

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

Reference	Action	Status	Comments
EC0.1	Develop an engagement framework for the business sector that enables the effective coordination of advice and support		The Economic Development Team are currently reviewing the areas of existing business engagement, identifying gaps and drafting a framework to improve engagement going forward. This includes working with other areas of the council such as Talk Community and public health.
EC0.2	Enhance engagement with the private sector through a Talk Business programme of communications, networking and events		Adults and Communities and Economic Development Team working closely to develop a package of wellbeing and community engagement support for businesses.
EC0.3	Provide support to businesses to enable the soonest possible recovery of the local economy from the impacts of COVID-19		Discretionary Grant scheme successfully delivered in response to the first lockdown period, circa 500 businesses supported committing the total £3.2m government funding allocated. Significant national PR coverage generated through the visitor economy recovery marketing campaign. Currently finalising proposals for the Additional Restrictions Grant scheme to be established to support businesses through the second lockdown.
EC1.1	Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals		Due to commence in January 2021.
EC2.1	Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund		The Hereford Town Investment Plan is currently on track to be submitted to government by their deadline of the end of January 2021. The external partnership Board has been formed, consultants appointed, stakeholder engagement underway, and potential project ideas being identified.
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		Consultants have been appointed to develop ED Investment Plans for each of the five market towns, with this work due to conclude by May 2021. Each town has been engaged, evidence base established and analysed.
EC2.3	Develop a Rural Economic Development Investment Plan to support job creation in rural areas		To be commenced following the conclusion of the Hereford and market town plans above.
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		Final fit out of the Shell Store is due to complete in November, with a number of potential tenants expressing interest in moving into the business space from January. The construction of the Midlands Centre for Cyber Security has been completed and the University for Wolverhampton are finalising plans for the building to become operational from early 2021.
EC2.5	Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre		Consultants have been appointed to undertake a options appraisal of the potential redevelopment opportunities identified to date. This will conclude in December 2020.
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		The county's first bespoke 178 bedroom student accommodation, Number 1 Station Approach, is due to open in early 2021. The council is working closely with Hereford College of Arts, NMITE and Wye Valley NHS Trust to consider how future student and key worker accommodation needs can be met.

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	Our adult and community learning programme is funded by the Education and Skills Funding Agency and is aimed at people aged 19+ including those at risk of long term unemployment. Procurement for the academic year 2020/21 has concluded. A list of providers and current courses can be found HERE along with the adult and community learning plan 2019/22. We have 9 providers delivering this year, an increase of 3 new provider, National Star College, Walsingham and Whitehead Ross. We have also successfully delivered on-line courses during COVID-19 lockdown, starting from scratch, without previously having the infrastructure in place to do this. Validated performance data and benchmarking is reported in March each year. We have led the procurement of the European Social Fund allocation on behalf of the Marches LEP. For those young people age 15 to 24 at risk of or not in education, employment or training (NEET), an ESF funded engagement programme has been awarded to Landau until March 2023. Called In2, this programme is delivered in partnership with the HVOSS, The Cart Shed, Horizon Training and Off The Bench Training, further information can be found in the Herefordshire prospectus.
EC3.3	Provide more apprenticeships, including through the council's direct contracts	The Covid response means there is a reduced focus on recruitment and workforce development activities and the start of the fully funded kick-start scheme may result in managers and employers favouring kick-start.
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	91.9% of premises being able to access a superfast broadband service and 30.9% ultrafast. Procure of Stage 5 suppliers in process and first communities under this scheme progressed in the new year.
EC4.2	Increase the number of businesses connected to high speed broadband by providing bespoke grant support	Relaunch of the Business Grant scheme after confirmation of funding.
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	In Quarter 2 an initial scoping study was undertaken across the County to understand feasibility, costs and infrastructure needed for the potential implementation of the network.
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	Consultants have been appointed to lead the next stage of the development of a Destination Business Improvement District. This includes working with the private sector to develop a business plan, leading up to a referendum of relevant businesses in 2021. The LEP funded visitor economy Covid 19 recovery marketing and PR project has already established significant national media coverage of the county.
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	Recruitment of the Heritage Action Zone Programme Manager is underway with interviews due to be held mid-November.
EC6.1	Develop and implement a Social Value procurement policy to maximise the local benefit of all council spending	Revised social value definition and pledges due to cabinet member decision in November 2020; and revision to the Contract Procedure Rules in 4th quarter to reflect increased drive for social value benefits through contracts.

