

Agenda

Cabinet

Date: **Thursday 2 March 2023**

Time: **2.30 pm**

Place: **Herefordshire Council Offices, Plough Lane, Hereford,
HR4 0LE**

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

For any further information please contact:

Sarah Buffrey

Tel: (01432) 260176

Email: sarah.buffrey@herefordshire.gov.uk

If you would like help to understand this document, or would like it in another format, please call Sarah Buffrey on (01432) 260176 or e-mail sarah.buffrey@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of Cabinet

Membership

Chairperson	Councillor David Hitchiner, Leader of the Council
Vice-Chairperson	Councillor Liz Harvey, Deputy Leader of the Council
	Councillor Ellie Chowns
	Councillor Pauline Crockett
	Councillor Gemma Davies
	Councillor John Harrington
	Councillor Diana Toynbee
	Councillor Ange Tyler

Agenda

		Pages
1. APOLOGIES FOR ABSENCE	To receive any apologies for absence.	
2. DECLARATIONS OF INTEREST	To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda.	
3. MINUTES	To approve and sign the minutes of the meeting held on 23 February 2023.	To Follow
HOW TO SUBMIT QUESTIONS		
<i>The deadline for submission of questions for this meeting is:</i>		
<i>9:30am on Monday 27 February 2023.</i>		
<i>Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted.</i>		
<i>Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved</i>		
4. QUESTIONS FROM MEMBERS OF THE PUBLIC	To receive questions from members of the public.	
5. QUESTIONS FROM COUNCILLORS	To receive questions from councillors.	
6. REPORTS FROM SCRUTINY COMMITTEES	To receive reports from the Council's scrutiny committees on any recommendations to the Cabinet arising from recent scrutiny committee meetings.	
7. DRAFT HEREFORD CITY MASTERPLAN	To approve the draft 'Hereford City Masterplan a Vision for Our City in 2050' attached at appendix 1 for consultation in June 2023.	11 - 186
8. EASTERN RIVER CROSSING AND LINK ROAD	This report seeks Cabinet approval of the scheme objectives included in the body of the report which sets out the progress made to date in developing the Strategic Outline Business Case. The report also identifies the interrelationship with the Hereford City Masterplan and the Local Transport Plan, and suggests a broad timetable to take the scheme through to construction and operation.	187 - 196

9. NEW HEREFORDSHIRE LOCAL TRANSPORT PLAN	197 - 204
<p>The report seeks agreement to the approach to the development and delivery of the new Local Transport Plan, including the anticipated timeline. Delegated authority for operational decisions is sought to assist with the timely delivery of the Local Transport Plan.</p>	
10. PUBLIC REALM SERVICES FUTURE OPERATING MODEL	205 - 264
<p>A review has determined that the council's current public realm services and contracting arrangements will not deliver the council's medium to long term aspirations.</p> <p>The council's vision is to design and deliver new public realm services that are fit for the future embracing technology and digital innovation, a transition to electric plant, vehicles and new materials to meet net zero carbon by 2030, investment in our people that support development and innovation enabling the service to continually improve, maximising resources and opportunities to best meet the needs of local residents and communities.</p> <p>To achieve this vision the council, working in partnership with the Public Realm Service Contractor, seek approval to select and develop a Future Operating Model that has been determined as the best model to deliver this vision while minimising service and financial risks during this period of change.</p>	
11. SECTION 106 PORTFOLIO OF WORKS - SECTION 106 DELIVERY PROPOSALS	265 - 278
<p>Following approval of Section 106 Portfolio of Works Cabinet Report (Thursday 25th November 2021), this report seeks to obtain further appropriate delegation to approve the spend, processes and resources required in connection with the delivery of the Section 106 schemes.</p>	
12. CABINET COMMISSION PROSPECTUS FOR OUR RIVER RESTORATION	To Follow
<p>This report seeks to update Cabinet on the significant progress made by the Cabinet Commission presenting a Strategic Business Case (SBCO) for progressing river restoration and to seek authorisation to further develop an Outline Business Case (OBC) for submission to Defra and Welsh Government for a Phosphate Trading Scheme, encompassed by a binding legal agreement, which has the potential to lead to further steps including a Water Protection Zone in the event that nutrient reduction targets are not met by means of the voluntary scheme.</p>	

The Public's Rights to Information and Attendance at Meetings

In view of the continued prevalence of covid-19, we have introduced changes to our usual procedures for accessing public meetings. These will help to keep our councillors, staff and members of the public safe.

Please take time to read the latest guidance on the council website by following the link at www.herefordshire.gov.uk/meetings and support us in promoting a safe environment for everyone. If you have any queries please contact the Governance Support Team on 01432 261699 or at governancesupportteam@herefordshire.gov.uk

We will review and update this guidance in line with Government advice and restrictions. Thank you for your help in keeping Herefordshire Council meetings safe.

You have a right to:

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting. Agenda and reports (relating to items to be considered in public) are available at www.herefordshire.gov.uk/meetings
- 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. Information about councillors is available at www.herefordshire.gov.uk/councillors
- 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. Information about councillors is available at www.herefordshire.gov.uk/councillors
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Recording of meetings

Please note that filming, photography and recording of this meeting is permitted provided that it does not disrupt the business of the meeting.

Members of the public are advised that if you do not wish to be filmed or photographed you should let the governance services team know before the meeting starts so that anyone who intends filming or photographing the meeting can be made aware.

The reporting of meetings is subject to the law and it is the responsibility of those doing the reporting to ensure that they comply.

The council may make a recording of this public meeting or stream it live to the council's website. Such recordings form part of the record of the meeting and are made available for members of the public via the council's web-site.

Public transport links

The Herefordshire Council office at Plough Lane is located off Whitecross Road in Hereford, approximately 1 kilometre from the City Bus Station.

The location of the office and details of city bus services can be viewed at:

<http://www.herefordshire.gov.uk/downloads/file/1597/hereford-city-bus-map-local-services->

Guide to Cabinet

The Executive or Cabinet of the Herefordshire Council consists of a Leader and Deputy Leader and six other Cabinet Members each with their own individual programme area responsibilities. The current Cabinet membership is:

Cllr David Hitchiner (Leader) (Independents for Herefordshire)	Corporate Strategy and Budget
Cllr Liz Harvey (Deputy Leader) (Independents for Herefordshire)	Finance, Corporate Services and Planning
Cllr Diana Toynbee (The Green Party)	Children's and Family Services, and Young People's Attainment
Cllr Gemma Davies (Independents for Herefordshire)	Commissioning, Procurement and assets
Cllr Ellie Chowns (The Green Party)	Environment and Economy
Cllr Pauline Crockett (Independents for Herefordshire)	Health and Adult Wellbeing
Cllr Ange Tyler (Independents for Herefordshire)	Housing, regulatory services, and community
Cllr John Harrington (Independents for Herefordshire)	Infrastructure and Transport

The Cabinet's roles are:

- To consider the overall management and direction of the Council. Directed by the Leader of the Council, it will work with senior managers to ensure the policies of Herefordshire are clear and carried through effectively;
- To propose to Council a strategic policy framework and individual strategic policies;
- To identify priorities and recommend them to Council;
- To propose to Council the Council's budget and levels of Council Tax;
- To give guidance in relation to: policy co-ordination; implementation of policy; management of the Council; senior employees in relation to day to day implementation issues;
- To receive reports from Cabinet Members on significant matters requiring consideration and proposals for new or amended policies and initiatives;
- To consider and determine policy issues within the policy framework covering more than one programme area and issues relating to the implementation of the outcomes of monitoring reviews.

Who attends cabinet meetings?

	Members of the cabinet, including the leader of the council and deputy leader – these are the decision makers, only members of the cabinet can vote on recommendations put to the meeting.
	Officers of the council – attend to present reports and give technical advice to cabinet members
	Chairpersons of scrutiny committees – attend to present the views of their committee if it has considered the item under discussion
	Political group leaders attend to present the views of their political group on the item under discussion. Other councillors may also attend as observers but are not entitled to take part in the discussion.

The Seven Principles of Public Life (Nolan Principles)

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.



Title of report: Draft Hereford City Masterplan

Meeting: Cabinet

Meeting date: 2 March 2023

Report by: Cabinet member – Infrastructure and Transport

Classification

Open

Decision type

Key

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Aylestone Hill; Bobblestock; Central; College; Eign Hill; Greyfriars; Hinton & Hunderton; Holmer; Kings Acre; Newton Farm; Redhill; Saxon Gate; Tupsley; Whitecross; Widemarsh;

Purpose

To approve the draft 'Hereford City Masterplan a Vision for Our City in 2050' attached at appendix 1 for consultation in June 2023.

Recommendation(s)

That:

- a) The Cabinet approve commencement of consultation in respect of the Draft Hereford City Masterplan; and**
- b) To delegate to the Corporate Director Economy and Environment authority to agree minor amendments prior to formal publication of the draft plan, subject to consultation with the Cabinet Member for Infrastructure and transport.**

Alternative options

1. To not approve the Draft Hereford City Masterplan for consultation. This is not recommended as there would be a risk that transport and place based interventions would then be delivered in a piecemeal way without an overarching vision/masterplan for the City, potentially resulting in interventions not achieve the maximum potential benefit. The city faces some significant long term challenges, which won't be addressed without a clear vision and strategy.

Key considerations

2. The Hereford Transport Strategy Review (HTSR) in 2020/21 identified a preferred strategy, comprising of four key elements:
 - a. active travel measures;
 - b. investment in buses;
 - c. demand management; and
 - d. a new road link and river crossing to the east of Hereford (the eastern road link

Cabinet agreed on 24 June 2021 to allocate £1.24m of New Homes Bonus and £250,000 from the Settlement Monies Reserve to progress this Hereford Transport Strategy.

3. The Hereford City Masterplan delivers on the first three elements identified in the HTSR by viewing transport interventions through a place-making lens to ensure a co-ordinated strategy, which will deliver the greatest outcomes when schemes are designed. A key role of the masterplan is to ensure that the transport interventions are informed by, and reflect how, the city functions now in terms of land uses and movement and how it may change over the long term. In particular, the work relates to creating urban renewal, resulting in a more vibrant and attractive city.
4. By developing an ambitious vision for the future with big ideas will help to reduce the dominating effect of vehicles of city streets which is fundamental in encouraging more sustainable modes of travel. It is also the case that a transport strategy, which considers the delivery of urban regeneration and development opportunities (particularly new homes) has a much greater chance of being funded.
5. The development of the Eastern River Crossing and Link Road (ERiC), which is a key part of the future vision for Hereford, is being progressed as a separate project. This is because given the scale and complexity and statutory processes that need to be followed in delivering £50+ million highway infrastructure, it requires a different consultancy skill set to the Hereford City Masterplan consultant team. A separate report elsewhere on this agenda outlines the progress with the Eastern River Crossing element of the HTSR.
6. Both the revised Hereford Transport Strategy and the draft masterplan are clearly aligned with the national Government objective that public transport and active travel will be the natural first choice for daily activities.

7. The development of the Draft Hereford City Masterplan (HCMP) has been undertaken by a multidisciplinary consultancy team as detailed below:
 - a. Phil Jones Associates (PJA) – Transport planning and strategy
 - b. Land Use Consultancy (LUC) – Land use planning and green and blue infrastructure
 - c. Element Urbanism – Public realm and urban design
 - d. SQW – Property market analysis and economic appraisal of council sites
 - e. Westco – Communications and Engagement
8. The Draft Hereford City Masterplan is attached as appendix 1. Alongside the draft masterplan PJA are developing a supporting movement strategy for the city, this work will be concluded over the next few months and the full movement strategy will be available to support the masterplan consultation in summer 2023. It will also inform the emerging Local Transport Plan which is the subject of a separate report. The executive summary of the supporting movement strategy is attached at appendix 2.
9. The masterplan identifies a vision of **‘Making Hereford An Even Better City – A Greener, Healthier, and Safer Place’** which is supported by the five strategic objectives defined below:

MOVEMENT	Expand choice for moving around, using an integrated transport network with better provision for active travel and public transport. This will help to reduce carbon emissions, improve air quality, tackle congestion, encourage healthier lifestyles and better meet the needs of different demographic groups.
COMMUNITIES AND CULTURE	Create a healthier and more equal city, by reducing deprivation and increasing equality across the city. This will provide greater opportunities for people to be active and healthy and to engage with their community.
THE ECONOMY AND OPPORTUNITIES	Re-invigorate the city, maximising opportunities for living, learning and creating. This includes providing new affordable, high-quality homes for a range of people and revitalised commercial and leisure opportunities and community uses. Also, supporting education and training opportunities and providing spaces to develop and grow businesses.
LANDSCAPE AND WILDLIFE	Provide a network of high-quality green and blue spaces, within the city and extending into the surrounding countryside, reducing pollution and providing nature-based solutions to help adapt to climate change and give people greater opportunity to interact with nature.
PLACES AND SPACES	Deliver outstanding design, which respects and enhances Hereford’s built and natural heritage and enhances the ‘sense of place’ within the city. Good design should make Hereford more attractive for those who live, work in and visit the city, help adapt to the effects of climate change and better meet the needs of an ageing population.

10. The masterplan articulates the following 12 ‘Big Ideas’ to deliver the above vision and strategic objectives over the short, medium and longer term to 2050.
11. Formal consultation will be undertaken on the draft masterplan (appendix 1) with stakeholders and the community as soon as practicable following the local elections 2023. Although not a formal or statutory planning document the consultation will take on board the principles of the Statement of Community Involvement. This will take place over a period of six weeks and will provide multiple opportunities for people to understand and comment on the draft masterplan, with information and feedback options provided both online and in printed form.

12. To assist with community and stakeholder understanding of the masterplan, a short video will be created that summarises the masterplan proposals. This will be posted on the Council's website and social media channels.
13. To ensure that those who do not have access to a computer can be fully involved, consultation will include a non-staffed public exhibition at one or more locations in and around Hereford.
14. Following the close of the consultation period, the draft masterplan will be updated as required and presented back to members for adoption as a final document and vision for the City to 2050.

Community impact

15. The draft Hereford City Master Plan is fully aligned to and will directly contribute to meeting the vision of the County Plan 2020 to 2024 *'Respecting our past, shaping our future - we will improve the sustainability, connectivity and wellbeing of our county by strengthening our communities, creating a thriving local economy and protecting and enhancing our environment'*.
16. The County Plan's Delivery Plan 2022-23 makes specific reference to delivering the Hereford Transport Strategy and the City Masterplan. The masterplan and supporting sustainable transport strategy for Hereford will support the following objectives:

EN2 1 - Improve and extend active travel options throughout the county:

EN2.1 - Complete the Hereford Transport Strategy Review and begin implementation of the preferred options.

EN2.2 - Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling.

EN2.4 - Explore feasibility for the development of a cycle super highway.

CO0 – Strengthen communities to ensure everyone lives well and safely together:

CO0.1 - Improve the overall mental and physical health and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices.

EC2 - Use council land to create economic opportunities and bring higher paid jobs to the county:

EC2.1 - Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund.

EC2.4 - Continue to support development of the Hereford Enterprise Zone.

Environmental Impact

17. The draft masterplan identifies Climate change and the biodiversity crisis as 2 of the forces driving change. The strategy is aimed and helping to deliver net zero through promoting sustainable transport, sustainable development through its city living proposals and repurposing of existing buildings, alongside nature based green and blue infrastructure proposals.
18. The masterplan is aligned with the Government ambition for 'public transport and active travel to be the natural first choice for our daily activities'. Delivering more nature-rich spaces within and around Hereford to address biodiversity decline is another key driving force behind this masterplan.

Equality duty

19. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities sets out that it must, in the exercise of its functions, have due regard to the need to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
20. The draft masterplan is aligned with the recommendations of the Hereford Transport Strategy Review which assessed options and packages of options against a range of outcome indicators, including that which considers protected characteristics.
21. The consultation on the draft masterplan will include engagement with a broad spectrum of residents and stakeholders. This consultation will inform an Equality Impact Assessment of the final masterplan before it is adopted.

Resource implications

22. As a draft long term vision document, the masterplan does not specifically commit the council to future expenditure at this point. However, following consultation and completion of the final masterplan it will be necessary to develop a delivery strategy based on short, medium and longer term deliverables and their indicative costings and possible funding sources. Whilst the masterplan is a vision for 2050 the speed at which this is delivered will be determined by the availability of council and government resources.
23. To realise the full ambitions set out in the draft master plan by 2050 the county will need to secure significant long term Capital public and private investment. Having a vision and strategy aligned to government's ambition puts the Council in a good position to seek government funding as relevant bidding opportunities come forward over the next 25+ years. As demonstrated by the successful £25.288million 'Levelling Up Fund' transport bid for Hereford which was recently announced.
24. The council will also need to work with government to identify long term sustainable revenue solutions to support the public transport and demand management aspirations of the masterplan which will be necessary to deliver on the governments decarbonising transport agenda.
25. Cabinet agreed on 24 June 2021 to allocate £1.24m of New Homes Bonus and £250,000 from the Settlement Monies Reserve to progress this Hereford Transport Strategy. This funding has been allocated as below:

Hereford City Masterplan	£1,028,000
Eastern River Crossing	£400,000
Local Transport Plan Development	£62,000
Total	£1,490,000

Legal implications

26. The Masterplan is not a development plan document for the purposes of the Local Development Plan.
27. The Masterplan has not been prepared by the Council under the exercise of its powers as a local planning authority.
28. The Masterplan is a vision statement setting out the Council's aspirations for Herefordshire. Cabinet Member approval is required for consultation in connection with the projects and proposals contained in the Draft Master Plan
29. The Local Authority has wide powers to enter into arrangements such as those proposed in this report. Under Section 111 of the Local Government Act 1972 the local authority, has powers to do anything calculated to facilitate, or is conducive or incidental to the discharge of its functions
30. The Local Authority has wide powers to undertake the arrangements such as those proposed in this report. Under Section 111 of the Local Government Act 1972 the Council has powers to do anything calculated to facilitate, or is conducive or incidental to the discharge of its functions.

Risk management

Risk	Mitigation
Insufficient in house capacity and/or expertise to progress the masterplan.	The masterplan has been produced by a multi-disciplinary consultancy team to provide specific technical expertise in a timely manner. This will assist interim and in-house staff to manage and direct the overall project plan and individual work packages. Project management support has been, and will be provided by the PMO.
Insufficient budget to complete the Final Masterplan	A strong focus on budget management and avoiding scope creep within the project, should enable sufficient resource to complete the consultation in summer 2023 and amend the plan in light of the consultation subject to the level of amendment required.
A number of major pieces of work are being developed on a similar timeframe, including the draft masterplan, the Local Transport Plan, Eastern River Crossing and the Local Plan. This runs the risk of confusion or consultation fatigue for partners, stakeholders and the public.	The development of these key strategies and plans will be coordinated through a single communications and engagement strategy so that the interrelationships between the various elements is fully understood.
Reputational risk of non-delivery.	The report sets out how external resources have been procured in order to boost capacity and capability of the project teams. Resources from the PMO will provide project management resources to help deliver projects on time and to budget.
The Masterplan is not delivered.	Following completion of the final plan a robust delivery strategy based on short, medium and

	longer term deliverables will be developed together with an appropriate Delivery Board structure
Circumstances and priorities change over the next 28 years, in setting a 2050 vision now.	It is recognised that circumstances will change, it is intended that the masterplan and supporting movement strategy 'live' document which will be reviewed and changed as needed.

Consultees

31. An all members briefing on the vision, scope and objectives of the masterplan was held on 14 January 2022 and the project was broadly welcomed by those who attended.

Early stakeholder and community engagement

32. Both the delivery director and consultant team had discussions with many stakeholder groups during 2022. A website (<https://herefordshire.commonplace.is/>) was established to allow for early stakeholder and community engagement in the development of the masterplan. This website was launched following a stakeholder exhibition event on 1 December 2022 and the exhibition was subsequently on display from 2 December 2022 in Maylards shopping centre. In addition the exhibition materials have been available at libraries' and community hubs around the county since early January 2023.
33. The website includes a map to allow respondents to make specific comments on particular locations and a survey form for respondent to complete. Paper based surveys have also been available at the exhibition and a free post address was established
34. 324 comments have been made at site specific locations on the map with a further 627 respondents having viewed those comments and agreed with specific comments. 373 survey responses have been received via the website and 161 respondents have viewed the comments and made agreements. An additional 20 paper responses have also been received.
35. The Survey Summary Report is attached at appendix 3.

Political Group Consultation

36. Political group consultation took place on 31 January 2023 and the following key points were raised:
 - a. As this is a long term vision to 2050 should we be more aspirational and be looking at additional bridges both east and west.
 - b. For residents outside of Hereford and visitors Park and Ride was seen as important and for it to be successful it should be free or very low cost.
 - c. 20mph limits in residential areas were welcomed.
 - d. The Wye and the Lugg were seen as significant assets to the County and recognising that in the masterplan is welcomed and could it be expanded upon by adding in a River Wye leaning Centre.
 - e. Public transport to the wider county was seen as poor and something that needed significantly improving across the county.
 - f. There was a view that there was a need to widen the work to ensure that Hereford connected into the wider county and had good access from the market towns, villages and rural areas.

- g. There is a risk that we could be seen as anti-car and that people will need to use the car especially in rural counties like Herefordshire.
- h. It will be interesting to hear what the public think of the plans.

Appendices

- Appendix 1 Hereford City Masterplan a Vision for Our City in 2050 Consultation Draft Spring 2023.
- Appendix 2 Hereford City Movement Strategy Executive Summary, February 2023.
- Appendix 3 Hereford City Masterplan Feedback Report, 20/02/23.

Background papers

None identified

Report Reviewers Used for appraising this report:

Governance	John Coleman	Date 30/01/2023
Finance	Louise Devlin	Date 24/01/2023
Legal	Sharon Bennett-Matthews	Date 25/01/2023
Communications	Luenne Featherstone	Date 24/01/2023
Equality Duty	Harriet Yellin	Date 30/01/2023
Procurement	Lee Robertson	Date 24/01/2023
Risk	Kevin Lloyd	Date 30/01/2023

Approved by	Ross Cook	Date 03/02/2023
-------------	-----------	-----------------

HEREFORD CITY MASTERPLAN

A VISION FOR OUR CITY IN 2050
CONSULTATION DRAFT
SPRING 2023



CONTENTS

4 INTRODUCTION

- 6 Foreword
- 7 Listening to you
- 8 Why does Hereford need a masterplan?
- 10 Forces driving change
- 13 Local policy context
- 16 What makes a great place?

