

AGENDA

Cabinet

Date: **Thursday 14 April 2016**

Time: **10.30 am**

Place: **Council Chamber, The Shire Hall, St Peter's Square,
Hereford, HR1 2HX**

Notes: Please note the **time, date** and **venue** of the meeting.

For any further information please contact:

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If you would like help to understand this document, or would like it in another format, please call David Penrose on (01432) 383690 or e-mail dpenrose@herefordshire.gov.uk in advance of the meeting.

Agenda for the Meeting of the Cabinet

Membership

Chairman **Councillor AW Johnson**
Vice-Chairman **Councillor PM Morgan**

Councillor H Bramer
Councillor JG Lester
Councillor GJ Powell
Councillor PD Price
Councillor P Rone

AGENDA

Pages

HEREFORDSHIRE COUNCIL

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.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	28 Day Notice Given
6	Approval of smallholdings disposal plan	Contracts & Assets	General Overview & Scrutiny	Yes
8	Local Transport Plan	Infrastructure	General Overview & Scrutiny	Yes

- 1. APOLOGIES FOR ABSENCE**
To receive any apologies for absence.
- 2. DECLARATIONS OF INTEREST**
To receive any declarations of interest by Members in respect of items on the Agenda.
- 3. MINUTES** 7 - 10
To approve and sign the minutes of the meeting held on 17 March 2016.
- 4. HOUSING RELATED SUPPORT SERVICE - SHYPP CONTRACT (SUPPORTED HOUSING FOR YOUNG PEOPLE PROJECT)** 11 - 48
To confirm future delivery arrangements for the young persons' housing related support services contract, currently delivered by SHYPP (Supported Housing for Young Persons Project), part of West Mercia Housing Group.
- 5. CORPORATE DELIVERY PLAN 2016/2017** 49 - 64
To agree the projects and measures within the 2016/17 corporate delivery plan.
- 6. APPROVAL OF SMALLHOLDINGS DISPOSAL PLAN** 65 - 72
To approve the smallholdings disposal plan.
- 7. ADDITIONAL TEMPORARY CLASSROOMS AT MARLBROOK SCHOOL**
To approve capital expenditure for addition temporary classrooms at Marlbrook School.
- 8. LOCAL TRANSPORT PLAN** 73 - 192
To agree the draft local transport plan (2016-2031) for recommendation to Council.

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- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
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- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
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HEREFORDSHIRE COUNCIL

**MINUTES of the meeting of Cabinet held at The Council Chamber
- The Shire Hall, St. Peter's Square, Hereford, HR1 2HX on
Thursday 17 March 2016 at 2.00 pm**

Present: Councillor AW Johnson (Chairman)
Councillor PM Morgan (Vice Chairman)

Councillors: H Bramer, GJ Powell and PD Price

In attendance: Councillors WLS Bowen, JA Hyde, RI Matthews, AJW Powers, J Stone,
ACR Chappell, EPJ Harvey and D Summers

141. APOLOGIES FOR ABSENCE

Apologies were received from Councillor JG Lester.

142. DECLARATIONS OF INTEREST

None

143. MINUTES

RESOLVED: That the Minutes of the meeting held on 10th March be approved as a correct record and signed by the Chairman.

144. HOUSING RELATED SUPPORT SERVICE - SUPPORTED HOUSING FOR YOUNG PERSON'S PROJECT (SHYPP) CONTRACT

The cabinet member health and wellbeing presented the report on Housing related support service - Supported Housing for Young person's project (SHYPP) contract. She thanked the SHYPP supporters for the petition that had been submitted, and said that, whilst it was gratifying to see the concern for the homeless in the county, the work undertaken by the council had seen significant changes to the decision before cabinet. The service would target assessed needs more effectively, whilst there would be a cut in low level general support.

The director for adults and wellbeing said that there was a close working relationship with the team at SHYPP and that there had been an active engagement process as part of the development of the options for the report. SHYPP had accepted the direction of travel and the recommendations in the report were realisable and balanced. A transition fund had been built in to ensure that the change in funding sources outlined in the report would be as smooth as possible.

The contracts, quality and & review lead said that this was a non-statutory service and that SHYPP delivered both a floating support service where vulnerable young people received housing related support services, and accommodation based support, comprising three 'foyers' with a total of 31 service users, which provided integrated learning through safe and secure accommodation with housing related support and training. The floating support currently delivered to 83 service users, of whom 7 service are 16 or 17 years old. Of the 83 individuals, 42 currently receive additional support from other agencies or council service areas, and 35 have been in receipt of the service for one month or less. 12 service users lived in housing association properties.

In response to questions from Cabinet Members, the following points were made:

- That the current income from the council for SHYPP was £392,400 and the switch of income source would mean that in the next financial year equivalent income for SHYPP would be £310,000, including the proposed transition fund. There would be limited change in the quality of support offered to most service users as the majority of those currently using the floating support services would be transitioned into other existing commissioned services.
- That there was no evidence of an increase numbers using the service, but that there was a regular turnover of service users, which was reflected in the numbers presented in the report.
- That the vast majority of those using the service were young adults and were not care leavers.
- That the homelessness team was addressing wider homelessness issues, should current providers like the West Mercia Housing decide to withdraw from the market. The majority of service users did not currently live in housing stock provided by West Mercia Housing. There was a lack of clarity as to how some users come into the service, and a review would look at how people were accessing SHYPP services and their level of need. The council would then ensure that it would address the needs of those that fell within its area of responsibility.

Resolved:

That:

- (a) the accommodation based support element of the contract be remodelled with a proportion of the service financed through exempt rents to maintain the existing service level from 1 April 2016;**
- (b) a three month transitional period be allowed from 1 April to 30 June 2016 to support the financial change to the accommodation based support element;**
- (c) a 12 month transitional period be allowed from 1 April 2016 to 31 March 2017 to support the de-commissioning of the floating support element; and;**
- (d) funding of £78,331 be made available to support the transition periods in recommendations b) and c) above.**

145. AGREEMENT OF SECTION 75

The director for adults and wellbeing presented the report on the proposal to agree a six month extension to the original section 75 agreement between the council and Herefordshire clinical commissioning group (HCCG), to 30 September 2016. He said that this was a technical cabinet paper which did not change policy but maintained an existing financial arrangement with the HCCG. There were two section 75 agreements, one was a legacy from the former Primary Care Trust, whilst the other had been put together to enable the HCCG to transfer funds to the council under the Better Care Fund (BCF) initiative. Both of these agreements expired at the end of the current financial year. The intention was to merge them into one agreement, but this would not be possible to achieve by the end of March. National guidelines for the BCF had been published two months late, and the plan would not be finally signed off until the end of June.

In reply to questions raised by cabinet members, the following points were made:

- That the Section 75 (S75) agreement was a straightforward legal document. The BCF plan would need to be signed off through a national assurance process by the end of June, and that there should be three months thereafter to finalise the S75 agreement.
- That continuation of the current risk share agreement with the CCG would not be recommended to cabinet, nor was there any requirement for the council to enter into one.

Resolved:

That:

- a) the extension of the general section 75 agreement (at appendix one to this report) to 30 September 2016 be agreed;**
- b) the section 75 agreement for the better care fund (at appendix two to this report) for the period 1 April 2016 to 30 September 2016 be agreed;**
- c) the principle of developing a single section 75 agreement between the council and Herefordshire clinical commissioning group (from September 2016 onwards) be approved, which will be presented at a future cabinet be ratified; and;**
- d) authority be delegated to the director for adults and wellbeing to finalise the council's funding contribution and detail of the better care fund delivery plans, following approval by the health and wellbeing board.**

146. HEALTH VISITING AND SCHOOL NURSING SERVICES: DIRECT AWARD OF CONTRACT FOR 2016/17

The director for adults and wellbeing presented a report to agree a direct award in 2016/17 to the Wye Valley NHS Trust (WVT) for school nursing and health visiting services to enable service redesign, tender and mobilisation following recent novation of contracts to the council. This was a consequence of the national transfer of responsibility for this service from the NHS to councils, as it had become a public health function instead of a clinical one.

In reply to questions raised by cabinet members, the following points were made:

- The contract had been delayed, as work had been undertaken to review the needs of the people of Herefordshire for the services and to ensure that those currently commissioned were appropriate.
- That the contract would be monitored through the council's contract monitoring team.
- That schools did not pay for the school nursing service, but that it was open to schools and colleges to become involved with the procurement process in order to broaden the specifications for the service if they wanted to.
- That mental health issues for children were being considered as part of the early year's provision. This was an area that had been identified as a national issue by a national task group for mental health.
- That the range of community nurses not involved with schools were unaffected by this contract.

Resolved:

That:

- a) a contract for the health visiting service for a period of 12 months from 1 April 2016 to 31 March 2017 be directly awarded to the current provider, Wye Valley NHS Trust (WVT), at a value of £2,341,361 per annum;
- b) a contract for the school nursing service for a period of 12 months from 1 April 2016 to 31 March 2017 be directly awarded to the current provider, Wye Valley NHS Trust, with the council as an associate commissioner to the Herefordshire Clinical Commissioning Group (CCG) contract as per existing arrangements, at a value of £513k per annum; and;
- c) by virtue of this decision report an exemption to paragraph 4.6.13.2 of the council's contract procedure rules be approved.

147. PUBLIC HEALTH SERVICES AND DESIGNATION OF DIRECTOR OF PUBLIC HEALTH

The director for adults and wellbeing presented a report on a shared service with Shropshire council for the provision of professional services, which would include those of the director of public health.

Since 1 April 2013 the council had been required to appoint an individual as the director of public health (DPH). Shropshire's DPH had been seconded to the council on a part-time basis to perform this function from early 2015, devoting an average of two days a week to Herefordshire. The secondment had been shown to be successful and it had become clear that there was scope for synergies to be secured in a number of areas of public health wider than simply the director role. It was appropriate that the arrangement should be formalised to reflect the sharing of a service, rather than the secondment of an individual.

Resolved: that the director for adults and wellbeing be authorised to take all necessary action to enter into a shared services agreement with Shropshire Council for a period of up to 4 years, at a value of £65k per year (up to £260k in total).

The meeting ended at 3.32 pm

CHAIRMAN



Meeting:	Cabinet
Meeting date:	14 April 2016
Title of report:	Housing related support service – SHYPP contract (Supported Housing for Young People Project)
Report by:	Cabinet member health and wellbeing

Classification

Open

Key decision

This is a key decision because it is likely to be significant in terms of its effect on communities, living or working in an area comprising of one or more wards in the county.

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

County-wide

Purpose

To confirm future delivery arrangements for the young persons' housing related support services contract, currently delivered by SHYPP (Supported Housing for Young Persons Project), part of West Mercia Housing Group.

Recommendation(s)

THAT: having reviewed the proposal (appendix 2) submitted by SHYPP, and having regard to the reasons (set out at paragraphs 10 and 11 of the report below) for implementing an approach which differs from that proposal, the original decision be confirmed as:

- (a) the accommodation based support element of the contract is remodelled with a proportion of the service financed through exempt rents to maintain the existing service level from 1 April 2016;
- (b) a three month transitional period is allowed from 1 April to 30 June 2016 to support the financial change to the accommodation based support element;

- (c) a 12 month transitional period is allowed from 1 April 2016 to 31 March 2017 to support the de-commissioning of the floating support element; and
- (d) funding of £78,331 be made available to support the transition periods in recommendations b) and c) above.

Alternative options

1. To agree in full to the proposal submitted by SHYPP; this option is not recommended as the council has reached a negotiated position with SHYPP for 16/17.

Reasons for recommendations

2. To respond to the recommendation of the health and social care overview and scrutiny committee.

Key considerations

3. On the 17 March 2016, cabinet considered a report on the future provision of housing related support service currently provided by SHYPP. The recommendations within the report were agreed. The report is attached at appendix 1.
4. The decision was called in by members of the health and social care overview and scrutiny committee in accordance with the scrutiny procedure rules on the following grounds:
 - the removal of the floating services support was in conflict with the Corporate Plan-aim 2 and therefore, the decision was outside the budget and policy framework;
 - the decision failed to take into account counter proposals submitted by SHYPP and
 - the equality impact was not properly considered.
5. The call-in was considered by the committee on 5 April 2016. Following robust questioning of the cabinet member and relevant professional officers the committee were satisfied that the decision was not outside the budget and policy framework and that the equality impact assessment had been properly considered. However, the committee were concerned that Cabinet had not been fully sighted on the proposals submitted by SHYPP and made the following recommendation to cabinet:

“That the decision taken on the SHYPP contract be referred back in order that the counter proposals from SHYPP be properly considered and for the cabinet to determine whether in the light of these proposals they wish to propose any amendment to their previous recommendations.”
6. The current provider SHYPP has been consulted with throughout this process. SHYPP has submitted a written proposal. Whilst officers have taken this into consideration in numerous discussions, it was omitted from the appendices of the report to cabinet of the 17th March 2016 and is now attached at appendix 2.
7. The recommendations within the report considered by cabinet on 17 March were informed by the proposal from SHYPP and subsequent negotiations. The recommendations differ from the SHYPP proposal in two regards; firstly in the amount of transitional funding available in 2016/17, and secondly in the commitment to support an additional 20 units of accommodation in 2017/18. These differences are explained more fully below.

Transitional funding 2016/17

8. The SHYPP proposal initially requested £90,000 for 2016/17 to continue to provide the existing floating support service (£60,000 from either further exempt rents or directly from Adults and Children's services and an additional £20,000 for the first period of 6 months, reducing to £10,000 for the remaining 6 months). Following further discussions with officers which were taking place throughout the period leading up to the cabinet decision, a slightly reduced proposal was made by SHYPP requesting £83,000 for 2016/17. The council is recommending £78,331 transitional funding for SHYPP in 2016/17.
9. The sum of £78,331 was determined by a monthly apportionment of existing contract costs and likely transitional requirements. SHYPP has confirmed its acceptance of this figure.
10. The transitional funding will continue to provide floating support service during 2016/17 and support the change to exempt rents for the foyers. The original recommendation to cabinet regarding the transitional funding Of £78,331 for 16/17 is within 94% of SHYPP's revised proposal of £83,000.

Units of accommodation

11. A full case audit of the service users living in the additional 20 units of accommodation will be carried out between April and August 2016, during the transitional period, to establish the level of need and future model of delivery. Upon completion of the audit recommendations will be developed jointly with SHYPP and other key stakeholders in order to consider future service requirements. Therefore, it would be premature to accept the SHYPP proposals in this regard.
12. Taking account of the reasons for the differences between the SHYPP proposal and the recommendations set out in paragraphs 10 and 11 above it is recommended that the original decision taken by cabinet should stand without further amendment.

Community impact

13. The service aims to meet the outcomes which contribute to the council's corporate plan to enable residents to be independent and lead fulfilling lives. The continued care and support service contributes to the health and wellbeing strategy aims and objectives "To enable residents to live safe, healthy and independent lives and to maintain service provision, to those with need, within the available resources". The service contributes to this by reducing demand on services, targeting care and support and increasing integration to support to the most vulnerable within the community.
14. The service works with a vulnerable client group who have an eligible need. The service encourages and supports clients to become socially involved within the community and enables their independence.
15. The services contribute to the reduction of the number of people who are on the streets, supporting the work the police are undertaking through the Castlemain Project, where they work with other agencies, including the street pastors and services, to help those people get the advice and support they need whilst reducing the negative impact to the community

Equality duty

16. The equality duty covers the following nine groups with protected characteristics: age, disability, gender reassignment, marriage and civil partnerships, pregnancy and

maternity, race, religion or belief, sex and sexual orientation. The decision does not discontinue service and has no detrimental impact to eligible service users. Consultation with current service users indicated that the model of provision being proposed was the preferred option.

17. An equality impact assessment has been completed and is attached (appendix 3) any change made to the service by the provider will require a further equality impact assessment to be completed.

Financial implications

18. The current contract costs £392,400 per annum; the £260,000 savings can be achieved by:

	£ per annum
Utilisation of exempt rents for the accommodation based support (nil loss of income to the service provider)	100k
Decommissioning the floating support service	160k
Total savings	260k

19. The new contract value would be £132,400 per annum, to support service users through accommodation based support.
20. The cost of the transitional period from 1 April 2016 will be £78,331 which supports three months transition for accommodation based support and 12 months transition for the floating support service. This cost is being funded from the £600k budget for preventative measures, drawn from the resources secured through the 2% precept on council tax for adult social care.

Legal implications

21. The proposed contract variations are consistent with regulation 72 of the Public Contracts Regulations 2015.
22. Regulation 72 allows modification of a contract without requiring a new procurement if any one of a number of circumstances listed in regulation 72(1) applies. The circumstances which are relevant for our purposes are in regulation 72(1)(c) and (in the case of the use of the exempt rents) regulation 72(1)(e)
23. If these variations are approved, officers are expected to work with legal services to ensure the formal requirements of the contract regarding variations are met. This should be straightforward.

Risk management

24. There is the potential for an increase of homeless applications from young people aged 16 to 25 years old. In mitigation of this, the alternative housing floating support service provided by Home Group Stonham can be utilised to provide a service to those with a higher housing need; this service supports those at risk of homelessness with offending behaviour, substance misuse and/or complex needs. More general signposting enquiries for those in low level need could continue to receive a re-modelled service from SHYPP or may be directed to the wellbeing information advice service Herefordshire (WISH), or other existing support/signposting services for the

appropriate service.

Consultees

25. The current provider SHYPP has been consulted with throughout this process. SHYPP has submitted a written proposal. Whilst officers have taken this into consideration in numerous discussions, it was omitted from the appendices of the report to cabinet of the 17th March 2016 and is now attached at appendix 2.
26. SHYPP Youth Advisory Board and service users have been consulted with to inform the review and report.
27. All service users were invited to take part in the consultation which included four 'drop-in' forums held at the three foyer locations across the county. (Appendix 4 and sub appendix A, B & C to the original cabinet report).

Appendices

Appendix 1- Cabinet report- 17.3.16

Appendix 2 – SHYPP proposal

Appendix 3 – Equality impact assessment

Appendix 4 – Consultation report including Sub Appendix A, B & C

Background papers

None identified



Meeting:	Cabinet
Meeting date:	17 March 2016
Title of report:	Housing related support service – SHYPP contract (Supported Housing for Young People Project)
Report by:	Contracts, quality and review lead

Classification

Open

Key Decision

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Wards Affected

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Purpose

To confirm future delivery arrangements for the young persons' housing related support services contract, currently delivered by SHYPP (Supported Housing for Young Persons Project), part of West Mercia Housing Group.

Recommendation(s)

THAT:

- (a) the accommodation based support element of the contract is remodelled with a proportion of the service financed through exempt rents to maintain the existing service level from 1 April 2016;**
- (b) a three month transitional period is allowed from 1 April to 30 June 2016 to support the financial change to the accommodation based support element;**
- (c) a 12 month transitional period is allowed from 1 April 2016 to 31 March 2017 to support the de-commissioning of the floating support element; and**
- (d) funding of £78,331 be made available to support the transition periods in recommendations b) and c) above.**

Alternative options

1. The support service is continued under existing contractual arrangements; this option is not recommended as the efficiencies that have been identified and the proposed delivery arrangements are in line with approaches already in place with other housing related support services, which will support the cost effective provision of support to those with high needs.
2. The entire service is decommissioned; this option is not recommended as the accommodation based support contributes towards the council's statutory homelessness duties by providing accommodation for those who are homeless or at risk of homelessness and variation to delivery has been identified to achieve savings whilst maintaining existing services to those in priority need level.

Reasons for recommendations

3. To ensure cost effective delivery of housing related support services to vulnerable young people. The service has two elements; a floating support service throughout Herefordshire, where vulnerable young people receive housing related support services, and accommodation based support, comprising three 'foyers' with a total of 31 rooms (in Hereford, Leominster, and Ross on Wye), which provide integrated learning through safe and secure accommodation with housing related support and training.
4. The introduction of Herefordshire Council's allocations policy in July 2014 supported previous legislative changes and ensured that affordable housing is allocated to those in greatest need. Making a homeless application is no longer a direct route into affordable housing. The transition of SHYPP service users to permanent accommodation has increased following the implementation of the allocation policy, which has reduced the waiting list for support.
5. The transitional periods, in agreement with SHYPP, will establish the future model of service delivery and fully map existing service users and needs. The transitional period will be for three months for the accommodation based remodelling and 12 months for the floating support, both running from 1 April 2016. The council will work closely with the provider to support the transition and ensure this is delivered to the timeframe.

Key considerations

6. Herefordshire Council commissions a range of housing related support services for individuals who are either at risk of homelessness or who are already homeless. As part of this, SHYPP provide housing related support services to vulnerable young people (16-25 year olds) aimed at preventing homelessness and supporting service users to acquire skills to manage and maintain independent living.
7. SHYPP was originally awarded a five year block contract, following a competitive tender process. The contract commenced on 1 April 2013 and is due to expire on 31 March 2018. The contract had a value at the commencement date of £2,264,000 on an annually reducing scale. Further contract negotiations resulted in a 10% saving against the contract value in April 2014. The current contract value is £392,400 per annum.
8. Service users can access assistance and advice to access and sustain suitable

accommodation, improve health, access education and employment opportunities, manage their finances, develop domestic and social skills, address their offending behaviour and meet their potential and aspirations.

9. Service utilisation

- Accommodation based support - currently to 31 service users, all of whom are 18 years old and over.
- Floating support - currently delivered to 83 service users, of whom 7 service are 16 or 17 years old. Of the 83 individuals, 42 currently receive additional support from other agencies or council service areas, and 35 have been in receipt of the service for one month or less. 12 service users live in housing association properties and therefore should be supported by their own landlord's tenancy management arrangements, which will be in addition to any support received from SHYPP.

10. Elements of the accommodation based service have been identified as suitable to be financed through exempt rents. Exempt rent entitles a social landlord to recover the costs of providing additional services to tenants/service users with additional needs through housing benefit. It enables the council to fund enhanced levels of housing benefit for intensive housing management and to reclaim the money from the Department for Work and Pensions via the subsidy claim. Since this is simply a matter of a switch of funding source, there should be no financial impact on the service itself.

11. By maximising the exempt rent entitlement, there is a reduced need for direct contract financing by the council of the accommodation based service. The service will be able to continue at the existing level of 31 units and offer the opportunity for the provider to explore this across other supported accommodation they provide for young people. Support will be offered to the provider to facilitate the change of funding stream.

12. The utilisation of exempt rents will bring the service in line with other housing related support services. Delivering an element of the service through exempt rents will provide cost effective continuity of service to young people.

13. The three month transitional period for accommodation based services will provide a buffer during the implementation of exempt rents, as any delays in application and approval of housing benefit may result in a reduction in income to the provider and effect the service delivery.

14. For the floating support service, a 12 month transitional period is required to establish the future model of delivery and to fully map existing service users and needs. The transitional period will provide an opportunity to further engage with the young people currently using the service, SHYPP, and other providers/stakeholders to consider and potentially co-produce alternative models of accommodation/support that could provide an alternative to the existing high cost options available.

15. West Mercia Housing currently provide an additional 20 units of accommodation in Herefordshire, for young people who receive support through the SHYPP floating support service. During the 12 month transitional period, SHYPP will continue to support all individuals in this accommodation.

16. SHYPP have identified the element of floating support delivered to the additional 20 units of accommodation. A full case audit of these service users will be carried out between April and August 2016, during the transitional period, to establish the level of need and future model of delivery; any changes to the service necessary as a result of this review will be the subject of a further report.

17. SHYPP held an online petition: 'Support SHYPP to stop the council from cutting 66% of homelessness services to young people'. SHYPP have submitted a list of 2,295 signatures and contact details of individuals registering their support of the service.

Community impact

18. The service aims to meet the outcomes which contribute to the council's corporate plan to enable residents to be independent and lead fulfilling lives. The continued care and support service contributes to the health and wellbeing strategy aims and objectives "To enable residents to live safe, healthy and independent lives and to maintain service provision, to those with need, within the available resources". The service contributes to this by reducing demand on services, targeting care and support and increasing integration to support to the most vulnerable within the community.
19. The service works with vulnerable client group who have an eligible need. The service encourages and supports clients to become socially involved within the community and enables their independence.
20. The services contribute to the reduction of the number of people who are on the streets, supporting the work the police are undertaking through the Castlemain Project, where they work with other agencies, including the street pastors and services, to help those people get the advice and support they need whilst reducing the negative impact to the community

Equality duty

21. The equality duty covers the following nine groups with protected characteristics: age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The decision does not discontinue service and has no detrimental impact to eligible service users. Consultation with current service users indicated that the model of provision being proposed was the preferred option.
22. An equality impact assessment has been completed and is attached (appendix 1) any change made to the service by the provider will require a further equality impact assessment to be completed.

Financial implications

23. The current contract costs £392,400 per annum; the £260,000 savings can be achieved by:

	£ per annum
Utilisation of exempt rents for the accommodation based support (nil loss of income to the service provider)	100k
Decommissioning the floating support service	160k
Total savings	260k

24. The new contract value would be £132,400 per annum, to support service users through accommodation based support.

25. The cost of the transitional period from 1 April 2016 will be £78,331 which supports three months transition for accommodation based support and 12 months transition for the floating support service. This cost is being funded from the £600k budget for preventative measures, drawn from the resources secured through the 2% precept on council tax for adult social care.

Legal implications

26. The proposed contract variations are consistent with regulation 72 of the Public Contracts Regulations 2015.
27. Regulation 72 allows modification of a contract without requiring a new procurement if any one of a number of circumstances listed in regulation 72(1) applies. The circumstances which are relevant for our purposes are in regulation 72(1)(c) and (in the case of the use of the exempt rents) regulation 72(1)(e)
28. If these variations are approved, officers are expected to work with Legal Services to ensure the formal requirements of the contract regarding variations are met. This should be straightforward.

Risk management

29. There is the potential for an increase of homeless applications from young people aged 16 to 25 years old. In mitigation of this, the alternative housing floating support service provided by Home Group Stonham can be utilised to provide a service to those with a higher housing need; this service supports those at risk of homelessness with offending behaviour, substance misuse and/or complex needs. More general signposting enquiries for those in low level need could continue to receive a re-modelled service from SHYPP or may be directed to the wellbeing information advice service Herefordshire (WISH), or other existing support/signposting services for the appropriate service.

Consultees

30. The current provider, SHYPP Youth Advisory Board and service users have been consulted with to inform the review and report.
31. All service users were invited to take part in the consultation which included four 'drop-in' forums held at the three foyer locations across the county. (Appendix 2 and sub appendix A, B & C).

Appendices

Appendix 1 – Equality Impact Assessment

Appendix 2 – Consultation report including Sub Appendix A, B & C

Background papers

None identified

SHYPP Support Housing for Young People Project

SHYPP Proposal in response to proposed Contract Cuts

Following our initial response which formed part of the Consultation feedback submitted on the 3rd February 2016. SHYPP would now like to outline in more detail our proposed route forward following various discussions.

SHYPP was encouraged by the Councils commitment at the full council Budget meeting on the 5th February when it was made absolutely clear that the council is committed to supporting our most vulnerable children and young people, in particular young people at risk of homelessness. It was also stated that 'Should it not be sensible or wise to deliver the proposed level of savings from with the SHYPP contract at this time there is sufficient flexibility with current budgets to address this'

In light of this statement and the positive discussions that have already taken place SHYPP wishes to outline a plan which will enable the continuation of SHYPP services across the county whilst also recognising the need of the council to make a level of savings.

The discussions and work on the transfer of 100k of funding into exempt rents are ongoing and we are working closely with officers on this. Martin Samuels in correspondence with SHYPP staff and young people has also made the commitment that 'were DWP to conclude that these services were not within the scope of exempt rents, then the change in funding route would not proceed.'

This leaves 160k of proposed cuts, SHYPP has reviewed its current funding streams and staffing model and is confident that with a restructure, a drop of some of the extra training elements that we deliver and a increase in virtual working we could take a cut of 60k and continue to deliver the same level of support and housing services to Young People across the whole county.

For the remaining 100k there are 20 units of accommodation that sit under this funding and currently receive floating support. Six of these units are the SHAC flats designated exclusively for LAC/Former relevant Young People. Kemble Housing will re-let these properties as General needs if there is not funding to provide the SHYPP floating support which ensures these vulnerable Young People have successful tenancies. This could put 20 young people at risk of homelessness and limit the accommodations options for future young people. In order to secure the floating support across all 20 units SHYPP would need 60k of funding per annum. Please note that Kemble would not accept other external agencies providing this support it would need to be SHYPP, as they have proved their effectiveness and work so closely with Kemble. We are flexible as to how this funding is received it could be by an increase in exempt rents, via Childrens services or via adults.

For the remaining 40k of savings that then need to made SHYPP plans to seek alternative funding sources to bring in this money but this will take some time so SHYPP requests that we have a transition period to allow us time to bring in this extra funding. SHYPP would like this funding to continue for 6 months and then drop to half for the remaining 6 months. We plan to seek alternative sources of income to fund this including Eveson, rural funding, police & crime commissioners, city council and contributions from housing associations. Long term this transitional funding will allow the full SHYPP service to continue across the county ensuring that there isn't a increase in homelessness and the key preventative work continues.

Funding Breakdown per annum	Delivering
132k from existing contract, to continue.	To support the delivery of existing Foyer services including 30 bed spaces for young people
100k from exempt rents or if level of increase not possible to be provided by adult services.	To support the delivery of existing Foyer services including 30 bed spaces for young people
60k from either further exempt rents or Adults or Childrens services.	To support the delivery 20 bed spaces across a mix of accommodation models. Move – on flats, SHAC flats, and SLP Potential for Childrens service to ‘buy’ nomination rights for some properties. Also to support the provision of a duty crisis service.
20k Transitional funding for the first period of 6 months. Reducing to 10k for the remaining 6 months.	To support the provision of floating support and Duty Crisis support across the county to YP. Move-on Support for all young people as they move on from all forms of SHYPP accommodation.
SHYPP will provide 60k of savings and after 6 months a further 10k .	

Please note these costing are based on the current SHYPP model if the number of Childrens services nominations increased dramatically or a change to the model was required staffing changes may be required and in turn costs might need to alter. SHYPP would need agreement on this complete funding breakdown before any elements including the 60K of savings could proceed. Following these cuts LA funding will only fund approx 30% of the total cost of the SHYPP service.

There still remain a number of questions regarding SHYPPs contractual arrangements with Childrens services and we are optimistic that some of these can be resolved through discussions in the coming months. In particular we would like a clear steer on whether the continued provision of the Grove House project is required or whether this 3 bed unit could be used in a better way. SHYPP is very keen to work with the council to understand the housing needs for young people and create successful pathways.

This plan offers the Council a potential saving of 170k in 2016/17 and 200k saving in 17/18. Most importantly it offers these savings with no loss of accommodation or service to vulnerable young people at risk of homelessness across the entire county. This in turns means no negative impact on temp accommodation budgets or Childrens services budgets. We are also further encouraged to receive today a letter from Jesse Norman MP explaining that Herefordshire has just been awarded 4.38million extra for next year which makes us even more optimistic that our proposals above will be acceptable to you.

This plan offers the council a cost saving route that will also ensure the continuation of the SHYPP service which the council has helped build over the last 15 years. It allows the council to demonstrate its commitment to young people and their long term futures; we look forward to your response to this proposal.



Equality Impact and Needs Assessment Form

A) General Information

Name of service, function, policy (or other) being assessed

Housing Related Support Service for Young People – SHYPP (Supported Housing for Young Persons project)

Directorate or organisation responsible (and service, if it is a policy)

Adult and Wellbeing

Date of assessment

January 2016

Names and/or job titles of people carrying out the assessment

Laura Lloyd – Contracts Quality & Review Lead

Accountable person

Martin Samuels, Director of Adults and Wellbeing

B) Describe in summary the aims, objectives and purpose of the proposal, including desired outcomes:

The service provides vulnerable young people (16-25 year olds) with Housing Related Support aimed at preventing homelessness and supporting service users to acquire skills to manage and maintain independent living.

The service has two elements; a Floating Support service throughout Herefordshire and Accommodation Based Support comprising of three foyers with a total of 31 rooms (Hereford, Leominster & Ross on Wye), which provide integrated learning through safe and secure accommodation with support and training.

The Service's objectives are met through supporting service users with; social inclusion, independence, choice and control over their lives, supporting service users to access and sustain suitable accommodation, improve health, access education and employment opportunities, manage their finances, develop domestic and social skills, address their

offending behavior and meet their potential and aspirations.

Various contracts are being reviewed in line with targeted savings. Two areas have been identified for potential savings:

The floating support element is decommissioned, any service users with high level need can be supported through the alternative Housing Related Floating Support service contract with Home Group (Stonham) which supports those at risk of homelessness with offending behaviour, substance misuse and/or complex needs and those with lower level needs can access the WISH for advice signposting and guidance.

The accommodation based support element of the service provides 31 units of accommodation, a proportion of the service can be delivered through exempt rents for intensive housing management.

Efficiencies have been identified against the current provision of service and the need to deliver the service in a different way, in line with other low level housing related support services. The use of exempt rents can be arranged for other supported accommodation with SHYPP that currently access the floating support service.

All housing related support service contracts have previously been reviewed to establish how to services can be delivered in a different way, where possible. The proposed changes will bring the service in line with the provision of other housing related support services within Herefordshire.

C) Context - describe, in summary;

The number of people and/or providers that may be affected by the proposal.	<u>Service Users:</u> Floating Support – currently supports 90 service users. Approximately 15% of service users are anticipated to be supported through other services with High need level, 47% are supported through additional support services, 13% have tenancies with registered social landlords and some support should be provided as part of their standard housing management. 11% of service users are aged 16 or 17 and live in accommodation provided by SHYPP <u>Support Provider</u> The contract is currently delivered by SHYPP, who own and manage the accommodation.
What are the values of the contract(s) affected by the proposal? (if appropriate).	The total original contract value was £2,264,000 reducing over a 5 year period, from 1 st April 2013 to the 31 st March 2018. Savings of 10% were achieved in April 2015, through mid-contract negotiation, which equated to £130,800 for the remaining term of the contract. The contract value, as of the 1 st April 2015 was £392,400 per annum.

	<p>The floating support element of the service equates to approximately £160,000 per annum and currently supports 90 service users.</p> <p>The accommodation based support element of the service provides support to 31 service users at any one time and equates to approximately £232,400 per annum, Specific elements of this service could be delivered through exempt rents which could equate to approximately £100,000 per annum.</p> <p>Both of the above identified savings could be achieved to deliver a total saving of £260,000 per annum. The remaining contract amount would equate to £132,400 per annum to support 31 service users in Foyer accommodation based support.</p>
<p>What are the geographical locations of those that might be affected by the proposal?</p>	<p>The Floating Support service is provided throughout Herefordshire.</p> <p>The Accommodation Based Support is based in Hereford City, Leominster and Ross on Wye.</p>

D) Who are the main stakeholders in relation to the proposal?

- | |
|---|
| <ul style="list-style-type: none"> • Service users • Provider (SHYPP - WM Housing) • Adult and Children Wellbeing directorate • Wider local community |
|---|

E) What are the anticipated impacts of the proposal?

<p>Positive impacts.</p> <p><u>Continuity of Service</u></p> <p>The continuation of the accommodation support through accessing exempt rent in line with other housing related support contracts (HRS) and ensures continued delivery of the service in a different way.</p> <p>The support service contributes to the Adult and Wellbeing aims and objectives:</p>
--

“To enable residents to live safe, healthy and independent lives and to maintain service provision, to those with need, within the available resources”.

The service contributes to this by reducing demand on services, targeting support and increasing integration to support to the most vulnerable within the community

Negative impacts

Resource pressure

Risk: There will be an increased demand on Housing Solutions Team and Children Services with enquires and an increase on existing floating support services.

Mitigate: The Housing Solutions team and Children Wellbeing will offer guidance and support to individuals. People with low level need can be supported through other support services such as; CAB, Herefordshire MIND, probation services, Women’s Aid, and the new Wellbeing Information advice Services Hub (WISH) for Herefordshire which will signpost people to organisations including voluntary groups, local charities and food banks. Additionally those service users currently in Registered Social landlord accommodation can receive support from housing management/ tenancy support/income management officers.

Service users who require higher level support will be referred to specialist Housing Related Floating Support service delivered by Home Group (Stonham). This service provides support to those at risk of homelessness with offending behavior, substance misuse and/or complex needs

Increase rent for young people

Risk: The implantation of an exempt rent will increase the amount a service user currently pays and the risk is they could fall into higher arrears sooner. The increased rent will incorporate elements of the housing related support/ intensive housing management and therefore any voids or rent arrears would be met by the provider.

Mitigate: The council will support SHYPP to set up the exempt rent to ensure that the process is completed as soon as possible, to ensure service users do to all in debt during the process and will then be in line with other housing related support services.

F) With regard to the stakeholders identified and the diversity groups set out below;

	<i>Is there any potential for (positive or negative) differential impact?</i>	<i>Could this lead to adverse impact and if so what?</i>	<i>Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?</i>	<i>Please detail what measures or changes you will put in place to remedy any identified adverse impact.</i>
Age	Yes	The composition of service is universal for clients 16 – 25 years, steps taken to mitigate the impact are recorded above.		
Disability	No	No. The composition of service is universal for clients		
Race	<i>This data is not available for analysis</i>			
Gender	<i>This data is not available for analysis</i>			
Sexual Orientation	<i>This data is not available for analysis</i>			
Religion/ Belief / Non Belief	<i>This data is not available for analysis</i>			
Pregnancy / maternity	<i>This data is not available for analysis</i>			
Marital Status	<i>This data is not available for analysis</i>			
Gender Reassignment	<i>This data is not available for analysis</i>			

G) Consultation

A full and detailed Communications Plan would need to be developed to ensure all stakeholders are involved.

A. Consultation with current Provider/ Landlord

A face to face meeting has taken place to consult with the current provider regarding the contract and potential future commissioning intentions. The contract is part of a wider strategic review of all services.

B. Internal Consultation with Adult Wellbeing & Children Wellbeing Directorates

Key stakeholders within the directorates have been consulted with to review the potential impact and ensure all options and the impact have been given due consideration.

C. Service User

All service users have been offered the opportunity to participate in the consultation. Four consultations events for service users have been undertaken and views of other stakeholders have also been taken. Result of the consultation are details within the Cabinet Member report.

H) Additional information and / or research

Include here any references or other sources of data that you have used to inform this assessment.

Are there any gaps in your evidence or conclusions that make it difficult for you to quantify the potential adverse impact(s) of this proposal? If yes, please list them here

If you have identified gaps in your evidence or conclusions, how will you explore the proposal in greater depth. Or, if no further action is required, please explain why.