Corporate Risks

Risk	Impact				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
CRR.09 - EU Exit				CRR.31	
CRR.31 - South Wye Transport Package				CRR.09, CRR.48, CRR.49, CRR.50	CRR.33, CRR.46, CRR.47
CRR.33 - South Wye Transport Package					
CRR.46 - Parking Income					
CRR.47 - Hereford Transport Package					
CRR.48 - Hereford City Centre Transport Package					
CRR.49 - Hereford City Centre Transport Package					
CRR.50 - School Assets					
	5 Certain				
	4 Likely				
	3 Possible				
	2 Unlikely				
	1 Rare				

County Plan - Success Measures

Outcome Measure	Success Measure
01	Average Workplace Earnings
02	Unemployment rate
03a	Educational Attainment: Progress8
03b	Educational Attainment: Attainment8
04	Sustainable travel
05a	Killed/Seriously Injured
05b	Overall Highway Condition

06
07

Gross Value Added
Broadband coverage



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

Build publicly owned sustainable and affordable houses and bring empty properties back in to use

Protect and improve the lives of vulnerable people

Use technology to support home care and extend independent living

Support communities to help each other through a network of community hubs

Delivery

Reference	Action	Status	Comments
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		A review and redesign of Talk Community operational teams and functions commenced in September, with the underlying principles to increase reach, build resilience and improves impact of the service that targets the most vulnerable in our community and also increasing our engagement with communities.
CO0.2	Improve the capacity and capability of data management and use of systems to drive efficiencies and maximise user experience		First phase to fully implement PowerBI across the organisation, tested in Adults and Communities Directorate.
CO0.3	Implement capital highway maintenance projects		Public Realm Annual Plan (2020/2021) capital highway maintenance on programme for delivery by end March 2021. Additional Pothole & Challenge Fund and Investment in Infrastructure capital projects on programme for delivery by end March 2021.
CO0.4	Deliver the asset management plan to improve road conditions across the county		Asset management led infrastructure investment and delivery of revenue and capital highway maintenance delivery through public realm annual plan 2020/21.
CO0.5	Complete the infrastructure repair work following the flooding in winter 2019		B4224 Lechmere Lay (Fownhope) flood repair works completed July 2020. B4224 Fownhope Stone Cottage flood repair works commenced October 2020 for completion February 2021. Remaining high priority flood repair works will be completed by March 2022.
CO0.6	Complete the review of governance arrangements and implement new arrangements and constitution		The Audit and Governance Committee (AGC) recommended to full council on 9 October the adoption of a hybrid cabinet model of governance for implementation at the annual council meeting in 2021. AGC will receive updates from the Rethinking Governance working group about the review of the constitution aligning it to the new model of governance.
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		The Communications Strategy and associated protocols and campaign plan and template have been developed and are due to be decided by Cabinet in December. This is to complement the Delivery Plan and is on course to be completed by the end of the year.
CO0.8	Development and delivery of the SafeHerefordshire campaign to support the fight against the pandemic and ensure key messages are being targeted effectively		The Safe Here campaign has been in process for the last six months and has proved highly effective in getting our messages out into the local community and through our partners. The latest strand of the campaign is to support the local economy and provide a network for independent and local suppliers to showcase their services through the Love Herefordshire map throughout lockdown and in the lead up to Xmas. A Covid 19 dashboard has been developed and is available on the website to help provide local residents with the latest information on local cases and links to Public Health England and ONS datasets. A special edition of Herefordshire Now focused on help and support during the pandemic was delivered to all households in the county in October.
CO0.9	Effectively manage COVID-19 outbreaks through the development and implementation of the Outbreak Control Plan		The Outbreak Control Group meets weekly and is overseeing the implementation of the Outbreak Control Plan which is subject to ongoing review and development based on current and future impacts of the pandemic. The Outbreak Control Hub has increased significantly to provide a 7/week offer including contact tracing, testing, surveillance, outbreaks control, enforcement and advice and support working with partners.

