investment Plan.

THE MAIN CHALLENGES FACING THE TOWN

Bromyard is one of the smallest settlements in the county with a population in the town itself of 4,700 (2011 census) and surrounding hinterland of 9,050 (2019 Mid-Year Population Estimates ONS)

According to our economic analysis Bromyard:

- is more deprived on most domains in the English Indices of Deprivation than the England average with particular challenges around the skills profile of the town – the diagram below shows how Bromyard fares in relation to each domain against the national average;
- 25% of Bromyard's population is over 65 years old, 5% more than the England average of 20%;
- has a modestly smaller stock of jobs than the Herefordshire average;
- has a limited stock of jobs in knowledge intensive businesses;
- has experienced an increase in JSA claimants from 220 to 265 (a 20% increase) during the first half of the lockdown period (April-October 2020);
- has a higher proportion of jobs in agriculture, manufacturing and health than the national average;
- has a significantly higher proportion of low value properties than the national average.



The radar diagram ranks all 32,844 Lower Layer Super Output Areas (LSOAs) in England according to the indices of deprivation. Each LSOA has a population of circa 1,500 people or 650 households.

- The blue line indicates the England average;
- Within the blue line is more deprived;
- Outside the blue line is less deprived.

The radar diagram above is derived from the English Indices of Deprivation 2019. It ranks each neighbourhood in England in terms of their characteristics in relation to the following indicator sets:

- The Income Deprivation Domain measures the proportion of the population experiencing deprivation relating to low income.
- The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market.
- The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population.
- The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
- The Crime Domain measures the risk of personal and material victimisation at local level.
- The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

THE TOWN'S ASSETS AND STRENGTHS

This plan highlights some of the town's key assets including:

- Transport and connectivity to South Wales, Birmingham and the Midlands – Bromyard is perhaps best placed of all the towns in Herefordshire in relation to its geographic connections. There is also a challenge in this context, however, in that it has real potential to become a desirable commuter settlement rather than a place with a significant “live-work” character. Our proposals involve looking to make it more sustainable by developing new employment and enterprise opportunities.
- History and heritage buildings from the medieval, Georgian, Victorian, inter-war, post war and post millennium periods which are host to a high number of independent retailers both within the envelope of the town itself and its wider hinterland. This represents the particular history and development of the town outside of the focus of large multiples, mainly as a consequence of its small scale and relative isolation. As with many small locations, its retail and wider service catchment is threatened by a lack of financial capacity amongst many of its businesses. Our plans involve support for established and new indigenous entrepreneurs to grow its innate potential. The current character and townscape of the town makes a major contribution to its desirability and our proposed focus on its town centre as a location for investment is a key theme within this plan.
- Wye Valley AONB and Special Area of Conservation – Bromyard, whilst small, has a large visitor and domestic hinterland. This is enhanced by its setting as a traditional small rural service centre supporting a wider dispersed population – our proposals seek to build on the external recognition of its wider environment and the significance in the context of its setting.
- Tourism and the Visitor economy – taking a wider perspective, in addition to its established credentials as a festival base, our plans around enhancing the walking and cycling credentials of the town will complement its economic potential. The town benefits from the desire of individuals and businesses to unlock its economic potential.

SPATIAL CONTEXT

Herefordshire Council's 2015 Core Strategy will be revised in the next eighteen months but the document contains a chapter on Place Shaping. This includes a vision for Bromyard focused on the town continuing to fulfil:

“a diverse range of important roles as a focus for residential, employment, recreational and cultural uses. The town will continue to act as a service centre for the surrounding rural area. The strategy promotes the continued economic development of the town and the vision is centred on meeting housing need (including affordable housing), reducing the need to travel, facilitating employment generation and diversification and improving delivery and access to services”. (Section 4.1)

The Core Strategy takes a spatial approach in signalling how Bromyard can accommodate a strategic urban extension for residential development in the northwest area of the town. This includes a minimum of 500 new homes together with five hectares of new employment land. A minimum of 250 new homes were proposed within the Hardwick Bank area, North West of the town.

The Core Strategy recommends coordinating housing and employment developments to achieve greater economies of scale and ensure land uses are compatible (e.g. allowing small employment/mixed use opportunities within residential developments to reduce the need to travel).

The spatial impact of potential projects below will make Bromyard a more attractive place to live, work, invest and visit:

- Investment in the High Street and public realm will enhance Bromyard's appeal for both residents and visitors, opening up the market square, improving the functionality and appearance of empty retail units, promoting the town's indigenous artisan food and drink heritage and rationalising car parking provision.
- The development of a permanent festival site will underpin the success of a key county visitor attraction.
- The development of new employment land on the Linton Trading Estate will facilitate employment generation and place Bromyard at the heart county's ambitions to support the growth of green technology capacity.

Looking more widely at employment land, there appears to be a failure of the market to provide new employment land in the market towns. In the 10 years since 2011, there has been no significant (sites > 1 Ha) development of employment land in any of the market towns. This compares to a requirement identified in the Core Strategy for the period 2011 to 2031 of 40 Ha. There is some evidence that the lack of availability of employment land has led to investment being delayed or being made outside of the county.

In the north of Herefordshire – affecting Bromyard and Leominster there is currently a planning moratorium linked to phosphate levels in the River Lugg.

STAKEHOLDER ENGAGEMENT

Following an initial introductory meeting in October 2020, Rose Regeneration worked with the Mayor, Town Clerk and other stakeholders to establish a steering group representing different interests, businesses and communities in Bromyard. A full list of steering group members is included in Appendix 3.

Early members of the steering group met Councillor Chowns during her visit to Bromyard in November and the full steering group has met subsequently in the ensuing period, identifying a long-list of more than 20 individual project proposals.

Group meetings have been complemented by one-on-one conversations with project sponsors and regular contact has been maintained with the Mayor, Councillor Chowns and MP for North Herefordshire to seek their views and advice on emerging project ideas.

Project ideas have been refined and developed through this process, supplemented by contact with business owners and potential funders, including a range of service areas within Herefordshire Council. In early March, the steering group reviewed a long list of project proposals and a short list of six projects was identified for inclusion in the Investment Plan. A meeting on 1st April agreed to the formation of a Community Interest Company (CIC) to ensure that these projects could seek funding not only from Herefordshire Council's capital funding programme but also from other public and private sources over the next ten to fifteen years.

THEORY OF CHANGE

A Theory of Change linked to the projects proposed arising from the strategy is set out below:

Project	Intervention Framework	Issues in Bromyard	Action	Outputs	Outcomes	Impact	Transformation
EcoHub	Business and Economy	Shortage of employment opportunities	Acquire and encourage the development of new employment land	Up to 8 hectares of employment space	HCA job density 50 jobs/ha – extrapolated – 400 jobs	More sustainable community Rising local per capita GVA	Employment opportunities will rise to the county average within 5 years and the national average within 15
Bromyard Eastern Enhancement	Town/civic amenities Visitor economy Business and Economy	Low property values/weak independent retail/weak visitor economy	Revivify key elements of the tourism offer and stimulate new uses for key buildings	A 10% increase in average shopping spend in Bromyard according to our calculations would deliver £117,000 spend increase per week to local businesses. 10,000 more visitor spend in the area per year £70 per tourist - £700,000 per annum.	Stronger visitor economy and more inward migration. Promotion of local independent artisan food and drink and other businesses.	More sustainable/cohesive community Rising local per capita GVA.	Visitor arrivals and expenditure will rise to the national average within 5 years
				10,000 more visitors spend in the area per year £70 per tourist - £700,00 per year £79,000 - 9 jobs			

Project	Intervention Framework	Issues in Bromyard	Action	Outputs	Outcomes	Impact	Transformation
Greenway	Visitor economy	Weak visitor economy	Revivify key elements of the tourism offer and stimulate new uses for key buildings	New cycling and walking space with Bromyard as a hub – 1000 tourists per year at £70 per tourist - £70,000 per annum	Stronger visitor economy	Healthier and more cohesive community	Visitor arrivals and expenditure will rise to the national average within 5 years
Health and Wellbeing Hub – (further discussion with Halo planned)	Town/civic amenities	Weak visitor economy	Revivify key elements of the tourism offer and stimulate new uses for key buildings	200m2 new health space 3 jobs, £325,000 £100,000 turnover per year	Increase footfall and repurposing of a key feature of the town centre	Healthier and more cohesive community	Visitor arrivals and expenditure will rise to the national average within 5 years
Skills Development	Skills	Lower than average skills and limited local training infrastructure	Link to other skills initiatives which are active in Herefordshire including the Hereford Towns Fund	Based on the overall targets and capacity for the Skills Foundry project 50 learners per year – for a minimum of 5 years	Better match between skills and employer needs in the local area	More vibrant local economy with better live/work opportunities	Local skills gap will close within 10 years to support new businesses and inward investment

SUGGESTED PROJECTS

Projects and ‘investment themes’ emerged through the stakeholder engagement process. These projects and themes were validated through a wider stakeholder meeting in late December 2020 and subsequent group and one to one discussions in the first quarter of 2021.

The table above provides a short form summary by way of an overview of projects and themes, those projects that could be considered appropriate for Herefordshire Capital funding (amongst other sources) and individual descriptions of those projects that are considered strategically significant, with the potential to attract funding outside of Herefordshire Council Capital fund. It incorporates a Theory of Change, showing our aspirations for impact.

The package of projects identified in this Town Investment Plan will need to access a range of funding sources in order to be delivered.

In May 2021 the Town Council and wider stakeholders met to consider the relative priority to allocate to each project. A scoring matrix based on the good practice methodology identified by the Town Fund was used to assess the relative merit of each project. Within the matrix there are 8 themes chosen through a reflection by the consultancy team leading the research and validated as part of the prioritisation process in each town.

For Bromyard the key criteria were agreed following a discussion with the Steering Group from the town:

- contribution to net zero, attraction of more visitors/inward investment;
- Increased GVA (a measure of the productivity of businesses);
- increased business diversity (an increase to the range and variety of businesses operating locally);
- higher skills;
- better population balance (supporting a wide demographic spread of age groups);
- greater equity (supporting fairer access to all determinants of quality of life);
- equality agenda (eliminating any form of discrimination).

Each project was scored by the group on a scale of 1-5 (where one is lowest) to provide a group composite score. These scores were then used to rank the project. As set out in appendix 2.

FUNDING

In addition to possible funding from the Council’s Employment Land and Incubation Space capital programme allocation budget (see introduction above) the majority of the projects identified will need to explore funding options which could include: private investment, including Section 106 funding; other council resources such as the Highways Capital Programme; Heritage Lottery; charitable trusts; other public sector funding such as the capital programmes of the West Mercia Police Service; the Hereford and Worcester Fire service; the Herefordshire Clinical Commissioning Group; the Marches LEP; Homes England etc.

In addition to these sources of funding there are a range of Government funding opportunities already in place and more will be announced going forward. Some of the projects in the Plan will require revenue funding as well as capital investment. There may be opportunities to package projects together to bid for funding as well as to bid for funds in phases on the larger projects. Different funders will require different information and governance arrangements which will need to be considered on a bid by bid basis. The evidence base and supporting information produced to support this Plan will be a useful information and policy context to help inform bids for funding.

Projects

The individual projects, set out in the templates below, have been identified as strategically important to the development of Bromyard's economy. The project summaries explain which intervention framework the projects will address, a brief project description, cost, timescales and outputs. There is also an explanation of the potential or identified demand for the projects as well as suggested funding sources and a possible exit strategy for each project to ensure sustainability.

Bromyard Eastern Enhancement Project									
<p>The eastern side of Bromyard, has great potential for the development as a transformative and integrated attraction of both existing and new residents and incoming visitors.</p> <p>Key elements:</p> <ol style="list-style-type: none"> 1) Acquisition of 16.5 ha farmland to create a permanent festival site, new festival site access and link road between A44 and Tenbury Rd (removing HGV traffic through town). 2) Community building and lake on festival site. 3) Reconfiguration of parking provision. 4) Market square improvements to encourage a sustainable street culture and evening economy, supporting a market, festivals, and arts projects and including a performance space. 5) Improvement and full utilisation of empty independent retail units (shop front grants included) 6) Public realm improvement – enhancement of environmental quality, by delivering new street furniture, signage, planters etc, in keeping with the town’s heritage 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;"><i>Indicative Cost and Matched Funding</i></td> <td style="width: 20%;"></td> <td style="width: 20%;"><i>How Long to Deliver?</i></td> <td style="width: 40%;"><i>Outputs (eg jobs created, floorspace created/reused, businesses supported, skills developed)</i></td> </tr> <tr> <td style="text-align: center;">£6.2M</td> <td></td> <td style="text-align: center;">Up to 6 years</td> <td> <p>Improved community cohesion</p> <p>Attract more residents, businesses and visitors</p> <p>Public realm significantly enhanced</p> <p>100 new jobs</p> <p>100% increase in visitor numbers and visitor spend</p> <p>Local SME support</p> <p>Reduced traffic congestion</p> </td> </tr> </table>	<i>Indicative Cost and Matched Funding</i>		<i>How Long to Deliver?</i>	<i>Outputs (eg jobs created, floorspace created/reused, businesses supported, skills developed)</i>	£6.2M		Up to 6 years	<p>Improved community cohesion</p> <p>Attract more residents, businesses and visitors</p> <p>Public realm significantly enhanced</p> <p>100 new jobs</p> <p>100% increase in visitor numbers and visitor spend</p> <p>Local SME support</p> <p>Reduced traffic congestion</p>
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<i>Economy and business</i>	Yes								
<i>Tourism & the Visitor Economy</i>	Yes								
<i>Town & Civic amenities</i>	Yes								
<i>Demand Analysis</i>	This is seen as a core priority by the group involved in the development of this plan based on their lived experience in Bromyard								
<i>Funding Sources</i>	Private sector, public grant funding								

Bromyard Eco-hub							
<p>Herefordshire has an opportunity to develop a competitive presence in the emerging green technology sector.</p> <p>Acquisition and development of saleable/leasable employment land on/adjacent to Linton Trading Estate (direct access to A44 equidistant between Worcester and Hereford and to M5) to create manufacturing capacity focussing on green technology.</p> <p>Founder owner/tenant being the Bromyard Electric Motor Vehicle Company, currently in the process of securing private sector funding to produce an electric waste-collection vehicle for Pedicargo in Hereford. Attractive sale/lease terms to attract new and established businesses with modern buildings and appropriate services.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"><i>Cost and Matched Funding</i></th> <th style="width: 20%;"><i>How Long to Deliver?</i></th> <th style="width: 50%;"><i>Outputs (eg jobs created, floorspace created/reused, businesses supported, skills developed)</i></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <p>£2.0-£3.0 million Herefordshire Council £20-25 million private/public sector</p> </td> <td style="vertical-align: top;"> <p>2021-2023 2023-2031</p> </td> <td style="vertical-align: top;"> <p>8 hectares of employment space</p> <p>HCA job density 50 jobs/ha – extrapolated – 400 jobs</p> </td> </tr> </tbody> </table>	<i>Cost and Matched Funding</i>	<i>How Long to Deliver?</i>	<i>Outputs (eg jobs created, floorspace created/reused, businesses supported, skills developed)</i>	<p>£2.0-£3.0 million Herefordshire Council £20-25 million private/public sector</p>	<p>2021-2023 2023-2031</p>	<p>8 hectares of employment space</p> <p>HCA job density 50 jobs/ha – extrapolated – 400 jobs</p>
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<p>£2.0-£3.0 million Herefordshire Council £20-25 million private/public sector</p>	<p>2021-2023 2023-2031</p>	<p>8 hectares of employment space</p> <p>HCA job density 50 jobs/ha – extrapolated – 400 jobs</p>					
<i>Economy and business</i>	Yes						
<i>Tourism & the Visitor Economy</i>	No						
<i>Town & Civic amenities</i>	No						
<i>Demand Analysis</i>	Bromyard currently has no capacity to incubate and support local businesses due to a decline in the availability of employment land						
<i>Funding Sources</i>	Herefordshire Council; Private sector, public grant funding						

Health and Wellbeing Centre (Bromyard High Street)			
	<i>Cost and Matched Funding</i>	<i>How Long to Deliver? From When to When?</i>	<i>Outputs (eg jobs created, floorspace created/reused, businesses supported, skills developed)</i>
<p>Bromyard is well served by beauty boutiques. There would be a demand from residents from in and outside Bromyard for more friendly, up to date exercise options (particularly focused on modern trends like yoga pilates spinning etc).</p> <p>This demand would increase if the proposals were put in place to encourage opportunities for school and college leavers to stay live and work in Bromyard and would enhance the attractiveness of the town for a younger generation.</p> <p>It is envisaged that the project would involve identifying the space, investing a little in fitting out and then looking for independent businesses wanting to take on the running of the studios.</p>	£100-£150k	2021-23	200m2 new health space 42 j3 obs, £325100,000 turnover per year
<i>Economy and business</i>	Yes		
<i>Tourism & the Visitor Economy</i>	Yes		
<i>Town & Civic amenities</i>	Yes		
Demand Analysis	This is based on discussions with the development group in Bromyard and their local intelligence		
Funding Sources	Private sector		

Greenway			
<p>Phase 1: Permissive footpath along the disused railway line from Bromyard – A44 at Linton adjacent to proposed festival site.</p> <p>Phase 2: Create a multi-user track for walkers, cyclists, equestrians and people with limited mobility along the same route.</p> <p>Phase 3: Create similar multi-user track from Bromyard to Rowden benefitting Town Centre businesses with potential.</p>	<p><i>Cost and Matched Funding</i></p> <p>£700k</p>	<p><i>How Long to Deliver? From When to When?</i></p> <p>2021-2028</p>	<p><i>Outputs (eg jobs created, floorspace created/reused, businesses supported, skills developed)</i></p> <p>1000 tourists per year at £70 per tourist - £70,000 per annum</p>
<i>Economy and business</i>	Yes		
<i>Tourism & the Visitor Economy</i>	Yes		
<i>Town & Civic amenities</i>	Yes		
Demand Analysis	On-going investigations with the proponents of this Herefordshire wide scheme in the context of its Bromyard components.		
Funding Sources	Central Government grant funding; private sector crowd-funding		

Skills Development - Ledbury, Leominster and Bromyard			
<p>To support the town's viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment.</p> <p>The project, developed as a collaboration between NMITE, HCA and Rural Media as part of Hereford's Stronger Towns Funding bid, aims to include Herefordshire's market towns in a hub and spoke delivery model and will actively engage with Bromyard</p>	<p><i>Cost and Matched Funding</i></p> <p>500,000</p>	<p><i>How Long to Deliver?</i></p> <p>2021-2023</p>	<p><i>Outputs (eg jobs created, floorspace created/reused, businesses supported, skills developed)</i></p> <p>Based on the overall targets and capacity for the Skills Foundry project 50 learners per year – for a minimum of 5 years</p>
<i>Economy and business</i>	Yes		
<i>Tourism & the Visitor Economy</i>	No		
<i>Town & Civic amenities</i>	No		
Demand Analysis	Extensive steering group demand to be tested through second stage town engagement.		
Funding Sources	Private sector, DfE, UK Shared Prosperity Fund		

Next Steps

This is one of five Market Town Economic Investment Plans commissioned by Herefordshire Council for each of Herefordshire's market towns.

Herefordshire Council has identified a number of projects which could be funded by them. As a result in addition to this Market Town Investment Plan, Rose Regeneration has completed Outline Business Cases (OBCs) and Project Mandates for the following projects for the Council's consideration.

- An OBC has been developed and submitted for the Bromyard Eco-Hub

Once the Plans, OBCs and Project Mandates have been considered by Herefordshire Council it is recommended that the council works with the five market town councils to establish an appropriate delivery mechanism to oversee, secure funding for, and monitor the delivery of the MTIPs. This delivery mechanism should be led and supported by Herefordshire Council and should involve representatives from each Town Council.