18 UNDERSTANDING HEREFORD

- 21 Hereford: the story so far
- 24 **Theme 1:** Movement
- 32 **Theme 2:** Communities and Culture
- 38 **Theme 3:** The Economy and Opportunities
- 44 **Theme 4:** Landscape and Wildlife
- 54 **Theme 5:** Places and Spaces

60 OUR VISION FOR 2050

64 OVERVIEW OF MOVEMENT STRATEGY FOR 2050

80 THE 12 BIG IDEAS

- 85 **Big Idea 1:** A network of neighbourhoods
- 93 **Big Idea 2:** People-friendly streets
- 109 **Big Idea 3:** Historic walls and gateways
- 121 **Big Idea 4:** Revealing the historic core
- 141 **Big Idea 5:** A vibrant historic core
- 157 **Big Idea 6:** Hereford, university city
- 167 **Big Idea 7:** Reconnecting to the River Wye
- 174 **Big Idea 8:** The Station Quarter
- 188 **Big Idea 9:** Commercial Road Corridor
- 201 **Big Idea 10:** Reestablishing the Herefordshire & Gloucestershire Canal
- 207 **Big Idea 11:** Enterprise and Innovation corridor
- 213 **Big Idea 12:** The Lugg Green Lung
- 219 Data sources
- 221 Delivery
- 222 Next steps

INTRODUCTION

- ▶ Foreword
- ▶ Listening to you
- ▶ Why does Hereford need a masterplan?
- ▶ Forces driving change
- ▶ Local policy context
- ▶ What makes a great place?

21



FOREWORD

With an emerging Local Plan, a recently approved Big Economic Plan in development and a new Local Transport Plan, including a Local Cycling and Walking Infrastructure Plan to come, Herefordshire Council is publishing in draft a detailed masterplan for Hereford.

This celebrates the city's character and provides a blueprint for making it an even better place to live, work and visit in the future.

The draft masterplan will set out our vision to enhance the character of the city and improve connections to the market towns and villages nearby.

Our aim is to make Hereford an even better city, a greener, healthier and safer place to live, work, study and visit – and crucially, an easier place to get around.

Investing in good comprehensive planning for the city, comprising a strategy and outline plans, will mean we are ready to make compelling bids for capital funding when the opportunities arise.

Priorities set out in these pages include:

- **Ensuring the city is easier to get to and better connected with nearby villages, towns and counties, whether travelling on foot by bike by car, bus or train.**
- **Broadening the choice in how to move about, reducing short-trip car journeys, tackling congestion and improving air quality.**

- **Making Hereford's streets more people-friendly, improving infrastructure for walking, wheeling (by wheelchair or other mobility aid) and cycling.**
- **Improving transport connectivity to enable businesses to increase trade, improve productivity, attract inward investment and better enable local people to access employment and training.**
- **Improving the city as a place enhancing the historic centre.**
- **Maximising green space, exploring the potential for new affordable, high-quality city centre homes.**
- **Reducing carbon emissions while adapting the city and its suburbs for a changing climate.**

We have spoken to many of you and listened to what you have told us. This is the start of a journey. We will consult on this draft document later in 2023 and look forward to many further conversations as we work with you to ensure the masterplan will make the most positive contribution and stand the test of time.

Cllr John Harrington

Cabinet Member, Infrastructure and Transport

LISTENING TO YOU

Extensive engagement has been undertaken to inform the draft masterplan.

Stakeholder conversations took place between spring and autumn 2022 to hear the views of key organisations and groups closely involved in the future of the city.

From 2 December 2022 until 3 February 2023, we took an engagement programme across the community to:

- **Inform residents, businesses and stakeholders in and around Hereford about the emerging city masterplan and hear your priorities for the future of Hereford.**
- **Provide many opportunities to find out about the masterplan, online and in person, and give your views, making it easy to take part.**
- **Provide meaningful opportunities for feedback, and listen to what you have told us as we shape the emerging proposals.**

This has included:

- **A virtual exhibition on the Commonplace engagement portal available online via herefordshire.gov.uk/consultations.**
- **A non-staffed exhibition with display boards in Maylord Orchards shopping centre.**
- **Display boards and surveys available from 9 January to 3 February 2023 at all libraries and customer service centres in the county of Herefordshire.**

Feedback received

393 respondents took part in the survey (of which 20 were hard copy) and a further 161 respondents viewed individual comments and agreed. Over 2,000 comments were received on the masterplan via the survey.

In addition, 324 pins/comments were placed on the Commonplace engagement map identifying issues or opportunities in and around Hereford and a further 627 respondents viewed individual comments and agreed.

Many commented on the need for better public transport and issues for those living in rural areas to shift away from car use and having a bypass. Concerns were raised about those who rely on their cars, such as those who live in rural areas, are older or disabled.

Many would like to see focus on promoting economic growth in the county and support for businesses. There is a need for safe cycling and walking routes within and around the city. Reducing car use in the city could be encouraged by better public transport, making the city attractive to visitors or having a park and ride system. Some are concerned about new housing and development which is linked to concerns about a lack of infrastructure to service new homes.

Regarding heritage and enhancement of the city, the river and canal are seen as specific heritage assets and work could be undertaken to enhance these.

Many are in favour of enhancing the natural environment within the city, with more trees as well as wildflower meadows and other green spaces.

WHY DOES HEREFORD NEED A MASTERPLAN?

Hereford is a vibrant, attractive city, with a rich history and a central role in the success of the wider county. However, the city faces a number of challenges – including climate change and the biodiversity crisis. For the first time, this masterplan takes a holistic approach to placemaking and provides a blueprint to shape development in the city for a generation.

Hereford is the county town of Herefordshire. It provides regionally important employment, retail, leisure and learning opportunities used by those living and working in the city as well as in the surrounding towns and villages. It is also the focal point for visitors to the county.

However, residents and visitors alike will understand that there are challenges to address in order to continue to allow the city to reach its full potential.

The city needs more homes and employment land to ensure that future generations of people can thrive here. It also needs to adapt to climate change, address the biodiversity emergency and build a stronger and more prosperous economy.

Despite these challenges, there are clear opportunities to create a more sustainable, attractive, vibrant and economically active Hereford, which more sensitively embraces its heritage.

While work has already been done by the Council and others to shape parts of the city, this masterplan is the first to provide critical thinking as to how Hereford functions overall as a place. The masterplan seeks to:

- Provide a clear and consistent vision for the evolution of the city.
- Identify the sequence of inter-related activities required to achieve this vision.
- Guide developers, transport operators and local organisations, providing a common route-map to realise a successful shared future.

The masterplan will inform the work programme for the Council and key emerging strategies, including the Local Plan Review and new Local Transport Plan.

The masterplan uses an evidence-based approach which considers the whole city as a place. It sets out the key findings and recommendations for Hereford in the form of a vision, strategic objectives and 12 'Big Ideas' for the city. The masterplan is supported by a body of evidence-based work considering issues including transport, the historic environment and green and blue infrastructure. It is backed up by a comprehensive GIS mapping package.

The long timeframe of both this masterplan and the Council's 'Big Economic Plan' allows them to be ambitious and to demonstrate what Hereford could look like by 2050. The majority of the 'Big Ideas' set out in this masterplan will not be fully delivered within the first five years, although some will.

Given its intended long timeframe, the masterplan is drawn up with the understanding that conditions are likely to change significantly within the 25+ years until 2050. Even with the highest quality evidence base, such changes cannot be easily predicted. The COVID-19 pandemic was evidence enough of that reality. As such, the masterplan is prepared as a flexible document which includes a long-term vision for Hereford, and a pathway showing how this can be delivered.

The Council has taken the lead in the development of the masterplan but recognises that it cannot deliver its ambitions alone. This will require collaboration with partners and stakeholders across the city.



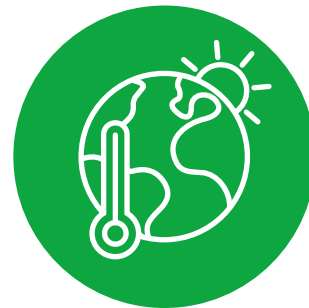
Hereford Cathedral with the Wye Bridge in the foreground.

FORCES DRIVING CHANGE

At the highest level there are significant pressures being felt in the UK and wider global context which influence how Hereford will need to adapt. It is crucial to address these 'forces driving change' in order to create a successful masterplan. They are summarised into three categories: Climate Change, Biodiversity and Economy and Prosperity.

Climate change

Human-driven climate change will affect the lives of everyone. Those who live, work in and visit Hereford are no exception to this.



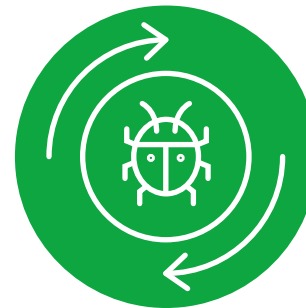
Recent events Hereford has experienced include severe flooding and unusually warm temperatures. Both are examples of how climate can affect us. Climate modelling suggests that climate change will result in increased rainfall during wet periods and higher average temperatures.

The UK Government has adopted a legally binding target to achieve net zero greenhouse gas emissions from across the UK economy by 2050. Herefordshire Council in turn declared a climate emergency in March 2019 and aims to be net zero by 2030.

As a sector, transport is responsible for the greatest contribution to Herefordshire carbon emissions, at 36% (higher than the UK average). The Government has set out its ambition for 'public transport and active travel to be the natural first choice for our daily activities'. This is one of the reasons why transport and movement ambitions sit at the heart of this masterplan.

The biodiversity crisis

The UK is also experiencing a significant decline in biodiversity, which is driven in part by climate change. Since 1970, the abundance of UK species has declined by 13%. The UK Government's landmark **Dasgupta Review** highlights that our economies, livelihoods and wellbeing all depend on natural assets.



In 2021, Herefordshire Council updated its climate change declaration to reflect the ecological crisis. This recognised in particular the declining ecological status of internationally important areas such as the Rivers Wye and Lugg, which wind around the city.

Delivering more nature-rich spaces within and around Hereford to address biodiversity decline is another key driving force behind this masterplan. This will create additional habitat, bring wildlife back into the city and help people and nature to adapt to the inevitable effects of climate change.

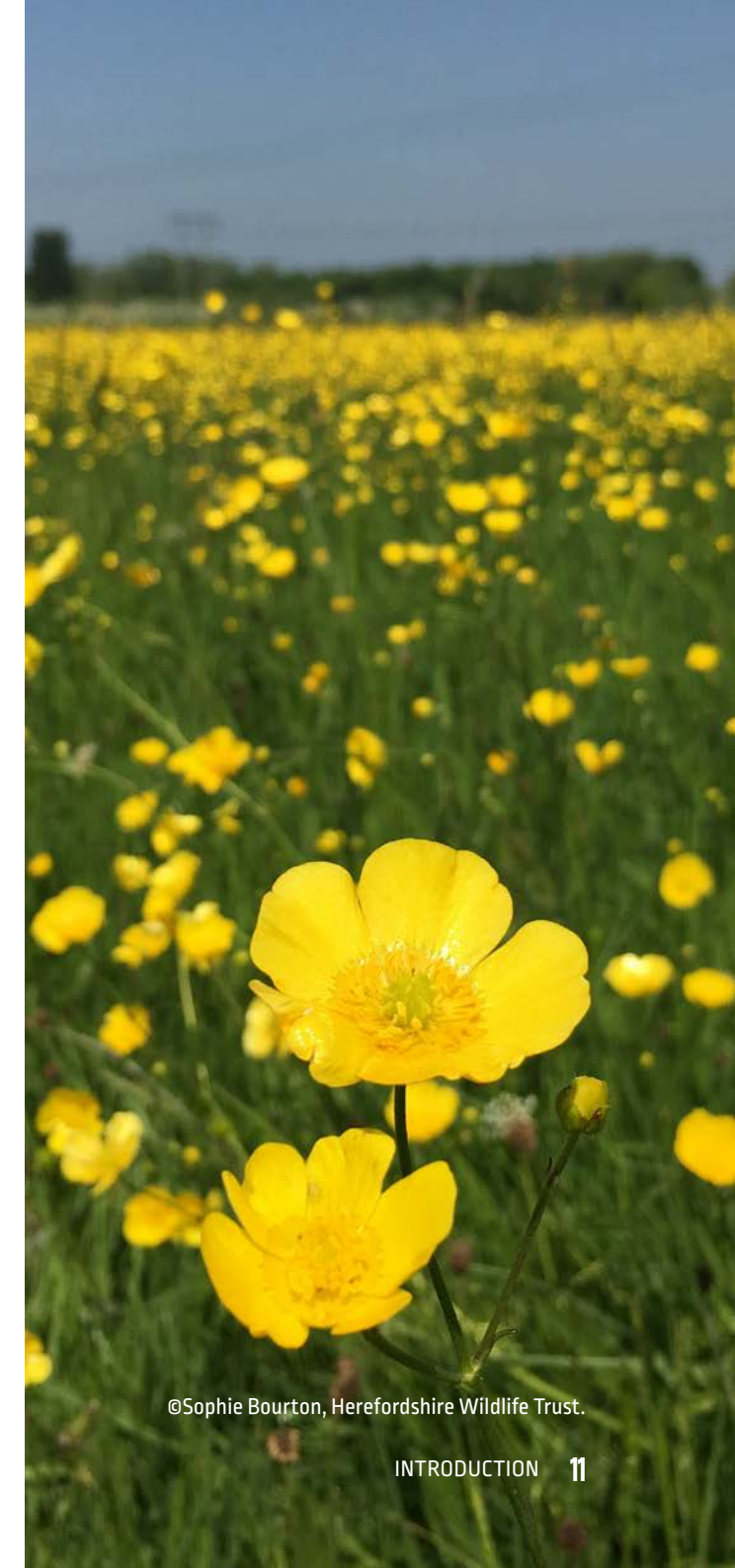
Economy and prosperity

Inequality within the economy and the drive to 'level up' is another key national issue that is reflected in Hereford. England's Index of Multiple Deprivation (2019) shows that the majority of Herefordshire's most deprived areas are concentrated in the Hereford City area. It also highlights an apparent socio-economic divide between the north and south of Hereford.



As reflected in the city's Big Economic Plan, some key ways in which the masterplan can tackle inequality include creating greater opportunities for employment, expanding access to green space and increasing the ability of people to travel easily using public transport, walking, wheeling and cycling.

Much like the rest of the UK, the population of Hereford is expected to grow throughout the period of the masterplan. The city needs to provide places for people of all ages to live and work – where they can access jobs, shops and leisure opportunities on foot or by bike. This will be supported by delivering urban renewal and regeneration within central areas of the city.



©Sophie Bourton, Herefordshire Wildlife Trust.



LOCAL POLICY CONTEXT

This masterplan sets out a framework for transport, wildlife corridors and redevelopment opportunities within the city. However, it does not exist in isolation. That is why it is important to review the policy context within which the masterplan sits, and to understand how it can influence policy throughout its lifetime.

The Herefordshire Local Plan

Herefordshire Council's Local Plan sets out the strategy and direction for how the county will develop. The existing Local Plan (being updated at the time of writing) will guide development up until 2031 and sets out a number of objectives for Hereford. These include the need for 6,500 new homes and 15 hectares of employment space to be provided in the city, and guidance around where these should be located.

The Local Plan also sets out strategic priorities for the area. These focus in particular on mitigating and adapting to climate change, protecting the natural environment and built heritage, improving air and water quality, revitalising the city centre, achieving high-quality design and minimising the use of new resources.

A key area for the masterplan to consider is the Local Plan's Hereford City Centre Policy area. This sets out the 'urban village' allocation – an area north of the city centre set to provide the space for the majority of 800 new homes. While some parts of this development have come forward, this masterplan helps to provide a strategy to unlock the delivery of the rest. The Local Plan also includes three 'strategic urban extensions' to the north, west and south of the city.

While development proposals for these areas are being developed outside the scope of this masterplan, the masterplan considers how these areas can be integrated into the rest of the city and contribute to place objectives. The Local Plan is supported by a number of supplementary planning documents (SPDs) which provide more detail on how the Local Plan should be implemented. Of particular relevance to this masterplan are the following:

- Environmental Building Standards SPD
- Affordable Housing SPD
- Planning Obligations SPD
- Draft Design Guide SPD (currently being prepared by the Council)

As stated, the existing Local Plan is currently being reviewed and updated. This masterplan will form a key part of the evidence base for that review, alongside an updated transport model for the county. The process of putting together this masterplan was carried out in close consultation with the Council's Local Plan team to ensure that all relevant consultation responses were taken into account.

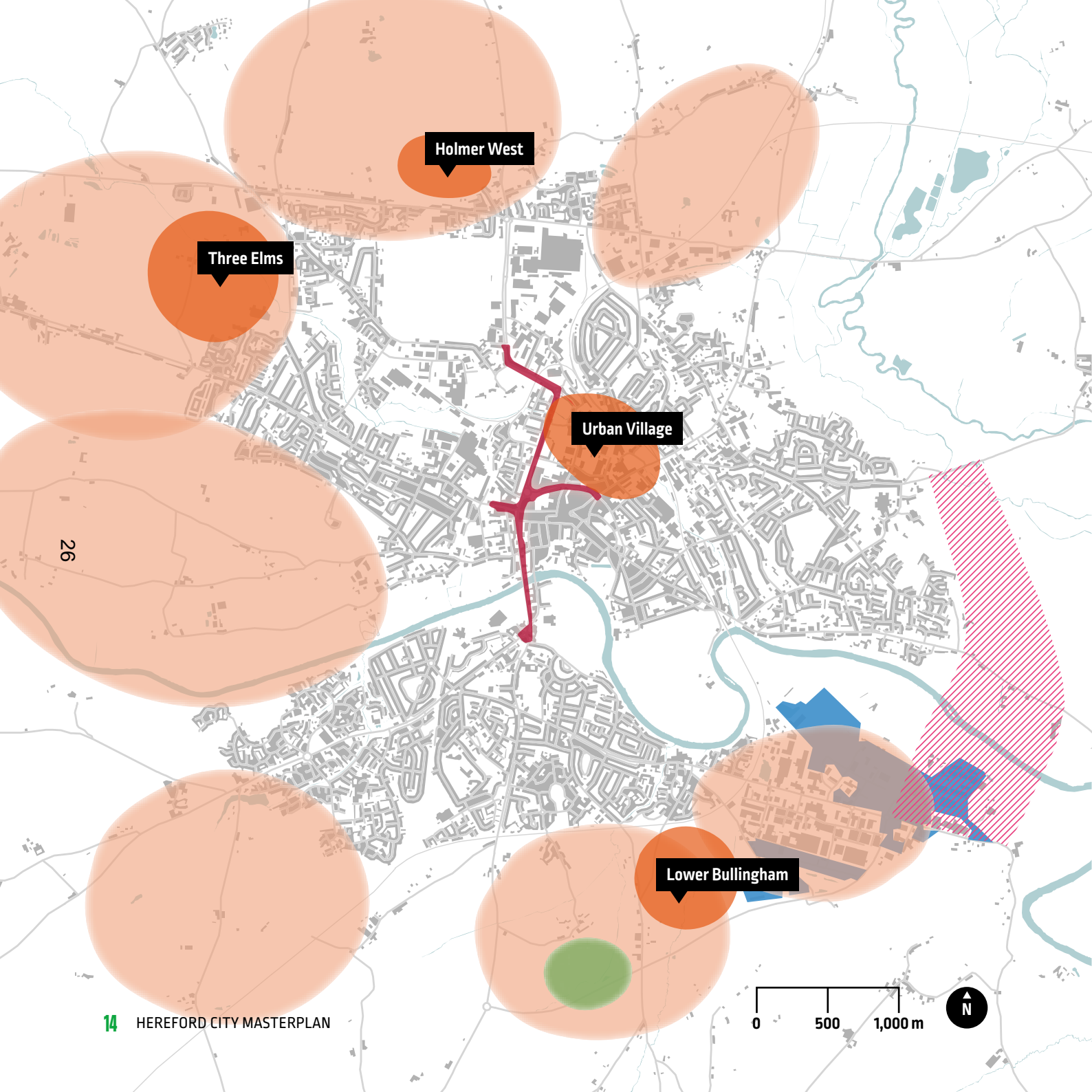


Figure 1

Strategic Allocations in Hereford's Adopted Plan

- Proposed Eastern River Crossing (route currently undefined)
- Rotherwas Enterprise Zone
- Air Quality Management Area (AQMA)
- Development allocation
- Proposed country park
- Green Infrastructure Enhancement Zones (Local Plan)

The masterplan will not be allocating sites for development. That is the job of the Local Plan, which will consider potential development sites through a strict series of processes prior to allocation. Instead, the masterplan identifies opportunity areas for future development. These opportunities can be worked through in greater detail when preparing future iterations of the Local Plan up to 2050.



▲ Inside the Shell Store at the Hereford Enterprise Zone.

The Local Transport Plan

Herefordshire's Local Transport Plan (LTP) describes the Council's strategy for how the transport network within the county will develop and be maintained. It also sets out allocations for spending on matters such as road maintenance and new transport interventions. The current LTP covers the period to 2031 and its ambition is for a transport network for Herefordshire that:

- Enables economic growth.
- Provides a good quality transport network for all users.
- Promotes healthy lifestyles.
- Makes journeys safer, easier and healthier.
- Ensures access to services for those living in rural areas.

A new Local Transport Plan is due to be prepared. This masterplan will form a part of the evidence base for this work.

The Big Economic Plan

A 'Big Economic Plan' (BEP) for Herefordshire is currently being prepared. Its emerging findings and recommendations have been incorporated into the thinking described in the masterplan. The BEP will set out a wide-ranging review of the economic weaknesses, strengths and opportunities in Herefordshire.



WHAT MAKES A GREAT PLACE?

This masterplan takes an integrated approach to planning for Hereford's future – one which is underpinned by the importance of the city as a place.

Places are more than spaces, or collections of buildings and roads. Places stimulate feelings. People use places; they move through places; and they form memories, bonds and attachments to places.

Historic places like Hereford have stood for longer than all of us and can tell stories that pass down from generation to generation. Places shape us and we shape them.

