

Theme	Action	Status	Anticipated Delivery Date	RAG	Comments
Enable residents to live safe, healthy and independent lives	Develop and increase the uptake of a range of activities aimed at identifying early risk factors and improve the overall health and wellbeing of Herefordshire residents such as NHS Health checks	Ongoing	31/03/2020	Green	In 2019/20, 41% of invited people have completed their NHS Health Check. Of these patients, 40% required referral to their GP due to identified health issues most commonly cholesterol and blood pressure. We continue to support the NDPP through participation in the Board.
	Develop and embed effective community hubs across the county (referred to as the Talk Community programme) which can demonstrate impact on health, wellbeing and independence of local residents	Ongoing	31/03/2021	Green	A project management team has been recruited to start in September 2019. This has not delayed work the lead project manager and project lead have been commencing work. This sits within the Directorates communities workstream.
	Implement a new housing allocation policy and system through which residents in housing need are nominated for affordable housing in Herefordshire	Ongoing	01/04/2020	Amber	Revised project delivery plan completed in light of impact of technical difficulties and revised policy guidance. Alternative ICT solution design and housing allocations policy proposals to be subject to Cabinet report for delivery of go-live no later than 1/4/2020.
	Maximise the use of the disabled facilities grant to support people to remain in their own home with appropriate advice, equipment, adaptations, technology and essential repairs	Ongoing	31/03/2020	Green	A project and lead have been assigned and are working towards this project. This sits within the Directorates Communities workstream.
	Increase the functionality of the council website and WISH (wellbeing information and signposting) portal to aid people's easy access to information and advice, along with conducting services online	Ongoing	31/10/2019	Green	This sits within the Directorates Communities workstream.
	Increase the quality of information that is published, and provide more information in accessible formats for openness and transparency	Ongoing	31/03/2020	Green	Progress continues to ensure that WISH data is up to date and accurate. This has resulted in increases in the activity on the WISH website.
	Increase the coverage of superfast broadband across the county through the Fastershire programme	Ongoing	01/04/2020	Green	The target of 90% coverage on track; some change of published delivery dates in locations which are being revised based on new plan from supplier.
	Support people to access technology and increase their ability to use technology to enhance daily living and overall wellbeing	Ongoing	31/03/2020	Green	There are 3 projects within this that are all in the early stages of planning. These are:1) Long range wide area network pilot. 2)Technology enabled living pilot. 3)Digital catapult pilot. This sits within the Directorates Communities workstream.
	Continue the support and delivery of the armed forces covenant in Herefordshire to help the armed forces community (including family and carers), shaping and supporting access to advice and services	Ongoing	31/03/2020	Green	The armed forces partnership group have taken the opportunity to review the governance and make-up of that group, and have renamed the group from Civilian Military Task Group (CMTG) to Herefordshire Armed Forces Covenant Partnership (HAFCP); reviewed and revised the Terms of Reference, made the HAFCP a more streamlined group to have representatives who will be topic area leads and physically 'doing' the work to meet those areas of the covenant delivery. Examples of the work of the partnership include: <ul style="list-style-type: none"> Developing and leading on the Covenant Signatories breakfast event scheduled for 22 October – this event will showcase the work of the Partnership and the impact since its inception in 2012 Continued development of the Veteran's Support Centre in West Street, with the aim to have it open by the signatories event in October Supporting the negotiations and discussions with colleagues in WVT to become veteran aware accredited hospital, to make the links at A&E through to hospital wards to understand the value of ensuring that people identify as being part of the military family in order to help broker the most appropriate services and support Ongoing support to the armed forces ops group to bring caseworkers together to discuss veterans with multiple and complex needs to ensure that they are getting the right support.
	Explore new models of delivery for high demand services such as nursing provision for people with dementia	Ongoing	31/03/2020	Green	The Herefordshire and Worcestershire Dementia Strategy was agreed at HWB on 14 October 19. It will go to Cabinet for final approval 28 November 19. The strategy includes plans and commitments to a number of priorities and initiatives.