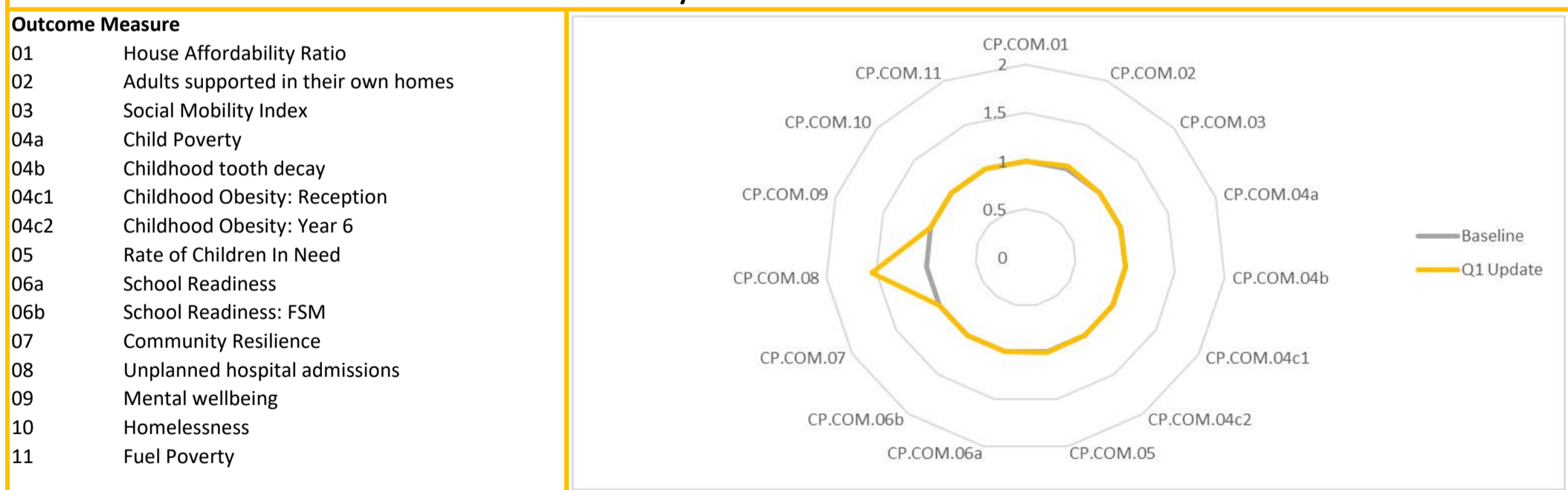
CO1.1	Deliver schools investment programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools	<p>The expansion of Marlbrook is underway. Contractor Morgan Sindall are on site and the fabric of the extension has been erected, the internals are underway and they are still currently on target for completion in readiness for occupation in September 2021.</p> <p>Peterchurch primary is going for cabinet decision on 26 November for approval to proceed with the developed design. Assuming approval is granted, tenders for this design work will commence in January 2021. A further report will need to go before cabinet to get approval to proceed with the actual construction once a firmer cost has been secured.</p> <p>Mordiford primary were reliant on the creation of off street car parking before any ability to expand could be considered. This has been completed this year. The expansion was a condition of planning. We are now working on removing this condition with a view to the admission number at the school being increased for September 2021.</p> <p>Brookfield development is also in the design stages. An architect has been appointed and is currently working with the council to develop plans for the improvements required.</p>
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	
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	
CO1.4	Improve the oral health of children in the county	Soft market testing for training and fluoride application undertaken but has not resulted in a formal tender process due to costs. Now negotiating a different model through Public Health Nurses. Limited progress on other elements of the plan due to Covid and the suspension of dental activity.
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)	Signs of safety implementation is continuing to progress with virtual training sessions and workshops taking place. Collaborative audit tool has been developed and work started on co-producing practice vision and supporting standards (practice manual)
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	<p>ECHO: A full team of in-house ECHO workers has been appointed who have begun to transition to their new roles.</p> <p>Initial cases for reunification and children on the edge of care have been identified and direct work has commenced.</p> <p>Early Help: The Early help hub went live on 21/09/2020 with induction and training completed.</p>
CO3.1	Develop feasibility and options for the development of council owned homes and confirm the model for delivery	Feasibility and options analysis has been completed and a report prepared for consideration by Cabinet in November through which the model for delivery will be confirmed.
CO3.2	Submit planning application for the first site of Council owned affordable net zero carbon housing	Cabinet will be considering a report in November that will kick-start the process for the identification and preparation of a suitable site for development.
CO4.1	Develop and adopt new models of care accommodation to support vulnerable young people, people with learning disabilities and older people	<p>Draft accommodation strategy was published for comment, further development of the strategy is underway.</p> <p>Framework for complex, learning disabilities cohort has been commissioned in collaboration with Worcester.</p> <p>Plans for 100 bed care home/care village are progressing with sites being short listed.</p>
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	Scoping and developing the Talk Community Hillside kitchen offer took place in Quarter 2. The kitchen will be providing hot nutritious meals for the community to access 4 days a week. Existing assets and resources within Hillside will be used to deliver and support this offer. The launch date is Thursday 15th October.
CO4.3	Develop Right Support, Right Time for Families through our Talk Community approach and building on strengths within local communities	Initial work has taken place to review the information, advice and guidance for people who lose their jobs or face financial hardship; including what is provided via WISH, via council staff, via the private sector and community and voluntary sectors. Some information, including early help information has been updated and disseminated. A project is being established to put this on a clear project management footing.
CO4.4	Embrace the principles of “no second night out” and “housing first” through developing a model of delivery that prevents homelessness	Through a partnership of practice with ‘Vennture’ Project Brave has designed a model of support for those at risk of rough sleeping based on link-working and a ‘Team Around The Need’. Accommodation options are being prepared sourced via Housing Strategy and successful funding bids to MHCLG.