APPENDIX 1 – STRATEGIC CONTEXT SUMMARY

National context	Regional Context	Herefordshire Context	Bromyard Context
<p>Industrial Strategy – ‘places’ foundation: tackling entrenched regional disparities.</p> <p>Industrial Strategy Productivity Evidence Review – some cities and rural county areas have been falling behind, including Herefordshire. County Councils Network analysis of GVA in 36 county areas found Herefordshire to be experiencing the smallest economic growth 5.3% between 2014 and 2018).</p> <p>A low carbon future in a changing climate – UK obligations under the 2015 Paris Agreement - setting a net zero target for carbon emissions by 2050.</p> <p>HM Treasury/Government department resources - levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people.</p> <p>Build Better, Build Greener, Build Faster - reforming the planning system (NPPF, Planning for the Future White Paper) to give more emphasis to quality, design and the environment.</p> <p>COVID-19 recovery measures - protecting and restoring livelihoods, improving living standards and new economic opportunities.</p>	<p>Local Industrial Strategy and Strategic Economic Plan – inclusive growth, connectivity, skills, enterprise and innovation, trade and investment. Herefordshire’s sectoral specialisms: food and drink, education, advanced manufacturing and engineering, defence and construction. Growth opportunities for (i) manufacturing and engineering, (ii) food supply chain/agri-tech innovation, and (iii) cyber security and resilience.</p> <p>Skills Plan and Skills Sectors Deep Dives – the provision of Higher Education provision and Further Education courses relevant to these growth opportunities in Herefordshire.</p> <p>Cyber Resilience Alliance / Science and Innovation Audit – the largest cluster of cyber security activity outside of London: growth in direct jobs, wider investment in products and processes and acting as a regional testbed.</p> <p>Growth Hub and Enterprise Zone with specialisms in defence and security at Skylon Park, Hereford.</p> <p>Economic recovery plan – investment in infrastructure and jobs: Hereford city streetscape improvements and NMITE Skylon campus development.</p>	<p>Herefordshire is a cold spot for social mobility – it is in the bottom 20 list of Local Authorities in England in terms of the chances that disadvantaged children will do well at school and get a good job.</p> <p>The importance of creating high-quality, highly skilled jobs against a backdrop of traditional low-skill, low-wage economy.</p> <p>County Plan – improving sustainability, connectivity, wellbeing and becoming carbon neutral by 2030-2031: Talk Community (hubs), community wealth building (increasing the amount of money that stays in the local economy); and Sustainable Food County (a whole system approach to tackling obesity, diet related ill health, food poverty, waste and climate change).</p> <p>Hereford Town Investment Plan – intended to deliver urban regeneration, a stronger skills base, and improved connectivity in the city. Under the strapline ‘green and fair’ the TIP recognises Hereford’s connectivity to market towns and countryside (e.g. tourism – attract and disperse approach). Telling stories about place, identifying and implementing a vision, strong partnership working and securing funding/investment are all needed for pandemic Recovery and Transformation.</p> <p>Skylon Park – Enterprise Zone for defence and security, advanced manufacturing, food and drink processing and sustainable technologies. Local Development Order to simplify planning arrangements. Weaving old industrial landscape with future proofing to allow for growth and change. Intended to act as a catalyst for economic growth across Herefordshire.</p> <p>Hereford Transport Strategy describes traffic flows, delays and congestion. It promotes schemes which increase physical activity (e.g. cycling, walking) and generate high value-for-money.</p>	<p>Herefordshire’s Economic Vision – enabling market towns to maximise their role in building thriving, distinctive, service centres that support their communities and rural hinterlands is a countywide ambition.</p> <p>Place-shaping for Bromyard is focused upon is centred on meeting housing need (including affordable housing), reducing the need to travel, facilitating employment generation and diversification and improving delivery and access to services’.</p> <p>Bromyard has Georgian and Victorian facades, a Norman church, toll house, heritage centre, arts and crafts galleries, and a mix of local retail outlets.</p> <p>Bromyard is often described as the ‘Town of Festivals’ – with events including a speed festival, town crier festival, scarecrow festival, a gala, art walk weekend and folk festival.</p> <p>In response to COVID-19, the Town Council and Community Foundation provided funding to Citizens Advice Herefordshire and The Hope Family Centre to provide a new Citizens Advice service for Bromyard residents. This provides potential to support people helping them to address the issues related to their employment challenges.</p>

APPENDIX 2 - PROJECT PRIORITISATION

This process was undertaken on a facilitated basis by the TIP Steering Group

Title	Category of Intervention	Description	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
EcoHub Bromyard -	Employment Space	Light industrial units facilitating development of distinctive Green Technology hub	£2,000	5	2	5	5	4	4	4	3	80%
Bromyard Eastern Enhancement Project	Public Realm	Shop-front grants; market square repurposing; community food and drink enterprise; weekend market	£6,200	3	5	5	5	3	3	4	3	78%
Skills Development - Ledbury, Leominster and Bromyard	Skills Investment	To support the town's viability as a thriving balanced economy, the town needs to develop integrated and forward-looking skills development capacity to support its residents and to attract inward investment. The Skills Foundry project, developed as a collaboration between NMITE, HCA and Rural Media as part of Hereford's Stronger Towns Funding bid, aims to include Herefordshire's market towns in a hub and spoke delivery model and will actively engage with Bromyard	£500	0	0	4	4	5	4	5	5	68%
Greenway Bromyard -	Green Infrastructure	Gateway to Worcester-Bromyard-Leominster greenway	£700	3	5	4	4	1	3	3	3	65%
Health and Wellbeing Bromyard -	Commercial Development	High Street facility supporting/attracting local residents	£250	2	3	3	4	2	4	4	3	63%

APPENDIX 3 MEMBERS OF BROMYARD TIP STEERING GROUP

Suzette Brunsdon- chair of Bromyard Town Council and Mayor of Bromyard

Annabel Moore- Company director and retired Solicitor

Jayne Bradley Ghosh- Director at Kitchen Food School and Business Manager at K4 architects

Charlie Martin - Director at Beautifully Bromyard Tourist Information

Jeremy Holden- Owner, Holden Vintage and Classic Ltd

John Clayton - Technical and Business Development Director

Susanna Forbes - Owner of Little Pomona Orchard & Cider

Roger Wilkins - retired Chartered Surveyor

Stuart Dawson - Chartered Surveyor

Mark Franklin- retired Accountant and Bromyard Town Councillor

Dee Dunne- Thomas Deputy Mayor of Bromyard and Vice chair of Bromyard Town Council

Alan Seldon- Herefordshire Council Councillor

Nigel Shaw - Herefordshire Council Councillor

Sheenagh Davis MBE Founder of the H.O.P.E. Centre Bromyard

Tom Fisher - Worcester Leominster Bromyard Greenway

Kington Economic Investment Plan 2021



July 2021

Kington strives to be a town linked to vibrant rural communities where individuals, businesses, creativity and community thrive, care and work together to create an exceptional quality of life for all. We strive to be a model of a contemporary small town seamlessly touching the past while embracing the future that offers exceptional quality of life at every stage of life respecting each other and the natural environment. Deeply rooted in our history and confident of our future, we cherish each other and our unique natural environment.

Kington Town Economic Investment Plan Statement 2021

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EXECUTIVE SUMMARY

Market Town Investment Plans

This Kington Town Investment Plan is one of five Market Town Investment Plans commissioned by Herefordshire Council. Herefordshire's market towns, including Kington, play a critical role in the county's economy, as focal points for employment; for retail, tourism, leisure and culture; for business investment and growth; for housing; and for access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

The market town investment plans identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The market town investment plans will also play a key role in the development a new long term county wide 'big plan'. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county, how we retain/ attract younger generations, creating great places to live, study, work and invest.

The Vision for Kington

Kington strives to be a town linked to vibrant rural communities where individuals, businesses, creativity and community thrive, care and work together to create an exceptional quality of life for all. We strive to be a model of a contemporary small town seamlessly touching the past while embracing the future that offers exceptional quality of life at every stage of life respecting each other and the natural environment. Deeply rooted in our history and confident of our future, we cherish each other and our unique natural environment.

The Main Challenges facing the town

Kington is the smallest market town in the county with a population of 3,277 (2019 Mid-Year Population Estimates ONS). It has 922 residents over the age of 65 years, 28% compared to the England average of 20%. It has 540 under 16 year olds who have limited access to activities and opportunities.

Kington has a weak visitor economy compared to the UK average. It has a smaller stock of jobs per head than the England average with low income levels and a low skills base. The town is more deprived than the England average in terms of employment, income, skills, and health. Kington suffered a loss of 280 jobs (24%) between 2015 and 2018 (1,160 to 880). Kington has a greater proportion of low value properties than the national average.

The Town's Assets and Strengths

Kington is a distinctive town on the Welsh border which has a very strong vernacular and individual character making its built environment unique and engaging for visitors. The key gateway position of the town gives it real potential to operate as a gateway into Wales (and vice versa), as a small little-known settlement it has significant capacity with the right investment to delight and surprise people as a visitor destination exploiting its position as a location on the crossroads of the A49 and A44 with access to Wales and central locations in the Marches. The visitor appeal of the town is further enhanced by its access to both a river and little known but beautiful open spaces.

The town is a key walking node in relation to major routes such as Offa's Dyke and there is real potential to build on this aspect of its location and connections and raise awareness of the walking offer. The proposals to develop AONB status provide the opportunity for the town to benefit from a

new designation. It would both help raise the profile of the centre and potentially be the spur to further interest and investment by local businesses.

Issues in Kington

Issues in Kington	Targets
Weak visitor economy	Kington becomes a more liveable place with a more effective high street repurposed around pedestrians through an innovative shared space facility within the next 5 years.
Weak visitor economy High Population of over 65s Vacant shops	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer.
Improved Food and drink Offer Weak visitor economy	Visitor numbers and tourism spend will rise to regional average within ten years.
Low stock of jobs / Employment Opportunities Income Levels	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
Weak visitor economy	Visitor numbers and tourism spend will rise to regional average within ten years.

Project summary

The MTIP identifies a number of potential projects that will contribute to the delivery of the town’s vision. These include:

Development of employment opportunities:

- New employment site

Improvements to support the visitor economy:

- Promotion of Kington’s role as a significant walking centre with a strong crafts sector
- Kington lighting and banners scheme
- Improved food and drink attraction/offer
- AONB Status
- Wesleyan Chapel

Civic amenities, housing, skills development and projects aimed at young people

- Shop/Building Frontage Scheme
- Kington High Street Regeneration and Kington Market Hall and surrounds
- Kington Police and Fire Station relocation and redevelopment

The MTIP shows how each of these projects contribute to the delivery of Kington’s Vision. It will provide a platform for successful funding bids as suitable funding opportunities become available.

Herefordshire Council will continue to work with Kington Town Council and other local stakeholders to identify new project and funding opportunities, carry out feasibility and foundation work, and support local organisations to apply for funding.

BACKGROUND

This Kington Town Investment Plan is one of five Market Town Investment Plans commissioned by Herefordshire Council. Herefordshire's market towns, including Kington, play a critical role in the county's economy as focal points for: employment; retail, tourism, leisure and culture; business investment and growth; housing; and access to services. The market towns often provide the key interface between the wider rural areas, access to employment and local services, and connectivity to and from Hereford and other neighbouring areas.

The market town investment plans (MTIPs) identify a long term vision for the growth of the towns and a programme of potential projects to enable sustainable economic development to deliver the vision. The MTIPs will also play a key role in the development a new long term county wide 'big plan'. The big plan will identify how we will address long term economic challenges in creating new opportunities for growth across the county and how we retain/ attract younger generations, creating great places to live, study, work and invest.

Community Including the Impact of Covid-19

The damage to the economy and to health from Covid-19 has been felt across Herefordshire. During 2020 and the early part of 2021, the pandemic reached all corners of the county and has had an impact on every community. During 2020, the UK economy contracted by 9.9%. (source: ONS¹). It remains to be seen what the long-term impact of the pandemic will be, but within many sectors we are likely to see a shift to working, learning and engaging in commerce remotely on digital platforms.

The projects proposed in this Plan have been developed through engagement with key stakeholders in Kington and will help the town to attract essential investment as the need to promote recovery opens up new funding opportunities.

Attitudes towards working from home have changed substantially since the start of the COVID pandemic and many workers will continue to work from home long after it has ended.

There could be positive implications for Herefordshire's Market Towns in what is being termed 'hybrid working'. The Centre for Towns recently reported that its research indicates "big potential for places to market themselves as online working destinations" as predictions indicate that the longer people are required to work at home, the greater the adoption of home working will be beyond the current situation.

The best performing towns are ones with a healthy mix of age groups and professions. An increase in home working would have a significant positive impact in rebalancing Herefordshire's market towns demographics and towns should therefore actively promote themselves to attract in and retain a thriving working age population.

Towns will need to work closely with Herefordshire Council to ensure that digital connectivity is adequate to support the needs of home workers. Clearly Herefordshire market towns have a significant 'quality of life' offer, with a good range of local services.

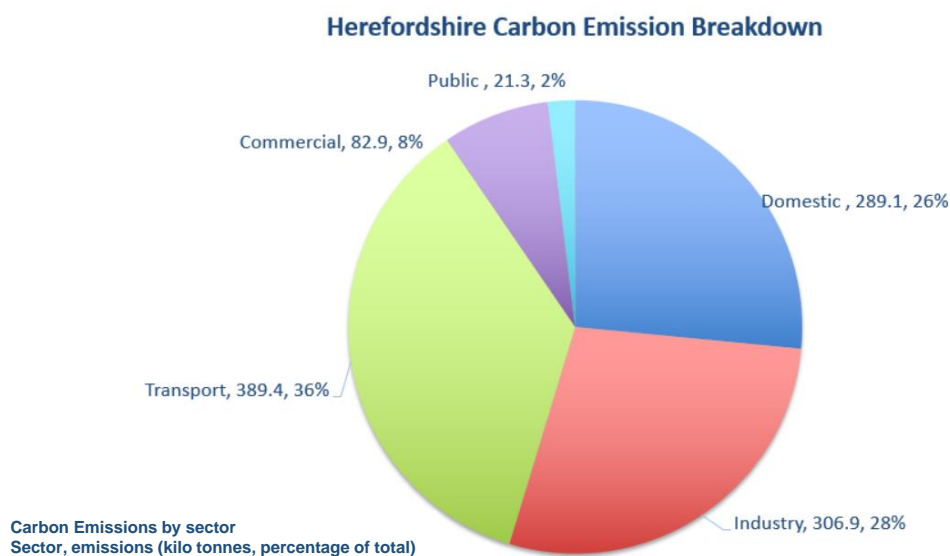
¹ <https://www.ons.gov.uk/economy/grossdomesticproductgdp/articles/coronavirusandtheimpactonoutputintheukeconomy/december2020>

Climate and Ecological Emergency

On 8 March 2019 Herefordshire Council declared a Climate Emergency following unanimous support for a climate emergency resolution at full council. This declaration was subsequently updated and strengthened on 11 December 2020 when Herefordshire Council declared a Climate and Ecological Emergency (CEE) following support for a climate and ecological emergency resolution at full council.

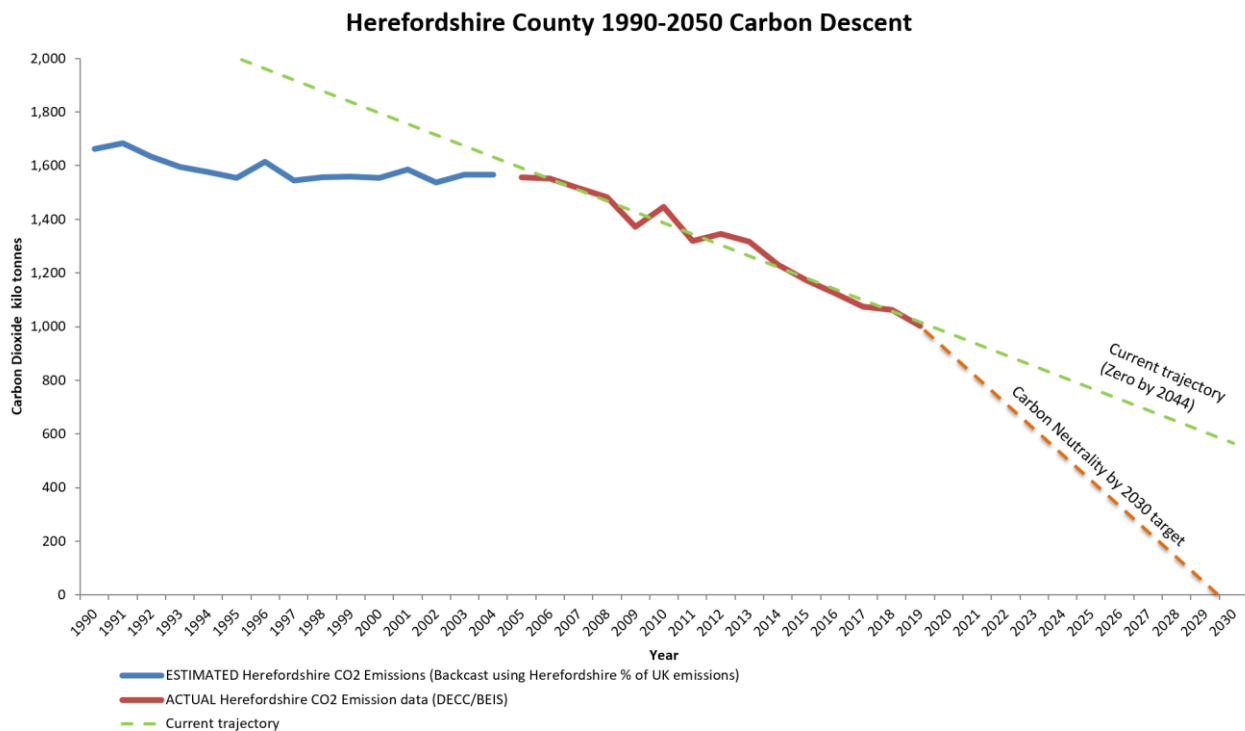
Further to these declarations the council approved the ambitious new target to become zero carbon and nature rich by 2030.

The below chart illustrates Herefordshire’s current carbon emission split and the areas of focus for the Kington MTIP to support the Herefordshire’s journey to net zero.



In order to achieve this target, as illustrated below, a new Herefordshire Climate & Nature Partnership and Board have been established to catalyse and coordinate new action across the County. These actions have been grouped into a series of six different action plans including: Housing & Buildings; Transport; Energy; Farming & Land Use; Waste and Food.

The details of the Herefordshire Climate & Nature Partnership, including the six themed action plans are set out: <https://zerocarbon.herefordshire.gov.uk/>



As a key strategic plan the Kington MTIP is strongly committed to delivering Herefordshire’s net zero and nature rich commitment and will work in partnership with its communities, businesses and the Herefordshire Climate & Nature Board to achieve this through the development and delivery of the plan.

Economy

Herefordshire faces a number of long term economic challenges such as the lowest level of productivity of any county in England², a low wage economy (19% below the national average³), a deficit of higher level skills (41.4% of the population has NVQ level 4 national average of 43.1%⁴), an aging population (25% over 65 compared to a 18% nationally), and a significant shortage of labour (2.9% claiming unemployment benefits⁵).

However, the county has a significant number of opportunities, including local strengths in food and drink, tourism, and agriculture, specialisms in fast growing global markets like cyber security, an outstanding quality of life, and new university (New Model Institute in Technology and Engineering). The county is also very well placed to benefit from a changing post Covid lifestyle trend, as people now look to increasingly work remotely away from populated cities to locations offering a better quality of life.

The market towns have a crucial role to play in addressing the long term economic challenges, and realising the county’s many opportunities. They are key local centres for housing, culture, access to public services, tourism, with strong local communities and identities. Establishing great vibrant places to live and meaningful employment opportunities will be key to rebalancing the aging

² [ONS Regional Differences in Productivity July 2021](#)

³ [Understanding Herefordshire ONS data 2019](#)

⁴ [ONS Population Survey 2020](#)

⁵ [ONS claimant count October 2021](#)

population by retaining/ attracting younger generations to study, live and work in the county for generations to come.

Kington is particularly well placed to realise some of these opportunities, significantly contributing the future economic success of the county as a whole. A highly attractive and popular market town, offering a great place to live, visit and work.

As people's approach to work and quality of life requirements change, Kington is well placed to benefit from an increasing transition to a digital economy, with people working from home or flexible workspaces in attractive, less densely populated locations away from city centres.

The Plan identifies a vision for growth and a programme of investment projects required to deliver the vision and support the economic development of Kington over the next fifteen years. Funding from many different sources will be needed to achieve them. The Plan identifies the timetable for delivery, lead body and potential sources of investment for each of the projects.

CONTEXT

Kington is the smallest of Herefordshire's market towns with a population of just over 3,000. Kington town is an important service centre for its rural hinterland. The Kington economy has suffered along with the fortunes of the farming industry in the area. Its rural location and lack of good transport connections means a shortage local employment opportunity, with low pay rates and many part-time occupations in small businesses including farming and the retail and service sectors.

There is a small tourist industry, though concentrated in the summer months, but Kington maintains the air of an unspoilt town on the borders. There is a traditional livestock market, situated off Duke Street, on a Thursday, where farmers bring their stock to market. There is currently a weekly food and crafts market every Friday and also a W.I. market in Bridge Street on Friday morning where home cooked goods are sold. The High Street has a number of resilient and interesting independent shops.

The Town is bypassed by the A44 which was formerly a trunk road and still provides an important cross regional east/west route between England and Wales for long distance freight, commercial and tourist traffic. It is connected to Hereford by the A4111/A438 or alternatively the A480 through Lyonshall and Credenhill.

The town is identified as one of the five market towns in the Herefordshire Local Plan Core Strategy to have a good provision of independent retailers. Kington is a primary location for food shopping for residents, but its historic environment and niche retail offer also makes it an attractive destination for visitors.

Kington has a different employment profile compared to other parts of Herefordshire – locally, there are more self-employed people and more people working in agriculture, construction, transport, accommodation and skilled trades. While a proportion work in Kington itself, many travel to other parts of Herefordshire, Powys and further afield for work.

It is widely accepted that improving the town centre and making it an attractive destination for both residents and visitors will benefit the local economy and promote future growth within the town.

For the purpose of this Plan the town boundaries are those based on the Lower Layer Super Output Areas (LSOA's) for Kington we have used to inform the data analysis based on the 2019 Index of deprivation. The work has also been cognisant of the boundaries set out in the Kington Neighbourhood Plan and Kington Town.

THE MAIN CHALLENGES FACING THE TOWN

Rose Regeneration has undertaken a full review of all extant documents produced in the last five years relating to Kington's economic and community development (see Appendix 1). This contextual analysis has informed the selection and prioritisation of investment proposals in the Town Investment Plan.

The main challenges facing Kington:

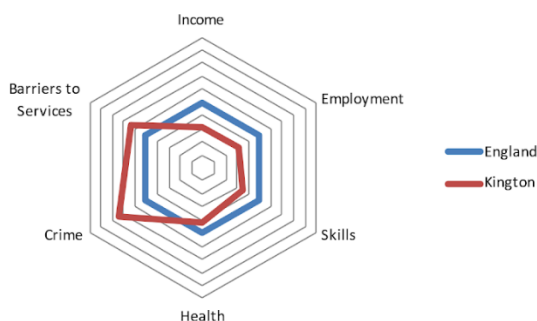
- Weak visitor economy vs UK average;
- Low Income levels;
- Low Skills Base;
- Only less deprived than the England average in terms of Crime and Barriers to Services;
- Smallest of the market towns. Population just over 3,000 with a higher proportion of over 65s than the national average;
- Significantly smaller stock of jobs per head than the national average;
- Loss of 250 jobs 2015 -18. Key sectors: agriculture, manufacturing, construction, retail, real estate, health;
- Higher proportion of low value properties than the national average.
- Shortage of activities and opportunities for young people

We have reviewed the 2019 Indices of deprivation to identify the main challenges facing the town the key findings of this work are summarised below:

English Indices of Deprivation 2019

Kington

Domains of Deprivation



Domains	England Average	Kington
Income	16422	10083
Employment	16422	10440
Skills	16422	11620
Health	16422	13809
Crime	16422	24602
Barriers to Services	16422	20929

The radar diagram ranks all 32,844 Lower Layer Super Output Areas (LSOAs) in England according to the indices of deprivation. Each LSOA has a population of circa 1,500 people or 650 households.

- The blue line indicates the England average;
- Within the blue line is more deprived;
- Outside the blue line is less deprived.

The radar diagram above is derived from the English Indices of Deprivation 2019. It ranks each neighbourhood in England in terms of their characteristics in relation to the following indicator sets:

- The Income Deprivation Domain measures the proportion of the population experiencing deprivation relating to low income.
- The Employment Deprivation Domain measures the proportion of the working-age population in an area involuntarily excluded from the labour market.
- The Education, Skills and Training Deprivation Domain measures the lack of attainment and skills in the local population.
- The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical or mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.
- The Crime Domain measures the risk of personal and material victimisation at local level.

- The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

THE VISION FOR KINGTON

Kington strives to be a town linked to vibrant rural communities where individuals, businesses, creativity and community thrive, care and work together to create an exceptional quality of life for all. We strive to be a model of a contemporary small town seamlessly touching the past while embracing the future that offers exceptional quality of life at every stage of life respecting each other and the natural environment. Deeply rooted in our history and confident of our future, we cherish each other and our unique natural environment.

Strategic Objectives

This vision is the basis of an integrated and forward-looking development strategy which links business, industry and tourism with community, rural life and the countryside to a sustainable and green future.

