

Respecting our past, shaping our future

OUR DELIVERY PLAN 2020-2022

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Challenging times: still moving forward

The past few extraordinary months have changed the world. In Herefordshire the impacts of the pandemic will be felt by us all for generations. Everyone who lives here has been affected by COVID-19 and lockdown and many of us have been touched by deep personal loss and tragedy.

During this time, we've also seen communities coming together to support each other. A renewed appreciation of our beautiful and unique natural environment and a growing feeling that we can – and will – recover, learn from what we've been through and face the future together with hope.

We are determined to work with everyone who lives and works here so we can continue to develop and deliver our shared vision which lies at the heart of our plan to make Herefordshire an exemplar of 21st century rural living.

As we recover from the impact of the past few months and learn to live with the ongoing threat from COVID-19 we know that, more than ever, it is important to connect to one another across communities, in local neighbourhoods and to the wider world. We will use our unique role as leaders of the places we represent to help people feel safe, supported and proud of our unique and beautiful environment and we shall tackle the climate challenge through new approaches to sustainability. In doing this we will base our work on the lessons we have learned, what our residents and businesses tell us and our understanding of what our county needs for a successful future.

Our local government role in community leadership has never been more important. The challenges to our economy, to the vulnerable members of our communities and to our continued wellbeing are massive. We don't underestimate the magnitude of the challenge that lies ahead.

But we face these challenges together as a proud county with a rich heritage, strong, creative and connected communities and with a shared and absolute commitment to build a better future for us all – so that everyone feels safe, supported and is proud to live here.

Our plans for the coming years

Herefordshire Council adopted the new County Plan in February 2020, which stated a clear vision for the future of the county:

Respecting our past, shaping our future - we will improve the sustainability, connectivity and wellbeing of our county by strengthening our communities, creating a thriving local economy and protecting and enhancing our environment.

The world may have changed– but this vision for the county continues to provide the ambition and focus for the future. The challenge now is to prioritise our action, focus our energy and work in partnership with residents, stakeholders, communities and businesses to lead Herefordshire into the future with confidence.

The County Plan has three key themes - **connectivity, wellbeing and sustainability**, which sit at the core of our policy making, planning and design for the future. These themes continue to form the basis of our plans over the coming years.

Connectivity	Wellbeing	Sustainability
Connecting people digitally and physically across communities, in local neighbourhoods and to the wider world	Helping people feel safe, supported and valuing Herefordshire and their community	Pride in Hereford's unique and beautiful environment and rural heritage and tackling the climate challenge through new approaches to sustainability
<p>Our aims:</p> <ul style="list-style-type: none"> • Digital connectivity – supporting flexible working, connecting rural communities and businesses • Connecting and supporting communities – especially deprived communities • Connecting with partners – parish councils, businesses, public and community sector • Connecting locally – supporting and promoting local, independent shops and businesses 	<p>Our aims:</p> <ul style="list-style-type: none"> • Supporting vulnerable people and communities and developing the strong community networks that have grown and flourished • Improving quality of life – appreciating what's special about the county as a place to live, work and visit • Helping people most impacted by pandemic (jobs/business/young people) • Being creative and encouraging innovation • Recognising the value of art and culture as a contributor to wellbeing • Welcoming visitors, promoting pride in the place and all it has to offer 	<p>Our aims:</p> <ul style="list-style-type: none"> • Building to strong environmental standards • Travel to work/school – encouraging more walking and cycling • Public transport – safe, accessible and connecting communities • Rural environment – supporting farming and rural communities • Shopping/buying/doing business locally

Tackling the differences in people's health and wellbeing is a key aspect of this plan. Health & wellbeing inequalities arise because of the conditions in which people are born, grow, live, work and age. These conditions influence our opportunities for good health, and how we think, feel and act, and this shapes our mental health, physical health and wellbeing. They also impact on the care that people receive and the opportunities that people have to maintain wellbeing and lead healthy lives.