Information and research used:

- PIE data
- Contract monitoring data Information from SHYPP
- Herefordshire Council Joint needs assessment JSNA

Housing Related support contract SHYPP review January 2016

Consultation Exercise

- As part of the contract review all existing service users were contacted and offered the opportunity to attend four service user forums at one of the three foyers (Hereford, Ross on Wye or Leominster) and complete a questionnaire asking them to comment on the service they had received. Service users were personally interviewed and Questionnaires were also left with support workers to enable service users to complete and return if they were unable to attend a meeting or felt more comfortable completing in private. Previous service users also responded but these questionnaires have not been included. Some questions were unanswered and some questions had 'double-entries'.
- Of the 113 service users within the service, **26 service users completed a questionnaire** (23%), all who expressed they were 'Very Satisfied' or 'Satisfied' with the service.

Of the 26 completed questionnaires:

- 73% of the service users accessed the service via self referral which included through 'Friends & family'.
- 19% accessed the service via the Housing Solutions team.
- 50% had been receiving a service for the period 0-6 months, whilst 11% had been receiving a service for between 19- 24 months, and 7% stated they had been receiving a service for over two years.
- Only 22 responded confirming the hours of support received, of which 55% receive 1-2 hours of support weekly.
- For those on floating support, 12 stated they received a service at either a Foyer or SHYPP offices on a regular basis.
- 80% confirmed that the support they received from SHYPP had prevented them from being homeless.
- 46% felt the service had made a positive difference to their life
- 77% confirmed that they were aware of their Housing Pathway/Action plan but the review of the plan varied.

Questionnaire Responses:

(Sub Appendix A)

Notes of meetings held with service users at Foyers:

Synopsis of Consultation January – February 2016

1. All service users (30 Foyer-based users and 83 'Floating support' recipients of the service) were invited to take part in the consultation which included four 'drop-in' forums held at the three Foyer locations across the county, Hereford, Ross and Leominster. 26 service users completed a questionnaire regarding the service, although not all questions were answered. All participants confirmed their willingness to participate.

Observation: It is evident that work needs to be done around the referral process ensuring those in most need are referred and appropriate agencies fully involved.

2. From the results it is evident that the service is valued by the clients; 26 participants indicated they were 'very satisfied' or 'quite satisfied'. Nine reported that the service has made a positive change to their quality of life and 17 confirmed the service has enabled them to remain in their own home or find suitable alternative accommodation. Three are trying to secure more suitable accommodation

Observation: It is evident that the service provides low level support and some service users felt 'the service was open to favouritism of service users' and the need for support workers to provide information on what other support services are available.

3. The majority of the face to face interview discussed the importance of social inclusion and the positive impact this has with their behavior and attitude towards everyday living. The support given is in relation to confidence building, helping with a range of benefits and form filling, and helping with relationships, even support for young parents

Observation: It was evident this provided good support but to those with relatively low levels needs?

4. It was evident from talking with the service users and having 1:1 interviews with them that there was wide spectrum of personal experience. A small proportion presented as very vulnerable or with a dysfunctional background and others described a service as an addition rather than a necessity.

Observation: No formal assessment takes place, as the majority of service users are self-referred. In the meetings and 1:1s, it was evident some people had issues with lack of confidence, substance misuse, suffered abuse and thoughts of suicide etc, without having been formally assessed.

5. It was evident that strong personal relationships were formed between service users and support workers, with ex-service users continuing to access the service for advice a number of years after leaving the service or even leaving the county.

Observation: Is it the person rather than organisation that people seem to have the relationship with and it is unclear if this is recorded.

6. Existing service users are supported by other agencies, including but not limited to: Homegroup (Stonham), Children's Services 16+ team, Midland Heart, Kemble and Probation Service.
7. Stakeholders have responded in support of the service with comments received from: Bulmers Foundation, Herefordshire Anti-Poverty Alliance, a Supported Lodging host.

The Youth Advisory Board (YAB) of SHYPP (a group of young people (16-25) using the service who feed into the Management Board of SHYPP), gave the following statement: (Sub appendix B)

Statements from current or ex-service users

(Sub appendix C)

26 received back in total (plus 2 from ex –service users)

Not all questions were responded to/some double marked/no detail given

**Supported Housing for Young people project (SHYPP) Contract
Review**

Service user questionnaire

Introduction

You receive support services that are paid for by Herefordshire Council through a housing support contract delivered by WM Housing group (SHYPP).

To help us review and develop our services we want to get your views on the support you receive or have received. In particular, we want to hear about your quality of life and how services have affected you and have supported you to remain living in your home.

What we would like you to do

If you are happy to take part, answering the questions will take about 10 minutes. If you choose not to answer these questions this is fine.

What will be done with the results of the questionnaire?

The results of the questionnaire will be used by Herefordshire Council Adult and Wellbeing Commissioning team to see how happy people are with their support they have received from SHYPP and assess their experiences. The results will also be used for reviewing the service and help inform future commissioning of services.

Confidentiality

Your answers will be treated as confidential: You will not be personally identified and your answers will not affect the services you receive. However, if you do indicate during the interview that you are being hurt or harmed by anybody or your safety or health is at risk then I will ask someone to contact you initially to talk about it. This is the only circumstance under which your answers will be linked to you.

Consent

Can you confirm that you are happy to take part?

YES

NO

1.	Who referred you to the support service with SHYPP? 26 received	<input type="checkbox"/> 5 Housing Solutions Team <input type="checkbox"/> 2 Floating Support Service <input type="checkbox"/> 19 Other (detail below)	8.	Do you feel the support you receive makes a positive difference to your life & if so how?	<input type="checkbox"/> 12 Yes <input type="checkbox"/> 2 No Detail: below _____
2.	Overall how satisfied are you with the service you have received from SHYPP? 26 responses	<input type="checkbox"/> 21 Very satisfied <input type="checkbox"/> 5 Quite satisfied <input type="checkbox"/> Neither <input type="checkbox"/> Quite dissatisfied <input type="checkbox"/> Very Dissatisfied (please give detail) _____	9.	Are you or have you been in receipt of any other support, if so from who?	
3.	How long have you received support from SHYPP? (26 responses)	<input type="checkbox"/> 13 0-6 months <input type="checkbox"/> 3 13 – 18 months <input type="checkbox"/> 2 7-9 months <input type="checkbox"/> 3 19 -24 Months <input type="checkbox"/> 3 10– 12 months <input type="checkbox"/> 2 Plus 24 months	10.	Do you feel safe in your environment?	<input type="checkbox"/> 17 Yes <input type="checkbox"/> No
4.	How many hours a week does a support worker visit you? 22 responses	<input type="checkbox"/> 12 1-2 hours <input type="checkbox"/> 7-8 hours <input type="checkbox"/> 5 3-4 hours <input type="checkbox"/> 4 More than 8 hours <input type="checkbox"/> 3 5-6 hours 0 hours - 1	11.	Does your support worker visit you at home or elsewhere?	<input type="checkbox"/> 10 Home <input type="checkbox"/> Other Detail: Foyer x 9 Berrington Street office x 3
5.	Who is your support worker?		12.	Is there anything you feel you were not helped with by the service or anything you are unhappy about?	
6.	What assistance does your support worker give you?	<input type="checkbox"/> Y Confidence building <input type="checkbox"/> Y Budgeting <input type="checkbox"/> Y Form filling <input type="checkbox"/> Y Housing issues <input type="checkbox"/> Other (detail below) —	13.	Do you understand your Housing Action/Pathway Plan and is this reviewed with you?	<input type="checkbox"/> 20 Yes <input type="checkbox"/> 2 No Detail: monthly x 3, Bi-weekly, Fortnightly, Not reviewed regularly, 3 months
7.	Has the support you've received helped you gained or improved any skill and if so which skills?	<input type="checkbox"/> 18 Yes <input type="checkbox"/> 2 No Detail: below _____	14.	Has the support you've received enabled you to stay in your home and prevented you from becoming homeless?	<input type="checkbox"/> 21 Yes <input type="checkbox"/> 1 No 1 Unsure Detail: _____
			15.	If you needed to find alternative accommodation, did SHYPP assist you with this?	<input type="checkbox"/> 15 Yes <input type="checkbox"/> 3 No 1 Not sure Detail: _____
			16.	Do you have any suggestions on how the service could be improved?	

1. Other

'Friends' 'family x 9' ' 1 ex service user'

'Early Intervention team (psychosis)', 'Social worker' '16+ team'

'Doctor', 'social care'

'College', 'Poster'

Self

HV

'Lets Talk Herefordshire'

2. How satisfied comments

Huge support helped me grow as a person. Get a job & further education

The support from staff changed my life

They have supported me and made me feel safe

5. Support workers

Ali x 3

Tash x 2 & Counsellor Jess

Laura x 4

George x 3

Jess x 5 / Not allocated/ Tracey

Sam/Linsey

Alex

6. Other Assistance

Mental health support

Learning to live/ self sufficiency

Still seeing 16+ team, Register as self-employed

7. Skills

Team building / Budgeting

Cooking x2, life skills, interviewing skills x 2, social skills x2

Earned qualifications & skills in filming, & art, media & writing skills

Independence x3/ How to apply for things & general knowledge of how to live

Confidence x 3 / maintaining tenancy/Housing

Self-confidence/talking to people/ ready to move on, Better at keeping things up yto date & being more co-operative.

8.

Because I know what I want in life

Without Shypp I'd still be on drugs

With the support I have genuinely turned my life around after being depressed and traumatized from my gran, grandad & mum dying with 4 years. I know now how to get the most out of life.

They support me through my mental health crisis

I don't know what to do without the support of SHYPP

I feel more able to talk to people about things going on

More confidence x 3/Every day life/ They help me with any situation instead of getting anxious & ignoring the problem

'Developing screen play skills, Independence/Confidence/team building

'If it wasn't for Jess & Sam I'd probably be back at my mums or my ex-partner. We've got on better since I moved out'

9. Other Support

Pomona

Counselling x 2

Early intervention team/Crisis team/Stonebow hospital

Childrens services/ 16+ team/ Shaw trust

CAMS/CAF

Midland Heart

Kemble

ISVA (VIA Police) , Probation, Health & Counselling Family support workers

Mum

12. Anything unhappy with

'No helped with everything'

'So far the service has been great I have been living in the foyer for 2 weeks now'

'Not all service users treated equally e.g. warnings & appeals against warnings'

'Not SHYPP but Kemble do not carry out repairs – poor landlord'

'Understanding about my rent payments'

14.

'Without the support I would have become homeless again and not improved my situation'

'Prevented homeless'

'I have not moved into my own tenancy but am receiving support on how to do so'

'Had already been kicked out before I made contact with Shypp'

'Yes, moving in structured way'

'I could go back to my mums but it's a full house so I would probably ended up homeless'

'Stay on top of bills'

15. Alternative accommodation found

'Sorted accommodation myself'

16. Suggestions

∞ 'Don't think night staff is needed' 'effective',' More support workers and more homes'

'Everything is perfect',' More rooms',' More courses and training activities to help people earn qualifications or be more aware of particular issues'

'Keep continuing',' Not enough knowledge',' Take on board service users views and listen more before acting'. 'A place that isn't above a basement',

'I feel that strenuous activities carried out throughout the day at the foyer could be greatly improved by adding a pool table for use by service users'

'Meeting other Shypp service users from Ross & Hereford to share experiences'

'They do so much – they work themselves out of a job – there's always someone new who needs help'

YOUTH ADVISORY BOARD STATEMENT: 26/01/2016
HEREFORDSHIRE COUNCIL FUNDING CONSULTATION



The Youth Advisory Board (YAB) of SHYPP is a group of young people (16-25) using the service who feed into the Management Board of SHYPP. The purpose of YAB is to promote a positive image of young people in the wider community, shape change which effects young people locally and offers young people to build transferable skills and confidence in a formal setting.

In response to the Consultation, the Youth Advisory Board would like to make the following statement in response to the proposals made by Herefordshire Council in relation to the changes of the 2013-18 SHYPP Contract. The statements in bold are quotes that YAB Members have said during the official Consultation Period.

“People who don’t come through the foyer may need more support which might not be so obvious”

Outreach is crucial in supporting young people in their own tenancies. SHYPP support on average 100 young people a month out in the community of Herefordshire who may not need the high level support which is given in our three foyers. The 70 young people we support in the community may just need advice and guidance to stay in the home, crisis work when they initially become homeless or outreach when they have a current tenancy in the community but may need guidance to manage that tenancy or their utility bills.

In the past many of the Youth Advisory Board Members have taken part in school prevention workshops, and we strongly believe this has helped in reducing the amount of young people who have not become homeless or they have been able to access the right advice to be able to stay in the family environment.

“You can’t put a set time limit on individual needs when all young people are at different stages of becoming independent in their living situation”

In regards to the proposals, young people like ourselves who SHYPP support in Outreach or Crisis management may have their support disrupted or stopped at a time that is crucial to the individual’s development. During this Consultation, young people have flagged up that sometimes they have no one else like family or friends when they come in or leave the SHYPP service and the support they receive from the organisation is vital to their mental health, lifestyle and employment/training prospects.

“SHYPP and its services are a family. Everyone looks out for each other. Taking or reducing a service can be compared to the loss of a family member”

The YAB are very keen to work with SHYPP management and Herefordshire Council after this Consultation to minimise the potentially huge impact of these proposals in relation to the young people SHYPP support. As the voice of the young people SHYPP support, we feel there needs to be a

joined up approach in how these proposals (if approved) will really affect the service we offer and how to best manage this change in the months ahead.

It has been a tense time for all of us we feel with emotions running high and we appreciate the time given to us. So on behalf of the young people in the service who have attended the Council Consultation meetings over the last few weeks, The Youth Advisory Board Members would like to thank Herefordshire Council and SHYPP management for allowing us to have a say on these matters that will affect ourselves and many other young people in the future, and for allowing us to put this statement together.

We also like to take this opportunity to extend our thanks to the Local Authority for the continued support of SHYPP over the last 10 years, and look forward to working alongside all involved in a joint and equal partnership.

Seb Bowley

Chair of SHYPP's Youth Advisory Board (*Signed on behalf of Youth Advisory Board Members*)

If you would like to contact the Youth Advisory Board in relation to this Statement or the work we do, please do so by emailing Hugo.Sugg@wmhousing.co.uk or calling 01432 374320.

Statements from current or ex-service users

I stayed in one of the SHYPP residences in 2003 for around a year. The support, understanding, housing, and life they helped me to take control of was a vital part of my formative years, when I was dealing with incredibly difficult situations and didn't know what to do or where to go. The service offers vital support for young people, provides housing, advice, and a place young people can feel safe, sleep, have someone to talk to, help with any life aspect they need, or simply just a meal. Thanks to SHYPP I went on to continue studying at college, followed by university, became fully independent at 16, and now I have a successful career. Had SHYPP not been available, I don't know where I would have ended up. I urge Herefordshire council to reconsider these cuts, and provide all possible support to SHYPP. RF, London, United Kingdom

Shypp doesn't just help to house young, vulnerable people - this service goes above and beyond to support all kinds of people who have difficulties.

Without this organisation I would not be where I am today - shypp not only gave me a roof over my head, the support staff taught me how to be independent and understand the responsibilities of being a young adult - when the relationship between myself and my parents became disjointed. Shypp were there for me when nobody else was. I now have my lovely home that I share with my now husband, I have completed my degree and I'm in full time employment - because shypp gave me the confidence that these lovely things are achievable. Don't cut the future youth of Hereford to have these opportunities when things aren't at their greatest SS Hereford, United Kingdom

I'm signing this because I am a former resident of a SHYPP foyer. SHYPP provided me with great support, they encouraged me and praised me, they kept me on track in my time of need. SHYPP are an essential part of Hereford and surrounding areas and cutting its funding would be devastating to the whole community. PA Herefordshire, United Kingdom

I am a young person living in S.H.Y.P.P, I have lived here three times now and I believe it the funding was decreased by such a dramatic amount the support service we have will be affected, I use the service all the time, they have support me with finding work, and gaining the necessary services to assist me in my everyday life. Thankyou for your time. DG Hereford, United Kingdom

I was once homeless and SHYPP helped me out, I think this is definitely important for young people who have to go through the same thing AW Hereford, United Kingdom

I'm signing this because I lived at Hereford shypp and it helped me massively, was a great atmosphere, and the support workers helped me no end and did a marvellous job! I ended up with a career in mobile care and my own place, due to their efforts an time it helped shape me to who I am today, a happily married man with my own family, the shypp helped enable me to have cooking lessons and guitar lessons, and access to Internet to help find jobs and do research, it would be a terrible shame for unfortunate others not to have the same access to great lessons in life due to government cuts, CJ Rowhedge, United Kingdom

I am signing this petition because shypp have provided me with the independence and support that I needed, including life lessons that are crucial to any young person. Having moved into the foyer, shypp is a big part of my life and without them I wouldn't be the independent person I now am AV, Hereford, United Kingdom

Without shypps support when i needed it my life would not be worth living! I now volunteer and have now been made full time. Please sign this petition and support the future of Herefords young people! Our next generation! SB Marden, United Kingdom

I'm signing because SHYPP helped me set my life on the right track when it was falling to bits. Many people wouldn't be here at all or who they are today without SHYPP. JH Hereford, United Kingdom

SHYPP and the staff are all amazing. Without them, I would definitely not be where I am now. EB Hereford, United Kingdom

I was in the shypp only for a short period of time but when I moved in I had nothin in my life and by the time I left I had a job nice clothes and was a happy young man again the staff were amazing and if it wasn't for them and there service I don't know wer I would b right now so please don't cut there services if anything help them because they do an amazing job and help so many people DT Hereford, United Kingdom

I was lived with SHYPP when I was 18 and in a really bad place.They literally saved me...I owe them a lifetime of thanks X KM Royal Wootton Bassett, United Kingdom

I used to live at shypp 14 years ago and now I work in supported living myself.. It is needed so much in hereford.RS Hereford, United Kingdom

Shypp helped me when I became homeless at 16, I lived in both the foyer and move on house at Eric brown in Hereford. I was in a very bad place and I don't know where I would be now without the help of the staff at shypp! VG Hereford, United Kingdom

The shypp helped my in my darkest days and prevented my going and further down the dark path I has heading down, these places need to stay open and be supported by the government as they genuinely change save people's lives and without the shypp I dread to think about where I would be today, how can places like this be under consideration to be closed? There are more costly things out there which serve a much lesser purpose that won't be closed down so something as great as this organisation shouldn't be under the spotlight and rather supported by the government. Don't make the victims of society the ones to be punished further!JG Much Birch, United Kingdom

i used to live here and it literally saved me from a dark path in life. i was depressed and didnt speak to my family for years after i was kicked out. for the 2years i lived here shypp not only prevented me from living rough or sofa surfing but they built my confidence to live on my own as i was only 16. theyre an amazing group of support worlers and do an amazing job when theres no other hope. a place like this should be expanding because of its importance not the other way around!AK Hereford, United Kingdom

I used to live in SHYPP they took me in when I was homeless and gave me the best support they could give really helpt me am in such a better place and still get aftercare support of them SD Hereford, United Kingdom

Shypp supported me when I needed it most & I wouldn't be where I am now if it wasn't for Shypp
NL Much Marcle, United Kingdom

They took me in and helped me become the man I am today working and supporting my family.JW
Kingstone, United Kingdom

I was with the ship and they helped me become the person I am today I couldn't thank them
enough JM Bromyard, United Kingdom

Because I live in shypp and they have helped me and friends out with alot of problems I had and
I'm very thankful.KM Hereford, United Kingdom

I was a resident of the Leominster SHYPP 10 years ago. I was suffering from mental health issues
and had recently experienced a dramatic family breakdown. I dread to think about the number of
other young people in similar situations who might not have the help available that I was lucky
enough to get. VW London, United Kingdom

SHYPP has been a literal lifeline for me in moving forward from the negatives in the past.SC
Leominster, United Kingdom

SHYPP saved me during a particularly dark period of my life, and helped numerous of my friends
too when they were least able to help themselves. SHYPP is an invaluable service that I hold dear
to my heart. They need to keep being able to provide their excellent support services
indefinitely!SC Cardiff, United Kingdom

I use to live in the one in Hereford white cross Rd KA Leominster, United Kingdom

I was part of SHYPP and I wouldn't be who or where I am today without them BK Hereford, United
Kingdom

I'm signing because SHYPP has helped me in the past and I think they are such an important
organization, a lifeline for some KM Leominster, United Kingdom

Before being housed at SHYPP I was sofa surfing and putting myself in dangerous situations. I was
going to kill myself if I could not be housed. SHYPP helped me to turn my life around, go to
university an help other young people in similar circumstances. Please do not reduce this vital
service to young people, you have no idea of the impact it has on their lives. LK Brighton, United
Kingdom

shypp is an amazing organisation who helped me. and the staff are just amazing. CA Hereford,
United Kingdom

They helped me in my time of need FP Tewkesbury, United Kingdom

They helped me when I litrally had nothing and there are plenty of people out there that are the
same situation...AB Leominster, United Kingdom

It's so important in our area to have this scheme running as the level of young people that need
help is so high. I needed this support right up until I was in my twenties, and it was because of
Shypp and their help and support I was housed in a foyer and now have my own flat. Great

organisation and Thankyouuuu again to all the staff who helped me. CW Hereford, United Kingdom

I used this service when I was young they helped me to pull through one of the toughest parts of my life .. Such an important and worth while service RC hailsham, United Kingdom

I had never heard of SHYPP until a couple of weeks ago when my health visitor mentioned them. I had been fighting with the council for 4 months about my accommodation and I couldn't get anywhere. I met up with a woman called Ali, explained my situation and she made a few calls and within hours - I mean hours be council called me. The council couldn't do enough for me - all of a sudden they found all the paperwork that They kept saying they couldnare find. I'm currently waiting to be rehoused (finally) with the support and help from Ali at SHYPP I wouldn't of been able to get this far. It'd be a shame if they don't keep this place going with full support. CR Hereford, United Kingdom

without shypp id be homeless and living on the streets AC Leominster, United Kingdom

Helped me to get a flat after i had been living in a tent for five weeks. helping me sort through things and to get my life back. i still need themKP Leominster, United Kingdom

SHYYP changed my life, without them i probably wouldn't be going to uni now and have gotten so far, since they got me off the street and helped me get on my feet my life has improved so much!LB Hereford, United Kingdom

I wouldn't be where I am today if it had not been for the help I received as a homeless teenager. I was able to finish my education and lead an action packed life. I'm now 28 and have gone back to the company as an employee. Nobody wanted to help me over ten years ago, however SHYPP did. RS, Hereford, United Kingdom

I used to live in ross foyer and it was an amazing time for me. I have very good memories of that place and I think that it is brilliant for homeless people around Herefordshire CE Gilwern, United Kingdom

i live in ross foyer and the surrport we get is good and many off us dont want to lose it OM Ross-on-Wye, United Kingdom

This service helped my daughter when I was not able to. It is very important.HS Hereford, United Kingdom

Help people like myself and others who suffer with anger or depression mental health issue's ship fantastic help people in needs JJ Hereford, United Kingdom

Shypp helped me when I was homeless so I sign to say I want shypp to help many others JR Rugby, United Kingdom

This charity helped me out when my dad died and helped me become a functional human being.AS Manchester, United Kingdom

These people helped me through a hard time when I was younger and wouldn't be the girl I am today without them LT Leominster, United Kingdom

Shypp helped me when I had nothing left but the clothes on my back and to take that away from young people should be classed as a crime because if it was not for Shypp I would probably be dead.MH Stretford, United Kingdom

young people depend on this just like I did at one stage in my life SC Leominster, United Kingdom

i live in shypp LG Ross-on-Wye, United Kingdom

I have signed this because I went through shypp and they help me so help shypp out they have done so much for people in herefordleominsterross&wyeBG Hereford, United Kingdom

I'm signing this petition because without shypp I wouldn't be where I am today they helped me when nobody else would and feel that if they cut the funding that young people everywhere will feel let down and useless in life.... So at least give them hope GR Belmont, United Kingdom

I was supported by shyppAP Ross-on-Wye, United Kingdom

I care deeply about the service, as an ex-service user.HS Worcester, United Kingdom

I used to live in herefordshypp foyer EH , Hereford, United Kingdom

im signing because shypp has helped out a lot so im signing this petition because shypp has helped me out loads and have been amazing ! SD , Hereford, United Kingdom

SHYPP has helped me a lot of the years. CMHerefordshire, United Kingdom

I'm signing because they are very helpful and support with my family to help me move and be more outgoing as atm am stuck in a top flat with two young kids. So they are being very helpful.VH Kington, United Kingdom

I'm signing because I moved into shypp when I was 16 due to difficulties at home. I was in such a bad place and didn't think things would get better only worse but they did. They helped and supported me so much. I owe them a lot. Without them people like me won't have the chance at life like I did and could go down horrible roads when if they have the help from shypp it could change their life. Please please please keep shypp going they are amazing and the young people of Hereford need them!JP Hereford, United Kingdom

I was saved by SHYPP. I left home due to issues with my dad and wouldn't be where I am today without them. Some things really make a difference in life and as a vulnerable youth it's nice to have people that are there to help you develop DA Hereford, United Kingdom

As I lived in Ross foyer and they helped me out a lot X AB Hereford, United Kingdom

I used to live in Shypp and they are a very useful service for young peopleLH Ross-on-Wye, United Kingdom

SHYPP has helped me prepare myself for independent living. It has also expanded my social network. Supported me through tough situations. THANK YOU SHYPP!!!!KW Leominster, United Kingdom

Shypp helped me find a home when I suffered psychosis and also helped me find friends when I was a young mum. SE Ross-on-Wye, United Kingdom

Because I was home less and with out shypp I wouldn't have been where I am today SC Hereford, United Kingdom

Shypp helped me for 2 years off my lifeJS Kington, United Kingdom

I know what it was like to be homeless I had some help from a shypp worker MT Monmouth, United Kingdom

I used to use them KR Hereford, United Kingdom

Shypp helped me get my first place VH Hereford, United Kingdom

They helped me alot they are amazing for support LH Hereford, United Kingdom

Having used SHYPP service in the past they need more money to help more people not have their budget cut CP Leominster, United Kingdom

As a teenager I received alot of help from SHYPP if it weren't for them I haven't a clue where I would be right now . BJ LlanbadarnFawr, United Kingdom

I lived in a SHYPP foyer SB, Hereford, United Kingdom

I use the service HC Hereford, United Kingdom

These guys are an amazing help, don't know what I would have done without them! LC Tenbury Wells, United Kingdom

They helped me when I needed it most!JR Hereford, United Kingdom

I would not be were i am today if ididnt have shypp, they helped me turn my life around and they even supported me when i found out i was pregnant and through the pregnancy, they even helped me at short notice to get a flat other wise me and my son would of been homeless today SB Hereford, United Kingdom

Although I got victed from shypp(thru my own errors) they helped me get off the street and they supported me throughout my entire period living there. JG Leeds, United Kingdom

Young people like myself need shypp and its support. MB Hereford, United Kingdom

im a resident at shypp foyer and if ididnt have the support that i get from a day to day basis idont know where i would be right now before i came to shyppi was depressed but with shypps help i have become more confident within my selfCH Hereford, United Kingdom

SHYPP helped and supported me at a crucial time in my life where I was at my lowest ebb. Had they not been there for me I daren't think what life would be like for me now. BM Hereford, United Kingdom

Shypp helped me get my housing situation sorted after I became homeless RG Hereford, United Kingdom

I'm signing because I am currently in supported housing I have been in the system for nearly 5 years so I know how much this petition actually means. What has this county come to!!LW Hereford, United Kingdom

Shypp supported and help me get on my feet SR hereford, United Kingdom

SHYPP supported me when I was homeless if it wasn't for SHYPP I wouldn't of had no where to go, the staff are amazing it would be a shame for other young people to miss the opportunity to go to SHYPP SM, Leominster, United Kingdom

SHyPP helped both me and my partner by housing us, this meant that we could not only eat from day to but could also seek housing from the council. now we have our own house through the council. without shypp we would have been homeless for a long time. KJ Leominster, United Kingdom

I live in shypp AW Credenhill, United Kingdom

I was a resident at leominster foyer with my partner for 6 months. We were kicked out of our parents houses at the age of 18 and were homeless until shypp reached out to us. They took us in and gave us the strength to get back on our feet again and helped us both with our mental issues KB Leominster, United Kingdom

Shypp help a lot of people including me! They support people who don't know where to turn. KM Leominster, United Kingdom

I am one of the young people and I am just starting to get the help I need.SD Leominster, United Kingdom

Helped me a lot. KH Hereford, United Kingdom

I'm signing because shypp help me when I need the help and now I have my own flat because of themBDHereford, United Kingdom

SHYPP helped someone I know. KP Lower Bullingham, United Kingdom



Meeting:	Cabinet
Meeting date:	14 April 2016
Title of report:	Corporate delivery plan 2016/17
Report by:	Director of economy, communities and corporate

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

Countywide

Purpose

To agree the projects and measures within the 2016/17 corporate delivery plan.

Recommendation(s)

THAT:

- (a) the 2016/17 corporate delivery plan be approved.

Alternative options

- 1 Cabinet may: amend or revise the proposals, but in doing so regard must be made to ensuring any changes continue to demonstrate how the corporate plan is to be implemented and that the proposals can be delivered within the agreed budget.

Reasons for recommendations

- 2 Cabinet is asked to approve the key activity that will be used to demonstrate how the priorities for the council are to be delivered. Quarterly reports will be presented to Cabinet on performance against delivery of the key activity and achievement of the measures.

Key considerations

- 3 The draft 2016/17 corporate delivery plan is attached at Appendix A. the plan will
Further information on the subject of this report is available from
Geoff Hughes, Director of economy, communities and corporate on Tel (01432) 260695

remain a live document and will continue to evolve through the year. This will enable cabinet to assure itself that resources are being appropriately applied to meet priorities.

- 4 The 2016/17 corporate delivery plan has been aligned to the four corporate priorities agreed in the [corporate plan 2016-2020](#) of: enable residents to live safe, healthy and independent lives; keep children and young people safe and give them a great start in life; support the growth of our economy; and secure better services, quality of life and value for money.

Community impact

- 5 The 2016/17 corporate delivery plan demonstrates how the council intends to achieve its vision for the people of Herefordshire, and continues to draw from the evidence base available through Understanding Herefordshire.

Equality duty

- 6 The Public Sector Equality Duty (PSED) 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.
- 7 Increasing equality of opportunity and access, and reducing inequalities, underpin the corporate plan, and consequently the corporate delivery plan. Individual elements of activity within the corporate delivery plan will undergo equality impact assessments as an integral part of their planning and implementation.

Financial implications

- 8 There are no direct implications arising from this report. Proposals within the 2016/17 corporate delivery plan will be delivered within the 2016/17 budget agreed by Council on 5 February 2016, and include projects and activity to deliver the savings required for a balanced budget.

Legal implications

- 9 There are no legal implications arising directly from the recommendations of this report. The legal implications of any decisions to be taken by the executive in implementing the corporate delivery plan will be set out within the relevant decision report.

Risk management

- 10 The corporate plan and its delivery plan are integral elements of the council's performance, risk and opportunity management framework (PROM). Risks associated with each objective and project are entered onto the relevant service or directorate risk register and escalated as appropriate. The corporate risk register is a living document and is formally reviewed periodically by management board and cabinet.

Consultees

- 11 The views of residents and the community were captured as part of the priorities and

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Geoff Hughes, Director of economy, communities and corporate on Tel (01432) 260695

budget consultation that ran throughout the summer last year, and were used to confirm the priorities.

- 12 A draft of the corporate delivery plan was considered by the Health and Wellbeing Board on 23 March. It was noted that the Health and Wellbeing strategy priorities aligned broadly with those contained within the corporate delivery plan.

Appendices

Appendix A – 2016/17 corporate delivery plan

Background papers

- None identified.

Corporate Delivery Plan 2016-17

Priority 1: Enable residents to live safe, healthy and independent lives	
Our objectives	What are we going to do?
Objective 1: Improve the provision of good information and signposting to enable people to support themselves and each other, getting the right help at the right time as needs change	<ul style="list-style-type: none"> • Wellbeing Information Signposting for Herefordshire (WISH) Phase 2 – further development of provider information offering alternative means of care to the public
Objective 2: Build supportive relationships and resilient communities, acting as a catalyst for communities to become stronger	<ul style="list-style-type: none"> • Connecting Communities – build the links between statutory services and voluntary and community services • Reduce fuel poverty through energy efficiency projects • Support volunteering, recognising its role in the local economy and in strengthening communities
Objective 3: Build services that help people get back on track after setback or illness and support disabled people to be independent, including through ensuring the provision of good quality housing	<ul style="list-style-type: none"> • Development of prevention services, such as telecare, and assistive technology. • Home Improvement Agency review – linking offer to prevention strategy • Increased investment in Disabled Facilities Grants
Objective 4: Ensure that care and support is personalised, of good quality, that it addresses mental, physical, and other forms of wellbeing and is better joined-up around individual needs and those of their carers	<ul style="list-style-type: none"> • Direct Payments Strategy to support increased take up and Market Shaping to support development of new businesses, Small and Medium Enterprise growth and social enterprises
Objective 5: Work with the community to devolve services and assets where quality can be improved through local delivery	<ul style="list-style-type: none"> • Connecting Communities – build the links between statutory services and voluntary and community services • Complete next phase transfers of assets and services to town councils • Work with partners to promote the opportunity for devolved services and asset transfers in the local area
Objective 6: Combine the use of facilities to create a network of Health and Wellbeing hubs, shaped by and serving local communities	<ul style="list-style-type: none"> • Connecting Communities – build the links between statutory services and voluntary and community services • Map existing, and scope potential further health and wellbeing hubs, as well as identifying the support required
Objective 7: Ensure safe and secure neighbourhood environments, with attractive, safe surroundings, and good quality local amenities which	<ul style="list-style-type: none"> • Work with colleagues to ensure design principles are embedded across the organisation in areas such as dementia • Deliver the Local Transport Plan Programme

enable people to enjoy life where they live	<p>including road safety improvements</p> <ul style="list-style-type: none"> • Work with partners, including the Police, through the Herefordshire Community Safety Partnership to reduce crime and anti-social behaviour
Objective 8: Help create a strong sense of community where people feel they belong and have the confidence to get involved	<ul style="list-style-type: none"> • Connecting Communities – build the links between statutory services and voluntary and community services • Complete next phase transfers of assets and services to town councils • Work with partners to promote the opportunity for devolved services and asset transfers in the local area • Project development support to maximise funding for projects in the county
How will we measure progress?	
<i>Relevant objective</i>	<i>Measure</i>
1	Increase the take up of the NHS Health Check programme
2	% of residents who volunteer
2	% of households fuel poor in Herefordshire (annual in arrears (2 year lag))
3	Reduce the rate of younger adults needing permanent placements in residential and nursing care homes (aged 18-64)
3	Reduce the rate of older people needing permanent placements in residential and nursing care homes (aged 65+)
3	Reduce the rate of delayed transfers of care from hospital which are attributable to adult social care
3	Increase the proportion of older people who are still at home 91 days after discharge from hospital into reablement/rehabilitation services
3	Increase the number of affordable housing units delivered
3	Reduce the number of households in temporary accommodation
4	Improve the overall satisfaction of people who use services with their care and support
4	Improve the quality of life for people with care and support needs
4	Increase the proportion of people using social care services who receive a direct payment
4	Improve the proportion of known carers in receipt of support
4	Improve the proportion of cases where a service is delivered within 28 days of referral
4	Increase the proportion of clients in receipt of long term care that are reviewed
5 & 8	No. of assets and services transferred
6	No. of health and wellbeing hubs
7	Improve the proportion of completed safeguarding enquiries where the clients' safeguarding outcomes are met
7	Reduce anti-social behaviour
8	% of known funding applications securing external funding (65%)

Priority 2: Keep children and young people safe and give them a great start in life		
Our objectives	What are we going to do?	
Objective 1: Provide early help to 600 families to help them to improve education, health and employment outcome	<ul style="list-style-type: none"> Establish and deliver Herefordshire's Early Help Strategy as part of the children and young people's plan 	Delivery of Herefordshire Council's contribution to the Herefordshire Children and Young People's Plan 2015-2018
Objective 2: Reconfigure £3.5 million to deliver early years services including children centre services, health visiting and school nursing to improve the health, well-being, developmental and educational outcomes of children aged 0-5 years	<ul style="list-style-type: none"> Continue to implement the Integrated Early Years strategy Establish a development programme for early years, including re-commissioning and decommissioning of services 	
Objective 3: Make improvements so that the estimated 8,620 children and young people that require support with their mental health or emotional resilience are identified and supported to access help in a timely manner	<ul style="list-style-type: none"> Align services and stimulate the market, including raising awareness of mental health issues as part of the council's contribution to the development of an all age mental health pathway for Herefordshire 	
Objective 4: Continue to develop a range of provision that can effectively identify and respond to safeguarding risks and needs; from the initial signs of the call for early help to a range of evidence-based interventions for a variety of complex situations	<ul style="list-style-type: none"> Through the development of an effective early help 'gatekeeping' process as part of the Early Help strategy. This process to inform the commissioning of services 	
Objective 5: Develop better evidence based approaches to support young people in adolescence to ensure a more successful transition to adulthood	<ul style="list-style-type: none"> Utilise data collated through a variety of sources including statutory education, post 16 provision and social care to determine what support programmes and interventions are procured/ delivered in order to ensure they make a tangible difference Review the impact of pilot projects to ensure young people are engaged in education and training post 16 years of age 	
Objective 6: Promote and enable access to universal opportunities and services for children with disabilities and their families and ensure a range of provision to meet identified need	<ul style="list-style-type: none"> Develop an integrated pathway for Children with Disabilities and their families Facilitate the transfer of the 'Local Offer' for Special Educational Needs and/or Disabilities Information, Advice and Support (SENDIAS) to WISH Agree on a suitable method of delivering personal budgets for children and young people 	

	<ul style="list-style-type: none"> • Recommission a wider range of short breaks that complements the development of personal budgets 	
How will we measure progress?		
<i>Relevant objective</i>	<i>Measure</i>	
1	Reduce the attainment gap at age 16 between free school meal pupils and their peers	
1 & 5	Increase the proportion of pupils attending a school and or setting that is good or outstanding	
1 & 5	Herefordshire Children are at or above the national comparative indicator of attainment and progress at 16	
2	Improve education outcomes at age 5	
2 & 3	Improve health outcomes at age 5	
3 & 4	Reduce the number of children being referred to children's social care for a service	
5	Decrease the number of children requiring accommodation help from the local authority	

