

## Supplement 1 to the agenda

### Scrutiny Management Board

Tuesday 21 November 2023, 2.00 pm

Conference Room 1 - Herefordshire Council, Plough Lane Offices, Hereford, HR4 0LE

#### Contents

<b>Item</b>	<b>Title and purpose</b>	<b>Page(s)</b>
8.	<b>Delivery Plan 2023-2024 and 2024-2028 County Plan Development</b>  To consider the delivery plan for 2023/24 and to receive an update on the development of the county plan 2024-2028.	3 - 22





# Title of report: Delivery Plan 2023-24 and 2024-28 County Plan Development

**Meeting: Scrutiny Management Board**

**Meeting date: 21 November 2023**

**Report by: Director of Strategy and Performance**

## **Classification**

Open

## **Decision type**

This is not an executive decision

## **Wards affected**

(All Wards)

## **Purpose**

To consider the delivery plan for 2023/24 and to receive an update on the development of the county plan 2024-2028.

## **Recommendation(s)**

**That:**

- a) **Scrutiny Management Board note the content of this report;**
- b) **provide views and any recommendations it wishes to make on the emerging themes of the Delivery Plan 2023/24 which is attached at Appendix A; and**
- c) **convene a task and finish group during December 2023 to provide views and any recommendations on the draft County Plan 2024-2028.**

## **Alternative options**

1. The board could chose not to scrutinise the delivery plan 2023/24 and to receive an update on the development of the County Plan. This is not recommended as the scrutiny management board has a responsibility to scrutinise areas which are cross cutting nature. The county and delivery plan are central underpinnings to the Corporate Strategy.

## Key considerations

### Delivery Plan 2023/24

2. The County Plan 2020-24, alongside the Medium Term Financial Strategy, provides the overarching policy framework within which decisions will be taken and resources allocated over the next four years. The County Plan 2020-24 was developed through a process of engagement and consultation with the public and key stakeholders and was agreed at Council on 14 February 2020. It sets out the key strategic ambitions for the county and the success measures which will be used to monitor progress.
3. The Delivery Plan identifies the key programmes of work that will progress the ambitions within the County Plan, set against the ambitions of Economy, Community and Environment. Each of the projects and deliverables contributes to one, if not more of the objectives set in the County Plan.
4. On 21 November 2023, Cabinet will be considering the Delivery Plan for 2023/24. A copy of the report and appendices are attached at Appendix 1.

### County Plan 2024-28

5. A County Plan for 2024-2028 is in development and is due to be presented to Council at its meeting on 8 February 2024.
6. The timetable for production of the Plan is:

Group	Date	Purpose / Comments
CLT		Seek approval for agreed approach and timeline for the County Plan
Cabinet working group		To consider future state of the county and priorities/ambitions
Cabinet workshop	16/11/23	Confirm priorities and structure of plan
Cabinet workshop	24/11/23	Workshop to develop the deliverables and delivery plan
Cabinet workshop	30/11/23	Confirm the draft plan, ambitions and delivery plan
Final draft ready for consultation	06/12/23	Final draft to be approved for circulation
<b>Presuming budget work + consultation will happen in this time</b>		
Impact Consultancy	02/12/23	Consultation report
Scrutiny committees, group leaders, members	04/12/23-14/12/23	Socialisation of plan
Full council briefing	18/12/23	Full council briefing on plan
Cabinet workshop	21/12/23	Feedback engagement and consultation information for suggested changes and updates
CLT for final sign off	02/01/24	Final plan approval
Cabinet briefing	04/01/24	Final plan approval
Full Council Briefing	08/01/24	Full council briefing on plan
Cabinet feeder	11/01/24	Cabinet feeder ahead of cabinet
Scrutiny Management Board	16/01/24	Scrutiny consideration and recommendations (aligned with budget)
	17/01/24	Block out to focus on recommendations
Cabinet	25/01/24	Approval of plan
Full Council	09/02/24	Approval of plan with budget

## Community impact

7. The County Plan 2020-24 and supporting Delivery Plan, take into account the key characteristics of Herefordshire, as outlined in Understanding Herefordshire (the council's Joint Strategic Needs Assessment). Factors such as Herefordshire's rurality, the aging population profile and social mobility for our young people, all have impacts on individuals, our communities and provide challenges for service delivery. These challenges are recognised and are the key drivers at the heart of the County Plan 2020-24 and associated Delivery Plan.