This plan includes a focus on the wider determinants that impact our health and wellbeing such as the quality of housing, income, employment opportunity, transport, education and skills. The immediate economic shock and uncertainty around both the speed and nature of recovery from COVID-19 has exposed and deepened many of these longstanding inequalities in Herefordshire and across the country. Recent events have also highlighted just how important digital connectivity

is to our lives and livelihood and this is certain to play a major part in our recovery and future economic resilience. Investing in digital infrastructure is therefore critical, especially for those 'hardest to reach' areas of our county.

We are publishing a COVID-19 Recovery Plan alongside this delivery plan so that we can ensure that priority is given and the pace is maintained in supporting businesses and communities through and beyond the many faceted effects of the pandemic.

The pandemic has also highlighted just how important digital connectivity is to our lives and livelihood and will play a major part in our recovery and economic resilience. Investing in digital infrastructure is therefore critical, especially for those 'hardest to reach' areas of the county.

What we plan to do

Ensuring that our work programme consists of projects and initiatives that contribute to the outcomes and principles set out in the County Plan remains central. Equally, as resources become more limited and the full impact of the pandemic is known, it is really important that we understand where to prioritise our efforts to maximise the benefits to all our residents.

We are therefore ensuring our top priorities in the coming years will be:

- Delivery of affordable homes built to strong environmental standards
- Improving the digital connectivity of the county to enable digital inclusion
- Creating jobs and skills that enable our residents to earn higher wages
- Creating a modern and resilient transport network within the City and County

In our County Plan 2020-2024 we highlighted three areas of focus and ambition – Environment, Communities, Economy.




The COVID-19 pandemic demands that we reorder some of our plans and strategies so as to capture, strengthen and increase the pace of change in some areas. These include:

- Shift in consumer behaviour during lockdown alongside demand for new products and services present both challenges and new opportunities for the county
- Shortages and supply problems have also reiterated the importance of the retail centres of our city and towns to the health of our rural county
- Encourage new sectors and markets such as creative and high tech industries to set up in Herefordshire
- Hereford City Centre and our market towns being reimagined, refocused and transformed as the way in which we live, work and play has dramatically changed even in the space of a few months
- Home/digital working - the pandemic has already caused a drastic shift in working patterns with a high rise in the number of people working from home, learning on-line and social interaction
- Ensuring our countywide workforce has the skills required to deliver future growth
- Rise in the "stay-cation" and the importance of tourism to the county
- Reduced carbon consumption – with industries temporary closing down and restrictions on travel, there has been a notable shift in pollution and carbon emissions and an increase in more active ways to travel
- Increased national and public focus on climate change is providing an opportunity to rethink economic growth and how we champion a 'green recovery'

Delivery Plan 2020 (November) - 2022 (April)


The following section highlights our work programme over the next 18 months that delivers against the objectives set out in the County Plan 2020-2024.


