This masterplan provides the opportunity to help Hereford get a step ahead of the challenges faced by the city. Setting a clear vision for Hereford and strategic objectives to get there will shape the direction of change and help to deliver the best place Hereford can be.

That will mean celebrating and growing our best places, reinvigorating our less-loved ones, rediscovering our historic places, adapting places for the future and planning new places that excite us.

A great place needs to deliver on several fronts simultaneously. We think of these as five key themes which work together to shape Hereford. All these themes need to support each other to make a great place. In the following pages, we go through each of them in turn to understand how Hereford is performing today and the challenges it faces.



UNDERSTANDING HEREFORD

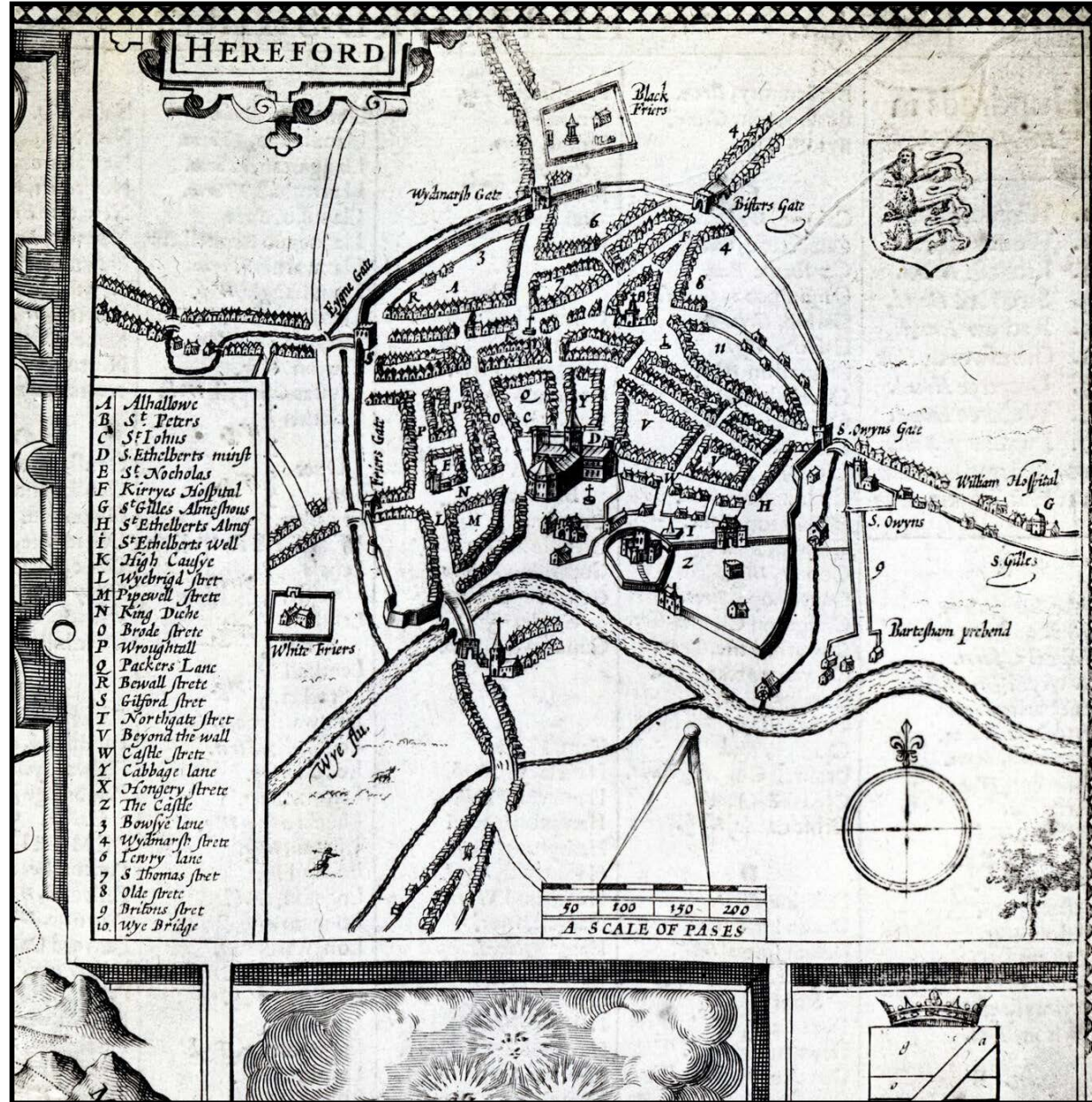
28

- Hereford: the story so far
- **Theme 1:** Movement
- **Theme 2:** Communities and Culture
- **Theme 3:** The Economy and Opportunities
- **Theme 4:** Landscape and Wildlife
- **Theme 5:** Places and Spaces





▲ A glimpse of Hereford's historic city walls.



▲ John Speed – Map of Hereford 1610. ©Herefordshire Council.

HEREFORD: THE STORY SO FAR

Hereford is something of a living artefact, where the ancient core still defines the structure of the modern city. The historic environment of the city is so pervasive that it is difficult to find locations in the city centre streets where you are not looking at or standing on top of an important piece of the city's history.



Hereford Cathedral viewed across the River Wye.

A rich heritage

Hereford has a very high density of designated and non-designated heritage assets, both above ground and below ground. Together they help to tell the story of the city.

The city's 'buried heritage' is reflected by its scheduled monument designations and the city's status as one of only five Areas of Archaeological Interest in England. This archaeology is an irreplaceable resource that has already revealed, and can reveal more, about eras, activities and societies that are not well documented, recorded or understood.

The story this archaeology tells is of Hereford as a Christian centre and as a defended settlement. However, it also tells of a place that has been continuously occupied since the 7th century – somewhere generations of people have lived, worked, worshipped and died in an unbroken sequence.

For a number of reasons, Hereford's below-ground heritage assets have not been subject to the same level of loss or destruction in the modern era compared to other towns and cities in England. While archaeological investigations have already revealed much, the ground beneath the city holds the potential to yield much more evidence about the past.

Revealing Hereford's past and adapting the city for the future

The city centre's network and hierarchy of streets, yards, passages and building plots is a mixture of Saxon, Norman and medieval planning – with relatively few later incursions. Medieval defensive walls still inform the city's structure and movement routes, even though only remnants are visible. It is remarkable that the 'Speed Map' of 1610 can still be used today to navigate around Hereford.

This historical development pattern gifts Hereford with a network of beautiful historic streets, spaces and passages and a harmonious historic townscape. Buildings erected and replaced over the recent decades and centuries have largely 'slotted in' to the city's established grain and layout, rather than disrupting it. The city today is a visual feast of architectural styles, building materials and uses. However, its skyline remains as it has been for centuries, dominated by the towers and spires of the Cathedral and city-centre churches.

In the context of the climate and ecological emergency, it is also important to understand that Hereford's historic environment represents a reservoir of 'embodied carbon' that has survived due to the city's ability to adapt to new uses and meet the changing requirements of its occupiers. As a result, the historic environment can play an important role in minimising the carbon footprint of present and future generations through the sensitive adaptation and reuse of buildings and sites.

Hereford's historic environment also provides a highly distinctive, ready-made context for placemaking – setting a high bar for the quality of new development. Through a considered, sensitive, but above all creative approach to conversion, new build and redevelopment, it is possible for 21st-century development to create a legacy that reinforces and sustains the distinctive character of the city.



▲ St Peter is one of five parishes founded in Hereford in the late 11th century. The spire of the present church is a key part of Hereford's skyline.



▲ The remains of the 14th-century Blackfriars Priory are testament to Hereford's role as a religious centre. It is the best-surviving of four such complexes that existed in the city in medieval times.



▲ The way Hereford has developed over time means the city centre has a rich variety of architecture, building types and building materials. Looking up at the buildings and their detailing is always rewarding.



▲ Hereford is the product of layers of activity and development. St Peter's Street is part of a possible Roman route running east-west through the city.

THEME 1

MOVEMENT

As a legacy of 20th-century car-centred planning, vehicle traffic has come to dominate Hereford to the detriment of space for play and travelling to school or work. Hereford's transport challenges also pose problems for net zero targets, air quality and economic prosperity.

31

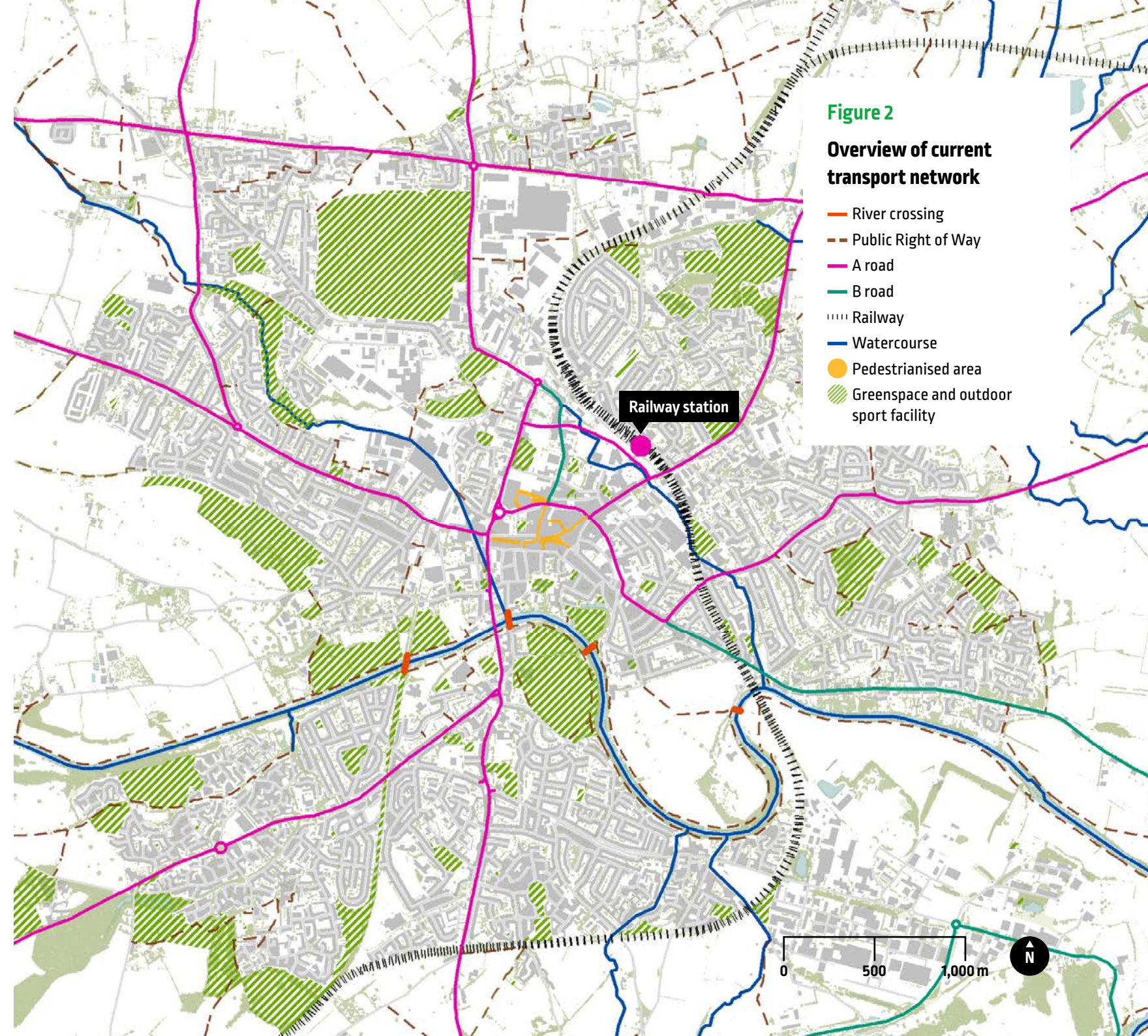
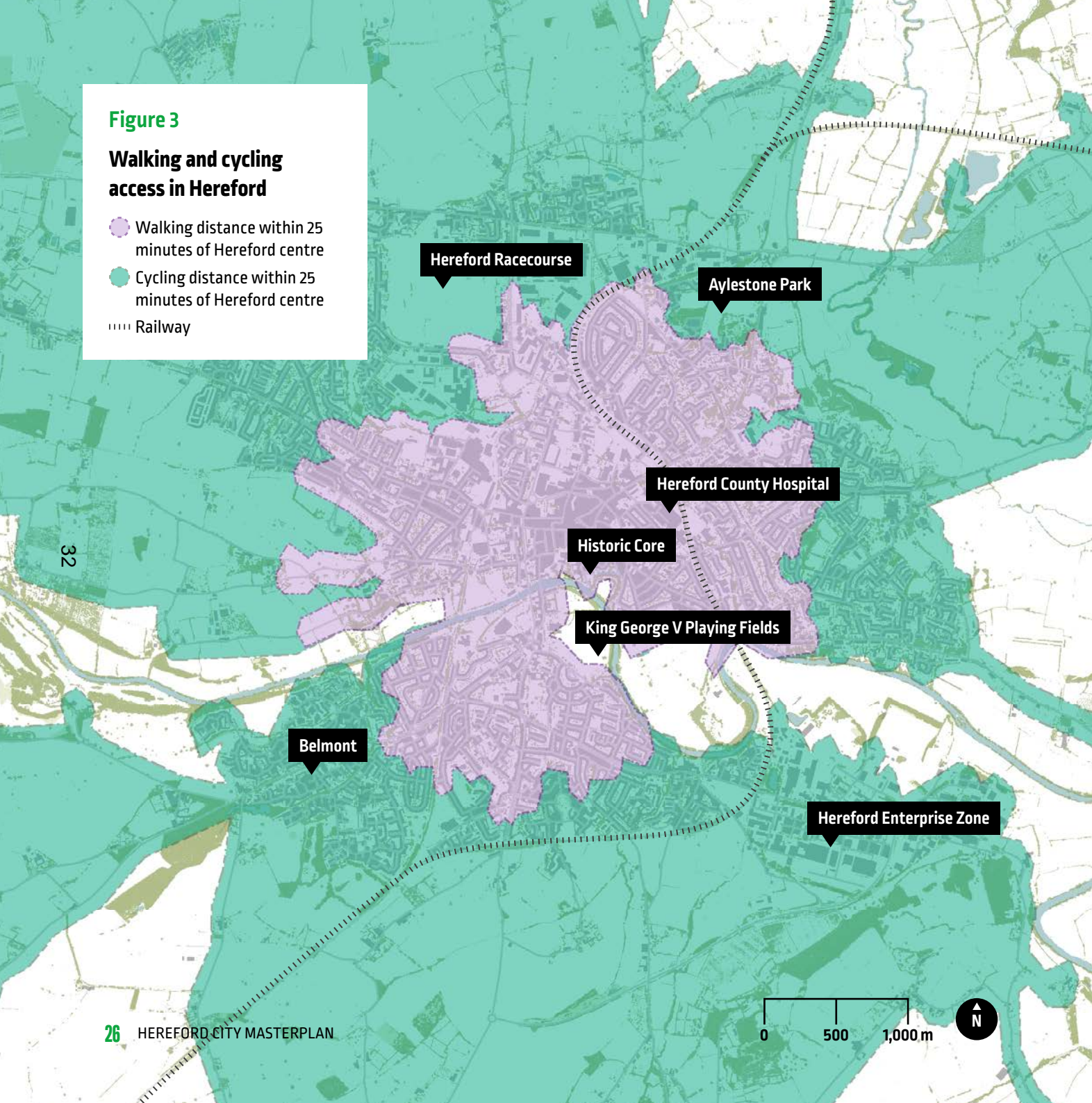


Figure 3

Walking and cycling access in Hereford

- Walking distance within 25 minutes of Hereford centre
- Cycling distance within 25 minutes of Hereford centre
- Railway



Freedom with the car, or freedom from the car?

To look at traffic today in Hereford is to look back at over 70 years of transport engineering in this country. Since 1949, motor vehicle traffic has increased more than tenfold, from about 29 billion to 330 billion vehicle miles across the country, largely driven by steady growth in car traffic.

The level of traffic growth since 1949 has varied by vehicle type. The car traffic share rose from 44% in 1949 to 78% in 2018. The increase in the personal freedom and choice arising from widening car ownership has been gained at the cost of a loss of freedom and choice for children. In the 1970s, 80% of seven- to eight-year-old children in the UK were allowed to go to school on their own. By 1990, this was 9%.

Injuries and collisions on the roads may be declining, but this is not necessarily because they are safer. Young children are no longer welcome to play out on neighbourhood streets, and the level of road danger faced by everyone contributes to parents no longer being comfortable allowing children to travel independently.

While transport helps to connect people and places, it now contributes over a quarter of UK greenhouse gas (GHG) emissions. All sectors in the UK have reduced GHG emissions in recent years, with the exception of transport.

This level of traffic also comes with consequences for the quality of the air we breathe. In 2016, the Royal College of Physicians estimated that ambient air pollution causes 40,000 premature deaths per year in the UK, at an estimated social cost of £22 billion per year. Hereford's Air Quality Management Area (AQMA) shows levels of nitrogen dioxide that are worse than government standards – mainly as a result of traffic fumes. Only about 7% of motor traffic in Hereford is through-traffic (passing through our city without stopping).

The importance of short journeys

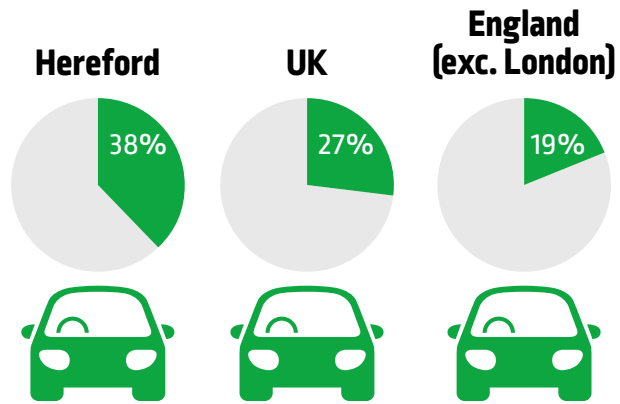
Importantly, the way our infrastructure has been designed over time has increased our propensity to jump into our cars even for very short trips. Every day, those living, working in or visiting Hereford make about 80,000 car trips that start and end within the city.

These trips are short. Some of them are very short. Findings from the 2020 Hereford Transport Strategy Review show that a large proportion of journeys made in the city are short-distance trips: 73% of journeys are less than 5km compared with a national average of 40%. Most of these trips could be walked or cycled in half an hour or less, with changes to infrastructure that provide more choice in how to move.

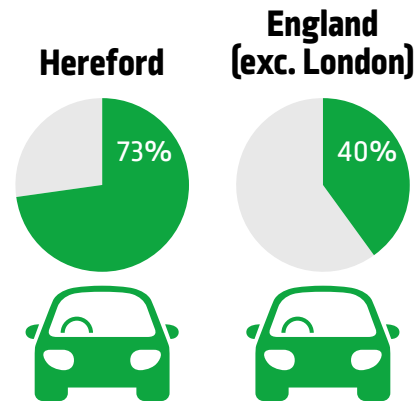
Trying to squeeze more cars and delivery vans onto the same roads and hoping for the best is not going to work. Electric cars and vans will have an important role to play in connecting rural communities with the city, while mitigating GHG emissions. Hereford needs cleaner buses and electric bikes to have an increasingly important role in moving people and goods around.

What is the cost of doing nothing? There is an economic cost associated with continued traffic congestion to the people and businesses in Hereford. Growth in much-needed housing in the city centre and in new neighbourhoods in Lower Bullingham, Holmer West and Three Elms will provide homes for local residents but could cause increased traffic unless action is taken now to provide people with genuine choice in how they move around on the many short trips that are made every day.