Increase the effectiveness and efficiency of the urgent care system to avoid admission or enable people to leave hospital earlier	Ongoing	31/03/2020	Green	The local authority continues to be strategic partner in the health and care system and leading on key areas of work and improvements. This has led to a number of integrated services, such as the Integrated Hospital Discharge Team, and pathways resulting in a reduction in delayed transfers of care and the local authority proposing to lead on a number of commissioning areas.	

	Redesign social care resources to align better within the locality based community health services	Ongoing	31/03/2020	Green	Workforce consultation completed and operational teams are now aligned through the case management system. This continues to be embedded operationally.
	Enable accessibility between communities and services through transport networks	Ongoing	31/03/2020	Green	The ongoing growth in demand for SEN transport is placing pressure on the delivery of all public transport; plans are in development to address these pressures in year.
ep children and young people safe and give them a great start in life	Develop and implement a care leavers covenant that sets out the council's commitment to care leavers as part of our corporate parenting role	Not Started	TBC	Amber	Awaiting National care leavers covenant team to develop a national process for LA's. However, Herefordshire request to the national scheme to take things forward as an early adopter
	Increase early help resources through effective targeting of commissioned services and increase in direct family support workers	Completed	07/10/2019	Blue	All specialist services including those commissioned are targeted at those families who need help and meet the criteria for the service. Early Help Family Support are now working with 163 families 319 children. Review of commissioned services is underway to inform future intentions, however uncertainty around government grant funding is impeding planning.
	Implement new model for social care to ensure consistency and quality of practice so that children and families are supported effectively within the right part of the system	Ongoing	30/09/2021	Amber	Following the appointment of the Principal Social Worker who started in September 2019, Signs of safety is being implemented over the coming months and discussions are taking place with the identified consultant to provide the necessary training and support to enable us to implement the new social model
	Develop and implement an enhanced support offer to those families who are at risk of escalation to higher levels of intervention from social care	Ongoing	TBC	Amber	Business case drafted, using advice from Staffordshire LA (a DfE Partner in Practice) and being expanded to encompass explicit work on mental health, substance misuse and abuse, domestic violence.
	Deliver Herefordshire's school capital investment strategy to ensure that demand for school placements can be met and that agreed refurbishment work on schools is completed	Ongoing	TBC	Amber	Discussions have taken place with all potentially affected secondary schools and options generated in terms of locations for additional places. Feasibility studies are due to start to further identify the exact costs associated with the expansions. A review of primary school provision will take place in Autumn / Winter 2019/20
	Undertake a mental health needs analysis for young people	Not Started	31/03/2020	Amber	Scoping required. Possibility in expanding to cover an all-age MH needs assessment.
	Support and challenge early years settings, schools and colleges to continue to improve the outcomes for children and young people to achieve our aim of having education outcomes in the top 25%	Ongoing	31/03/2020	Green	Targets are set for schools to achieve and they are risk assessed to ensure that they are improving. Support is provided through a variety of means including school to school support, Herefordshire School Improvement Partnership projects. Use of National Leads in Education and Teaching Schools.
	Develop and implement a strategy to tackle the growing issue of childhood obesity and dental health in Herefordshire	Ongoing	31/03/2020	Amber	All health needs assessment has been undertaken and an action plan is being drafted to take the dental health work forward. A whole system approach to obesity needs to be developed in partnership with all health professionals.
	Develop new models of housing and accommodation to support vulnerable young people	Ongoing	30/11/2020	Green	The council is currently procuring a new support service for Care Leavers with complex needs within accommodation acquired by the council for the purpose. This service will be mobilised by May 2020. Accommodation pathways for Care Leavers and vulnerable young people have been revised and detailed proposals for a procurement framework for young peoples accommodation and support are being finalised. The council is also reviewing options for the re-commissioning of housing related support for vulnerable young people.