Our key strategic objectives include making Kington a place that:

Celebrates its environment and welcomes visitors by:

- providing a thriving and diverse tourism economy rooted in its unique heritage and nationally-renowned walking
- providing a distinctive and high quality built and natural environment that is easy to explore
- showcasing a rich and accessible local heritage that can be shared by residents and visitors
- demonstrating the highest standard of design – respecting the scale, style and setting of the townscape/landscape.
- demonstrating that it is actively addressing climate and ecological issues to support the present and improve the future

Performs a role as an attractive and vibrant local service and employment centre:

- which provides a range of services to support the residents of the town and surrounding villages
- which promotes Kington and its hinterland as a location which encourages small businesses, supports farming
- which encourages and enhance the use of all community facilities.
- which provides an alternative and exciting independent retail and food and drink offer
- which provides a pedestrian and cycle friendly High Street and town centre shopping and visitor environment
- which provides appropriate sites and premises for local businesses to thrive

THE TOWN'S ASSETS AND STRENGTHS

We have set out below the key assets and strengths of the town

- Heritage Buildings – Kington is a distinctive town on the Welsh border which has a very strong vernacular and individual character making its built environment unique and engaging for visitors
- Visitor economy potential – the key gateway position of the town gives it real potential to operate as a gateway into Wales (and vice versa), as a small little-known settlement it has significant capacity with the right investment to delight and surprise people as a visitor destination exploiting its position as a location on crossroads of A49 and A44 with access to Wales and central locations in the Marches. The visitor appeal of the town is further enhanced by its access to both a river and little known but beautiful open spaces.
- A Walking Hub – the borderlands nature of the town makes it a key walking node in relation to major routes such as Offa's Dyke and there is real potential to build on this aspect of its location and physical connections and raise awareness of the walking offer.
- Natural Environment/ Rural Hinterland – the proposals to develop AONB status provide the opportunity for the town to benefit from a new designation. It would both help raise the profile of the centre and potentially be the spur to further interest and investment by local businesses.
- Well performing schools – in terms of residential desirability the remote and high-quality environment along with its well performing schools make Kington an attractive locale for new residents seeking the opportunity to live in a rural milieu. This is an asset for local employers and is attractive to those looking to move out of Cities to work from home and can support more local spend.

SPATIAL CONTEXT

The Herefordshire Core Strategy contains a chapter on place-shaping. This contains a vision for Kington focused upon 'the creation of new homes, new employment opportunities, delivery of and access to services, including affordable housing, reducing the need to travel to other centres, and utilising the natural and historic environment as economic assets ... Kington's role in providing facilities and services to its hinterland should be maintained and, where possible, enhanced. However, as the smallest of the market towns and with significant environmental and locational constraints, the challenges that the town faces are such that it will need to be flexible in terms of the way it both encourages and accommodates development'. A review of the Core Strategy has now been commenced which will update the evidence base particularly in relation to biodiversity and green infrastructure. This links to the Herefordshire Green Infrastructure Study of 2010.

The Core Strategy takes a spatial approach in signalling how Kington can support rural regeneration within the town itself and also for the area it serves. While Kington is expected to accommodate 200 new homes during the plan period [a mix of market and affordable sizes and types], no strategic housing locations are proposed for Kington, with new housing accommodated on small scale sites that support the business, community and visitor facilities. For example, by making available small scale employment sites, maintaining and enhancing the retail, leisure or office offer of the town, make provision for infrastructure and amenity space and enhance the historic and heritage assets (e.g. important buildings, scenic views, landscape features). In aligning with the Core Strategy, the Kington Neighbourhood Plan refers to:

Proposals which make better use of land at Hatton Gardens Industrial Estate and Arrow Court Industrial Estate as well as supporting small-scale new build or workshops or the conversion of buildings to business use (e.g. live-work units). Intensive husbandry enterprises will only be supported where any adverse impacts (e.g. environment, traffic) can be mitigated.

Kington has a conservation area, designated in 1969, which recognises the town's architectural and historical significance dating back to the 12th century and leading to a small, historic market town with a tight urban grain with burgage boundary walls. Kington includes a Market Hall and former old Wesleyan Chapel, both Grade II listed buildings. The Conservation Area is currently on the national Heritage at Risk Register and key heritage features that should be protected and taken forward within future schemes form part of the evidence base for the Plan. The Plan encourages retail, leisure, office, commercial, cultural and tourism developments.

Kington is described as 'a centre for walkers' and has walkers are welcome status. The Town is situated close to the Offa's Dyke Path, The Mortimer Trail, The Arrow Valley Trail, The Herefordshire Trail and The Wyche Way, all long-distance footpaths. Kington hosts an annual festival titled 'Kington Walks'. The Plan seeks to promote and develop this niche market and enhance facilities that can support this type of visitor (e.g. local food outlets). Kington also has a food, arts and crafts market and a local food market. The Kington Livestock Market holds regular sheep and cattle sales. The Plan focuses on extending the variety, choice and quality of shops and services so as to improve the overall attractiveness of the town centre.

The spatial impact of the proposed MTIP priority projects will, when aligned with Core Strategy and Neighbourhood Plan, make Kington a more attractive place to live, work, invest and visit:

- The refurbishment and repurposing of the Market Hall would reclaim one of the most attractive and important spaces in Kington, underpinning footfall and creating a visible anchor for the town's visitor economy;
- The proposed investment in the High Street will support improved footfall and encourage further investment in the town;
- The investment in the town's footpath network will provide an improved product to support the promotion of the town as a walking hub.
- AONB status would protect the natural environment surrounding the town and enhance the activity-based tourism offer.

STAKEHOLDER ENGAGEMENT

The Plan has been developed through a dialogue with as many stakeholders in Kington's future as possible, in order to establish a solid evidence base, of demand and need. Engagement with Kington Town Council, the Local Herefordshire Council Member, local business community, voluntary sector and other key local stakeholders has played a major role in the development of this Plan.

The process of developing the Plan commenced with a town walk and follow-up meeting involving the Herefordshire Council Cabinet Member, the local Herefordshire Councillors, the Mayor and Deputy Mayor of Kington, Kington Town Councillors and local businesses. Kington Town Council, which played a key role in helping to identify all the key stakeholders in the Town. This was followed up by some 50 individual contacts by email, telephone and video call as well as engagement with the public and voluntary organisations.

The next significant engagement event was a town Zoom meeting to which all those identified were invited; this meeting was chaired by the Mayor and included twenty local stakeholders. The meeting identified a number of themes for the Town Investment Plan to consider and develop. A number of thematic meetings with key stakeholders were then held to consider the key themes in more detail and identify the vision, strategic objectives and project ideas for inclusion in the Plan. In addition to these themed meetings a young people's focus group was held to seek the views of young people in the town.

Following the completion of these meetings, there has been a range of consultations and discussions with potential delivery and funding partners. This has included engagement with private landowners, a number of Herefordshire Council officers, the Town Clerk, Kington Town Councillors, and others.

Throughout the process, there has been regular dialogue with representatives of Herefordshire Council.

THEORY OF CHANGE

A Theory of Change linked to the projects proposed arising from the strategy is set out below:

Project	Intervention Framework	Issues in Kington	Action	Output	Outcomes	Impact	Transformation Target
Kington High Street Regeneration	Tourism/Visitors Town/Civic amenities	Weak visitor economy High Population of over 65s Vacant shops	Invest in public realm and in active travel measures and balanced car parking provision to support improved footfall at both ends of the Town	Refurbished public realm New car parking spaces provided at bottom end of the Town	Improved safety for pedestrians and cyclists Increased footfall in the town centre	Increased tourism spend in the local economy Increased resident spend in the local economy More vibrant High street Better functioning town centre	Kington becomes a more liveable place with a more effective high street repurposed around pedestrians through an innovative shared space facility within the next 5 years
Police and Fire Station relocation and redevelopment	Town/Civic Amenities	Availability of Affordable housing	Bring forward more affordable housing	Improved and more efficient public services rationalising public estate to open up opportunities for investment new homes provided close to town centre	People of all backgrounds and means supported in living in Kington	A more sustainable and vibrant town	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer
Tourism offer/Walking and Craft Hub	Tourism/Visitors Town/Civic Amenities	Weak visitor economy	Develop and promote Walking to increase awareness of the walking and Craft	Increase in tourism footfall	More people enjoy the tourism offer of Kington, more	Increased tourism potential in Kington realised	Visitor numbers and tourism spend will rise to regional average within ten years.

Project	Intervention Framework	Issues in Kington	Action	Output	Outcomes	Impact	Transformation Target
			related tourism offer		local jobs sustained		
Shop/building frontage grant scheme	Tourism/Visitors Town /Civic Amenities	Weak visitor economy	Investment in key buildings in conservation area	Improved Built environment in the Town	More footfall and private investment	More demand to visit and invest in the town	Visitor footfall increases and the town centre has a repurposed high street within the next 5 years
Kington Market Hall and surrounds	Tourism/Visitors Town/Civic amenities	Weak visitor economy	Invest in key public building to encourage a wide range of activities to encourage more visitors and footfall in the Town	An attractive multi-purpose public space for the Town Focal space/point for key events	More people enjoy the tourism offer of Kington; more local jobs sustained	Improved tourism offer and/or town amenities	Kington becomes a more liveable place with a more effective high street repurposed around pedestrians through an innovative shared space facility within the next 5 years
Improved Food and drink Offer	Tourism/visitors	Improved Food and drink Offer	Support the development of more local food and drink related business and identify the opportunities for physical premises investment in this context	More local sourcing and selling of food	Increased dynamism of local food and drink sector	More dynamic local economy	Visitor numbers and tourism spend will rise to regional average within ten years.

Project	Intervention Framework	Issues in Kington	Action	Output	Outcomes	Impact	Transformation Target
Hatton Gardens Extension/new Employment Site	Business/Economy	Low stock of jobs/ Employment Opportunities Income Levels	Acquire and encourage the development of new employment land and/or business space	new employment land new employment space new jobs	Long term supply of employment land and growth secured and managed	Improved job opportunities and income levels	Employment opportunities in the town will rise to the county average within 5 years and the national average within 15 years
AONB Status	Tourism/Visitors	Weak visitor economy	Work actively to explore and support the achievement of AONB status	Achievement of new landscape designation	Enhanced tourism brand and offer for Kington	More dynamic and employment generating tourism offer	Visitor numbers and tourism spend will rise to regional average within ten years.
Wesleyan Chapel	Business/Economy	Run-down buildings	Investment in key buildings	Creation of a new residential or commercial space	Enhanced liveability and more commercial space in Kington	More attractive and vibrant town centre	Visitor footfall increases and the town centre has a repurposed high street within the next 5 years
Kington lighting and banners scheme	Town/Civic Amenities Tourism/Visitors	Weak visitor economy	Support the implementation of the lighting and banners scheme	Improved fittings for lighting and other decorations	More people enjoy the tourism offer of Kington, more local jobs sustained	Improved tourism offer and/or town amenities	Visitor numbers and tourism spend will rise to regional average within ten years.

Project	Intervention Framework	Issues in Kington	Action	Output	Outcomes	Impact	Transformation Target
Accessibility , improved Bus and Car parking offer	Town/Civic Amenities	Weak visitor economy High Population of over 65s Vacant shops	Holistic investment in the civic, employment and visitor infrastructure make Kington a more balanced place in terms of its demography	Refurbished public realm New car parking spaces provided at bottom end of the Town	Improved safety for pedestrians and cyclists Increased footfall in the town centre	Increased tourism spend in the local economy Increased resident spend in the local economy More vibrant High street Better functioning town centre	A more sustainable and fully functioning town where young people have the opportunity of employment and a stake in governance and older people are enabled to live full, independent lives for longer

SUGGESTED PROJECTS

The following projects and ‘investment themes’ emerged through the stakeholder engagement process. These projects and themes were validated through a wider stakeholder meeting in late December 2020 and subsequent group and one to one discussions in the first quarter of 2021.

The tables below provides a short form summary by way of an overview of projects and themes, those projects that could be considered appropriate for Herefordshire Employment Land and Incubation Space capital programme funding (below) and individual descriptions of those projects that are considered strategically significant, with the potential to attract alternative funding outside of the council. It is supported by a theory of change table, showing our aspirations for impact.

The package of projects identified in this Town Investment Plan will need to access a range of funding sources in order to be delivered.

Herefordshire Council has earmarked some £20 million for Employment Land and Incubation Space capital programme as an investment pot for capital projects in the county’s five market towns.

This funding can be used by the council to invest in projects which can demonstrate an appropriate business case which show the ability of the projects to generate capital receipts or income which can be used to payback the initial investment over time. Some of the projects in the Plan may secure funding through this route subject to detailed business cases being developed and considered by the council.

The majority of the projects identified will need to explore alternative funding options which could include private investment including , Heritage Lottery, charitable trusts, other public sector funding such as the capital programmes of the West Mercia Police Service, the Hereford and Worcester Fire service, the Herefordshire Clinical Commissioning Group, the Marches LEP, Homes England etc. In addition to these sources of funding there are a range of Government funding opportunities already in place and more will be announced going forward. Some of the projects in the Plan will require revenue funding as well as capital investment. There may be opportunities to package projects together to bid for funding as well as to bid for funds in phases on the larger projects. Different funders will requires different information and governance arrangements which will need to be considered on a bid by bid basis. The evidence base and supporting information produced to support this Plan will be a useful information and policy context to help inform bids for funding.

In May 2021 the Town Council and wider stakeholders met to consider the relative priority to allocate to each project. A scoring matrix based on the good practice methodology identified by the Town Hub which supports the implementation of the Town Fund was used to assess the relative merit of each project. Within the matrix there are 8 themes chosen, identified and validated through local stakeholder consultation.

For Kington the key criteria agreed with local stakeholders were: contribution to net zero; attraction of more visitors/inward investment; increased GVA (a measure of the productivity of businesses); increased business diversity (an increase to the range and variety of businesses operating locally); higher skills; better population balance (supporting a wide demographic spread of age groups); greater equity (supporting fairer access to all determinants of quality of life) and equality agenda (eliminating any form of discrimination). Each project was scored by the group on a scale of 1-5 where one is lowest to provide a group composite score. These scores then used to rank the project as set out in the summary table below. A summary of the process is set out at Appendix 2

Summary Table

Project	Summary	Potential Funding Source
1. Shop/Building Frontage Scheme	A public sector grant scheme is proposed to encourage investment in the frontages of shops and other town centre buildings to make the town a place to visit and spend time in. Elsewhere in the country grant schemes have been successfully used to encourage property owners to invest in town centre properties. Provisional budget - £75,000	Government Grants/Private Sector/ Historic England
2. Kington High Street Regeneration	The main shopping street in Kington is narrow making it difficult to visit, shop and spend time in the town centre. The proposal is that the High Street should be refurbished to make it more pedestrian friendly whilst maintaining vehicle access throughout the day. Provisional budget - £2 million	Future capital grant programmes such as Levelling Up

Summary Table

Project	Summary	Potential Funding Source
=3. Tourism Offer	Kington's role as a significant walking Centre with a strong crafts sector should be promoted and developed. Investment is proposed in the local footpath network as well as in interpretation material, signage with a focus on walking and possibly crafts and the development of walking App for use on smart phones. Provisional budget - £50,000	Herefordshire Destination BID Private Sector Herefordshire LCWIP – Local Cycling and Walking Infrastructure Plan /
=3. Kington Market Hall and surrounds	The proposal is to renovate/refurbish Kington Market Hall and surrounding area and to utilise the market hall as a focus for crafts and associated activities. There is also an opportunity to add more interpretative material about the town to promote its key attractions including the walking routes. Provisional budget - £250,000	Herefordshire Council potential asset transfer to Kington Town Council Plus, range of external grants Private sector
=3/new employment site	There is the opportunity to explore a small extension to Hatton Gardens or a new site along the Bypass A range of small-scale employment uses and start up units could be accommodated on land near or adjacent to the existing Estate. Provisional budget - tbc	Private sector Marches LEP, Government Grant Herefordshire Council,
6. Kington lighting and banners scheme	This project aims to light up key elements of the Town throughout the year and at the same time make a significant improvement to the Christmas lights. It will ensure key buildings and streets are lit and or decorated with banners etc to support key events and activities including walking and crafts. Provisional budget -£50,000	Kington Town Council
=7. Improved food and drink attraction/offer	Kington and the surrounding villages home to a number of food and drink manufacturing businesses which would support the development of the town's visitor economy. A small-scale food and drink manufacturer such as a brewery/distillery and associated visitor facility could attract significant additional footfall to the Town. There are also a number of old and rundown pubs/former pubs in the town which would benefit from refurbishment and could be used to further improve the existing food and drink offer. Provisional budget - £1 million	Private sector/ Government Grant

Summary Table

Project	Summary	Potential Funding Source
=7. AONB Status	The proposal is to include Kington and surrounding area in England and Wales in the designation of a new AONB. Such a designation will significantly enhance the profile of Kington as a walking town. Provisional budget - £200,000	Central Government Natural England CPRE
9. Wesleyan Chapel	This iconic listed building is in a key location near to the hub of the town centre. The building is in disrepair and needs significant investment it has potential for a range of uses. It has just changed ownership and the new owners should be supported in reviewing the future of the building. Provisional budget- £2 million	Private Sector
10. Kington Police and Fire Station relocation and redevelopment	There is an opportunity to relocate the Police and Fire Stations from their current location in Churchill Road to provide new modern facilities with lower maintenance costs, better access and potentially faster response times. This could also allow the existing sites to be redeveloped for housing. Provisional budget - £2 million	One Public Estate, Hereford and Worcester Fire and Rescue Service West Mercia Constabulary

The project below has been adjusted to reflect the views of the group so that it addresses wider access issues and electric charging points for cars as well as car parking

Accessibility, improved Bus/Car parking offer	A full review of the location, quantity and demand for car parking and bus services in the town is required to consider improved public transport links and car parking to serve the southern end of the Town. The current Livestock Market site provides an opportunity to improve car parking in the Town.	Herefordshire Council
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Suggested Projects

Investment Proposal Form					
Project Name: Kington High Street Regeneration					
<i>Intervention Framework</i>	<i>Economy and business</i>	<i>Tourism & the Visitor Economy</i>	<i>Town & Civic amenities</i>		
<p><i>Description:</i> Over the years several ways of improving the High Street have been considered but there is only one which allows all the constrains to be met and that is combine the space with pedestrians ensuring that it is predominately pedestrian and the vehicles are secondary.</p> <p>The road and pavements of Kington High Street are a public asset owned by Herefordshire Council. Herefordshire Council will therefore need to agree, design and implement any regeneration proposals for the Street. To inform a possible design for the regeneration scheme, it is recommended that Herefordshire Council commission a Transport study for Kington in line with similar studies completed in each of the other market towns. Such a study will be able to consider the nature of the scheme in the context of wider transport needs and can be used to inform a bid to the Council's Highways capital programme as well as other potential funding schemes</p>			<i>Indicative Cost</i>	<i>Timescale</i>	<i>Outputs</i>
			£2 million	3 years	A new public realm and high street offer for Kington
<i>Demand Analysis</i>	Chamber of Trade and stakeholder feedback				
<i>Potential funding sources</i>	Public sector grants/ investment				
<i>Exit (Sustainability) Strategy</i>	The ongoing maintenance responsibilities will stay with the current property owners.				

Project	Delivery Model	Rationale
<p>The works could cost in the order of £2million.</p>	<p>Whilst not a perfect fit with the mechanics of the capital budget this opportunity does provide scope for engagement with a number of commercial owners of properties in relation to joint venture work and capital investments (below the state aid threshold) in the fabric of key premises. There is also scope to provide enhanced and charged for public and market space.</p> <p>Next Steps Council to consider preparing a transport plan for Kington and commission feasibility work to inform its future Highways Capital Programme</p>	<p>As a consequence of current market failure it is unlikely that normal development equations would lead to this level of key high street investment. This is particularly true in view of the need to think about long term re-visioning of the High Street. Many of the approaches proposed to redeveloping commercial space, which supports commercial development do not fit traditional investment models. A local authority is equipped to borrow at lower commercial rates and take a very long view in the way it approaches regeneration, having regard to social value alongside commercial returns</p>

Investment Proposal Form				
Project Name: Kington Shop/ building frontage grant scheme				
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities	
<p>Description: Investment in the public realm needs to be complemented by investment in the frontages of shops and other town centre buildings to make the town a place to visit and spend time in. A grant scheme is required to encourage property owners to invest in town centre properties. It is suggested that any grant from the scheme would need to be 50% matched by the private property owners making the application.</p> <p>It is recommended that grants should be dependent on the property condition and private sector match would need to be between £1000 and £5000 per property.</p>		Cost	Timescale	Outputs
Demand Analysis	Chamber of Trade and stakeholder feedback – cost based on consultation with Leominster Heritage Action Zone for comparison	£75,000	1 year - A quick win opportunity to support post-covid recovery	At least 30 properties improved
Potential funding sources	Private Sector, Government Grants, Heritage Lottery, ,			
Exit (Sustainability) Strategy	The ongoing maintenance responsibilities will stay with the current property owners.			

Investment Proposal Form

Project Name: Kington Hatton Gardens Extension/new employment site

Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
Description: The adopted Herefordshire Core Strategy confirms that the Hatton Gardens industrial estate will continue to serve the employment needs of Kington. Whilst not the only employment site in the town it is the best located in a strategic position off the A44.			Indicative Cost	Timescale	Outputs
<p>There is an opportunity to bring forward land near to the existing Hatton Gardens Industrial Estate for small-scale B1 and B8 uses or along the Kington Bypass. Herefordshire Council could seek to acquire a site to ensure an improved supply of employment land and premises to serve the town.</p> <p>Without an intervention the current owners of the land are unlikely bring forward any development and future employment opportunities in the town will be limited.</p>			<p>Up to £1million To include land acquisition, servicing and development</p>	<p>5 years</p>	<p>Jobs New employment space</p>
Demand Analysis	Evidence base for revised Core Strategy/ Future proposed draft Neighbourhood Plan				
Potential funding sources	Herefordshire Council Employment Land and Incubation Space capital budget, (refunded through land sales and income), Marches LEP, Central Government, Private sector,				
Exit (Sustainability) Strategy	Sell developed sites to private sector or retain as an income stream.				