The high number of short car trips within the city



Trips by car that are 2km or less



Trips by car that are 5km or less

33



25 mins

2km

could be walked in 25 minutes, if we put in place infrastructure to enable more walking and wheeling

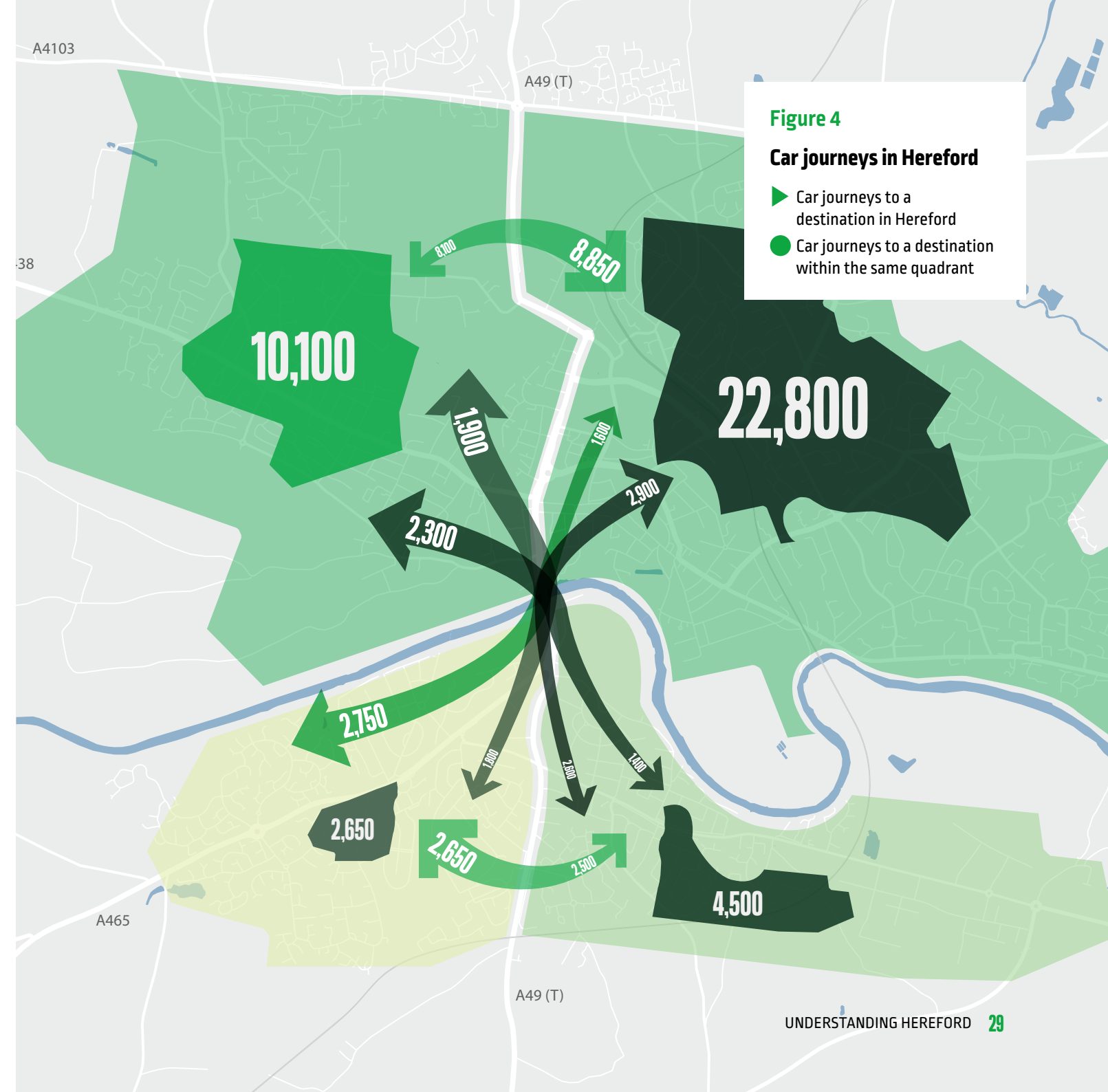


20 mins

5km

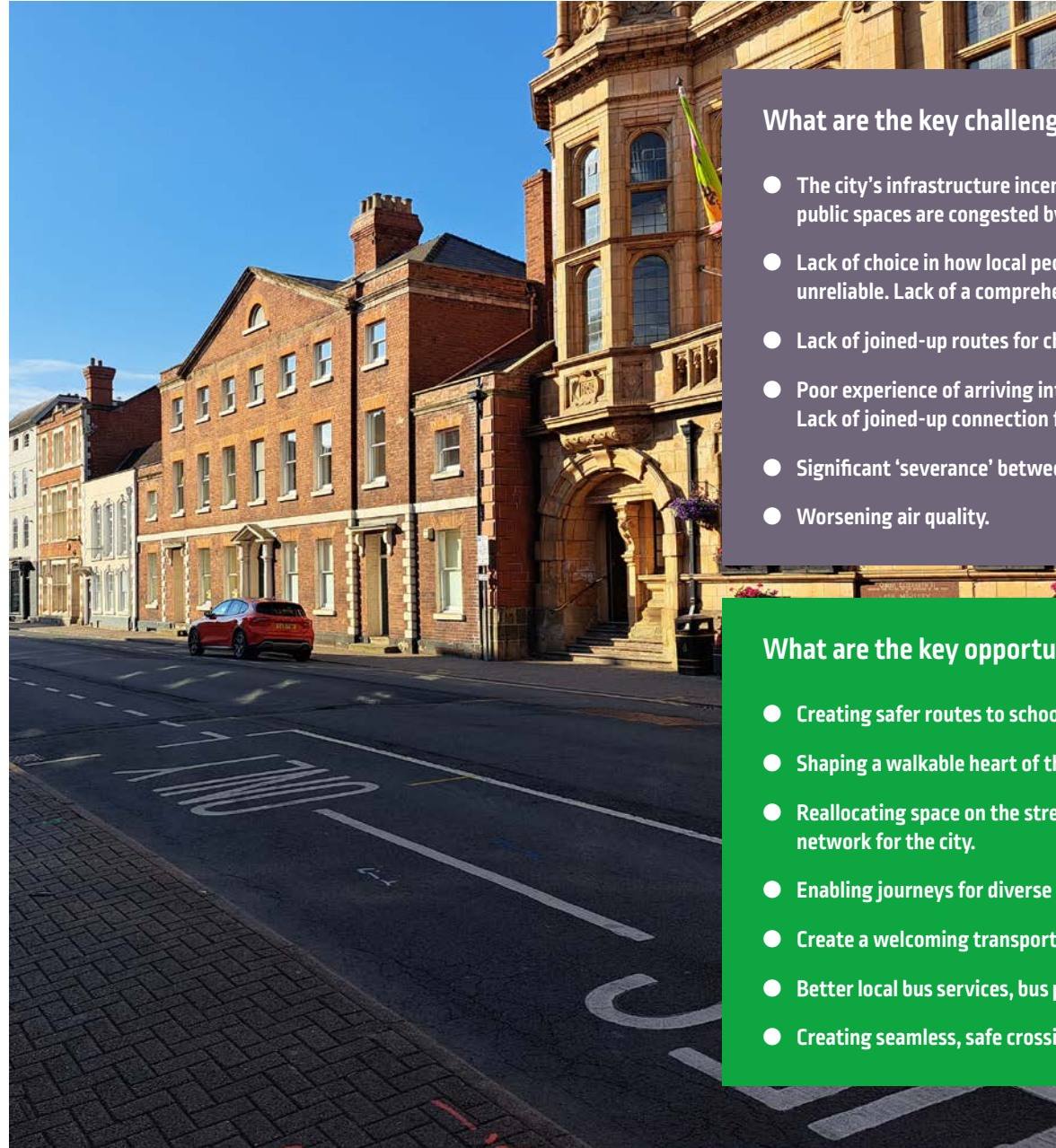
could be cycled in 20 minutes, if we put in place infrastructure to enable more people to choose cycling

2011 Census data





Traffic backed up along Edgar Street.



What are the key challenges facing Hereford?

- The city's infrastructure incentivises a lot of very short car trips. Streets and public spaces are congested by substantial numbers of car journeys.
- Lack of choice in how local people can travel around. Local journeys are unreliable. Lack of a comprehensive network of streets for cycling in the city.
- Lack of joined-up routes for children to walk and cycle to school.
- Poor experience of arriving into the city from the railway station. Lack of joined-up connection for rail-to-bus interchange.
- Significant 'severance' between neighbourhoods in the city.
- Worsening air quality.

What are the key opportunities for Hereford?

- Creating safer routes to school. Allowing children to play again on the streets.
- Shaping a walkable heart of the city – increasing pedestrian footfall in the city centre.
- Reallocating space on the streets for a comprehensive, safe and convenient cycling network for the city.
- Enabling journeys for diverse purposes, not limited to commuting.
- Create a welcoming transport interchange at the railway station.
- Better local bus services, bus priority, park and ride facilities, and regional train services.
- Creating seamless, safe crossings across busy roads to address 'severance' challenges.

THEME 2

COMMUNITIES AND CULTURE

35

Hereford's wealth of cultural assets and traditions is a source of local pride, and the quality of life the city offers is a strong attraction. However, there is a clear socio-economic divide within the city which needs to be closed, alongside shifting demographics and a skills challenge which the masterplan must respond to.



The Courtyard Gallery
(photo: Gabriella Karney).

Figure 5

Socio-economic Deprivation Patterns in Hereford

Index of Multiple Deprivation 2019

- 0 – 10% (most deprived)
- 10 – 20%
- 20 – 30%
- 30 – 40%
- 40 – 50%
- 50 – 60%
- 60 – 70%
- 70 – 80%
- 80 – 90%
- 90 – 100% (least deprived)

Hereford's communities

Hereford sits at the heart of a largely rural county, with the fourth lowest population density in England. Around a third of Herefordshire's population lives in Hereford (61,500 people). However, by 2031, Hereford's population is forecast to grow by around 17%, with most growth currently expected in the north of the city.

The county of Herefordshire as a whole has a significantly ageing population, with over a quarter of people currently aged 65 and over. While Hereford itself has a younger age structure, there will be increasing future demand for accommodation and facilities appropriate for older residents. This offers the opportunity for Hereford to shape itself as somewhere where older members of the population can thrive – close to key facilities, amenities and cultural assets and with a strong focus on accessibility for all.

2021 census data shows that residents of Herefordshire are predominantly white (97%), with smaller populations of Asian (1%), mixed (1%) and black (less than 1%) ethnic groups. Roughly 91% of the county's residents were born in the UK. However, there is slightly greater diversity within Hereford itself, particularly in the historic core and areas immediately to the north (roughly 76% to 88% white).

Despite the presence of the successful Enterprise Zone in the south-east of Hereford, **Figure 5** shows that there is a clear divide between social and economic opportunities and outcomes in the north and south of Hereford City – with pockets of deprivation concentrated south of the River Wye. Hereford's communities are also facing a skills challenge. The city's education level is lower than the national average and, until the recent opening of NMITE, Hereford lacked any higher education opportunities. As a whole, Herefordshire lies within the top ten safest counties in the United Kingdom. However, there are still areas suffering from nationally significant levels of crime.

City culture

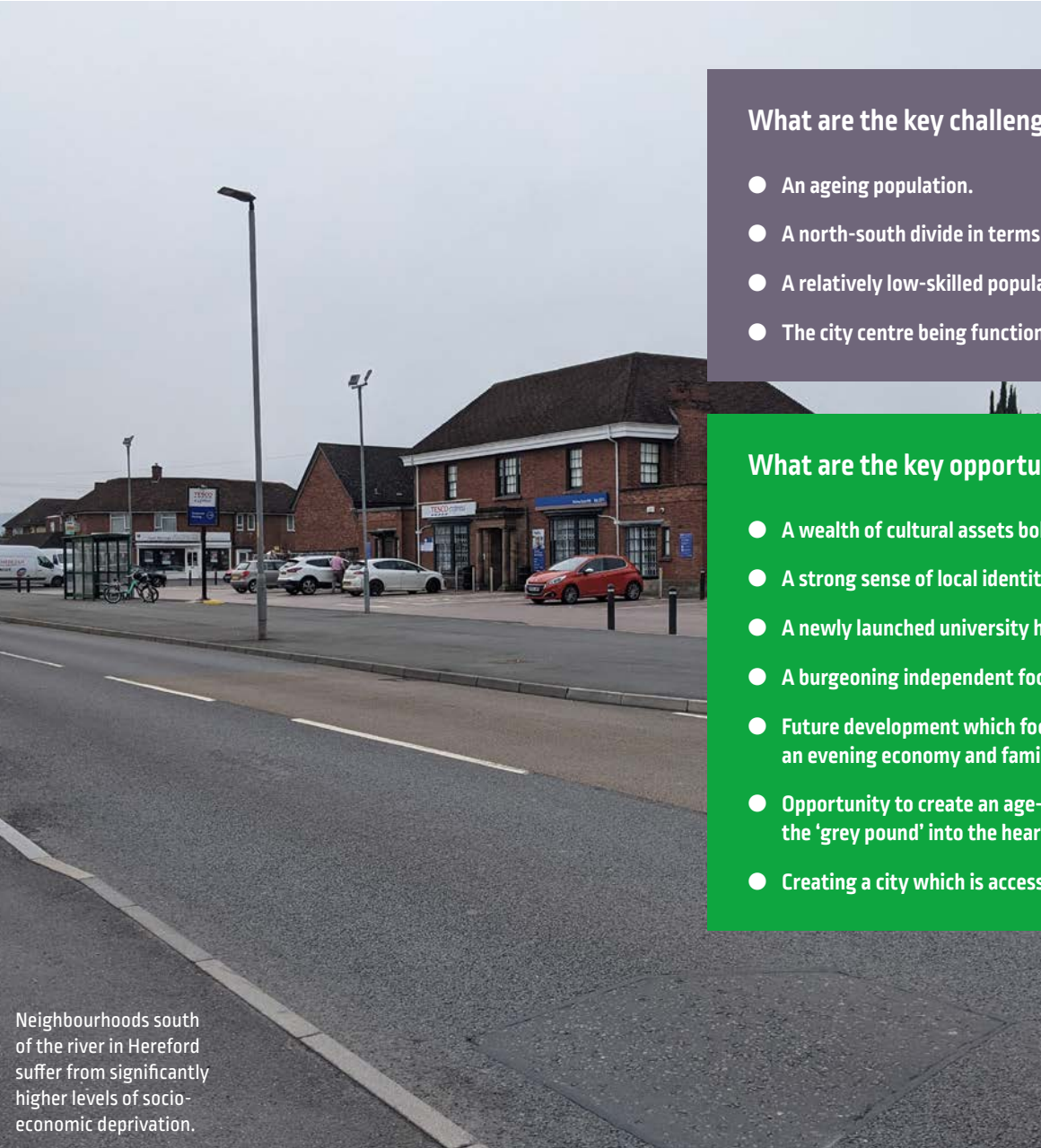
Hereford's wealth of cultural assets is a source of local pride, as are its artists and its rural identity. The Cathedral and Mappa Mundi, the Hereford Museum and Art Gallery, the Courtyard Centre for the Arts, the Museum of Cider and 300+ listed buildings and ancient city monuments are amongst globally recognised assets. Several have received a recent boost through 'Stronger Hereford' investments.

With 120+ independent food and drink producers across the county, Hereford's artisan food and independent seller offer is well established and growing. The city has a year-round programme of events, from the Hereford River Carnival, the Indie Food Festival, the Hereford Food Festival, the Hereford May Fair and the Ferrous Festival of Blacksmithing to the Three Choirs Festival. The leisure and recreational offer includes water sports on the River Wye, climbing, walking and cycling.

However, Hereford has continued to see a decline in its leisure and night-time economy following the COVID-19 pandemic, which has led to an impression of a place which seems to be losing its vibrancy.



▲ Hereford's annual May Fair.



Neighbourhoods south of the river in Hereford suffer from significantly higher levels of socio-economic deprivation.

What are the key challenges facing Hereford?

- An ageing population.
- A north-south divide in terms of prosperity.
- A relatively low-skilled population.
- The city centre being functionally disconnected from the surrounding communities.

What are the key opportunities for Hereford?

- A wealth of cultural assets bolstered by recent 'Stronger Hereford' investments.
- A strong sense of local identity and civic pride.
- A newly launched university helping to draw in a younger demographic.
- A burgeoning independent food and drink sector.
- Future development which focuses on shaping a vibrant cultural scene, an evening economy and family-friendly spaces across the city.
- Opportunity to create an age-friendly city and bring the 'grey pound' into the heart of the city.
- Creating a city which is accessible for all abilities.

THEME 3

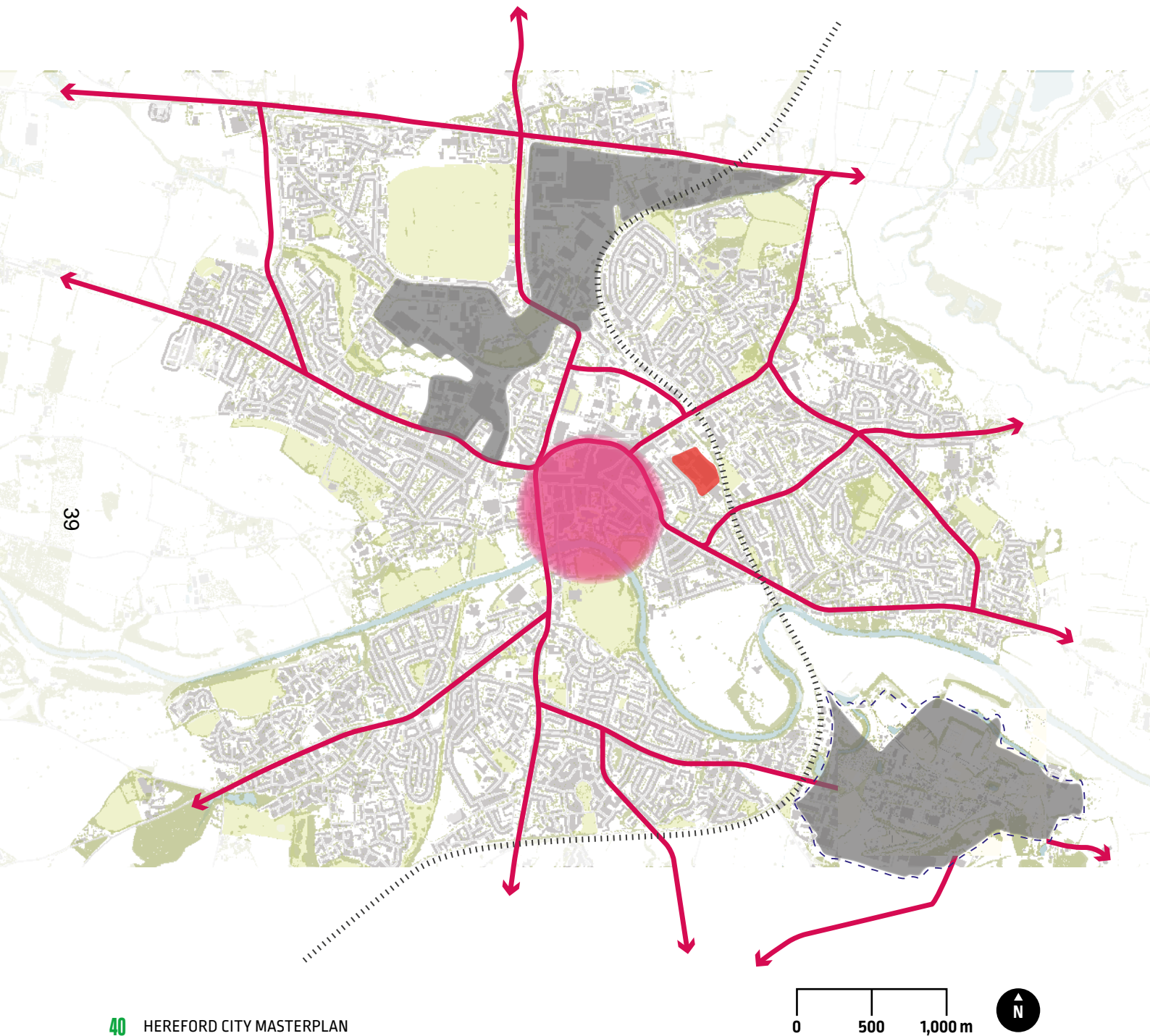
THE ECONOMY AND OPPORTUNITIES

38

Hereford sustains much of the economic dynamism of the wider county, providing around 44% of all jobs. It can also count on valuable economic assets, including its thriving Enterprise Zone. However, skills, transport connectivity and a struggling retail core are currently holding the city back.



NMITE's new Skylon Campus within the Hereford Enterprise Zone.



Hereford's economic potential

Hereford benefits from a number of valuable economic assets. These include a cluster of spectacular heritage locations within the historic city walls, an emerging high-tech sector at Hereford Enterprise Zone and easy access to the surrounding countryside of the Wye Valley, enhancing quality of life.

NMITE, the city's new higher education institution, is also set to play a key role in the city's economic future.

Historically, jobs in Hereford have been concentrated in manufacturing, defence and security, food and drink production and agriculture and tourism. However, geographically, Hereford is relatively isolated from nearby areas due to poor rail and road links to major economic centres.

Obstacles to economic growth

As set out in the county's Big Economic Plan, Hereford faces a number of economic challenges and obstacles to sustainable economic growth. The majority of jobs available in Hereford are generally low-value, low-wage jobs. In productivity terms, the city lags behind comparable places. Herefordshire has the lowest GVA [gross value added] per hour of any county in England.

Hereford's compact form makes it an ideal location for sustainable growth. However, more creative thinking is needed to ensure a cohesive set of connections with development opportunities in the most challenged economic area, south of the River Wye. While the Hereford Enterprise Zone is thriving as a high-tech cluster, there remains a deficit in employment land across Hereford.

There are also a number of obstacles that prevent residents from accessing new skills and opportunities and hold back growth – particularly transport infrastructure. Currently, too much economic productivity in Hereford leaks away while people are stuck in traffic jams, and unreliable journey times make it difficult for businesses to plan effectively. This requires a fundamental rethink of how people move into, around and out of the city.

Hereford's environment is also under unprecedented pressure, undermining one of the city's most valuable assets. The city's future direction needs to reshape the city to reduce carbon usage and urgently tackle river pollution.

Figure 6

Economy and Opportunities

- Retail and Commercial Core
- Existing Major Industrial Site
- Hereford County Hospital Campus
- ⬢ Hereford Enterprise Zone
- ⋯ Railway
- Road Movement Corridors

The health of the city centre

As set out in Herefordshire's 2022 Town Centre and Retail Assessment, Hereford's city centre is facing challenges driven by the wider retail landscape, trends which were accelerated by the COVID-19 pandemic. Hereford's vacancy rate rose from 12.5% in 2012 to 17.5% in 2022.

Over time, the retail core of the city has gradually shifted north from Broad Street to High Town/ Tesco, and now to the former Hereford Old Market. The Old Market's larger format has led to a diverse offer but also an over-supply of retail space and a challenge for existing edge-of-centre locations.

The Council's purchase of the Maylord Orchards shopping centre and the planned partial conversion of this into a Library and Learning Resource Centre is part of an agenda to diversify the city centre and drive footfall. Investment through the Stronger Hereford initiative also includes a new £18 million museum. However, there is more to be done to strengthen the centre as a whole.

Hereford can be a place where growth delivers more opportunities for people and protects the environment. However, this will require an active approach to managing inward investors and creating a successful home for sustainable businesses. It will also require a more proactive partnership between the private and public sectors.

Hereford as a city needs to provide more than just jobs. It must offer a quality of life that attracts and retains workers, particularly in younger age groups. That means providing high-quality green spaces throughout the city, a vibrant city centre and waterfront, and high-quality networks for public transport, walking, wheeling and cycling.



What are the key challenges facing Hereford?

- A largely low-value, low-wage economy.
- Poor transport networks holding back growth and productivity.
- Challenges attracting and retaining young people.
- Natural environment under unprecedented pressure.
- A changing and challenging city centre retail environment.

What are the key opportunities for Hereford?

- The growth and 'embedding' of NMITE and other learning institutions.
- Diversifying uses in the city, including the 'experiential' offer of the city centre.
- Opportunities for a higher-value visitor economy.
- Tackling congestion by providing greater choice in transport options beyond the private car.
- A strategic approach to building a higher-value knowledge economy, by clustering knowledge-based activities in appropriate parts of the city.

THEME 4

LANDSCAPE AND WILDLIFE

41

Lying on the River Wye corridor with the River Lugg to its east, the natural environment is one of Hereford's most defining and attractive features. However, future development must face up to the dual challenges of the biodiversity and climate emergencies in order for us all to act as responsible stewards of these natural assets.