	Enhance information and support to parents	Ongoing	31/03/2020	Amber	Early Help page on the website is easier to find. C&F has started to find out and list or put on WISH community assets so families can help themselves or staff working with families can access the information and make contacts and signpost. Support increased by 4 more Early Help Family Support Workers and 3 more Early Years Support Workers.

Key	Develop speech and language skills of under 5's through education and training in early years settings	Ongoing	31/03/2021	Green	The Solid Roots project is now underway and providing the following: <ul style="list-style-type: none"> • Elklan speech and language project – communication friendly settings accreditation, communication champions within settings. Training for parents via 'let's talk' courses. • Solihull Approach to parenting • Training for EYFS professionals and home learning environment initiatives, such as library membership for under 5s and associated activity, including dual language books and information for parents; home learning environment bursaries for settings to engage parents in their children's learning at home; translated leaflets to encourage use of home language to develop good communication skills for children with EAL; signing courses for practitioners and settings to support communication
	Commence construction of the southern link road and continue development of proposals for walking, cycling and public space improvements in the South Wye area as part of the South Wye Transport Package	On Hold	TBC	Red	Following local elections the new administration took time to consider the HTP & SWTP projects. On 9th August 2019 the cabinet member infrastructure and transport took a decision to pause and review the Southern Link Road and bypass road schemes to undertake a review of these schemes to ensure there are consistent with emerging policies and solve the problems they have been developed to address. This decision confirmed that the HTP & SWTP active travel projects would progress subject to funding as the review is progressed. This decision was called in by the
Growth of our economy	Develop the Hereford Transport Package including proposals for walking, cycling, buses and public realm and undertaking detailed design of the preferred route for the Hereford bypass to inform the submission of a planning application	On Hold	TBC	Red	schemes to ensure there are consistent with emerging policies and solve the problems they have been developed to address. This decision confirmed that the HTP & SWTP active travel projects would progress subject to funding as the review is progressed. This decision was called in by the
	Develop proposals for a transport hub at the train station and improvements on Commercial Road, Blueschool and Newmarket Street as part of the Hereford City Centre Transport Package	Ongoing	31/03/2020	Amber	The preliminary design of the Transport hub and Commercial Road, Blueschool and Newmarket Street designs are progressing to enable stakeholder liaison later in 2019 and public consultation in early 2020. Cabinet member infrastructure and transport decision is scheduled in November 2019 to authorise consultation in early 2020. Following consultation in 2020 detailed design will progress, planning application if required late 2020 with construction commencing in 2021
	Progress developments within Hereford City, including improvements to the Edgar Street ground, bring forward sites for development within the urban village area and progress a city centre multi-storey car park	Ongoing	There are multiple elements to this action with differing timescales. Please see comments	Green	Football Ground - A stage 1 feasibility study into the possible redevelopment of the Blackfriars St stand has been completed. Study suggests there is potential to develop circa 100 bedroom student accommodation. Over the last couple of months the cabinet has held discussions with NMiTE about the property strategy required to support their growth. It is intended that we will seek a cabinet decision in November to progress the Football Ground project to stage 2 (detailed design and planning permission). Urban Village - a One Public Estate masterplan has been commissioned to consider the possible redevelopment of sites along the City Link road. The study is due to be completed at start of 2020.
	Undertake major investment in maintaining the county highway assets to fix roads and bridges, particularly those that are strategically important for trade and the resilience of the county's economy	Ongoing	31/03/2020	Amber	The annual plan has had to be adjusted to support changes in the delivery of the South Wye Transport Package; this has reduced the funding that is available to support this action from the Local Transport Plan Capital funding.
	Deliver the Hereford Enterprise Zone delivery plan, including the Shell Store incubation centre and the cyber security centre	Ongoing	Summer 2020	Green	Both the Midlands Centre for Cyber Security and the Shell Store incubation space are being constructed at present, and are on track to be completed in the summer 2020.
