

Develop environmentally sound infrastructure that attracts investment

Use council land to create economic opportunities and bring higher paid jobs to the county

Invest in education and the skills needed by employers

Enhance digital connectivity for communities and business

Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism

Spend public money in the local economy wherever possible

Delivery

Action	Status	Comments
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	Amber	Discussions have taken place with all potentially affected secondary schools and options generated in terms of locations for additional places with feasibility being developed to identify the exact costs. A review of primary school provision took place in Autumn / Winter 2019/20. Cabinet have since approved that expansion work at JKHS can proceed (awaiting ratification on 23/07.20) and major premises repair work approved in several primary schools. The decision regarding Peterchurch is due for discussion at council in July. Progress on the builds at Marlbrook and the new Free School (Beacon College) has continued, but COVID-19 has had an impact.
Develop the countywide economic master plan to deliver our Invest Herefordshire vision to ensure a vibrant and successful local economy	Amber	Work is underway to establish a Hereford Investment Plan and similar investment plans for each of the market towns. Hereford was previously selected by government for inclusion in their Stronger Towns programme, providing access to up to £25m of funding to enable the regeneration and growth of the city. A public/private Towns Board has been established to meet requirements and an Investment Plan is in development for submission to government in January 2021. The plan will identify the long term vision for the development of the city, and the interventions required. The council has also engaged the market towns to develop similar investment plans for each town.
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	Amber	Annual plan investment ongoing which comprises capital investment in the highway asset. Additional challenge and pothole fund capital totalling £7.64m has been secured from central government to fund investment in highways and bridges. Further investment supported by additional £4m to the capital programme to support investment in maintenance of the C&U network and to provide resilience to the county's highway network through resurfacing, bridge and drainage works. Remaining £1.5m of the Highways Asset Management budget from the capital programme will deliver further maintenance of the highways asset.
Increase the coverage of superfast broadband across the county through the Fastershire programme	Green	Coverage continues to expand across Herefordshire
Operate the Marches & Gloucestershire Business Broadband Grant to provide bespoke connectivity to small and medium-sized enterprises (SMEs) not covered by the main Fastershire programme	Green	Second phase of EU funding agreed for Business Grant that provides 100% capital costs for businesses to install a high speed connection.
Run a series of training, seminars and one to one advice sessions for businesses to increase the adoption and exploitation of superfast broadband	Green	Webinar continue for businesses with 113 attendees at six weekly sessions. Moving forward the frequency of these sessions decrease and will return to monthly.
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	Amber	The Hereford Transport Strategy Review is progressing well with public consultation and stakeholder engagement helping to inform technical work. COVID-19 restrictions have required a rethink on the original plan to engage with stakeholders and more time has been allowed to ensure that representative groups were able to engage with the cabinet member and project team through video conferencing. The Review is moving into its final stage to test a range of packages which will be progressed to inform strategy development. Cabinet is scheduled to consider the outcome of the review at its October meeting
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	Amber	
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	Amber	Consultation on the transport hub and public realm scheme which form part of the Hereford City Centre Transport hub have been impacted by the COVID-19 restrictions. It is anticipated that the cabinet member will consider a report shortly to approve an online consultation later this year to enable the development of the scheme to progress.
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	Red	The proposed redevelopment of the Blackfriars Street stand at the Football Club and student accommodation has been paused due to COVID-19. A decision was due to be taken to move to the detailed design and planning stage in March, but this has been paused until the impacts of COVID-19 on the local economy and future demand for student accommodation are better known. A masterplanning exercise for the urban village sites along the City Link Road has been completed, and plans to develop affordable housing and assisted living provision, alongside open green space are being considered.