## **Environmental impact**

8. There are no specific environmental impacts arising from this report.

## **Equality duty**

9. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
10. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. As part of the decision making process, individual directorates and service areas must assess the potential of any proposed project, leading to fairer, transparent and informed decisions being made.

## **Resource implications**

11. There are no direct resource implications arising from this report which is for information and discussion.

## **Legal implications**

12. The council is required to deliver a scrutiny function. The development of a work programme which is focused and reflects those priorities facing Herefordshire will assist the committee and the council to deliver a scrutiny function.
13. The Scrutiny Rules in Part 4 Section 5 of the Council's constitution provide for the setting of a work programme, the reporting of recommendations to the executive and the establishment of task and finish groups within the committee's agreed work programme.

## **Risk management**

14. There are no direct risk arising from this report which is for information and discussion. Details of the risks associated with the Delivery Plan 2023/24 are contained within the Cabinet Report which is attached at Appendix 1.

## **Consultees**

None.

## **Appendices**

Appendix 1 Cabinet Report: Delivery Plan 2023/2024  
Appendix A: Delivery Plan 2023/24

## **Background papers**

None identified.



# Title of report: Delivery Plan 2023/24

**Meeting: Cabinet Feeder Briefing**

**Meeting date: Thursday 12 October 2023**

**Cabinet Member: Peter Stoddart, finance and corporate services**

**Report by: Director of Strategy and Performance**

**Report author: Director of Strategy and Performance**

## **Classification**

Open

## **Decision type**

Key

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

## **Wards affected**

(All Wards);

## **Purpose**

To approve the proposals for the Delivery Plan for 2023/24. Each year Cabinet is required to produce a delivery plan which sets out how the strategic ambitions for the year will be achieved.

## **Recommendation(s)**

**That:**

- a) **Cabinet approves the Delivery Plan 2023/24, as set out in appendix A.**

## **Alternative options**

1. There are no alternative options as the Delivery Plan is required to be produced on an annual basis. Cabinet may choose to make amendments to the proposals and it is open to Cabinet to

recommend alternatives to the projects, initiatives and deliverables that have been identified in the delivery plan.

## Key considerations

2. The County Plan 2020-24, alongside the Medium Term Financial Strategy, provides the overarching framework within which decisions will be taken and resources across the Council will be allocated to meet the ambitions of the plan.
3. The County Plan was approved by full Council on 14 February 2020 which sets out the key strategic ambitions for the county, success measures and deliverables during this timeframe and was developed during the previous Cabinet administration.
4. Following the elections and change in administration, the Cabinet have reviewed the County Plan and deliverables to achieve the ambitions. A process was undertaken to consider whether they should continue, have met the expected outcomes and where appropriate include new deliverables to meet the County Plan's aims and objectives.
5. The Delivery Plan, at appendix A, identifies the key programmes of work that the administration will progress during 2023/24, under the three ambitions of the current County Plan - Economy, Community and Environment. Each of the projects and deliverables contributes to one, if not more of the objectives set in the County Plan as well as to outcomes and outputs during the year. The plan includes the deliverables that will be continuing from last year and any updated ones set out for this year.
6. The Delivery Plan includes the continuation of some key deliverables of note, including:
  - a. Improvement of Children's Services
  - b. River Quality – Securing a partnership approach to achieve river restoration
  - c. Waste Strategy – moving further up the waste hierarchy
  - d. Development of a new library and museum
  - e. Deliver the Hereford Transport Strategy and City Centre Masterplan
  - f. Employment Land – develop out first phase employment sites
  - g. Investment in Infrastructure

## Measuring success

7. As laid out in the Delivery Plan it focusses on the key transformational pieces of work for the council. Underpinning the council's Delivery Plan, council services are required to produce service business plans. These service business plans include a range of additional service improvements which will be undertaken during the 2023/24 year.
8. The delivery plan will form the basis of performance reporting into the Corporate Leadership Team on a monthly basis and each quarter to Cabinet, alongside financial and risk reporting.
9. The objectives below in the Delivery Plan 2022/23 that will be continuing to be monitored within operational services:
  - Deliver schools investment programme (supporting objective CO1)



- School Improvement to support young people to learn (supporting objective CO1)
- Management of the council's assets to maximise their use (supporting objective CO0)
- Deliver broadband coverage via Fastershire whilst addressing the barriers for people going online (supporting objective EC4)
- Support Tourism and Cultural Sector in the county (supporting objective EC5)

## **Community impact**

9. The new County Plan is now in development. It will reflect the aims and ambitions of the Council. The plan will focus on improving the County's infrastructure, protecting the environment and putting the needs of our residents first. We want economic growth, better paid jobs, improved air quality, and a council that will thrive and demonstrate great value for money.
10. The Cabinet have reviewed the existing County Plan along with the priorities and deliverables to ensure alignment and meeting the future ambitions. The deliverables have been reviewed and updated with officers to consider against plans previously agreed and future plans.
11. The improvement of Children's service is a continued priority for the Cabinet and within the delivery plan, the plan clearly identifies areas of focus and improvements to ensure the improvement journey continues.