	Support Higher Education provision in Herefordshire through enabling development of student accommodation.	Ongoing	On-going	Green	As above - the cabinet have held a number of meetings with NMiTE to consider short to medium term student accommodation needs. The Football Club project will seek approval to move to detailed design stage. Other possible projects are continuing to be reviewed.
	Commence development of student accommodation for those in higher education in the city with a first scheme at Station Approach to commence construction during 2019/20	Ongoing	01/09/2020	Green	Construction of the Station Approach 178 bedroom student accommodation has commenced and is on track to be completed in September 2020. Sod cutting event to be held on 6th November.
Use the Development and Regeneration Partnership to identify and develop proposals for the regeneration of sites in council ownership that can support economic growth, including key worker housing	Ongoing	On-going	Green	As above, an urban village study has been commissioned to consider the possible use of council owned sites along the city link road. The economic development opportunities in the wider city and market towns are also being reviewed.	

Support the growth	Continue to develop the detailed planning policies to support housing and economic growth; including progressing the development of the Hereford Area Plan and the Minerals and Waste Local Plan for submission to the Secretary of State, the adoption of the Travellers sites Development Plan Document and increasing the number of adopted Neighbourhood Development Plan Documents to 60	Ongoing	Rolling programme	Amber	Development work on HAP paused awaiting outcome of review of Western By-Pass but MWLP and TSDPD progressing towards submission and adoption respectively. NDP delivery progress performance still exemplar .
	Commence first phase of development of the Ross Enterprise Park	Ongoing	Start on site beginning of 2020	Amber	The design stage of the project has identified a number of issues such as drainage solutions, moving of broadband cabling which have led to some delays in taking the project forward. The design stage is nearing completion which will enable the finalisation of development costs for assessment prior to taking the project forward.
	Develop the countywide economic master plan to deliver our Invest Herefordshire vision to ensure a vibrant and successful local economy	Ongoing	TBC	Green	Some initial work has commenced on developing a high level masterplan for Hereford. Following recent workshop sessions with the cabinet to identify priorities, this work can now be accelerated in the autumn.
	Seek to acquire new sites to encourage new housing development within the county and commence development of the former depot site at Bromyard to deliver 45 new homes	Ongoing	01/04/2020	Amber	Bromyard housing site held up pending Tribunal decision on possession proceedings necessary to implement planning approval.
	Continue significant development of affordable and social housing through planning gain and the Development and Regeneration Partnership, also contributing to accommodation for vulnerable people and analysis of projection of population and demographic changes	Ongoing	31/03/2020	Green	Delivery of affordable homes on target against 210 target for 2019/20 including accessible bungalows and general needs housing with floating support for looked after children and other vulnerable needs including homelessness and Gypsies and Travellers. Analysis yet to commence.
	Run a series of training, seminars and one to one advice sessions for businesses to increase the adoption and exploitation of superfast broadband	Ongoing	01/04/2020	Green	Taking place - annual activity / target. 31 businesses received advice since April.
	Operate the Marches & Gloucestershire Business Broadband Grant to provide bespoke connectivity to small and medium-sized enterprises (SMEs) not covered by the main Fastfaster programme	Ongoing	01/04/2020	Green	52 businesses in Herefordshire benefitting from awards to date.