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	Green	A wide range of business focussed grant schemes continue to be delivered. Despite the impact of COVID-19 on businesses, interest in the majority of the schemes remains high. The council has also delivered a range of additional grant schemes introduced by government to assist businesses impacted by COVID-19 and the associated lockdown.
Deliver the Hereford Enterprise Zone delivery plan, including the Shell Store incubation centre and the cyber security centre	Amber	Despite the impact of COVID-19 pausing a number of construction projects on site, Hereford Enterprise Zone continues to receive a high demand for sites. Development of the North Magazine has significantly progressed with the Shell Store and NMITE’s proposed development of the Centre for Advanced Timber Technology and the Centre for Advanced Automotive Engineering are due to commence construction in the near future. The Shell Store development, the first bespoke business incubation space in the county, is now due for completion in August 2020. In addition, the Midlands Centre for Cyber Security, a joint venture with the University of Wolverhampton to establish specialist facilities to enable the development of cyber security businesses on the HEZ, is scheduled for completion before the end of 2020.
Commence first phase of development of the Ross Enterprise Park	Red	The Ross Enterprise Park project is no longer progressing at this time
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	Amber	The council continues to work closely with Engie to identify opportunities to utilise sites in the council's ownership to support economic growth and/or provision of affordable housing. The first project established through the DRP, the 178 bedroom student accommodation on Station Approach, is due to be completed in December 2020.
Support Higher Education provision in Herefordshire through enabling development of student accommodation.	Amber	As above, the first bespoke student accommodation development in Herefordshire will be completed in December 2020, providing 178 bedrooms to support the growth of higher education provision in the county.
Commence development of student accommodation for those in higher education in the city with a first scheme at Station Approach to commence	Amber	
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	Amber	The Herefordshire Core Strategy Review and Transport Strategy Review paused further development of the Hereford Area Plan which was under development as a Development Plan Document to the Core Strategy 2011-2031. However, the Minerals and Waste Local Plan continues to make progress as a County-wide DPD with adoption expected in 2021. Adoption of the Travellers Sites DPD has been secured and whilst NDP progression was halted as a result of COVID-19 legislation, work has now re-started although referendums remain on hold till May 2021.

Performance Measures				
Measure	Q1	Improve-ment?	Target Met?	Comments
Herefordshire young people meeting or exceed: Attainment 8	NA			Results not available due to COVID-19
Herefordshire young people meeting or exceed: Progress 8	NA			
Increase the proportion of 16 and 17 year olds participating and training (including apprenticeships and work based learning)	89.9%		TBC	
Minimise the number of people killed or seriously injured (KSI) in road traffic collisions in Herefordshire (3 year rolling average)	91 (27 YTD)		TBC	England = 92.4%
Percentage of Category 1 defects (immediate or imminent hazard) made safe/dealt within target times	100%			
Percentage of Category 2a defects made safe/dealt within target times	84.2%			
Improvement in the overall condition of roads and bridges	NA			Down due to increased numbers following flooding and COVID working requirements
Improve the proportion of strategically important routes that are in good condition and the proportion that are in need of maintenance	NA			Annual figure
Percentage of Major planning applications dealt with within 13 weeks (24 month rolling)	86.40%			Annual figure
Percentage of Non-major planning applications (minors/others) dealt with within 8 weeks (24 month rolling)	79.00%			
% of county premises with access to Next Generation Access (NGA)	91%			
Supply of ready to develop housing sites	NA			Annual figure
Increase in number of people interacting with council services on-line	190,140		TBC	Increase website usage during 1st quarter
Website satisfaction: percentage of visitors that confirm that they were able to do what they set out to do in a satisfaction survey	71.30%		TBC	
Rateable value of new business rates registrations			TBC	
	£21,320,620			Lower than previous years due to the expanded retail relief discount offered by government

Corporate Risks							
Risk CRR.09 - EU Exit CRR.19 - NMITE CRR.21 - Economic Masterplan resilience CRR.31 - South Wye Transport Package CRR.33 - South Wye Transport Package CRR.37 - 5 year housing land supply/Housing delivery test			Impact				
			1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
	Likelihood	5 Certain					
		4 Likely				CRR.09	CRR.31
		3 Possible			CRR.19	CRR.37	CRR.33
		2 Unlikely				CRR.21	
		1 Rare					