## **Environmental Impact**

12. One of the three ambitions within the delivery plan is to protect and enhance our environment and keep Herefordshire a great place to live. With some clearly identified ambitions including:
  - River quality – securing a clear and transparent partnership approach to achieve river restoration
  - Waste strategy – Moving further up the waste hierarchy
  - Climate Emergency – accelerating a reduction of emissions across the county by aspiring to be carbon neutral
  - Review and development of the Local Plan
13. At the full Council meeting in July a motion was unanimously supported by councillors that every decision made by Herefordshire Council will now consider the impact on the environment and climate change. Each individual project within the delivery plan will consider the environment and climate change impact as part of the decision papers.
14. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.

15. Individual projects within the delivery plan are all subject to individual decisions, meaning that the environmental impact will be considered in all work.

## **Equality duty**

16. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
16. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.
  17. Each project within the Delivery Plan will consider the equality impacts as part of their own decision papers and reporting. The Delivery Plan will ensure that it looks to improve the lives of residents and the protected characteristics, where possible, with each initiative considering the impact on an individual project basis.

## **Resource implications**

18. The recommendation of this report has no direct financial implications. Each individual project will detail the budget available as part of their individual decision papers, which will include the resource to deliver the schemes and any impact on the future revenue budget where capital schemes are delivered and details in the plan are built in to the 2023/24 budget.

## **Legal implications**

19. There are no direct legal implications arising from the recommendation set out in this report. The legal implications of any decisions to be taken in implementing the Delivery Plan will be detailed and considered in each separate decision report for individual projects.

## **Risk management**

20. The County Plan 2020-24 and associated Delivery Plan are integral elements of the council's performance management framework. Risks associated with objectives and projects are entered onto the relevant project and/or service risk registers and escalated as appropriate.

The corporate risk register is a living document and reviewed regularly by Corporate Leadership Team, Cabinet and Audit and Governance Committee

## Consultees

21. The Political Group Consultation was undertaken with views from across all of the parties. The process of the Delivery Plan development and the future priorities were highlighted. However further detail on the Delivery Plan was requested to show the areas that were not being included in the 2023/24 Delivery Plan, which is highlighted above.
22. Whilst this Delivery Plan has not been subject to consultation as the plan is setting out how the County Plan 2020-24 ambitions, which have been consulted on, will be delivered and the budget for 2023/24 has also been subject to consultation. The projects identified within the Delivery Plan will be subject to their own decision making processes which may require consultation.

## Appendices

Appendix A – Delivery Plan 2023/24

## Background papers

None identified

## Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	John Coleman	Date 11/09/2023
Finance	Rachael Hart	Date 11/09/2023
Legal	Emma-Jane Brewerton	Date 08/09/2023
Communications	Luenne Featherstone	Date 11/09/2023
Equality Duty	Harriet Yellin	Date 11/09/2023
Procurement	Lee Robertson	Date 08/09/2023
Risk	Kevin Lloyd	Date 10/09/2023
Approved by	Amy Pitt	Date 15/11/2023

[Note: Please remember to overwrite or delete the guidance highlighted in grey]

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

# Delivery Plan 2023/24



121  
13

# Foreword from the Leader of the Council

Welcome to Herefordshire Council's delivery plan 2023/24. Our plan focuses on the outcomes that are important for you, the people of Herefordshire. Our priorities are to:

- Continue investing in children's services and achieve the very best for our young people and their families.
- Ensure that residents are enabled to live healthy lives within their communities and to provide support at the right time in the right place.

- Protect our environment through innovation and best practice and promote initiatives that address the environmental challenges we face.
- Maintain our highway network and plan for the necessary transport infrastructure that we need.
- Invest in our economy, create jobs and provide opportunities that will enable businesses to grow and our communities to thrive.
- Recognise and value the role of our employees by attracting and retaining a skilled and committed workforce, whilst working in collaboration with residents, communities and partners to provide the best possible life in Herefordshire.