Investment Proposal Form

Project Name: Food and drink offer

Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities					
<p><i>Description:</i> Kington and its environs are home to a number of food and drink manufacturing businesses which could potentially further support the development of the town's visitor economy. A town centre distillery and or brewery with an associated visitor centre such as the Ludlow Brewery in Shropshire could generate significant visitor numbers.</p> <p>It is recommended that Herefordshire Council and Kington Town Council may work with local businesses and other interested parties to find a suitable site/building which could further develop existing operations and support a new visitor attraction and potentially other associated activities. There are also a number of old and rundown pubs/former pubs in the town which would benefit from refurbishment and could be used to further improve the existing food and drink offer as well as arrange community events and activities such as film nights and could include community owned and run models.</p>			Cost	Timescale	Outputs			
			<p>Up to £1million to be borne by private sector / charitable trusts</p>	<p>Within 5 years</p>	<p>Visitor numbers and spend Jobs</p>			
						Demand Analysis	Based on business planning of individual businesses	
						Potential funding sources	Private Sector, Heritage Lottery, adhoc grants and Charitable Trusts depending on the governance model.	
						Exit (Sustainability) Strategy	None required to be managed by private or other independent entities	

Investment Proposal Form					
Project Name: Kington Police and Fire Station relocation and redevelopment					
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
Description There is an opportunity to relocate the Police and Fire Stations from their current location in Churchill Road This will also allow the existing site to be redeveloped as a mixed retail/housing scheme. It should also improve operational efficiency, make revenue savings and deliver an improved service to the public. Herefordshire Council could acquire the existing sites for redevelopment to deliver new homes for the Town. Alternatively, the sites could be sold to a private developer.			Cost	Timescale	Outputs
Demand Analysis	A feasibility study has recently been completed by consultants Jacobs - for land acquisition and development		Estimated £2million	5 years	New joint Police and Fire station New homes
Potential funding sources	Hereford and Worcester Fire and Rescue Service, West Mercia Police One Public Estate,				
Exit (Sustainability) Strategy	New facility to be managed jointly by Police and Fire Service				

Investment Proposal Form			
Project Name: Accessibility: Improved Bus / Car Parking Offer linked to Kington High Street Regeneration			
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities
<p>Description: In order to maintain its role as a service and employment centre in north Herefordshire, Kington has to provide sufficient public transport links and car parking in the right locations and with an affordable and attractive charging regime to attract both visitors and local residents from surrounding villages and towns.</p> <p>There is an opportunity to supplement the Tourism offer and could include a community bus for walkers, as well as improved links to Hay and Hereford.</p> <p>Whilst Kington is well provided with readily available car parking to serve the top end of the High Street there is a strong view from local stakeholders that car parking needs to be improved to support footfall from the lower end of the High Street.</p> <p>There is an opportunity to address this issue by providing more low cost long term car parking on the McCartney's Livestock market site. The introduction of charging points for electric cars will also be important to support carbon reduction and reduce emissions in the town.</p>		Cost	Timescale
		£50,000 Depending on nature of charging and provision (signage)	One to five years
		Some ongoing subsidy will be required for new bus routes or services	New car parking spaces provided New bus routes/more frequent services
Demand Analysis	Proposed Kington Transport Study, Chamber of Trade		
Potential funding sources	External bids including Levelling Up Fund		

Investment Proposal Form				
Project Name: Herefordshire Marches AONB				
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities	
<p>Description: Natural England has already registered a proposal for an AONB to include Kington and the surrounding area. They are currently will reviewing and prioritising proposals received for new and extended National Parks and AONBs, and new landscape designation approaches. They aim to identify an initial programme of designation priorities which they can begin in 2021/22, the scope of which will be subject to available resources. They have confirmed that they will update proponents, partners and stakeholders on our proposed programme as soon as possible this year.</p> <p>Wider support from key local stakeholders could assist this proposal in coming to fruition.</p>		Cost	Timescale	
		Outputs		
Demand Analysis	Report and proposal developed by CPRE	<p>Approx. £200,000 per annum based on discussions with proposer – revenue projects fund</p>	<p>Up to 5years to establish</p>	
Potential funding sources	Natural England, Central Government,			<p>Increased visitor numbers</p> <p>Enhanced natural and built environment</p>
Exit (Sustainability) Strategy	New dedicated entity established to take forward			

Investment Proposal Form

Project Name: Visitor Economy- Walking Hub

Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities		
<p>Description Herefordshire’s visitor economy has suffered from a lack of investment and marketing for many years and Kington has been no exception. The new town vision identifies the development of tourism as a key strategic objective.</p> <p>The potential launch of the Herefordshire BID in January 2022 should theoretically address the marketing issue and the repurposing of the town centre would significantly enhance the town’s appeal as a visitor attraction. Kington could also benefit from a county-wide strategy to integrate festivals and events while the regeneration of the High Street would directly address the aspiration to position the town as a gateway for walking and cycling holidays and other rural activities. The main opportunity for the Town is develop itself as a walking centre.</p> <p>Investment is needed in interpretive and promotional material such as a local walking App, signage etc. Investment is also required in the local footpath network.</p>			Cost	Timescale	Outputs
			£50,000 (to ensure accessibility for all)	One year onwards	Increased visitor numbers and tourism spend
Demand Analysis	Significant and well-tested demand for strategic support for Kington’s visitor economy				
Potential funding sources	Central government grant funding. Marches LEP, Herefordshire Destination BID				
Exit (Sustainability) Strategy	One off initial investment will require some ongoing maintenance				

Investment Proposal Form				
Project Name: Kington Market Hall				
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities	
<p>Description: Kington Market Hall is the most prominent public building in the town serving as the town's market hall and as a key hub/ focus for the town centre. The proposal is to renovate and refurbish the market hall, Place de Marines and associated buildings including toilets. The core building is a Victorian red brick market hall dating back to 1885.</p> <p>A refurbished building could provide a real focal point for the town centre and could be used to hold a wider range of regular markets as well as other events and activities including craft fairs, events and festivals. The primary focus should be more regular and wide ranging markets etc. There is also an opportunity to include interpretive material about the Town in the form of a large plan in the Places de Marine.</p> <p>Herefordshire Council could consider a Community Asset Transfer of the building to encourage local use and engagement with what is a currently underutilised asset.</p>		Cost	Timescale	Outputs
		£250,000	Up to 5 years	More visitors and local spend
Demand Analysis	Work being undertaken by Town council to confirm demand			
Potential funding sources	Range of external grants and contributions.			
Exit (Sustainability) Strategy	To pass ownership to Town Council or other local entity			

Project Name: Kington Wesleyan Chapel				
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities	
<p>Description: The former Wesleyan Chapel in Harp Yard is a square, stone building with a hipped corrugated iron roof. The building consists of two storeys and a cellar and associated land. It is thought that Harp Yard was the site at which John Wesley, the great Methodist leader, preached when he visited Kington in August 1746. In 1801. The building and associated land are located in a central position just off the top end of the High Street.</p> <p>The building has been derelict for a number of years and has been in a number of different ownerships but no viable scheme has yet come forward. The building and associated site have the potential to be converted into a number of commercial, office, residential or other uses.</p>		Cost	Timescale	Outputs
Demand Analysis	Work being undertaken by private owners to confirm demand	Up to £2million Depending on scheme	Up to 5 years	More visitors and local spend
Potential funding sources	Private sector, Heritage Lottery plus range of external grants			
Exit (Sustainability) Strategy	To stay in private ownership			

Project Name: Kington lighting and banners scheme								
Intervention Framework	Economy and business	Tourism & the Visitor Economy	Town & Civic amenities					
Description: The proposal is to purchase and install multi-purpose brackets, light fittings and seasonal decorations in key locations in and around Kington High Street. Once installed the brackets/fittings can be used to light and decorate the Town as appropriate during key activities and events throughout the year. The fittings will be multi-purpose to allow bunting, flags, banners and Christmas lighting to be added to the streetscape to make the Town more attractive as well as to help promote key events and other activities.			Cost	Timescale	Outputs			
			Demand Analysis	Work being undertaken by Town Council to confirm demand		£50,000	1 year	More visitors and local spend
			Potential funding sources	Kington Town Council, plus range of external grants and possible section 106 funding				
			Exit (Sustainability) Strategy	Town Council or other local entity to maintain				

Next Steps

This is one of five Market Town Economic Investment Plans commissioned by Herefordshire Council for each of Herefordshire's market towns.

Herefordshire Council has identified a number of projects which could be funded by them. As a result, in addition to this Market Town Investment Plan, Rose Regeneration has completed outline business cases (OBCs) and Project Mandates for the following projects for the Council's consideration.

- OBC's have been developed and submitted for:
- New Employment Site Project/ Extension to Hatton Gardens
- Project Mandates have been developed and submitted for:
- Kington High Street Regeneration and Shop Front Grant Schemes

Once the Plans, OBC's and Project Mandates have been considered by Herefordshire Council it is recommended that the council works with the five Market Town Councils to establish an appropriate delivery mechanism to oversee, secure funding for and monitor the delivery of the Market Town Economic Investment Plans. This delivery mechanism should be led and supported by Herefordshire Council and should involve representatives from each Town Council.

APPENDIX 1 – STRATEGIC CONTEXT SUMMARY

National context	Regional Context	Herefordshire Context	Kington Context
<p>Industrial Strategy – ‘places’ foundation: tackling entrenched regional disparities.</p> <p>Industrial Strategy Productivity Evidence Review – some cities and rural county areas have been falling behind, including Herefordshire. County Councils Network analysis of GVA in 36 county areas found Herefordshire to be experiencing the smallest economic growth 5.3% between 2014 and 2018).</p> <p>A low carbon future in a changing climate – UK obligations under the 2015 Paris Agreement - setting a net zero target for carbon emissions by 2050.</p> <p>HM Treasury/Government department resources - levelling up economic opportunity across all nations and regions of the country by investing in infrastructure, innovation and people.</p> <p>Build Better, Build Greener, Build Faster - reforming the planning system (NPPF, Planning for the Future White Paper) to give more emphasis to quality, design and the environment.</p> <p>COVID-19 recovery measures - protecting and restoring livelihoods, improving living standards and new economic opportunities.</p>	<p>Local Industrial Strategy and Strategic Economic Plan – inclusive growth, connectivity, skills, enterprise and innovation, trade and investment. Herefordshire’s sectoral specialisms: food and drink, education, advanced manufacturing and engineering, defence and construction. Growth opportunities for (i) manufacturing and engineering, (ii) food supply chain/agri-tech innovation, and (iii) cyber security and resilience.</p> <p>Skills Plan and Skills Sectors Deep Dives – the provision of Higher Education provision and Further Education courses relevant to these growth opportunities in Herefordshire.</p> <p>Cyber Resilience Alliance / Science and Innovation Audit – the largest cluster of cyber security activity outside of London: growth in direct jobs, wider investment in products and processes and acting as a regional testbed.</p> <p>Growth Hub and Enterprise Zone with specialisms in defence and security at Skylon Park, Hereford.</p> <p>Economic recovery plan – investment in infrastructure and jobs: Hereford city streetscape improvements and NMITE Skylon campus development.</p>	<p>Herefordshire is a cold spot for social mobility – it is in the bottom 20 list of Local Authorities in England in terms of the chances that disadvantaged children will do well at school and get a good job.</p> <p>The importance of creating high-quality, highly skilled jobs against a backdrop of traditional low-skill, low-wage economy.</p> <p>County Plan – improving sustainability, connectivity, wellbeing and becoming carbon neutral by 2030-2031: Talk Community (hubs), community wealth building (increasing the amount of money that stays in the local economy); and Sustainable Food County (a whole system approach to tackling obesity, diet related ill health, food poverty, waste and climate change).</p> <p>Hereford Town Investment Plan – intended to deliver urban regeneration, a stronger skills base, and improved connectivity in the city. Under the strapline ‘green and fair’ the TIP recognises Hereford’s connectivity to market towns and countryside (e.g. tourism – attract and disperse approach). Telling stories about place, identifying and implementing a vision, strong partnership working and securing funding/investment are all needed for pandemic Recovery and Transformation.</p> <p>Skylon Park – Enterprise Zone for defence and security, advanced manufacturing, food and drink processing and sustainable technologies. Local Development Order to simplify planning arrangements. Weaving old industrial landscape with future proofing to allow for growth and change. Intended to act as a catalyst for economic growth across Herefordshire.</p> <p>Hereford Transport Strategy describes tragic flows, delays and congestion schemes which increase physical activity (e.g. cycling, walking) generate high value-for-money.</p>	<p>Herefordshire’s Economic Vision – enabling market towns to maximise their role in building thriving, distinctive, service centres that support their communities and rural hinterlands is a countywide ambition.</p> <p>Place-shaping for Kington is focused upon ‘the creation of new homes, new employment opportunities, delivery of and access to services, including affordable housing, reducing the need to travel to other centres, and utilising the natural and historic environment as economic assets’.</p> <p>Kington has more self-employed people and more people working in agriculture, construction, transport, accommodation and skilled trades compared to the rest of Herefordshire. The Kington Area Neighbourhood Plan supports better use of existing industrial estates and small-scale new build or the conversion of buildings to business use.</p> <p>Kington is described as ‘a centre for walkers’ and has Walkers are Welcome status. The KANP focuses on extending the variety, choice and quality of shops and services so as to improve the overall attractiveness of the town centre for residents, businesses and visitors.</p> <p>Kington sits in an area which is seen as a candidate for being designated an Area of Outstanding Natural Beauty (AONB)</p>

APPENDIX 2 – PROJECT PRIORITISATION

A detailed project scoring matrix showing the working for the prioritisation process is set out below:

Project	Theme	Description	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
Shop/Building Frontage Scheme - Kington	Commercial Development	A public sector grant scheme is proposed to encourage investment in the frontages of shops and other town centre buildings to make the town a place to visit and spend time in. Elsewhere in the country grant schemes have been successfully used to encourage property owners to invest in town centre properties.	£75	3	5	5	4	3	2	3	3	70%
Kington High Street Regeneration	Public Realm	The main shopping street in Kington is narrow making it difficult to visit, shop and spend time in the town centre. The proposal is that the High Street should be refurbished to make it more pedestrian friendly whilst maintaining vehicle access throughout the day.	£2,000	3	5	5	4	0	2	4	4	67.5%
Tourism Offer/Walking Hub	Tourism	Kington's role as a significant walking Centre with a strong crafts sector should be promoted and developed. Investment is proposed in the local footpath network as well as in interpretation material, signage with a focus on walking and possibly crafts and the development of walking App for use on smart phones.	£50	5	5	3	3	2	2	3	3	65%
Kington Market Hall and surrounds	Commercial Development	The proposal is to renovate/refurbish Kington Market Hall and surrounding area and to utilise the market hall as a focus for crafts, events / festivals, café etc. There is also an opportunity to add more interpretative material about the town to promote its key attractions including the walking routes.	£250	4	4	4	4	2	2	3	3	65%
Hatton Gardens Extension – Kington	Employment Space	There is the opportunity to explore a small extension to the existing Hatton gardens Industrial Estate. A range of small-scale employment uses and start up units could be accommodated on the site.	£1,000	3	5	5	4	3	2	2	2	65%

Project	Theme	Description	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
Kington lighting and banners scheme	Public Realm	This project aims to light up key elements of the Town throughout the year and at the same time make a significant improvement to the Christmas lights. It will ensure key buildings and streets are lit and or decorated with banners etc to support key events and activities including walking and crafts.	£50	5	5	4	2	3	2	2	2	62.5%
AONB Status - Kington	Green Infrastructure/Tourism	The proposal is to include Kington and surrounding area in England and Wales in the designation of a new AONB. Such a designation will significantly enhance the profile of Kington as a walking town.	£200	4	5	2	3	2	2	3	3	60%
Improved Car parking offer - Kington	Public Realm	A full review of the location, quantity and demand for carparking in the town is required to consider improved car parking to serve the southern end of the Town. The current Livestock Market site provides an opportunity to improve car parking in the Town.	£50	4	5	3	3	0	2	3	4	60%
Food and Drink Offer	Commercial Development	Kington and the surrounding villages home to a number of food and drink manufacturing businesses which would support the development of the town's visitor economy. A small-scale food and drink manufacturer such as a brewery/distillery and associated visitor facility in the Town could attract significant additional footfall to the Town. There are also a number of old and rundown pubs/former pubs in the town which would benefit from refurbishment and could be used to further improve the existing food and drink offer.	£1,000	4	5	3	3	3	2	2	2	60%
Wesleyan Chapel - Kington	Commercial Development	This iconic listed building is in a key location near to the hub of the town centre. The building is in disrepair and needs significant investment it has potential for a range of uses. It has just changed ownership and the new owners should be supported in reviewing the future of the building.	£2,000	3	4	3	3	2	2	2	2	52.5%

Project	Theme	Description	Indicative Cost (,000)	Contribution to Zero Carbon	More Visitors and Inward Investment	Increased GVA	Increased Business Diversity	Higher Skills	Leads to Better Population Balance	Greater Equity	Equality Agenda	Score
Kington Police and Fire Station relocation and redevelopment	Housing	There is an opportunity to relocate the Police and Fire Stations from their current location in Churchill Road to provide new modern facilities with lower maintenance costs, better access and potentially faster response times. This could also allow the existing sites to be redeveloped for housing.	£2,000	3	0	2	2	0	5	4	3	47.5%

Equality Impact Assessment (EIA) Form

Please read EIA guidelines when completing this form

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed	Roger Allonby
Directorate	Economy and place

Individual(s) completing this assessment	Name	Job Title
	Rob Ewing	Programme Manager
Date assessment completed	10/09/2021	

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)	Market Town Investment Plans (MTIPs)	
What is the aim, purpose and/or intended outcomes of this activity?	Economic development of market towns	
Name of lead for activity	Roger Allonby	
Who will be affected by the development and implementation of this activity?	<input type="checkbox"/> Service Users <input type="checkbox"/> Patients <input type="checkbox"/> Carers <input type="checkbox"/> Visitors	<input type="checkbox"/> Staff <input type="checkbox"/> Communities <input type="checkbox"/> Other Local businesses and their employees
Is this:	<input type="checkbox"/> Review of an existing activity <input type="checkbox"/> New activity <input type="checkbox"/> Planning to withdraw or reduce a service, activity or presence?	
What information and evidence have you reviewed to help inform this assessment? (name sources, eg demographic information for services/staff groups affected, complaints etc.)	Detailed stakeholder engagement in collaboration with Herefordshire Council and the Town Councils Indices of deprivation Review of strategies and policies and impact on each market town More detailed consultation will take place for each project during planning	
Summary of engagement or consultation undertaken (eg. who and how have you engaged with, or why do you believe this is not required)	Town Zoom meetings – wide range of stakeholders Written to each stakeholder Thematic stakeholder groups Young people’s focus group Team Leominster	
Summary of relevant findings	For each town – series of projects that will improve the local economy and improve opportunities	

	An equality impact assessment will be carried out for each potential project
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3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on staff, public, patients, carers etc. in these equality groups.

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age	x			Kington High Street regeneration will make the High Street more accessible
Disability				Kington High Street regeneration will make the High Street more accessible
Gender Reassignment		x		
Marriage & Civil Partnerships		x		
Pregnancy & Maternity	x			Kington High Street regeneration will make the High Street more accessible
Race (including Travelling Communities and people of other nationalities)		X		
Religion & Belief		X		
Sex		X		
Sexual Orientation		X		
Other Vulnerable and Disadvantaged Groups (eg. carers, care leavers, homeless, social/ economic deprivation, etc)		X		
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)	x			Improving economic recovery post-Covid will increase job opportunities in the market towns

What actions will you take to mitigate any potential negative impacts?	Risk identified	Actions required to reduce/ eliminate negative impact	Who will lead on the action?	Timeframe
	Group not consulted	Identify any additional consultees	RR	
	Project risk	Ensure EIA carried out during detailed project development	RA	
	Programme risk	Continue consultation during project development	RA	

4. Monitoring and review

How will you monitor these actions?	The output from the market town investment plan project is a set of economic development strategies, one for each market town. Each strategy has identified a set of potential projects that will support the economic development of the market town. The projects have been identified and specified in the strategies but will only be commissioned once the feasibility is established and suitable funding has been identified.
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	A specific EIA will be developed for all commissioned projects. These project specific EIAs will identify the monitoring requirements for the project.
When will you review this EIA? (eg in a service redesign, this EIA should be revisited regularly throughout the design & implementation)	A process will be put in place to ensure that the MTIPs are kept up to date. This process will include the objective of reviewing the EIA for each MTIP and ensuring that EIAs are carried out for each commissioned project.

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.
- All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA	Rob Ewing
Date signed	10.09.2021



The Stronger Towns Fund – Maylord Orchard Library and Learning Resource Centre (Detailed Design)

Meeting: Cabinet

Meeting date: Thursday 24 February 2022

Report by: Cabinet member commissioning, procurement and assets;

Classification

Open

Decision type

Key

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Wards affected

Central

Purpose

To approve up to £0.45m of the expenditure required to instruct the technical project manager and design team to complete the detailed design stage and works required to develop the full business case of the Maylord Orchard Library and Learning Resource Centre project including seeking planning and all related regulatory approvals.

Recommendation(s)

That:

- a) **The redevelopment of Maylord Orchards to create a new library and learning resource centre project is approved;**
- b) **Expenditure of up to £0.45m of the Maylord Orchard Library and Learning Resource Centre project capital programme allocation be approved to complete the detailed design stage of the project including seeking planning permission,; and**
- c) **The Corporate Director for Community and Wellbeing, following consultation with the Deputy Section 151 Officer and in consultation with the Cabinet member commissioning, procurement and assets, be authorised take all operational decisions necessary to complete the detailed design stage and seek planning approval within the £0.45m approved budget.**

Alternative options

1. Do nothing – The council could choose to not approve the expenditure. However, this would mean we would be unable to seek the technical support such as architects, and building condition surveys required to seek the Stronger Towns grant. Failure to meet the required timescales or information requirements for the Stronger Towns funds would prevent the proposed project from progressing.

Key considerations

2. In 2020 government selected Hereford to be one of 101 towns/ cities from across England who were eligible to seek up to £25m of funding to support regeneration and enable economic growth. As required by the funding guidance, a Hereford Stronger Towns Partnership Board was formed including wide ranging representation across the public, private and community sectors. The Board oversaw the development of a Town Investment Plan through extensive local community engagement, and inviting people to put forward project proposals for submission to government in the Plan. The council submitted three project proposals to the Board, including the significant redevelopment of Hereford Museum and Art Gallery, the relocation of the current library and the creation of a Learning Resource Centre in the Maylord Orchard Centre, and a project focussed on greening the city improving active travel measures and providing digital visitor information points. The Board submitted the Town Investment Plan to government at the end of January 2021, and in June 2021 they announced a £22.4m allocation to Hereford, including in principle support for the three proposed council led projects. Each selected project now needs to develop a Full Business case by June 2022.
3. The proposed £3m redevelopment of Maylord Orchards to create a new library and learning resource centre is a key project in the [Hereford Town Investment Plan](#). The project will establish a modern library service and Learning Resource Centre at the heart of the city, re-purposing a key area of Hereford in creating new reasons for people to visit and spend time and money across the centre as a whole. The Learning Resource Centre will provide facilities to enable local people to access the support they need to develop their skills, and access new employment opportunities such as the council's Adults and Community Learning Service.
4. Following the decline in retail, accelerated through Covid 19, all towns and cities need to consider how they will regenerate and re-purpose creating new opportunities for trade, employment, living and studying. In creating a revitalised and vibrant city centre, a key focus of the Hereford Town Investment Plan is developing a refocussed mixed use offer focussed on learning and culture. The new library and Learning Resource Centre is a key part of this

strategy. Two other complimentary proposed projects that may also be located in Maylord Orchards will further enhance the cultural and educational offer, creating a local hub (being led by Powerhouse and Rural Media separately).

5. In order to seek the required Stronger Towns (£3m) funding a range of technical support is required. To date the council has commissioned architects to develop the project up to RIBA stage 2, as well as specialist advice in developing the revenue business plan, and structural review of the building. The technical work commissioned to date is subject to a separate non-key decision taken in December 2022: [Decision - Stronger Towns Fund Grant Acceptance\(Maylords\) - Herefordshire Council](#).
6. Further technical works are required to finalise the design, seek planning approval, to procure contractors and implement the project.
7. This decision seeks approval to appoint a mutli-disciplinary design team that has been procured in accordance with the contract procedure rules to complete RIBA stages 3 and 4 of the proposed project, including seeking planning application approval (RIBA stage 3) and procurement of a contractor (RIBA stage 4) and any associated works such as building surveys and developing the operational business plan. Should the grant funding be awarded and planning approved, a separate key decision will be brought forward regarding the construction and handover of the building phases (RIBA Stages 5/6).
8. The specialist design team will include:
 - Architect/ Lead Designer
 - Sustainability Consultant
 - Project Manager
 - Quantity Surveyor
 - Library Adviser
 - Structural and Civils Engineer
 - Mechanical and Electrical Engineer
 - Landscape Architect
 - Principal Designer
 - Fire Engineer
 - Acoustics Engineer

Community impact

9. The proposed Maylord Orchard Library and Learning Resource Centre project will be of significant benefit to the local community, establishing a modern high quality library and learning facility at the heart of the city centre. Creating new reasons for people to visit, spend time and money in the city centre, responding to the decline of retail as a primary footfall driver, will also help secure the economic viability of Hereford and local jobs.
10. Whilst all sectors of the local community will benefit from the enhanced facilities and services, the project will specifically benefit local schools and colleges in terms of access to the library for educational purposes. Local people will be able to access the training and support they need at the new Learning Resource Centre.
11. The proposed project will deliver the following actions identified in the Delivery Plan;
 - *EC2.1: Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund*

- *EC2.5: Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre*
- *EC3.2: Work with partners to expand our adult and community learning programme, with a particular focus on those at risk of long term unemployment, and young people at risk of not being in education, training or employment*

Environmental Impact

12. A key aim of the project is to achieve the highest possible environmental and energy efficiency standards possible in the now dated Maylord Orchard atrium area.
13. The technical support required to design and implement the project (subject to this decision) is critical to achieving this aim.