Objectives set out in the County Plan 2020-2024

	Environment	Community	Economy
Overarching objective	EN0: Protect and enhance our environment and keep herefordshire a great place to live	CO0: Strengthen communities to ensure everyone lives well and safely together	EC0: Support an economy which builds on the county's strengths and resources
Objectives			
	EN1 <ul style="list-style-type: none"> Minimise waste and increase reuse, repair and recycling 	CO1 <ul style="list-style-type: none"> Ensure all children are healthy, safe and inspired to achieve 	EC1 <ul style="list-style-type: none"> Develop environmentally sound infrastructure that attracts investment
	EN2 <ul style="list-style-type: none"> Improve and extend active travel options throughout the county 	CO2 <ul style="list-style-type: none"> Ensure that children in care, and moving on from care, are well supported and make good life choices 	EC2 <ul style="list-style-type: none"> Use council land to create economic opportunities and bring higher paid jobs to the county
	EN3 <ul style="list-style-type: none"> Build understanding and support for sustainable living 	CO3 <ul style="list-style-type: none"> Build publicly owned sustainable and affordable houses and bring empty properties back into use 	EC3 <ul style="list-style-type: none"> Invest in education and the skills needed by employers
	EN4 <ul style="list-style-type: none"> Invest in low carbon projects 	CO4 <ul style="list-style-type: none"> Protect and improve the lives of vulnerable people 	EC4 <ul style="list-style-type: none"> Enhance digital connectivity for communities and business
	EN5 <ul style="list-style-type: none"> Identify climate change action in all aspects of council operation 	CO5 <ul style="list-style-type: none"> Use technology to support home care and extend independent living 	EC5 <ul style="list-style-type: none"> Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism
	EN6 <ul style="list-style-type: none"> Seek strong stewardship of the county's natural resources 	CO6 <ul style="list-style-type: none"> Support communities to help each other through a network of community hubs 	EC6 <ul style="list-style-type: none"> Spend public money in the local economy wherever possible
	EN7 <ul style="list-style-type: none"> Protect and enhance the county's biodiversity, value nature and uphold environmental standards 		

Our Delivery Programme 2020 (November) - 2022 (April)

The following section highlights our delivery programme over the short to medium term to April 2022. The work programme delivers against the objectives set out in the County Plan 2020-2024. A refresh of the delivery plan will be undertaken annually from April 2022.

Where projects are contributing to one or more of the objectives within a priority area, this is denoted by the use of the related coloured symbol 

Programme	Key projects and initiatives	Contribution to objectives	Lead Cabinet Member	Lead Officer
Environment	<ul style="list-style-type: none"> 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 	  	Infrastructure and Transport	Programme Director Housing and Growth
Environment	<ul style="list-style-type: none"> 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 	  	Commissioning, Procurement and Assets	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> EN2.1: Complete the Hereford Transport Strategy Review and begin implementation of the preferred options 	  	Infrastructure and Transport	AD Highways and Transport
Environment	<ul style="list-style-type: none"> EN2.2: Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling 	  	Infrastructure and Transport	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> EN2.3: Significantly increase electric vehicle charging infrastructure by leveraging private sector investment through the development of a concession contract 	  	Infrastructure and Transport	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> EN2.4: Explore feasibility for the development of a cycle super highway 	  	Infrastructure and Transport	AD Highways and Transport
Environment	<ul style="list-style-type: none"> EN3.1: Create a new countywide climate & ecological emergency partnership, strategy and action plan to improve biodiversity and achieve countywide carbon neutrality by 2030 	  	Environment, Economy and Skills	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> EN3.2: Introduce supplementary planning guidance on environmental building standards to ensure all new buildings are compatible with our climate and nature goals 	  	Infrastructure and Transport	Programme Director Housing and Growth
Environment	<ul style="list-style-type: none"> EN4.1: Support the most vulnerable people in our communities by providing energy efficient and more affordable heating 	  	Environment, Economy and Skills	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> 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 	  	Environment, Economy and Skills	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> EN5.1 Reduce the council's own carbon footprint through implementing our Carbon Management Action Plan 	  	Environment, Economy and Skills	AD for Regulatory, Environment and Waste