CO4.5	Develop the council owned Hillside Care Centre to be a fully digital, dementia friendly and environmental care home		Scoping took place in Quarter 2 for the technology and digital approach in Hillside. This recommended the commissioning of a subject matter expert which is underway.
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		Initial project brief was presented to Corporate Directors, support was obtained to undertake diagnostic of Children's and Adults commissioning. It is planned to present the diagnostic findings to Corporate Directors in December. Draft Market Position statement was published this is to be presented to Scrutiny in November.
CO5.1	Develop a new Independent Living Services offer for Herefordshire residents		
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		The Digital, Technology and Systems Programme is currently developing and delivering a range of projects including supporting people to maintain their independence in their homes (reducing falls and independent living tools) and infrastructure to support these.
CO6.1	Support communities to improve community resilience through development of a network of community led hubs throughout the county		Engagement and development of the Talk Community Hubs during Quarter 2 working with over 20 communities with 2 community led hubs going live by the end of September. There is continued engagement with communities to deliver the targets set.
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		Scoping the project success criteria and stakeholders to develop a feasibility and asset review across the market.

Corporate Risks

Risk CRR.03 - Budget & Savings Plan - Childrens & Families CRR.04 - Human Rights Claims CRR.39 - COVID-19 CRR.45 - COVID-19 Funding Issues CRR.51 - Foster Carers CRR.52 - Court Carers CRR.53 - Market Viability CRR.54 - Nursing Capacity CRR.55 - Access to health funding (CHC funding) CRR.56 - Discretionary Housing Payment	Impact					
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Significant
	5 Certain				CRR.04, CRR.51, CRR.52	CRR.39, CRR.55
	4 Likely				CRR.45, CRR.53, CRR.54, CRR.56	CRR.03
	3 Possible					
	2 Unlikely					
1 Rare						