	Support the delivery and administration of grants and programmes that provide improvements in the built environment, housing, energy efficiency and all aspects of the regeneration and growth of the county	Ongoing	01/04/2020	Green	The following schemes are being supported: ERDF - Sustainable Energy in Public Buildings (SePuBu); ERDF - Marches Broadband; ESF - Social Inclusion; ERDF Marches Renewables fund; Community Housing; OPE (One Public Estate); OPE Wave 7 funding; OPE (Land Release Fund); Travel Fund (part of above Access Fund); Heat Networks Distribution Unit (HNDU); Community Safety Partnership; Women's Aid; Museum Transition Project; Herefordshire Young Drivers Safety Project; MOD Strengthening Local Covenant delivery; Natural Flood Management Project; MOD Remembrance & Reconciliation; Sport England - Bridge Street Sports Park, Ledbury & Hereford Leisure Centre; Section 106 - Art funding (Pomona Place); Section 106 - Withies Road, Biodiversity; Public Green Spaces; Young Carers Grant; Talk Community Hubs; Community Transport; Capital Grant - Children's fund.
and value for money	Make better use of children centre facilities through sharing space, community involvement and income generation	Ongoing	01/03/2020	Green	Majority of work is now completed. Relocation of children centre in Leominster into share site with MAO freeing the old site for a nursery to generate an income. Redevelopment of Widemarsh Centre in Hereford as a retained key site now completed including space for private nursery generating an income. Relocation of children centre at Ross with shared space at the Library and use of the Old Chapel next door with MAO (freeing the Ryefield Centre for alternative use). Ledbury children centre retained and due for additional MAO space. Other sites transferred use and operation to schools and nurseries to meet local need.
	Reconfigure space at central and satellite offices so that employees can work flexibly and the council can maximise its facilities and resources	Ongoing	Ongoing	Amber	Children services have been moved out of the Ryefield Centre and relocated in part of the Old Chapel (Ross) and Ross Library. However, a locality team is still based at the Ryefield Centre. Currently working on the scheme to adapt the MAO at Leominster to allow the relocation of the Adults locality team based in the Old Prior and to move them in and share the MAO building which we are programming for completing the works for the end of January/ mid-February 2020. The installation of the new fire escape for Plough Lane is due to be completed for mid to end of November 2019. This will allow Plough Lane to be populated with more staff.

Secure better services, quality of life ar	Improve the council's engagement with residents, its standards and communication approach with employee wide training on good customer services	Ongoing	01/04/2020	Green	Draft report on updated standards shared with cabinet members and agreed public consultation. Training with staff not taken place until any new standards are agreed.
	Prepare for a second round of community governance reviews consulting with parish councils and their communities to develop outline terms of reference on possible governance alterations	Ongoing	13/07/2019	Green	Currently in planning stage for tranche 2, work commenced at the parish summit in September with consultation commencing before end of 2019
	Optimise the use of the property assets held by the authority, ensuring assets are in the right location and fit for purpose, considering shared and dual use as well as maximising income	Ongoing	On-going	Amber	<i>See Row 44</i>
	Effectively deliver the Medium Term Financial Strategy (MTFS), and implement change to the Capital Budget process to improve transparency and accountability	Ongoing	29/02/2020	Green	
	Further improve commissioning and procurement to deliver greater revenue efficiencies and savings	Ongoing	01/04/2020	Green	On-going through the year
	Implement a workforce strategy that ensures there is an appropriately skilled workforce to meet the changing needs and demands of the council	Ongoing	31/03/2020	Green	A draft has been agreed by the cabinet member. The draft will now be placed on modern.gov for formal consultation and approval.
	Contribute to the wider workforce challenges in the care sector through a targeted local campaign and resources to support the recruitment and retention of key workers across the sector	Completed	30/06/2019	Blue	This has moved to business as usual within the Directorates Commissioning workstream and within the workforce development team
	Ensure compliance with statutory responsibilities in relation to data protection, elections and cyber security	Ongoing	01/04/2020	Green	On-going through the year
	Support evidence based decision making through a refreshed Understanding Herefordshire Joint Strategic Needs Assessment website, and make it easier to find key information about a topic or local area	Completed	30/09/2019	Blue	The understanding Herefordshire website is now live.
	Further develop the council website including WISH to communicate with residents and increase the ability to access services on-line, with streamlined services making the most of technology to create an improve customer experience	Ongoing	31/03/2020	Green	This sits within the Directorates Communities workstream