Programme	Key projects and initiatives	Contribution to objectives	Lead Cabinet Member	Lead Officer
Environment	<ul style="list-style-type: none"> EN5.2: Improve the environmental and energy efficiency standards of Council buildings through the introduction of: <ol 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 		Environment, Economy and Skills	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> 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 		Infrastructure and Transport	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> EN6.2: Develop & implement supplementary planning guidance on intensive livestock units to protect water quality in our rivers 		Infrastructure and Transport	AD for Regulatory, Environment and Waste
Environment	<ul style="list-style-type: none"> EN6.3: Continue to support the River Wye and Lugg pilot Natural Flood Management Project to reduce flood risk to communities within Herefordshire 		Infrastructure and Transport	AD Highways and Transport
Environment	<ul style="list-style-type: none"> EN7.1: Develop & implement a new nature strategy to enhance and protect biodiversity across the Council's estate 		Environment, Economy and Skills	AD for Regulatory, Environment and Waste
Communities	<ul style="list-style-type: none"> 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 		Health and Adult Wellbeing	AD Talk Community Operations
Communities	<ul style="list-style-type: none"> CO0.2: Improve the capacity and capability of data management and use of systems to drive efficiencies and maximise user experience 		Finance and Corporate Services	AD Corporate Support
Communities	<ul style="list-style-type: none"> CO0.3: Implement capital highway maintenance projects 		Infrastructure and Transport	AD Highways and Transport
Communities	<ul style="list-style-type: none"> CO0.4: Deliver the asset management plan to improve road conditions across the county 		Infrastructure and Transport	AD Highways and Transport
Communities	<ul style="list-style-type: none"> CO0.5: Complete the infrastructure repair work following the flooding in winter 2019 		Infrastructure and Transport	AD Highways and Transport
Communities	<ul style="list-style-type: none"> CO0.6: Complete the review of governance arrangements and implement new arrangements and constitution 		Leader of the Council	Solicitor to the Council
Communities	<ul style="list-style-type: none"> 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 		Leader of the Council	AD Strategy
Communities	<ul style="list-style-type: none"> CO0.8: Development and delivery of the SafeHerefordshire campaign to support the fight against the pandemic and ensure key messages are being targeted effectively 		Health and Adult Wellbeing	Head of Communications
Communities	<ul style="list-style-type: none"> CO0.9: Effectively manage COVID-19 outbreaks through the development and implementation of the Outbreak Control Plan 		Health and Adult Wellbeing	Director of Public Health

Programme	Key projects and initiatives	Contribution to objectives	Lead Cabinet Member	Lead Officer
Communities	<ul style="list-style-type: none"> CO1.1: Deliver schools investment programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools 		Commissioning, Procurement and Assets	AD for Education
Communities	<ul style="list-style-type: none"> 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 		Children and Families	AD for Education
Communities	<ul style="list-style-type: none"> 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 		Children and Families	AD for Education
Communities	<ul style="list-style-type: none"> CO1.4: Improve the oral health of children in the county 		Children and Families	Director of Public Health
Communities	<ul style="list-style-type: none"> 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) 		Children and Families	AD Children's Safeguarding Quality and Improvement
Communities	<ul style="list-style-type: none"> 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 		Children and Families	AD Children's Safeguarding and Family Support
Communities	<ul style="list-style-type: none"> CO3.1: Develop feasibility and options for the development of council owned homes and confirm the model for delivery 		Housing, Regulatory Services, and Community Safety	Programme Director Housing and Growth
Communities	<ul style="list-style-type: none"> CO3.2: Submit planning application for the first site of Council owned affordable net zero carbon housing 		Housing, Regulatory Services, and Community Safety	Programme Director Housing and Growth
Communities	<ul style="list-style-type: none"> CO4.1: Develop and adopt new models of care accommodation to support vulnerable young people, people with learning disabilities and older people 		Health and Adult Wellbeing	AD All Ages Commissioning
Communities	<ul style="list-style-type: none"> 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 		Health and Adult Wellbeing	AD Talk Community Operations
Communities	<ul style="list-style-type: none"> CO4.3: Develop Right Support, Right Time for Families through our Talk Community approach and building on strengths within local communities 		Children and Families	Director of Children and Families
Communities	<ul style="list-style-type: none"> CO4.4: Embrace the principles of "no second night out" and "housing first" through developing a model of delivery that prevents homelessness 		Health and Adult Wellbeing	Head of Prevention Adults & Communities