Equality duty

14. 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.

15. The proposed project will significantly enhance access to Herefordshire's cultural and learning offer for all. The project will establish a modern, accessible new library and a Learning Resource Centre at the heart of the city centre, providing enhanced access to key local services for learning and development across all sectors of the local community.

Resource implications

16. This decision seeks approval to spend up to £0.45m of the allocation to support the detailed design and planning application stage, and any other works required, to develop the Full Business case. Whilst government has provided some project development funding (£150,000) as per para 5 above, applicants to the Stronger Towns funds and the Heritage Lottery Fund are required to undertake development work at their financial risk in order to be considered for the grant funding.
17. The £0.45m funding will be utilised to instruct the procured design team to complete RIBA stage 3 and subject to planning approval RIBA stage 4 (tendering of works), including any associated works such as building surveys and the operational business plan. Should the council secure the grant funding from the Stronger Towns Fund to complete the scheme, a separate decision will be brought forward to seek approval to implement the project.
18. This work will be funded using council borrowing, with the expectation the stronger towns grant will pay for these costs once the business case is approved. If the expected grant funding is not forthcoming then an alternative revenue funding source will be required to meet the development costs, such as the Financial Resilience Reserve. The risk at this stage is considered low,

government has already selected the project to proceed to Full Business Case stage following submission of the Town Investment Plan, and provided some project development funding as above.

19. The revenue implications of this project will keep being assessed as the project develops but are expected to be managed within existing budgets and the income that will be generated through the proposed café and the rental of meeting rooms of the Learning Resource Centre.
20. The council has both a role as the Stronger Towns funding accountable body for all Hereford projects, and as an applicant for the Hereford Museum and Art Gallery, Maylord Orchard Library and Learning Resource Centre and the Greening the City projects. To ensure a clear separation of duties between these roles, the Section 151 Officer and Deputy 151 officer are the leads for accountable body responsibilities for both the internal and external projects and the Strategic Capital Finance Manager supports the finance decisions for the council led projects.

Capital cost of project	2020/21	2021/22	2022/23	Future Years	Total
Design and planning fees			£450,000		£450,000
TOTAL			£450,000		£450,000

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2020/21	2021/22	2022/23	Future Years	Total
Capital funding			£450,000		£450,000
TOTAL			£450,000		£450,000

Legal implications

21. If the council agrees that this project is part of the capital programme for 2022/23 then this decision is required to enable the project to proceed and allocated capital funds to be spent to the limit set out in this report.
22. If the project budget is not approved in the 2022/23 capital programme then this decision cannot proceed.

Risks

23. The following are the identified key risks which will be managed by the Project Board;

Risk / opportunity	Mitigation
<p>Technical works are commissioned and funds spent but the project does not proceed. For example the full business case is not approved and grant funding not secured, match funding not secured, planning application not approved. This would require any council development funding spent to date to be found from revenue budgets.</p>	<p>The technical development works are required in order to seek the grant funding. To date the Hereford Stronger Towns Board, government (in reviewing the Town Investment Plan) and National Heritage Lottery Fund have all expressed support for the proposed project. Government has provided £250,000 towards the development of the project that does not need to be repaid should the project not proceed. Should the project not proceed, the council's capital costs relating to this decision (detailed design) would be funded from the Financial Resilience Reserve. The required timeframes for completion of the work will be clearly defined in the brief and a key consideration during the evaluation of tenders.</p>
<p>The technical works are not completed by the June 2022 deadline for the Stronger Towns Business Case.</p>	<p>The council has raised awareness of the upcoming tender opportunities, including at a recent meet the buyer event organised by the procurement team which identified interest in the project/ work.</p>
<p>Failure to engage consultants with the required technical skills to complete the work in the required timeframe.</p>	<p>The feasibility study has explored the range of options for developing the building whilst also considering the viability of the proposed new service. This will inform the next stages of the design process.</p>
<p>The project fails to achieve planning approval</p>	<p>The feasibility study has explored the range of options for developing the building whilst also considering the viability of the proposed new service. This will inform the next stages of the design process.</p>
<p>Financial - Further investigation reveals additional structural issues leading to higher construction costs. Designs require review and possible change with implications for cost, value for money and funding proposals.</p>	<p>Initial investigative work already undertaken as part of project viability phase for Stronger Towns funding bid. Contingency sum included to cover unexpected costs.</p>

Consultees

24. A political group consultation has been undertaken with supportive comments on the proposed project provided by Cllr Stark, Cllr Bartlett, and Cllr Milln. Cllr Stark asked that in developing the project we consider how the respective services can also be enhanced/ benefits also realised in the market towns.

Appendices

Appendix 1 – Feasibility Study (RIBA stage 1)

Background papers

None Identified

Report Reviewers Used for appraising this report:

Governance	Sarah Buffrey, Democratic Services Officer	Date 24/01/2022
Finance	Karen Morris	Date 24/01/2022
Legal	Claire Ward	Date 19/01/2022
Communications	Luenne Featherstone	Date 12/01/2022
Equality Duty	Carol Trachonitis	Date 12/01/2022
Procurement	Lee Robertson	Date 17/01/2022
Risk	Kevin Lloyd	Date 23/01/2022

Approved by	Neil Taylor, Director Economy and Place	Date 16/02/2022.
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The Stronger Towns Fund - Hereford Museum & Art Gallery (Detailed Design)

Meeting: Cabinet

Meeting date: Thursday 24th February

Report by: Cabinet member commissioning, procurement and assets;

Classification

Open

Decision type

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

Wards affected

Central

Purpose

To approve up to £1.5m of the expenditure required to instruct the technical project manager and design team to complete the detailed design stage of the project and any related work required to support the development of the full business case including seeking planning and all related regulatory approvals such as listed building consent.

Further information on the subject of this report is available from
 Roger Allonby, Chris Jenner, Johnathan Pritchard, Tel: 01432 260330, Tel: 01432 261941, Tel: 01432 261885, email: Roger.Allonby@herefordshire.gov.uk, cjenner@herefordshire.gov.uk, Johnathan.Pritchard@herefordshire.gov.ukl

Recommendation(s)

That:

- a) **The redevelopment of the Herford Museum and Art Gallery to create a new high quality visitor attraction project is approved;**
- b) **Expenditure of up to £1.5m of the Hereford Museum and Art Gallery (HMAG) redevelopment capital programme allocation be approved to complete the detailed design stage of the project including seeking planning permission,; and**
- c) **The Director for Community and Environment, following consultation with Deputy Section 151 Officer, in consultation with the Cabinet member commissioning, procurement and assets, be authorised take all operational decisions necessary to complete the detailed design stage and seek planning approval within the £1.5m approved budget.**

Alternative options

1. Do nothing – The council could choose to not approve the expenditure.. However, this would mean we would be unable to seek the technical support such as architects, building condition surveys and specialist heritage advice required to seek the Stronger Towns or National Heritage Lottery Fund grants. Failure to meet the required timescales or information requirements for these funds would prevent the proposed project from progressing.

Key considerations

2. In 2020 government selected Hereford to be one of 101 towns/ cities from across England who were eligible to seek up to £25m of funding to support regeneration and enable economic growth. As required by the funding guidance, a Hereford Stronger Towns partnership Board was formed including wide ranging representation across the public, private and community sectors. The Board oversaw the development of a Town Investment Plan through extensive local community engagement, and inviting people to put forward project proposals for submission to government in the Plan. The council submitted three project proposals to the Board, including the significant redevelopment of Hereford Museum and Art Gallery, the relocation of the current library and the creation of a Learning Resource Centre in to the Maylord Orchard Shopping Centre, and a project focussed on greening the city, improving active travel measures and providing digital visitor information points. The Board submitted the Town Investment Plan to government at the end of January 2021, and in June 2021 they announced a £22.4m allocation to the Hereford, including in principle support for the three proposed council led projects. Each selected project now needs to develop a Full Business case for by June 2022.
3. The proposed £15m significant redevelopment of the grade 2 listed Hereford Museum and Art Gallery (HMAG) is a flagship project in the [Hereford Town Investment Plan](#). The project will establish a modern high quality museum and art gallery visitor experience, attracting high profile exhibitions, providing additional space to display local heritage artefacts potentially including the Herefordshire Hoard, include a café and shop, and provide opportunities for corporate hospitality. A key feature of the proposed project is a culture trail on the roof of the historic building offering views over the city, including the Hereford Cathedral located opposite the site.
4. Following the decline in retail, accelerated through Covid 19, all towns and cities need to consider how they will regenerate and re-purpose creating new opportunities for trade, employment, living and studying. In creating a revitalised and vibrant city centre, a key focus

of the Hereford Town Investment Plan is to develop a high quality visitor and cultural offer for local residents and visitors. The HMAG redevelopment is a key part of this strategy.

5. The proposed project will also address significant viability issues with the current museum and art gallery. The current layout of the historic building severely limits access to those with a disability who are currently unable to access the museum and art gallery on the first floor. Due to fire evacuation restrictions the numbers of people accessing the museum and art gallery is also currently capped at a maximum of 10 people at any one time. This severely restricts local residents or visitors from accessing the museum and art gallery, which is not viable in the medium to long term. The upper floors of the grade 2 listed building are currently not accessible by the public at all, and at risk of falling into disrepair.
6. The proposed redevelopment will establish a high quality, prominent new visitor and cultural attraction at the heart of the city centre, supporting regeneration in creating a great place to live, work, study and visit. The project will also address some of the current limitations, ensuring the museum and art gallery remain viable and available to all.
7. In order to seek the required Stronger Towns (£5m) and National Heritage Lottery Fund (£5m) funding a range of technical support is required. To date the council has commissioned architects to develop the project up to RIBA stage 2, as well as specialist advice in developing the revenue business plan, and structural review of the building. The technical work commissioned to date is subject to a separate non-key decision taken in December 2022: [Decision - Hereford Museum and Art Gallery Re-development - Herefordshire Council](#).
8. Further technical works are required to develop the full business case, finalise the design, seek planning approval and listed building consent, to procure contractors and implement the project in a grade 2 listed building.
9. This decision seeks approval to appoint a multi-disciplinary design team that has been procured in accordance with the contract procedure rules to complete RIBA stages 3 and 4 of the proposed HMAG project, including seeking planning application approval and listed building consent (RIBA stage 3) and procurement of a contractor (RIBA stage 4) and any associated costs such as building surveys and developing the operational business plan. Should grant funding be awarded and planning approved, a separate key decision will be brought forward regarding the construction and handover of the building phases (RIBA Stages 5/6).
10. The specialist design team will include;
 - Architect/ Lead Designer
 - Sustainability Consultant
 - Historic Building Consultant
 - Project Manager
 - Quantity Surveyor
 - Museum/ Gallery Adviser
 - Structural and Civils Engineer
 - Mechanical and Electrical Engineer
 - Landscape Architect
 - Principal Designer
 - Fire Engineer
 - Acoustics Engineer

Community impact

11. The proposed HMAG project will be of significant benefit to the local community, establishing a modern high quality museum and art gallery facility, providing significantly enhanced access to arts and culture including Herefordshire's own significant heritage. HMAG will provide access to local artefacts currently in storage due to the lack of display space, as well as providing an opportunity for local people to access the wide range of exhibitions that will be displayed in the redeveloped building.
12. The project will secure the long term viability and usage of a grade 2 listed building at the heart of the city centre, opening up access to areas that are not currently available to the public. The project will also ensure access for people with a disability. Currently access to anyone with a disability is severely restricted. The total number of people currently able to access the museum and art gallery is also restricted to 10 people at any one point in time.
13. Whilst all sectors of the local community will benefit from the enhanced facilities and services, the project will specifically benefit local schools and colleges in terms of access for educational purposes. There will also be an opportunity for local people to benefit from developing specialist heritage and conservation skills on site.
14. The HMAG project directly contributes to the delivery of the following Herefordshire Council Delivery Plan 2020 to 2022 actions;
 - *EC2.1: Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund*
 - *EC5.1: Work with private sector partners to support the growth of the tourism industry across Herefordshire building on our strengths of outdoor activities, heritage & culture; and support the development of a destination business improvement district*

Environmental Impact

15. A key aim of the project is to achieve the highest possible environmental and energy efficiency standards possible through the redevelopment of a grade 2 listed building. The project will seek to achieve EnerPHit passive house environmental standards, becoming an exemplar for the redevelopment of historic public buildings.
16. The technical support required to design the redevelopment (subject to this decision) is critical to achieving this aim.

Equality duty

17. 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.
18. The proposed project will significantly enhance access to Herefordshire’s heritage and cultural offer for all. At present there is no means for anyone with a disability to access the museum and art gallery located on the first floor of the existing building. The upper floors of the historic building are completely closed off to the public due to access limitations. The project will redevelop the building, allowing anyone to access the public areas of the building, including the proposed cultural trail on the roof.
19. In addition to the physical changes to the building, the heritage activity plan will establish a wide range of outreach services to engage local schools and disadvantaged groups, providing access to educational opportunities and experiences.

Resource implications

20. This decision seeks approval to spend up to £1.5m of the allocation to support the detailed design and planning application stage of the project and any related activity required to complete the full business case. Whilst government has provided some project development funding (£250,000) as per para 7 above, applicants to the Stronger Towns funds and the Heritage Lottery Fund are required to undertake development work at their financial risk in order to be considered for the grant funding.
21. The £1.5m funding will be utilised to instruct the procured design team to complete RIBA stage 3 and subject to planning approval RIBA stage 4 (tendering of works) and any associated technical advice required to complete the full business case (such as building surveys and the operational business plan). Should the council secure the grant funding from the Stronger Towns Fund and the National Heritage Lottery Funding to complete the scheme, a separate decision will be brought forward to seek approval to implement the project.
22. If the expected grant funding is not forthcoming then an alternative revenue funding source will be required, such as the Financial Resilience Reserve. The risk at this stage is considered low, government has already selected the project to proceed to Full Business Case stage following submission of the Town Investment Plan, and provided some project development funding.
23. The council has both a role as the Stronger Towns funding accountable body for all Hereford projects, and as an applicant for the Hereford Museum and Art Gallery, Maylord Orchard Library and Learning Resource Centre and the Greening the City projects. To ensure a clear separation of duties between these roles, the Section 151 Officer and Deputy 151 officer are the leads for accountable body responsibilities for both the internal and external projects and the Strategic Capital Finance Manager supports the finance decisions for the council led projects.

Capital cost of project	2020/21	2021/22	2022/23	Future Years	Total
Design and planning fees			£1,500,000		£1,500,000
TOTAL			£1,500,000		£1,500,000

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2020/21	2021/22	2022/23	Future Years	Total
Capital grant			£1,500,000		£1,500,000
TOTAL			£1,500,000		£1,500,000

Revenue budget implications	2020/21	2021/22	2022/23	Future Years	Total
	£000	£000	£000	£000	£000
<i>Should the project not proceed, capital expenditure in the detailed design stage would be funded from an alternative source.</i>					
TOTAL					

Legal implications

24. If the council agrees that this project is part of the capital programme for 2022/23 then this decision is required to enable the project to proceed and allocated capital funds to be spent to the limit set out in this report.
25. If the project budget is not approved in the 2022/23 capital programme then this decision cannot proceed.

Risk management

25. The following are the identified key risks which will be managed by the Project Board;

Risk / opportunity	Mitigation
<p>Technical works are commissioned and funds spent but the project does not proceed. For example the full business case is not approved and grant funding not secured, match funding not secured, planning application not approved. This would require any council development funding spent to date to be found from revenue budgets.</p>	<p>The technical development works are required in order to seek the grant funding. To date the Hereford Stronger Towns Board, government (in reviewing the Town Investment Plan) and National Heritage Lottery Fund have all expressed support for the proposed project. Government has provided £250,000 towards the development of the project that does not need to be repaid should the project not proceed. Should the project not proceed, the council's capital costs relating to this decision (detailed design) would be funded from the Financial Resilience Reserve. .</p>
<p>The technical works are not completed by the June 2022 deadline for the Stronger Towns Business Case.</p>	<p>The required timeframes for completion of the work will be clearly defined in the brief and a key consideration during the evaluation of tenders.</p>
<p>Failure to engage consultants with the required technical skills to complete the work in the required timeframe.</p>	<p>The council has raised awareness of the upcoming tender opportunities, including at a recent meet the buyer event organised by the procurement team which identified interest in the project/ work.</p>
<p>The project fails to achieve planning approval/ listed building consent</p>	<p>The council has sought pre-app support from both the planning team and Historic England during the feasibility stage (RIBA stage 1), and will continue to do so through RIBA stage 2. The feasibility study has explored the range of options for developing a historic building whilst also considering the viability of the proposed new service. This will inform the next stages of the design process.</p>
<p>There is a covenant on the building held by Hereford Cathedral, relating to its use as a library and museum. Should the project proceed the library will be relocated.</p>	<p>Hereford Cathedral have been consulted on the proposed project and are supportive of the redevelopment, which will complement the Cathedral's own visitor offer.</p>
<p>Financial - Further investigation reveals additional structural issues leading to higher repair costs. Designs require review and possible change with implications for cost, value for money and funding proposals.</p>	<p>Initial investigative work already undertaken as part of project viability phase for Stronger Towns funding bid. Contingency sum included to cover unexpected costs. Value engineering exercise to be undertaken with National Lottery Heritage funding input.</p>

Consultees

26. A political group consultation has been undertaken with supportive comments on the proposed project provided by Cllr Stark, Cllr Bartlett, and Cllr Milln. Cllr Stark asked that in developing the project we consider how the respective services can also be enhanced/ benefits also realised in the market towns.

Appendices

Appendix 1 – Feasibility Study (RIBA stage 1)

Background papers

None Identified

Report Reviewers Used for appraising this report:

Governance	Sarah Buffrey	Date 27/01/2022
Finance	Karen Morris/ Josie Rushgrove	Date 15/12/2021
Legal	Claire Ward	Date 16/12/2021
Communications	Luenne Featherstone	Date 16/12/2021
Equality Duty	Carol Trachonitis	Date 16/12/2021
Procurement	Mark Cage	Date 10/01/2022
Risk	Paul Harris	Date 16/12/2021

Approved by Neil Taylor, Director for Economy and Place Date 16/02/2022



Title of report: Registered Services transfer to Hoople Limited

Meeting: Cabinet

Meeting date: Thursday 24 February 2022

Report by: Cabinet member health and adult wellbeing;

Classification

Open

This report is not exempt by virtue of the paragraph(s) of the Access to Information Procedure Rules set out in the constitution pursuant to Schedule 12A of the Local Government Act 1972, as amended.

Decision type

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Wards affected

(All Wards);

Purpose

To agree the council's registered services nominated individual responsibility is transferred over to Hoople Limited.

This report seeks approval from Cabinet for the formal transfer of registered social care provider services to Hoople Care, as part of Hoople Ltd. The services involved in the transfer of registration at this stage are:

- Home First re-ablement service
- Hillside
- Residential services for learning disabled people at Southbank Close and Ridgemoor Road.

It is likely that further services established or in-sourced in the future would be incorporated into Hoople Care's registration and operations, once accepted. The staff currently employed by the council in delivering the services will transfer to Hoople Ltd under Transfer of Undertakings, Protection of Employment (TUPE) regulations.

Recommendation(s)

That:

- a) **Cabinet approves the formal transfer of registered social care provider services to Hoople Care, as part of Hoople Limited and;**
- b) **the transfer of council staff employed in the registered services to the employment of Hoople Ltd under TUPE regulations is approved and;**
- c) **Authority is delegated to the Acting Corporate Director for Community Wellbeing to make all operational arrangements necessary for the implementation of the transfer, including the transfer of staff under TUPE regulations.**

Alternative options

To not proceed with transfer of registration of care services to Hoople Ltd. This option is not recommended because it would potentially allow confusion and inconsistency in the management of registered services and possibly delay or disrupt the development of Hoople Care. The aspiration is to grow and develop Hoople Care to become a credible and tangible provider within local markets.

Key considerations

1. Herefordshire's Market Position Statement 2020-2025 sets out a clear direction for providers on the council's ambitions for the support and care market. The council is clear that where the market cannot meet these challenges and meet the needs of individuals it will consider its role within the market.
2. Hoople Care has been established in order to assume the management of adult social care services that have been in-sourced by the council. The council has recognised that some services cannot be provided in social care markets with the appropriate consistency of quality and value for money. It has therefore taken decisions to in-source or create new services over recent years.
3. The adult care and support market is fragile and challenged due to the ongoing impacts of the COVID-19 pandemic. Market issues that were present prior to the pandemic have been exacerbated and have impacted on care provider's capacity to take complex packages of care.
4. Hoople Care already employs a number of re-ablement staff, as part of Home First. Following a recent decision to align rates to council pay, Hoople launched a recruitment campaign for Home First.
5. As part of decommissioning of residential services for learning disabled people, employment of staff and management of the facilities at Ridgemoor Road and Southbank Close transferred to Hoople in August 2021. The Care Quality Commission (CQC) registration for the service transferred to the council, due to Hoople not being registered as a care provider. Therefore, currently, the council oversees the delivery of care services for those residential services, as it does for Home First re-ablement support.