- Secure the Council's future sustainability by transforming the way we do things to become innovative and efficient in our delivery model.

We want this plan to continue to make a difference to people's lives and give them the services they need.

Herefordshire is a very special place and we are focused on making things better for everyone.

Councillor Jonathan Lester

# County Plan **Community** Ambition

We want to strengthen communities to ensure that everyone lives well and safely together. Our ambition is to make wellbeing inevitable here in Herefordshire by putting physical and mental health at the heart of everything we do. We will ensure that residents of all ages have the opportunity to connect to their communities and receive the right help at the right time.

Objectives	Deliverables
<b>Improvement of Children’s Services</b>	<ul style="list-style-type: none"> <li>• To further develop and embed our restorative practice model focussed on working with families</li> <li>• To implement a service re-design intended to reduce the number of changes in case holding worker experienced by some families</li> <li>• To further develop our Engagement and Participation Strategy to ensure children and young people’s views, wishes and feelings are taken into account and remain at the heart of decision making and service delivery</li> </ul>
<b>Implement the council led Stronger Towns funded projects including the Library, Museum and Greening the City</b>	<ul style="list-style-type: none"> <li>• Progress the design and build of a new world class museum in Broad Street</li> <li>• Progress design and delivery of new library in Hereford City</li> <li>• Progress implementation of Hereford City Community Greening grants, sedum roofed top bus stops and active travel measures</li> </ul>
<b>Workforce Recruitment and Retention</b> – to ensure Herefordshire Council becomes an employer of choice with a skilled and stable workforce where staff are proud to work.	<ul style="list-style-type: none"> <li>• To launch a new ‘Spirit of Herefordshire’ recruitment programme to promote opportunities for council staff</li> <li>• To increase the stability of the children’s social worker workforce by recruiting and converting more permanent social workers</li> <li>• To retain social workers by creating the optimum conditions within which they can develop their careers in Herefordshire</li> </ul>

Objectives	Deliverables
<p><b>Commissioning and Resources</b> – to secure enough of the right accommodation and services, in the right places, to effectively support Herefordshire’s children, young people and families</p>	<ul style="list-style-type: none"> <li>• To refresh and relaunch the Children’s Sufficiency Strategy to increase the number and choice of placements and resources to meet local children’s needs. Children’s Sufficiency Strategy not mentioned in DP 2023</li> <li>• To build capacity within the Fostering Service to launch the Foster Carer Recruitment Campaign to increase the number and choice of local foster carers to care for our children in care</li> <li>• To undertake further work to develop short breaks offer for families that need care</li> <li>• Improve the way we use our data to deliver and monitor the council’s performance</li> </ul>
<p><b>Herefordshire Safeguarding Children’s Partnership</b> – to ensure there is a ‘shared and equal’ duty to coordinate local services, provide strategic leadership and implement learning to safeguard children and promote their welfare</p>	<ul style="list-style-type: none"> <li>• To work together with partners to apply existing thresholds to safeguard vulnerable children and young people and protect those suffering significant harm as a result of abuse and/or neglect</li> <li>• To implement the refreshed Neglect Strategy and promote the partnership’s use of the Graded Care Profile to a strengths-based approach to identifying and measuring the quality of care children receive and the support they require</li> <li>• To launch and implement the new partnership strategy for protecting children and young people at risk of exploitation. Partnership on risk of exploitation not mentioned in DP 2023</li> </ul>
<p><b>Corporate Parenting Board</b> – to be effective corporate parents and ensure the best quality care and outcomes for all of our children in care and care leavers</p>	<ul style="list-style-type: none"> <li>• To develop and launch an updated Corporate Parenting Strategy so all corporate parents are clear about the priorities and what need to do to deliver consistently good and better services and resources. Corporate Parenting Strategy not mentioned in DP 2023.</li> <li>• To refresh the Care Leaver’s Offer so that care experienced young people are supported and equipped to become successful young adults capable of living independently</li> <li>• To engage children in care and care experienced young people so their voices are heard and they are able to participate in decision making and planning about matters that affect them</li> </ul>
<p><b>Children and Young People’s Partnership</b> – to promote the best interests of all local children through early intervention and preventative services that avoid problems occurring or escalating and build on family and community resources and resilience</p>	<ul style="list-style-type: none"> <li>• To further develop the Early Intervention and Prevention Strategy that delivers help at the earliest point possible via a well-coordinated network of local support and provision so children, young people and their families receive the right help at the right time</li> <li>• To identify and grow existing community assets that capitalise on available family and neighbourhood strengths, support and resources</li> <li>• To develop the next iteration of children and young people’s quality of life survey to ensure that the views and lived experience of children and young people inform strategic intent and service delivery</li> </ul>