Priority 3: Support the growth of our economy	
Our objectives	What are we going to do?
Objective 1: Develop and start implementation of a countywide Economic Masterplan	<ul style="list-style-type: none"> • Adopt the Herefordshire Economic Masterplan
Objective 2: Support economic growth and connectivity (including broadband, local infrastructure, transport and economic development)	<ul style="list-style-type: none"> • Deliver the Public Realm annual plan 2016/17 • Develop the business case for the South Wye Transport Package and progress delivery of the City Centre Transport Package • Deliver programmed works on the Hereford Bypass • Prepare and submit the Community Infrastructure Levy to the Secretary of State • Deliver the Local Transport Plan Programme, including road safety improvements • Continue delivery of the Herefordshire Broadband Strategy 2015-18 • Manage the Marches Growth Hub within Herefordshire, assisting businesses to obtain grant funding and specialist support/advice • Implement a programme of highway works • Implement the Enterprise Zone delivery plan • Agree the priorities for Herefordshire for inclusion in the Local Enterprise Partnership (LEP) Strategic Economic Plan (SEP)
Objective 3: Finalise and implement plans that strengthen and diversify the economy of Herefordshire	<ul style="list-style-type: none"> • Secure funding for small and medium-sized enterprises (SME) from the EU Programme and other external grants • Prepare and submit the Community Infrastructure Levy to the Secretary of State for independent examination • Progress and implement the key proposals of the Herefordshire Core Strategy, including the eight strategic urban extensions, and key elements of infrastructure • Continue the development of neighbourhood plans and of the Hereford Area Plan • Advance the development of the Minerals and Waste Local Plan
Objective 4: Make the best use of existing land and identify new opportunities to enable existing businesses to stay and expand, and for new businesses to locate to the area	<ul style="list-style-type: none"> • Develop the Model Farm employment site business case and secure site infrastructure investment • Implement the Enterprise Zone delivery plan • Undertake a feasibility study on the business case for investment in the Three Elms Trading Estate; agree and implement the

	<p>recommendations of the review</p> <ul style="list-style-type: none"> • Support developer in securing funding for the Leominster Link Road
Objective 5: Make Herefordshire more attractive to younger age groups for a more balanced age profile, improving local access to skills training so that everyone can benefit from economic prosperity	<ul style="list-style-type: none"> • Secure opportunities for construction skills training as part of major development programmes on council owned land • Continue to improve and enhance the county's retail and leisure offer • Housing Strategy • Deliver an appropriate mix of housing to good quality and design standards • Provide business start-up advice to new businesses and coaching to expanding businesses
Objective 6: Continue to work with further and higher education and we will support the development of a new university for Hereford, identifying buildings for teaching and student accommodation	<ul style="list-style-type: none"> • Support the proposed New Model in Technology & Engineering (NMITE) University
Objective 7: Have good quality housing to meet everyone's needs	<ul style="list-style-type: none"> • Housing Strategy • Deliver an appropriate mix of housing to good quality and design standards • Progress the development of the Hereford Area Plan, establishing the land-use policies and planning proposals • Progress the Travellers Sites Development Plan • Progress and implement the key proposals of the Herefordshire Core Strategy, including the eight strategic urban extensions, and key elements of infrastructure
Objective 8: Support the improvement in quality of our natural and built environment, bringing about quality development to enable sustainable growth, addressing the need for better business space, affordable homes and student accommodation across the county	<ul style="list-style-type: none"> • Deliver improvements to our joint waste disposal service to deliver savings (including Energy from Waste) • Continue to implement energy efficiency initiatives in order to reduce cost and energy usage • Implement the Empty Homes Strategy • Prepare and submit the Community Infrastructure Levy to the Secretary of State • Implement the adopted planning policies of the Herefordshire Core Strategy, including the place/area specific policies, and the general policies which promote development and protect the environment from inappropriate development
Objective 9: Improve the county's energy efficiency and reduce the carbon footprint	<ul style="list-style-type: none"> • Undertake a feasibility study and develop a business case for a low carbon district heating system
Objective 10: Ensure that the	<ul style="list-style-type: none"> • Monitor and maintain the Local Flood Risk

infrastructure is in place to prevent and improve community resilience to flooding	Management Strategy (LFRMS) action plan
Objective 11: Continue to work with the LEP and government with a focus on: employment creation and business support; skills; health transformation; transport; broadband; property and finance; and governance	<ul style="list-style-type: none"> • Develop a range of priority projects for the county which can be included in the Marches LEP Strategic Economic Plan and form the basis for future applications for Government or EU funding • Adopt the Herefordshire Economic Masterplan
Objective 12: Have vibrant town centres with shops, restaurants and leisure facilities that keep people spending locally	<ul style="list-style-type: none"> • Deliver city/town centre improvement works • Improve trading/footfall in the city through the Hereford Business Improvement District (HBID) and develop further BID's in the market towns where applicable • Work with partner organisations to implement an integrated approach to addressing antisocial behaviour • Adopt the Herefordshire Economic Masterplan
How will we measure progress?	
<i>Relevant objective</i>	<i>Measure</i>
1 & 3	No of business start-ups still operating after 24 months
1 & 3	Increase the net new business rates received
1 & 3	Number of social enterprise business start-ups
1, 3, 5 & 11	Higher median workplace based earnings with a reduced gap between Herefordshire and the West Midlands; and a higher overall employment rate
1, 3 & 11	Increased number of businesses supported to meet their potential
1 & 4	Deliver 7.4 hectares of employment land in the county by March 2017
2	Minimise the number of people killed or seriously injured in road traffic collisions
2	Condition of Principal; Non-Principal Roads (B/C roads); and Unclassified Roads
2	Overall satisfaction with the condition of highways
2	Reduce traffic congestion
2	Increase levels of cycling
2	Improve bus punctuality
2	Improve average journey time for multiple routes across the urban area in the morning weekday peak period
2	Greater number of premises with the potential to access superfast broadband services
3	Supply of ready to develop housing sites
3	Reduce anti-social behaviour in Hereford City
3 & 7	Net additional homes provided – support the development of 850 homes across the county by March 2017
3, 8 & 11	Investment achieved through the EU, Government and other funding programmes
4	Increase the number of jobs created through targeted interventions (such as the Enterprise Zone)

4	Improve processing rates for planning applications
5 & 6	Reduce the number of 16-19 year olds not in education, employment or training
8	Reduce the amount of Residual Household Waste per Household per year
8	Reduce energy consumption and CO2 emissions from Herefordshire Council's operations

Priority 4: Secure better services, quality of life and value for money	
Our objectives	What are we going to do?
Objective 1: Secure the highest possible levels of efficiency savings and value for money to maximise investment in front-line services and minimise council tax increases	<ul style="list-style-type: none"> • Manage our finances effectively to secure value for money and deliver a balanced budget • Develop the business case for 'Herefordshire Energy', a proposal for the Council to enter into the domestic energy marketplace
Objective 2: Ensure our essential assets, including schools, other buildings, roads and ICT, are in the right condition for the long- term, cost-effective delivery of services	<ul style="list-style-type: none"> • Delivery of the new accommodation strategy • Continue to implement a programme of road condition improvements in the county • Deliver construction on key sites in the county, including Ledbury Pool refurbishment and delivery of new school in Colwall • Deliver the Schools Capital Investment Strategy to guide investment and provide high quality learning environments for pupils through Real Planning events. These will establish a programme of change and investment, focussing on the priority areas of the strategy, and in particular: the Golden Valley; Ledbury (Colwall School); South Wye (Marlbrook School); and special school provision • Carry out local area planning events in where significant issues have been identified in the Capital Investment Strategy
Objective 3: Review management of our assets in order to generate on-going revenue savings, focusing on reducing the cost of ownership of the operational property estate by rationalising the estate and by improving the quality of the buildings that are retained	<ul style="list-style-type: none"> • Delivery of the new accommodation strategy, including consolidation of office accommodation • Disposal of the smallholdings estate
Objective 4: Apply appropriate regulatory controls	<ul style="list-style-type: none"> • Manage our finances effectively to secure value for money and deliver a balanced budget • Review the Constitution and implement Modern.gov • Manage elections for the PCC and EU Referendum
Objective 5: Design services and policies that support positive engagement and interaction with residents, including the use of information technology, to improve customer experience and ability to access a range of services on-line	<ul style="list-style-type: none"> • Migrate to our new care management system (Mosaic) and implement a period of process re-design which will help to drive efficiencies within service delivery • Deliver the communications strategy to improve engagement with communities and interested parties

	<ul style="list-style-type: none"> Establish greater functionality within the council website to create the opportunity for greater digital interaction
Objective 6: Further improve commissioning and procurement to deliver greater revenue efficiencies and savings	<ul style="list-style-type: none"> Carry out robust contract management to achieve value for money Undertake procurement activity in line with best practice and legal requirements to secure best value
Objective 7: Recruit, retain and motivate high quality staff, ensuring that they are trained and developed so as to maximise their ability and performance	<ul style="list-style-type: none"> Implementation of recruitment delivery model Enhance Agresso to deliver streamlined HR processes Implement the Personal Performance development Plan (PPdP) process
Objective 8: Be open, transparent and accountable about our performance	<ul style="list-style-type: none"> Complete the Information Governance Toolkit to assess how we deal with the information we hold and collect Quarterly performance and budget reports to Cabinet
Objective 9: Work in partnership to make better use of resources, including sharing premise costs through co- location of services and local solutions for community used facilities such as libraries	<ul style="list-style-type: none"> Co-locate Customer Services Central with the Department for Work and Pensions (DWP) Commission a Joint Energy from Waste facility with Worcestershire County Council Deliver the Digital Inclusion Programme to encourage greater use of broadband Delivery of the new accommodation strategy Continue to develop our key public estate sites Lead the 'One Herefordshire' public sector reform
How will we measure progress?	
<i>Relevant objective</i>	<i>Measure</i>
1	Increase the number of new council tax registrations
1	Improved collection rates for Council Tax and Business Rates
1	Net new business rates achieved
1	Improve the processing of housing benefit claims
1 & 5	No. of customer self-serve transactions
1 & 7	Reduction in substantive posts being filled by agency workers, reducing overhead costs
2 & 3	Reduce the gross internal area of buildings in operational use and their average running cost
2 & 3	Reduce the maintenance backlog of our estate
4	Spend within the council's overall budget
4	Achieve £10.9 million savings in 2016/17
4 & 7	Mandatory training compliance for all eligible staff
4 & 8	Compliance with the IG Toolkit
5 & 9	Web satisfaction

7	Reduce absence (sickness rates)
7	Improvement in employee engagement index (measured through staff survey)



Meeting:	Cabinet
Meeting date:	14 April 2016
Title of report:	Smallholdings disposal plan
Report by:	Cabinet member contracts and assets

Classification

Open

Key decision

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising one or more wards in the county.

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

Countywide

Purpose

To approve the smallholdings disposal plan.

Recommendation(s)

THAT:

- (a) the procurement of an agent to provide professional services in connection with the disposal be undertaken through ESPO 2700 framework; and**
- (b) the identified sites at paragraph 15 be excluded from the disposal.**

Alternative options

- 1 Do nothing; this is not recommended as the policy decision to undertake a structured disposal of the smallholdings estate has already been taken and disposal receipts are essential to the delivery of the medium term financial strategy.
- 2 An open procurement could be undertaken; this is not recommended in view of the longer timescale required increasing the period of uncertainty for tenants, and the additional potential holding costs associated with this option.
- 3 An alternative framework could be used; this is not recommended as the recommended framework includes providers with the most relevant professional expertise combined with a presence in the county.
- 4 No sites could be excluded from the disposals programme; this is not recommended because the greater financial or economic benefits can be derived from development opportunities.

Reasons for recommendations

- 5 To implement the policy approved by cabinet on 3 December 2015.

Key considerations

- 6 On 3 December 2015 cabinet approved a new smallholdings policy which included the decision to undertake a structured disposal of the entire smallholding estate. The policy requires that the disposal involved, on a case by case basis, the consideration of all options and the commissioning of expert independent professional advice to ensure that best value is obtained for the tax payer.
- 7 Due to the size and complexity of the sale and the need to ensure that it is exposed to the widest possible market, the council will need to commission a specialist agricultural agent to carry out this work. There is no in-house capacity to undertake such an exercise.
- 8 Once appointed, the agent will be responsible for developing for cabinet consideration recommendations about the structure and timing of the disposals in order to achieve the aims of the policy. Thereafter the agents will be responsible for marketing the estate and implementing the disposals programme agreed by cabinet.
- 9 The value of the anticipated agent's fees is likely to exceed that of the current EU procurement threshold of £164k. There are two routes available to ensure compliance with these regulations. The first is an open procurement which is likely to take approximately four months and be highly resource intensive and the second to secure a pre-approved supplier from an appropriate professional services framework agreement via a mini competition. This route could reduce the procurement time frame by around two months and require less resource to deliver. It is therefore recommended that the shorter timescale option is followed. Appointment from a framework does not preclude those companies on the framework from working with local agents.
- 10 Two frameworks have been identified which are potentially suitable for Herefordshire Council's needs: Crown Commercial Services – estates professional services; and ESPO 2700 – estates management consultancy services. Both have been procured

Further information on the subject of this report is available from
Tony Featherstone, head of corporate asset management on Tel (01432) 383368

with scope to provide the services required, both are available for Herefordshire Council to use. The ESPO framework is recommended as it provides a wider range (24 in total) of potential suppliers who have specifically stated that they have the capability to work in Herefordshire.

- 11 The mini competition will be run under the ESPO 2700 framework (<https://www.espo.org/Frameworks/Professional-services/Estates-Management-Consultancy>) by inviting suppliers to complete a short tender document. The tender document will describe the council's requirements and explain the evaluation process, including weighting between service delivery and price. The Public Procurement Regulations require that tenders are evaluated in accordance with the terms of the framework agreement. However, the council can vary the criteria weightings and service delivery criteria to suit our specific requirements, see below:

Criteria Type	Percentage Range (%)
Service delivery	20% to 60%
Price	40% to 80%

- 12 Subject to recommendation a) above being approved it is anticipated that an agent would be appointed by July and that a detailed disposals programme be prepared for cabinet consideration by October.

- 13 It is proposed that the following outcomes be taken into account by cabinet when deciding between disposal options to be brought forward by the agent:

- Maximise financial return
- Supports the welfare of the council's tenants
- Support the local economy (including the agricultural sector)
- Minimise timescale
- Community benefits

- 14 The policy recognised the need to exclude from sale certain sites with development potential. It is proposed that the following sites be excluded:

- Hospital Farm, Burghill, Hereford – potential for housing development site
- Grafton farms, Hereford – on route of southern relief road
- Model Farm, Hildersley, Ross-on-Wye - potential for economic development
- Tow Tree Farm, Burghill, Hereford – identified in the core strategy as potentially on route of the by pass.

- 15 A further report on these and other potential development sites in the council's ownership will be presented to cabinet once a development partner has been secured.

- 16 Meetings have taken place with all 14 farm business tenants during January and February 2016. These meetings helped to formulate the tenant support package that was approved in early March, and which has been sent to each farm business tenant.

- 17 All tenants will be offered the opportunity to meet with a cabinet member and senior manager in the coming weeks. As part of those discussions an informal view from

Further information on the subject of this report is available from
Tony Featherstone, head of corporate asset management on Tel (01432) 383368

tenants be taken as to their level of interest in purchasing their smallholdings or exercise flexibility to purchase part of the holding and releasing the remainder to the council for disposal. These issues would be further explored as part of negotiations to be undertaken by the agent once appointed.

Community impact

- 18 The proposed actions are designed to ensure that the financial return is maximised to repay debt or used for investment in the county in lieu of further borrowing, eg schools, vital infrastructure or housing growth.

Equality duty

- 19 There are no negative impacts identified from the approval of the recommendations.

Financial implications

- 20 The £4k cost of scoping of requirements for the external legal support is being met from existing revenue budgets. This will identify the costs of any further legal work and will be subject to a further officer report as necessary.
- 21 The cost of the agent to provide professional services in connection with the disposal will be met from the receipts generated.

Legal implications

- 22 It should be noted that 12 farm business tenancies end in 2017 and notice to quit has already been served on those tenants whose leases expire between February 2016 and September 2017. The timescale for the entire sales process may result in these sites being vacant as a result of those terminations. Further short term farm business tenancies could be offered to commence on expiry of the notices to quit which will give tenants a further period of certainty and occupation whilst this process continues. As tenants will have had to make arrangements to leave well before the termination of their tenancies, any such offer will need to be made well in advance and be mindful of individual arrangements.
- 23 Before the procurement procedure commences, there is a legal duty on the council to comply with The Public Services (Social Value) Act 2012 which requires contracting authorities to consider at the pre-procurement stage of any services contract:
- How what is proposed to be procured may improve the economic, social and environmental well-being of their areas.
 - How the contracting authority may act with a view to securing that improvement in conducting the process of procurement.
- 24 The Act applies to all services contracts and services framework agreements (including goods and works contracts procured in combination with services where the value of the goods is less than the services, and where the works are incidental to the services) to which the Public Contracts Regulations 2015 (SI 2015/102) apply. The Cabinet Office in its Procurement Policy Note 10/12 provides guidance on compliance with the Act.
- 25 A framework is a legal agreement between one or more suppliers and one or more authorities enabling the choice of supplier to take place without an initial open

Further information on the subject of this report is available from
Tony Featherstone, head of corporate asset management on Tel (01432) 383368

procurement exercise as that has already taken place. It is possible through the framework to undertake a mini competition which then allows the contracting authority to retain a competitive element throughout the term of the framework and to achieve best value for money without the need to repeat a full competitive tendering process. The use of a framework does limit choice of suppliers to those who are party to it. It is recommended that the specification for the procurement is outcome based focusing the supplier on demonstrating what they propose to do to achieve best value for the council.

- 26 The legal title to each of the sites will need to be investigated and reported upon to help inform the decision as to sales and as initial steps in the preparation of sales packs it is intended to commission external solicitors to carry out this work. Work is underway to scope the requirements for legal support, which will include provision for independent dispute resolution, and a further report will be brought forward in due course.

Risk management

- 27 Risk: the appointment of a professional advisor may be challenged; Response: The procurement of a professional advisor will be undertaken from the ESPO 2700 framework via mini competition in accordance with the public procurement regulations to minimise the risk of legal challenge.
- 28 Risk: The timetable for capital receipts assumed in the MTFS is not met; Response: A robust plan and timetable for delivery of the sales will be developed and validated with our professional advisors in order to minimise this risk.
- 29 Risk: If some of the sites with development potential are not able to be brought forward, then the ability to support infrastructure schemes and derive enhanced value from the holdings will be lost; Response: the council is procuring a development partnership that aims to maximise the returns from the development of sites with potential. The management of the portfolio of related major projects, including infrastructure and development projects will be done in a coordinated way. The specification for the agents will include a requirement to advise on how individual sites may be disposed of in such a way as to maximise the return.
- 30 Risk: If the recommendations are not implemented in a visible and transparent manner and communications are not handled sensitively, then there is a risk of significant reputational loss to the council; Response: communications, any further consultation, and stakeholder management will be a key part of the project and will need to be appropriately resourced. This aspect of the project will be managed by the council's corporate communications team. A tenant support package has been developed, and tenants are being offered the opportunity for further meetings.
- 31 Risk: Land values may decrease; Response: the appointment of an agent to advise on the structure and timing of disposals will ensure the programme mitigates the risk.

Consultees

- 32 Ongoing dialogue with tenants will be afforded throughout the process and regular communications updating tenants on the progress of the disposal process have been promised.

Appendices

Appendix A - Suppliers on the ESPO 2700 framework

Background papers

- None identified.

Further information on the subject of this report is available from
Tony Featherstone, head of corporate asset management on Tel (01432) 383368

APPENDIX A - SUPPLIERS ON THE ESPO 2700 FRAMEWORK

The following framework suppliers have identified that Herefordshire is within their geographical coverage.

ESPO Framework 2700 – Estate Management Consultancy Services	
Suppliers	
Amec Wheeler Foster Environment & Infrastructure Ltd	
Ardent Management Ltd	
ATKINS Ltd	
Bidwells LLP	
BNP Paribas Real Estate	
Bruton Knowles	
Carter Jonas LLP	
Cushman & Wakefield	
DVS/ Valuation Office Agency	
Fisher German LLP	
Gerald Eve LLP	
GL Hearn	
Gleeds Advisory Ltd	
GVA Grimley Ltd	
King West Ltd t/a King West/John Martin Associates	
Lambert Smith Hampton Group Ltd	
Montagu Evans LLP	
Peter Brett Associates LLP	
Savills (UK) Ltd	
Strutt & Parker LLP	
Terra Quest Solutions Ltd	
The Environment Partnership (TEP) Ltd	
The Environmental Consultancy Ltd t/a RPS	
Wilks Head & Eve LLP	



Meeting:	Cabinet
Meeting date:	14 April 2016
Title of report:	Local transport plan
Report by:	Cabinet Member for Infrastructure

Classification

Open

Key Decision

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising one or more wards in the county.

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

Countywide

Purpose

To agree the draft local transport plan (2016-2031) for recommendation to Council.

Recommendation

THAT:

- a) the draft local transport plan (LTP) at appendix 1 and 2 of this report be recommended to Council for adoption.**

Alternative options

- 1 The LTP is a statutory requirement under the Transport Act 2008 (as amended). It is open to cabinet to recommend alternative priorities within the plan. This is not recommended as the draft plan is presented having taken account of the available data and the outcome of consultation.

Reasons for recommendations

- 2 The local transport plan forms part of the council's budget and policy framework and cabinet is responsible for recommending proposals for Council consideration.

Key considerations

Overview

- 3 The LTP comprises countywide policy and transport strategy covering maintenance, safety, traffic management, sustainable and active travel. It sets out the council's approach to improving transport in a wider context, explaining the important role transport plays in respect of priorities such as economic growth, supporting healthier lifestyles and reducing environmental impacts.
- 4 Our previous LTP provided the basis for delivery of a number of significant transport projects:
 - the Connect 2 bridge over the River Wye connecting the Hereford Enterprise Zone at Rotherwas with the city centre,
 - a £20m investment in maintenance of our road network, and
 - a successful bid for £43m from the Local Growth Fund to enable delivery of the Hereford city centre transport package and South Wye transport package.
- 5 The draft local transport plan (at appendix 1 and 2) covers the period 2016-31 aligning to the period covered by the core strategy. This is important as it acknowledges the very close linkage between the long term land use proposals set out in the adopted local plan and the supporting transport improvements required to enable that development. These linkages are also relevant to supporting the adopted health and wellbeing strategy and the emerging economic masterplan. A summary of the main elements of the LTP, which help support the council's priorities, include:
 - Proposals for the Hereford relief road, which will provide a bypass of the A49 through Hereford, and transport packages which will directly support Hereford's ability to accommodate 6,500 new homes and significant inward investment and new jobs at the Hereford enterprise zone
 - Proposals to continue developing walking and cycling networks and to actively promote and support these modes and public transport which will enable healthier lifestyles and reduce the impacts of increasing travel
 - Targeted safety measures to reduce the number of road traffic casualties
 - An asset management approach which will increase efficiency and value for money across an extensive transport network
 - Prioritisation of a core bus network and further passenger transport integration to support viable rural access

Further information on the subject of this report is available from
Jeremy Callard on Tel (01432) 383437

- Parking policies and proposals which will support the important role parking plays in enabling access to jobs and services in the main settlements including approaches which will seek to manage demand for short trips which could be undertaken by more sustainable modes
- Policies in support of innovative approaches to improving transport and minimising the impacts of travel including low emission vehicles and digital media.

Developing the LTP and finalisation for adoption

6 In summary the main changes (excepting factual corrections) to the LTP documents comprise:

- Expanding the vision statement and objectives within the LTP Strategy to include the text “and reduce congestion and increase accessibility by less polluting and healthier forms of transport than private car”. This picks up the recommendation of the general overview and scrutiny committee and is line with our longstanding approach to supporting environmental and health benefits. GOSC also recommended that the strategy be subject to review within 5 years. This is considered a reasonable timeframe for review and would relate to LTP funding allocation periods.
- Inclusion of the core strategy countywide map which sets out housing and employment proposals providing a clearer link between the LTP and support for the county’s growth proposals.
- Changes to the Council’s strategic network map to reflect the importance of the trunk road network within Herefordshire and highlighting strategic connections to settlements and routes outside the county
- In response to comments from external and internal stakeholders and in recognition of the significant role transport might play the LTP strategy now makes clearer reference to support for:
 - the new Hereford university,
 - rural diversification and businesses, and
 - the Hereford enterprise zone
- A number of comments were made in respect of the proposals for buses seeking clarification on the LTPs proposals. The LTP strategy and policy documents have been amended to highlight the accessibility issues impacting the county, provide greater clarity on the process by which bus infrastructure will be identified and delivered, the purpose of the core bus network policy and the aims of the ongoing Total Transport Fund review.

Community impact

7 The LTP sets out how we will enable economic development, reduce environmental impacts and improve health in line with key elements of the corporate plan. In the light of evidence from the joint strategic needs assessment – understanding Herefordshire – and reflecting our priorities set out in the health and wellbeing strategy, the LTP also contains schemes and projects to reduce road traffic casualties, encourage active travel and maintain rural access which support the aims

of the health and wellbeing strategy. Within the regional context the LTP is closely aligned with the Marches local enterprise partnership's strategic economic plan (SEP), taking forward key transport packages prioritised in the SEP.

Equality duty

- 8 Increasing equality of opportunity and increasing access underpin the LTP. The LTP includes a policy commitment to equality and individual elements within the LTP delivery programmes will be subject to equality impact assessment as an integral part of their planning and delivery in compliance with the Public Sector Equality Duty.

Financial implications

- 9 The adoption of the LTP Strategy will enable capital investment to be allocated as part of the Public Realm annual plan in accordance with Council's priorities. The medium term financial strategy identifies a number of savings proposals in relation to transport related activities, the LTP strategy will not prejudice the delivery of these savings.

Legal implications

- 10 The council is responsible for producing and maintaining an up to date LTP, and may replace it as it thinks fit. This is a statutory responsibility under the provisions of section 108 Transport Act 2000, as amended.
- 11 The LTP is required to set out the council's overarching strategy for transport across the county, setting out policies for the promotion and encouragement of safe, integrated, efficient and economic transport and to carry out its functions so as to implement those policies.
- 12 In reviewing its LTP, the provisions of the said section 108 require the council to consult such persons as it thinks appropriate, including rail and bus operators, and any relevant transport user groups. The consultation process, adopted by the council, is detailed below.

Risk management

- 13 The LTP will be reviewed every five years to ensure it remains appropriate for the prevailing conditions. The annual plan process will also respond to any external 'unknowns'. Each major scheme, such as the Hereford relief road, is also supported by a risk management and mitigation process.

Consultees

- 14 The LTP has been subject to a full public consultation comprising draft strategy and policy documents and a report of strategic environmental assessment. The consultation, which ran from 23 November 2015 to 29 January 2016 was publicised on the council's website, through local media, social media and directly to key stakeholders. Hard copies of the consultation materials and survey forms have been available at all council information shops around the county. A report setting out the consultation responses is provided at appendix 3.
- 15 Key issues which emerged from the consultation include:

Further information on the subject of this report is available from
Jeremy Callard on Tel (01432) 383437

- Economic growth, quality of transport network, and rural access have all been rated as top priority objectives
- For capital spending maintenance was the top priority followed closely by walking and cycling
- For revenue spending support for bus routes was identified as the top priority followed by routine maintenance
- Agreement with the approach taken and results of the Strategic Environmental Assessment
- there was a range of comments, some in favour and some against, new road infrastructure however the LTP needs to be consistent with the core strategy which does include key road infrastructure to support economic growth

16 Members have been directly engaged in helping finalise the local transport plan. An all member workshop was held 8 September 2015, hosted jointly by the chair of general overview and scrutiny committee and the cabinet members for infrastructure and transport and roads. The workshop comprised presentations on the local transport plan, parking strategy, asset management and passenger transport and included interactive sessions with surveys. Presentation materials were made available to all members. The outcomes of the workshop were:

- Economic growth was regarded as the greatest priority
- endorsement of a balanced approach to LTP capital spending across road maintenance, active modes, public transport and road safety
- support for the principle of prioritisation of a core bus network
- support for the introduction of on street parking charges in Hereford

17 The general overview and scrutiny committee was consulted on the local transport plan with a dedicated session 19 January 2016. Committee was provided with interim findings from the public consultation and was able to discuss a range of issues. Committee made two recommendations for cabinet to consider:

- That the Local Transport Plan (LTP) be subject to a review every five years in accordance with Department for Transport guidance
- That the vision for LTP be expanded to include the objective “and reduce congestion and increase accessibility by less polluting and healthier forms of transport than the private car.”

18 Feedback and support has been received from a wide range of partners and the Marches LEP has responded to consultation stating that it is pleased to support the LTP which it notes contains a number of schemes which will assist in the delivery of the strategic economic plan.

Appendices

Appendix 1: Local Transport Plan 2016-31 Strategy Document

Appendix 2: Local Transport Plan 2016-31 Policy Document

Appendix 3: Local Transport Plan 2016-31 – Report of Consultation

Background papers

None.

Herefordshire Council Local Transport Plan 2016 - 2031 Strategy

Appendix 1

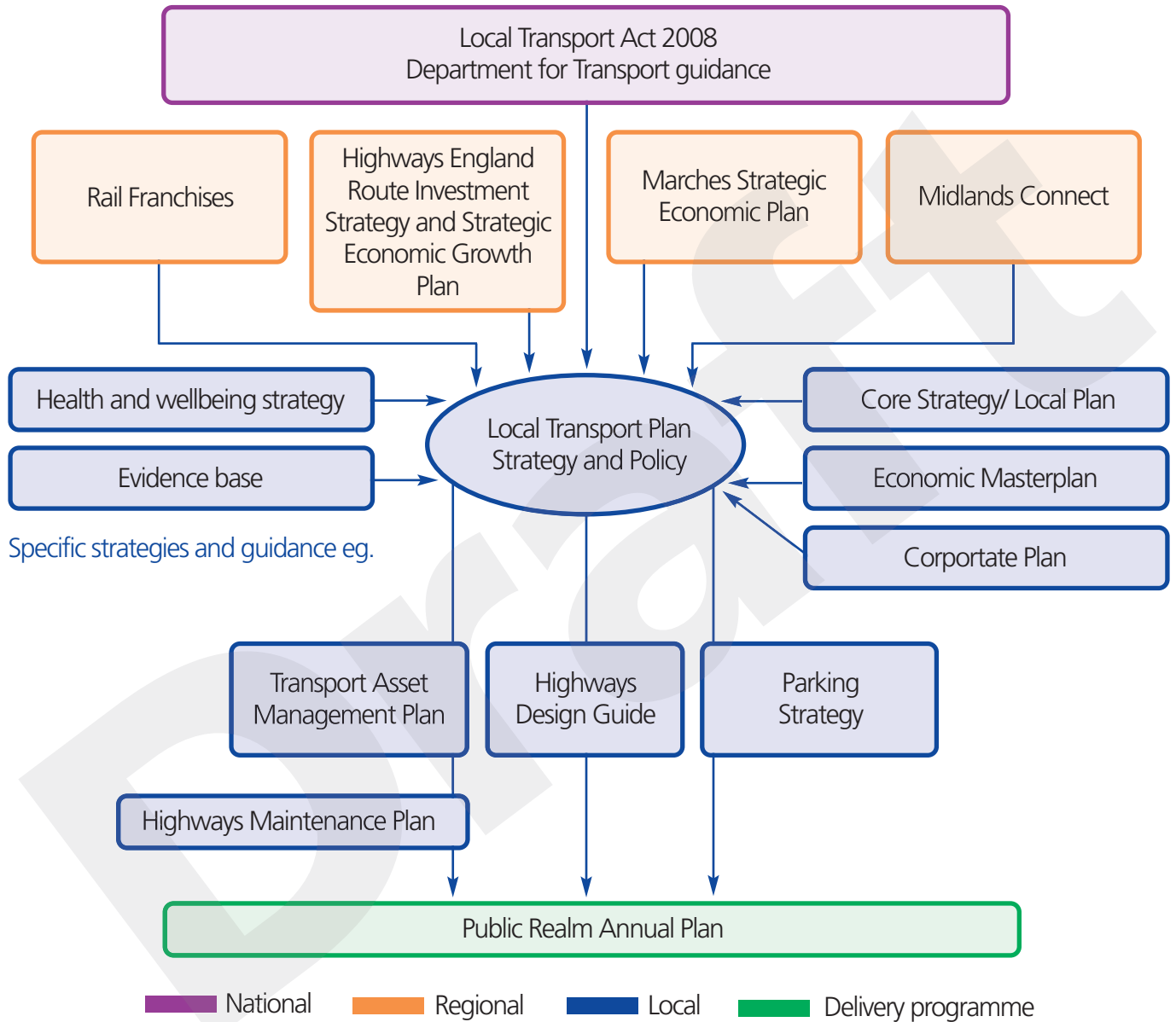




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Role of the Local Transport Plan



Foreword

Transport is vital to the people of Herefordshire. An efficient transport network is essential for the county's economy, supporting delivery of new homes and jobs. The ability to access services and maintain independence is also important and particularly challenging in a large rural county with an aging population. Whilst the car is likely to remain the single most important and flexible form of transport for most residents this LTP includes a range of policies and proposals for all transport modes. It sets out the important role transport will play in supporting economic growth, improving health and protecting our environment for the period 2016-31.

Our strategy has partnership working at its heart and it sets out how key partnerships will help us work towards our wider objectives for economic recovery, health and wellbeing. Transport demands are complex; require coordination of a range of providers and different modes, and often cross administrative borders. Close working with partners such as Highways England, bus and train operators and with our partners in the Marches area, wider West Midlands region and other neighbouring authorities will be critical to ensuring that transport plays its full role in supporting economic recovery and maintaining access.

We will strengthen our relationship with the voluntary sector and aim to help more people make a contribution. We will widen third sector capability in our community transport and asset management services.

This LTP will establish the transport conditions necessary for successful delivery and operation of the NIMITE University. This ground breaking and innovative project, which will bring much needed

tertiary education and training facilities to the county, will be fully integrated into the active travel strategy for the city. This will ensure its accessibility will be maximised whilst keeping its impact on the transport system to a minimum.

A Strategy for Sustainable Growth

The Council is taking forward a strategy based on sustainable growth – more homes (including affordable housing) and jobs in the right locations. The Core Strategy sets out our plans for sustainable growth – 16,500 new homes, more jobs at the Hereford Enterprise Zone and other employment sites around the county and enabling infrastructure which will support this new development.

This Local Transport Plan outlines the significant role that transport will play to enable the delivery of the Core Strategy proposals. The Core Strategy highlights the need for major investment in our transport network including:

- City Link Road to unlock brownfield land for new affordable housing and regeneration in the centre of Hereford.
- A southern link road in the South Wye area to reduce congestion on Belmont Road and provide improved access to the Enterprise Zone at Rotherwas
- A Hereford Relief Road (HRR) which will bypass Hereford providing an alternative route for through traffic, additional capacity within the existing network enabling more sustainable modes and access for new development

Major infrastructure proposals will be complemented by continued investment in active travel measures, as part of integrated transport packages.

Our vision and transport objectives

A transport network that supports growth enabling the provision of new jobs and houses, whilst providing the conditions for safe and active travel, which reduces congestion and increases accessibility by less polluting and healthier forms of transport than the private car.

Our transport objectives seek to focus our strategy and ensure connection with other local and national objectives. These objectives have been developed from the evidence base we have established, given the current and future transport demands for the County. This includes extensive work in support of the Core Strategy, a range of transport studies, consultation and reviews of best practice.

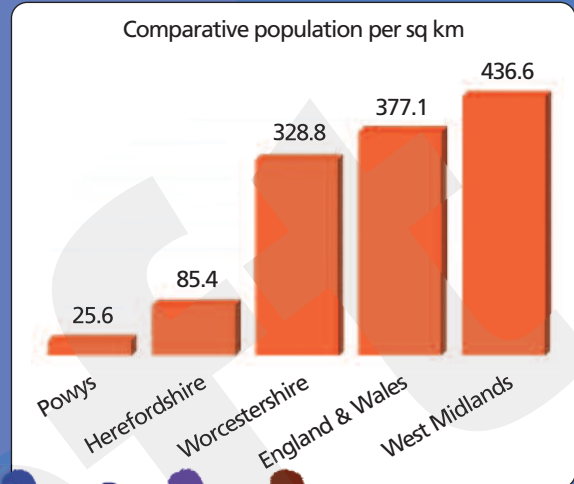
- 1. Enable economic growth** - by building new roads linking new developments to the transport network and by reducing short distance car journeys.
- 2. Provide a good quality transport network for all users** – by being proactive in our asset management and by working closely with the public, Highways England and rail and bus companies.
- 3. Promote healthy lifestyles** – by making sure new developments maximise healthier and less polluting forms of transport by delivering and promoting active travel schemes and by reducing short distance single occupant car journeys on our roads.
- 4. Make journeys easier and safer** – by making bus and rail tickets compatible and easier to buy and use, by providing ‘real time’ information at well-equipped transport hubs, by improving signage to walking and cycling routes and by helping people feel safe during their journeys.
- 5. Ensure access to services for those living in rural areas** – by improving the resilience of our road network and by working closely with all transport operators to deliver a range of transport options particularly for those without a car.