Peacock butterfly on buddleia ©Herefordshire Wildlife Trust.



The River Wye provides an important setting for some of Hereford's most significant heritage and cultural assets.

Hereford's green and blue infrastructure (GBI) network

Hereford's most defining and unique geographical characteristic is its position on the fertile floodplains of the River Wye. The meandering corridor of the river bisects the city west to east and acts as a crucial 'blue-green corridor' through the city, bringing important strategic green space, wildlife assets and recreation potential right into the heart of the city. Similarly, the winding River Lugg, together with its ecologically rich floodplain, marks the eastern boundary of Hereford.



▲ Access to the Great Western Way from the A438.

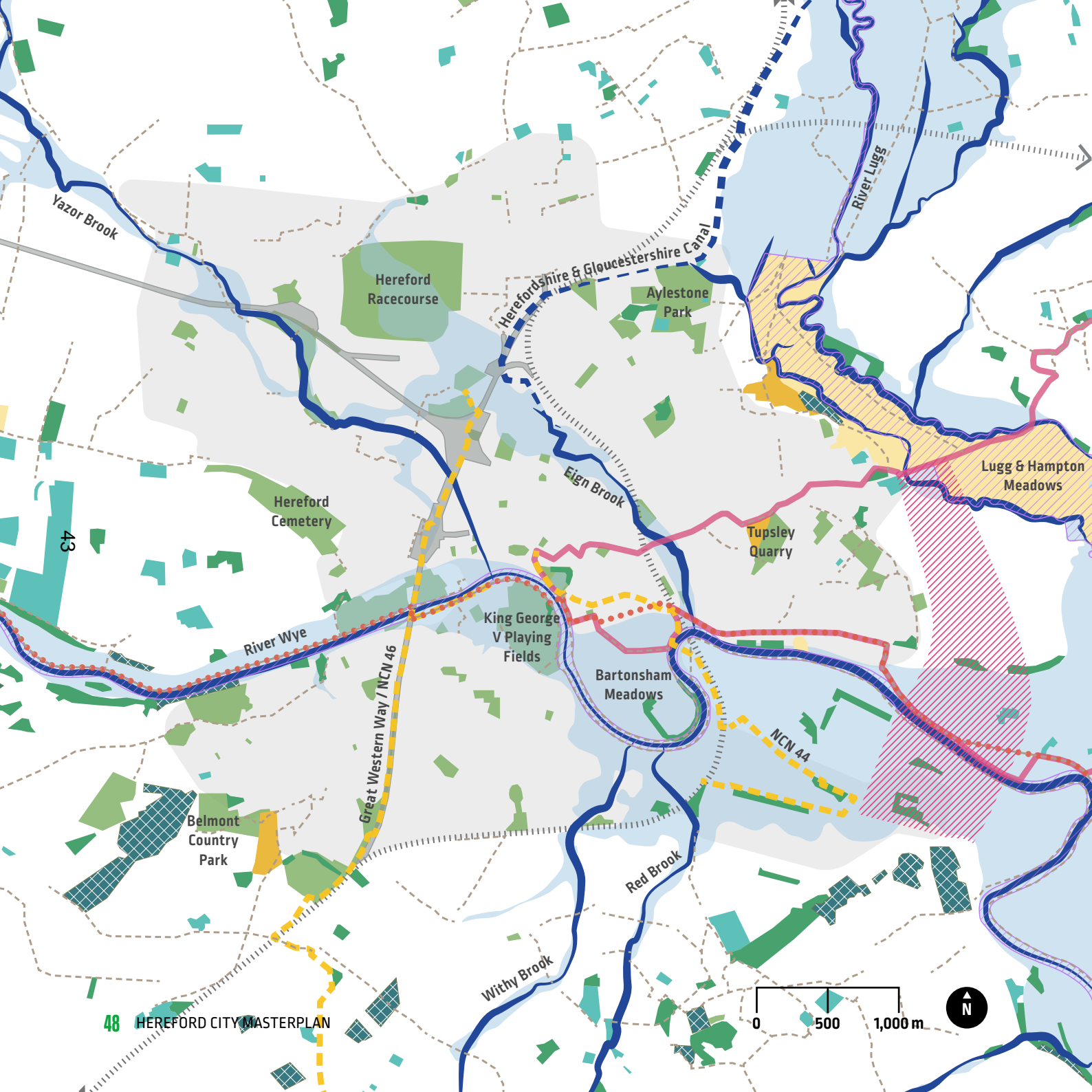


Figure 7

Hereford's Green and Blue Infrastructure Network

Recreation

- National Cycle Network (NCN)
- Wye Valley Walk
- Three Choirs Way Walk
- Public Right of Way
- Greenspace and outdoor sport facility

Linear feature

- Proposed alignment of the Herefordshire and Gloucestershire Canal
- Proposed Eastern River Crossing [route currently undefined]
- Railway
- Watercourse
- Disused railway

Protected site for nature

- Nationally and internationally designated nature site
- Local nature reserve
- Wildlife Trust reserve
- Woodland
- Ancient woodland
- Traditional orchard

Water environment

- Floodzone 3

The ecological value of both the Lugg and the Wye is recognised through their nature-based designations as Special Areas of Conservation (SACs), with various Sites of Special Scientific Interest (SSSIs). Several brooks (including the Yazor, Eign, Widemarsh, Newton, Withy and Red) also weave through built-up areas and provide valuable corridors for wildlife movement.

Remnants of Hereford's industrial heritage are still present within the city's urban fabric. These provide important opportunities for the movement of both wildlife and people. Flagship examples include the Great Western Way and the Herefordshire and Gloucestershire Canal.

Together these assets make up the city's 'green and blue infrastructure' (GBI) network – a network of natural features that should guide the development of the city and provide functions including biodiversity value, climate resilience, recreational opportunities and a sense of place.

Impact of the climate and biodiversity crises

However, in the context of the dual biodiversity and climate emergencies, Hereford's GBI network is under unprecedented pressure. One of the foremost concerns for Herefordshire's natural environment is the water quality in the county's rivers. Poor land management practices have led to high nutrient levels, which are threatening the chemical and biological balance of both the Lugg and Wye.

The increasingly urbanised environment around Hereford means that space for wildlife and GBI is becoming increasingly limited. Development, agricultural intensification and infrastructure have also contributed towards habitat fragmentation, with watercourses and the rich biodiversity along their banks being increasingly 'squeezed' by culverts and other obstacles.

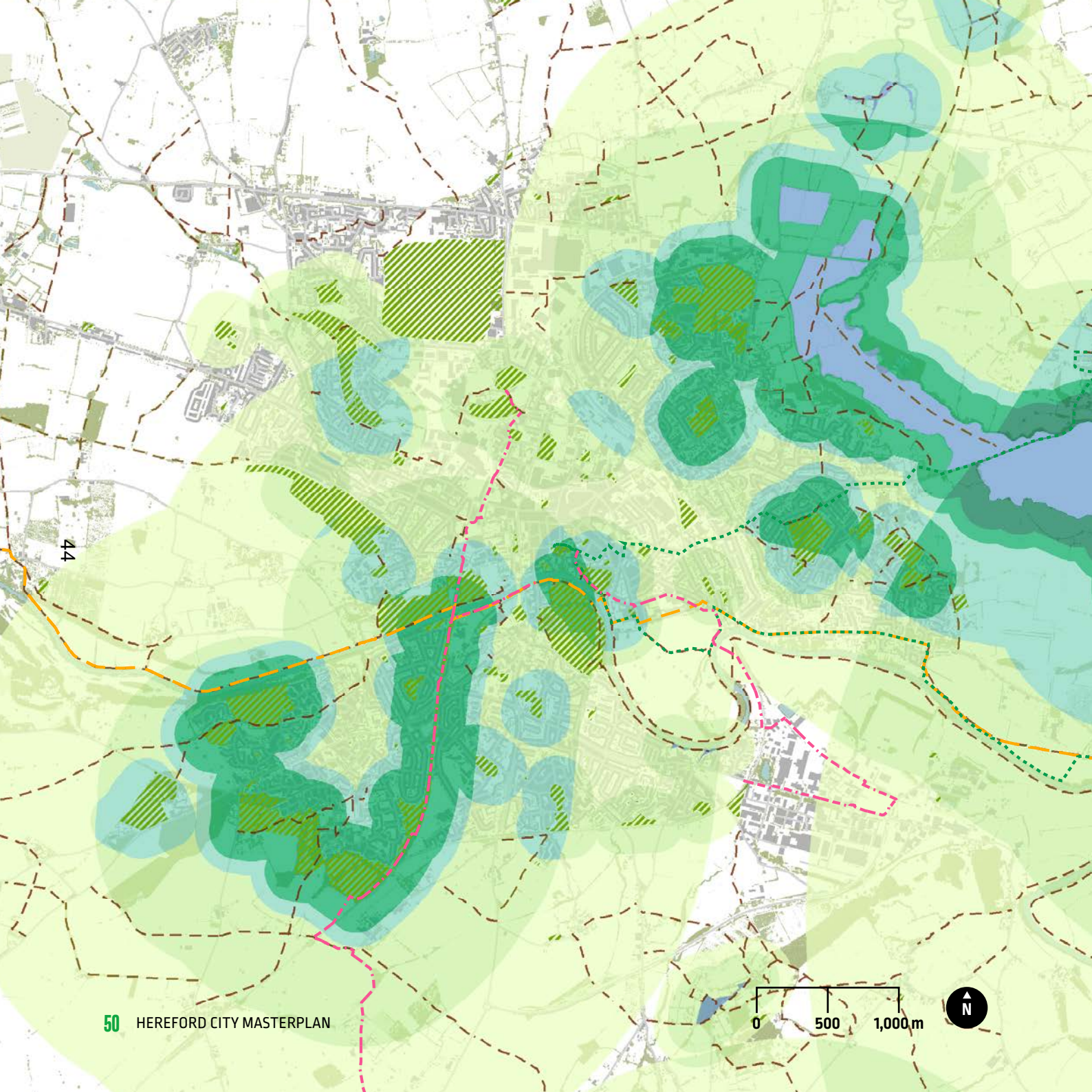


Figure 8

Access to Hereford's Green and Blue Infrastructure Network

- National Cycle Network (NCN)
- Three Choirs Way Walk
- Wye Valley Walk
- Public Right of Way
- Greenspace and outdoor sport facility
- Open access land

Access to Natural Green Space Standards (ANGSt) Profile

- Meets one standard
- Meets two standards
- Meets three standards
- Meets four standards
- Meets five standards

The Accessible Natural Green Space Standard (ANGSt) is a tool developed by Natural England to measure the extent of access to natural and semi-natural green space for different communities across the country. The standard utilises 'buffers' at different distances depending on the size of the green space. The ANGSt profile in the map shown here collects the full set of ANGSt assessments into one 'combined buffer' map to allow an understanding of the ANGSt profile for any given location.

ANGSt standards

- Doorstep Standard: At least 0.5 hectares (ha) within 200m
- Local Standard: At least 2ha within 300m
- Neighbourhood Standard: At least 10ha within 1km
- Wider Neighbourhood Standard: At least 20ha within 2km
- District Standard: At least 100ha within 5km
- Sub-regional Standard: At least 500ha within 10km

One of the most important functions of GBI is the health and wellbeing dividends of having access to nature on your doorstep. However, across Hereford there are areas where there are existing deficits in access to open space and walking and cycling routes are of variable quality.

While access to nature is a key priority for Hereford, this needs to be balanced with concerns over pressure from recreational activities. Unmanaged recreation – particularly the growing popularity of dog walking – can put serious pressure on ecological sites and important species. Notably, it is known to affect nesting curlews along the Lugg Corridor.

All of these challenges will be exacerbated by the extreme weather risks which will inevitably come with climate change – including flooding, drought and extreme heat. In recent years, flooding in particular has been a central concern in Hereford. While the River Wye is the city's greatest natural asset, it also brings the threat of flooding, with several severe flooding events in recent years, causing serious distress for those affected.



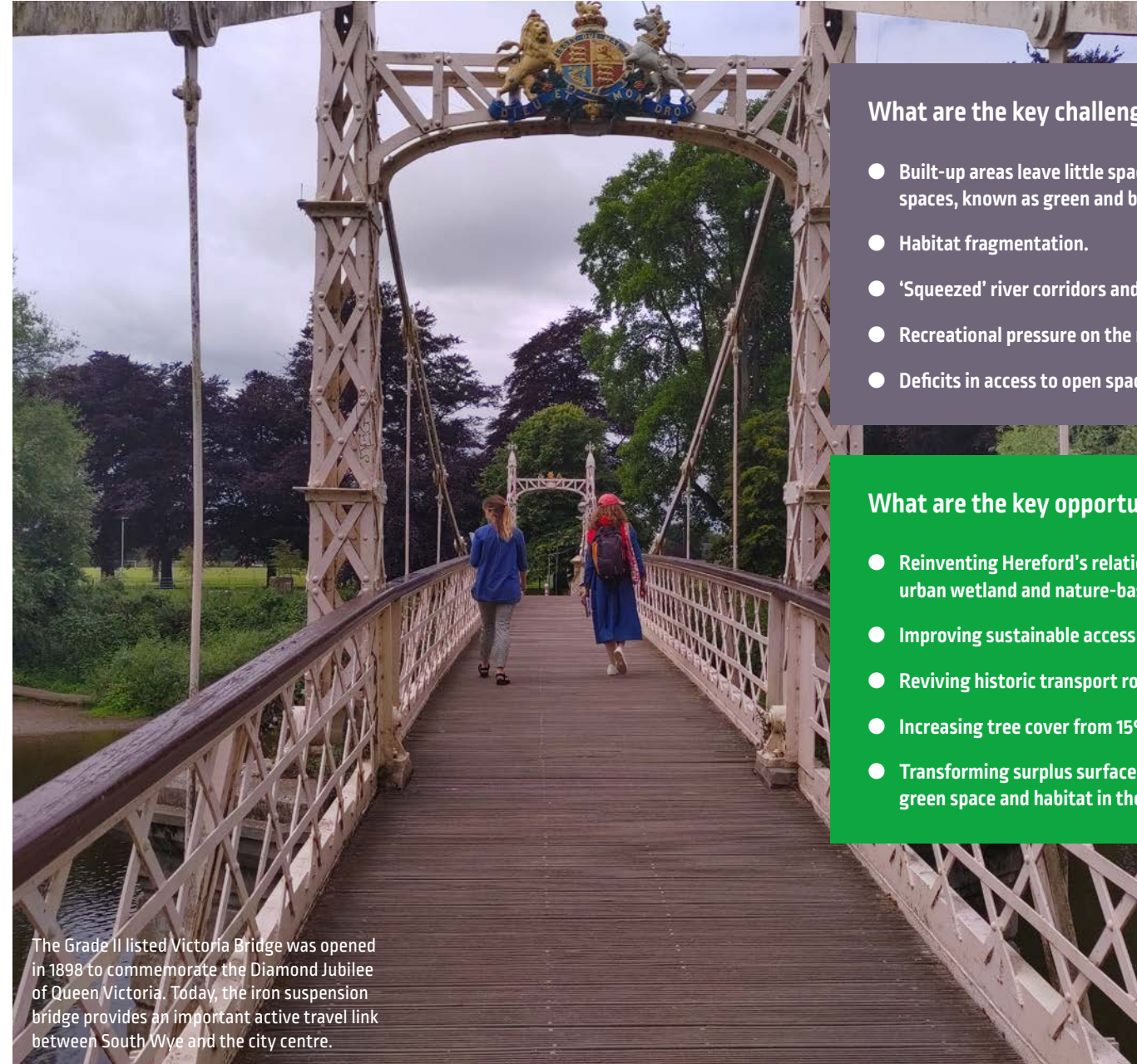
Uninviting subways along the Great Western Way.



▲ Canary Bridge provides an important active travel link between Bartonsham Meadows and the Hereford Enterprise Zone.



▲ Castle Green, Hereford Cathedral, Bishops Meadow and King George V Playing Fields provide a cluster of recreational green spaces in the heart of Hereford.



The Grade II listed Victoria Bridge was opened in 1898 to commemorate the Diamond Jubilee of Queen Victoria. Today, the iron suspension bridge provides an important active travel link between South Wye and the city centre.

What are the key challenges facing Hereford?

- Built-up areas leave little space for wildlife and green spaces, known as green and blue infrastructure.
- Habitat fragmentation.
- 'Squeezed' river corridors and poor water quality.
- Recreational pressure on the most sensitive habitats.
- Deficits in access to open space and variable quality of walking and cycling routes.

What are the key opportunities for Hereford?

- Reinventing Hereford's relationship with its river corridors, incorporating urban wetland and nature-based solutions to flooding.
- Improving sustainable access to green and blue infrastructure.
- Reviving historic transport routes as multi-user green and blue corridors.
- Increasing tree cover from 15% to 25%, in line with Hereford's Tree Strategy.
- Transforming surplus surface car parking into pockets of green space and habitat in the heart of the city.

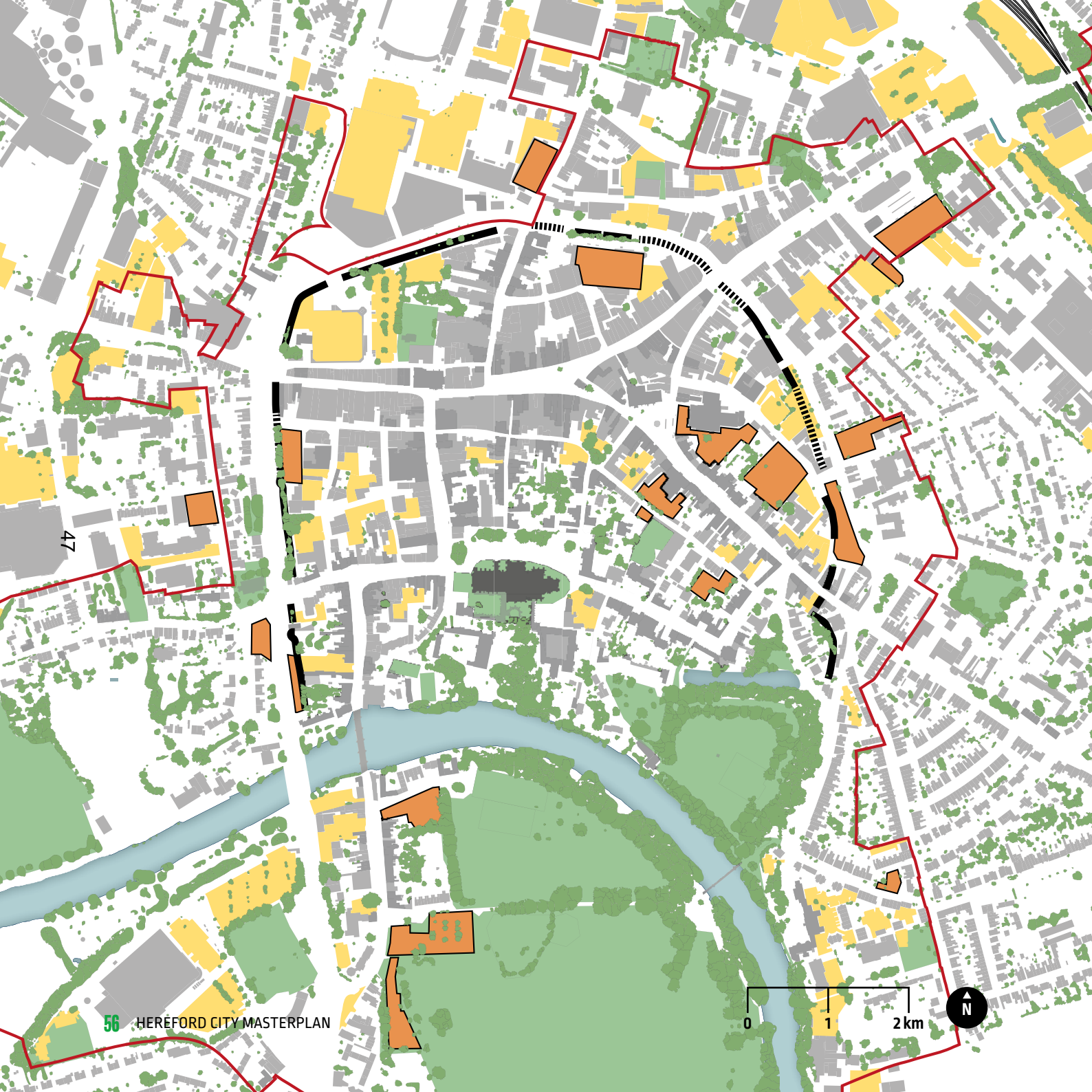
THEME 5

PLACES AND SPACES

46

Hereford's historic assets and its setting on the River Wye present a vivid and memorable identity for the city and should act as the foundation for reimagined places. However, the city is let down by areas of poor-quality public realm, including the significant dominance of surface car parking within some of the city's most characterful areas.





Heritage and the public realm

Hereford benefits from a distinctive and characterful historic core. The city's magnificent Cathedral, nestled in an almost pastoral setting beside the River Wye and its ancient river crossing, presents a vivid and memorable identity for the city. Echoes of Hereford's historic origins are still evident, leaving an indelible mark on the city's urban form. Within the historic core, key streets such as King Street, Broad Street and St Owen Street, public spaces including High Town and St Peter's Square, and the numerous passageways that thread through the city, retain a powerful sense of the past. This is despite these locations often being compromised by vehicle priority and by poor-quality layouts and paving materials. The powerful presence of the Cathedral and its tower, together with the spires of All Saints and While Peter's churches, provide distinctive landmarks amongst the otherwise low-rise city. In contrast, the areas beyond Hereford's central core are largely suburban in nature. With the exception of several commercial and industrial areas (notably the Hereford Enterprise Zone) and large institutions including Hereford County Hospital and the Sixth Form College, the scene is more domestic. It is dominated by low-density housing, schools and other social facilities. Many of these areas have local centres containing shops and amenities. However, these local centres tend to be functional in nature

Figure 9

The distribution of car parks within the historic core

- Council car park
- Private car park
- Conservation area
- Listed building
- Green space
- Remnant city wall

and would benefit from physical enhancements to create high-quality public spaces. The wider centre of Hereford – predominantly 'outside' the city wall – is also influenced by 20th-century infrastructure and the resulting fragmentation of its urban form. The A49 is a conduit for much of the city's traffic, creating a noisy and polluting barrier to movement. Numerous surface-level car parks occupy vacant land arising from building clearance in Hereford. In total, 10% of the city's flagship historic core is currently used for surface car parking (excluding on-street parking). Together with the presence of poor-quality modern buildings, this diminishes the urban character of the wider city centre.