Programme	Key projects and initiatives	Contribution to objectives	Lead Cabinet Member	Lead Officer
Communities	<ul style="list-style-type: none"> CO4.5: Develop the council owned Hillside Care Centre to be a fully digital, dementia friendly and environmental care home 		Health and Adult Wellbeing	AD All Ages Commissioning
Communities	<ul style="list-style-type: none"> 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 		Health and Adult Wellbeing	AD All Ages Commissioning
Communities	<ul style="list-style-type: none"> CO5.1: Develop a new Independent Living Services offer for Herefordshire residents 		Health and Adult Wellbeing	Director of Adults and Communities
Communities	<ul style="list-style-type: none"> 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 		Health and Adult Wellbeing	AD All Ages Commissioning
Communities	<ul style="list-style-type: none"> CO6.1: Support communities to improve community resilience through development of a network of community led hubs throughout the county 		Health and Adult Wellbeing	AD Talk Community Operations
Communities	<ul style="list-style-type: none"> 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 		Commissioning, Procurement and Assets	Director of Adults and Communities
Economy	<ul style="list-style-type: none"> EC0.1: Develop an engagement framework for the business sector that enables the effective coordination of advice and support 		Leader of the Council	Head of Economic Development
Economy	<ul style="list-style-type: none"> EC0.2: Enhance engagement with the private sector through a Talk Business programme of communications, networking and events 		Leader of the Council	Head of Economic Development
Economy	<ul style="list-style-type: none"> EC0.3: Provide support to businesses to enable the soonest possible recovery of the local economy from the impacts of COVID-19 		Environment, Economy and Skills	Head of Economic Development
Economy	<ul style="list-style-type: none"> EC1.1: Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals 		Environment, Economy and Skills	AD for Regulatory, Environment and Waste
Economy	<ul style="list-style-type: none"> EC2.1: Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund 		Environment, Economy and Skills	Head of Economic Development
Economy	<ul style="list-style-type: none"> 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 		Environment, Economy and Skills	Head of Economic Development
Economy	<ul style="list-style-type: none"> EC2.3: Develop a Rural Economic Development Investment Plan to support job creation in rural areas 		Environment, Economy and Skills	Head of Economic Development
Economy	<ul style="list-style-type: none"> 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 		Environment, Economy and Skills	Head of Economic Development

Programme	Key projects and initiatives	Contribution to objectives	Lead Cabinet Member	Lead Officer
Economy	<ul style="list-style-type: none"> EC2.5: Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre 		Commissioning, Procurement and Assets	Head of Economic Development
Economy	<ul style="list-style-type: none"> 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 		Environment, Economy and Skills	Head of Economic Development
Economy	<ul style="list-style-type: none"> 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 		Environment, Economy and Skills	AD for Education
Economy	<ul style="list-style-type: none"> EC3.3: Provide more apprenticeships, including through the council's direct contracts 		Environment, Economy and Skills	AD people
Economy	<ul style="list-style-type: none"> 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 		Environment, Economy and Skills	AD Corporate Support
Economy	<ul style="list-style-type: none"> EC4.2: Increase the number of businesses connected to high speed broadband by providing bespoke grant support 		Environment, Economy and Skills	AD Corporate Support
Economy	<ul style="list-style-type: none"> 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 		Finance and Corporate Services	Director Adults and Communities
Economy	<ul style="list-style-type: none"> 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 		Environment, Economy and Skills	Head of Economic Development
Economy	<ul style="list-style-type: none"> 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 		Environment, Economy and Skills	Head of Economic Development
Economy	<ul style="list-style-type: none"> EC6.1: Develop and implement a Social Value procurement policy to maximise the local benefit of all council spending 		Commissioning, Procurement and Assets	AD Corporate Support

How we will deliver the plan

The council recognises and values the central role our employees play in delivering this plan and our many statutory services. We will continue to invest in activities that ensure we attract and retain a highly skilled workforce and develops people appropriately and supports their continued wellbeing. Where knowledge and skills are not available within the employed workforce, we will work with external partners to bring in particular expertise to ensure this plan can be delivered at pace.