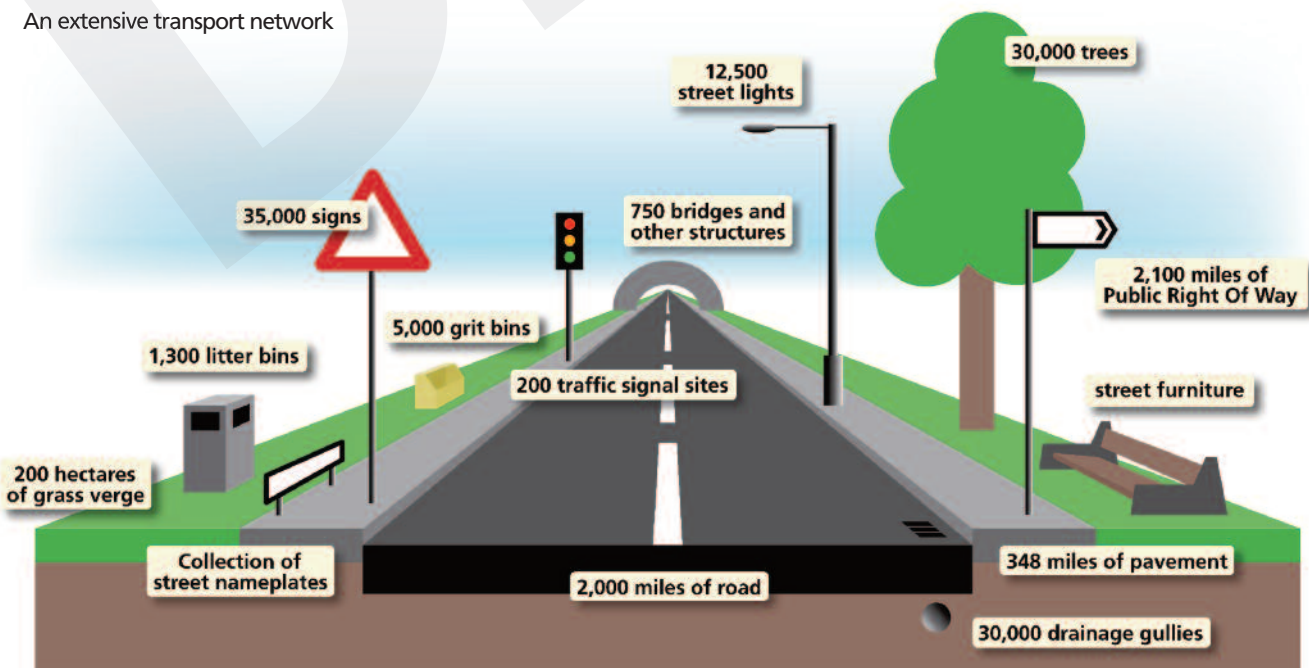
The local context

People and place

- Herefordshire is sparsely populated with 82,700 homes and 186,100 (2013) residents scattered across 842 square miles
- 95% of Herefordshire is classified as 'rural' and over half of the population live in these rural areas
- Self-employment is more common and the average wage is lower than other areas
- 23% of the population are 65 or above compared to 19% nationally. By 2031 forecasts suggest that will have grown to 30% versus 23% nationally

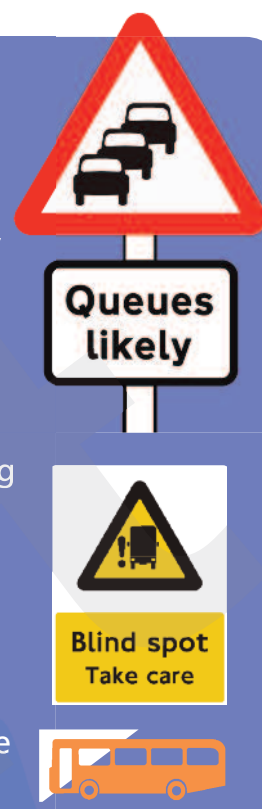


An extensive transport network



Getting about

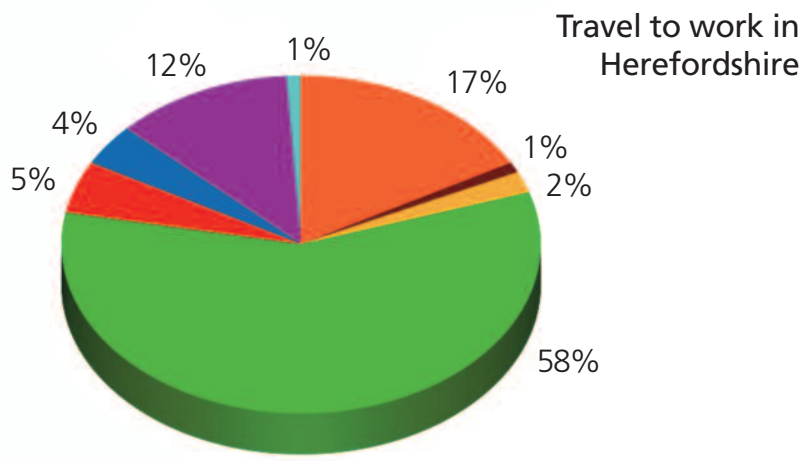
- Significant congestion and extended and unreliable journey times in Hereford
- The condition of the 'C' road and unclassified network improved by nearly 4% following our £20m investment
- The number of people Killed or Seriously Injured (KSI) on the roads in the county is similar to the national average, 38.9 per 100,000 residents, although total KSIs rose from 61 to 83 over 2013 and 2014
- Bus journeys in the county continue to fall but the rate of decline is slowing
- After a decade of strong growth, usage of rail stations in the county is levelling off
- Around half of all car journeys in Hereford at peak times are less than 2 miles long
- Regional Access - due to the rurality of the Region a large number of journeys are over a large distance and are often to access Hereford and the Market Towns



Travel to work

- Dependence on car in rural areas with strong levels of walking and cycling in towns
- Bus use is well below national and regional averages because of low availability in rural areas and short journey length in towns
- Significant level of home working – reduces some transport demands, greater reliance on broad band and fits within our support for flexible working
- Since the region is rural in character, a large number of people commute over a large distance to access the economic centre of Hereford. The catchment area includes Mid Wales and the West Midlands.

- Driving a car or van
- Passenger in a car or van
- Bicycle
- On foot
- Work mainly at or from home
- Bus, minibus or coach
- Train
- Other method



Challenges and Opportunities

Strengths

- Compact city, short distances to work, school, shop
- Well developed active travel network
- Established high levels of walking and cycling
- Partnerships with Marches LEP and Highways England
- Resilient communities with strong voluntary sector
- Adopted Core Strategy setting out locations of homes and jobs

Weaknesses

- Sparsely populated county
- Elderly and ageing population
- Single river crossing in Hereford
- Rural bus network thin and decreasing
- High proportion distance car journeys
- Long distance freight through city centre
- Poor access to rail station

Opportunities

- New infrastructure to improve access enabling new houses and jobs
- Hereford Enterprise Zone providing catalyst for change
- Improved city centre environment for pedestrians and cyclists
- Increase in long stay parking tariff
- Converting short car journeys to active travel, reducing congestion, improving air quality and health
- Increased partnership working
- New NMITE University proposals

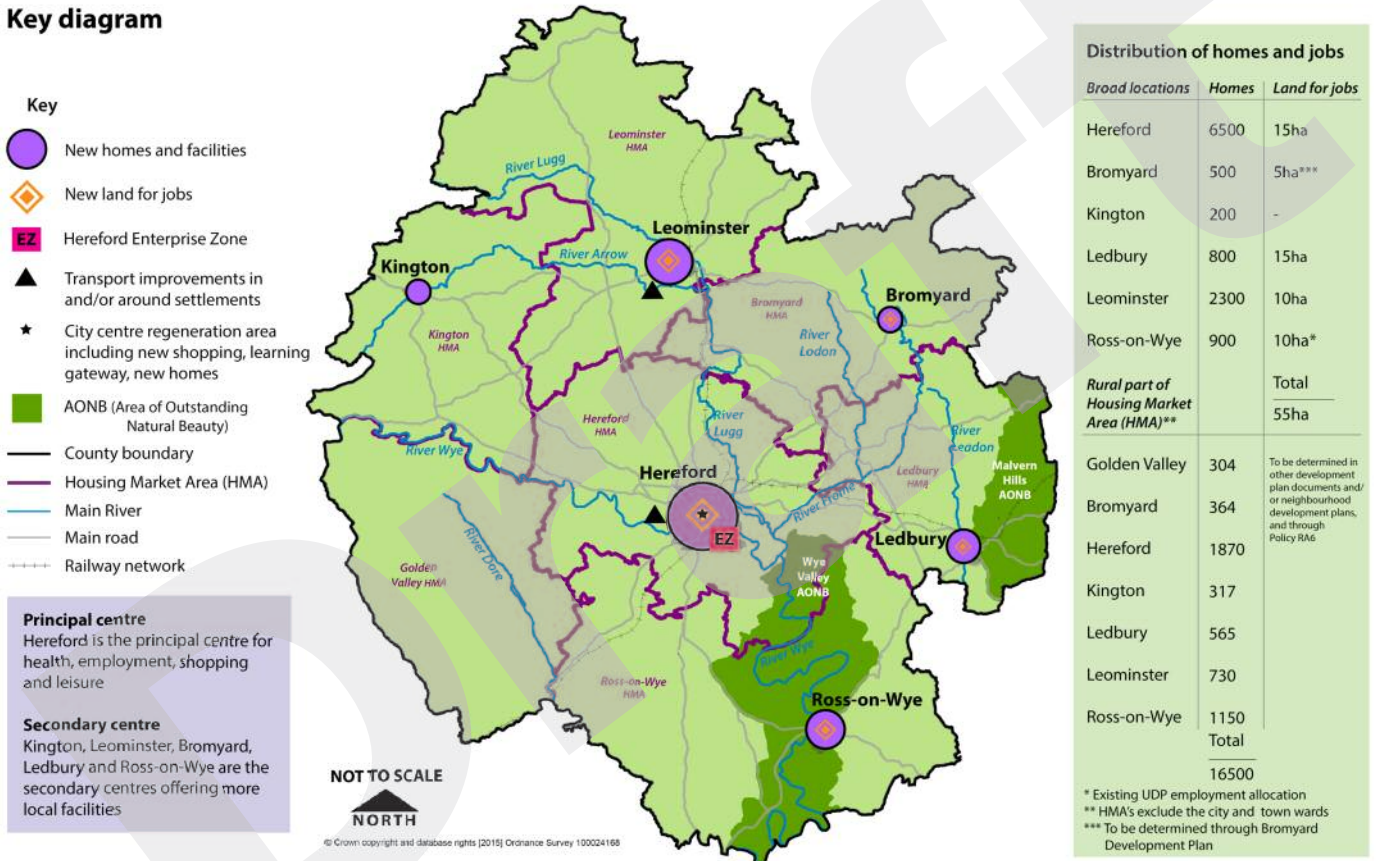
Threats

- Planned growth generates additional congestion
- Increasing access needs of less mobile population
- Failure to reduce short car journeys in Hereford increasing congestion, reducing air quality and health
- Ageing traffic management system
- Additional budget restrictions
- Extreme weather events and climate change

Herefordshire Core Strategy

The Core Strategy sets out our plans for more housing and jobs and the infrastructure required for their delivery. This Local Transport Plan fully supports the Core Strategy and describes the transport strategies which will deliver our transport and Core Strategy objectives.

Key diagram



Distribution of homes and jobs		
Broad locations	Homes	Land for jobs
Hereford	6500	15ha
Bromyard	500	5ha***
Kington	200	-
Ledbury	800	15ha
Leominster	2300	10ha
Ross-on-Wye	900	10ha*
Rural part of Housing Market Area (HMA)**		Total
		55ha
Golden Valley	304	To be determined in other development plan documents and/or neighbourhood development plans, and through Policy RA6
Bromyard	364	
Hereford	1870	
Kington	317	
Ledbury	565	
Leominster	730	
Ross-on-Wye	1150	
Total	16500	

* Existing UDP employment allocation
 ** HMA's exclude the city and town wards
 *** To be determined through Bromyard Development Plan

Our approach – working with partners

Marches Local Enterprise Partnership Strategic Economic Plan:

- Working with the MLEP we have identified strategic priorities to speed up scheme delivery and economic regeneration.
- prioritised funding for two major projects in the Strategic Economic Plan and Government has allocated £43m towards these projects. Both are transport packages comprising new road and active travel schemes which will support more homes and jobs.
- Informed by the strategic corridor study in partnership with the Marches LEP.

Highways England

- Supporting local and regional transport needs through development of the Marches Strategic Corridor Study, the Highways England Strategic Economic Growth Plan and contributions to the Midlands Connect project.
- Delivery of three pinch point schemes in Hereford at Edgar Street, Asda and Starting Gate roundabouts
- Joint analysis and delivery of road safety measures on the A49 south of Hereford which have reduced casualties
- Undertaking a joint assessment of strategic housing and employment sites coming forward in the Core Strategy



In the West Midlands region:

- Midlands Connects project – identifying the role for Herefordshire and the MLEP in supporting regional economic growth
- Midlands Rail Franchise – engaged in partnership to consider devolved management of the London Midland Franchise to give more control over local rail services between Hereford and Birmingham
- Working in the rail sector (Network Rail and Train Operating Companies) we have identified changes to improve access and future capacity.



Local Partners

Business:

- Working closely with the Hereford Enterprise Zone.
- Support rural diversity through careful highway development management.
- Support freight strategy development

With local bus operators:

- Previous reviews to reduce costs whilst maintaining services
- Retention of local commercial services following the departure of FirstGroup
- Reviewing best practice to build consensus for our future aspirations, particularly around the emerging Buses Bill and Devolution.

Third sector:

- Working with community transport operators to deliver countywide coverage,
- Herefordshire Voluntary Organisation Support Service community minibus links
- Parish councils and Lengthsman schemes to commission highway services

Schools and Colleges:

- Through developing our Sustainable Modes of Travel to Schools Strategy we are supporting schools to tackle their transport problems, joined up with lifestyle issues/childhood obesity
- Reducing costs of statutory transport to protected services for school children most in need
- Support the development of the NMITE University

Health:

- Working with the public health sector to deliver the objectives of the council's Health and Well-being Strategy
- Developing a joint promotions campaign to highlight the benefits of physical activity
- Through sharing a Public Health director with Shropshire we are exploring coordinated delivery of active travel, lifestyle training and other promotional activity which would benefit health



Our strategy for Hereford

Hereford is an important sub-regional centre within the regional economy. It is the principal retailing centre within the County and forms a catchment for a greater area. The Core Strategy has adopted a settlement policy which seeks to support growth whilst limiting transport demands. It has identified Hereford as the main settlement for growth, recognising the market demand for new homes and the sustainability of current and future services located within Hereford including schools, health and leisure facilities and a new university. The transport network converges on Hereford and it includes access to local and long distance rail services making it the most accessible location to all County residents. Consequently Hereford will take 6,500 new homes, 40% of the county total, and 15 hectares of employment and, in addition to the continuing development of the HEZ, supporting 4000 job opportunities. We need to make significant improvements to the transport network if the city is to successfully fulfil this strategic role.

Our strategy for Hereford builds on the following significant opportunities and seeks to address the following **challenges**:

- Regular congestion and lack of resilience as a result of single river crossing – inefficient network prone to instability as it is close to capacity during peak periods and often throughout the day. Not good for business, emergency services and local residents. Poor journey times and journey time reliability, severance resulting from queuing traffic and poor air quality. Lack of space for active modes and poor environment, poor access and punctuality for bus network.

- The system which controls traffic signals is aging and also prone to instability which further impacts on the effective management of traffic passing through the network.
- Strategic long distance traffic routed through the city centre. This creates tension between satisfying strategic network needs and local access and growth. We therefore need to coordinate two highway authorities – Herefordshire Council and Highways England - in the management of the city transport network.
- Good rail service provision within the city at the rail station but poor access to the station and opportunity for integration with bus and cycle network and poor environment for pedestrians.
- HEZ will provide a major catalyst of additional economic activity to the City and wider economy but traffic capacity problems limit growth and also impact on local residential areas.
- High levels of cycling already recorded within the city but ongoing problems providing continuous and attractive cycling routes.



Opportunities:

- Cycling levels are already well above the national average and there is a strong base from which to promote significant increases in cycling over the LTP period.
- The majority of transport demand, including vehicle traffic, is for short trips which start and finish within the urban area. This pattern will continue as the city grows. It provides a strong opportunity to increase the proportion of trips on foot, by bike and on the urban bus network.
- The city centre provides a strong focus for many trips including employment, shopping, health and leisure and this role is further strengthened in the Core Strategy. This provides stability for planning and supporting access improvements for all modes.
- The management of the supply and cost of parking has a strong influence on car trips in Hereford and provides us with an important tool to further encourage active modes.
- Coordinating the LTP with the development of the Core Strategy has enabled us to identify key transport infrastructure required to support growth and detailed assessment of development proposals will bring forward transport schemes which will extend the active travel network and improve capacity in the city.
- Partnership working. We have an excellent track record in working with key partners, including Highways England, which has seen the recent construction of three pinch point schemes and a collaborative approach to assessing targeted needs. This will assist us with managing demands and bringing forward improvements.
- Emerging proposals for University - ambitions for accommodation to be located centrally, and an opportunity to help create demand for sustainable modes
- Hereford is the location of one of the very few designated Enterprise Zones in the country, providing a clear local and national commitment to support job creation and overcome barriers including access.



In view of the challenges and opportunities and integrated with land use planning we are taking forward a balanced strategy which will support our growth proposals and the development of the HEZ and NMITE university, whilst seeking to maximise healthier and less polluting forms of travel. The strategy comprises:

- Additional highway capacity to meet the increased demands resulting from growth
- Improved access to and within the central area
- Improvements to encourage more active travel within the urban area through increased supply of pedestrian, cycling and bus networks, supporting safer routes to school and improved health and access to and integration with rail
- Demand management targeted at short distance car trips within the urban area by rationalising parking supply and increasing the costs relative to alternative modes of travel
- Effective negotiation with private developers to ensure suitable on and off site measures to limit the traffic demands from new developments and encourage active modes
- Effective partnerships to deliver our strategy in collaboration with key partners such as Highways England, Network Rail, Marches LEP and other strategic partners.



Key improvements comprise:

- Increased highway capacity to accommodate increased demands of new development and providing access to strategic sites
- Improved efficiency of the existing network management tool - SCOOT - to provide capacity within the urban area
- Demand management to tackle short car trips including parking costs, location and impacts in residential areas
- Improved bus access into the central area and integration with rail
- Extended cycle network to increase the already high proportions of cycling and to link with our Park and Choose sites
- Measures focused on increasing access to the Enterprise Zone and in support of its travel plan
- Measures supporting NMITE University to encourage active travel behaviour

Hereford Transport Strategy 2016-2031

Package	Schemes, projects and policies		
	2016-2021		2022-2031
Hereford High Town Package	High Town refurbishment On street parking charges St Owen Street contra flow cycling scheme		Monitoring and evaluation
Hereford City Centre Transport Package	City Centre link road and cycle scheme Design of demand management measures as set out in parking policy	Rail station transport hub Commercial Road walking and cycling schemes and public realm Newmarket Street, Blueschool Street bus stops and public realm Active mode measures to support Blackfriars urban village and NMITE University	Monitoring and evaluation
South Wye Transport Package including Enterprise Zone	Southern link Highways England cycle schemes on A49	Scheme opening SWTP active mode measures including Belmont Road public realm, Holme Lacy Road rail bridge and Holme Lacy Road/A49 junction cycle schemes Access improvements within the Hereford Enterprise Zone	Monitoring and evaluation
Hereford Transport Package	Sustainable Modes of Travel to School Strategy Workplace, school and residential travel plans Route options study for HRR Business case including strategy development, modelling and appraisal Planning application for HRR	Construction of HRR Wye Crossing and Three Elms sections	Construction and opening of remaining sections of HRR Delivery of active mode and public realm improvements for north Hereford Demand management measures in city core Active mode measures to support Edgar Street Grid development Active mode and public realm measures to support City centre masterplan

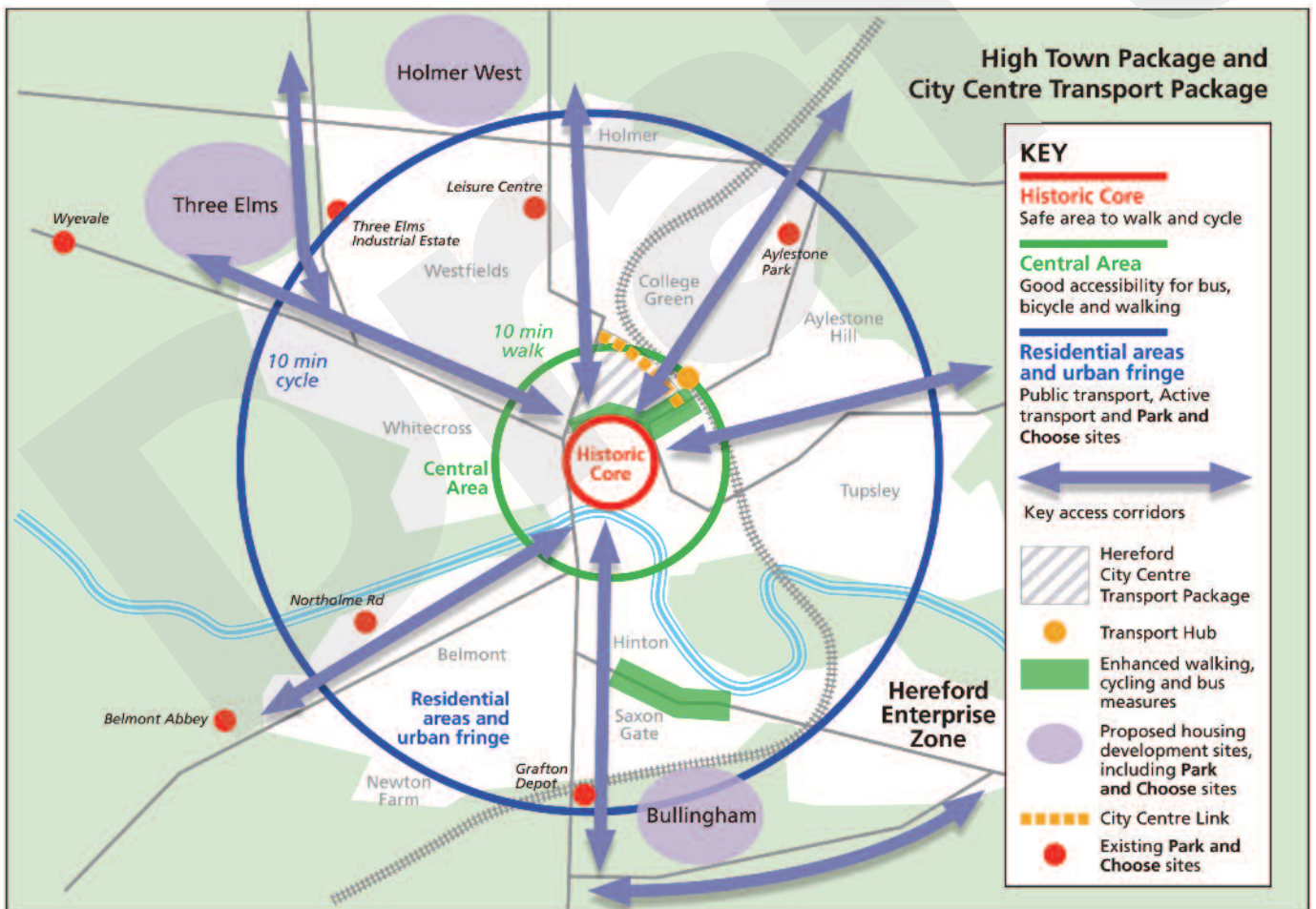
Communication and promotions delivered through:



Choose how you move

High Town Package and City Centre Transport Package

The whole urban area (enclosed in the 10 minute cycle zone) carries 30-40,000 vehicle trips each morning and afternoon – half of these are entirely within the 10 minute cycle zone. Many of the vehicle trips into the centre (along the key access corridors) involve further circulation around the inner ring road as traffic seeks to access specific destinations including office parking, schools and public car parks. In addition, some of this is through traffic which currently has no realistic alternative other than to travel through the centre of Hereford.



High Town Package

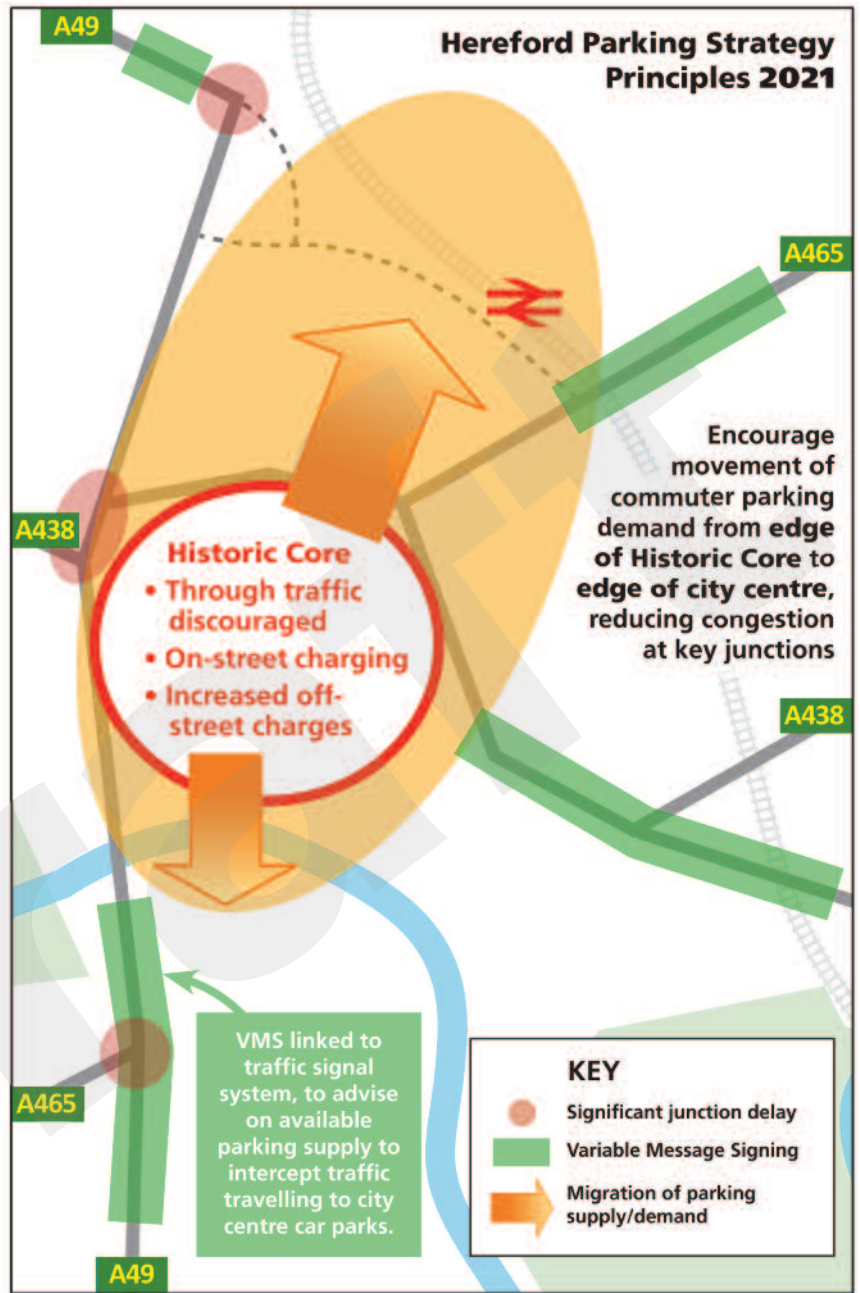
Hereford central area and the historic core (within the ring road) is a special environment where pedestrians must have top priority. We want to encourage more access into this area, the County's primary shopping location, to support retailers and promote economic growth. To do this our plans seek to manage access by car and the impacts of traffic.

High Town Package Schemes

- Deliver a public realm improvement scheme focusing on the shopping area and gateways into the historic core so that drivers appreciate the priority for pedestrians and cyclists and our retail offer is enhanced.
- Develop comprehensive cycle access and provision in one way streets – tying into a wider network of cycle routes throughout the city and supporting cycling
- Remove redundant/duplicate signage and introduce coherent and uniform tourism/visitor signing
- Reducing parking, particularly for commuters, through redevelopment and
- Introduce on-street parking charges and other forms of management to reduce circulating traffic in the centre



View of High Town looking towards the Old House



City Centre Transport Package

The Hereford City Centre Transport Package includes a new link road which enables a major mixed-use development delivering retail, leisure, tourism, employment and housing projects. The package will address the decline in Hereford's traditional role as a regional economic hub. The aim of the package is to provide:

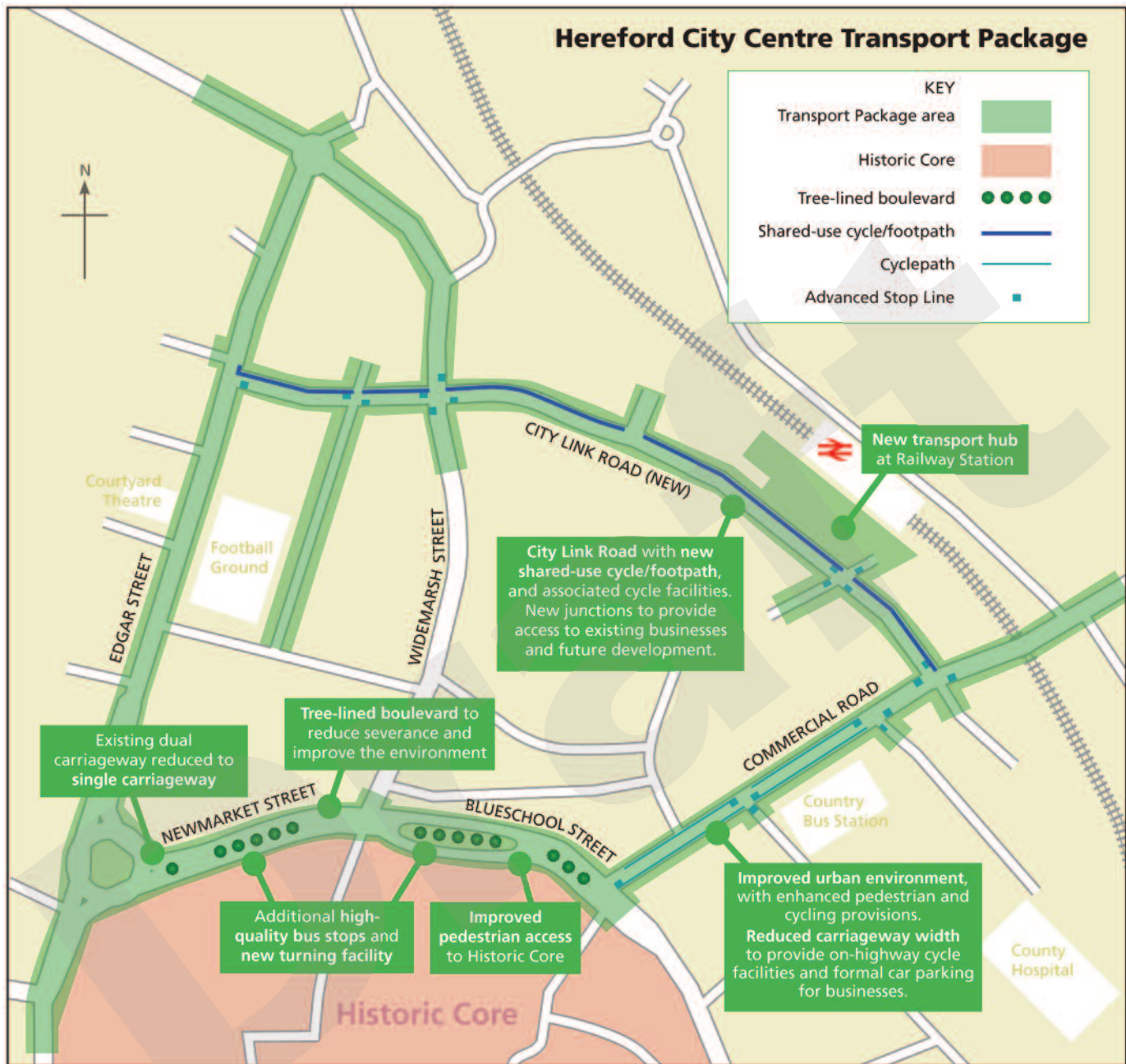
- access to development in the regeneration area to the North of the city centre
- regeneration of Commercial Road, Newmarket Street and Blueschool Street by reducing traffic flows and making those streets more friendly for pedestrians, cyclists and public transport
- reduced severance between the historic city core and the Edgar Street Grid development and rail station
- improved access to and integration at the rail station
- transport conditions to support NMITE university

The Hereford BID (Hereford Business Improvement District) is a project set up by and for the business in Hereford City to improve trading and footfall in the City now and in the future. It is for all businesses within a defined central area to participate in and benefit from, and enables independent action for tangible improvement projects selected by those traders.

City Centre Transport Package Schemes:

- Construct the city centre link road providing access to the urban village development and supporting city centre affordable housing and opportunities to improve access to the rail station and integration with bus services
- Improve walking and cycle access and overcoming barriers at Edgar Street and St Owen Street
- Upgrade the traffic light control system to make the system more responsive and resilient.
- Relocation of parking with the disposal of Merton Meadow car park – this is dependent on the urban village housing development progressing
- Work with schools and businesses to refresh travel plans, encourage walking and cycling and reduce peak hour single occupancy car use.
- Deliver a programme of promotional activities to highlight the benefits of active travel leading up to and alongside the delivery of the City Centre Link Road





South Wye Transport Package

The South Wye Transport Package focusses on the area of the city south of the River Wye. This is an area where there are a number of acute transport problems. These include a lack of capacity on the A49 which is a barrier to more jobs at the Enterprise Zone and delivery of the Lower Bullingham housing development. Other problems include long delays on the A465 Belmont Road resulting from local and longer distance traffic joining the A49 at the Asda junction to cross the river, which leads to unreliable and protracted bus journeys.

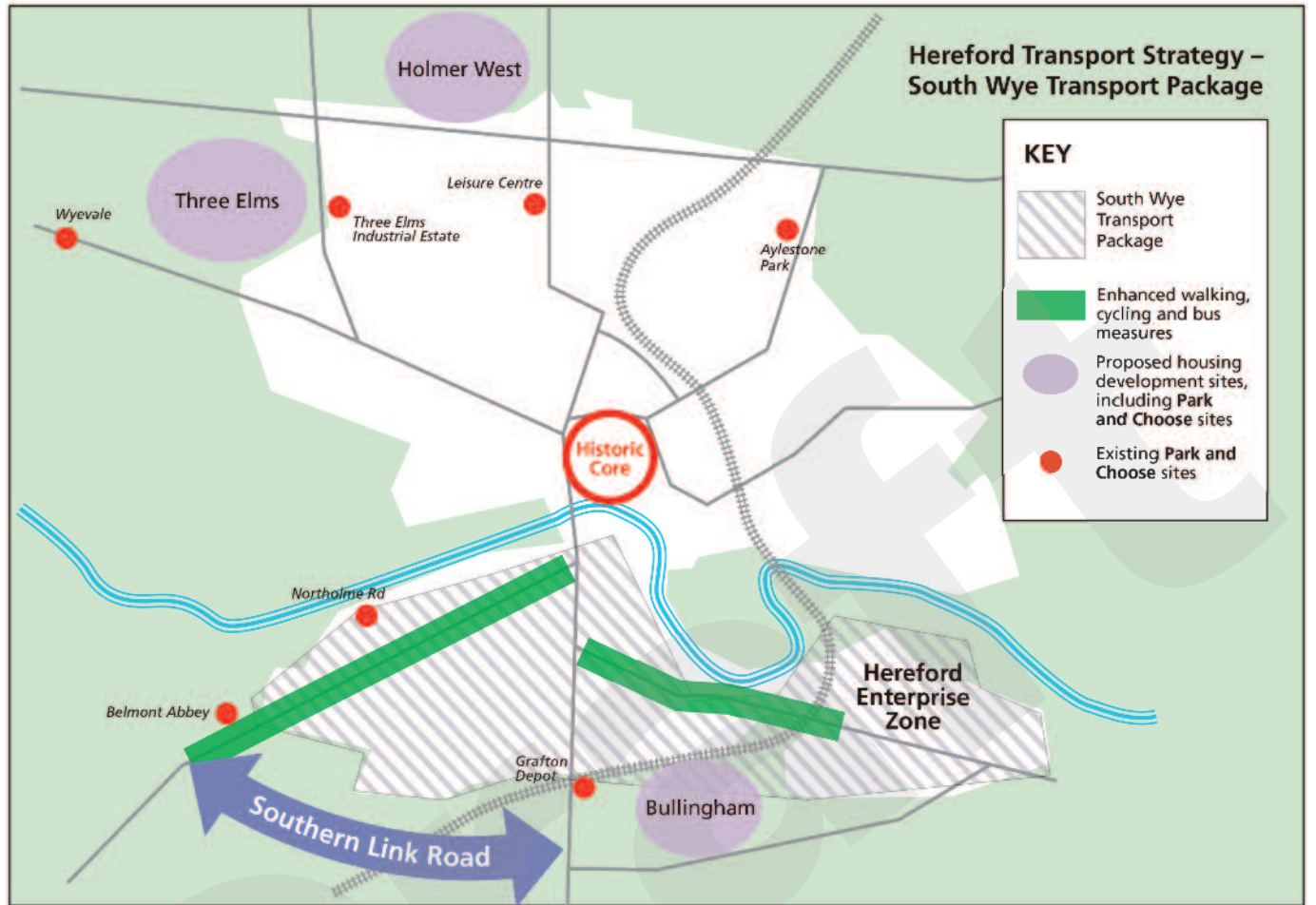
The A465 and A49 act as strong deterrents to walking and cycling which encourages short distance vehicle use, particularly for journeys to the city centre. This contributes to the high levels of obesity and cardio-vascular disease in the area. Our plan to address these problems is to provide an alternative route for longer distance traffic using the A465 Belmont Road – the Southern Link. This will mean we can reduce the impact of traffic on the A465 Belmont Road and create a better environment in the A465 Belmont road corridor, perhaps with more trees and improved public open space.

We plan to provide a wide range of active travel schemes across the South Wye area to give people safer, cheaper and healthier travel options. We will also be working closely with schools, businesses and housing developers to encourage more walking and cycling to reduce short distance car journeys.

The Enterprise Zone will encourage significant additional business investment and jobs at Rotherwas. With the traffic capacity of the A49 south of the Greyfriars Bridge Wye crossing being constrained the Enterprise Zone has developed an area-wide travel plan to encourage more sustainable travel, particularly the use of public transport, walking and cycling.

Hereford Enterprise Zone Schemes for 2016/2021

- Work with the Hereford Enterprise Zone and companies based on Rotherwas to deliver the Rotherwas Area Travel Plan
- Deliver a programme of schemes designed to reduce peak hour single occupancy car use
- Work with Highways England to identify additional traffic capacity to release Hereford Enterprise Zone land for more jobs
- Identify schemes which can be delivered in coordination with the South Wye Transport Package



Artists impression of Southern Link east of Haywood Lane

South Wye Transport Package Schemes

- Southern Link between the A465 and A49 to provide alternative route to A465 Belmont road
- Active travel schemes and improved public realm scheme reducing severance and environmental impact of traffic on Belmont Road
- Schemes in South Wye residential areas to encourage walking and cycling.
- Cycle scheme between the Grafton Park and Choose site (at the Grafton depot) and Bullingham Lane and running parallel to the A49.
- Active travel schemes associated with the Lower Bullingham housing development and the Hereford Enterprise Zone.
- School, workplace and residential travel plans and Choose How You Move campaigns to raise awareness of travel options and encourage trial.
- Improvements to and expansion of our Park and Choose sites.
- Review and recast the bus network in South Wye, building on opportunities for greater demand resulting from employment at Hereford Enterprise Zone and residents at Lower Bullingham.



Regular traffic queues on Belmont Road is a significant detriment to walking, cycling and bus use.