Reviving the public realm

At the same time, these shortcomings present opportunities for renewal. There is significant potential to revitalise key areas of vacant and underused space and to increase the number of people living and working in the city through new development. This includes a cluster of sites in the vicinity of Merton Meadow, Commercial Road and St Owen Street – an area also home to two of the city's finest buildings, Shirehall and the Town Hall. These are opportunities for imaginative reuse that could help to regenerate the city. The six radial routes connecting the centre of Hereford to outlying settlements are another vestige of the city's historic form. They still provide a strong and legible organisation of the city immediately outside its historic core. While varying in character and condition, each of these routes lends itself to physical enhancement, as well as the encouragement of walking, wheeling and cycling, and strengthening connections with underused spaces, such as Blackfriars Priory. The high-quality development at Old Market, and its associated pedestrian priority and public space, represents an excellent example of how modern design can complement and coexist with historic townscapes.



What are the key challenges facing Hereford?

- Public realm compromised by vehicle priority and poor-quality layout and paving materials.
- Large swathes of historic core diminished by use for surface car parking.
- Fragmented urban form as a result of the A49.
- Poor-quality, car-dependent local centres.

What are the key opportunities for Hereford?

- Remarkably intact historic core can be used as a foundation for placemaking.
- Opportunities for imaginative reuse of surface car parking and redevelopment sites in the city centre.
- Reinvention of key movement corridors as 'public living rooms'.

OUR VISION FOR 2050

Setting a clear vision for Hereford – and strategic objectives to get there – will shape the direction of change and help Hereford fulfil its true potential.

“ MAKING HEREFORD AN EVEN BETTER CITY – A GREENER, HEALTHIER AND SAFER PLACE ”

The delivery of this vision is supported by five Strategic Objectives. These provide direction and accountability within the masterplan. They also shape the Big Ideas that will guide what Hereford looks like in 2050.

STRATEGIC OBJECTIVES

The strategic objectives have been prepared taking account of feedback received during public consultation, the need to address forces driving change, the local policy and evidence-based context and the outcomes of the review of the five place themes in Hereford:

50

1 MOVEMENT

Expand choice for moving around, using an integrated transport network with better provision for active travel and public transport. This will help to reduce carbon emissions, improve air quality, tackle congestion, encourage healthier lifestyles and better meet the needs of different demographic groups.

2 COMMUNITIES AND CULTURE

Create a healthier and more equal city, by reducing deprivation and enabling prosperity for all across the city. This will provide greater opportunities for people to be active and healthy and to engage with their community.

3 THE ECONOMY AND OPPORTUNITIES

Reinvigorate the city, maximising opportunities for living, learning and creating. This includes providing new affordable, high-quality homes for a range of people and revitalised commercial and leisure opportunities and community uses. Also, supporting education and training opportunities and providing spaces to develop and grow businesses.

4 LANDSCAPE AND WILDLIFE

Provide a network of high-quality green and blue spaces within the city and extending into the surrounding countryside, reducing pollution and providing nature-based solutions to help adapt to climate change and give people greater opportunity to interact with nature.

5 PLACES AND SPACES

Deliver outstanding design, which respects and enhances Hereford's built and natural heritage and deepens the 'sense of place' within the city. Good design should make Hereford more attractive for those who live, work in and visit the city. It would also help adapt to the effects of climate change and better meet the needs of an ageing population.



OVERVIEW OF MOVEMENT STRATEGY FOR 2050

51



Approach

This masterplan establishes a high level of commitment to tackling the status quo and delivering meaningful change to support sustainable transport. We are developing a plan to achieve a range of goals for Hereford and the wider county that include:

- Increasing footfall in the city centre.
- Growing active travel.
- Improving public transport.
- Connecting rural transport.
- Managing freight and servicing.
- Reducing demand for car travel.

Meeting these ambitions will require changes to the ways we get around, reducing dependency on cars. Given that road capacity is largely fixed, this will mean some disruption to the way many people are accustomed to travelling.

The movement strategy puts the growth of public transport, pedestrian traffic and cycle traffic at the centre of local transport. Reallocating space to these modes addresses existing issues and anticipates future problems that would arise from continued car dependency.

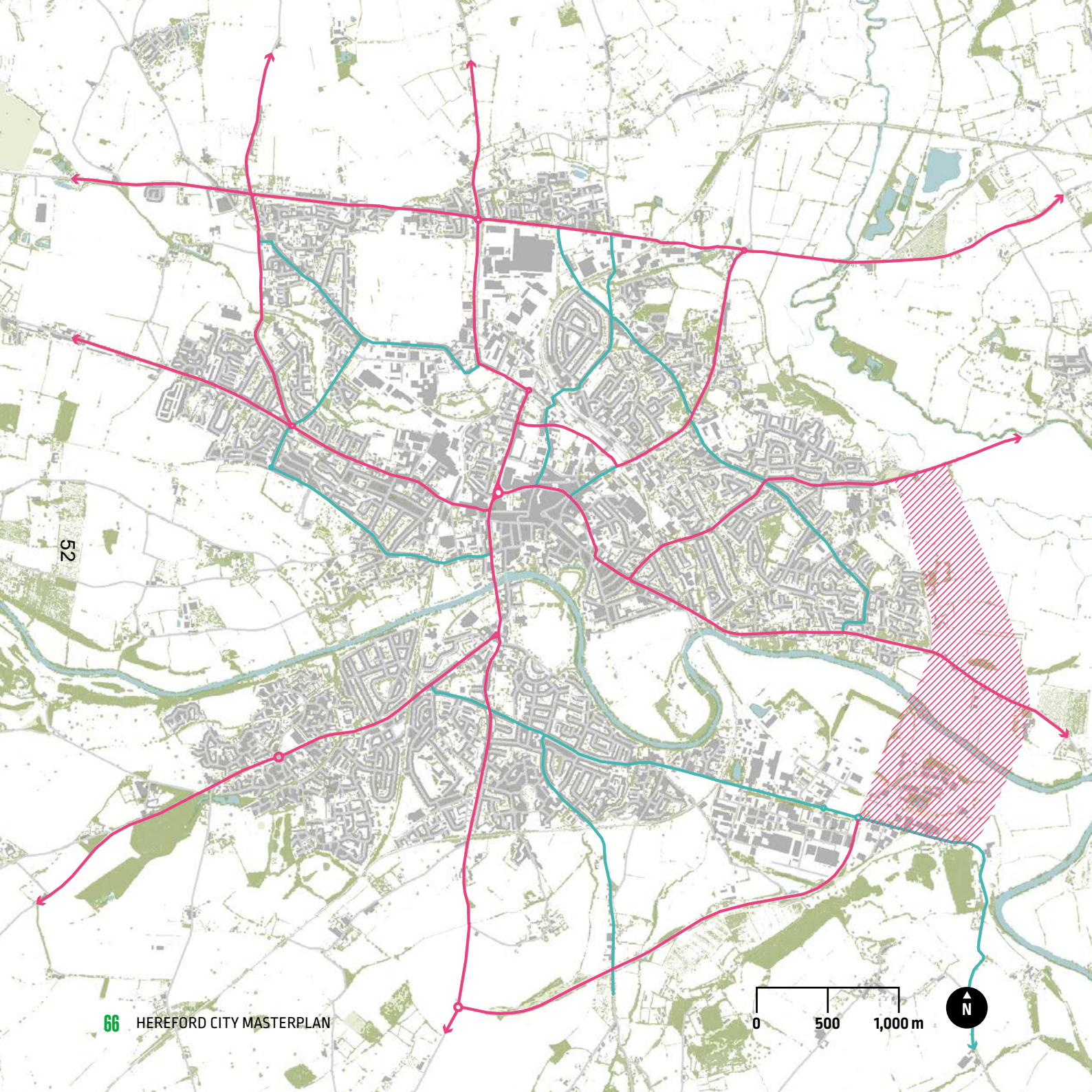
One more person walking, wheeling, cycling or taking the bus instead of driving is one less car in front of you waiting at the traffic lights. The Council recognises that some people will still need to use their cars for some trips, but this masterplan aims to give people who want it better choice in how they and their families move around the city.

Objectives for the future include:

- For the vast majority of parents to be comfortable for their children to walk, wheel and cycle to school independently.
- To encourage people to be more active to support a system of preventative health care as we all get older.
- High footfall in the city centre and civic spaces which is resilient to future changes in the national and regional economies.
- Businesses to embrace more sustainable logistics, and a customer-focused culture to support active travel, high footfall, e-bikes, e-scooters and e-cargo cycles.
- To work collaboratively with the private sector to build new homes with sustainable transport infrastructure.
- Over time, for the allocation of space in the city to the healthiest and most efficient modes of everyday movement.

To achieve this we have prepared a strategy to:

- Reduce road danger at the school gates, plan liveable neighbourhoods and provide safer routes to school.
- Plan for a car-light city centre and for active travel across the city, redesigning major traffic junctions to enable this.
- Enable quick and reliable bus journeys.
- Plan healthy connections to local towns and villages.



Sustainable movement

We propose to develop a comprehensive mobility and traffic circulation plan to create a car-light city which prioritises walking, wheeling, cycling and public transport.

Core components of a sustainable and reliable transport system in Hereford include city centre modal filters (a feature used to limit through-journeys along a street by certain modes of transport); rationalisation of car parking; considering a workplace parking levy; and proposals for Park and Choose facilities on the outskirts of the city.

Providing more roadscape for pedestrian movement, cycle traffic and buses will make travelling without a car an easier choice for those who want to.

Our plans should mean that those who need to travel by car or van will be able to do so more reliably in some parts of the city, because there will be fewer car trips being made as people choose instead to walk, wheel, cycle or take public transport.

We recognise these proposals are ambitious and will require some people to change the way they travel into and around the city.

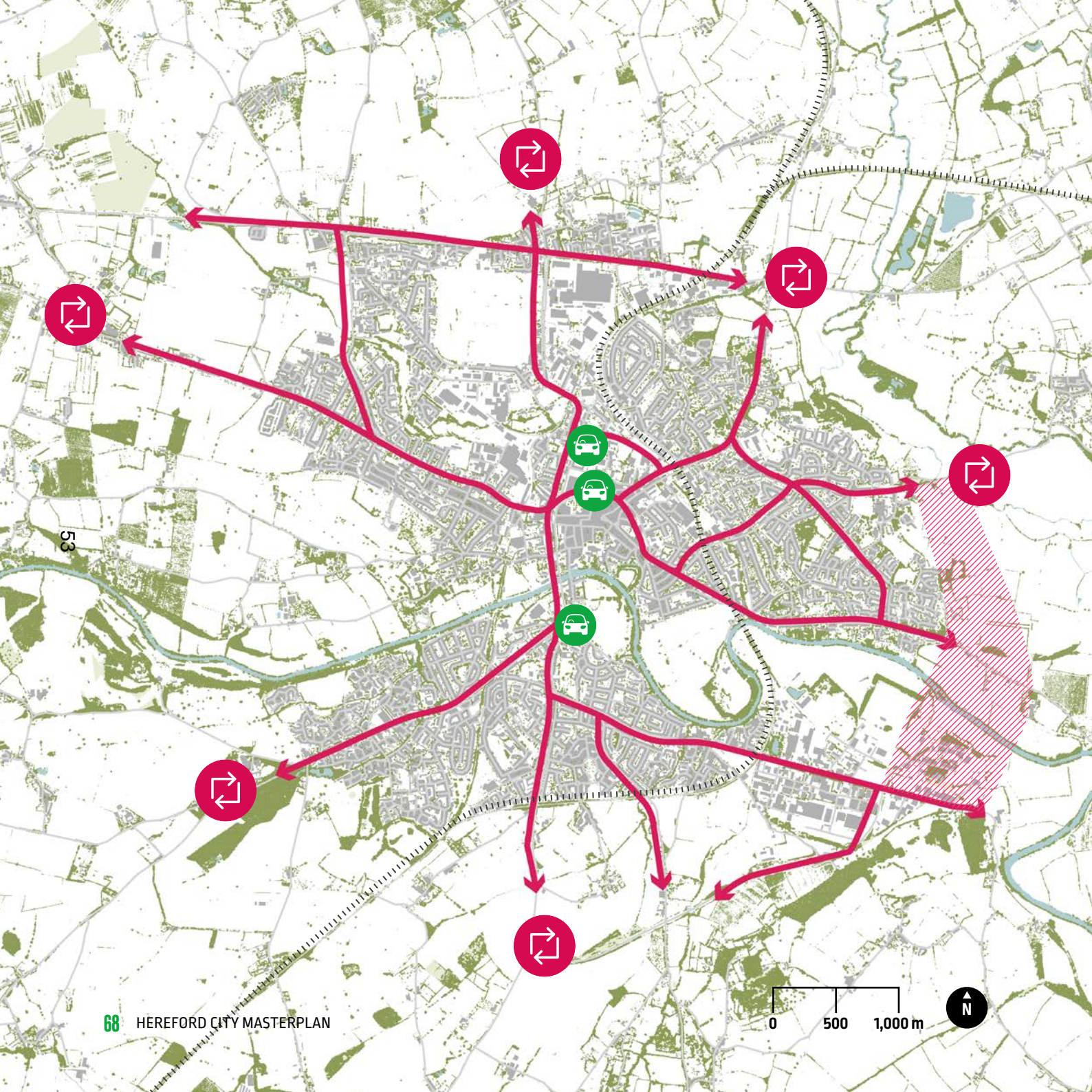
Figure 10

Proposal for managing strategic motor traffic through Hereford

- Primary route
- Secondary route
- ▨ Proposed Eastern River Crossing (route currently undefined)

As set out under **Theme 1: Movement** on page 24, in the Understanding Hereford section, there are a number of reasons why these schemes are being proposed:

- **Transport emissions have left parts of the city with high levels of air pollution which is shortening people's lives. Urgent action is also needed to reduce carbon emissions to help tackle climate change.**
- **Many cyclists do not feel safe using the city's roads and we want to prevent collisions.**
- **Roads are clogged with traffic, which means buses are currently slow and unreliable, and cannot adequately serve all parts of the city. Without action, more bus services will be scaled back or disappear.**
- **Chronic congestion in the city costs individuals and businesses time and money (see Theme 3: The Economy and Opportunities on page 38, in the Understanding Hereford section).**
- **Pedestrians are too often squeezed onto narrow, cluttered pavements.**
- **Traffic noise blights some of the city's communities and streets.**



Visiting Hereford

The Council is already in the process of planning a major redesign of Hereford's railway station forecourt to deliver a welcoming gateway into the city. A new Transport Hub will improve the interchange between rail and bus journeys, and enable onward active travel (see **Big Idea 8: The Station Quarter** on page 174 for further detail on plans for this area).

We will develop a plan for managing future car parking in the city, which will help those who want to visit Hereford by car to know how and where to park.

For daily visitors arriving by car, we will encourage the use of Park and Choose facilities on the outskirts of Hereford, encouraging onward journeys by public transport, walking, wheeling and cycling. As part of an integrated approach to improving local bus services, the masterplan is seeking to plan bus priority measures which will make journey times by bus more reliable.

Supporting the local economy

This masterplan aims to increase footfall and dwell time in Hereford's city centre to encourage more people to spend time and money in our shops. Making changes to our infrastructure will help employees get to their places of work reliably and cheaply. This supports Big Ideas 4 and 5 of this masterplan, which focus on reviving and rejuvenating the historic core. It is also a key element of supporting the wider economic strategy and priorities set out for the region in Herefordshire's Big Economic Plan.

We will develop a freight and servicing action plan to help the city's businesses. This will include opportunities to reduce, reschedule, reroute and re-mode deliveries where appropriate.

Movement to support the quality of places





As set out under **Theme 5: Places and Spaces** on page 54, Hereford's public realm is currently let down by the significant dominance of surface car parking within characterful areas, and by traffic-dominated streetscapes. This is holding Hereford back in terms of its economic potential, its visitor economy and its potential to support wellbeing.

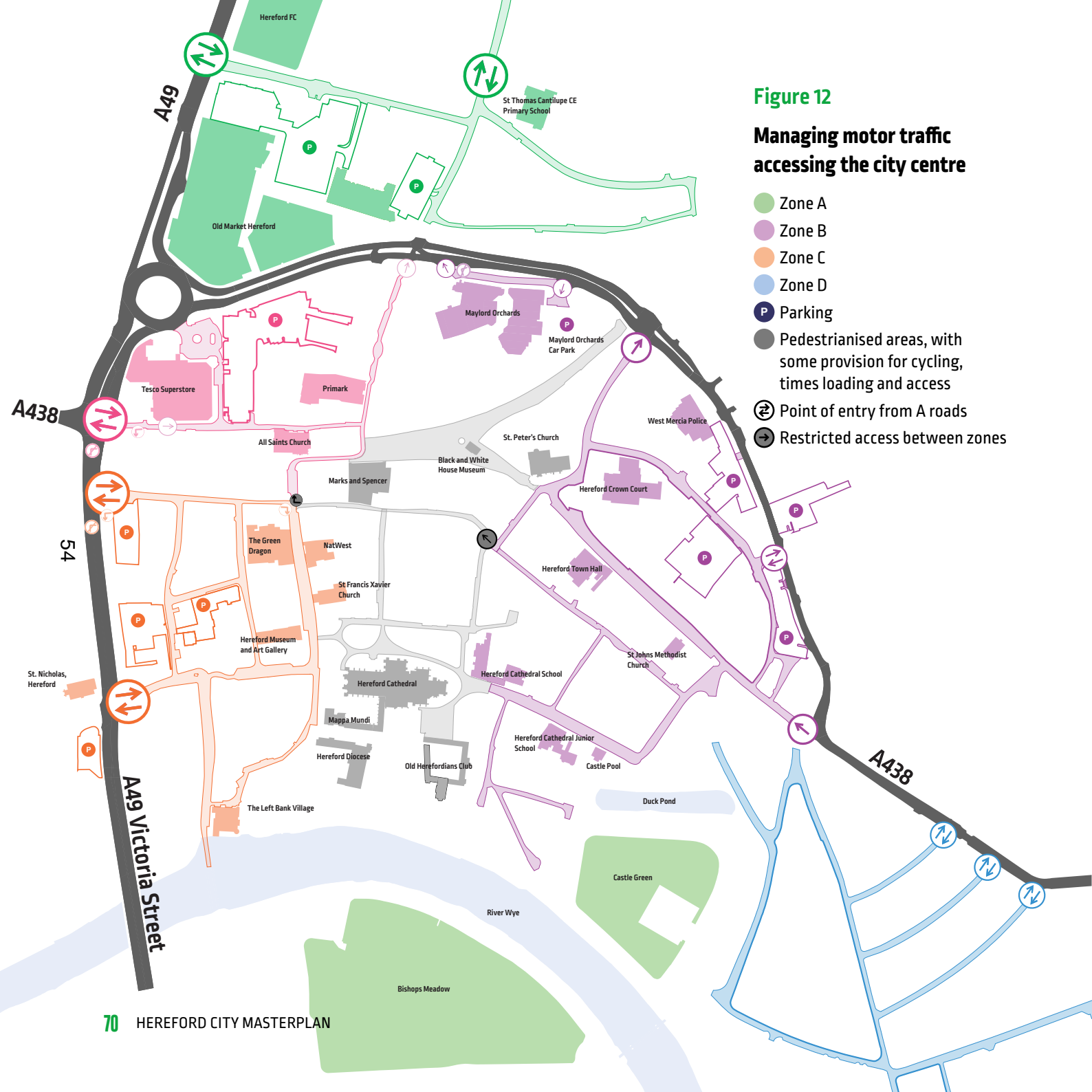
Space within a growing city is limited. By transforming movement patterns in the city and reducing the space occupied by cars, we can use existing land for green spaces, high-quality housing, flood-risk mitigation and public open spaces and seating.

Many of these exciting opportunities are set out in the 12 Big Ideas detailed in the rest of the document. However, their delivery relies upon tackling the status quo and fostering meaningful change towards sustainable transport in the city.

Figure 11

Proposal for reducing the level of motor traffic accessing Hereford

-  Proposed residual parking
-  Proposed Park and Choose location
-  Proposed Eastern River Crossing (route currently undefined)
-  Major routes



Increasing the resilience of the road network

By giving people choice in how they move around locally, an important impact of implementing this masterplan's recommendations will be more reliable journey times.

To further improve the resilience of the road network, the Council is investigating the feasibility of a new eastern river crossing over the River Wye. Other potential projects to help improve journey time reliability will be identified, such as the feasibility of continuous two-way traffic movements along Roman Road over the railway line.

Planning for a car-light city centre

To create a city centre that has fewer cars in the future, the Council will:

- Review existing traffic management measures in detail to understand what changes may be required to further reduce motorised through-traffic within the city's historic core. These include one-way streets, modal filters (including bus gates and point closures) and pedestrianised streets.
- Identify which measures are working well, which may need to be changed and where additional measures are required.
- Review the existing operation of main roads to maintain a reasonable level of access to the city centre for its residents and blue badge holders, and servicing for its business communities.

- Explore ways to simplify the road network where possible and reduce severance within the walking and cycling infrastructure in and around Hereford, caused by the main roads. Install new or improved crossing points at key locations aligned with the proposed walking and cycling network.
- Assess the operation of pedestrianised streets and zones to continue to enable access for pedestrians and cycle traffic across the city and to key destinations in the city centre. This could include allowing considerate cycling at all times in the city centre, recognising that some people with protected characteristics often use cycles as mobility aids.
- Examine existing one-way streets and continue to open them up to two-way cycle traffic where appropriate to help people get around more easily, cheaply and reliably. Two-way cycling on one-way streets helps create a coherent network of joined-up routes for door-to-door journeys when out cycling.

Taking a comprehensive approach to traffic circulation should mean that most one-way streets within Hereford's historic core will have motor traffic volumes and speeds that are low enough to enable safe two-way cycling.