6. Hoople Limited submitted its application to the CQC in October 2021, in the name of Hoople Care to become the registered provider for all three regulated services. This includes the appointment and acceptance of a senior manager as nominated individual. The transfer of registration will only take place once cabinet has made a formal decision and the council's nominated individual relinquishes the registration. It is anticipated that CQC's registration processes to enable transfer will conclude in February 2022.
7. The proposed transfer of registration will help to implement objectives within Herefordshire's market position statement 2020/2025. This underlines the council's willingness to consider its role in markets where the market cannot meet demand challenges and needs of individuals. Transferring the services to Hoople Care will ensure consistency in regulated service delivery, with one nominated individual to oversee the care and support registered services.
8. The transfer of registered services to Hoople Limited creates the opportunity to procure and deploy a digital call monitoring and scheduling system from within existing funding to provide instant visibility of every care visit, integrated with care planning, and providing clarity and information to service users about the services being delivered.
9. The benefits of visit monitoring are twofold; the council can gain peace of mind that our service users are receiving their scheduled care at the correct time, and Hoople Limited can keep track of lone workers while out on the road. If a care worker does not call or touch-in at the location of a booked visit, the system will flag their absence immediately to the appropriate care manager, who can then carry out required checks.
10. This is not a decision to outsource the services, this is about insourcing in a different way and the benefits are:
 - The vision is for Hoople Care to become a leading care provider and have a strong presence in the market.
 - The establishment of Hoople Care over time is expected to support resilience and stability in the care and support market in Herefordshire.
 - Enhance the Hoople Care model building on the successful insourcing of the residential services for learning disabled people.
 - There may be some potential in the future to developing Hoople to be the council's single provider for care services planning for the recently approved 80-bed care facility
 - Reduced overheads to the council in the medium term due to the lower cost operating model of Hoople Limited
 - Increasing the scope and value of services for the council allowing a spread of overheads across a wider footprint i.e. fixed overhead spread across more services, therefore mitigating costs for the council overall.
 - Opportunity to further combine the council's recruitment and training provider (Hoople) with its care provision to improve and sustain the quality of in-house services.
 - Creating the conditions for Hoople to expand its commercial training, back office and care offer to other providers and neighbouring LA's across borders
 - There is an opportunity to aligning to the council's Talk Community's approach and Hoople connecting people into communities on a strengths based model.
 - Creating the opportunity for the council to expand Hoople's technology expertise with care services to increase productivity and innovation leading to a better customer experience
 - Creating a more partnership model of contract management for provider services via a slightly wider degree of separation between the council and provider services
 - The council will work collaboratively with Hoople Care to improve outcomes and the effectiveness and efficiency of in-house services, as it would with an external provider.
 - Hoople Care will assume responsibility for budgetary management and control for the services transferring over.

- The council will oversee the contract management for Hoople Care; to ensure it has an optimum level of control over capacity and quality.
- Hoople Care will contribute to, support and develop the health, family support and social care workforce.
- There is potential for collaborative working between the Hoople Care provision and the wider NHS services and the Integrated Care System (ICS).
- Creating the opportunity to procure a digital call monitoring and scheduling system to provide instant visibility of every care visit, integrated with care planning, and providing clarity and information to service users about the services being delivered.

Community impact

11. Care services are necessary for sustaining and improving wellbeing, yet they have an environmental footprint that contributes to environment-related threats to health. Bearing this in mind, improvements can be made by increasing efficiency at a delivery level, through the use of energy-efficient technologies and offering services that don't require the need for transportation and the use of buildings to meet the needs of individuals
12. The transfer of registered social care services for older and disabled adults to Hoople Care contributes to the following County Plan Themes:

Protect and improve the lives of vulnerable people	✓
Build understanding and support for sustainable living	✓
Support communities to help each other through a network of community hubs	✓
Spend public money in the local economy wherever possible, increasing the social value of care delivery	✓
Use the council's land to create economic opportunities and bring higher paid roles to the county	✓
Invest in education and the skills needed by employers	✓
Grow jobs and keep unemployment rates low in all areas of the county	✓

13. There are no health and safety implications associated with the transfer of the registered services and there will be no direct change to the service delivery to service users at this stage of the process.
14. There are no specific implications for the transfer of social care provider services for the corporate parenting responsibilities of the council and its partners.

Environmental Impact

15. In operating, the registered services through Hoople Care the council will endeavour to align to the following success measures in the County Plan.
- Reduce the council's carbon emissions
 - Work in partnership with others to reduce county carbon emissions
 - Improve the air quality within Herefordshire
 - Improve residents' access to green space in Herefordshire

- Improve energy efficiency of homes and build standards for new housing
- Increase the number of short distance trips being done by sustainable modes of travel – walking, cycling, public transport

16. There are plans to request that Hoople Limited undertake a pilot in the use of electric vehicles for care workers, this will help us the council consider future ways to make our the council operations, Hoople operations, care providers and care workers energy efficient, meeting our the council's carbon reduction objectives and without compromising delivery of care to our service users.

Equality duty

17. 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.

18. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes.

19. There will be very limited changes made to the way the service is delivered as the functions are to be transferred largely as they are. Following the transfer the Council and Hoople Care will continue to treat service users equitably. If there are future changes to be made to the service, the roles and the processes, it will be the council's responsibility to assess the impact at that time.

20. An Equality Impact Assessment has been carried out to identify the impact of the proposed transfer to Hoople Limited. The Equality Impact Assessment identifies a set of actions aimed at mitigating risks to service users and employees in the protected characteristic groups.

Resource implications

21. There are no direct and immediate financial implications from this decision report.

22. The budgets for the services referred to in this report are included in the current medium term financial strategy (MTFS).

23. Finance and Hoople Limited are in the process of agreeing a Service Level Agreement (SLA); this will confirm the budget for each of the services.

24. The performance of the services will be monitored through a quasi-contractual and commissioning arrangement and will be measured using the Standards for Delivering Quality Care and Support Services Herefordshire's Quality Assurance Framework (QAF). In addition, annual contract review meetings will be held between Hoople Care and Commissioners.

Legal implications

25. Part 1 The Care Act 2014 sets out the local authority functions and responsibilities for care and support. The Care Act allows local authorities to delegate some but not all of their care and support functions to other parties. As with all care and support, individual wellbeing should be central to any decision to delegate a function. The local authority retains ultimate responsibility for how the functions are carried out.
26. Hoople Limited is a company owned by the council, Wye Valley NHS Trust and Lincolnshire County and therefore benefits from the provisions of Regulation 12 of the Public Contracts Regulation 2015, which means that the council is not required to undertake a procurement exercise when awarding contracts to Hoople Limited.
27. From an employment law perspective, the regulations governing business transfer/service provision changes are the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
28. TUPE will apply to the transfer of the service delivery of care services from Herefordshire Council to Hoople Limited. As such, the employees of the council in the service which is being transferred will have their employment transferred to Hoople Limited and will transfer on their existing terms and conditions. The council, as the outgoing employer must by law inform the effected employees and consult with them in good time before the transfer, this should be done via staff representatives. A failure to consult could result in a complaint to an Employment Tribunal.
29. The council will also have a duty, as the outgoing employer to provide Hoople Limited with written details of the transferring employees, including identity, age, particulars of employment, disciplinary and grievance records, employee claims and collective agreements, as well as all associated rights and liabilities that will transfer. This information must be provided no less than 28 days before the transfer.
30. It is not possible to contract out of TUPE and any dismissals connected with the transfer either before or after the transfer may be automatically unfair. Hoople are also subject to certain statutory consultation and information obligations in relation to the transfer of employees from the council to Hoople Limited.

Risk management

31. Below are the key risks which could have impact the transfer of the registered services to Hoople Limited:

Risks/Opportunity	Mitigation
Care Quality Commission (CQC) may reject the application for Hoople Limited to become the nominated individual.	Unlikely and advance warning would be received if this were to happen, so enabling a re-submission to ensure acceptance.
The timeline may slip beyond January 2022	There is close monitoring and regular liaison with CQC on this matter. Such a delay is considered very unlikely. If this were to occur, there would be an adjustment to the timing of implementing the decision.
Two nominated individuals in Hoople Care and Herefordshire Council	Discussion with CQC will inform timescales regarding the transfer of registration. This will be co-ordinated by CQC to ensure alignment of handover, so there will only be one nominated individual/registered provider at any time in the process.
Some staff may have reservations about the transfer to Hoople Care.	Staff will be provided with the reassurance regarding the benefits of the transfer.
Insufficient staffing levels to deliver the services	A workforce recruitment plan is in place and is regularly updated. There is an ongoing recruitment drive to fill any vacancies as they arise. There is funding available to support the workforce recruitment and retention.

Consultees

32. A Project Board has been set up to oversee the transfer of the registered services to Hoople Limited, this includes:
- Fortnightly meetings to ensure the registration transfer and governance processes are on track.
 - Updates and progress on the Hoople Care nominated individual responsibility for Ridgemoor Road, Southbank, Hillside Care Home and Home First
33. Members of the council have been consulted via political groups. Members have expressed the following:
- Provision should be made to review Hoople Care's performance on a regular basis by the council, not just the CQC, to ensure that the outcomes we were aiming for in our Market Position Statement are realised for those receiving such services from Hoople Care.
 - As a condition of any new contract awarded by Herefordshire Council and in line with our commitment to Carbon zero by 2030, new vehicles purchased in connection with work Hoople is carrying out for Herefordshire Council, should no longer be fossil fuel. It would seem that Hoople has been purchasing new vehicles recently on the back of contracts awarded by Herefordshire Council, which are fossil fuel. This is one area in which we have a measure of control in view of the fact Hoople Limited is effectively owned by Herefordshire Council.

- 34. Members have been consulted on the transfer to Hoople Care.
- 35. Staff will be consulted as required by the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).

Appendices

- 1. Workforce Recruitment Plan
- 2. Equality Impact Assessment

Background papers

None applicable

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	Sarah Buffrey	Date 26/11/2021
Finance	Kim Wratten	Date 24/11/2021
Legal	Alice McAlpine	Date 26/11/2021
Communications	Luenne Featherstone	Date 25/11/2021
Equality Duty	Carol Trachonitis	Date 19/11/2021
Risk	Paul Harris	Date 26/11/2021

Approved by	Click or tap here to enter text.	Date	Click or tap to enter a date.
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[Note: Please remember to overtype or delete the guidance highlighted in grey]

Please include a glossary of terms, abbreviations and acronyms used in this report.

Equality Impact Assessment (EIA) Form

Please read EIA guidelines when completing this form

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed	Ewen Archibald - Acting Assistant Director – All Ages Commissioning
Directorate	Adults & Communities

Individual(s) completing this assessment	Name	Job Title
	Jas Kakkar	Care Consultant
	Amy Swift	Senior Project Manager, Corporate Services
Date assessment completed	February 2022	

2. What is being assessed

Activity being assessed (e.g. policy, procedure, document, service redesign, strategy etc.)	Transfer the registered services and staff under TUPE arrangements to Hoople Limited (Hoople Care).			
What is the aim, purpose and/or intended outcomes of this activity?	<p>This proposal aims to assess the impact of the recommended decision to transfer the registered services nominated individual responsibility from Herefordshire Council to Hoople Limited and the formal transfer of registered social care provider services to Hoople Care, as part of Hoople Ltd. The services involved in the transfer of registration at this stage are:</p> <ul style="list-style-type: none"> • Home First re-ablement service • Hillside Care Centre • Residential services for learning disabled people at Southbank Close and Ridgemoor Road. 			
Name of lead for activity	Paul Smith - Interim Director for Adults and Communities			
Who will be affected by the development and implementation of this activity?	<input checked="" type="checkbox"/> Service Users <input type="checkbox"/> Patients <input type="checkbox"/> Carers <input type="checkbox"/> Visitors	<input checked="" type="checkbox"/> Staff <input type="checkbox"/> Communities <input type="checkbox"/> Other		
Is this:	Review of an existing activity			
What information and evidence have you reviewed to help inform this assessment? (name sources, e.g. demographic information for services/staff groups affected, complaints etc.)	<p>The data has been taken from the Market Position Statement 2020-2025.</p> <p>https://councillors.herefordshire.gov.uk/documents/s50084582/07a_Appendix_Herefordshire%20Market%20Position%20Statement%202020-2025.pdf</p> <p>Learning Disabilities Services</p> <ul style="list-style-type: none"> • Over the 20 year period between 2015 and 2035 it is estimated that the number of all age registered Learning Disability cases in Herefordshire will increase from 976 to 1,019, which represents a proportional rise of 4.4%. • It is predicted that by 2035 the number of people living with a learning disability in the majority of age groups will increase, particularly in those aged 70 and 			

	<p>over with a predicted rise of 36.7% for the 70–74 age group and 71.4% for the 75+ cohort.</p> <ul style="list-style-type: none"> • This reflects a general improvement in life expectancy for people with LD. Although the number of LD cases are predicted to rise over this 20-year period, the overall prevalence is predicted to fall, with the all age figure falling from 0.52 to 0.49% and the adult figure from 0.61 to 0.57%. • There are currently 21 females and 17 males who are either live at the learning disabilities residential home or use the respite provision at Southbank Close. <p>Reablement and Enablement Services</p> <ul style="list-style-type: none"> • Hillside Intermediate Care is a 22-bedded unit to support for adults its primary objective is to deliver a strength-based model, which is built upon an enabling ethos, to support people regain skills and enable independence. • Home First delivers short-term support packages in people’s own homes, which are flexible, based upon people’s strengths and tailored to their individual needs for up to six weeks. <p>Staff TUPE</p> <ul style="list-style-type: none"> • The TUPE process is a formal UK employment law requirement. The transfer of staff should be completed as a TUPE transfer in line with the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). • Herefordshire Council is also obliged - as a ‘public body’ under the Equality Act 2010 to conduct an equality analysis into any significant organisational, service delivery or structural changes affecting staff with regards to protected characteristics. • The groups of staff impacted by the TUPE process are currently employed to work at Homefirst re-ablement service and the Hillside Care Centre.
<p>Summary of engagement or consultation undertaken (e.g. who and how have you engaged with, or why do you believe this is not required)</p>	<p>Members of the council have been consulted via political groups. Members have expressed the following:</p> <ul style="list-style-type: none"> • Provision should be made to review Hoople Care’s performance on a regular basis by the council, not just the CQC, to ensure that the outcomes we were aiming for in our Market Position Statement are realised for those receiving such services from Hoople Care. • As a condition of any new contract awarded by Herefordshire Council and in line with our commitment to Carbon zero by 2030, new vehicles purchased in connection with work Hoople is carrying out for Herefordshire Council, should no longer be fossil fuel. It would seem that Hoople has been purchasing new vehicles recently on the back of contracts awarded by Herefordshire Council, which are fossil fuel. This is one area in which we have a measure of control in view of the fact Hoople Limited is effectively owned by Herefordshire Council. <p>Staff will be engaged in the proposal through briefing sessions and team-briefing arrangements, the engagement will be lead by Herefordshire Council Human Resources and Adult Social care Operational Managers. A communication plan is in development to ensure all staff are fully sighted on the proposed changes.</p>

Summary of relevant findings	<p>Transfer of Services and Service Users</p> <p>The council has established Hoople Care in order to assume the management of adult social care services that have been in-sourced. The council has recognised that some services cannot be provided in social care markets with the appropriate consistency of quality and value for money. It has therefore taken decisions to in-source or create new services over recent years. There are challenges for the council in directly employing staff and managing directly some of these services.</p> <p>Hoople Care already employs a number of re-ablement staff, as part of Home First. Following a recent decision to align rates of pay, Hoople launched a recruitment campaign for Home First.</p> <p>The transfer of service to the council will give service users and their families/carers confidence and reassurance that the service will continue to operate in its current state, with the same groups of staff and ensure a high standard of care is provided to service users.</p> <p>Service Users with certain protected characteristics or additional vulnerabilities are protected under the Care Act 2014 and the Equality Act 2010.</p> <p>Workforce</p> <p>The council and partners have worked together to promote the care sector particularly through the 'Herefordshire Cares' brand and this will continue to build upon a strong relationship with the market to improve terms and conditions for the workforce.</p> <p>There is an opportunity to grow the workforce and recruitment, have a broadly representative workforce through Hoople Limited, and increase the participation from under represented communities in this sector.</p> <p>The proposal is for staff from Hillside and Homefirst to transfer to Hoople Care by late summer 2022. It is expected that the transferring Council staff will have statutory protection in accordance with the Transfer of Undertaking Protection Regulations (TUPE). It is expected that length of Service and membership of the Local Government Pension Scheme will be protected for transferring staff. At this time, any changes affecting employees will be implemented in accordance with requirements of employment law.</p> <p>All staff transferring from Herefordshire Council to Hoople Care will remain on the on their existing or similar Terms and Conditions, the impact on staff is considered as neutral/positive.</p>
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The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on staff, public, patients, carers etc. in these equality groups.

Workforce Data

Protected Characteristic	Equality Group	Hillside	Homefirst
Gender	Male - 1 Female - 24	5	20
Age Group		40 +	30+

Ethnicity	White British Irish Other White	None Recorded	None Recorded
	Mixed White and Black Caribbean White and Black African White and Asian Other Mixed	None Recorded	None Recorded
	Asian and Asian British Indian Pakistani Bangladeshi Other Asian	None Recorded	None Recorded
	Chinese Other Ethnic Group	None Recorded	None Recorded
Disability	Physical Co-ordination Hearing Vision Speech Reduced physical capacity Learning Difficulty Mental Illness Mobility	None recorded	None recorded
Gender Identity	Transsexual/Transgender	Not Applicable	Not Applicable
Pregnancy/Maternity	Pregnant	Not Applicable	Not Applicable
Religion or Belief	Christian Buddhist Hindu Jewish Muslim Sikh Other religions No religion Not stated	Not Applicable	Not Applicable
Sexual Orientation		Not Applicable	Not Applicable
Marriage and Civil partnership	Married Single Widowed Divorced In Civil partnership	Not Applicable	Not Applicable

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age			✓	No disproportionate impacts found
Disability		✓		No known
Gender Reassignment		✓		Not Applicable
Marriage & Civil Partnerships		✓		Not Applicable
Pregnancy & Maternity		✓		Not Applicable
Race (including Travelling Communities and people of other nationalities)		✓		No known
Religion & Belief		✓		Not Applicable
Sex			✓	No disproportionate impacts found
Sexual Orientation		✓		No known
Other Vulnerable and Disadvantaged Groups (e.g. carers, care leavers, homeless, social/ economic deprivation, etc.)		✓		No known
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)		✓		No known

Service Delivery

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age		✓		Homefirst - The service is exempt from the Herefordshire Council eligibility criteria. People who are residents of Herefordshire and aged over 18 will be eligible. All care plans will be delivered within the individuals own home environment Hillside - People who are residents of Herefordshire and aged over 18 will be eligible.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
				The Learning Disability services are aimed at those individuals with a learning disability registered with a GP aged 18 and above for annual health checks and an assessed social care need.
Disability		✓		As above
Gender Reassignment		✓		Not Known
Marriage & Civil Partnerships		✓		Services will be accessible equally to people who are married or in a civil partnership.
Pregnancy & Maternity		✓		N/A
Race (including Travelling Communities and people of other nationalities)		✓		The service provides equitable access regardless of race.
Religion & Belief		✓		The service provides equitable access and will be sensitive to any cultural or religious beliefs
Sex		✓		The service provides equitable access.
Sexual Orientation		✓		There is limited research around LGBT identities and learning disabilities, but research conducted by University of Bristol, evidences that LGBT people with learning disabilities often face specific issues and barriers to support and inclusion. Valuing People 2011 advocates for services for people with learning disabilities that seeks to address their sexuality and relationship needs, including opportunities to form sexual relationships and access to sex education.
Other Vulnerable and Disadvantaged Groups (e.g. carers, care leavers, homeless, social/ economic deprivation, etc.)		✓		Responsive to the service users, with consideration of age, disability, ethnicity, gender, religion, sexual orientation and socio-economic status.
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)		✓		No impacts have been identified. There is equal access to reablement provision in Homefirst and Hillside and there is a personalised approach in the service delivery.

What actions will you take to mitigate any potential negative impacts?	Risk identified	Actions required to reduce/eliminate negative impact	Who will lead on the action?	Timeframe
	Insufficient workforce to deliver the services	A workforce recruitment plan is in place and is regularly updated. There is an ongoing recruitment drive to fill any vacancies as they arise. There is funding available to support the workforce recruitment and retention.		On-going
	Change to service users provider	<p>There is no negative impact or risk to service users at Hillside and Home First, as these are transactional cohort of service users.</p> <p>The residents at the learning disabilities residential and respite service have already transferred over to Hoople Limited.</p>		March 2022
	Staff TUPE transfer	<p>Since all affected staff will be transferring over to Hoople Care on their existing terms and conditions, there was no material change to their Individual circumstances, or to their working practices. As a result, we believe the overall impact will be neutral.</p> <p>HR and the Operational leads will lead on TUPE discussions with staff.</p> <p>The Council will continue to engage with Trade Unions and Staff as they prepare to transfer the staff to Hoople Care.</p> <p>Staff will be engaged in the proposal through briefing sessions and team briefing arrangements.</p> <p>A communication plan is in development to ensure all staff are fully sighted on the proposed changes</p>	Herefordshire Council Human Resources and Adult Social Operational Managers	May/June 2022

3. Monitoring and review

How will you monitor these actions?	<p>The performance of the services will be monitored through a quasi-contractual and commissioning arrangement and will be measured using the Standards for Delivering Quality Care and Support Services Herefordshire's Quality Assurance Framework (QAF). In addition, annual contract review meetings will be held between Hoople Care and Commissioners. Transferred staff will continue to have one to one meetings, team meetings, annual appraisals/performance and development plans with their line managers.</p>
When will you review this EIA? (e.g. in a service redesign,	Annual contract review meetings and ongoing performance monitoring.

this EIA should be revisited regularly throughout the design & implementation)	
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4. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the nine protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.
- All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA	
Date signed	

What measures are we taking to increase recruitment across the independent sector?

Independent Sector

Context

Within Herefordshire there are over 4,000 workers within the care sector (latest DHSC capacity tracker Nov 21) however, the sector is facing issues in recruitment and retention.

The national average hourly rate for commissioned home care service is £18.25, Herefordshire Council pays a blended hourly rate of £19.52– this is the best rate in the West Midlands as confirmed by the recent UKHCA report published on 25th October 2021.

Using the available funding of £134,500 from the Workforce Capacity Fund and IBCF (minor investments) these are some of the action taken so far:-

April to December 2021

- Sector collaboration and engagement in re-branding of Care Heroes
- Promotional activity; job fairs, work with Job Centre Plus, Landau and school and college careers advisors group
- Herefordshire Cares – new logo,



- Website is launching on 1st December 2021
- Local case studies – focus on people doing various roles in social care (real stories real people) using a professional videographer
- Weekly 'live' vacancy board via social media platforms; Facebook, Twitter and Instagram
- Through the social media/digital campaign new entrants to the sector targeted through advertising/re-direct to website
- Analytics reports to be provided monthly
- Co-production with stakeholders, benchmarking, engagement and development
- Sustainability planning
- Align with national DHSC recruitment campaign “Made with Care”

Medium Term December 21 – March 22

- Website is one stop shop for vacancies
- Brand recognition
- Additional case studies are produced
- Devise training opportunities calendar and booking system
- Good practice is showcased
- Growth in positive social media traffic
- Planned and co-ordinated schedule of promotional activities linked with Talk Community

**Care Sector
Recruitment and Retention**

“Plan on a Page”

Short -Term Oct- Mar 22 (3 – 6 months)	Medium -Term Mar – Sep 22 (6 to 9 months)
<p>310</p> <ul style="list-style-type: none"> • Sector collaboration and engagement in re-branding of Care Heroes • Promotional activity; job fairs, work with Job Centre Plus, Landau and school and college careers advisors group • Herefordshire Cares – new logo, new website is developed and built • Website is launched on 1st December 2021 • Local case studies – focus on people doing various roles in social care (real stories real people) using a professional videographer • Weekly ‘live’ vacancy board via social media platforms; Facebook, Twitter and Instagram • Through the social media/digital campaign new entrants to the sector targeted through advertising/re-direct to website • Analytics reports to be provided monthly • Co-production with stakeholders, benchmarking, engagement and development • Sustainability planning • Retention reward programme is developed from DHSC grant funding 	<ul style="list-style-type: none"> • Website is one stop shop for vacancies • Brand recognition • Additional case studies are produced • Devise training opportunities calendar and booking system • Good practice is showcased • Growth in positive social media traffic • Planned and co-ordinated schedule of promotional activities linked with Talk Community

Title of report: Recommendations from Citizens Climate Assembly

Meeting: Cabinet

Meeting date: 24 February 2022

Report by: Cabinet member environment and economy

Classification

Open

Decision type

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Wards affected

(All Wards);

Purpose

The purpose of the report is to consider the recommendations resulting from the Herefordshire Citizens' Climate Assembly commissioned by the council. The Climate Assembly was established in response to a unanimous vote of Full Council on 12 July 2019. The assembly consisted of a diverse and representative group of residents of Herefordshire representing the demographic make up of the county. They participated in 30 hours of deliberation on the question of 'How should Herefordshire meet the challenges of climate change?', resulting in a series of recommendations for priorities for action for the council and partner organisations.