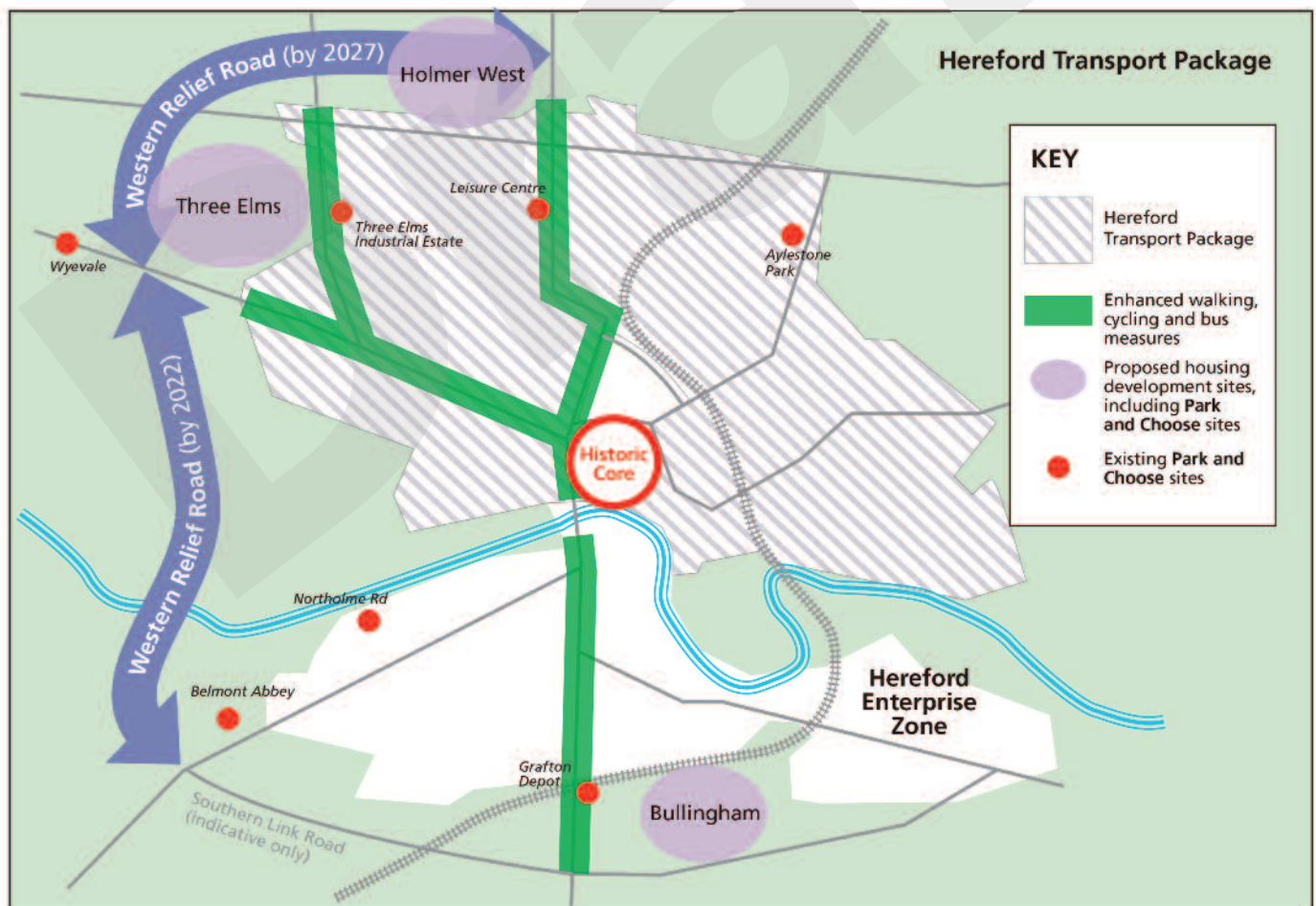


A public realm upgrade would provide benefits for walking, cycling, local residents and reduce the high volumes of traffic.

Hereford Transport Package

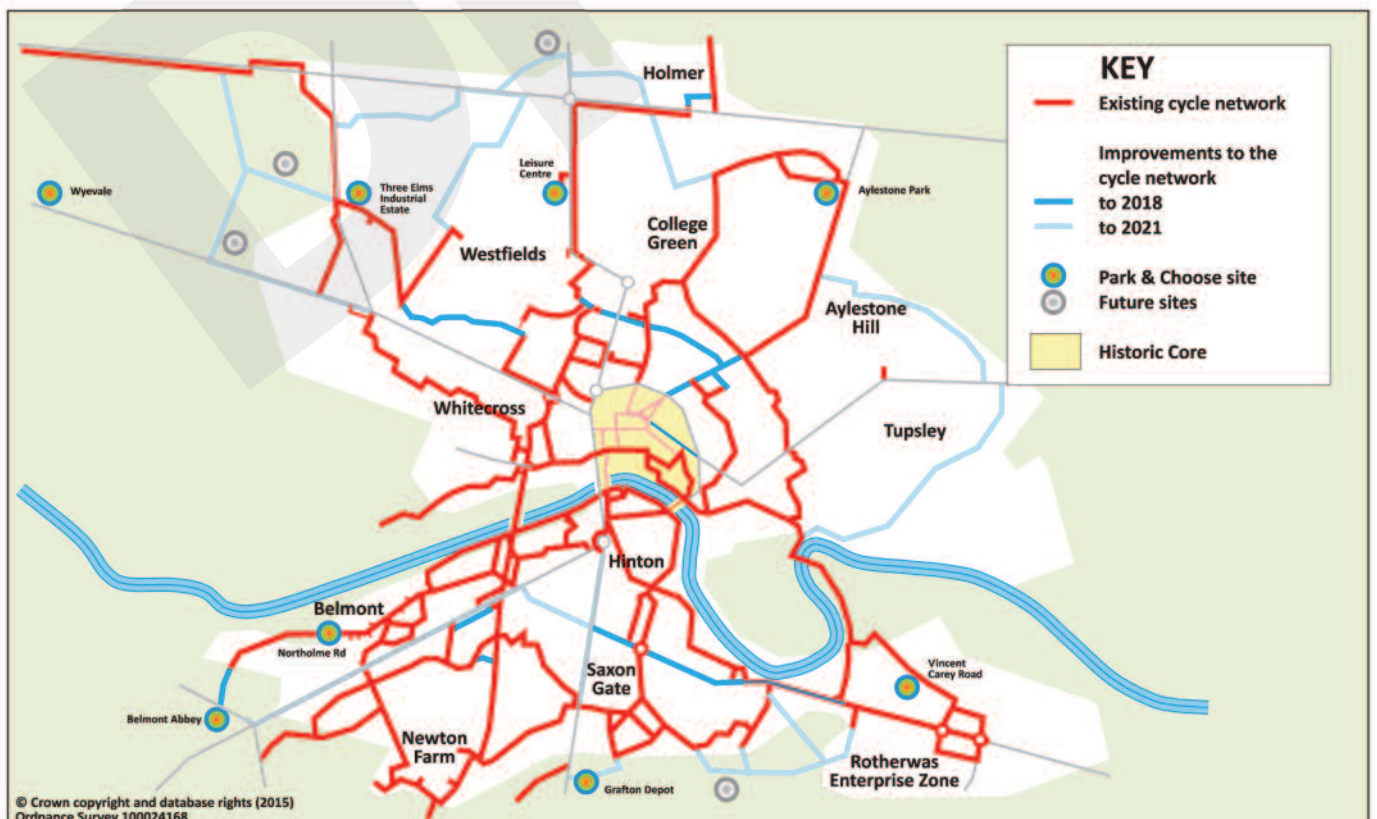
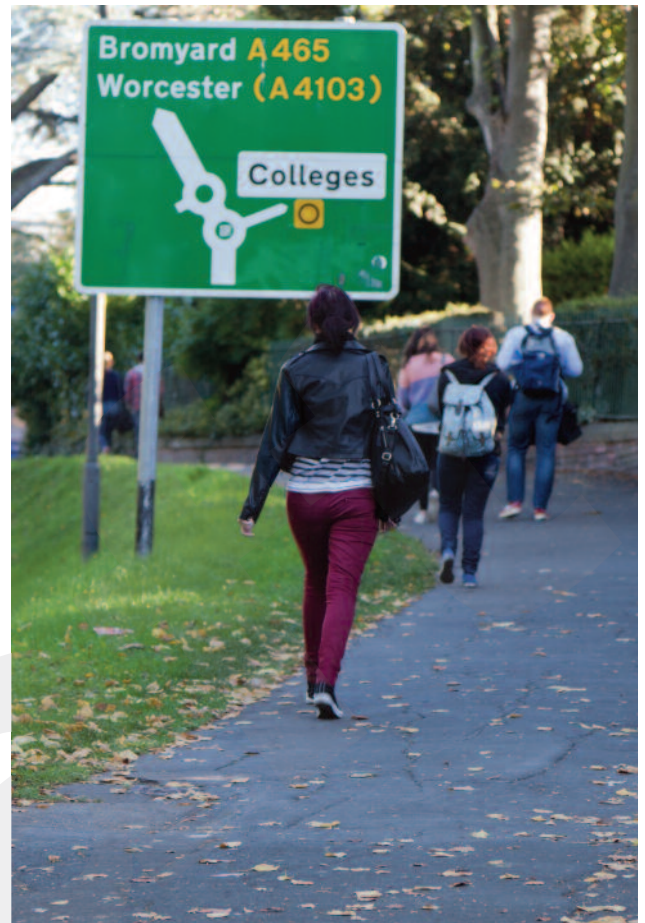
The Hereford Transport Package focusses on the delivery of a Hereford Relief Road and the benefits the scheme will bring to the city, particularly increased traffic capacity to allow the city to grow with more homes and jobs. With the relief road in place there will be greater opportunity to improve the A49 through the city and change its use away from freight and other long distance traffic to more local transport needs. This will be a 'step change' for our city transport system when we can deliver schemes and projects to help residents walk and cycle for those short distance journeys.

Hereford's wider regional role will be enhanced so the changes we make will need to ensure we can accommodate traffic travelling into the city from our rural areas. Whilst our plans for Hereford with the relief road in place are at an early stage, the schemes and projects for Hereford will need to address the problems we know we will face such as the potential for more traffic associated with the houses and jobs we have planned. This traffic could have a serious impact on congestion, health and the environment.



Hereford Transport Package Schemes

- Hereford Relief Road
- Working in partnership with strategic housing site developers to connect their sites into the road network and to put in place measures to encourage walking, cycling and the use of public transport
- Working in partnership with hospitals and other employers to refresh their travel plans and reduce the numbers of short distance car journeys
- Working in partnership with schools to implement a Sustainable Modes of Travel to School Strategy to encourage more walking, cycling and bus journeys to school and reduce the numbers of short distance car journeys
- Develop the detail of the package and review a wide range of options in line with the major scheme business case process.



Our strategy for the Market Towns and rural areas

Rural Herefordshire is characterised by high quality landscapes and townscapes, an agricultural economy, a very low population density and an extensive road network. For most people the car is and will remain the main mode of transport. However, with an increasing elderly population, families on low incomes and young people without their own transport, many people are reliant on public transport and other transport services to access education, work, shopping and health care. We are particularly aware that transport services are vital in helping elderly people and people with disabilities to remain independent and that this is very important for their wellbeing and is likely to reduce the overall costs of healthcare which can result in social isolation.

Challenges:

- Extensive network to keep open and safe, and seasonal pressures around agricultural activities
- Rural roads present safety problems – increasing trend in KSIs
- Maintaining basic levels of access with increasing revenue pressures and demands
- Ensuring new development does not have negative impact on local transport networks and that we can help residents live healthier lives

Opportunities:

- Good rail access at Leominster and Ledbury – connectivity to Hereford and other regional centres, long distance connections
- Recent investment of £20M in the network largely in rural areas has provided a sound base for asset management
- Balanced growth proposals will help sustain communities providing potential demand to help sustain core bus network, limited impact in terms of highway capacity
- Specific proposal for Leominster requiring southern link – reroute a proportion of through and commercial traffic to reduce congestion and AQMA problems
- Contributions from new development to help support local transport improvements and buses/community transport
- High levels of volunteering could be harnessed for transport and local maintenance approaches
- Total Transport Fund programme funded by DfT will review further opportunities for integration and coordination to increase access opportunities





Key strategy elements:

- A targeted asset management approach delivering value for money and resilience to ensure access for all our rural communities
- Focussing key aspects of service delivery through local areas by supporting volunteers to develop their own solutions to issues ranging from road maintenance, traffic impacts and Neighbourhood Plans.
- Targeted road safety programme to address the recent increase in KSIs and coordinate road safety with other promotional activity including active travel and health
- Negotiation with private developers to ensure on and off site measures to limit the traffic demands from new developments and encourage active modes, road safety and access for people without private car
- Continuing with our approach to support a core bus network by concluding and delivering the recommendation of the TTF review and facilitating the use of electronic timetable information.
- Developing rail access improvements with station reviews (Leominster and Ledbury) to consider parking, integration with bus services, cycle access and disabled access.
- Maintaining the PROW network to help the tourist industry and local residents.
- Market town centre transport studies for Ledbury and Leominster to review requirements set out in the Core Strategy and Neighbourhood plans
- Working in partnership with schools to develop and implement a Sustainable Modes of Travel to School Strategy to encourage more walking, cycling and bus journeys to school and reduce the numbers of short distance car journeys.

- Facilitate and encourage transport projects that help deliver diversity in the rural economy.

Key improvements comprise:

- Investment in asset management of around £100M+ over the LTP period
- Targeted road safety highway improvements of around £250K per year
- Working with local communities to design and deliver local improvements such as Village Gateways
- Targeted road safety education programme in partnership with Safer Roads Partnership
- Infrastructure to support growth as set out in the Core Strategy such as the Leominster Southern Link Road.
- Market towns transport and public realm improvements.
- Targeted improvements to support rural businesses and diversity.



Herefordshire and Market Towns Rural Transport Strategy

Policy Area	Activity
Passenger transport	<ul style="list-style-type: none"> • Rural transport hubs linked to core network including park and share • Core network of bus services • Total transport project - health, education, community, subsidised and commercial bus services • SMART ticketing and electronic timetable information • Improved access and parking at Leominster and Ledbury stations • Lobbying for rail service capacity and infrastructure improvements • Engaging proactively with rail industry in the re-franchising process to secure rail service improvements
Development	<ul style="list-style-type: none"> • Leominster - Bargates, southern link road • Working with developers to deliver new roads and active travel measures to support development in the market towns • Facilitate and encourage rural diversification
Road safety	<ul style="list-style-type: none"> • Village Gateway schemes • Accident investigation and prevention • Minor safety improvements • School crossing patrols • Road safety training and promotion
Maintenance	<ul style="list-style-type: none"> • Strategic network management • Bridges, culverts and retaining walls • Surfacing, kerbing and potholes • Drainage and flooding • Winter services • Parks, trees, landscaping and verges • Signals, signs and lines • Public rights of way • Emergency response and support • Street cleaning and lighting



Passenger transport

In a rural county like Herefordshire with a small population there are not enough people to enable bus operators to operate all services commercially. Of the 3.1 million bus journeys made each year in Herefordshire, around 39% are supported by a financial subsidy from the council. We have recently completed a process to identify savings by working with bus operators on solutions and consulting with the public. The result is a 'core network' of bus services that operate between the market towns and larger villages and Hereford on a regular pattern during the day from Monday to Saturday.

Our aim, in the context of reducing public sector funding, is to protect this network and to support local solutions such as community transport to feed into the networks so that access can be maintained. We are currently able to support a more extensive network through conventional, rural bus services but our ability to maintain this network will be subject to funding.

Priority network of core bus services



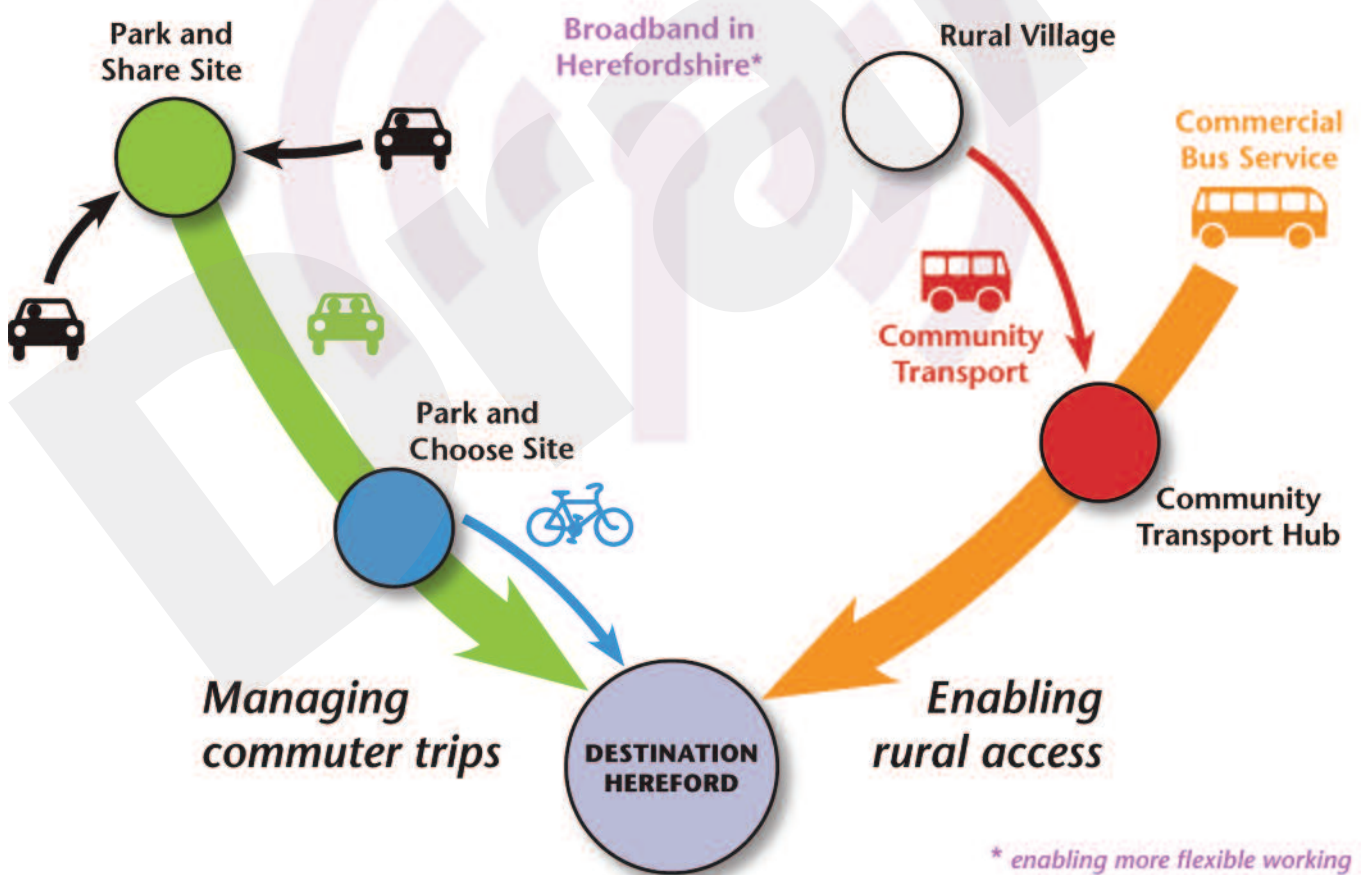
Passenger transport priorities

- Maintain a 'Core Network' of bus services
- Develop community transport to assist feeder service routes
- Work with Network Rail, West Midlands Rail, Department for Transport, Welsh Government and train operating companies to improve the frequency of services on the Welsh Borders route, Hereford to Birmingham and Great Western Railway lines
- Support and lobby Network Rail, Department for Transport & West Midlands Rail to install a double track between Shelwick Junction and Great Malvern
- Introduce rural transport hubs at key stops with cycle parking, high quality shelters and 'real time' information.
- Better coordinate health, education, community, subsidised and commercial bus services. We are establishing how this could be achieved through our Total Transport project.
 - Contract integration and efficiencies to reduce costs and protect services
 - greater service integration and coordination to improve information for users.
 - multi operator ticketing and facilitate the provision of electronic timetable information to simplify journey planning
 - integrating rural services with rail services and improving access for bus users in Hereford
- Deliver 'SMART' ticketing and facilitate the provision of electronic timetable information across the network to make it easier to use bus services
- Work with Network Rail and train operating companies to deliver more parking at Leominster and Ledbury stations
- Fully engage with DfT and Welsh Government in re-franchising opportunities to secure further service improvements.



We are delivering a network of locations where car drivers or connecting transport services (such as community transport) can meet other drivers to car share or transfer to other modes. They fall into two types:

- Rural transport hubs which provide free parking and where possible are located in rural settlements or businesses to help sustain the rural economy. This initiative delivers a number of benefits - reduce costs of parking at the eventual destination, reduce petrol costs on the shared part of the journey and provide access to the bus/rail network for those who are not within walking distance of a bus stop/rail station. Senior citizens and disabled people would then be able to complete their journey for free using their bus pass.
- Park and Choose sites which also provide free parking and are located on the periphery of Hereford and market towns. This arrangement allows rural commuters to incorporate cycling/walking into their trip to make a healthy travel choice, save time by avoiding congestion and reduce travel costs by avoiding parking charges.



Development

Herefordshire market towns face different transport issues ranging from parking, intrusive traffic, access to bus network and less opportunities for sustainable modes. The core strategy has set out proposals for new housing and employment land in the market towns with the biggest proportion in Leominster and Ledbury, followed closely by Ross-on-Wye, Bromyard and Kington. We will undertake a detailed studies in each of the market towns and provide an opportunity for local stakeholders to identify priorities in relation to the development proposals and the complimentary transport measures which might be required for delivery. Studies will commence in Leominster and Ledbury first and these are likely to include the opportunities to improve access to and by rail, public realm improvements in the town centres, parking issues and local bus services.



Road Safety and Maintenance

Herefordshire has an exceptional track record in reducing the most serious road traffic casualties over the past decade. This has been achieved through a combination of targeted safety improvements based on intelligent analysis of accident locations, education and training, and integration of safety improvement measures within standard maintenance works. However, our accident statistics show that the downward trend has stopped and accidents may be on the increase.

We consider this trend to be for 2013-2015 and indicates a significant transport issue. We will review the evidence, best practice and work with our partners to clarify what further measures we may need to take to continually improve road safety. Key elements of this review will include:

- Benchmarking- we need to understand local trends vs national trends
- Use of asset management
- Coordinated approach to education, training and prevention and how we communicate messages and information.
- Resource implication



A recent road safety scheme on Holme Lacy Road.

Asset Management

The aim is to support the growth of the county by keeping the travelling public safe, making the best use of its transport assets and where possible facilitate more efficient usage together with improvements in the quality of our public places.

Public places should be safe and enjoyable for all to use responsibly. Public places should also remain safe through all seasons of the year. The infrastructure that is vital to a functioning county should be resilient to the impacts of weather and climate.

The transport assets should provide a network that facilitates the efficient and safe movement of people and goods whilst protecting the quality of life within communities.

Through this approach the council will encourage and enable delivery within localities. This is part of a delivery model that is affordable now and proves to be value for money now and in the future. The council will encourage and support the growth of competitive local business and enterprise through works to enhance and maintain public places and by the way that work is delivered. Our Highway Asset Management Strategy has the following key components:

1 Major Investment over two years (2014/15 and 2015/16) – an extra £20 million of works targeted to fix roads that are in the greatest need of repair and have the greatest value to our local communities.

2 Sustained Investment over the whole life of the highway asset – an ongoing programme of works that is targeted at treating roads as they are showing signs of deterioration, fixing roads before they need larger, more costly repairs.

3 Reduce the need for reactive ‘temporary’ pothole repairs as a response to safety defects. We will aim to deliver a high proportion of our routine pothole repairs using permanent fixes that not only make the road safe, but improve the condition of the road and extends its useful life.

4 Shift our routine resources further towards preventative activities, such as the clearance of drainage. Well-drained roads decline at a slower rate and are more resilient to damage from severe weather.



5 Provide the support that enables routine maintenance work to be delivered locally so that defects on the road can be responded to locally when they are recognised as an issue by local people. This means that more defects can be fixed before they become a hazard to road users. Through our approach to locality working we will ensure that this local delivery complements our countywide programme of works.

Through this five point Highway Asset Management Strategy we will reduce the cost of potholes to the council and the community by over £1.6 billion. We will reduce the whole life cost of maintenance by over £72 million and the strategy will prevent over 386,000 potholes over the 34 year lifecycle of our roads.

Our approach to asset management is critical in a large rural county. We appreciate that Herefordshire's economy depends on a range of businesses with some significant success stories covering agriculture, manufacturing, automotive, retail, leisure and bio-science sectors. These businesses are distributed across the county with a number in relatively remote locations. We will ensure that we engage with the business sector to understand its needs in terms of freight movement and access for staff. We will also manage the network in a way that acknowledges the impacts and needs of large agricultural vehicles.

The winter of 2013/14 saw much disruption to the nation's transport network as a result of prolonged periods of extreme weather. As a result many thousands road users were effected. In response the Secretary of State commissioned a review of the resilience of the nation's transport network resulting in the 2014 Transport Resilience Review. This report recommended that Local Highway Authorities identify a 'resilient network' to which they will give

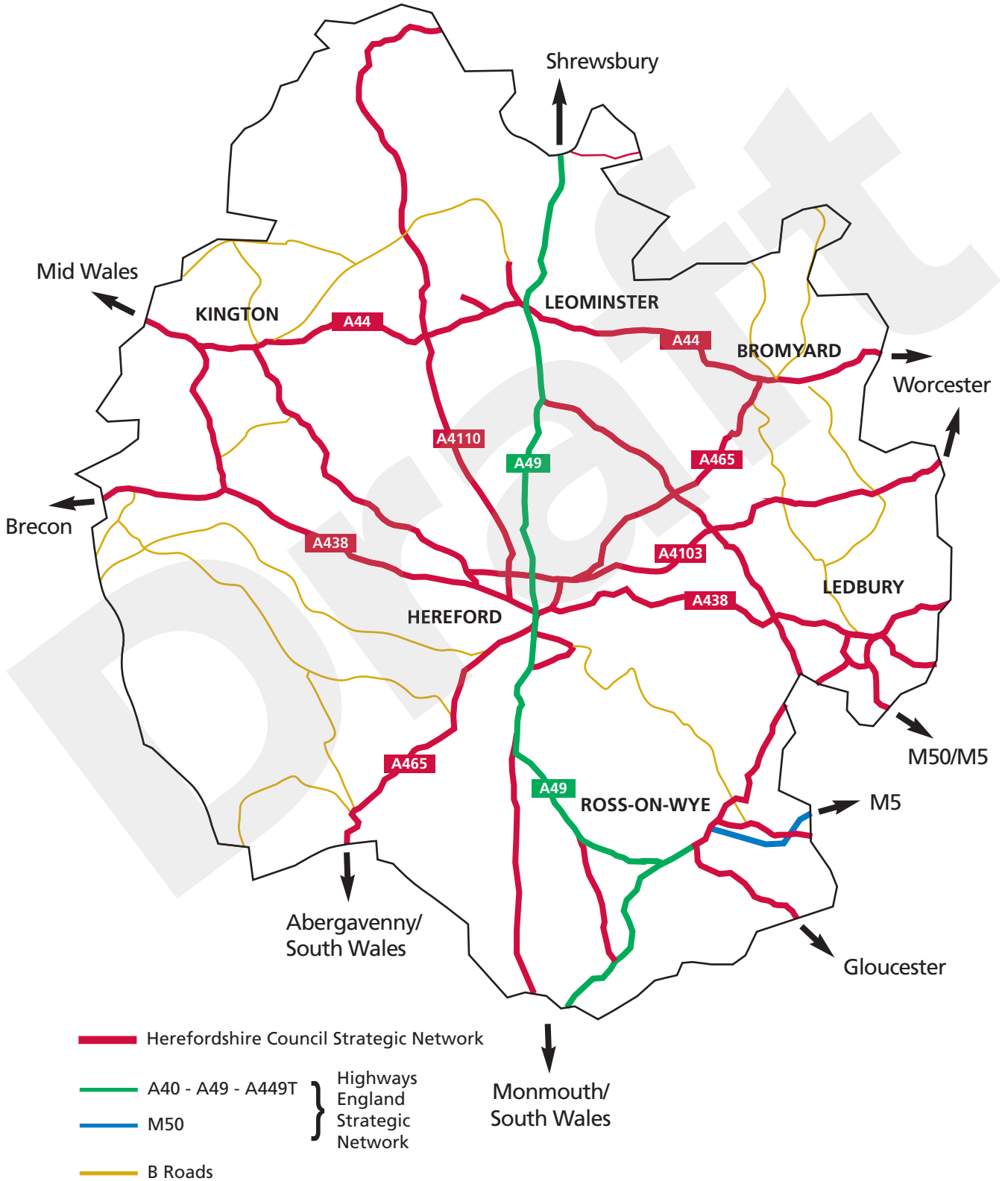
priority in order to maintain economic activity and access to key services during extreme weather. In response we have identified a strategic network (see plan overleaf) and we will prioritise the management of that network:

The network will ensure that:

- Main towns are connected to other main towns internally within the county and also outside Herefordshire using principal roads or via the trunk road network.
- Access to the following are protected:
- Main business parks
- Hospitals
- railway stations
- principal Ministry of Defence sites
- waste sites
- Hereford crematorium
- special schools and disabled colleges
- Local Authority depots
- principal retail areas in Hereford and the Market Towns



Proposed Strategic Network in response to the 2014 Transport Resilience Review



Evaluation and Monitoring

To monitor the effectiveness of the LTP we have set several indicators that we will report on annually in our annual performance report. This will allow us to track progress and monitor the effectiveness of our measures and schemes.

Performance	Indicator
Road condition	The percentage of road network in poor condition
Emissions	Nitrogen dioxide and particulate levels in Air Quality Management Areas CO2 from transport
Transport volumes and journey times	Annual average daily and peak hour traffic flows on routes in Hereford and on rural routes across the county Annual average off-road cycle flows in Hereford Annual average walking volumes on selected routes Annual average journey times and peak hour journey times on selected routes in Hereford
Public transport	Urban and community transport bus patronage Rail ticket sales
Road safety	People killed or seriously injured by mode
Health	Percentage of Herefordshire population not meeting the government's physical activity level targets. Percentage of Herefordshire population classed as overweight



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HEREFORDSHIRE COUNCIL

LOCAL TRANSPORT PLAN 2016 – 2031

POLICY DOCUMENT

Version 1.2 21032016

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Introduction

The purpose of our Local Transport Plan (LTP) is to ensure the council has a clear plan for investment in the transport network. This LTP Policy document details our policies to support its delivery.

The LTP has five key objectives:

- 1. Enable economic growth** – by building new roads linking new developments to the transport network and by reducing short distance car journeys.
- 2. Provide a good quality transport network for all users** - by being proactive in our asset management and by working closely with the public, Highways England and rail and bus companies.
- 3. Promote healthy lifestyles** – by making sure new developments maximise healthier and less polluting forms of transport including walking, cycling and bus use, by delivering and promoting active travel schemes and by reducing short distance single occupant car journeys on our roads.
- 4. Make journeys safer, easier and healthier** – by making bus and rail tickets compatible and easier to buy and use, by providing ‘real time’ information at well-equipped transport hubs, by improving signage to walking and cycling routes and by helping people feel safe during their journeys.
- 5. Ensure access to services for those living in rural areas** – by improving the resilience of our road network and by working closely with all transport operators to deliver a range of transport options particularly for those without access to a car.

Herefordshire Council is committed to equality and aims to fully comply with the requirement of the Equality Act 2010 and our Public Sector Equality Duty. To this end, we will complete an Equality Impact Assessment for all relevant schemes which fall within the remit of our LTP prior to their delivery.

Herefordshire Council Local Transport Plan – Policy Statement

Asset Management

This policy statement sets out our policies to ensure, through sound asset management, the safety, availability, reliability and long-term integrity of our transport assets and the public highway network in particular. The public highway consists of any verge, footway, cycleway, carriageway, bridleway or footpath over which the public has a right of way. This while taking every opportunity to increase the wider benefits of highway asset maintenance by an integrated approach to improvements in the functionality of the asset and the core maintenance activity.

Overarching Asset Management Policy

The aim is to support the growth of the county by making the best use of its transport assets and where possible facilitate more efficient usage together with improvements in the quality of our public places.

Public places should be safe and enjoyable for all to use responsibly. Public places should also remain safe through all seasons of the year. The infrastructure that is vital to a functioning county should be resilient to the impact of weather and climate.

The transport assets should provide a network that facilitates the efficient and safe movement of people and goods whilst protecting the quality of life within communities. Through this approach the council will encourage and enable delivery within localities. This as part of a delivery model that is affordable now and proves to be value for money now and in the future.

The council will encourage and support the growth of competitive local business and enterprise through works to enhance and maintain public places and by the way that work is delivered.

Asset management is a common sense approach to the upkeep of large infrastructure assets, such as our highway network. It is widely thought that it is best practice to manage and maintain large infrastructure assets through adopting a 'whole life' approach to asset management. This means looking ahead at how the asset is likely to deteriorate and deciding what might be the best treatments to deliver, when, over the life of the asset and if done well this approach will provide value for money and a good state of repair in the long term. Through sound asset management, the safety, availability, reliability and long-term integrity of our transport assets can be secured.

In Herefordshire the public highway is by far the most extensive of those transport assets and, with the exception of the trunk roads and motorways, is the most significant physical asset (transport or otherwise) that is in the council's management (the council is the highway authority). As is the case across the nation the public

highway in Herefordshire consists of any verge, footway, cycleway, carriageway, bridleway or footpath over which the public has a right of way.

In line with best practice our highway assets are valued along the same lines as commercial assets and that the disciplines of replacement value and depreciation are applied. Consequently the management, maintenance, renewal and replacement of our transport assets must be subject to prioritisation based on sound asset management practices, planning our actions, focusing resources and measuring the impact of what we do.

Asset management facilitates better decision-making by supporting engineering judgement with financial, economic and engineering analysis. It helps us to better understand and manage the relationship between whole life cost and performance and provides the evidence base for our investment decisions.

The County's highways together with other public places such as parks, and other public assets such as ordinary watercourses (the council is the lead local flood authority and the land drainage authority), are the places where the people live and are places that matter to the people of Herefordshire. Through maintaining these places well the council makes a highly valued contribution to our communities and the economy.

Policy LTP AM1 Accounting and Managing the Value of our Transport Assets

In line with Government policy we will continue to practice a set of accounting and asset management principles which will ensure that the value depreciation and investment of the transport assets are effectively managed.

The Development of Transport Asset Management Planning in Herefordshire

In 2006 Herefordshire's Local Transport Plan 2 introduced the concept of Transport Asset Management, and the development of a Transport Asset Management Plan (TAMP). The development of this asset management framework was reinforced in the council's Highway Maintenance Plan, which was published in 2007.

The Herefordshire TAMP was first developed in 2008. This first plan was built upon the work done in 2005 as part of the Midland Service Improvement Group (MSIG) to produce a Generic Highway Asset Management Plan.

Herefordshire Council has taken forward the development of its TAMP through our service delivery contracts, the latest of which is our Public Realm Services Contract with Balfour Beatty Living Places. The TAMP has been a working document and its production represents an evaluation of asset management practices in Herefordshire and has established a framework for the way forward. This has built upon the work we did as part of the MSIG. The TAMP has been regularly revised to promote our understanding of the macro and micro environment to determine the extent of business knowledge that we need to manage our assets effectively. We do this through gap analysis and through the application of industry best practice we aim to maintain and manage asset data that is relevant and enables informed decision processes.

Asset management in Herefordshire initially followed the basic asset management plan approach, but has now evolved to include the elements of an advanced system.

TAMP has built on the basic approach by engaging prediction modelling, risk management and optimised decision making techniques. These facilitate longer term financial forecasts and programmes that minimise lifecycle costs whilst delivering required levels of service. The TAMP, the associated Life Cycle Management Plans and the programmes of activity that are produced through our asset management framework are now being documented as the Forward Programme and the Annual Plan that is a requirement of our Public Realm Services Contract.

The Highway Asset

In summary the council is responsible for:

- 2014 miles 1292 yards of carriageways;
- 2160 miles of public rights of way;
- 723 highways bridges with a span over 1.5 metres;
- 11,731 column mounted streetlights and an additional 2047 luminaires that are not column mounted. There are 2019 concrete lighting columns that are over 40 years old and we also have 892 aluminium street lighting columns that were installed in the 1970s, though we do not hold information on their precise installation date. As such we consider the total number of street lighting columns over 40 years old to be 2911.
- 452 miles 412 yards of footway; and
- 8 miles 1012 yards of off-road cycleway.

The extent of the asset will inevitably change over the life of this LTP and the council's approach to asset data management is set out in the TAMP.

The entire asset consists of the following components:

- Roads with associated verges
- Public Rights of Way
- Bridges and other structures
- Streetlights
- Drainage gullies and highway drainage systems
- Traffic signal sets including Urban Traffic Management Control (UTMC) equipment
- Pedestrian crossings
- Road signs
- Road markings
- Safety fences
- Trees
- Footways and cycleways
- Park and Ride facilities (once developed)
- Street Furniture including Bus stops

The gross replacement cost, which is the assessed cost of replacing the existing asset with an equivalent new asset, has been valued (2015) at £5.495 Billion (including for all components of the asset and land).

The accumulated depreciation in the asset, which is the assessed cost of returning the existing asset to the equivalent of an as new state, has been assessed at £292 million.

These figures have been calculated on the basis set out in the *CIPFA code of Practice on Transport Infrastructure assets – Guidance to Support Asset Management, Financial Management and Reporting (2013)*. They are reported by the council as part of Whole of Government Accounts. Nationally and locally, they demonstrate the financial value of this asset which dwarfs the valuation of all other physical assets on the balance sheet. The depreciation also reflects the scale of investment that would be required to return this ageing asset to an as new state.

Clearly, both the GRC and DRC will change over time and approach to the asset valuation is detailed in the TAMP.

Localities and the Community's View

The highway and transport assets in Herefordshire are an extensive, high value asset. To manage this asset effectively it is not only important to understand its physical extent and its financial value, but also its diversity and the diverse usage of these places by our communities. Whilst the principle aim of the LTP is to articulate our transport objectives for the county, these objectives have to be delivered in the context of each locality.

The efficient operating model introduced as part of the Public Realm Services Contract has seen the introduction of Locality Stewards into nine locality areas across Herefordshire. These Locality Stewards undertake highway inspection and are working as part of the community to manage the delivery of the Public Realm Services locally. Through this way of working we ensure that the delivery of our investment programmes is informed by the intelligence gained through working alongside the community within localities. Additionally, we also ensure that the work undertaken at a local level complements the activity delivered through our countywide programme of maintenance and improvement works.

Whilst there is diversity across the nine locality areas, there is a clear and common view from across the community, and that is that the state of our highways matters and, in particular, the poor condition of the roads in the county has been an important factor impacting on satisfaction with the council's services. Surveys and consultation consistently show that the people of Herefordshire have been dissatisfied with road condition, and see it as a priority area for improvement.