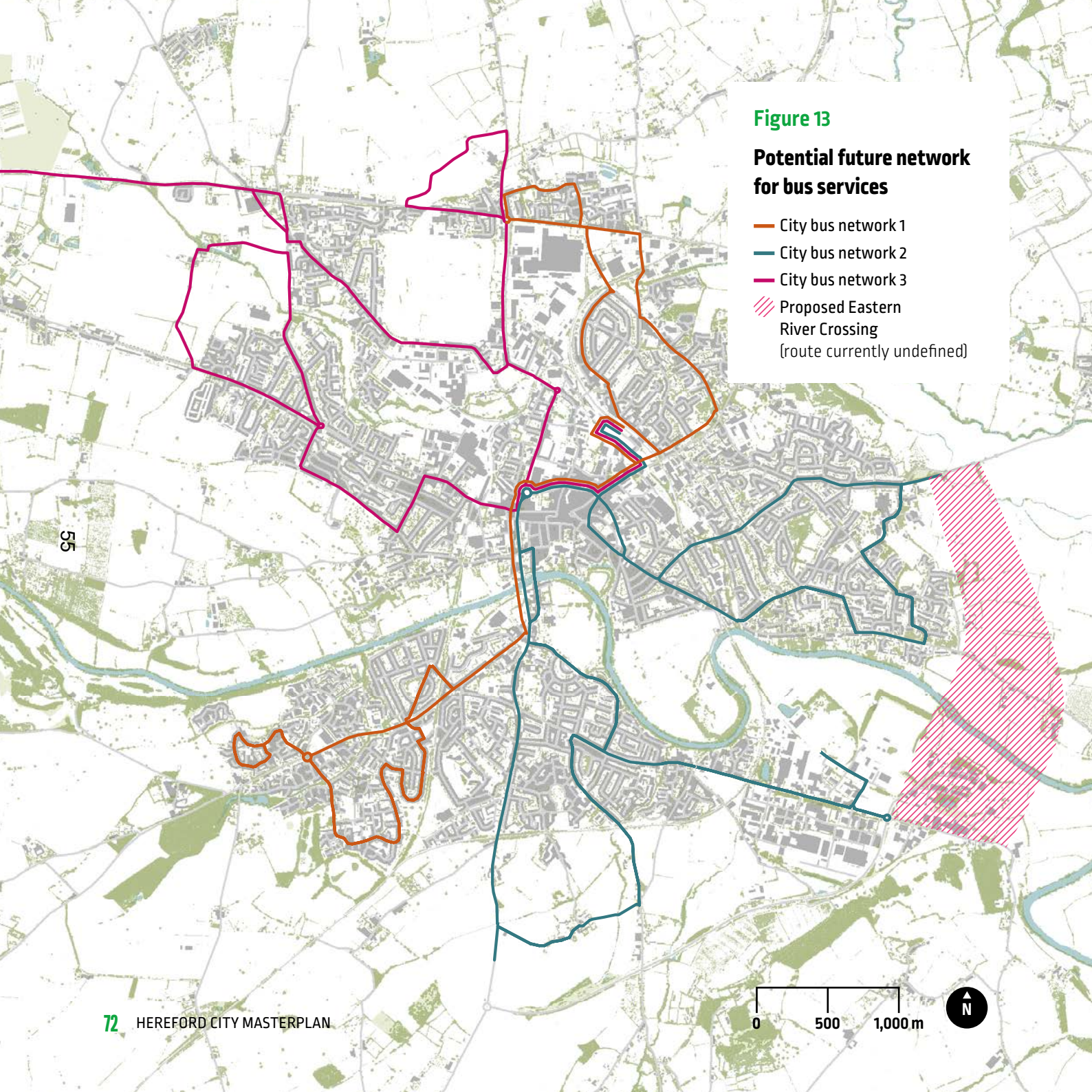


Figure 13
Potential future network for bus services

- City bus network 1
- City bus network 2
- City bus network 3
- ▨ Proposed Eastern River Crossing (route currently undefined)

PLANNING QUICK AND RELIABLE BUS JOURNEYS

Increasing bus patronage

The changing landscape proposed for development and transport infrastructure will need to be supported by an efficient public transport system that leads rather than follows growth. There is a strong case for changing how we deliver public transport services in Hereford and the wider county.

Bus travel continues to provide access to a range of educational, leisure and health services in Hereford. These trips are particularly important for supporting social inclusion, and they are often vital for people's ability to access opportunities. A coherent network of bus services can be relied upon for a set of trips that would otherwise be made by car and contribute to worsening journey times for all.

Bus services are crucial in communities where taking the car is not an option. For those without access to a car, the availability of buses may determine whether they can access jobs or training, or attend medical appointments, without having to resort to more expensive individual travel options, such as taxis.

Herefordshire's population is growing, and the county is likely to become a location for high levels of economic growth. A major increase in employment will support a rapidly expanding population. This growth is likely to result in a changed spatial portrait and will lead to thousands more trips on the transport network. Without an effective strategy in place, this will result in significant increases in traffic levels and overcrowding on the public transport network, hampering prosperity

and increasing levels of air pollution from transport emissions. The transport system needs to support planned growth and ensure that this benefits everyone.

Over time, and subject to securing a sustainable funding stream, we would like to replace our current enhanced partnership with a franchising model for operating reliable bus services. With limited exceptions, bus services in the county are currently fully reliant on public subsidy in various guises. A franchise proposal will be a medium-term initiative.

Anticipating future changes to transport in the county

A changing landscape of transport and development in Herefordshire could make franchising bus services a positive way forward. It could help:

- Progressively improve integration of the bus network and coordination between bus and other modes of transport.
- Provide integrated ticketing, facilitating travel across the full range of public transport options and reducing the cost of journeys that cross current operator boundaries.
- Introduce a unified brand of bus service and a single, clear point of contact with comprehensive information provided through a number of channels.
- Future-proof bus services to better facilitate the introduction of 'mobility as a service' initiatives.
- Implement bus priority measures in the city.
- Provide clear accountability for the bus service and the funding it receives from passengers and taxpayers.



Bromyard



Kington



Leominster



Ross-on-Wye

▲ Connection between Hereford and other towns and villages.

Planning healthy connections to local towns and villages

Hereford's goals for active travel and public transport also apply to the more rural areas of the county. But how they will be achieved will differ.

Journeys made by residents in more rural areas are generally longer, making them less likely to be easily walked or cycled. Similarly, lower levels of travel demand can make it harder to operate regular public transport services without major changes to how bus services are run.

This can make it harder for people living in rural areas to travel more sustainably. It can particularly disadvantage children and young people, those on lower incomes and those who are prevented from driving by health conditions or disabilities.

It is also particularly important for the county to reduce car use for longer journeys because they contribute more to greenhouse gas emissions.

Rural car-dependence is not inevitable. There are a range of interventions that over time can help. These include:

- **Better integration of public transport and active travel:** improving interchange between rail and bus services, and enabling door-to-door journeys through services and infrastructure which support easier onward connections for bus passengers.
- **Moving towards a vision for 'total transport':** improving coordination of transport services commissioned by different public bodies (such as public transport, school transport, patient transport and community transport schemes).

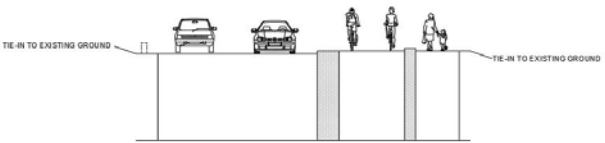
- **Demand-responsive transport:** where public transport services can operate on flexible routes, allowing users to summon a bus by altering its route (within reason) to pick them up or drop them off at a convenient location.
- **Planning for active travel:** prioritising what is important for rural areas might include enabling more e-cycling for longer trips, and enabling access to active lifestyles through the development of recreational and leisure routes for cycling (see also **Big Idea 10: Reestablishing the Herefordshire & Gloucestershire Canal** on page 201). Four greenway projects are being proposed by community groups within Herefordshire, and a county-wide strategy for active travel will be produced.
- **Working collaboratively to identify opportunities for increased tourism and recreation:** This might include maintaining and opening up public rights of way to more walking, wheeling and e-cycling (see **Big Idea 12: The Lugg Green Lung** on page 213).

Improving highway resilience – an Eastern River Crossing

The River Wye has an important role to play in shaping the identity of the city and remains a key environmental asset. However, connectivity across the river is currently severely lacking with only one suitable for carrying large volumes of traffic. The historic bridge carrying St Martin's Street is narrow and signal controlled at either end, carrying traffic in a one-way shuttle arrangement – and therefore serves a very different purpose from the main A49 bridge.

The lack of alternative bridge crossings poses a significant resilience issue for the city – one incident along the bridge and approach roads can be enough to bring the city to a standstill. Looking forward, it is also a significant constraint to the future growth and economic prosperity of the city, with additional capacity being required to serve the increased demand on the network. As the city continues to grow and develop on both sides of the river, improved connectivity across the River Wye will become more important than ever.

Therefore, a new road connection – the Eastern River Crossing (ERiC) – has been identified, which would cross the River Wye to the east of the city centre and connect to the B4399 (south) and the A438 (north). The broad outline of the proposed route is shown on the plan, with an indicative cross-section highlighted below:



The ERiC will provide an alternative river crossing and therefore will go a long way to alleviating the existing resilience issues in the city centre and supporting the future growth of the city. Along with carrying vehicular traffic, it is proposed that the crossing would be designed in such a way as to provide a safe and desirable connection for pedestrians and cyclists which would help to promote active travel and healthy lifestyles, while reinforcing the concept of Hereford as an 'outdoor city'. The ERiC would thereby play a key role in supporting and complementing the city masterplan, specifically by:

- Improving options for active travel and encouraging healthy lifestyles.
- Improving public transport options and reducing reliance on private vehicles.
- Reducing congestion on the existing river crossing and in Hereford city centre and providing additional network capacity to support economic growth.
- Minimising the impact on the environment and contributing towards net zero objectives.

Figure 14
Potential Eastern Link Corridor

- ▨ Potential Eastern Link Corridor
- A roads
- B roads
- Streets
- 1 Rotherwas Industrial Estate
- 2 Thorn Business Park
- 3 Rotherwas Wastewater Treatment Works
- 4 Hereford Recycling Centre

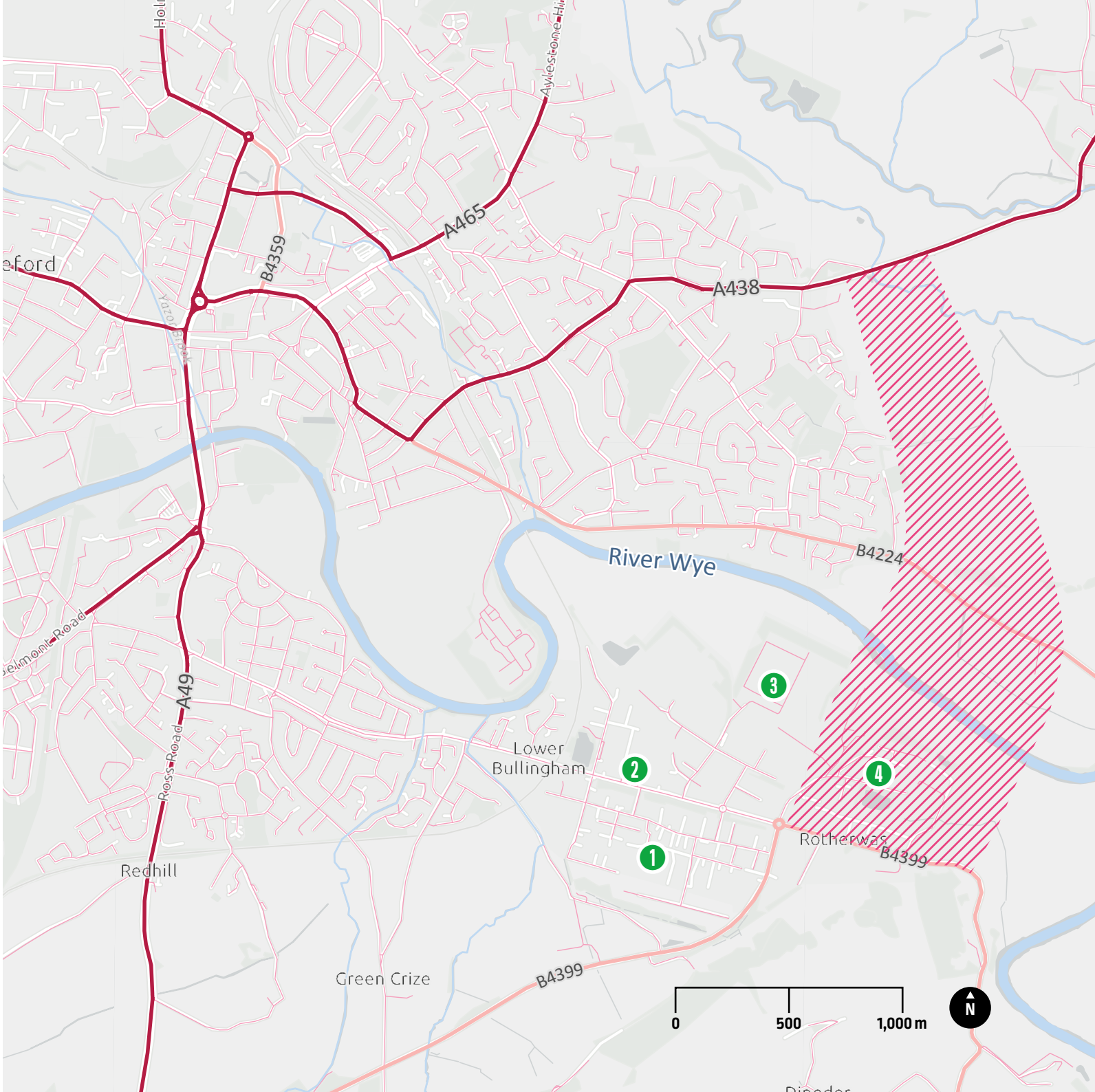
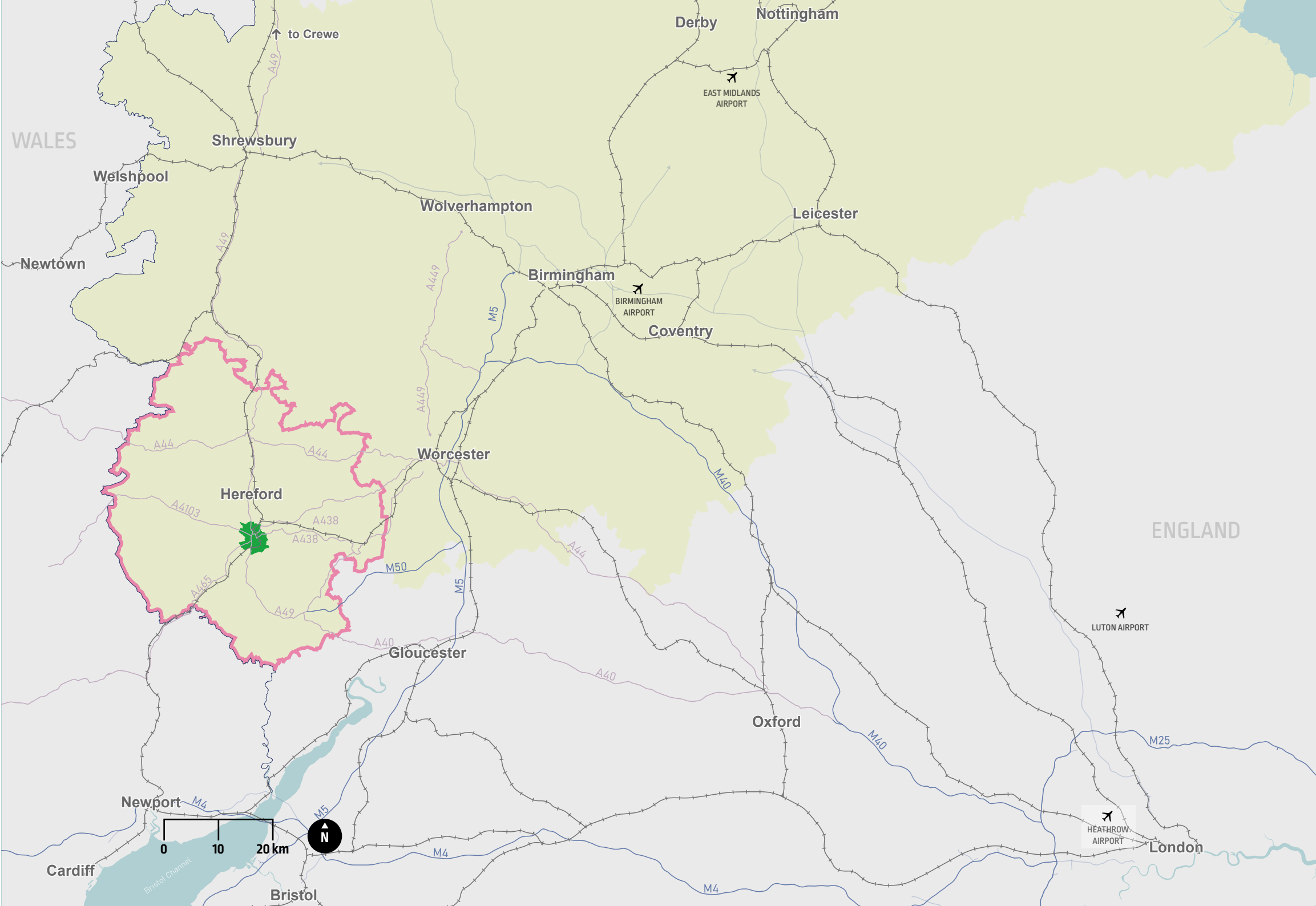


Figure 15
Regional connectivity

- Key railway lines
- Motorways
- Key A roads
- Midlands Connect area
- County of Herefordshire
- Hereford city

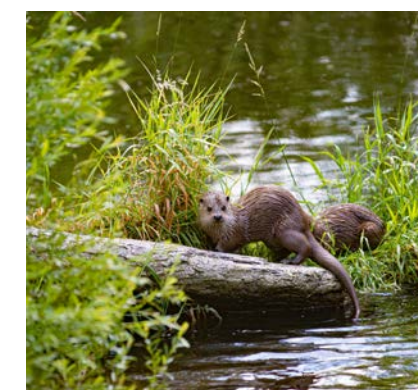
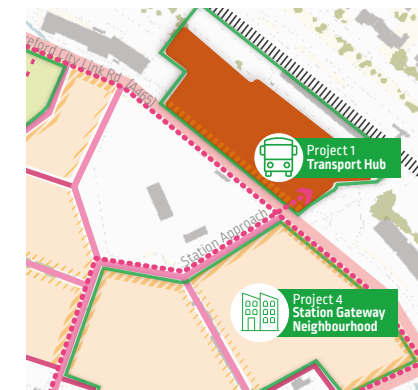
At present, rail infrastructure provides regional and national connections for residents and visitors. Rail services and infrastructure are planned at a regional and national level. Current proposals to increase the number of trains serving the city include the West Midlands Rail Executive investment strategy 2019 which targets Worcester to Hereford as a growth corridor, with a second train each hour from Hereford to Birmingham by 2031. The Welsh Government is also committed to adding a new Cardiff to Liverpool service in 2023 which should deliver three trains per hour to Hereford. Should it become economically viable, there is a long-term aspiration to explore reopening Pontrilas railway station and to investigate the viability of a Hereford Parkway station at Rotherwas.

Although only 7% of general traffic within Hereford is through-traffic, the A49 plays a role in connecting the city to the wider region. The A49 is part of the national strategic road network and is operated and maintained by National Highways. This route enables the movement of goods and services northwards to Shrewsbury and North Wales and southwards to Ross-on-Wye, providing access via the M50 eastwards to the M5, or southwards via the A40 and A449 to the M4 at Newport South Wales. The A4103 enables connections to the M5 motorway at Worcester. Cross-border links to Wales include the A438, the A465 via Abergavenny and the A44 via Kington.