All the projects and change activity detailed in this plan will be managed through a project management approach. Management oversight of the plan will be through the newly established programme management office (PMO) to enable visibility of progress, risks and accountability for delivery.

The delivery plan will provide the basis for a reenergised approach to communications, public engagement, openness and transparency. Increased use of social media and technology to create more effective campaigns to support strategic objectives, highlight particular issues or opportunities and communicate progress on projects. A new communication strategy and associated campaign programme will be developed to enable and support this delivery plan.

The involvement of residents and stakeholders in the development of services and projects is critical to ensure that we do the right things at the right time and in the right way. Central to this is to understand the role of the council in the years ahead. We plan to do this through a new engagement framework that will be developed and implemented in early 2021.

Increased involvement in the democratic process is important to us. To realise this, we shall complete the promised governance review for the council so as to increase the opportunity for the involvement of all elected representatives in decision-making.

How we will monitor progress

Progress against the delivery plan will be assessed and reported to Cabinet in the quarterly budget and performance reports. In addition, a number of key performance measures will be monitored to provide the information we need to achieve our ambitions, and provide regular assurance that meaningful progress is being made.

This delivery plan will also form the basis for directorate performance challenge sessions which will enable elected representatives from across the political spectrum to review progress and help to identify and overcome barriers that may be hampering the delivery of our County Plan.

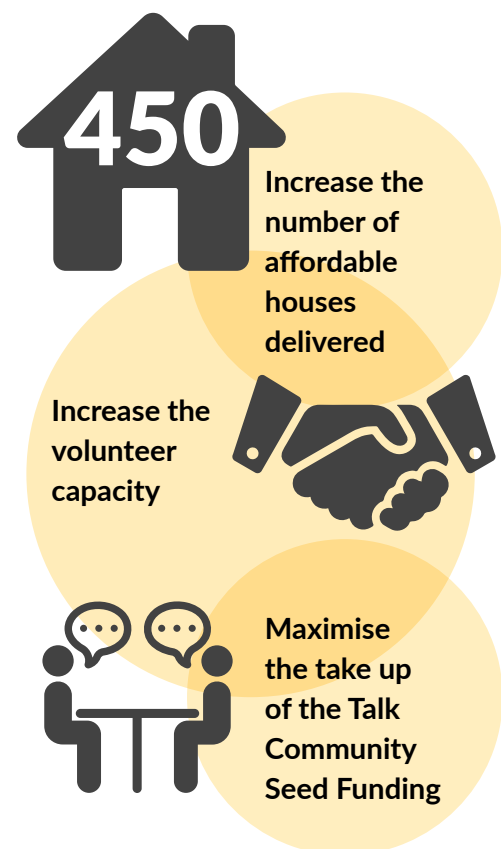
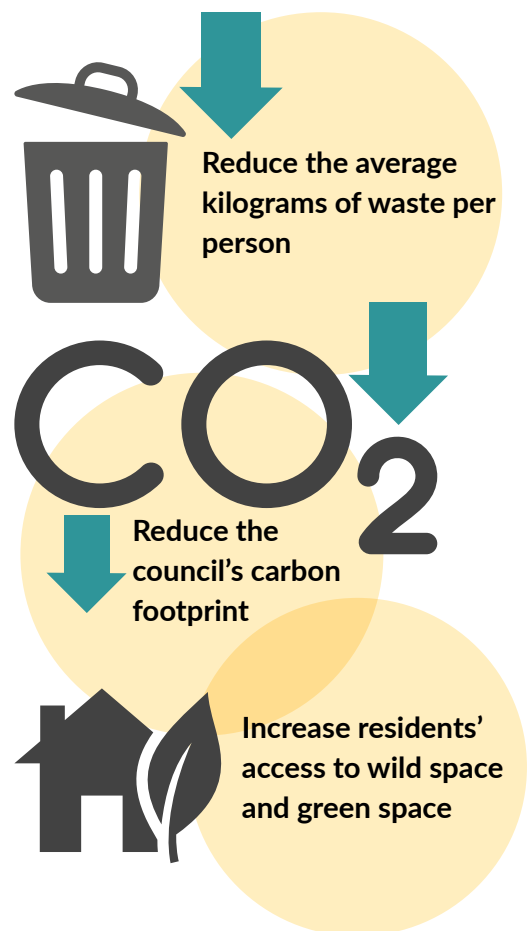
Indicators we plan to use to track progress include:

Environment

- ✓ Reduce the average kilograms of waste per person
- ✓ Increase in the percentage of waste sent for recycling
- ✓ Increase the % of journey-kilometres made by walking, cycling and public transport
- ✓ Reduce the county's carbon footprint
- ✓ Increase the % of investment that contributes significantly to achieving climate and nature goals
- ✓ Reduce the council's carbon footprint
- ✓ Improve water quality in our rivers
- ✓ Increase tree cover
- ✓ Increase biodiversity
- ✓ Increase residents' access to wild space and green space

Community

- ✓ Increase the number of affordable houses delivered with 450 homes built by March 2022
- ✓ Reduce the number of rough sleepers in Herefordshire to no more than 12 people at any time
- ✓ Reduce the rate of admissions to care homes (aged under 65 & 65+)
- ✓ Maximise the take up of the Talk Community Seed Funding
- ✓ Increase the income generation into the county for the use by the third sector
- ✓ Increase the volunteer capacity
- ✓ Increase the number of people engaging with the Healthy Lifestyle Trainer Service
- ✓ Increase the number of talk community hubs active in the county to 50 by march 2022
- ✓ Increasing the number of schools which show a positive progress indicator at age 16 and attainment in second quartile (measure to be determined given lack of national data due to cancellation of exams in 2020)
- ✓ Reducing the number of school leavers who are not in education, training or employment (target to be set but with the caveat of potential impact of COVID-19 on opportunities).



- ✓ Aim to have no more than 320 looked after children by end of 2021– in line with West Midlands regional average from 2018/19
- ✓ Increase the proportion of audits of children's cases rated as good or outstanding
- ✓ Increase the proportion of care leavers in touch, in suitable accommodation and in Education, Employment or Training (3 separate measures) – 92%, 87%, 57% respectively i.e. good statistical
- ✓ Reduction in the number of people claiming unemployment related benefits (Claimant count) (Note: This could increase significantly in the short term due to COVID- 19 & may not be possible to reduce within 18 months)
- ✓ Increase employee engagement (council workforce)
- ✓ Improve resident engagement and overall satisfaction with the council
- ✓ Number of people in Herefordshire using the internet

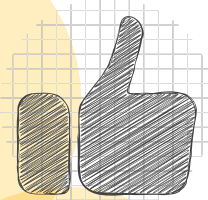
Economy

- ✓ Increase investment in the county from both public and private sources.
- ✓ Increase the number of jobs created through investment on council land and local procurement
- ✓ Increase the % of residents with skills at NVQ level 4 and above.
- ✓ Increase the number of HE (Higher Education) students, adult and community learning students, apprenticeships and job placements, and quality of the provision in each
- ✓ Increase the number of tourism visitors to the county and average visitor spend
- ✓ Increase the % of the council procurement budget spent locally.
- ✓ Increase the percentage of premises in Herefordshire able to access a superfast broadband service (over 30Mbps) (target 94%)



Aim to have no more than 320 looked after children by end of 2021

Improve resident engagement and overall satisfaction with the council



Number of people in Herefordshire using the internet



Increase investment in the county

Increase the number of tourism visitors to the county and average visitor spend



Increase the percentage of premises in Herefordshire able to access a superfast broadband service