Rurality

Herefordshire is undeniably a rural county and with a population of 186,087 (mid 2013) and an area of 842 square miles (2180 sq km) we have a population density of 221 people per square miles (85 people per sq km). This means that we are the fourth least densely populated county in the country. In terms of population distribution approximately one third of Herefordshire residents live in Hereford, a further third in the five market towns and the final third are distributed throughout the villages, hamlets and homes across rural Herefordshire.

The rurality of the county is part of its charm, but brings with it a number of challenges in regard to accessibility. Access to many areas of the county can only be gained via the C and Unclassified road network. Whilst traffic volumes may be comparatively low on many of these roads, they form the network on which our communities rely upon for travel, be that by car or other more sustainable modes.

Herefordshire's rurality also poses a number of funding challenges, the contrast between low population and an extensive highway asset means that the contribution that can be made to the maintenance of the highway asset from the council's

revenue budgets (as generated by council tax) is low when considered on a per km basis.

With revenue budgets having to be used to meet any reaction to restore network safety this funding constraint, that is a direct consequence of rurality, demands that we deliver this service through effective and efficient asset management. This means delivering, wherever able, pro-active treatments that maximise value for money and promote good state of repair in the long term. This as opposed to an ever escalating repair bill for short term reactive repairs, that can only be met from revenue budgets and this will rapidly overburden the available revenue resources.

Policy LTP AM2 Cost Effective Asset Management

We will continue to operate a system of planned interventions designed to preserve, maintain and enhance our transport assets, that takes account of the views of the community across each locality, combined with the use of a whole life cost/benefit approach to determine the most cost effective approach to delivery in our rural county based on:

- The collection and analysis of good quality, timely information on the condition, functional usage and past record of all assets;
- Timely intervention to correct defects before they cause more fundamental problems;
- The continuous improvement of our asset management approaches; and
- Being clear on service levels across the network and in each locality, matching asset, so far as is practicable, condition to the needs of the community.

Funding

Funding for the maintenance of the highway asset comes in two forms revenue and capital. Revenue funds are typically those generated by the council itself through council tax, (and whilst it is set to diminish) central government grant and other income generating activities. Capital funds are typically provided to the council through central government grants for roads or via council borrowing.

In terms of local government accounting requirements the council is free to invest its revenue funding in any form of works on or to the highway asset. However, there are two criteria that have to be met for highways expenditure to be met from capital budgets (capitalised). Those criteria are:

1. It is probable that the future economic benefits or service potential associated with the item will flow to the authority; and
2. The cost of the item can be measured reliably.

In order to capitalise any works to the highway asset the council must evidence that those works provide enhancement in a way that it is probable that future economic benefits or service potential associated with the expenditure will flow to the council. As such expenditure that extends the useful life or increases the level of performance

of an asset (or increases the fair value of the asset in some other way) would be capital.

For expenditure to be classed as capital the council must demonstrate that any intervention is part of a system of work that will either:

- Increase the useful life of the asset;
- Increase the value of the asset; or
- Both of the above.

The council must ensure through its asset management regimes that the comparisons between asset life as a result of its systems of work and the asset life that was anticipated, and recorded in the accounts for depreciation purposes, is a realistic one.

The council has carried out analysis to establish valid asset lives for our road depreciation calculations as part of its approach to asset management. This work has followed the CIPFA Code of Practice on Transport Infrastructure Assets and UKPMS Technical Note 46. The result is that for accounting purposes is that the average asset lives for calculating depreciation is 34 years.

As the accounting rules change from recording depreciated historic cost the council will align the asset register with the homogeneous asset groups that are being used in our asset management regimes.

Revenue works: From an asset management perspective works that maintain asset value and life and keep the component of the asset 'on' the anticipated deterioration curve, and continue to enable normal functionality are revenue works. These works 'simply' bring the condition 'up' to the curve; delay further deterioration until it is in line with that expected for the age of the asset component; or return normal functionality.

Capital works, are works that:

- increase asset value and life taking the condition of the asset 'above' the anticipated deterioration curve;
- delay further deterioration so that the asset becomes more 'youthful' than that expected; or
- enhance functionality

Whilst it is commonly understood that 'wholesale' replacement of the highway and/or parts of the underlying layers of the carriageway (say) do result in the rejuvenation of the asset, and as a consequence such works can be capitalised, codes of practice are not prescriptive as to the scale of activity that can be counted as capital expenditure. What is important is that capital works are part of a whole system that extends the life or value of the asset.

Works that simply maintain asset value and/or life are typically initiated as a reaction to a failure that results in a significant loss of functionality or has rendered that component of the asset (locally) unsafe. Where the council is driven to simply correct the failure on safety grounds its intervention cannot be funded from capital as, by definition, the assets value or life has simply been restored to its rightful place on its deterioration curve.

In the absence of a need to react to an emerging defect on safety grounds, we have the opportunity to deliver designed solutions that not only makes any defect safe but also prevents early or acute deterioration. Such responses can (at least in part) be funded from our capital budgets, but by virtue of being a designed solution may take longer to deliver.

Having longer to respond to a level of defectiveness in the asset, on the grounds that it does not currently present a significant hazard to users is not in itself legitimise the use of capital funding for its treatment. It is important that the solution specified does, as part of a whole system, enhance asset value and life to a place that is 'above' the expected deterioration curve.

Understand the split between capital and revenue works is important as it is the council's revenue budgets that will be under increasing pressure as the demand all council services funded from the council's revenue budgets increases and the available revenue budget declines.

Policy LTP AM3 Affordable Asset Management

Through the use of sound asset management practices will constrain the demand for responsive activities (that can only be funded by our revenue budgets) to a level that the residents of Herefordshire can afford.

Through this approach we will constrain and potentially reduce the demand for reactive maintenance activity. Through the proper application of asset management will avoid an (potentially forced) escalation in our revenue budgets through the demand for responsive activities.

Future Capital Funding for Highway Maintenance

Going forward the capital maintenance grants from central government are composed of three components, they are:

- The Formula Grant Allocation;
- The Incentive Fund;
- The Challenge Fund.

The formula grant allocation is largely dependent on the extent of the asset. This element was increased in 2014, but we will see it decline over time.

The shortfall in the decline in the formula allocation will (largely) be taken up by the Incentive Fund. This element will be awarded on the basis of each highway authority's proven ability as an efficient and effective asset manager.

There are 3 bands of performance, band 1 will only receive 90% of its allocation under this fund in 2016/17 and see this diminish to 0% by 2020/21, band 2 will receive 100% of its allocation under this fund in 2016/17 and see this diminish to 30% by 2020/21; and band 3 will receive 100% funding throughout.

As a result of Herefordshire's exemplary approach to the development and deployment of asset management we anticipate attaining and sustaining band 3 status.

The final element is the challenge fund, this is a bid process that was first run in December 2014, and it is anticipated that a second tranche will be held in 2017/18 seeking scheme bids for funding from 2018/19 to 2020/21. Herefordshire Council's bid to the first tranche did not succeed, the council will learn from this experience and work to prepare its bid to the 2017/18 challenge fund.

Other funding opportunities may also exist in addition to those set out above. In particular the council has taken a lead in developing its approach to locality working in a way that can enable Town and Parish Council's to invest in the management of the highway asset locally.

Investing in the Asset

As with any investment, be it from the capital or revenue available to the council, or from other sources, we will continue to demonstrate that the investment made can:

- Generate a good return, and that
- (over time) the envisaged return is being realised.

This approach to the use of our funds, an 'investment and return' ethos, as opposed to simply 'budget and spend' will be essential if the council is going to maximise its existing potential and in any future bidding opportunities.

Policy LTP AM4 Investment in Works that Will Deliver a Return

We will adopt an 'investment and return' ethos, as opposed to simply 'budget and spend' to maximise the potential of our available funds and to support any future bidding opportunities.

We will:

- found our business cases on our asset management strategy;
- establish the capacity to bid well; and
- bring together all elements in a sound business case.

The council's overall business case will continue to be expressed through its asset management strategy and by delivering all activity (reactive, routine, programmed and emergency activity) through a coherent approach to asset management. This approach will shift the emphasis away from more costly reactive activity and as such maximising the whole life return for the investment made.

The efficient use of funds can only be sustained, through the proper application of asset management.

The council recognises that further efficiencies must be sought as it strives to meet the challenges that face public sector finances. The anticipated changes in central government funding to local authorities will impact the revenue funding that is available for the maintenance of highway assets. It is inevitable that we will be forced to reduce levels of service in some areas, but in doing so we will seek to understand the impact of these reductions in terms of the whole life cost. Wherever invest to save opportunities are available, and the business case for doing so 'stacks up' the council will seek to realise further reductions in revenue spend through such initiatives. This in preference to service cuts.

The council has already made a major investment in the highway asset (carriageways) and in street lighting and after having developed its business cases for each, proving that they provide value for money and their successful delivery will meet the council's objectives through our asset management strategy. In taking forward our asset management strategy, as set out in this LTP, we will realise the return on these considerable investments and use the experience of these investments to verify and secure the return on all future investment of funds in the asset. Asset management provides the council with the tools to continue to be able to do this well.

Asset Management Policy Objectives

In Herefordshire the council has developed its approach to asset management so that there is a clear 'line of sight' between what actually happens 'on the street' and its corporate vision.

The links to the corporate vision are made through our asset management policy and then through the asset management strategy onto delivery via the structure of public realm services contract.

Policy LTP AM5 Asset Management Policy Objectives

The aim is to support the growth of the county by making the best use of its highway asset and where possible facilitate more efficient usage together with improvements in the quality of our public places.

Public places should be safe and enjoyable for all to use responsibly. Public places should also remain safe through all seasons of the year. The infrastructure that is vital to a functioning county should be resilient to the impact of weather and climate.

The highway asset should provide a network that facilitates the efficient and safe movement of people and goods whilst protecting the quality of life within communities.

The links between the council's corporate vision and the delivery of service to its transport assets are explained in the following table:

Vision							Delivery
	Corporate Priorities	Corporate Approach	Contribution made through effective asset management	Overarching Asset Management Policy Statement	Asset Management Policy Statements	Network Hierarchy And Objectives	
<p>Herefordshire</p> <p>A place where people, organisations and businesses work together within an outstanding natural environment, bringing about sustainable prosperity and wellbeing for all.</p>	<p>Keep children and young people safe and give them a great start in life.</p> <p>Enable residents to live safe, healthy and independent lives.</p> <p>Support the growth of our economy.</p> <p>To secure better services, quality of life and value for money.</p>	<p>Encourage individuals, communities and organisations to do more for themselves and for their local area.</p> <p>Radically reduce costs, breadth and level of services we provide.</p> <p>Ensure the services that we do provide are cost effective.</p>	<p>Safer road travel for all including children and young people.</p> <p>Public places that are safe to enjoy, for recreation and travel on foot, bicycle and by public, community or school transport and car.</p> <p>Accessible goods and services for all, via a safe highway network that is fit for purpose and resilient to the impact of climate and weather.</p> <p>An approach to delivery that enables local issues to be address locally.</p> <p>Improved roads that are fit for purpose, facilitating trade, economic growth, housing and development across the county.</p> <p>Maintaining the character of the natural and built environment in a way that</p>	<p>The aim is to support the growth of the county by making the best use of its transport assets and where possible facilitate more efficient usage together with improvements in the quality of our public places.</p> <p>Public places should be safe and enjoyable for all to use responsibly. Public places should also remain safe through all seasons of the year. The infrastructure that is vital to a functioning county should be resilient to the impact of weather and climate.</p> <p>The transport assets should provide a network that facilitates the efficient and safe movement of people and goods whilst protecting the quality of life within communities.</p> <p>Through this approach the council will encourage and enable delivery within localities. This as part of a delivery model that is affordable now and proves to be value for money now and in the future.</p>	<p>Policy LTP AM1 Accounting and Managing the Value of our Transport Assets</p> <p>Policy LTP AM2 Cost Effective Asset Management</p> <p>Policy LTP AM3 Affordable Asset Management</p> <p>Policy LTP AM4 Investment in Works that Will Deliver a Return</p> <p>Policy LTP AM5 Asset Management Policy Objectives</p> <p>Policy LTP AM6 The Highway Asset Management Strategy for Herefordshire’s Roads</p> <p>Policy LTP AM7 Understanding the Economic Benefits of Investment in Transport Assets</p> <p>Policy LTP AM8 Economic Benefits through the Approach to Service</p>	<p>The Strategic Network (including the Resilience Network).</p> <p>As defined by Policy LTP AM13 The Resilience Network as Part of a Strategic Network.</p> <p>The Asset Management Policy and Strategy will be applied with the aim of achieving the Council’s vision though the appropriate enhancement and then stabilisation of the condition and functionality of this component of the network.</p> <p>The General Network.</p> <p>The Majority of the network that is not included in the Strategic Network.</p> <p>The Asset Management Policy and Strategy will be applied with the aim of achieving the Council’s vision though, if achievable, the stabilisation of the condition and functionality of</p>	<p>An Integrated approach to delivery through the Public Realm Services Contract.</p> <p>Supported by the Transport Asset Management Plan (TAMP) and a suite of delivery plans that focus on detailed delivery requirements.</p> <p>What will be done, will be communicated through a forward programme, which aligns with the council’s medium term financial strategy.</p> <p>The forward programme will then be translated to delivery ‘on the street’ through</p>

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			<p>attracts business to Herefordshire.</p> <p>Reductions in whole life costs, making effective delivery affordable.</p> <p>An approach to delivery that engages with the supply chain locally and helps develop the capability and capacity of local employers. Assisting them to compete in local, regional and national markets.</p>	<p>The council will encourage and support the growth of competitive local business and enterprise through works to enhance and maintain public places and by the way that work is delivered.</p>	<p>Policy LTP AM9 Managing Changing Demand, including new developments</p> <p>Policy LTP AM10 Maintaining a safe, efficient highway network</p> <p>Policy LTP AM11 Understanding the Health Benefits from Investment in Transport Assets</p> <p>Policy LTP AM12 Reducing our Environmental Impact and Responding to Climate Change</p> <p>Policy LTP AM13 The Resilience Network as Part of a Strategic Network</p> <p>Policy LTP AM14 Optimal Performance Management</p>	<p>this component of the network.</p> <p>The Low Priority Network.</p> <p>In order to ensure that our objectives can be afforded, it will be necessary to reduce the levels of service that will be delivered to an identified component of the network.</p> <p>As a minimum we will aim to keep safe, accounting for their existing character and usage, and the need to reduce their whole life cost, within the bounds of affordability.</p>	<p>each year's Annual Plan.</p> <p>Strategic and operational performance is then measured to enable continuous improvement in the management of the asset.</p>
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The asset management strategy describes our approach to the implementation of our policy objectives. This is in turn supported by our Transport Asset Management Plan (TAMP), which details the ‘nuts and bolts’ of the mechanisms of asset management. The various delivery elements are then implemented in line with our highway maintenance plan (which focuses on our duty to maintain the highway), our network management plan (which focusses on managing the usage of the network), our winter service plan (which focusses on the safe access of the network during the winter); and we will develop a street scene plan (which focusses on the quality of our public places).

Policy LTP AM6 The Highway Asset Management Strategy for Herefordshire’s Roads

Our Highway Asset Management Strategy has the following key components:

1 Major Investment over two years (2014/15 and 2015/16) – an extra £20 million of works targeted to fix roads that are in the greatest need of repair and have the greatest value to our local communities.

2 Sustained Investment over the whole life of the highway asset – an ongoing programme of works that is targeted at treating roads as they are showing signs of deterioration, fixing roads before they need larger, more costly repairs.

3 Reduce the need for reactive ‘temporary’ pothole repairs as a response to safety defects. We will aim to deliver a high proportion of our routine pothole repairs using permanent fixes that not only make the road safe, but improve the condition of the road and extends its useful life.

4 Shift our routine resources further towards preventative activities, such as the clearance of drainage. Well-drained roads decline at a slower rate and are more resilient to damage from severe weather.

5 Provide the support that enables routine maintenance work to be delivered locally so that defects on the road can be responded to locally when they are recognised as an issue by local people. This means that more defects can be fixed before they become a hazard to road users. Through our approach to locality working we will ensure that this local delivery complements our countywide programme of works.

Through this five point Highway Asset Management Strategy we will reduce the cost of potholes to the council and the community by over £1.6 billion. We will reduce the whole life cost of maintenance by over £72 million and the strategy will prevent over 386,000 potholes over the 34 year lifecycle of our roads.

Supporting the Economic Growth of the County

Through providing a highway network that facilitates the efficient and safe movement of people and goods we are supporting the growth of the county’s economy. Whilst this linkage can clearly be seen, it is the council’s aim to enhance its understanding of how investment in the management of the highway asset (and its other transport

assets) best enables economic growth. In doing so we can enhance the ability to make the right investment choices, be it:

- between each component of the asset; or
- between an investment in the highway and other council functions or projects.

To better understand how the investment that we make in the highway asset enables economic growth we have mapped GVA, to the influences on GVA and then across to the impacts of highway maintenance. The relationship is complex, however a better understanding of the linkage between GVA and highway maintenance will enhance the council's business knowledge and as a consequence enhance the positive impact that it can have on the economy through:

- Jobs
- Traffic capacity
- Delay Cost Time and Delay Cost Accidents
- Road Condition
- Embodied Carbon
- Climate change adaptation
- Network resilience
- Recycling, reuse and waste to landfill
- Public satisfaction
- Accident reduction; and
- Setting appropriate levels of service.

The council will develop its understanding of this relationship between its management of the highway asset and the influences on GVA further, this so that it can make the best support the growth of the economy through its investment choices. It will be particularly important to understand how farming and other businesses located outside of the main settlements can be supported acknowledging their importance to the local and regional economy. We will liaise directly with our Strategic Business Partners to better understand their needs and how our approach to asset management can help sustain and grow the local economy.

The Council has assisted the Department for Transport in the development of Highways Maintenance Appraisal Tool (HMAT). This model provides a potentially significant step towards better understanding the full benefits of highways maintenance. The HMAT model allows local highway authorities to assess the economic cost and benefits of their proposed asset management strategies and compare between different options.

At a national level the HMAT model shows that compared with continued use of the current budget, a scenario of a temporarily increased budget provides a benefit in terms of reduced user costs of £2.70 (discounted) for each extra £1 spent on direct works costs. Reducing the budget for 5 years, resulted in a reduction in benefits of £2.90 for every £1 saved in direct costs. This finding reinforces and indeed strengthens the conclusions from other studies that investing in local highways maintenance can present high to very high value for money.

Policy LTP AM7 Understanding the Economic Benefits of Investment in Transport Assets

The Council will continue to develop its understanding of how investment in the management of the highway asset (and its other transport assets) best enables economic growth and will use that understanding to inform the investment choices made.

The Council will start using the Highways Maintenance Appraisal Tool (HMAT) as part of its asset management processes, to assist in making investment choices:

- between each component of the asset; or
- between an investment in the highway and other council functions or projects.

Initially this enhanced understanding of the impact on the economy will be developed to enable the prioritisation between work streams for each component of the asset.

Through the approach taken by the Public Realm Services Contract the council is also focused on providing Care2Work for Looked after Children (LAC), including introduction to work, work experience, work opportunities, apprenticeship schemes and preparation for work initiatives.

The council has also achieved Construction Industry Training Board Skills Academy status. Significant progress has been made in developing the Academy's programme and overall targets are agreed. This initiative includes work experience placements and apprenticeship opportunities. Throughout this programme the council and its provider will work with The Princes Trust, Jobcentre Plus and other organisations who work with care leavers.

Policy LTP AM8 Economic Benefits through the Approach to Service

The Council's approach to the delivery of Public Realm Services will continue to focus on providing development opportunities that will enhance the capability and capacity in the local workforce and supply chain. Through this approach the Council will maximise its beneficial contribution to the local economy.

Demand on the highway network is not static. New developments can change the volumes and types of vehicle using a section of route or junction significantly. We will be mindful of planned developments, many of which will support the economy of the County or be as a consequence of growth in the County's economy, and ensure that we adapt our plans to account for such changes in demand.

Where developments significantly alter the nature of an area or require the use of different maintenance materials and techniques, we will require developers to pay a commuted sum towards the maintenance of these assets. Where appropriate, Section 278 and Section 38 Agreements will include the provision for commuted sums towards the maintenance of such assets. These commented sums will be derived using our asset management planning techniques, whenever it is appropriate to do so.

Policy LTP AM9 Managing Changing Demand, including new developments

Whenever possible, we will ensure that our asset management planning acknowledges planned developments to ensure that we can maintain transport assets to an acceptable standard, so that it meets future demand originating from changes in use.

This will be achieved by:

- Working with planners, developers and communities on appropriate approaches to materials and their on-going maintenance requirements, including the adoption of enhanced standards;
- The requirement for commuted sums being assessed for each site prior to the drafting of Section 278 and Section 38 Agreements;
- Consulting with and engage local communities and businesses to better understand their requirements;
- Publishing the forward programme and consulting with other agencies and communities to enable additional funds to be sourced to bring about further enhancements alongside planned asset management activities;
- Preparing ‘packages’ of schemes which incorporate maintenance led elements along with other components in order to deliver and sustain network capacity, safety and environmental improvements.

Supporting the Health of the County

Through providing public places that are safe and enjoyable for all to use responsibly through all seasons of the year and protecting the quality of life within communities, the council is supporting the health and wellbeing of the county’s residents.

Policy LTP AM10 Maintaining a safe, efficient highway network

We will maintain a safe, efficient highway by:

- Ensuring that the prioritisation of works on carriageways and associated assets is based on the function;
- Developing our Skid Resistance Policy to best manage the risk of wet road skidding;
- Using effective inspection and information management to target resources;
- Undertaking winter service in line with the winter service plan;
- Managing drainage to, wherever practicable, keep surface water from the carriageway;
- Maintaining and where necessary strengthening bridges and structures to ensure that they meet their functional requirements;
- Providing and maintaining street, footway and cycleway lighting and illuminated signage, where it is critical for the safety of the travelling public; and
- Maintaining and improving traffic signals and signage to improve highway capacity, road safety and to meet the accessibility requirements of our communities.

Whilst this linkage can clearly be seen it is the council's aim to understand how our investment in the management of the highway asset best enables improved health outcomes though:

- a focus on active travel network maintenance;

Policy LTP AM11 Understanding the Health Benefits from Investment in Transport Assets

The council will work to further understand how the investment that we make in the highway asset (and the other transport assets) enables improved health.

We will map the influences on wellbeing across to the impacts of highway maintenance.

The council will further develop its understanding of this relationship between its management of the highway asset and the influences on health and wellbeing further, this so that it can make the best support the health of the county's residents through its decision making.

Initially this enhanced understanding of the impact on the health of residents will be developed to enable the prioritisation between work streams for each component of the asset.

Through an enhanced understanding of the influence that our highway asset management activity has on both the economy and health of the county the council will be better able to establish its forward investment programme through prioritisation tools that are founded in need and to realise the benefits of its investments as a measurable improvement in the economy and/or health for the county's communities.

Respecting the Environment and Responding to Climate Change

Highway works requires significant natural resource, including energy. It can also generate large amounts of waste and can affect heritage sites and the natural environment. We will work to reduce the negative impact of these activities and, where possible, support environmental enhancements. In addition, climate change is likely to bring about new demands in terms of more extreme weather events, more intense rainfall, snowfall and landslides.

We will also ensure we include the provision of green infrastructure in our public realm. Green infrastructure refers to the living network of green spaces, water and other environmental features in both urban and rural areas. It is often used in an urban context to provide multiple benefits including space for recreation, access to nature, flood storage and urban cooling to support climate change mitigation and adaptation, food production, wildlife habitats and health & well-being improvements provided by trees, rights of way, parks, gardens, road verges, allotments, cemeteries, woodlands, rivers and wetlands.

Policy LTP AM12 Reducing our Environmental Impact and Responding to Climate Change

Whenever practicable we will adopt practices which reduce demands for natural resources and which minimise negative local environmental impacts. We will also take advantage of any suitable opportunity to deliver environmental improvements as part of our activities. We will also adapt our asset management planning to take account of the likely impacts of climate change.

This will include the:

- Use of early interventions to preserve assets and avoid more resource-intensive intervention whenever this option supports our asset management objectives;
- Use of recycled materials or the re-use of materials, to reduce resource and energy demands;
- Disposal of waste with regard to environmental impacts and the potential to enable environmental improvements;
- Investigation of new and innovative approaches;
- Reduction of our energy consumption in street lighting, illuminated signs and traffic signals through the use of LED technology and appropriate 'trimming and dimming' approaches;
- Ensuring that ensure that water courses and other wildlife corridors are not unnecessarily and artificially light as a result of street lights;
- Regular review of the resilience of our assets and networks in the light of climate change and adjustment of our asset management regimes to meet these challenges;
- Proper consideration of the communities needs for sustainable travel modes in our asset management regimes, giving these modes sufficient priority to help encourage their use;
- Consideration of the potential for environmental improvements to be linked to our asset management activities such as the opportunity to improve the multi-functionality of road verges and other transport infrastructure and to create ecological networks that are coherent and resilient and that provide improved air and water quality. This will help maintain and increase connectivity to enable free movement and dispersal of wildlife; and
- We will also ensure that soil resources are protected and used sustainably in both maintenance and construction activities.

Network Resilience

As highlighted by the Government in the 2014 Transport Resilience Review, building in (over time) resilience to extreme climate events associated with climate change is essential in order to maintain economic activity and access to key services during extreme weather. The Transport Resilience Review recommended that Local Highway Authorities identify a 'resilient network' to which they will give priority.

The effective management of a resilient network can only be achieved through its consideration as part of an effective asset management regime that properly accounts for resilience alongside all other demands on transport assets and the council's duties towards the upkeep of those assets. As such the Council will identify the critical network, which can then be utilised for maintenance prioritisation.

The Resilient Network will be reviewed annually and will be published on the Herefordshire Council Website to enable public access.

The process for developing the resilient network has been developed following consultation with stakeholders and is documented in a Transport Resilience Plan along with the management processes that the Council will utilise to review and update the extent of the resilient network.

Policy LTP AM13 The Resilience Network as Part of a Strategic Network

The Council will prioritise maintenance towards a Strategic Network. The Strategic Network encompasses the Resilience Network plus additional highways based on the below criteria:

- Safety Critical Routes: All A roads with the exceptions of A Roads that have low traffic volumes and B-roads with high traffic volumes;
- Economic: Roads that are essential to business continuity in areas of principal economic activity in the county; and
- Safety: Locations that have a history of high road traffic accident rates.

Performance Management

In order to measure its success the council regularly assesses its performance at a strategy and operational level. Operational indicators are considered at monthly operational meetings and strategic performance is considered quarterly by a strategic management board.

Policy LTP AM14 Optimal Performance Management

The Council will measure the performance of the asset in accordance with a methodology that encourages performance within a set of defined upper and lower thresholds, this as opposed to a set of targets. Through this methodology underperformance is penalised, as is undesirable over-performance, this assists and encourages optimal performance and the active reassignment of scarce resources towards areas of genuine need.

This approach will also enable overall performance to be evaluated as a single score that is more representative of the performance being achieved across the service than more traditional approaches that tend to select measures and target from a small number of key areas of service as a proxy for the performance of the whole. Such approaches can lead to a target mentality that sees targets being met despite poor performance across many areas of service.

The measures that will be used to evaluate success will be arranged into two related groupings:

- The first group, are direct measures of the core benefits that have been identified in our investment business cases; and
- The second grouping is quality assurance measures; these measures are designed to assure that the identified benefits are not being achieved at the expense of other key strategic objectives for our overall asset management strategy.

Herefordshire Council Local Transport Plan – Policy Statement

Road Safety

We will continue to use a combination of education, enforcement and engineering approaches. We will focus particularly on the following, taking into account national guidance but focusing on specific local issues:

- Tackling all incidences of personal injury collisions and resultant killed, seriously injured, and slight severity casualties on the county road network including:
 - Reducing risk amongst young and older drivers
 - Continued reduction in child casualties
 - Reducing pedestrian and cyclist casualties
 - Reducing motorcyclist casualties
- Tackling illegal and inappropriate speeds
- Targeting poor road user behaviour such as drink and drug drivers
- Tailoring treatments to address localised issues
- Ensuring the safe maintenance of the highway network to ensure continued performance of previous improvement measures to assist all road users

Minor Safety Improvements

Maintaining the county's highway asset is a key determinant for a safe highway network. There are a number of improvements that can be made to road environments to reduce the risk of accidents or the severity of accidents if collisions occur. The close working relationship and shared delivery teams programme between highway maintenance and minor safety improvements ensures the road network is of high quality and schemes are delivered in a cost effective manner. A variety of methods are used to identify areas of the network requiring attention and treatment. These include:

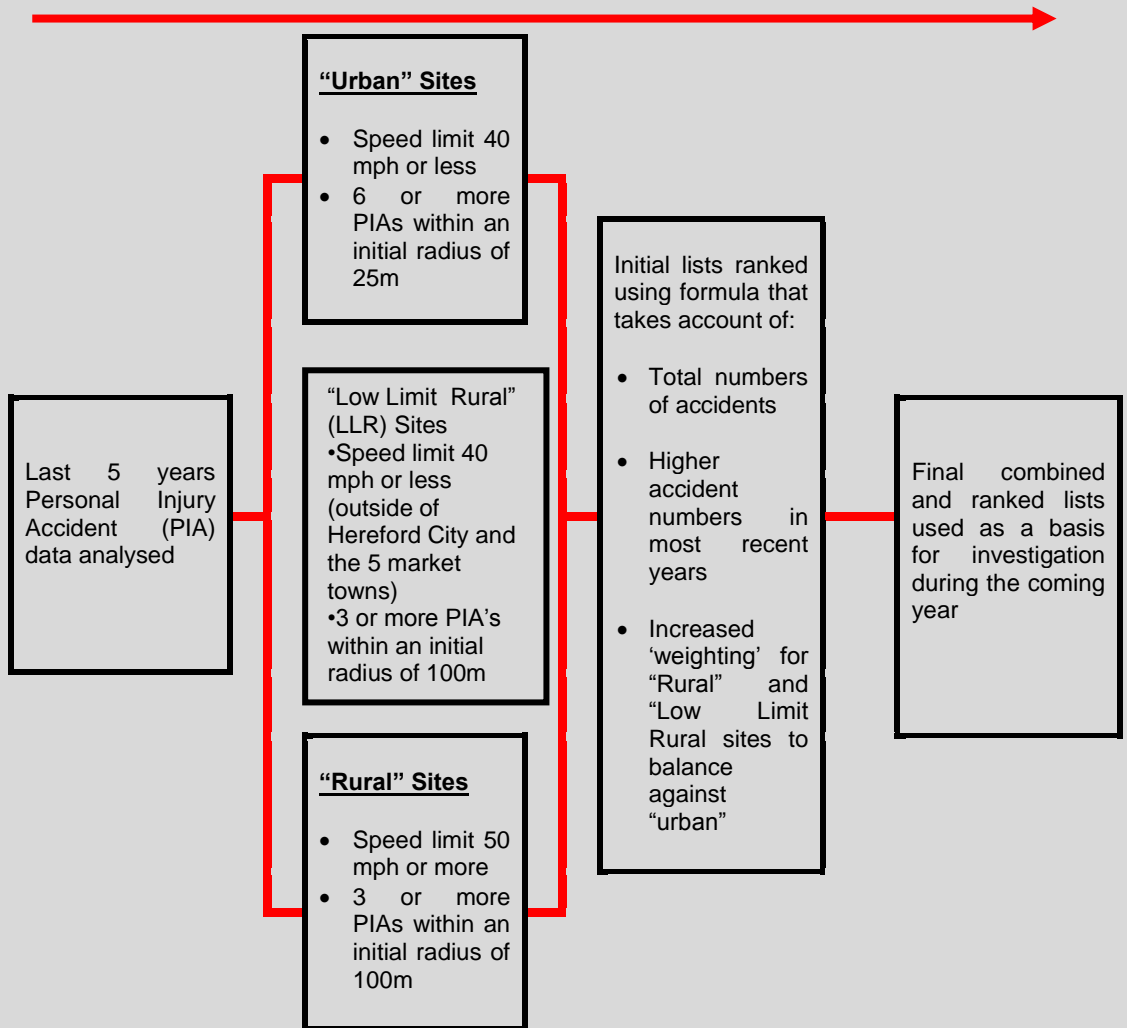
- Cluster Site Identification
- Route Investigations
- Mass Action Treatments
- Safety Audits

Policy LTP RS1 – Minor Safety Improvements

We will undertake routine annual analysis on our Key ACCIDENT database to identify the geographical areas or routes with the highest levels of personal injury collisions, undertake detailed collision site/route investigations to identify specific areas of concern as well as establish solutions at these sites and implement cost effective safety improvements on a prioritised basis using our scheme prioritisation process. This will be complimented by ongoing in-year analysis and review of current year collision and casualty numbers / patterns to enable rapid reaction and response to developing trends where appropriate. The annual Minor Safety Improvement

programme will be subject to ongoing annual re-ranking, to enable and ensure a fluid delivery programme based upon a quantifiable, data led need, and ensure the most appropriate utilisation of resources each year.

Accident Site Selection Criteria and Prioritisation Ranking Process



Education, training and publicity

We recognise the importance of raising awareness of behaviour that can increase risk. Activities to raise awareness are generally low cost and provide good value for money having the combined benefit of increasing road user confidence as well as helping to reduce the risk of accident and injury. Education and training for walking and cycling, and targeted campaigns and events particularly with school pupils, assists in expanding road safety knowledge, reducing fear, and encourages more active travel.

Policy LTP RS2 – Road Safety Education, Training and Publicity

We will work in partnership with schools and emergency service providers to deliver road safety education, training and publicity activities. Activities will include:

- Providing three levels of 'Bikeability' cycle training to primary and secondary school level pupils as well as adults;

- Undertaking road safety presentations to pre-school children and parents to help them understand the importance of pedestrian safety and in-car safety measures;
- Distributing road safety packs at schools to parents of all children who are starting school for the first time and provide all primary schools the opportunity to join the road safety officers' scheme;
- Contacting each school within the county and when requested carry out road safety presentations including pedestrian and cycle safety;
- Undertaking and supporting targeted road safety events at schools across the county including 'Crucial Crew' events with Year 6 pupils;
- Targeted road safety campaigns linking with national and regional initiatives, focusing on tackling high risk minority road user behaviours including drink driving and drug use;
- Managing the School Crossing Patrols service;
- Providing pedestrian road safety training with Year 3 pupils;
- Providing Older Driver Refresher training programmes, where budget is available, to provide further road safety training to improve driver's skills; and
- Assistance for schools and parents to set up 'walking buses' as a means of encouraging sustainable travel to school.

Herefordshire Council Local Transport Plan – Policy Statement

Speed Management

In 2010 we undertook a review of speed limits on all A and B class roads throughout the County. This was in the context of a Department for Transport (DfT) request that highway authorities review the suitability of all the prevailing speed limits along the entire length of all of their A and B class roads. This encompassed all 60 mph national speed limits and all 70 mph national speed limits on dual carriageways. Our review was carried out in accordance with the DfT Circular 01/2006 Setting Local Speed Limits.

In setting speed limits in urban areas, the DfT guidance retains a standard speed limit of 30mph. 40mph speed limits may be considered on higher quality suburban roads or those on the outskirts of urban areas where certain other criteria are met. In areas where there is a particular risk to vulnerable road users, 20 mph limits and 20 mph zones may be considered.

In exceptional circumstances 50 mph speed limits may be considered.

Similar approaches have been taken within the DfT guidance on rural roads and in villages. Clearly some flexibility is required in defining a village. DfT guidance requires that a 30mph limit would be set if the village has 20 or more houses on one or both sides of the road; and a minimum length of 600 metres and an average density of at least 3 houses per 100 metres. Where a community is less built up, consideration should be given to the presence of key buildings such as a shop, church or school, otherwise a 40mph or 50mph limit may be considered. When villages are less than 600m apart the 30mph limit may be extended to cover both sections.

We will continue to work with communities to explore the potential for installing village gateway schemes, which may include a variety of physical measures which raise drivers' awareness of an approaching settlement or village.

Policy LTP SM 1 – Setting Appropriate Speeds Limits

We will, where appropriate, continue to implement in accordance with the 2010 Speed Limit Review recommendations across urban and rural roads and in our village communities.

This will involve:

- Publicising widely the rationale for the review, its methodology and overall recommendations;
- Consulting with and actively engaging our communities in implementing the review recommendations, with regard for wider community concerns and aspirations;

- Prioritising the introduction of the recommendations of the review on the basis of evidence, including the use of accident data and identifying the contribution which will be made in each case towards key policies such as the promotion of walking and cycling; and
- Implementing the modified limits, or strengthening the emphasis on unchanged limits, according to Traffic Signs Regulations and best practice from the UK and elsewhere.

Residential 20mph zones

Policy LTP SM 2 – Residential 20mph Zones

We aim to work with local communities to reduce, where appropriate, the default speed limit within residential areas to 20mph.

Such changes to speed limits will only occur where there is support from the local community and there is evidence that the implementation of a 20 mph zone will address a road safety concern or support the Council's wider policy objectives.

Compliance with Speed Limits

Compliance with speed limits is fundamental to ensure the safety of both drivers and other road users. However there are a number of individuals who exceed speed limits and risk injury not only to themselves but other road users.

We currently work in close partnership with the Safer Roads Partnership and local communities to help increase compliance with speed limits through a combination of encouragement and enforcement measures. We will focus efforts on sites where there is a demonstrated problem with speeding and additional priority will be given where there is also a significant accident history.

We will prioritise the use of low cost methods to encourage value for money in our speed limit compliance activities. The introduction of physical traffic calming itself can be expensive and we therefore anticipate its use to be limited. We will work with communities to provide appropriate levels of support and facilitate the introduction of vehicle activated signs. In line with our approach to encourage communities to take a greater level of responsibility of their environment we will consider the introduction of physical traffic measures funded by the community.

Where there is public concern over excessive speeds in local communities but where intervention cannot be prioritised based on speed and accident data we will continue to work with local communities through their Parish Council to deploy Speed Indicating Devices (SIDs). These are a low cost and effective way of raising drivers' awareness of their speed.

Where speeding poses significant concern to the community, the Safer Roads Partnership can declare them a community concern site or the local police may provide local speed enforcement. These sites may not have a collision history, but have a significant speeding problem to warrant enforcement before accidents occur.

The enforcement involves monitoring speeds through mobile speed enforcement cameras and is an extremely effective method at reducing speeding vehicles.

Policy LTP SM 3 – Speed Limit Compliance

We will work with our partners, local communities and Parish Councils to use a variety of cost effective techniques to encourage and enforce compliance with speed limits through a combination of encouragement and enforcement measures.