County Plan - Success Measures



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	

Delivery			
Reference	Action	Status	Comments
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		The development of the evidence base for the Core Strategy is being continued in areas likely to be of relevance and value whatever the outcome of White Paper consultation. Updated project plan is being drafted but will be finalised for decision/approval following confirmation of revised local plan framework and enactment date.
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		Consultants appointed to develop public consultation exercise on the two waste collection options from the GSC T&F group (kerbside sort or twin stream recycling). Consultation period - 7th Dec - 7 Feb. Report on F/W for 29/10/20 to consider resource requirements for review. Further report planned May 2021 to decide collection service. Ongoing officer level discussions with WCC regarding the waste collection service and options to procure.
EN2.1	Complete the Hereford Transport Strategy Review and begin implementation of the preferred options		Transport review technical report and peer assessment report completed (October 2020). Cabinet due to consider review reports and to agree next steps December 2020.
EN2.2	Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling		Project live and ongoing, although activity has been impacted and delayed by Covid. DfT have given approval to continue existing scheme delivery into 2021/22. Additional funding secured by Eco Dev team for the development of an eBike share scheme and a eBike/eCargo Bike grant scheme as part of the Towns Fund accelerated funding. This is being mobilised and project completion deadline is 30th April 2021.
EN2.3	Significantly increase electric vehicle charging infrastructure by leveraging private sector investment through the development of a concession contract		Preparing to commence procurement exercise for an EV concession contract. Initially planned to commence in Nov, however some further preparatory work is required before we can commence. In order to minimise impact of the Christmas break we have been advised to postpone the procurement until after Christmas to reduce the risk of less bidders. The three rapid charge points at Leominster, Ross and Hereford have been installed; however, we are still chasing WPD to commission these.
EN2.4	Explore feasibility for the development of a cycle super highway		Progress on this project is pending the decision on the next steps of the Hereford transport strategy assessment.
EN3.1	Create a new countywide climate & ecological emergency partnership, strategy and action plan to improve biodiversity and achieve countywide carbon neutrality by 2030		Interim webpages drafted and with CEE group for comment. Full website to begin development in Dec for Jan 2021 launch. Initial stakeholder events starting w/c 09/11/20. Draft action plans to be circulated by 13/11/20. Developing recommendations for future governance structure.
EN3.2	Introduce supplementary planning guidance on environmental building standards to ensure all new buildings are compatible with our climate and nature goals		Scoping report under preparation for procurement, with first draft of SPG for review targeted for May 2021 and for consultation July 2021 towards adoption November 2021.
EN4.1	Support the most vulnerable people in our communities by providing energy efficient and more affordable heating		Warm Homes Project live and underway although impacted by Covid due to impact on home visits and work in homes.
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		£1m secured through the Green Homes Grant Local Authority Delivery programme to retrofit 100 of the worst energy performing buildings across Herefordshire and Shropshire. Delivery to be complete by 31st March 2021. Outline capital bid in development for domestic energy retrofit project.

EN5.1	Reduce the council's own carbon footprint through implementing our Carbon Management Action Plan	Carbon Management Plan underway and numerous energy efficiency projects in progress, e.g. Solar PV and LED lighting currently being installed at Widemarsh Workshop. Annual performance report drafted for 2019/20, which shows a 49% reduction against the baseline year. Initial forecasts for 2020/21 is for a 60% reduction.
EN5.2	Improve the environmental and energy efficiency standards of Council buildings through the introduction of: 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	Developing draft policy for inclusion with the Corporate Estates Strategy and Schools Capital Strategy. Draft due in November.
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	Undertaken 7 site visits with remaining planned in Nov. Preparing to commission red book valuations and external land negotiations to enable land acquisitions. Interim Delivery Plan commissioned - due for completion Jan 2021. Finalising grant agreement with LEP for £1m match.
EN6.2	Develop & implement supplementary planning guidance on intensive livestock units to protect water quality in our rivers	Report on F/W for 15/11 recommending development of Supplementary Planning Document (SPD). Project plan under development alongside commissioning brief to enable procurement of consultants to develop the SPD.
EN6.3	Continue to support the River Wye and Lugg pilot Natural Flood Management Project to reduce flood risk to communities within Herefordshire	River Wye and Lugg natural flood management project (1) will be completed by end of March 2021.
EN7.1	Develop & implement a new nature strategy to enhance and protect biodiversity across the Council's estate	Report on F/W for 06/11/20 - Exec response to tree strategy and hedgehog motions. Will formally declare ecological emergency and recommend the development of a nature strategy by May 2021 . Initial scoping for Nature Strategy underway, however Ecology team experiencing v high workloads with ecology planning consults.

Corporate Risks						
Risk	Likelihood	Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
	5 Certain	Yellow	Orange	Orange	Red	Red
	4 Likely	Green	Yellow	Orange	Red	Red
	3 Possible	Green	Yellow	Orange	Orange	Orange
	2 Unlikely	Green	Green	Yellow	Yellow	Orange
	1 Rare	Green	Green	Green	Green	Yellow