Objectives	Deliverables
<b>Special Educational Needs and/or Disabilities (SEND)</b> – to ensure education, health and care services work collaboratively and supportively with families to ensure children and young people with special education needs and/or disabilities achieve their full potential	<ul style="list-style-type: none"> <li>• To further develop the work and impact of the new Special Educational Needs and Disabilities Strategic Board to agree strategic priorities and drive improvements</li> <li>• To work collaboratively with children and young people with Special Educational Needs and Disabilities and their parents and carers to co-produce</li> <li>• To ensure Education, Health and Care Plans are completed in a timely manner and are of consistently good quality to deliver improved outcomes with children, young people and their parents/carers</li> </ul>
<b>Roll out delivery of the ambitions of the Herefordshire Joint Local Health and Wellbeing Strategy 2023-2033</b>	<ul style="list-style-type: none"> <li>• Deliver 22-23 Food Alliance action plan to focus on key areas such as food procurement</li> <li>• Support implementation of system health inequalities plan; strengthening provision &amp; uptake of health literacy training</li> <li>• Complete review of community based support roles with partners</li> <li>• Coproduce with communities and the community and voluntary sector the future strategy for Talk Community, aligned with the community paradigm approach and strengthening the early help offer</li> </ul>
<b>Support and enable adults to lead healthy, independent and fulfilled lives</b>	<ul style="list-style-type: none"> <li>• Ensure that the council is ‘inspection ready’ for the Care Quality Commission assurance of local authority adult social care services</li> <li>• Complete the roll out of the five technology pilots within the ‘proactive and preventative’ care model</li> <li>• Deliver the Hillside Independent living demonstration centre</li> <li>• Support the delivery of at least 250 affordable properties in the county, through registered providers and developers</li> <li>• Complete business case in relation to investing in, and building, the council’s own care facility</li> </ul>
<b>Securing the Council’s future sustainability by transforming</b>	<ul style="list-style-type: none"> <li>• Continue to develop the “spirit of Herefordshire” approach to attracting and retaining workforce through celebrating the positives of the county</li> <li>• Develop the Thrive transformation programme to deliver a digitally enhanced operating model</li> </ul>

125  
17

# County Plan **Environment** Ambition

We want to protect and enhance our environment and maintain Herefordshire as a great place to live and work. The council recognises that healthy, connected and vibrant ecosystems strongly support the local economy, improve health and wellbeing and make the county an attractive place to live and to visit. It is essential that we protect and enhance the natural environment and be proud to pass it on to future generations.

Objectives	Deliverables
<b>River Quality</b> - Securing a partnership approach to achieve river restoration	<ul style="list-style-type: none"> <li>• Following the cabinet decision in March 2023 to commissioning river restoration, to review the proposed mitigation strategy to address housing backlog and proposed growth in the Lugg catchment</li> <li>• Continue to work with the Nutrient Management Board and all partners to deliver improved river quality</li> </ul>
<b>Waste strategy</b> - Moving further up the waste hierarchy	<ul style="list-style-type: none"> <li>• Procure the new waste collection contract and realign to the Government priorities on waste</li> <li>• Encourage use of re-usable nappies through development of permanent incentive scheme</li> </ul>
<b>Environment</b> – Continue to lead a local response, aspiring for the county to become carbon neutral by 2030	<ul style="list-style-type: none"> <li>• Continued delivery of the Citizens Climate Assembly programme (multiyear programme)</li> <li>• Expansion of the electric vehicles charging network in council owned cars parks and additional points through the LEVI funded project</li> <li>• Support residents with home energy efficiency measures</li> <li>• Development of a new Climate Adaptation and Resilience Strategy</li> </ul>
<b>Update planning policy for the council</b> – change to the review and development of the Local Plan	<ul style="list-style-type: none"> <li>• Draft Local Plan 2021-2041 consultation (Reg18)</li> <li>• Adoption of the Minerals and Waste Local Plan</li> <li>• Integrate the Environmental Building Standards and Agricultural draft planning documents into the policies of the Local Plan 2021-2041 and the mandatory Herefordshire Design Code</li> </ul>

# County Plan **Economy** Ambition

We need a local economy that will build on the county’s strengths and resources.