This will be achieved through:

- Using clear signage, including vehicle activated signs;
- Using fixed and mobile speed cameras where these can contribute towards greater compliance and road safety;
- Integrating sound design and engineering alongside speed limit signage to encourage drivers to recognise and comply with speed limit changes. These may be introduced as part of enhanced routine maintenance activities;
- Working with communities to develop realistic approaches to managing speed, recognising the economic importance of road traffic;
- Considering the use of physical measures such as road humps where these are justified by accident data and have a high degree of community support;
- Continuing with measures such as speed indicator devices where these can be shown to increase community satisfaction;
- Providing driver education, including speed awareness training and young/pre driving training;
- Using shared space and other innovations where appropriate; and
- Working with the Safer Roads Partnership and local police teams where engineering solutions can't be delivered or where informal measures have not reduced speeding.

Herefordshire Council Local Transport Plan – Policy Statement

Passenger Transport

Bus Travel

Herefordshire is one of the most sparsely populated counties in England and in the most recently published Index of Accessibility (DfT) it is amongst the lowest ranked local authority areas in terms of access to key services. Like many rural counties it also has a 65+ age population above the national average with demographic projections indicating that the current proportion, 23% (compared with national average 19%) increasing to 30% (national average projection 23%) by 2031.

Reductions in revenue funding from 2011 which are projected to continue through to at least 2020 are impacting a wide range of locally provided or supported services including buses and community transport. We have sought to prioritise and protect services in line with user demands and assessments of needs. Where possible, we have achieved savings through procurement efficiencies and optimisation of services such that bus services can provide increasing support for statutory services such as school transport.

In 2014 we undertook a comprehensive review of passenger transport services and sought to establish a network definition that could be sustained in the light of significant ongoing revenue pressures. The core bus network, which was supported through consultation, describes a framework of higher frequency services operating between Hereford and the market towns and on to other key service centres. This network would sustain the higher volume transport demands around peak hour travel for commuters and school and college children. They also provide access to health, retailing, leisure and connections to longer distance services available through the rail network.

In addition to provide direct access, the core bus network also functions as a framework for more rural feeder services and opportunities for community transport providers to increase access. To help support and encourage this approach we have specifically commissioned feeder services, worked with local groups and providers, and introduced improvements at locations for interchange.

Whilst we are still currently able to subsidise bus services which provide greater rural access and coverage than the core bus network we feel it is important to clarify how we would seek to meet demands in future with reduced funding.

To ensure the minimal standards of the core network are met we rely on a combination of commercial and supported (subsidised) services. The supported bus network is designed to complement commercially-operated services where these do not provide an adequate level of service. Supported bus services provide the following functions:

- Enhancement of commercial services by the provision of additional journeys that extend the operating day;

- Frequency enhancements of commercial services within the operating day;
- Evening and Sunday services;
- Service provision on routes where no operator is prepared to provide a commercial service; and
- Bespoke services catering for specific journey purposes and tailored to meet the needs of a specific market.

Subsidy is allocated to services on the basis of the relative costs of providing the service and ridership (cost per passenger). A service qualifies for subsidy if the cost per passenger is at or below a standard amount. This standard amount alters in line with budget availability. At the time of writing (2015) the rate is £4 per passenger.

Supported services are provided only where commercial services do not meet the public need. The size and shape of the network has developed over time in response to changing demand and available funding. It will be difficult to sustain the existing level of public transport coverage in rural areas due to the non-commercial viability of operating these services.

A Total Transport Fund (TTF) project funded by the DfT is currently being carried out by the council. The aim of the project is to look at all aspects of transport commissioning including public transport, Home to School, SEN, community transport and the health sector to determine a more cohesive way of providing passenger transport to residents of the county.

The council will review the outcomes of this project when completed in 2017 and implement any potential benefits.

Policy LTP PT1 - Supported bus network

In addition to the financial support provided to deliver the minimum standards of our core bus network, we will support additional services in order to enhance accessibility, support the economy and encourage modal shift where it is affordable to do so. This will be achieved by:

- Supporting bus services above the core network where it is affordable, provides good value for money and delivers clear accessibility or modal shift benefits including providing a reasonable alternative to car travel;
- Supporting bus services in rural areas which would enable residents to access essential services and reduce social isolation. These services may not be provided on a daily basis and may be delivered through a combination of conventional and community transport services;
- Where supported services can no longer be provided we will work with commercial bus operators and community transport schemes to explore the possibility of funding smaller feeder services which would link into the core network at suitable locations; and
- Working with local communities and parish councils to develop services which would be funded locally.

To help comply with the Code of Conduct on Bus Service Stability, routine tendering of contracts is restricted to one of two dates each year. Tenders are invited individually, although operators are invited to submit discounted prices for batches of

one or more contracts. This procedure allows the authority to benefit from economies of scale and the more efficient operational solutions available from such an approach without restricting competition for contracts.

In a limited number of cases, such as diversions of, or minor extensions to otherwise commercial services, where competitive tendering is not appropriate, advantage is taken of the de-minimis provisions of the Transport Act to negotiate a contract with the commercial operator. The regulations concerning de-minimis agreements allow the Council to spend up to 25% of its budget for bus service support in this way.

The Council invites tenders from operators on either a minimum cost or minimum subsidy basis. This maximises the competition for tenders given that operators have differing approaches to managing risk. Minimum cost contracts give the authority greater control over fares and may be more appropriate in areas where fares set by operators are rising significantly above inflation. The revenue risk, however, lies with the Council and may involve additional cost in ensuring that revenue is correctly collected and allocated. Currently approximately 27% of contracts are let as 'minimum cost'.

Minimum-subsidy contracts offer an incentive to the operator to develop the service as the additional revenue is retained. Such contracts are simpler and cheaper for the Council to administer and the revenue risk lies with the operator. The Council however, has less control over fares. Approximately 73% of current contracts are let in this way.

Bus fares and ticketing

The cost of using bus travel for paying passengers has increased significantly above general inflation over recent years and is viewed as a barrier to its use. We will work with operators who set the price of travel to look at ways of making bus use more affordable and competitive when compared to the cost of using the car. Increasing the cost of parking for commuters in Hereford has a role in this process.

The English National Concessionary Bus Travel scheme is administered by the Council within Herefordshire. This scheme provides free bus travel for older and disabled people. The Government wants to ensure that bus travel, in particular, remains within the means of those on limited incomes and those who have mobility difficulties. With an aging population the amount of concessionary travel within the county is likely to continue to have impact on budgets unless additional financial support can be provided by central government.

Policy LTP PT2 – Bus fares and ticketing

We will work with operators and the DfT to maintain the affordability of using and delivering public transport. We will target financial assistance where it is affordable to do so and where there is greatest need. This will be achieved by:

- Administering the English National Concessionary Travel Scheme for older and disabled people;
- Undertaking regular fare reviews;
- Where the fare structure is issued and managed by Herefordshire Council we will set fares with reference to contract costs and commercial fares;

- Working with operators to explore ways of addressing the affordability of public transport for low income groups, including young people and job seekers; and
- Exploring the development of multi-operator smartcard ticketing technology with local operators.

Buses Bill

All companies will have to share information about routes, fares and timetables — paving the way for programmers to develop new applications which passengers can use to plan their journeys.

Local authorities will be given new powers to enter into stronger partnerships with bus companies and agree minimum standards for services, improving reliability and punctuality.

Councils will not have to use the new powers and they may decide they are content to use the arrangements already in place. The reforms are designed to give Councils new tools to improve standards in the interests of the travelling public.

This approach would ensure that buses run more regularly and would reduce the likelihood of different operators allocating the same stop for the same time.

The new partnerships will also be given the power to set standards for local buses and introduce standard ticketing rules over wider areas, paving the way for Oyster-style schemes.

The government will also honour its devolution deal commitment to provide local authorities with bus franchising powers like those used in London.

A Buses Bill to implement these changes will go before Parliament later this year.

Bus infrastructure Improvements

The scale of bus infrastructure improvements range from low cost improvements undertaken at individual bus stops to aid mobility and understanding of service availability, to high-cost bus priority measures designed to provide buses with a competitive advantage over queuing traffic in urban areas.

Policy LTP PT3 – Bus infrastructure improvements

Significant schemes currently programmed include:

- the Hereford Railway Station transport hub which will provide opportunities for integration with rail services and potential layover for buses,
- a linear bus interchange along Commercial Road, Blue School Street and Newmarket Street providing improved access for bus users to the city centre and Old Market with greater visibility of the opportunity for bus use amongst other road users and improved access to the hospital;
- Continuing our programme of low-cost bus stop upgrades in the short term, including improved passenger information, comfort, and delivery of raised kerbs to meet Disability Discrimination Act requirements. This programme will continue to be delivered based on a corridor/route based approach with priority to our core network;
- Working with Parish and Town Councils to improve bus shelters and taking forward proposals which might be funded from developer contributions and in support of neighbourhood plans;
- Reducing the age of the fleet by setting quality standards within contract renewals;
- Undertaking a review of bus infrastructure requirements in the medium to long-term within Hereford as part of the business case development for the Hereford Relief Road Package (Hereford Transport Strategy). This will require testing of options which seek to maximise the public transport proposals to assess whether or not the transport benefits required to enable the core strategy can be delivered without the need for the road scheme element of the package;
- We are progressing transport studies in each of the market in the early years of this LTP in consultation with local stakeholders and this will provide an opportunity to consider bus infrastructure improvements; and
- Review the park and choose rural hubs programme with a view to better targeted programme built around the core bus network.

Passenger Transport Information

Printed bus timetables are published by Herefordshire Council and will continue to be provided at the majority of bus stops. It is proposed, where feasible, to provide information at all stops to increase awareness of the services available.

Printed rail service timetables are published by Train Operating Companies as part of their franchise agreements, and are displayed at all railway stations in Herefordshire. Unlike the bus operators, all railway companies are required to provide printed timetable leaflets which are available at manned stations.

Where community transport operators provide printed information this is provided by local scheme operators.

The Council's website provides the primary portal for digital travel information within Herefordshire. The website provides an electronic copy of all printed timetables, guides and maps in addition to information relating to different modes of transport. It is also used to publicise the range of transport-related services provided by the Council.

In response to the growth in demand of social networking sites (Facebook and Twitter) we will expand their use, in line with our corporate communication policies and guidelines. Such sites can be very effective in communicating dynamic travel information including the occurrence of unplanned events.

Policy LTP PT4 – Passenger Transport Information

We will continue to provide and work in partnership with passenger transport operators to disseminate printed and electronic passenger transport information to ensure it remains consistent with best practice. This will be achieved by:

- Providing printed timetables where display cases are available at bus stops and bus stations, in partnership with bus operators. We will increase the number of bus stops with display cases;
- We will support the development of electronic timetable information including real-time information, GPS and mobile applications, and ensure a fully integrated rail and bus service timetable;
- Developing a countywide passenger transport timetable booklet and making it available at a minimal cost through a variety of outlets;
- Distributing Hereford City Travel Guides;
- Work with train operators and voluntary sectors to enhance the availability of passenger timetable information;
- We will continue to work in partnership with passenger transport operators to provide printed and electronic passenger transport, walking and cycling information maps and guides to promote sustainable travel choices;
- We will continue to provide multi-modal travel information on the Herefordshire Council transport website. All pages will be periodically reviewed and updated to ensure the information provided remains relevant. We will also enhance the scope of information available to ensure ease of use and promote delivery of the LTP Strategy objectives; and
- We will use social networking sites when disseminating dynamic travel information including links with our SCOOT traffic management system in Hereford to relay travel information.

Community and Voluntary Transport

Community Transport and Voluntary Transport services exist throughout the county for people who are unable to use other public transport services or who live in areas where no such services are provided. Community Transport is provided by the voluntary sector with funding from Herefordshire Council through Service Level Agreements as well as other funding sources.

Services cater for a wide range of journey purposes including health, work, learning, social and leisure. Health related journeys account for up to 40% of trips, a far higher proportion than on conventional bus services. Currently Community Transport provision is mostly provided during weekday daytimes, although there is limited service available in the evenings and at weekends where necessary.

Herefordshire Council part funds seven different Community Transport schemes:

- Bromyard Community Transport;
- Community Wheels and Hereford Car Scheme (based in Leominster);
- Dore Community Transport;
- Hay and District Dial-A-Ride;
- Hereford Dial-A-Ride;
- Ledbury Ring and Ride; and
- Ross Area Transport.

Several voluntary organisations provide transport as an addition to their core services such as Age UK and the Red Cross.

Policy LTP PT5 – Community and Voluntary Transport

We will work in partnership with Community and Voluntary Transport providers to enable access to essential services for those unable to use public transport either because of incapacity due to ill health or disability, or because public transport is not available.

Taxis and Private Hire Vehicles

Taxis and Private Hire Vehicles make a valuable contribution to providing transport within the county. These vehicles offer 24 hours a day demand responsive service, which provides a door to door service. Taxis and Private Hire Vehicles also provide a valuable service for public transport interchange, by allowing certain groups access to services they otherwise could not reach. For many cases they provide the only accessible link to long distance transport, for example by rail or air. Taxis and Private Hire Vehicles are also used on a regular basis for social care and education requirements.

The Taxi and Private Hire Policy and Licence Conditions have a number of regulations in place which help to provide safety measure to help ensure a safer journey for every passenger. This policy ensures taxi drivers and operators are licensed correctly and therefore carry out their trade in accordance with the relevant regulations. The policy also enables taxi fare tariffs to be set that represent the maximum, lesser fares can be negotiated on an individual basis.

We currently licence 260 taxis, 100 Private Hire Vehicles and 490 dual drivers. Since 2002 no quantity restrictions have been in place. Approximately 30% of the taxi fleet are wheelchair accessible. To gain a new Hackney Carriage Licence the vehicle must be wheelchair accessible.

Taxis and Private Hire Vehicles are often the only means of accessible local transport available for disabled and elderly people. All Taxis and Private Hire Vehicles adhere to the Disability Discrimination Act's requirements to carry guide and hearing dogs without any additional charge. Currently only three drivers have obtained medical exemptions from carrying assistance dogs in their vehicles.

We acknowledge the important role taxis and private hire vehicles have in providing access to shopping, leisure, employment and health services for many members of our community, particularly in rural areas. It is therefore essential that taxi ranks are easily accessible, and located close to amenities. The needs of taxi users must be taken into account when considering proposals for traffic management and access restrictions in town centres and other areas with important amenities. It is also essential that taxis are built into our public transport infrastructure, and have dedicated space allocation to allow interaction with the services they provide.

Policy LTP PT6 – Taxis and Private Hire Vehicles

We will perform our licencing duty for Hackney Carriages and private hire vehicles to ensure accessibility, safety and passenger comfort. This includes:

- Require by licence conditions that all applications for Hackney Carriages are wheelchair accessible;
- Require through licence conditions that drivers are aware of legislation in respect of carrying disabled passengers and assistance dogs;
- Ensure that wheelchair vehicles are suitably equipped at all times to carry persons whilst remaining seated in their wheelchairs;
- Vehicles will have an annual compliance test and additional MOTs dependent on the age of the vehicle;
- Enforcement will be undertaken to review the condition and appearance of licenced vehicles;
- All drivers of licenced vehicles will have Enhanced DBS checks upon application and every three years after. An annual self-declaration will be carried out to ensure that drivers DBS and medical status has not changed since application;
- All drivers of licenced vehicles will have a Medical Examination to Group 11 standard upon application and every five years after. Upon reaching the age of 65 the requirement is for an annual medical. This test can be more frequent if advised by the Occupational Health Doctor;
- All new drivers will be required to undertake and pass a knowledge test, this will include a spoken English and numeracy test; and
- All Hackney Carriages are required to have CCTV installed in the vehicles.

Rail

Rail has an essential role to play in providing access to local and national centres. Demand for rail use has steadily increased since 2003. The Council is committed to working with the train operating companies and Network Rail to ensure the best possible service is provided within the county. Active participation at the Regional Rail Forum, Marches Strategic Rail group, Cross Border Forum and an active member of West Midlands Rail ensures that rail issues for the county are discussed and actions taken to eliminate timetable service gaps.

Rail franchises are managed by the DfT & Welsh Government. The dates of the rail franchise renewals which will affect Herefordshire include:

- 2016 London Midland
- 2018 Arriva Trains Wales
- 2019 Great Western Franchise

Network Rail is a statutory undertaker, who owns, operates, maintains and develops the main rail network. This includes the railway tracks, stations, signalling systems, bridges, tunnels, level crossings and viaducts. Network Rail is also responsible for the safety of level crossings and thus any development proposals affecting the safety of level crossings is an important consideration for emerging planning policy to address. The impact from future development can result in a significant increase in the vehicular and/or pedestrian traffic utilising a crossing which in turn impacts upon safety and service provision.

Policy LTP PT7 – Rail improvements

We will support the DfT, Welsh Government, Network Rail and train operating companies in improving the frequency, quality, reliability, comfort and affordability of rail services within Herefordshire. We would particularly support:

- Securing capacity improvements on local services which are frequently subject to overcrowding;
- Continue to develop proposals for a transport hub at Hereford Rail Station which will provide improved access to rail, greater integration with bus services, cycle and walking networks and increased provision for parking. We will seek support from NR and the TOC to help bring this scheme forward;
- In progressing transport studies for Leominster and Ledbury we will consider opportunities for improved rail access at the local stations and consider opportunities for securing development contributions towards any improvements in partnership with NR and the TOC responsible for each station;
- Joint working on the franchises due for renewal particularly to protect services between Hereford and London via Ledbury and Birmingham, and between Manchester and South Wales;
- Double track between Shelwick and Great Malvern as recommended by the Marches Rail Study;
- The elimination of timetable service gaps through the delivery of additional services between Abergavenny, Hereford, Leominster, Shrewsbury and

Birmingham.

- Improvements in service timetabling to limit inconsistent gaps in service times and develop a regular clock-face timetable; and
- Additional rolling stock and services on Marches line and on services to Birmingham and explore new services accessing Birmingham International Airport.

Herefordshire Council Local Transport Plan – Policy Statement

Highway Network Development

This policy statement covers improvements to road infrastructure. Herefordshire generally has a highly reliable road network although recurring congestion occurs in Hereford and, to a lesser extent, in other localised areas across the County.

Policy LTP HN1 - Network Capacity Management Hierarchy

Where recurring congestion is an issue we will use our Network Capacity Management Hierarchy to address the problem.

Step 1 - Demand Management

Use smarter choices to promote alternatives to solo car use. For more information see the Health and Well-being Board's Strategy.

Step 2 - Network Management

Specific local congestion issues which can often be improved through improvement, monitoring or enforcement of highway restrictions. See Policy LTP HN2.

Step 3 - Targeted engineering improvements

Engineering improvements at specific junctions to improve their operational capacity.

Step 4 - Road Widening

Widening the existing highway thereby increasing the capacity of individual highway links.

Step 5 – New Road Building

Construction of new road links and junctions.

Policy LTP HN2 - Network Management

We will aim to improve the management of the highway network to reduce and prevent recurring congestion. This will be achieved by considering a range of specific local congestion management tools to improve the operation of the highway network. This will be achieved by:

- Using existing and new Traffic Regulation Orders to better target enforcement to prevent parking that restricts traffic flows resulting in unacceptable traffic delays or safety concerns;

- Reviewing the existing hierarchy of priority routes for key modes of travel to ensure the classification, management and maintenance of the local highway network reflect their function;
- Developing driver information systems using variable messaging systems and internet based software including information on car parking availability, planned events and the occurrence of congestion that might impact journey time reliability; and
- Considering the enforcement of moving traffic offences where it causes congestion or impacts road safety including enforcement of yellow boxes.

Highway Network Expansion

Where demand and network management measures have been proved to be insufficient to reduce congestion, we will develop engineering solutions to increase capacity on our existing highway network. This will also aid delivery of the growth in jobs and housing set out in our Core Strategy

Motorway and Trunk Road Network

Of the 2,072 miles of highway within Herefordshire 56 miles or 3% form part of the Motorway and Trunk Road Network and is managed by Highway England. Routes include the A49(T), A449(T), A40(T) and M50.

Policy LTP HN5 - Motorway and Trunk Road Network reliability improvements

Through partnership working with the council and Highways England we will agree a series of schemes and suitable funding resources, to improve the reliability, safety and efficiency of the Motorway and Trunk Road Network within Herefordshire.

We would particularly support:

- Improved capacity on the A49(T) in Hereford; and
- The development of funding and delivery of driver information systems using variable messaging systems including information on car parking availability, planned events and congestion.

Herefordshire Council Local Transport Plan – Policy Statement

Car Parking

The availability and pricing structure of car parking spaces plays a major role in supporting the development of a sustainable and integrated transport system. The availability and price of parking space is a key factor in determining people's choice of mode for a particular journey.

Our objectives for parking comprise:

- Maintaining an adequate parking supply for long and short stay users to enable and encourage economic growth;
- Achieving value for money through the effective management of existing car parks and to maximise use of spare capacity (including assessment of the role for information technology);
- Managing long stay parking supply (for commuters) to reduce peak hour congestion;
- Managing short and long stay parking supply to reduce vehicle impacts in our market towns and city centres, retail areas and tourist attractions to encourage greater footfall and retail receipts and to improve the appearance of our streets.
- Managing the supply and pricing of parking to encouraging the use of active modes (walking, cycling and public transport) particularly for shorter trips of less than 5km,
- Support for our long term growth proposals in Hereford through the delivery of longer term parking provision such as park and choose and to rationalise and reduce the supply of commuter parking in the centre of the city;
- Ensuring access is maintained in retail centres and residential areas through the effective management and enforcement of parking restrictions; and
- Maintaining a revenue stream which will fund the on-going provision of parking services and to contribute to active transport provision.

Hereford

Car parking will play a key role in supporting the regeneration of the city centre, reducing the impact of commuter traffic and congestion and ensuring access through effective enforcement. Our approach to managing car parking sites will also assist with the Council's aspirations to improve the townscape quality of the city through

replacing the number of smaller car parks with a few large and more cost effective multi-storey car parks along with redistribution of public parking to the edge of the central area, close to key transport corridors.

We anticipate pressure on some city car parks in the short term as the regeneration of the city centre progresses and parking sites are developed. Whilst it is important to support regeneration it is also essential that we ensure that an adequate supply of parking is maintained so that people can continue to access the city centre for work, shopping, leisure and tourism. Key elements of the programme to help maintain this level of supply and accommodate anticipated losses as a result of redevelopment comprise:

- Explore opportunities to provide temporary or permanent parking within or close to the regeneration area subject to land use consideration and availability of land;
- New parking provided at locations with sustainable transport links into the centre of Hereford (Park and Choose);
- A communication programme to advise drivers of alternative parking options and sustainable transport alternatives. We would aim to match drivers with parking locations nearest to their approach to the central area and thus reducing pressure on key junctions;
- Alternative coach parking has been provided at the Hereford Leisure pool car park and assessment of demand has confirmed this to be adequate for all occasions apart from occasional one off large events.

Policy LTP PS1 – Hereford Parking Policy

We will work in partnership with Hereford City Council, Highways England and other stakeholders to regularly review and ensure an adequate supply of car parking facilities within Hereford. Activities will include:

- Setting of car park charges will be in line with the council's charging principles with long stay parking charges to be increased annually to match those of comparable centres;
- Phased reduction and rationalisation over the period to 2031 of long-stay commuter parking supply within the city centre;
- Provision of strategic parking facilities in a location compatible with our aim to reduce parking supply in the city centre;
- Developing more Park and Choose facilities to provide interchange between cars, buses, walking and cycling and reduce car trips into the centre and provide additional parking supply;
- Charging for on-street parking in Hereford;
- Good quality signing to make more efficient use of parking supply including real time parking information for multi-storey car parks;
- Pedestrian access routes connecting public off-street parking with urban centres will be examined for potential environmental improvements to ensure they are safe and pleasant to use;
- Review the operation, management and charging of Residents Parking Schemes to ensure residents can park within a reasonable distance of their home and that commuters and short stay users are discouraged from using residential streets; and
- Parking allocations for new and re-developments must comply with Herefordshire Council's Highways Design Guide for New Developments.

Countywide

Ensuring adequate parking supply is available to meet demand is fundamental to support the local economy and future growth. The following principles are to be applied:

- There must be adequate parking supply to meet demand in each of the market towns.
- There should be at least 10% spare capacity within each town to efficiently manage parking demand, limit search times and reduce unnecessary car use.
- Long-stay parking arrangements should be located further from the town centres to enable short-stay parking supply is accessible and available.

Policy LTP PS2 – Countywide Parking Policy

We will work in partnership with town and parish councils to manage car parking in Herefordshire.

- Public off-road parking supply should be appropriate to meet demand, accommodate planned growth and be located in convenient locations accessed by main distributor roads to ensure parked vehicles do not obstruct the public highway;
- Good quality signing to be provided to make more efficient use of parking supply;
- Charges will apply for all off-street parking, unless there is a clearly defined economic reason for providing free parking; and
- Charges for car parks closer to the centre of the Market Towns are set to encourage short stay and a turnover of spaces to support the local economy with longer term parking allocated to car parks further from the town centres.

Herefordshire Council Local Transport Plan – Policy Statement

Freight

Freight transport is an essential part of business, enabling and supporting enterprise and local employment. At a local level freight enables the transport and delivery of goods to businesses, construction sites, retail premises and households. However, freight movement, particularly by road, also gives rise to a range of environmental problems.

Rail freight currently plays only a limited role, notably with the Tarmac quarry in the west of the county making use of a railhead north of Hereford. There is also rail freight traffic running through the county. Consequently the key strategic requirements concern the management of road-based freight movement within Herefordshire as part of our network management duty. The freight strategy will be supported by the Marches LEP A49 corridor strategy.

Policy LTP FR1 - Managing Freight Movements

We will plan for and enable the efficient movement of freight to, from, through and within Herefordshire whilst, where possible, reducing the negative impacts of freight movements on the environment and our communities. This will involve:

- Review the outcomes of the Marches Strategic Corridor work and the implications for cross border movements, potential access to rail freight and our approach to TAMP
- Working with Highways England, DfT and neighbouring authorities to ensure that freight routes are clearly identified on signs and maps and that these routes are fed into information portals for access by the freight industry and those served by it.
- Ensuring that the potential impact of new developments on freight movements are fully identified through the Development Control process including restricting delivery vehicle access to specific times.
- Engaging with local communities affected by freight movements to develop and agree suitable mitigation measures.

Herefordshire Council Local Transport Plan – Policy Statement

Active Travel (walking and cycling)

As well as reducing congestion and emissions, switching to walking and cycling will also improve health, fitness and well-being while increasing individual mobility and accessibility. Cycling also has significant potential to extend the reach of our public transport network.

The potential to enable more people of all ages and backgrounds to walk and cycle, particularly for short trips is well established – be it travelling to work, school, and to local shops or for fun leisure days out.

The perceptions and the reality of sharing the road with cars, goods vehicles and buses deter many from cycling. It is crucial we address these concerns and make cycling an attractive and safe option.

We aim to grow walking and cycling in Hereford by making it easier and safer for more people to choose active travel. We aim to increase observed 2010 cycling levels for all journeys by 100% by 2021 to 10% and by 200% to 15% by 2031.

The long term ambition to increase cycling levels to 20% of all journeys to work by 2031 to enable cycling to change from being perceived as a marginal travel choice to one that becomes an everyday attractive option for journeys to work, school and leisure.

Policy LTP AT1 - Maintaining and extending our active travel infrastructure

We will maintain, improve and extend our active travel infrastructure so that it is convenient, accessible and attractive to use.

This will be achieved by:

- Auditing existing routes to ensure they meet the needs of all levels of active travel users, and where appropriate improve them to join up the cycle network around the city.
- Identifying new active travel infrastructure opportunities through the council's established prioritisation process.
- Ensuring the needs of walkers and cyclists are considered from the outset in all council and Highways England infrastructure projects.
- Where routes that require higher speed limits significantly deter cycling, they will also be supported by alternative cycling provision.
- Minimising the occurrence of defects on active travel routes.
- Identifying improvements in cycle infrastructure within routine maintenance

programmes

- Investigating changes in Traffic Orders to promote increased cycle use including the development of cycle contra flows in one-way streets.
- Delivering enhancements including dropped kerbs and crossings for non-motorised modes.
- Providing clear and concise signage
- Delivering secure cycle parking spaces or storage including Park and Choose
- Integrating cycle parking with public transport and the highway network to facilitate cycle use as part of longer distance journeys.
- Recognising the needs of active travel users within our winter maintenance programme and ensure that heavily-used off-road routes are gritted.

Policy LTP AT2 – Active travel network in new developments

We will work with developers to prioritise active travel access during the design of new residential and commercial developments and re-development to maximise the potential for active travel.

This will be achieved by:

- Designing new developments, including residential, business and retail facilities in ways which prioritise access by walking and cycling and provide access to the existing active travel network, including delivering new Park & Choose sites.
- Ensuring all active travel schemes designed within new developments are consistent with the relevant guidance.
- Working with developers to ensure that new developments avoid severing routes used by cyclists or pedestrians. If development proposals do impact on the walking or cycling network then an alternative route must be provided by developers.
- Protecting and incorporating historic transport routes such as dismantled railways into new designs, where appropriate.
- Encouraging and promoting the provision of green infrastructure, where appropriate, in new and existing developments.

Herefordshire Council Local Transport Plan – Policy Statement

Streetscape Management

Herefordshire has many high quality natural and historic assets which instil local pride and supports the county's tourism 'offer'. The Local Transport Plan has a strong role in supporting the county's tourism potential by easing the movement of people around the county, managing the public rights of way network and regenerating Herefordshire's urban streets and public spaces.

This policy statement fully supports the principles outlined in the Hereford Streetscape Design Strategy and the aims of the Hereford City Centre Regeneration Strategy which identify the importance of 'quality' in creating the right impression, using the right materials for public spaces next to new build and renovation schemes.

Our Hereford City Centre Streetscape Vision and Priorities document sets out proposals for investment priorities for the Hereford city centre public realm. The proposals contained in the document, which look further to reduce the dominance of vehicles in the city centre, will provide the basis for on-going development of the city centre public realm strategy.

We also acknowledge the importance of reducing traffic and vehicle speeds in rural villages and combining the principles contained within national public realm guidance documents such as 'Manual for Streets' and 'Traffic in Villages'.

Policy LTP ST1 – Improving the public realm

We will seek to enhance Herefordshire's public realm in a sensitive and sustainable way which will maximise the convenience and comfort of all travellers increasing footfall and enhancing accessibility. This will be achieved by:

- Design of the public realm to be based on low speed traffic flows reinforced by 20 mph speed limits using the minimum of signage.
- Promoting a barrier-free public realm, allowing free movement for people with limited mobility and, through the avoidance of pedestrian barriers, excessive street furniture and sudden changes in level.
- Designing measures that allow the form and patterns of the city centre to be easily read and understood by pedestrians, cyclists and drivers. This will include navigational and guidance clues for people with visual impairment and infrequent visitors to the city such as coach drivers. Clear gateways and transition points will be encouraged that define the boundaries of the public realm.
- Designing streetscapes as a whole, rather than as a series of separate components. All components of the streetscape, including paving materials, trees and highway signing, will be co-ordinated as far as possible.

- Minimising energy use through the use of durable and locally sourced paving materials. Decisions on the use of materials and components are likely to have enduring effects on the quality of the locality and its public realm. We will seek to avoid measures that require replacement in the short-term, and seek to promote elements that will minimise the long-term costs and maximise long-term benefits.
- Designs should reflect the distinctive qualities of Hereford and the market towns, and avoid repetition of standard solutions applied elsewhere. Wherever possible, design principles will be informed by an understanding of the history, context and particular character of the locality.

Herefordshire Council Local Transport Plan – Policy Statement

Smarter Choices

Smarter Choices are measures aimed at reducing car use and supporting the use of alternatives including walking, cycling and public transport use.

Policy LTP SC1 – Smarter Travel Choice Marketing Campaigns and Branding

We will continue to use the ‘Choose How You Move’ branding to coordinate smarter choices marketing and information activities.

Campaigns developed to promote the use of sustainable travel modes will use a variety of media and other elements including:

- Local press and posters displayed in public buildings and emailed to local businesses and organisations
- Accessible and motivating information on all sustainable modes available in print and online.
- Calendar of targeted promotions to encourage trial of sustainable modes.
- On-going access to advise and help to support new users.
- Selected sustainable travel events and presence at local events

Travel Plans

A travel plan could include a commitment to improve facilities for cycling and walking; a dedicated bus service, car sharing initiatives or restricted car parking allocations. It might also promote flexible-working practices such as remote access and video conferencing.

Workplace Travel Plans

Herefordshire Council will continue to monitor and refresh its Workplace Travel Plan as the exemplar for all other Workplace Travel Plans in the county, pioneering new initiatives as relevant and sharing experiences with local businesses and organisation.

Our primary focus is to work with major employers that do not have an existing travel plan or those that have a travel plan which requires updating.

Policy LTP SC2 – Workplace Travel Plans

We will continue to work with employers with the aim of reducing car use, promoting employee sustainable travel behaviour and reducing the need to travel by developing and reviewing Workplace Travel Plans and through the Travel for Work Hereford network. We will achieve this by:

- Focusing on major employers we will undertake site visits to audit existing sustainable travel infrastructure, provide a template travel survey and on-going guidance and advice regarding how the travel plan could be updated.
- Incentivising engagement by providing small-scale grants for sustainable travel infrastructure.
- Developing the Travel for Work Hereford network for disseminating travel promotions and providing personal travel advice direct to employees.
- Encouraging smaller employers sharing sites to work together and develop shared resources to encourage sustainable travel.
- Encouraging reductions in grey fleet (employees own vehicle) mileage and promote measures to provide alternative means of travel.
- Encourage the provision of car share spaces and their use.

Sustainable Modes of Travel to School Strategy

We aim to equip children with healthy and sustainable travel habits early in life. There is substantive evidence to show that providing children with such habits provides long term health benefits. To that end we will produce a Sustainable Modes of Travel to School Strategy (SMOTS).

The journey to and from school by car is also a major contributor to peak hour car use within Hereford. Monitoring of morning peak vehicle flows in 2009 indicated a 20% reduction in traffic flows during non-term times within Hereford.

School Travel Plans (STPs) promote the use of sustainable modes of travel to pupils and parents via soft measures, such as cycle training and promoting walking buses and car sharing. STPs contain targets for modal shift and a commitment to monitor travel patterns and revise and update each STP action plan.

Policy LTP SC3 – Sustainable Modes of Travel to Schools Strategy

Through the development and implementation of our SMOTs we will refresh our Safe Routes to Schools scheme programme and continue to encourage schools to develop and review established school travel plans that aim to reduce car use and promote sustainable travel behaviour. Our SMOTs will establish the existing and potential demand for sustainable school transport and what schemes and other initiatives should be delivered to facilitate that demand. The steps to establish a SMOTS include:

- Reviewing policies and guidance
- Setting objectives
- Gathering existing and, where required, additional data
- Reviewing best practice
- Developing a programme of interventions e.g. SRTS schemes, STP refreshes, enhanced partnership working
- Consult on, finalise and adopt the SMOTs

Personalised Travel Plans

Personal Travel Planning (PTP) is typically delivered across large residential areas. It is a well-established method that informs and supports individuals that want to make sustainable travel choices. During our LSTF funded Destination Hereford project PTP was implemented in the city. As part of a Destination Hereford review we will assess its success and use these lessons learnt in future PTP projects.

Smarter Travel Choice Initiatives

To raise the level of awareness individuals have regarding their travel choices, we will deliver a range of Smarter Choice Initiatives designed to raise the profile of certain travel modes.

- **Choose Cycling:** Adult and child cycle training, improved signage, encouragement for women through a series of led rides, raising the profile of local people riding bikes with Community Bicycle Ambassadors and promotion of bike hire for all abilities.
- **Choose Walking:** Walking Challenge and promotion of walking for health led walks
- **Choose Bus:** Quality accessible travel information for all

Policy LTP SC4 – Smarter Choice Initiatives

- **Supporting and Promoting Events**

We will support and promote selected national events and initiatives within Herefordshire, working with user groups to broaden awareness and encourage participation from the general public. We will also promote events via our network of Travel Plan contacts and will encourage employers and Head Teachers to support employees and schools to become involved.

- **Child and Adult Cycle Training**

We will continue to apply to central government for Bikeability funding to deliver Bikeability cycle training to primary and secondary schools across Herefordshire. In addition we will continue to co-ordinate adult cycle training and advice on route selection and encourage more Cycle Ambassadors.

- **Active Travel Signing Upgrade**

We will undertake a comprehensive review of signage for the city's transport network and will overhaul signing for pedestrians, cyclists and public transport. Raising awareness and informing travellers of the options they have, such as short cuts and safer routes is a key motivator to behaviour change.

- **Hereford Bike Hire**

Hereford's is managed by our partner, HALO. The scheme supports those looking to trial cycling to work or college and enables us to directly market cycle training as well as encouraging leisure cycling. Its central location raises the profile of cycling in the city and new adaptive bikes broaden cycling accessibility.

- **Walking Challenge**

To encourage increased walking, we will create Choose Walking challenge packs with hints and tips to boost regular walking, including a pedometer and a record sheet to track progress. In addition we will promote led walks and the annual Herefordshire Walking Festival.

- **Car Sharing – including Park and Choose**

We will promote both local and national car sharing schemes as a core support for all Workplace Travel Plans and as a means of improving rural access.

We will increase the number of Park and Choose sites which provide rural commuters with more flexible options for car sharing, cycling and access to public transport.

- **Car Clubs**

We will support the development of community led car clubs by facilitating the provision of parking spaces for car club cars. Allocated parking will only be provided following community consultation.

Herefordshire Council Local Transport Plan – Policy Statement

Development Control (Transport)

As a statutory consultee in the planning process, Herefordshire Council as the Local Highway Authority has a duty to ensure that the transport network is fit for purpose.

We encourage a partnership-led approach in the design of new developments which are sustainable in transport terms and which mitigate their impact on the existing network. To deliver these outcomes new developments must be planned, designed and constructed in accordance with the National Planning Policy Framework, Core Strategy (Local Plan) and this LTP policy document. We encourage early consultation with both local and National Highway authorities to maximise the development's sustainable potential, while minimising the impact of new sites and the redevelopment of existing sites.

Policy LTP DC1 – Planning for Developments

We will ensure that the impacts of development on the transport network including rail are fully considered and mitigated for new sites or re-development of existing sites. This will be achieved by working with developers to ensure:

- Those planning new developments' must follow national and locally adopted guidance, including Manual for Streets 1 and 2 and Herefordshire Council's Highways Design Guide and Specification for New Developments.
- The inclusion of sustainable transport infrastructure is to be prioritised within the design of new and re-developments so that active travel is the natural choice for short journeys.
- The network can be pressurised by the implementation of unsuitable parking standards.
- Car parking requirements for developments must be designed on the need and use of the proposed site and locality.
- The hierarchy of transport modes is used to inform the design for new sites and the re-development of sites. This hierarchy is not an order or precedence for actual provision, but simply an order of consideration that seeks to ensure that decisions regarding development design are consistent with delivering the objectives of the LTP.