Recommendation(s)

That cabinet:

- a) Receive and note with thanks the recommendations provided by the Citizens Climate Assembly;
- b) Delegate responsibility to Director Economy & Environment and S151 officer in consultation with the Cabinet Member for Economy and Environment to allocate funding from the Climate Reserve to consider next steps and provide recommendations to Cabinet by April 2022;
- c) Provide a progress report to the Citizens Climate Assembly in September 2022.

Alternative options

1. That the recommendations are considered unacceptable and rejected, in full or in part. This is not agreed based on the consideration given to the recommendations through the assembly process. A full assessment of the recommendations will be the next stage in understanding the budget and delivery implications.

Key considerations

2. As an overview Citizens' Assemblies will bring together a minimum of 40 people to deliberate 'tricky' policy issues and identify actions to implement locally. The 'assembly' is statistically representative of the wider local population with people taking part from different perspectives and levels of understanding. Once selected participants heard evidence from 'expert witnesses', they deliberated the issues to be addressed and reached a consensus on the necessary recommendations.
3. It is worth noting that there are minimum standards set for a 'Citizens Assembly' ([Standards for Citizens' Assemblies](#)), with the council following those standards. Impact Consultancy supported the council on the delivery of the assembly with advice from industry experts [Involve](#).
4. Sortition Foundation also supported the assembly by independently selecting participants. This was based on randomly selecting 14,400 addresses across Herefordshire - based on 300 addresses for every one of the needed assembly members. From this invite 520 people signed up as potential assembly members who were then asked to share information (including view of climate change) to ensure representation from which an algorithm was used to reach the final 48 participants. In total 41 attended the assembly meetings. A detailed report of the recruitment process can be found at the following [weblink](#).
5. The key question for the Herefordshire citizens' climate assembly was: "How should Herefordshire meet the challenges of climate change?" The assembly focused on three themes: housing and buildings; transport; land use, food and farming. These themes were designed by an advisory group whose details can be found on the council's citizens climate assembly web page ([web link to citizens assembly advisory group](#)).
6. The Citizens Climate Assembly took place on the following dates and the recordings of expert presentations plus question and answer sessions are available via the council's YouTube channel ([link to citizens assembly recordings](#)):
 - Thursday 13 January (evening)
 - Saturday 15 January (all day)
 - Sunday 16 January (all day)

- Thursday 27 January (evening)
 - Saturday 29 January (all day)
 - Sunday 30 January (all day)
7. The sessions included a range of expertise and experience from a local, national and even international level. This allowed the assembly members to work with their facilitators to form informed recommendations (in appendix one).
 8. The recommendations have been ranked via voting by individual assembly members to generate a prioritised list of recommendations from the assembly as a whole – these are listed in full in appendix 1. The next step for the council will be (a) to work up plans to respond to the recommendations that are relevant to the council; and (b) to work with partner organisations to support them to respond to the assembly’s recommendations. The council’s work on addressing the climate and ecological emergency has well-established partnerships and collaboration activity, so there is existing dialogue between organisations. The council has also established a Climate and Nature Partnership Board which will be a key stakeholder in responding to the assembly and taking the recommendations forward.

Community impact

9. The Citizens’ Climate Assembly is a new venture for the council to actively engage a demographically representative group of residents to support the council’s decision making.
10. This recommendation strongly supports key objectives of the County Plan of: “Protect and Enhance our environment and keep Herefordshire a great place to live” along with meeting the ambitions of:
 - Minimise waste and increase reuse, repair and recycling
 - Improve and extend active travel options throughout the county
 - Build understanding and support for sustainable living
 - Invest in low carbon projects
 - Identify climate change action in all aspects of council operation
 - Seek strong stewardship of the county’s natural resources
 - Protect and enhance the county’s biodiversity, value nature and uphold environmental standards
11. This proposal also delivers a specific recommendation by General Scrutiny Committee’s Climate & Ecological Emergency Review and follows a Full Council resolution on 12 July 2019.

Environmental Impact

12. Together with partner organisations in the private, public and voluntary sectors the council shares a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire’s outstanding natural environment.
13. The objective of the citizens climate assembly is to positively engage local residents to support the council to meet its commitments of its declaration of a Climate and Ecological Emergency which set both organisational and countywide carbon neutrality targets by 2030. The anticipated outcomes will also support the council to deliver the wider environmental policy commitments.
14. The climate assembly will consider key climate change themes and the recommendations and proposed activities will be considered by the council. This will support delivery of the council’s

[environmental policy commitments](#) and aligns to the following success measures in the County Plan.

- Increase flood resilience and reduce levels of phosphate pollution in the county's river
- Reduce the council's carbon emissions
- Work in partnership with others to reduce county carbon emissions
- Improve the air quality within Herefordshire
- Improve residents' access to green space in Herefordshire
- Improve energy efficiency of homes and build standards for new housing
- Increase the number of short distance trips being done by sustainable modes of travel – walking, cycling, public transport
- sustainable and active travel options

Equality duty

15. 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.
16. The citizens climate assembly has brought together a representative group of people from across Herefordshire who have been independently selected based on gender, age, ethnicity, disability, climate concern, urban/ rural mix; and from defined areas of multiple deprivation. Therefore the assembly will support a range of voices from different walks of life to be heard, to contribute to decision making and in turn contribute to democracy. As outlined above assembly members were independently selected based on representation of Herefordshire reflective of age, gender, ethnicity, urban/rural, socio-economic background, attitude to climate change and disability.
17. Provision was made for representatives who needed IT support (including if they have never used on-line communication), welfare support and any other form of reasonable adjustment.

Resource implications

18. Council agreed on the 11th February 2022 to allocate the £1.33m of New Home Bonus for 2022/23 to the Climate Reserve.
19. The cost of hosting a citizen's assembly was £70k. This was funded from the corporate services budget.
20. The next stage of the process is to consider the next steps and present recommendations to Cabinet. This recommendations will include the financial implications for capital, revenue or external funding as well as other relevant policy implications. Where recommendations are more relevant to partner delivery this will be identified.

Legal implications

21. The Citizens' Climate Assembly has no decision making powers but will have an advisory function to make recommendations to Cabinet on principles, policies and priorities for action on climate change, to support the council's commitments following the declaration of a Climate and Ecological Emergency.
22. There is no statutory requirement for the council to form a Citizen's Assembly and there is no legislative underpinning to the Citizen Assembly but their use has been encouraged by the Department for Digital Culture, Media and Sport and the Ministry of Housing, Communities and Local Government Department of Levelling Up Housing and Communities as a way to "empower citizens and solve intractable problems. A citizens' assembly brings together a diverse group of the public".

Risk management

23. The following risks have been identified:

Risk / opportunity	Mitigation
That the recommendations presented by the Citizens Climate Assembly are not achievable and resources not available.	Officers will establish option appraisals for each of the actions, including value for money, impact and viability. To follow established decision making to progress agreed activity.
That all the recommendations fall to Herefordshire Council.	Guidance was given to the assembly that recommendations can fall to partners, and there are good partnerships already established in the areas of climate change.
Expectation of assembly members of delivery and continuing as a group.	Feedback will be given to assembly members on progress on the recommendations; the group will not continue but can signpost how members can be involved and active with the issues.

Consultees

24. If a consultation has been done:
 - The Citizens Climate Assembly itself is based on meaningful and engaging consultation
 - All members briefing session on: 9 December 2021
 - Advisory group to support on the establishment of the programme.
25. A review of the Citizens Climate Assembly will be conducted to inform future learning to inform a decision on future assemblies.
26. Political group consultation comments, including the general point of [welcoming the support assembly members have clearly demonstrated for climate action and many of the local food and active travel recommendations scoring so highly; also produced a wealth of ideas about how we take forward our climate change agenda](#) Specific points:

Point: Query over how were representative selected?

Response: The assembly used randomisation of sampling in recruiting members based on age, gender, ethnicity, urban/rural, socio-economic background, attitude to climate change and disability. The Sortition Foundation, who specialise in stratified random sampling, were commissioned to recruit the Herefordshire assembly members, they have produced a report on how it was conducted: https://www.sortitionfoundation.org/herefordshire_climate_2022_report

Point: Request for a priority order of the recommendations and [classify the recommendations in terms of feasibility/practicality and cost.](#)

Response: Appendix one includes all the recommendations in order of voting by the Citizen Climate Assembly. As part of the next steps the council will review the delivery options which would further review achievability, feasibility and cost.

Appendices

A: Recommendations from Citizen Climate Assembly

Background papers

None

Report Reviewers Used for appraising this report:

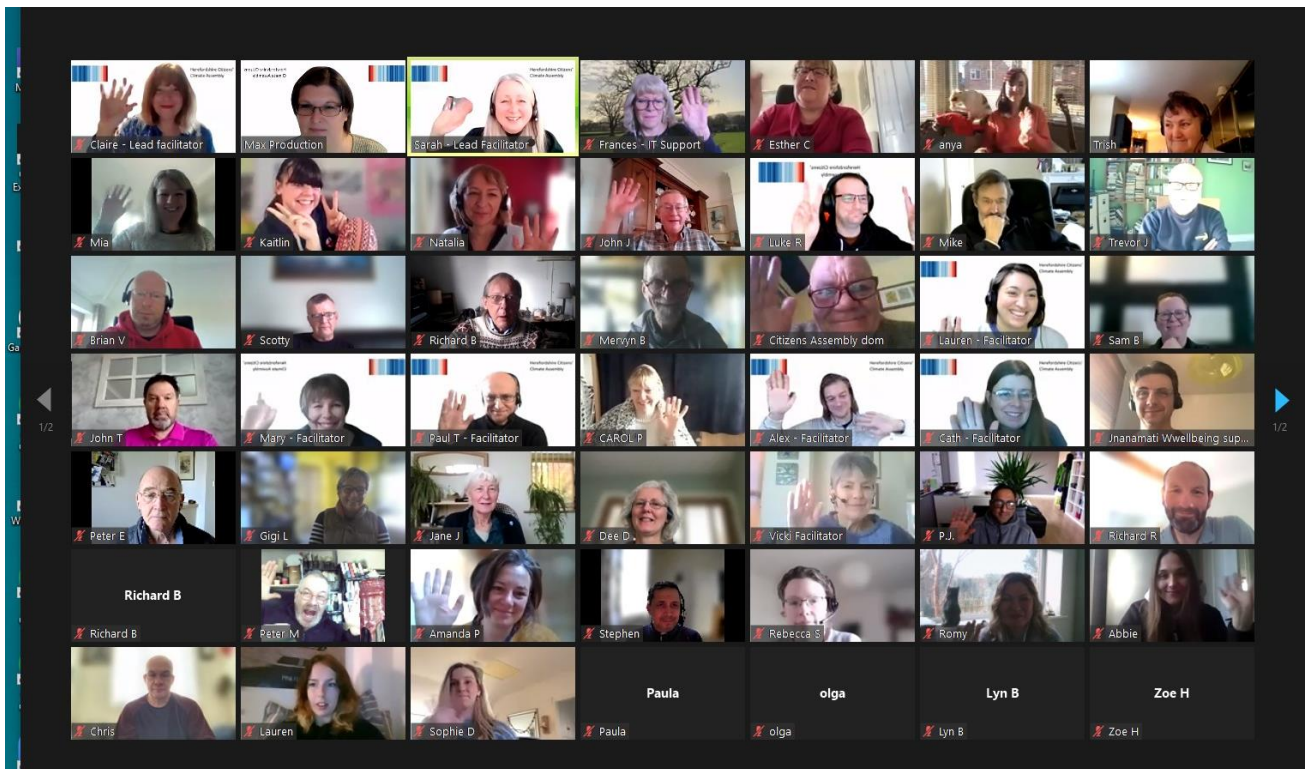
Governance	Sarah Buffrey	Date 11/02/2022
Finance		Date Click or tap to enter a date.
Legal	Click or tap here to enter text.	Date Click or tap to enter a date.
Communications	Luenne Featherstone	Date 04/02/2022
Equality Duty	Carol Trachonitis	Date 04/02/2022
Procurement	Mark Cage	Date 03/02/2022
Risk	Kevin Lloyd	Date 03/02/2022

Approved by	Andrew Lovegrove / Claire Ward	Date 16/02/2022
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Herefordshire Citizens' Climate Assembly

Summary and Recommendation Report

February 2022



Members of the Citizens' Climate Assembly

Introduction and Overview

In January 2022 Herefordshire Council held a Citizens' Climate Assembly to address the question:

'How should Herefordshire meet the challenges of Climate Change?'

The purpose of the Herefordshire Citizens' Climate Assembly (HCCA) was to:

- Engage more residents in the democratic process and have open and honest dialogue.
- Open up the discussion on the Climate Emergency and achieve buy-in and a degree of consensus for actions needed in the county.

Citizens' Assemblies incorporate a number of key principles: the provision of information from a range of experts, learning amongst participants, consideration of varied and diverse viewpoints, discussion, weighing up evidence, and making recommendations (followed by a voting process). Another important element of Citizens' Assemblies is that members have an equal opportunity to speak and be heard during the meetings (one of the key principles of deliberative democracy) with trained facilitators supporting this process.

Another important principle is the use of randomisation of sampling in recruiting members based on age, gender, ethnicity, urban/rural, socio-economic background, attitude to climate change and disability. The Sortition Foundation conducted the selection for the council first randomly selecting 14,400 addresses across Herefordshire - based on 300 addresses for every one of the needed assembly members. From this invite 520 people signed up as potential assembly members who were then asked to share information to ensure representation from which an algorithm was used to reach the final 48 participants. In total 41 attended the assembly meetings.

Sortition targeted more households from postcodes within areas of deprivation to ensure that people from lower socio-economic groups were recruited (as typically fewer people from these groups volunteer to be part of an assembly). Careful consideration was also given to the age of people recruited. As Herefordshire has an older population there was a need to ensure that sufficient numbers of young people were represented in the Assembly. A detailed report of the recruitment process can be found at Sortition Foundation [webpage](#).

Based on support from an independent Advisory Group three key themes were established of buildings; transport; and food, farming and land-use with a focus on how emissions should be reduced in each of these areas. A list of advisory group members and speakers can be found on the Citizens' Climate Assembly Website: [Citizens' Assembly – Herefordshire Council](#).

The Assembly met virtually for 10 sessions across two weekends and two evenings in January 2022. By the end of sessions the assembly had developed 35 recommendations and were subsequently given 48 hours to vote on each recommendation. This allowed each assembly member to rate each recommendation on a scale of 'Strongly Agree to Strongly Disagree', with an option to abstain.

The below text fully lists the recommendations in preference order (and relabelled alphabetically based on that preference). It includes detail of scoring and which theme the recommendation relates to. Please note that not all percentages sum to 100% due to rounding. The tables at the end of the document are a visualisation of the recommendations by theme and by scoring preference.

Recommendations

Priority A

Title: encourage people to purchase local sustainable food.

Description: We want to encourage people to purchase local sustainable food because it will reduce the carbon footprint, help the local economy and promote more local employment opportunities.

- Develop local food hubs where local farmers, small producers and allotment holders can sell their produce, with dedicated (preferably low cost/rent free/ subsidised) sustainable premises for the hubs.
- Encourage local public bodies, (schools, hospitals), to review their existing procurement rules to include greater weighting towards emission reducing factors for using local growers and suppliers.

Recommendation no: 31

Theme: Food, Farming and Land Use

Strongly agree: 74% **Agree:** 26% **Don't mind:** 0%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority B

Title: Better bus services for school catchment areas

Description: Identify and introduce opportunities and provide better bus services for school catchment areas and improve ease of access. How does this happen:

- More walking buses would be a good idea for primary schools mainly within Hereford and the market towns after consultation and identifying need
- Confirm that the responsibility for children's safety in walking buses lies with schools. Surrey County Council shows best practice
- Secondary schools generally well organised
- Schools are a major cause of congestion at school start and end times – identify and establish better bus services where they could improve matters and ease of access
- After school activities need to be considered
- As in all areas, fossil fuels should be replaced by alternatives in school transport

Recommendation no: 23

Theme: Transport

Strongly agree: 61% **Agree:** 37% **Don't mind:** 3%*

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%*

*Figures rounded up

Priority C

Title: schools to engage with food, farming and sustainability.

Description: Encourage Herefordshire schools to engage with food, farming and sustainability in their curriculum to support Herefordshire's climate action plan.

- Running in-school awareness sessions on where food comes from; its value, how to cook and how to avoid food waste. Use of visual and hands on education.
- Develop school and college partnerships with local farms using sustainable methods.

Recommendation no: 33

Theme: Food, Farming and Land Use

Strongly agree: 68% **Agree:** 29% **Don't mind:** 3%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority D

Title: Free expert consultation for farmers.

Description: Train experts and fund free expert consultations for farmers to explore more sustainable methods/ reduce emissions and create a pool of in-county experts funded to work with existing partnerships like NFU, Rural Hub and Herefordshire Council to ensure that Herefordshire farmers get the best from new government subsidies to achieve zero carbon targets.

Recommendation no: 24

Theme: Food, Farming and Land Use

Strongly agree: 61% **Agree:** 34% **Don't mind:** 5%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority E

Title: Access to expertise and information for rewilding and tree planting.

Description: Enable access to expertise and information for rewilding and tree planting so that communities are empowered to take action and link this to the countywide publicity and awareness campaign of Climate Change Partnership Board.

Recommendation no: 30

Theme: Food, Farming and Land Use

Strongly agree: 50% **Agree:** 45% **Don't mind:** 5%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority F

Title: Cycling and walking.

Description: Make cycling and walking much safer by maintaining and improving all cycling and walking surfaces. How does this happen:

- Encourage increase in walking and cycling by incentivising such activity and usage
- Reducing exposure to road traffic danger by separating roads, cycling and walking routes
- Make cycling and walking safer by better route surfaces
- Prioritise and separate pedestrians – encourage good manners!
- Include bikes in all integrated solutions
- It is absolutely essential that buses and trains take bicycles to suit demand without inconveniencing other passengers
- Establish monitoring and accountability of cycling and walking facilities
- Ensure monitoring and accountability of travel plans, underpinned by best practice and interventions checked with expert independent organisations such as Sustrans and Living Streets

Recommendation no: 18

Theme: Transport

Strongly agree: 74% **Agree:** 21% **Don't mind:** 5%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority G

Title: Trusted advice and information on sustainable materials and practices readily available to everyone.

Description: Provide public information to people in a stratified ladder approach so people can take easy steps and gradually increase their commitment to renovating their homes, learn from existing case studies and celebrate local successes. This should be shared through leaflets with council tax bill, newspapers, local radio, in libraries and social media.

Recommendation no: 4

Theme: Buildings

Strongly agree: 58% **Agree:** 37% **Don't mind:** 5%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority H

Title: Consultation with possible company transport schemes.

Description: Employer/charities consultation with employees about possible company transport schemes and incentives for employees to use them. How does this happen:

- Charity and business involvement with transport providers will bring in revenue through grants, sponsorship and more usage income
- Partnership work with employers to promote flexible working opportunities where practicable
- Employer consultation with employees to establish appropriate transport schemes and to incentivise employees to use them
- Copy best practice elsewhere where appropriate
- Involve university and colleges in research and design of transport solutions

Recommendation no: 21

Theme: Transport

Strongly agree: 42% **Agree:** 50% **Don't mind:** 5%*

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 3%

*Figures rounded up

Priority I

Title: Design should prioritise sustainability.

Description: For larger developments, infrastructure design should prioritise sustainability overall (eg transport impact):

- e.g. transport hubs
- Cost benefit analysis on all key decision

Recommendation no: 8

Theme: Buildings

Strongly agree: 74% **Agree:** 18% **Don't mind:** 5%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 3%

Priority J

Title: Improve school transport.

Description: Identify innovative transport solutions for schools (such as primary school walking buses) and action best practice travel plans for school transport. How does this happen:

- More walking buses would be a good idea for primary schools mainly within Hereford and the market towns after consultation and identifying need
- Confirm that the responsibility for children's safety in walking buses lies with schools. Surrey County Council shows best practice
- Secondary schools generally well organised
- Schools are a major cause of congestion at school start and end times – identify and establish better bus services where they could improve matters and ease of access
- After school activities need to be considered
- As in all areas, fossil fuels should be replaced by alternatives in school transport

Recommendation no: 22

Theme: Transport

Strongly agree: 58% **Agree:** 34% **Don't mind:** 5%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 3%

Priority K

Title: Cycling and walking paths.

Description: Increase cycling and walking paths, establishing seamless networks and publish accurate maps of the networks. How does this happen:

- Encourage increase in walking and cycling by incentivising such activity and usage
- Reducing exposure to road traffic danger by separating roads, cycling and walking routes
- Make cycling and walking safer by better route surfaces
- Prioritise and separate pedestrians – encourage good manners!
- Include bikes in all integrated solutions
- It is absolutely essential that buses and trains take bicycles to suit demand without inconveniencing other passengers
- Establish monitoring and accountability of cycling and walking facilities
- Ensure monitoring and accountability of travel plans, underpinned by best practice and interventions checked with expert independent organisations such as Sustrans and Living Streets

Recommendation no: 19

Theme: Transport

Strongly agree: 71% **Agree:** 18% **Don't mind:** 11%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority L

Title: Toolkits on increasing biodiversity and rewilding in local areas.

Description: Herefordshire Council working in partnership with parish councils and others to develop guidelines/toolkits on increasing biodiversity and rewilding in their local areas, including addressing brownfield sites, housing developments and vacant land and car parks, public parks, roadsides.

Recommendation no: 25

Theme: Food, Farming and Land Use

Strongly agree: 53% **Agree:** 37% **Don't mind:** 8%*

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 3%*

*Figures rounded up

Priority M

Title: Public, commercial and other buildings.

Description: Tailored support for retrofitting existing public buildings

- Feasibility study (including EPC) done on all public buildings, action plan created and implemented, including time frames.
- Create a central database of public building environmental improvements/performance

Recommendation no: 11

Theme: Buildings

Strongly agree: 50% **Agree:** 39% **Don't mind:** 11%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority N

Title: Marketing and communications.

Description: We want to see a dedicated marketing and communication campaign for local residents to motivate and encourage environmentally aware behaviour change, including food waste.

- Review current use of digital/social media and online sources in order to develop an app for all climate change initiatives in Herefordshire. Including, but not restricted to grant schemes, local projects and employment opportunities.