We want to achieve a thriving and prosperous economy that will provide sustainable, well-paid and rewarding job opportunities. We will strive for a vibrant local economy that improves quality of life for everyone and also generates the economic growth that will bring prosperity and enable the Council to provide local services.

Objectives	Deliverables
Deliver the Herefordshire Transport Strategy	<ul style="list-style-type: none"> <li>Progressing the initial stages of the Local Transport Plan to deliver a document for adoption by Council prior to submission</li> </ul>
Investment in infrastructure	<ul style="list-style-type: none"> <li>Develop a framework for future investment in infrastructure</li> <li>Delivery of the £2.5m pothole funding received from Government</li> </ul>
Employment Land - Develop employment sites and identify way forward for wider sites to enable growth	<p><b>Hereford Enterprise Zone</b></p> <ul style="list-style-type: none"> <li>Continue the sales of development ready plots such as the North Magazine</li> </ul> <p><b>Other Employment</b></p> <ul style="list-style-type: none"> <li>Implement programme to bring forward critical employment land space within Hereford and Market Towns (as per the Market Town Investment Plans)</li> <li>Develop up to 3 full business cases for any Council intervention required to progress chosen priority projects</li> </ul>
Review priorities on Major infrastructure	<ul style="list-style-type: none"> <li>Receive and consider the strategic outline business case for the Eastern River Crossing</li> <li>Consider alternative investment strategies to support the initiatives in the County Plan</li> </ul>
Deliver improvements to the infrastructure of public realm	<ul style="list-style-type: none"> <li>Deliver improvements to:                             <ul style="list-style-type: none"> <li>✓ Structures – to include for the repair of the Wilton rock face</li> <li>✓ Parish Safety Schemes</li> <li>✓ Drainage and street lighting</li> <li>✓ Work to appoint contractor to commence construction of the new Transport Hub at Hereford Station, subject to planning approval</li> <li>✓ PROW Structures</li> <li>✓ Using the £2.585m of the Highway Infrastructure Fund allocated for this financial year</li> </ul> </li> </ul>

Objectives	Deliverables
<b>Implementation of the Hereford City Levelling up funding</b>	<ul style="list-style-type: none"> <li>• Continue to work with designers to progress and deliver community led designs for school streets</li> <li>• Continue design and delivery of cycle routes and quiet streets in the north and south of the city</li> <li>• To progress with work on Blue School Street and Commercial Street to improve bus and cycle connectivity</li> </ul>
<b>Implement the Big Economic Plan</b>	<ul style="list-style-type: none"> <li>• Form an economy and place partnership board</li> <li>• Board to develop an initial 5 year delivery plan</li> </ul>
<b>Support economic opportunity through business support</b>	<ul style="list-style-type: none"> <li>• Transfer of Marches Local Enterprise Partnership led services to the council</li> <li>• Develop a Marketing/Inward Investment Strategy</li> <li>• Implement the UK Shared Prosperity Fund and Rural Prosperity Fund grant schemes</li> <li>• Launch start up programme to support businesses to become enterprise ready</li> <li>• Develop and hold business engagement events, enabling businesses to access council</li> </ul>
<b>Work with partners to increase the Skills and Workforce in the county</b>	<ul style="list-style-type: none"> <li>• Develop a Herefordshire Skills Forum</li> <li>• Hold a skills provider/ employer engagement event, with a focus on workforce planning</li> <li>• Support the development and delivery of the Marches local skills investment plan</li> <li>• Establish a Herefordshire Employment Forum</li> <li>• Invest UKSPF/Multiply funding to support skills development</li> <li>• Continue to support the development of skills provision to meet the needs of the economy</li> <li>• Work in partnership with Wye Valley Trust with a view to developing a new Education Centre at Hereford County Hospital</li> <li>• Explore options of a strategic investment partnership with Herefordshire and Worcestershire Group Training Association to establish a new centre of excellence at Skylon Park</li> </ul>

# Future Planning and Delivery

The activities detailed in this plan will be delivered and includes the financial period 2023/24 and are aligned to the themes of the current County Plan 2020-2024, which are Community, Environment and Economy.

The new County Plan is now in development and will reflect the aims and ambitions of the Council. The plan will focus on improving the County's infrastructure, protecting the environment and putting the needs of our residents first. We want economic growth, better paid jobs, improved air quality, and a council that will thrive and demonstrate great value for money.





130  
22



[herefordshire.gov.uk](http://herefordshire.gov.uk)