Highest 1	Pedestrians and people with mobility difficulties
2	Cyclists and public transport users
3	Commercial / business users and powered two wheelers
4	Car borne shoppers / visitors and coach borne visitors

Lowest 5	Car borne commuters
<ul style="list-style-type: none">• Development of existing sites are to be designed and constructed in a way that does not impact on the safety of highway users, and where located adjacent to existing problematic sites, incorporate solutions into the design.• The inclusion of sustainable transport infrastructure is to be encouraged within the design of new and re-developments.• Development of existing sites should always avoid disrupting and cutting through routes used by cyclists or pedestrians or affecting negatively the accessibility of walking or cycling. If development proposals do impact on the walking or cycling network then an alternative route must be provided by developers. The quality of alternative routes must be of equal or better quality than the one impacted by development without incurring on-going additional revenue costs to Herefordshire Council. Protect and incorporate into the design, historic transport routes such as dismantled railways to be used as sustainable transport links.• Sustainable Urban Drainage principles will be applied to all developments where they are practical and technically feasible to manage surface water runoff and alleviate the risk of flooding• We will support rural diversification in line with the Core Strategy Policy RA6, as long as the development is not detrimental to the highway network.	

Investment in transport infrastructure and services cannot be met solely from public funds. Financial contributions from the private sector and in particular the promoters of new land use developments, are required to reflect the impact placed on the capacity and operation of the transport network by developments.

Policy LTP DC2 – Developer to mitigate the impacts of developments on the transport network

We will ensure that the impact of development on both local and where appropriate wider transport infrastructure and services are fully considered and appropriate enhancements are delivered to ensure accessible, sustainable, safe, environmentally friendly and maintainable developments. This will be achieved by:

- Ensuring that the appropriate levels of financial contributions (secured through legal agreements) are provided by developers towards the cost of delivering on and/or off-site transport infrastructure and services to mitigate effects on the transport network. For more information on developer contributions please refer to Herefordshire Council’s Planning Obligations Supplementary Planning Document.
- Ensure new infrastructure required by the development is maintained to the appropriate standard through commuted sums where appropriate.
- Highway improvements delivered by the developer through the Highways Act are constructed to the appropriate design and specification and the process as set out in the council’s design guide.

Herefordshire Council Local Transport Plan – Policy Statement

Public Rights of Way

The 3474km network of public rights of way (footpaths, bridleways, restricted byways and byways open to all traffic) in Herefordshire is a considerable economic asset as well as a significant part of the overall highway infrastructure. As the single most important means of accessing the countryside, it provides for quiet recreation and improving health, as well as an under-utilised opportunity for safer access to services and links between communities.

There is a significant opportunity for a continued integrated approach to sustainable transport, leisure, tourism, land management and the management of rights of way within the County as part of overall local transport provision in Herefordshire.

The current economic challenge to the Council means that the way these assets are looked after and developed will be the subject of ever increasing partnership working whether that is with health providers to encourage greater walking and recognition of health benefits, with tourism partners to encourage access or with local councils and volunteers to ensure as far as possible that routes are available and free from obstruction.

We recognise the broad function of public rights of way in relation to: -

1. Providing Local Access to Bus and Rail Services and to Schools, Workplaces and other Local Services

The links that public rights of way provide are very important assets for local people, local businesses and visitors alike. Within a county that is predominantly rural, they have a clear role in accessing the countryside but, increasingly, it is clear that they serve a wider range of needs, becoming a multi-purpose network of routes and access opportunities.

Rights of way link communities together and are as important for those making journeys to school, work, shops and other local amenities as it is for those making trips on foot or bicycle for pleasure.

2. Encouraging and Enabling People to use Active Travel Modes

The rights of way network caters for those that use its links for journeys to and from key services within education, employment, health, culture and economy. In delivering this wider contextual approach to rights of way provision where it forms part of an overall network of urban and rural routes, it delivers aspects of the Council's LTP.

There are especially clear links to sustainable transport through cycling provision and local walking strategies where rights of way lend themselves as safe and sustainable routes and links to wider highway networks.

The network is under-utilised as a highway resource and national surveys have tended to indicate that around a third of all paths are considered to be "frequently used" and a further quarter "occasionally used". The remainder are "rarely used". Some routes are in use daily for walking to work and walking to school, as well as for dog walking, cycling for pleasure and horse riding.

Our natural environment is Herefordshire's most beautiful and distinctive asset, and a significant reason why people choose to live, work and visit the county. It is through our exceptional network of rights of way that the countryside is accessible and free for all to enjoy.

3. Encouraging Tourism

The Council has not undertaken an economic assessment of the value of its rights of way network to the economy but it is recognised as being significant. Nationally there are approximately half a billion walks taken in the countryside per annum, generating £6.7 billion in turnover for local businesses. Whilst these figures are for walking generally, given the importance of the rights of way network in accessing the countryside, its impact is significant.

Analysis suggests that of those visiting the countryside, the majority do so to walk, visit friends or to eat / drink out and there are many small businesses, such as pubs, shops and guest houses within easy reach of the network of paths that benefit from walkers and riders.

The Council will continue to develop partnerships that help deliver economic prosperity through the development and marketing of the rights of way network and bring wider tourism benefits to the county.

4. Delivering the Health Agenda

It is ever more important that the Council continues to work with health care partners to increase understanding of the benefits of delivering improved physical health and wellbeing within communities with particular focus on obesity and sedentary lifestyles.

There are many positive links between increased physical activity and improved physical and mental well-being that bind the health agenda to countryside access.

5. Providing Access to Countryside and Green Spaces

Public rights of way provide people with free and easily accessible routes for recreation and enjoyment. Similarly this function is extended to visitors to the county to access to its exceptional landscape qualities. Linked to health and sustainability, these are important contributors to people's overall feeling of wellbeing.

6. Improving Community Cohesion and Safety through High Levels of use of Public Space

The Council considers the public rights of way network to be an asset that adds significantly to people's quality of life and a key contributor to the delivery of the Council's vision for sustainable communities in the future. This can only be truly effective if paths are maintained at a reasonable level so that they are available for

use – and thereby encourage more people to use them – and protected to ensure they are free from obstruction.

Parish Councils' own statutory powers are utilised as well as the use of devolved funding through schemes such as the Parish Paths Partnership to develop and maintain our rights of way network, and this will be further enhanced through the provisions of the Localism Act.

Policy LTP PRW1 – Policy B3 Managing Public Rights of Way

We will develop, promote, manage and maintain our public rights of way network by:

- Ensuring that the value of these assets and the links which they enable are identified and built into our planning, decision making and scheme appraisal processes.
- Recognise the value of and safeguard the National Byway.
- Further developing our asset management processes within the Transport Asset Management Plan to provide for planned, proactive maintenance of public rights of way.
- Developing and deploying the categorisation and prioritisation system in consultation with stakeholders, including local communities and organisations representing rights of way users.
- Consulting with all local communities, as part of our accessibility planning process, to identify key route improvements which will enhance their access to a range of destinations and to public transport.
- Building key strategic and local links into our Local Development Framework and infrastructure lists in order to ensure that they can be safeguarded and improved through the Planning and Development Control processes.
- Working with landowners, developers and designers to ensure that developments (including roads) do not fragment the rights of way network and that every opportunity is taken to introduce enhancements.
- Developing and agreeing with all relevant stakeholders a mechanism to address the maintenance of bridges on the rights of way network.

Herefordshire Council Local Transport Plan – Policy Statement

Air Quality

Air Quality

Local authorities have a duty under the Environment Act 1995 to review and assess local air quality within their areas. Generally air quality in Herefordshire is very good. The exceptions occur in central Hereford, Leominster and on the A40 at Pencraig.

Policy LTP AQ1 - Improving Air Quality

We will aim to reduce air pollution from traffic through measures to manage traffic and emissions levels. This will be achieved by:

- Developing and prioritising transport schemes which encourage the use of less-polluting transport modes, including walking, cycling and passenger transport within urban environments and in particular for journeys to, from or through Air Quality Management Areas.
- Developing Air Quality Management Plans, as appropriate; to mitigate the transport related causes of poor air quality.
- Working in partnership with Highways England, developers and Town Councils to implement the mitigation measures identified in Air Quality Management Plans to ensure that air quality does not further deteriorate.
- Ensuring that Transport Assessments provided in support of planning applications for new developments take account of the impact on air quality of traffic generated by new developments.
- Monitoring air quality to identify at an early stage, potential air quality deterioration, and understand the transport related causes of the air quality determination and designate as appropriate Air Quality Management Area.

Herefordshire Council Local Transport Plan – Policy Statement

Zero and Low Emission Vehicles

The majority of rural journeys in Herefordshire will continue to be made by motorised vehicles due to the distances travelled and the cost of providing passenger transport alternatives. The development of Zero and Low Emission Vehicles is progressing quickly and would be of benefit to Herefordshire car owners and local air quality levels.

Policy LTP ZLV 1 – Zero and Low Emission Vehicles

We will work with transport providers and businesses to encourage the use of more efficient vehicles:

- Encouraging businesses through Work Place Travel Plans to limit 'grey fleet' business mileage and purchase and use more efficient fuel efficient vehicles as a pool fleet.
- Continue to provide free parking and charging for electric vehicles at various charge points in the county in the short term.
- Considering, where appropriate, increasing the availability of charging points for electric vehicles on Herefordshire Public Services owned premises.

LOCAL TRANSPORT PLAN 2016-2031

Report of Consultation

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Executive Summary

Consultation has been undertaken to help inform and shape our Local Transport Plan (LTP) and the future policies and programmes it contains.

A total of 244 responses have been received, including 205 via the online questionnaire and 39 via letters/e-mail. Overall, the responses are supportive of the approach set out in the draft LTP Strategy and Policy documents and supportive of the Strategic Environmental Assessment.

The main changes made to the LTP documents comprise:

- Amending the vision statement within the Strategy document to include the text “and reduce congestion and increase accessibility by less polluting and healthier forms of transport than private car”
- That the LTP will be reviewed at regular intervals to ensure it remains up to date
- Reference to the new Hereford University, support for rural diversification and additional reference to the Herefordshire Enterprise Zone
- Changes to the Council’s strategic network map to reflect the importance of the trunk road network within Herefordshire and connections to settlements and routes outside the county
- Amendments to our passenger transport policy and strategy to provide greater clarity on bus infrastructure delivery, core network policy, Total Transport Fund project and use of digital timetable information
- Reference to partnership working with Highways England in our Highways Network Development policy and on Marches rail line re-signalling projects

1 Introduction

To inform and help shape our future transport policies and delivery programmes a public consultation was undertaken from 23rd November 2015 until 29th January 2016.

This report summarise the consultation response including feedback from the General Overview and Scrutiny Committee which met during the consultation period to consider the draft LTP. The conclusion to this report sets out how consultation has informed finalisation of the LTP.

LTP development and consultation input

A wide range of consultation and stakeholder engagement has been undertaken over the past five years and has assisted in the development of the draft LTP. Key studies which have informed our LTP and which included consultation comprise:

- Transport requirements for growth – various consultations undertaken in development of the core strategy
- Buses and community transport - Passenger Transport Review and Consultation (2014)
- Parking – Car Park Charges Review (2015), Hereford City Centre Parking Study and Consultation 2014
- Asset management and maintenance – National Highways and Transportation Survey (annual)
- Scheme specific consultations
- Budget consultations

In seeking to finalise the new LTP a public consultation was launched online on the 23rd November 2015. This comprised draft LTP Strategy and Policy documents and Statement of Strategic Environmental Assessment and was accompanied by an on-line survey. Hard copies of the consultation materials were provided at council information centres.

Stakeholders were contacted directly to inform them of the consultation and how to access details. The following list comprises those stakeholders contacted directly:

- Local councillors
- Herefordshire Council locality leads and employees
- Marches Local Enterprise Partnership
- NHS Herefordshire employees
- Parish Councils
- Bus Operators
- Herefordshire Transport Alliance
- Department for Transport
- Balfour Beatty Living Places
- West Mercia Police
- Association of Local Councils
- Diocese of Hereford
- Federation of small businesses
- MP for North Herefordshire
- MP for Hereford and South Herefordshire
- River Wye Preservation trust
- West Midlands Conservancy
- Bromyard & District Chamber of Commerce and Industry
- 2gether NHS Foundation Trust Headquarters
- NHS England
- Department for Communities and Local Government

- County Association of Local Councils
- English Heritage
- Woodlands Trust
- Arriva Trains Wales
- Environment Agency
- Severn Trent Water
- Wye Valley NHS Trust
- Care Quality Commission
- Herefordshire and Worcestershire chamber of commerce
- Highways England
- The Coal Authority
- Welsh Water
- Welsh Government
- Sport England
- West Midlands Highways Agency
- West Midlands Ambulance Station
- Severn Trent Water
- Rail for Herefordshire
- Network Rail
- Department of Work and Pensions
- Department for Business, Innovation & Skills
- Department. for Culture, media & Sport
- Department of Food and Rural Affairs
- Civil Aviation Authority
- Herefordshire Primary care Trust
- British Waterways (Midlands & South Western Region)
- Neighbouring Local Authorities
- Natural England
- Office of Road and Rail
- Marine Management Organisation

The consultation was also widely publicised so that residents and other interested groups would have the opportunity to take part. Details of the consultation were communicated via the following:

- Hereford Times
- Hereford Journal
- Ledbury Observer
- Ross Gazette
- BBC Hereford & Worcester
- Free Radio
- Sunshine Radio
- Herefordshire Council's Twitter and Facebook accounts
- ITV Central News
- Transport Times

2 Response

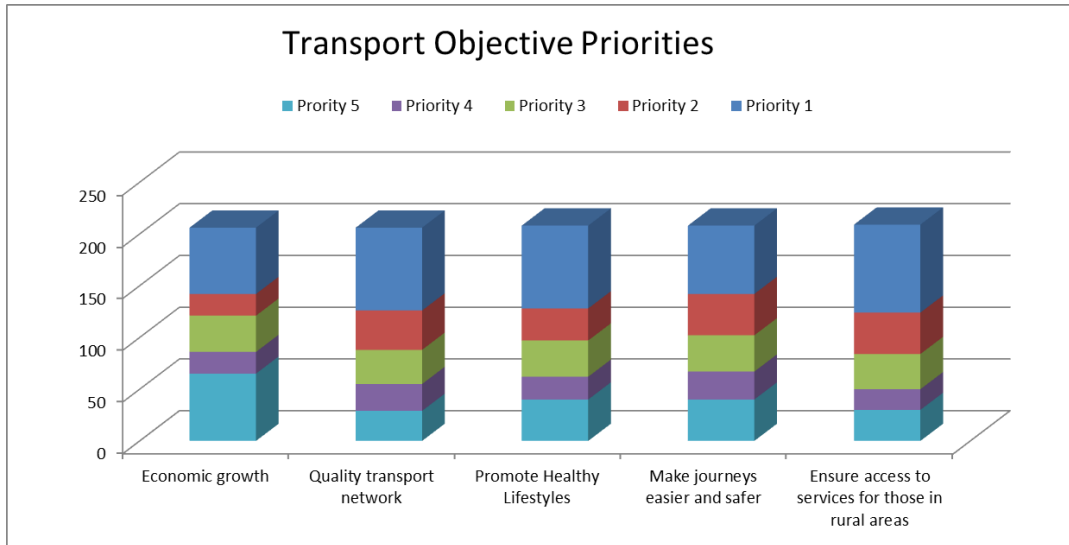
2.1 Returns

A total of 244 consultation returns were received including: 205 on-line response forms and a further 39 responses via letters/e-mails and hard copy questionnaires.

2.2 Transport Objective Priorities

This question asked respondents to rank the LTP transport objectives in order of importance. The five LTP objectives were set out in the consultation document.

Figure 1: Transport Objective Priorities

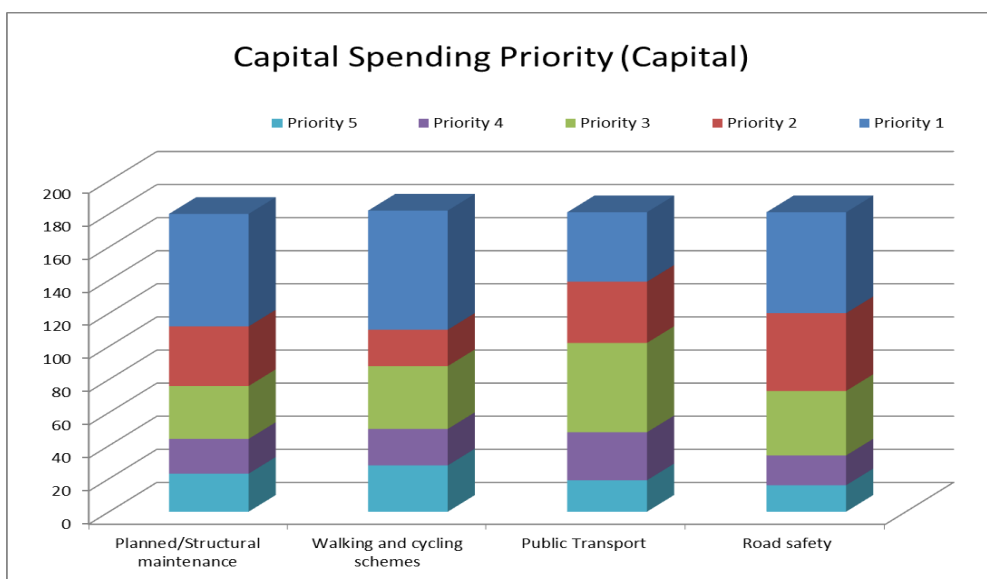


There was balanced feedback to the objectives with an objective being made top priority by 36% of responses. This high percentage was due some respondents making more than one objective their first priority. The General Overview and Scrutiny Committee discussed the LTP Vision and Objectives and requested that they be revised to include reference to ‘the need to reduce congestion and increase accessibility by less polluting and healthier forms of transport than the private car’. This modification was accepted.

2.3 Transport spending priorities

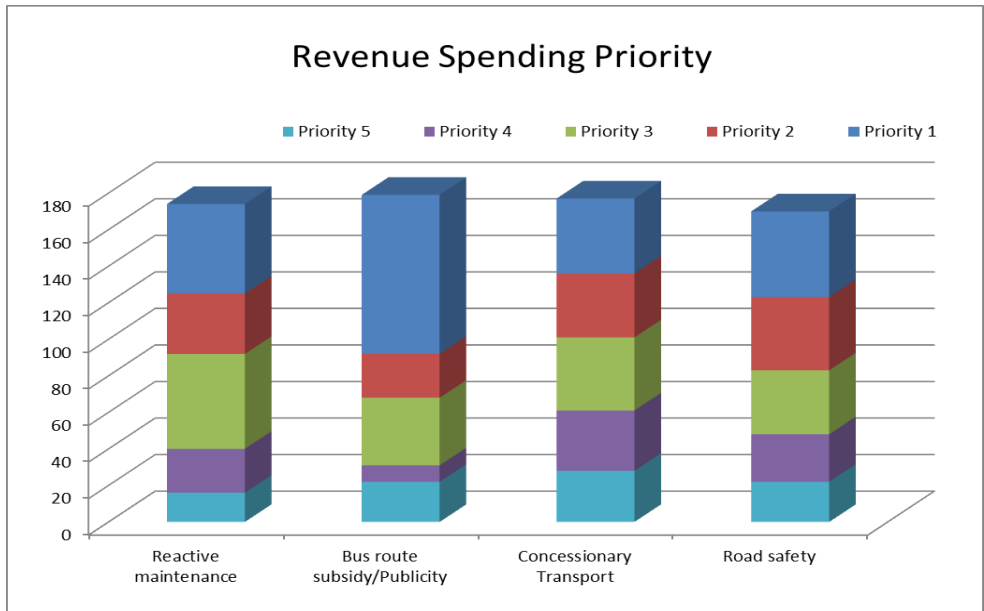
This question asked respondents to list their top five spending priorities for both capital and revenue funding. Respondents were asked to list their top five spending priorities in order of preference with one being the highest and five being the lowest.

Figure 2: Transport spending priorities for capital schemes



The response indicated balanced support for the spending priorities which reflected the typical levels of funding allocated to the programme areas. Whilst walking and cycling received a similar level of support as structural maintenance it is noted that the National Highways and Transport Network survey regularly indicates a desire for additional spending on maintenance.

Figure 3: Transport spending priorities for revenue schemes

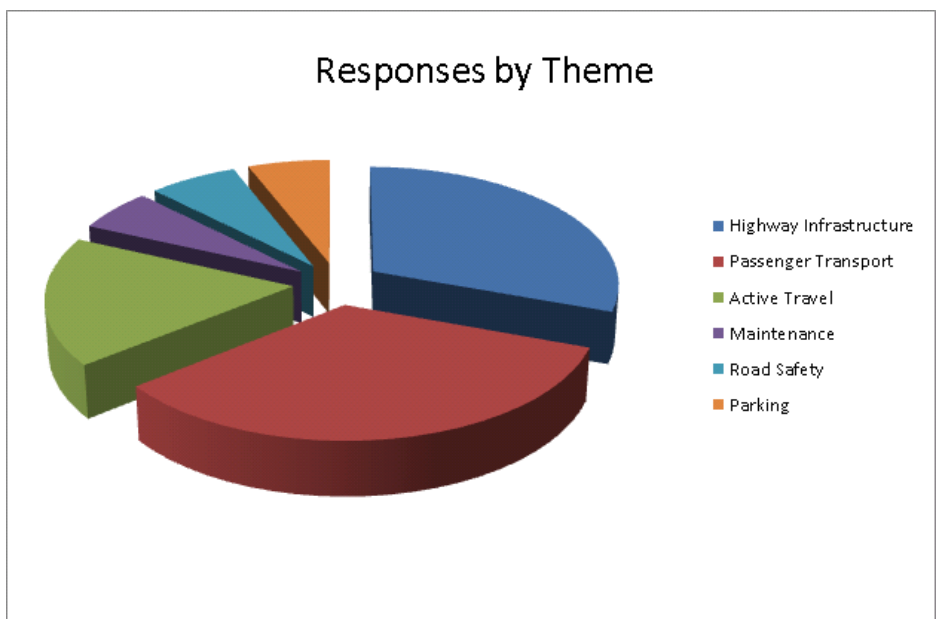


The response indicated that the priorities allocated to revenue spend were generally balanced with the exception on bus route subsidy where it was the top priority of 39% of respondents. Figure 3 shows that, of those who allocated a priority to bus route subsidy, 48% made it their top priority. It is noted that the corporate budget consultation (24 July to 9 October 2015) also raised the issue of subsidy for buses and community transport and the response to that survey showed a similar high level of public support.

2.4 Summary of free text comments

Of the 205 online responses 173 included free text comments in addition to 39 written responses.

Figure 4: Free text responses by theme.



2.5 Strategic Environmental Assessment (SEA)

As part of the LTP development process, Herefordshire is required to develop and consult on a SEA. Copies of the SEA report were made available at the same locations as the consultation drafts of the LTP. Questions relating to the SEA were also included in the consultation questionnaire. Below is a summary of the number of responses that we received.

Figure 5: Do you agree with the approach taken by the SEA?

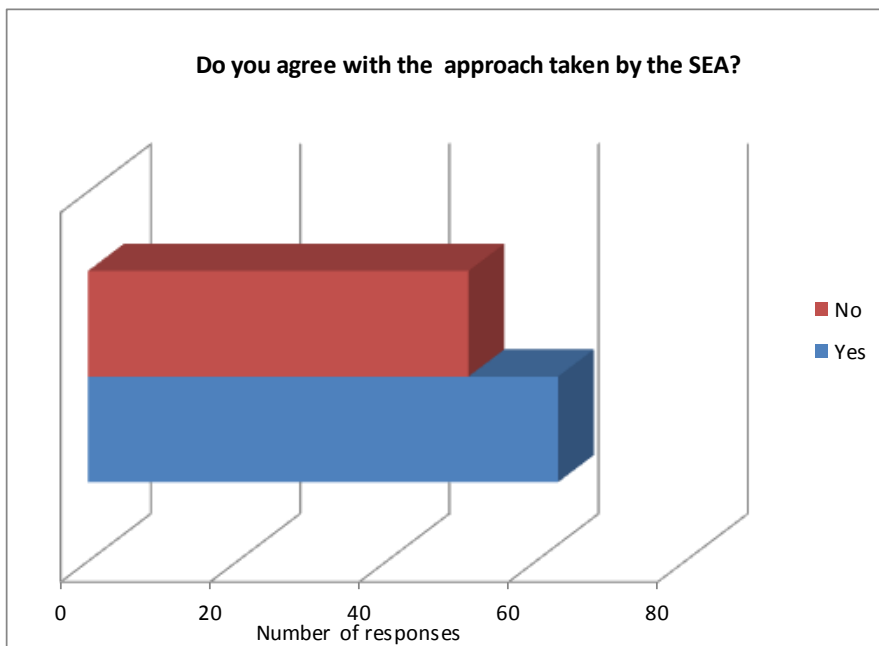
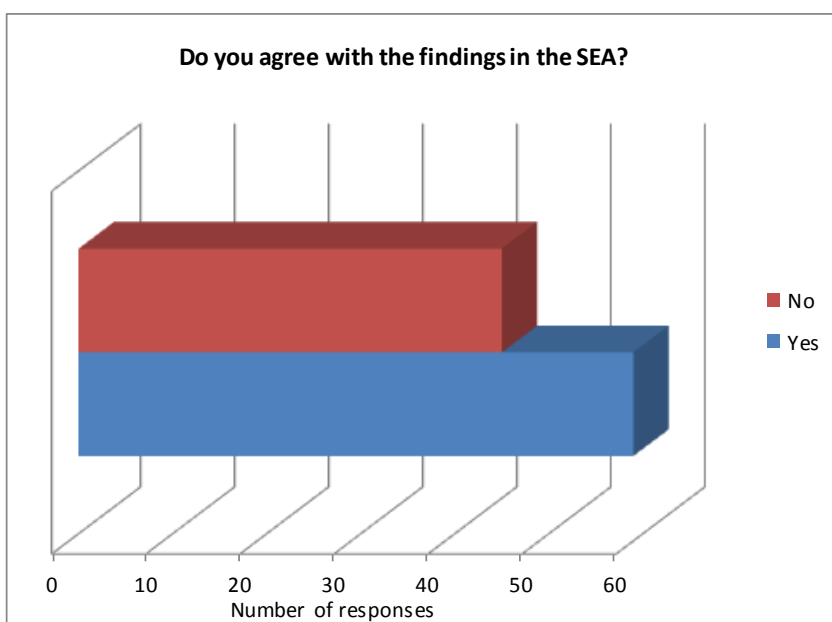


Figure 6: Do you agree with the findings in the SEA?

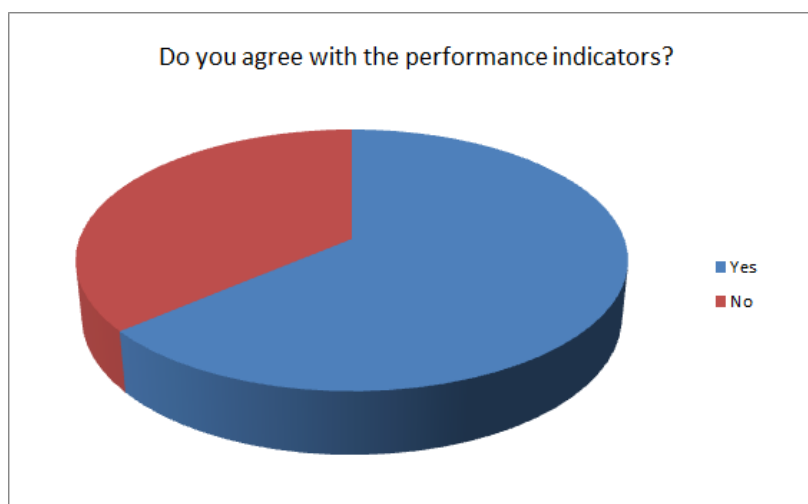


The response indicated that the majority of respondents agreed with the SEA approach and findings.

2.6 Performance indicators

The draft LTP Strategy sets out the performance indicators which are proposed to help monitor the delivery of the strategy over time. The consultation sought views on the indicators.

Figure 7: Do you agree with the performance indicators?



Free text comments on performance indicators included:

- Monitor mileage undertaken by council fleet
- Targets are required
- Regular reappraisal

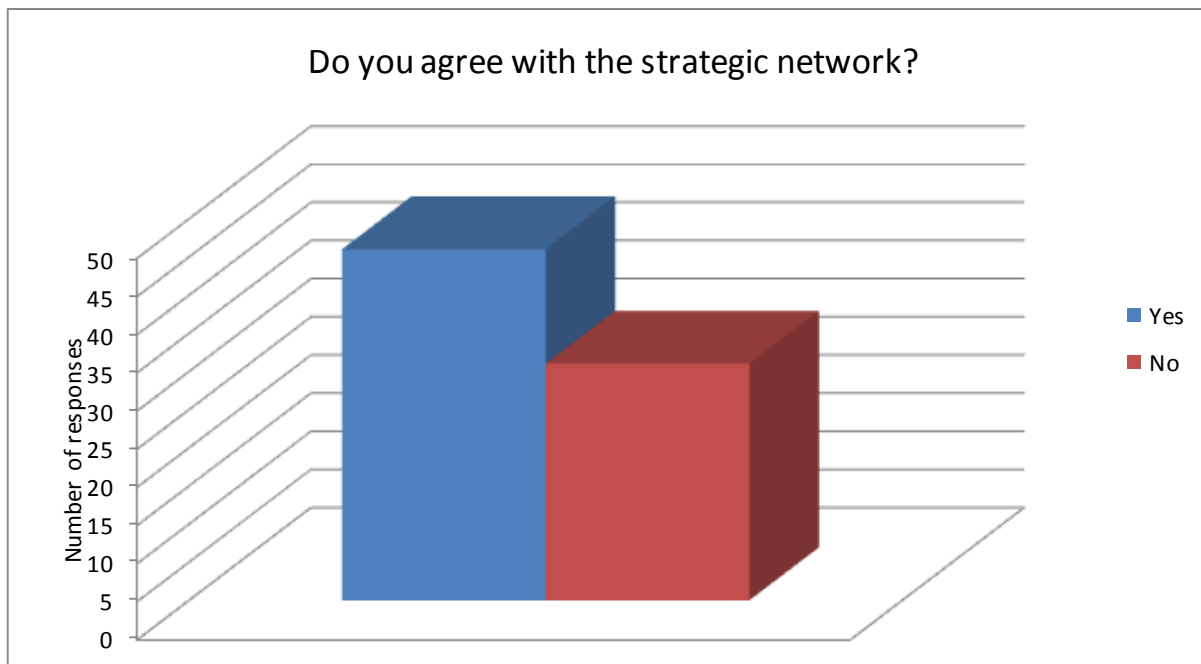
2.7 Council Strategic Highway Network

In response to the Department for Transport's 2014 Transport Resilience Review, we set out our proposed strategic network in our LTP Strategy document. The strategic network was developed to show which elements of Herefordshire's road network are essential for economic growth and which also provide access to key services. This network will be subject to prioritised and targeted maintenance activities. The majority of respondents felt that the strategic network was acceptable.

Following feedback from Highways England and General Overview and Scrutiny Committee it was agreed to make amendments to the strategic network:

- Showing links to major regional settlements to highlight Herefordshire's network in a regional context, and to
- Provide greater clarity against Highways England's strategic network and how our strategic network relates to it.

Figure 8. Do you agree with the proposed strategic highway network?



3.0 Outcomes from the Consultation

The recent public consultation, including that with GOSC, has provided useful feedback to assist with the finalisation of the LTP prior to consideration by cabinet and submission for adoption to full council.

Consultation has confirmed overall support for the LTP and its supporting strategic environmental assessment. A number of comments have identified areas where greater clarity is required to help explain what the strategy proposes. Comments from strategic partners such as Highways England have provided very useful feedback in terms of some technical details which required correction or updating.

The table below provides a summary of the key changes which have informed finalisation of the LTP Strategy and Policy documents:

Feedback	Outcome
<p>Concern that the vision and objectives do not refer to climate change/emissions.</p> <p>Need to review the LTP within the next 5 years</p>	<p>Amendment to the vision to include the statement "and reduce congestion and increase accessibility by less polluting and healthier forms of transport than the private car". This addition to the vision is compatible with the strategy and the provision of active modes of travel.</p> <p>Include a statement that the LTP will be reviewed in the next 5 years</p>
<p>Concern about cross county transport links and comments from Highways England regarding the trunk road network and context for cross border travel.</p>	<p>Strategic map to differentiate between the national strategic road network and the Herefordshire strategic road network, particularly in the south of the county. Map to show links to settlements and routes outside county</p>

<p>Lack of information and clarity on rail issues affecting Herefordshire. More information needed on how Herefordshire fits into the bigger rail picture and with whom we liaise</p>	<p>Amendments to our rail policy to reflect and clarify how we will: seek to secure service improvements through the refranchising process; play a direct role in the proposals for devolution of the West Midlands Rail franchise; seek infrastructure improvements for the local rail network to maintain capacity for growth and address existing constraints; seek to bring about access improvements and integration at Hereford Station and explore improvements at Leominster and Ledbury; and continue to work with partners to support rail access within and out of the county..</p>
<p>GOSC raised the issue of the lack of reference to the NMITE University and how it will have future effect on the travel within Hereford</p>	<p>The proposals for the new university are now referenced within the strategy document and the real opportunities to work with partners to put in place transport improvements which will support this use and maximise the potential for active and sustainable travel modes which can be generated by student populations is now included.</p>
<p>Asset management policy and strategy</p>	<p>Asset management policy and strategy has been amended reflecting emerging opportunities to secure additional government funding and to provide greater clarity over the future maintenance of the network.</p>
<p>More clarity was required in the future of the bus network with the new Buses Bill and the Total Transport Fund (TTF). Technological improvements to bus timetables and timings not included in policy document</p>	<p>The strategy now clarifies the purpose/concept of the core bus network which is to provide a focus for services which meet the greatest demands and also provide opportunity for local feeder services. The text now clarifies that this does not mean that we intend to cut subsidy to all other services but does provide a framework for service retention in the event that further budget pressures cannot be avoided. The policy clarifies the intention to support feeder services and hubs around this network to help develop greater resilience in the context of funding reductions.</p> <p>The policy statement has been updated to include the current position with regard to the ongoing review of passenger transport (Total Transport Funded programme) and the governments emerging proposals in respect of local bus franchising.</p> <p>Add additional information into the policy document to highlight our commitment to support the inclusion of 'real-time' information and GPS technology.</p>
<p>Concerns raised with regard to lack of acknowledgement of partnership working with Highways England on network development and Highway development</p>	<p>Re-word policy HN5 to make reference to Highways England. New wording will read “through partnership working, the Council and Highways England will agree a series of schemes and suitable funding sources” Highways England rightly raised some concerns about Network Rail’s proposals for changes to the rail crossing at Mill Street in Leominster. The LTP references the importance of working in partnership with HE and NR to minimise the impacts on the travel public of this scheme both during implementation and in its final form.</p> <p>Additional reference made to include Highways England in the development control process.</p>
<p>Lack of acknowledgement made to the importance of the National Byway</p>	<p>Include reference to the National Byway under policy PRW1 stating ‘recognising and safeguarding the National Byway’</p>

Lack of reference in the freight policy to cross border movements	Include reference to the Marches LEP A49 corridor study where freight will be included
Health and well-being strategy was incorrectly worded in the strategy document	Change from “Council’s Health and Well-being Strategy” to “Health and Well-being Board’s Strategy”

In addition to comments on our LTP strategies and policies we also received a number of responses on operational issues. These concerns and our response to them are set out below:

- We received a number of responses with comments about specific bus services and routes. The council is continuing to review passenger transport with the aim of protecting the most important services and honouring our statutory commitments whilst having to make significant reductions in revenue spending for each of the next 4 years. We will undertake further consultation if there is likely to be any potential cuts to existing services.
- Cycle scheme design standards and cycle signing, bridleway and footpath repair, the need for additional road maintenance and the erection of safety barriers or a panoramic mirror on Corn Street and High Street in Leominster. These requests will be considered in the development of the council’s annual plan.
- Compliance with speed limits to remove dangerous and speeding vehicles. This is part of our ongoing discussions with West Mercia constabulary in our road safety partnership project.

With the consultation process confirming support for our proposed transport performance indicators we can now develop targets for each indicator. We will develop these indicators in partnership with our key stakeholders and incorporate them into our performance management programme.

Appendix A- LTP Questionnaire

LTP Consultation

Local Transport Plan objective

Welcome to the Local Transport Plan 4 consultation survey. We've identified these objectives and we'd like your views on their priority.

1. Enable economic growth - by building new roads linking new developments to the transport network and by reducing short distance car journeys. Please rate priority from 1-5 (1 being most important)

2. Provide a good quality transport network for all users – by being proactive in our asset management and by working closely with the public, Highways England and rail and bus companies.

3. Promote healthy lifestyles – by making sure new developments maximise walking, cycling and bus use, by delivering and promoting active travel schemes and by reducing short distance single occupant car journeys on our roads.

4. Make journeys easier and safer – by making bus and rail tickets compatible and easier to buy and use, by providing 'real time' information at well-equipped transport hubs, by improving signage to walking and cycling routes and by helping people feel safe during their journeys.

5. Ensure access to services for those living in rural areas – by improving the resilience of our road network and by working closely with all transport operators to deliver a range of transport options particularly for those without a car.

6. Do you have any further comments you would like us to consider?

LTP Consultation

Transport spending

We have set out our spending priorities and would like to understand your priorities for transport spending (1 highest, 5 lowest). The figures shown are current indicative annual allocations

7. Capital Schemes

Planned/structural maintenance £9.5M

8. Walking and cycling schemes £0.7M

9. Public transport (shelters, kerbs etc.) £0.1M

10. Road safety improvements and safer routes to school £0.4M

11. Revenue schemes

Reactive maintenance (highways, grounds, etc.) c.£6.5M/year

12. Bus route subsidy/publicity c.£1.1M/year

13. Concessionary transport c £1.3M/year

14. Road safety and sustainable transport promotions c £100k/year

15. Do you have any further comments you would like us to consider?

LTP Consultation

Strategic Environmental Assessment.

16. Do you agree with the approach taken for this SEA? If not, please explain why?

Yes

No

If 'no' please explain

17. Do you agree with the findings of the SEA? If not, please explain why?

Yes

No

If 'no' please explain

18. Do you have any recommendation for further indicators or parameters to include in the monitoring framework of the SEA?

19. Do you feel the performance indicators (Page 36 LTP4 strategy and delivery) will accurately reflect the true picture of Transport in Herefordshire? If no please explain why

Yes

No

If no, please explain

20. Which of the policies or schemes identified in LTP 4 will be most beneficial to you?

21. Do you feel you will be disadvantaged by the policies or schemes identified in LTP 4?

LTP Consultation

Strategic Highway Network

22. Do you agree with the extent of the proposed strategic highway network.

- Yes
- No
- Comments