- Provide mobile pop ups to tour the county to engage with local communities. Delivering practical, hands on emission reducing initiatives, such as cooking, reducing food waste and using local produce.

Recommendation no: 32

Theme: Food, Farming and Land Use

Strongly agree: 61% **Agree:** 26% **Don't mind:** 11%*

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 3%*

*Figures rounded up

Priority O

Title: Provide advice on environmental impacts

Description: Open up the role of planners to adopt a more collaborative approach in providing proactive advice regarding environmental impacts.

- Provide training to support this.

Recommendation no: 9

Theme: Buildings

Strongly agree: 45% **Agree:** 42% **Don't mind:** 13%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority P

Title: Incentives to rewild and increase biodiversity.

Description: Develop financial incentives/ award schemes/ grants to encourage any group or organisation to rewild and increase biodiversity, ensuring that these are results driven and contribute to reduction in carbon emissions.

Recommendation no: 27

Theme: Food, Farming and Land Use

Strongly agree: 45% **Agree:** 42% **Don't mind:** 8%

Disagree: 5% **Strongly disagree:** 0% **Abstain:** 0%

Priority Q

Title: Introduce and change building and planning regulation

Description: Give immediate attention to mandatory standards for ALL new developments - specifically Passivhaus + (or equivalent) including sustainable building materials. With follow up checks during build and upon completion and fit for purpose.

- Futureproofing to include emerging materials and technology
- Increase scope of building inspectors to include all these new criteria - and provide training for this

Recommendation no: 6

Theme: Buildings

Strongly agree: 53% **Agree:** 34% **Don't mind:** 8%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 5%

Priority R

Title: People-powered partnerships for retrofit - involving communities with developers and tradespeople to find answers together.

Description: Form a partnership group to bring together key stakeholders. This should include citizens' assembly members, suppliers, health and safety assessors, traders, business groups, funding bodies, financial lenders and experts in environmental retrofitting. This partnership will influence their strategic objectives and align them around shared priorities for retrofitting.

- The partnership group should provide a service that helps advise and make the process for retrofitting clearer and more easily accessible for homeowners and tenants. They could perform analysis of peoples' property alongside existing services such as Energy Performance Certificate (EPC) ratings.
- Providing cost-benefit analysis for individuals based around their individual needs and circumstances would enable people to make more informed decisions and more educated choices. This should learn from existing practices elsewhere, for example in Manchester, but also draw on local expertise.

Recommendation no: 1

Theme: Buildings

Strongly agree: 47% **Agree:** 39% **Don't mind:** 13%*

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

*Figures rounded up

Priority S

Title: Planning powers to address biodiversity.

Description: Herefordshire Council investigate their statutory powers to develop strategic planning powers to address biodiversity;

- planning process to encourage and influence landowners and developers to address biodiversity.

Recommendation no: 26

Theme: Food, Farming and Land Use

Strongly agree: 42% **Agree:** 42% **Don't mind:** 16%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority T

Title: Training on use of sustainable materials.

Description: Provide training for people on how to use sustainable materials through apprenticeships and subsidised continued professional development (CPD) training courses for existing tradespeople.

- Create a locally-approved list of sustainable tradespeople who have done this training and have been certified.
- Promote this certification in the media to raise the profile of this accreditation. Work with national partners, educational and training partners and the new university (NMITE) on adapting the nationally-approved occupational standards and syllabuses for Herefordshire's needs.

Recommendation no: 3

Theme: Buildings

Strongly agree: 50% **Agree:** 34% **Don't mind:** 11%

Disagree: 3% **Strongly disagree:** 0% **Abstain:** 3%*

*Figures rounded up

Priority U

Title: Safe last miles travel options.

Description: Prioritise connecting rural villages and town centres to key locations with innovative and safe "last mile" travel options by 2025.

- These connections make it easier for people to travel by their preferred non-fossil fuel dependent method.
- Reinforcing the use of a hub-and-spoke model, and is linked with an integrated transport service.

Recommendation no: 13

Theme: Transport

Strongly agree: 50% **Agree:** 34% **Don't mind:** 5%

Disagree: 8% **Strongly disagree:** 0% **Abstain:** 3%

Priority V

Title: Increasing the supply and use of sustainable building materials and practices.

Description: Incentivise use of local sustainable materials such as timber, hemp, straw and wool in construction and insulation, working with developers and architects.

- Seek to provide financial incentives for using local, and disincentives for long-distance sourced materials.
- Encourage local farmers to diversify to meet this need, and major manufacturers to transition towards sustainable materials, particularly in new Council developments.

Recommendation no: 2

Theme: Buildings

Strongly agree: 39% **Agree:** 45% **Don't mind:** 13%

Disagree: 3% **Strongly disagree:** 0% **Abstain:** 0%

Priority W

Title: Support people for retrofit.

Description: For retrofit, one size does not fit all. Need comprehensive expert and financial support for all different building types and levels of retrofit.

- Provide tailored advice (for each situation and size of project) also consider complementary measures to maximise returns.
- Strongly encourage HCC to seek to learn from existing successful models (such as Manchester's People Powered Retrofit) and develop an enhanced county-wide model, including website.
- Conservation buildings should be allowed to be improved environmentally as a priority and officers should mandate this, being sensitive to the integrity of the building.
- Financial support should be fair, to make improvements accessible to all, based on cost benefit analysis and full transparency. Sources of funding should not rely only on central government but should also be actively sought from diverse sources including local entities.
- Have a register of approved contractors

Recommendation no: 10

Theme: Buildings

Strongly agree: 63% **Agree:** 21% **Don't mind:** 13%

Disagree: 0% **Strongly disagree:** 3% **Abstain:** 0%

Priority X

Title: Seamless integrated transport service

Description: Herefordshire has a seamless integrated transport service enabling all alternatives to car use by 2025.

- This includes integrated public transport timetables that are widely available and match reality; an affordable to all one-ticket system; a well-publicised information portal and clear branding; tracked and published targets and milestones to meet outcomes.

Recommendation no: 12

Theme: Transport

Strongly agree: 58% **Agree:** 26% **Don't mind:** 11%*

Disagree: 3% **Strongly disagree:** 3% **Abstain:** 0%*

*Figures rounded up

Priority Y

Title: Jubilee Forest with appropriate management of wildlife.

Description: Create a Jubilee Forest across Herefordshire, within 10 years with appropriate management of wildlife by communities and partners, with access available to communities.

Recommendation no: 29

Theme: Food, Farming and Land Use

Strongly agree: 66% **Agree:** 16% **Don't mind:** 13%*

Disagree: 0% **Strongly disagree:** 3% **Abstain:** 3%*

*Figures rounded up

Priority Z

Title: Greater involvement of young people in decision making.

Description: Greater involvement (with support) of younger people at decision making stages e.g. student panel members, consultations etc.

Recommendation no: 35

Theme: Cross Cutting Theme

Strongly agree: 55% **Agree:** 26% **Don't mind:** 13%*

Disagree: 5% **Strongly disagree:** 0% **Abstain:** 0%*

*Figures rounded up

Priority AA

Title: Lobby Government.

Description: Lobby Government on the following:

- Lobby Dept of Education on including relevant aspects of climate action in the national curriculum following COP26
- Lobby Government to include environmental impact as a significant part of procurement rules for public body catering for example schools/colleges/hospitals
- Lobbying government for farm subsidies for re-wilding and planting trees alongside the riverbanks.

Recommendation no: 34

Theme: Food, Farming and Land Use

Strongly agree: 53% **Agree:** 29% **Don't mind:** 8%

Disagree: 0% **Strongly disagree:** 5% **Abstain:** 5%

Priority BB

Title: Community heating/cooling solutions.

Description: For any larger development, community heating/cooling solutions (district heating) must be considered.

- Feasibility study on district heating suitability and prove not viable to avoid using.
- Any heating/cooling should be a renewable solution with a mandatory emphasis on district solutions (unless proven to be unviable)
- Include ground source heat pumps also as a consideration.

Recommendation no: 7

Theme: Buildings

Strongly agree: 55% **Agree:** 24% **Don't mind:** 8%

Disagree: 5% **Strongly disagree:** 5% **Abstain:** 3%

Priority CC

Title: Interventions that reduce road congestion.

Description: Best practice interventions that reduce road congestion in the city, towns and large villages are introduced.

For example this includes low emission zones; preferential areas for non-car passengers with full accessibility options; 20mph zones; hubs on outskirts with free or affordable shuttle bus/travel options into centres.

Recommendation no: 17

Theme: Transport

Strongly agree: 39% **Agree:** 39% **Don't mind:** 11%

Disagree: 8% **Strongly disagree:** 3% **Abstain:** 0%

Priority DD

Title: Expos and county road shows in local areas.

Description: Organise in-person expos and county road shows in local areas to benefit local businesses, showcase new materials and approaches to environmentally-friendly building. These events should be impartial and financially independent, rather than promoting any one business' approach.

Recommendation no: 5

Theme: Buildings

Strongly agree: 47% **Agree:** 26% **Don't mind:** 21%

Disagree: 3% **Strongly disagree:** 3% **Abstain:** 0%

Priority EE

Title: Strategy to support bio-fuels for vehicles.

Description: Herefordshire Council undertake a feasibility study to develop a combined strategy covering food, farming and other waste for anaerobic digesters with, a view to produce bio-fuels for vehicles.

Recommendation no: 28

Theme: Food, Farming and Land Use

Strongly agree: 45% **Agree:** 29% **Don't mind:** 21%

Disagree: 5% **Strongly disagree:** 0% **Abstain:** 0%

Priority FF

Title: Public transport, taxi services and publicly owned transport is not fossil fuel dependent.

Description: By 2024 all public transport, taxi services and publicly owned transport is not fossil fuel dependent.

- Decision makers and providers lead by example and successfully implement this transition by an enforceable end date.

Recommendation no: 15

Theme: Transport

Strongly agree: 37% **Agree:** 37% **Don't mind:** 8%*

Disagree: 5% **Strongly disagree:** 11% **Abstain:** 3%*

*Figures rounded up

Priority GG

Title: Planning mandate to avoid care dependency.

Description: There is a planning mandate to insist all new industrial and residential developments avoid car dependency with immediate effect.

Recommendation no: 14

Theme: Transport

Strongly agree: 53% **Agree:** 21% **Don't mind:** 8%

Disagree: 8% **Strongly disagree:** 5% **Abstain:** 5%

Priority HH

Title: Involve businesses and employees.

Description: Encourage revenue generation through company sponsorship of schemes through partnership working with employers, charities, the council and other interested parties. How does this happen:

- Charity and business involvement with transport providers will bring in revenue through grants, sponsorship and more usage income
- Partnership work with employers to promote flexible working opportunities where practicable
- Employer consultation with employees to establish appropriate transport schemes and to incentivise employees to use them
- Copy best practice elsewhere where appropriate
- Involve university and colleges in research and design of transport solutions

Recommendation no: 20

Theme: Transport

Strongly agree: 34% **Agree:** 37% **Don't mind:** 29%

Disagree: 0% **Strongly disagree:** 0% **Abstain:** 0%

Priority II

Title: Help residents access electric travel options.

Description: A suite of interventions are introduced to help residents access electric travel options in affordable ways, learning from other places, adopting and adapting as technologies change.

- This will include reducing non electric vehicle parking in city/town centres; electric vehicle car pools; incentives for businesses to add E/V charging points; increased number of public charging points; promotion of training & employment in the sector locally; grants for residents to add charging points at home.
- This is reviewed after two years, and on an ongoing basis.

Recommendation no: 16

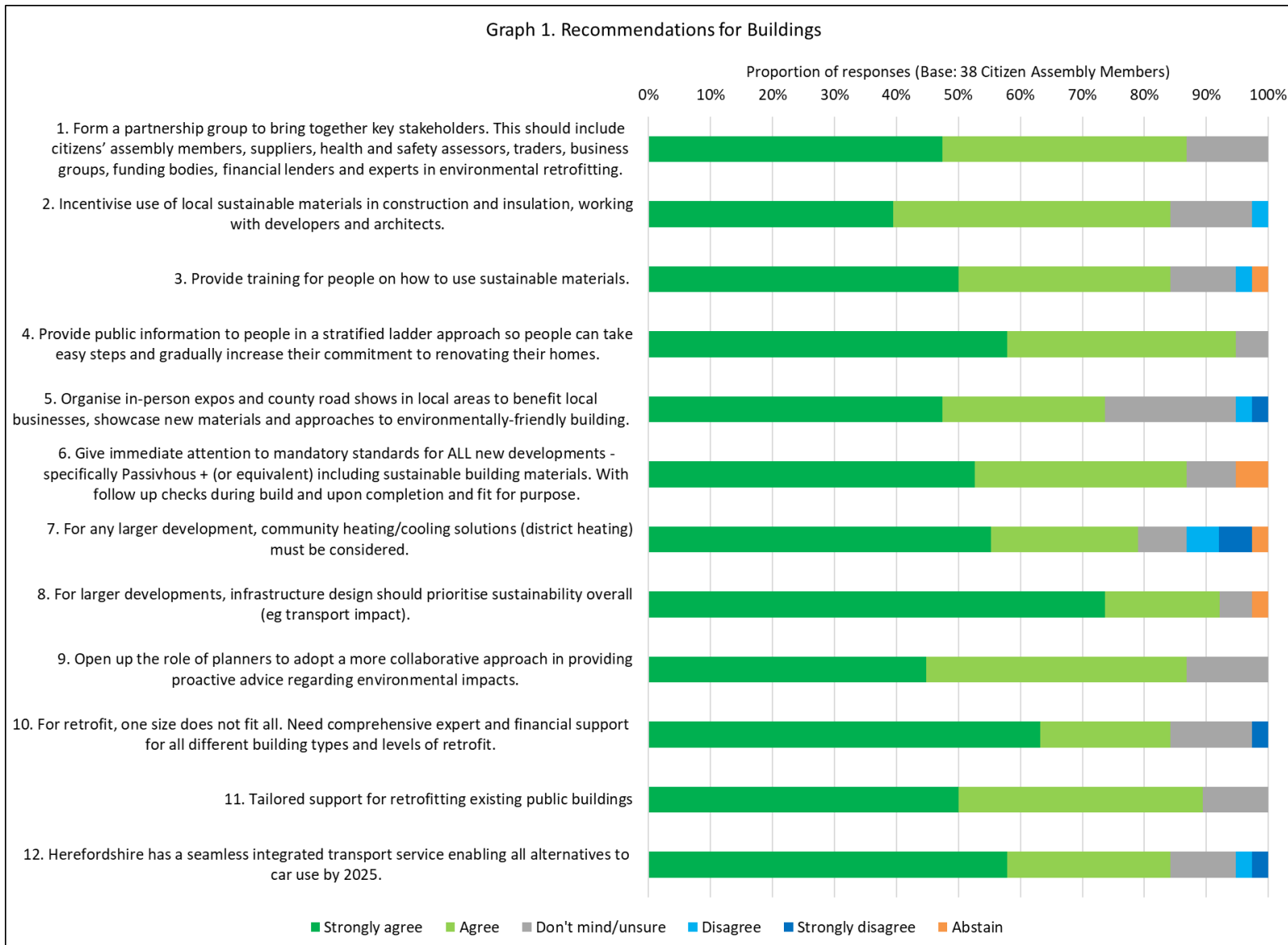
Theme: Transport

Strongly agree: 37% **Agree:** 32% **Don't mind:** 11%*

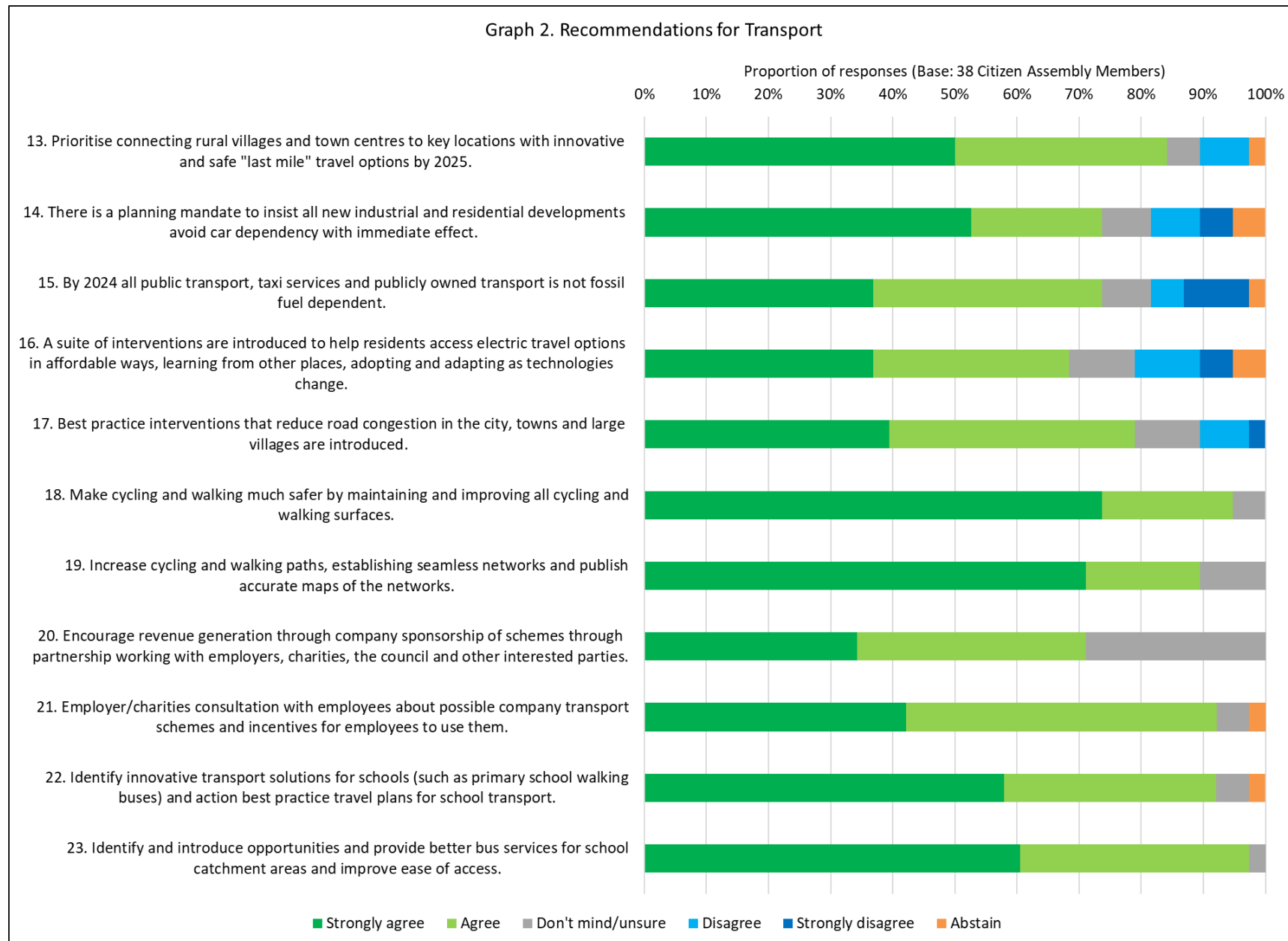
Disagree: 11% **Strongly disagree:** 5% **Abstain:** 5%*

*Figures rounded up

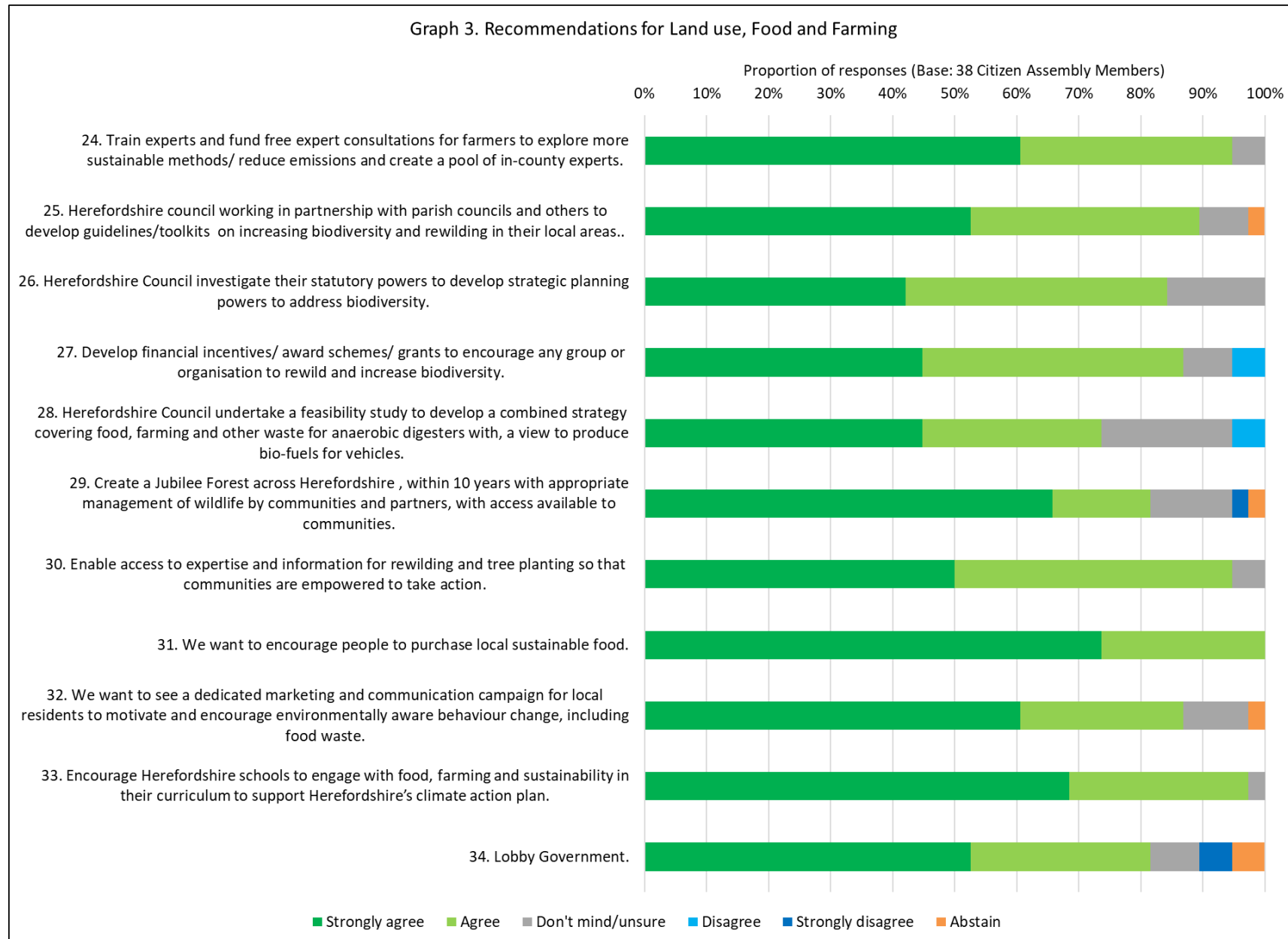
Graph 1. Recommendations for Buildings



Graph 2. Recommendations for Transport



Graph 3. Recommendations for Land Use, Food and Farming



331

Graph 4. Cross cutting recommendation