THE 12 BIG IDEAS

- **Big Idea 1:** A network of neighbourhoods
- **Big Idea 2:** People-friendly streets
- **Big Idea 3:** Historic walls and gateways
- **Big Idea 4:** Revealing the historic core
- **Big Idea 5:** A vibrant historic core
- **Big Idea 6:** Hereford, university city
- **Big Idea 7:** Reconnecting to the River Wye
- **Big Idea 8:** The Station Quarter
- **Big Idea 9:** Commercial Road Corridor
- **Big Idea 10:** Reestablishing the Herefordshire & Gloucestershire Canal
- **Big Idea 11:** Enterprise and Innovation corridor
- **Big Idea 12:** The Lugg Green Lung



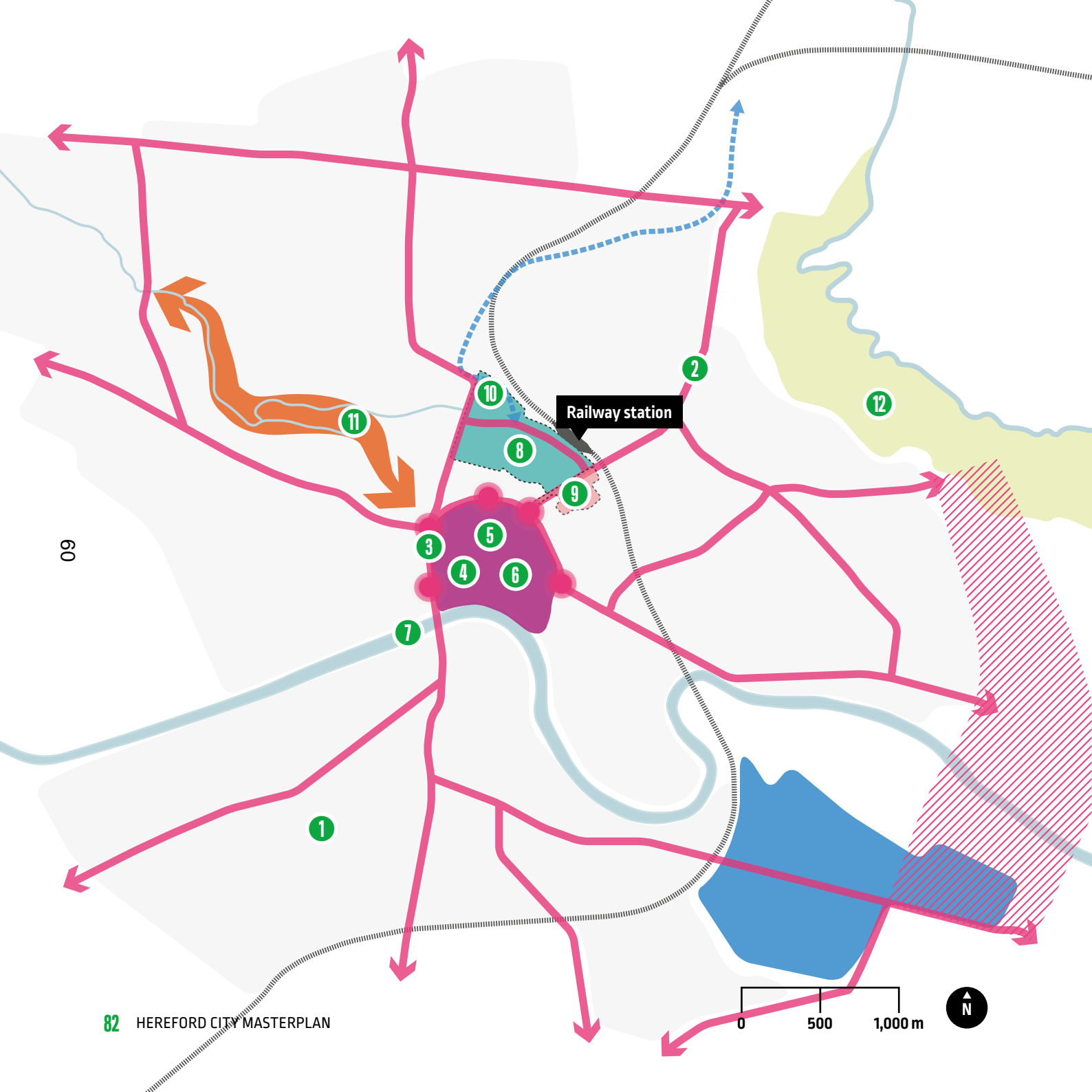


Figure 16

Overview of the 12 Big Ideas for Hereford

- Main Rivers
- Main Movement Corridors
- River Lugg Green Corridor
- Railway
- Historic Core
- Historic Walls and Gateways
- Hereford Enterprise Zone
- Enterprise and Innovation Corridor
- Station Quarter
- Commercial Road Corridor
- Proposed route of the Herefordshire and Gloucestershire Canal
- /// Proposed Eastern River Crossing [route currently undefined]

Big ideas

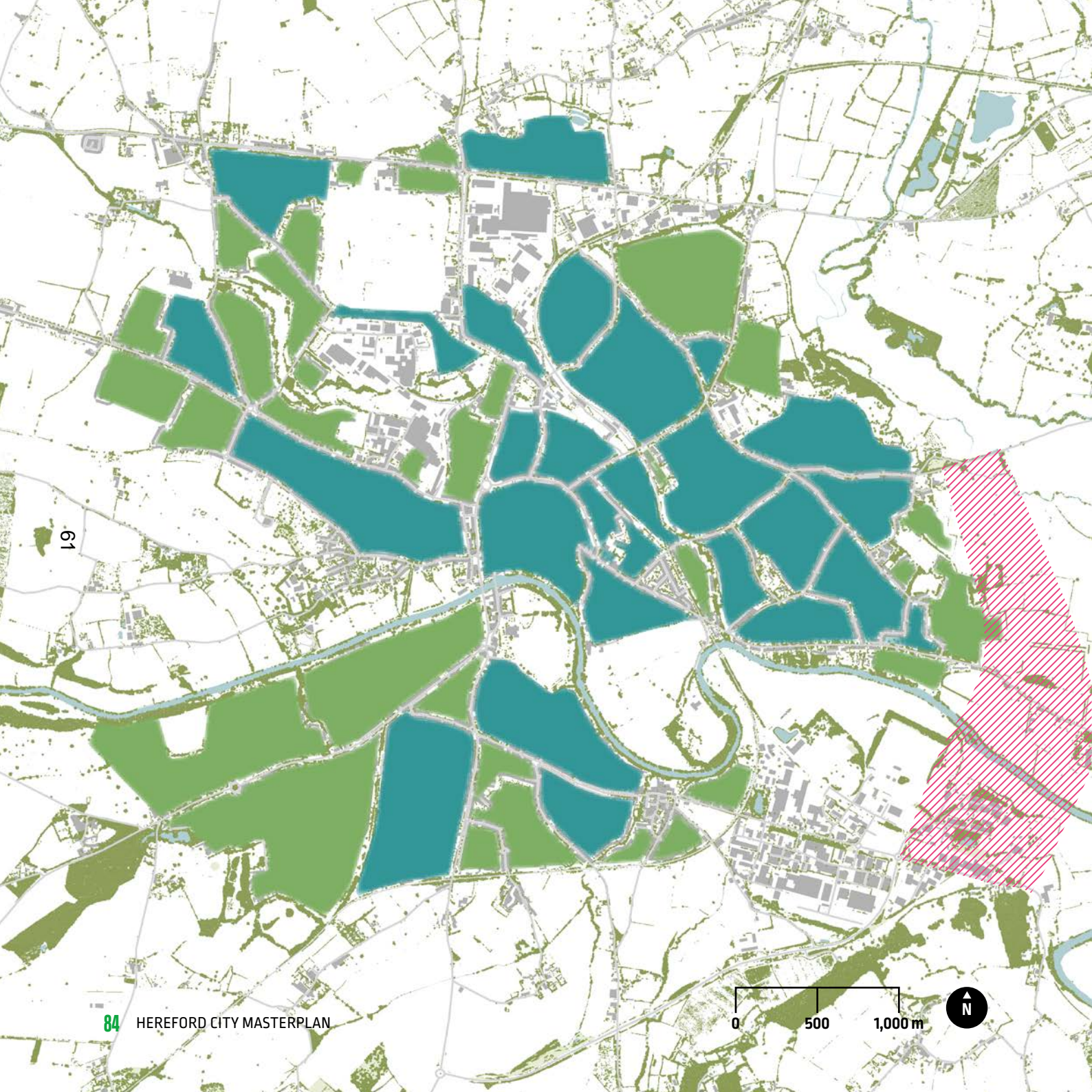
- 1 Network of Low-traffic Neighbourhood
- 2 People-friendly Streets
- 3 Historic Walls and Gateways
- 4 Revealing the Historic Core
- 5 Rejuvenating the Historic Core
- 6 Hereford University City
- 7 Reconnecting to the River Wye
- 8 Station Quarter
- 9 Commercial Road Corridor
- 10 Re-establishing the Herefordshire and Gloucestershire Canal
- 11 Enterprise and Innovation Corridor
- 12 River Lugg Green Lung

12 BIG IDEAS FOR TRANSFORMING HEREFORD

The recommendations for the future development of Hereford in this masterplan take the form of 12 Big Ideas. These are long term and ambitious in scale.

They are designed as holistic, place-based approaches to change. They build on the overall Movement Strategy for Hereford by identifying how changes in the way we move can deliver change and opportunities across each of the Strategic Objectives set out on [page 16](#).

Together they illustrate a vision for how a transformed Hereford might look in 2050.



BIG IDEA 1: A NETWORK OF NEIGHBOURHOODS

Summary

Streets are public spaces. Measures which restrict motorised through-traffic unlock different ways of using these public spaces.

Roads with heavy traffic are a major barrier to community cohesion. As motor traffic on a street increases, interactions between residents become less frequent. People are less likely to know their neighbours, and children are given less independence and are no longer able to play in the street.

Low-traffic neighbourhoods provide a solution to some of these challenges. They are areas in which motorised through-traffic is eliminated or dramatically restricted.

Within this Big Idea, these low-traffic neighbourhoods are supported by a programme of School Streets across the city. School Streets focus on a major generator of traffic (the 'school run') and deliver safer routes to school. They reduce road danger at the school gates and help to shape liveable neighbourhoods where more people can walk, wheel and cycle for short journeys.

Figure 17

Existing and potential future Low-traffic Neighbourhoods

- Existing historic low-traffic neighbourhood
- Potential low-traffic neighbourhood
- Proposed Eastern River Crossing (route currently undefined)

THEME 1 MOVEMENT

Enabling active and healthy ways of getting around, and making local trips quicker and more convenient.

THEME 2 COMMUNITIES AND CULTURE

Increasing opportunities to spend time on local streets, getting to know neighbours.

THEME 3 THE ECONOMY AND OPPORTUNITIES

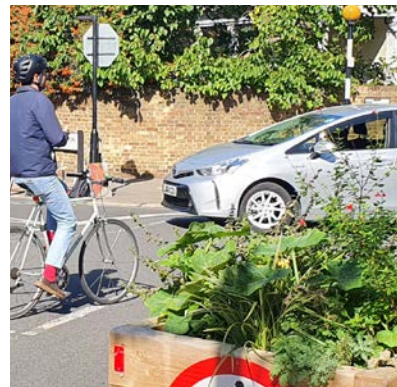
Increasing footfall to local shops and services.

THEME 4 LANDSCAPE AND WILDLIFE

Enabling opportunities for more green spaces and landscaping on streets where people live.

THEME 5 PLACES AND SPACES

Enhancing access to places and spaces people want to spend time in.



▲ Illustrative images showing the kind of environment a low-traffic neighbourhood can create.

What is a low-traffic neighbourhood?

A low-traffic neighbourhood is an area in which motorised through-traffic is eliminated or dramatically reduced. This is achieved by installing physical interventions which retain motor vehicle access to properties within an area but prevent or strongly discourage motor traffic from driving through areas on their way to somewhere else.

Reducing motor traffic in Hereford's local neighbourhoods will help to deliver attractive places to live and spend time in with family, friends and neighbours.

Low-traffic neighbourhoods make local journeys to school easy, enable more walking and cycling, and increase footfall outside local shops and services.

When driving, low-traffic neighbourhoods turn minor roads into cul-de-sacs. They are a simple and cost-effective way to reduce through-traffic while maintaining vehicle access to homes and businesses.

Low-traffic neighbourhoods are not new. As the map on **page 85** shows, across Hereford, there is a long history of installing measures which eliminate motorised through-traffic from streets and other public spaces.

Car traffic can disappear from areas if the infrastructure is changed. Making it harder to drive short trips incentivises people who can to walk, wheel or cycle instead of driving on some trips.

Nobody was consulted on the slow but steady increases that have been seen in motor traffic in Hereford's local areas. With sat nav tech becoming commonplace, car and van traffic has significantly increased on minor roads.

We get the traffic we design for. If we continue to build highways, we induce more car traffic. If we disincentivise driving and enable active travel, we get more pedestrian traffic and cycle traffic – and that benefits everyone.

What will low-traffic neighbourhoods mean to local people?

Eliminating or substantially reducing motorised through-traffic is achieved by 'filtering' key points on certain streets. This uses physical measures which restrict cars and vans but enable people walking, cycling, or using a mobility scooter to travel through. In some locations, where necessary, space can be left for local buses and emergency services to travel through.

Every home in a low-traffic neighbourhood can be accessed by car and can receive deliveries to its door.

Due to the installation of physical measures to restrict motorised through-traffic, some residents and businesses will have to take different routes to their destinations in a low-traffic neighbourhood area. This will generally be less convenient. By their nature, low-traffic neighbourhoods disincentivise short car trips, instead enabling more efficient modes of transport for shorter trips, including walking, cycling and wheeling.

Getting used to these changes can take time for those who currently drive, and this can be disruptive in the short term. These impacts can depend greatly on how a low-traffic neighbourhood is designed and where filters are located.

Looking elsewhere where success has been achieved, evidence suggests that low-traffic neighbourhoods should be implemented over a wide enough area to enable



Figure 18

Proposals for School Streets

- Primary school
- Secondary school
- Higher education
- Potential school street
- ▨ Proposed Eastern River Crossing (route currently undefined)

an overall reduction in motor traffic and meaningfully disincentivise short car trips in favour of active travel.

Low-traffic neighbourhoods should not be seen in isolation.

These interventions are one tool of many. When combined over time as part of a portfolio of measures, they can enable positive changes for people living in Hereford.

Alongside the implementation of low-traffic neighbourhoods, complementary projects will be developed. These may be delivered before, after or in parallel with the low-traffic neighbourhood and include the following:

- **School Streets – permanent or timed restrictions on motorised traffic (see below).**
- **Controlled Parking Zones.**
- **Reallocation of road space on strategic routes for walking and cycling (see Big Idea 2: People-friendly streets on page 93).**
- **Considering workplace parking levies.**
- **Projects at the 'edges' of low-traffic neighbourhoods, such as controlled crossings and continuous footways.**
- **Attending to the quality of local centres and hubs within these neighbourhoods (see below).**

School Streets: enabling safer routes to school

School Streets are a simple idea. They involve closing the streets around schools at drop-off and pick-up times to motor traffic. Such projects meet a lot

of national and local priorities: they reduce road danger, make it safer for children to walk or cycle to school, and lower air pollution outside schools.

These interventions restrict motorised through-traffic on streets with schools during pick-up and drop-off times. They stop car traffic from travelling directly outside schools, reducing road danger and emissions next to schools.

This is achieved by various kinds of vehicular traffic closure during school drop-off and pick-up periods. Only permit holders, cycle traffic and pedestrians are allowed through. Exceptions can be made to allow vehicle access to residential properties within the School Streets area.

A School Street includes a vehicular traffic closure for 30-60 minutes at morning drop-off and afternoon pick-up times.

Rolling out School Streets as business-as-usual will mean working collaboratively with schools and partners across the city.

The concept varies depending on the local context, but a preferred option is often a signed traffic restriction, enforced with automatic number plate recognition [ANPR]. Alternatively, volunteers from the school community, such as parents or teachers, can steward a vehicular traffic closure – a temporary or flexible modal filter with furniture, such as barriers or planters.

School Streets encourage conversations in local communities about what traffic they want.

Such projects are a key tool (one of many) to help create a sustainable local transport system and will be a starting point of the journey towards reducing car use, rebalancing the allocation of road space and supporting active travel.



▲ Environmental improvements to the facilities on Holme Lacy Road will help to create a more inviting and accessible local centre.

School Streets have been trialled across the UK over several years, with hundreds of schemes now made permanent. There are demonstrable benefits that include lower air pollution and safer roads.

Not all schools are suitable for School Streets. For those on busier main roads, other measures may be needed to reduce motor traffic and therefore reduce pollution at the school gate and in the school.

Re-establishing local centres

Within and around these low-traffic neighbourhoods, local centres should be the focus for community activity. These are places where people can go to easily access their employment, leisure, shopping and other key services.

Hereford's historic centre will continue to be the focus for access to what are called 'higher-order services' – including theatres, museums, major employment areas and central Council services.

However, the provision of thriving local centres within Hereford's outer neighbourhoods will reduce the need to travel long distances for daily needs, such as picking up a loaf of bread or posting a letter or package. This will play a key role in reducing car trips over short journeys and achieving the Movement strategy set out in this document by 2050.

Currently, Hereford's local centres are significantly car-dominated. Future investment in public realm initiatives should focus on these local centres – to make them attractive, walkable hubs at the heart of local communities.

The transformation of future development sites in Hereford will be expected to deliver high-quality local centres at the heart of any neighbourhood, with easy access by walking and cycling.



▲ Existing local centre in Tupsley.



▲ Existing local centre on Holme Lacy Road.



BIG IDEA 2: PEOPLE-FRIENDLY STREETS

Summary

This Big Idea works together with the planned Network of Neighbourhoods. While the neighbourhoods provide new ways of moving and accessing services locally, People-friendly Streets will connect those neighbourhoods together along more major movement corridors. In doing so, they will enable all those who live, work in or visit Hereford to get to the city centre and other city neighbourhoods without requiring a car.

A new people-friendly streets approach will put people and their health at the centre of decisions about how we design, manage and use public spaces. The approach is based on ten Indicators of a Healthy Street, which focus on the experience of people using streets.

This Big Idea will consider the experiences of people using Hereford's streets and public spaces from all angles – to transform how people move around the city. Alongside transport infrastructure this will include a focus on how these streets feel to move through, considering high-quality public realm, spill-out spaces and multifunctional planting.

THEME 1 MOVEMENT

Creating people-friendly streets where people choose to walk, wheel and cycle, where roads are easy to cross and the air is clean.

THEME 2 COMMUNITIES AND CULTURE

Creating streets where everyone feels welcome and relaxed.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Providing opportunities for things to see and do, with access to local shops and services.

THEME 4 LANDSCAPE AND WILDLIFE

Opportunities for increasing green spaces, trees and landscaping.

THEME 5 PLACES AND SPACES

Creating places and spaces for people to stop, rest and chat.



Figure 19
**Recommended network
for cycling and walking
infrastructure**

- Primary cycle route
- Secondary cycle route
- ▨ Proposed Eastern River Crossing (route currently undefined)

Our proposals for people-friendly streets

The Council's emerging local cycling and walking infrastructure plan is a detailed 10-year plan which sets out how to improve cycling, walking and wheeling in Hereford. It will provide the foundation for further long-term progress leading up to 2050.

Figure 19 shows those routes which will be the major focus for improved infrastructure and how they interact with the network of low-traffic neighbourhoods set out in **Big Idea 1: A network of neighbourhoods** on page 85.

The Council will support residents and business owners as it plans and delivers a transport network which prioritises walking and cycling. This will provide more choice in how people travel on short trips within the city. These proposals will increase the space available on the streets for people to choose to walk, wheel or cycle on short trips.

As well as cycling and walking, the infrastructure plan will include policies which change how the Council talks to local people about their streets, and how projects are delivered on the ground.

Delivering transformational infrastructure will require trials and pilots to be implemented before major decisions are taken to make changes permanent. This will allow action to be taken quickly and experimenting to get things right – as trials allow local people to see and feel the benefits of changes to their neighbourhoods and weigh them more fairly against any perceived impacts.

The Council will work with communities who are local experts in how Hereford's streets work to help identify for example where there should be additional seating for rest and relaxation, where new places are needed to cross the road, and new spaces to play and spend time in.

To help everyone the Council will work with partners to reduce motor traffic speeds and ensure there is sufficient time for pedestrians to cross the road at signalised junctions.

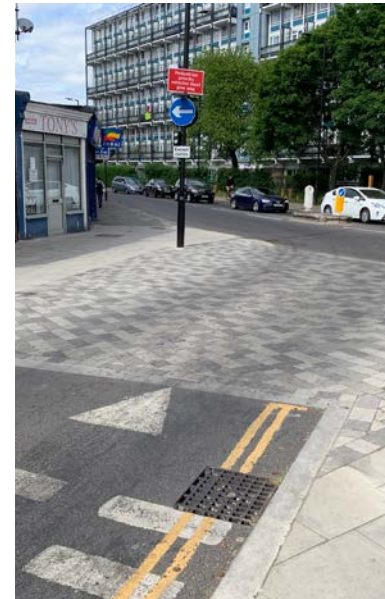
What infrastructure is recommended?

Streets are public spaces. A high priority will be placed on increasing walking, cycling and public transport use as part of a focused approach to enable sustainable transport.

Reducing travel demand

Transforming Hereford's local transport to support people-friendly streets will be underpinned by a range of modest policies and projects to manage traffic demand. These will include:

- Proactive management of car parking through cost and availability, including reducing the availability of on-street and off-street car parking, and restructuring car parking fees.
- Widespread adoption of residents' parking areas and controlled parking zones.
- Year-on-year removal of on-street car parking spaces.
- Area-wide 20mph limits.
- Motor vehicle restricted areas.
- Considering workplace parking levies.



▲ Illustrative photographs show some of the infrastructure options that can create people-friendly streets ©PJA.

The ingredients of a people-friendly street

There are a range of infrastructure options to enable active travel and public transport. As well as enabling bus and rail services, it is important to prioritise footways, pedestrian crossings, protected cycle infrastructure and the targeted use of modal filters (also known as traffic filters).

1 #Junctions: The redesign of motor vehicle dominated junctions to enable walking, wheeling and cycling will be critical to the success of the network.

2 #Footways: Most short journeys are made by walking or wheeling on footways. In the UK, the footway is more commonly referred to as the pavement. Footways are a fundamental component of our streets and public spaces, and steps will be taken to ensure they are clear and clutter-free.

Very few trips by car or public transport are completed without some walking or wheeling. However, the simple act of crossing a side road can be filled with uncertainty and fear. Kerbs will continue to be dropped where needed to help people cross the street. Crossings will be accommodated where people want to go (on their 'desire lines'). Where possible, crossings will be designed to give priority to walking, wheeling and cycling. 'Continuous footways' will be introduced where there is high footfall over side streets.

3 #Pedestrianised areas: The Council will continue to invest in high-quality public spaces, free of motor traffic, to grow footfall in the city centre.

4 #Hubs: Enabling more multi-modal trips will require investment in facilities at the railway station, bus stops and local centres to support onward journeys by walking, wheeling and cycling.



©Sheffield City Council.

Hereford's streets aren't just about moving from A to B. Designing better and greener streets can provide a huge beneficial impact on people's health and wellbeing, quality of life and general happiness.

5 #Protected cycle infrastructure: Cycles must be treated as vehicles and not as pedestrians. On urban streets, cyclists must be physically separated from pedestrians and should not share space with pedestrians.

What will these streets feel like? Principles for designing people-friendly streets in Hereford

Creating people-friendly streets in Hereford will mean looking not only at the infrastructure of junctions, footways, hubs and protected cycle lanes. A variety of public realm interventions will also be needed to enhance the public realm along these corridors and bring the streets back to life.

As a result, Hereford's streets will take on a more human scale, where social interaction can occur and where the 'grey infrastructure' associated with roads and car movements is reduced to create more 'green infrastructure'.

Creating healthy streets will deliver a transformative change to the look and feel of major routes through Hereford. It will also allow streets to deliver multiple functions at the same time – movement, social interaction, biodiversity, shade from hot weather and flood resilience.

Designing for different types of road in Hereford: streets, boulevards and thoroughfares

A core principle of the Hereford Design Guide SPD is to rebalance the 'movement' and 'place' functions within the city. It does this by identifying a hierarchy of three different types of street: streets, boulevards and thoroughfares.

Thoroughfares (19+ metres in width) are the widest and see the largest share of traffic, followed by boulevards (12-19 metres) and streets (6-12 metres).

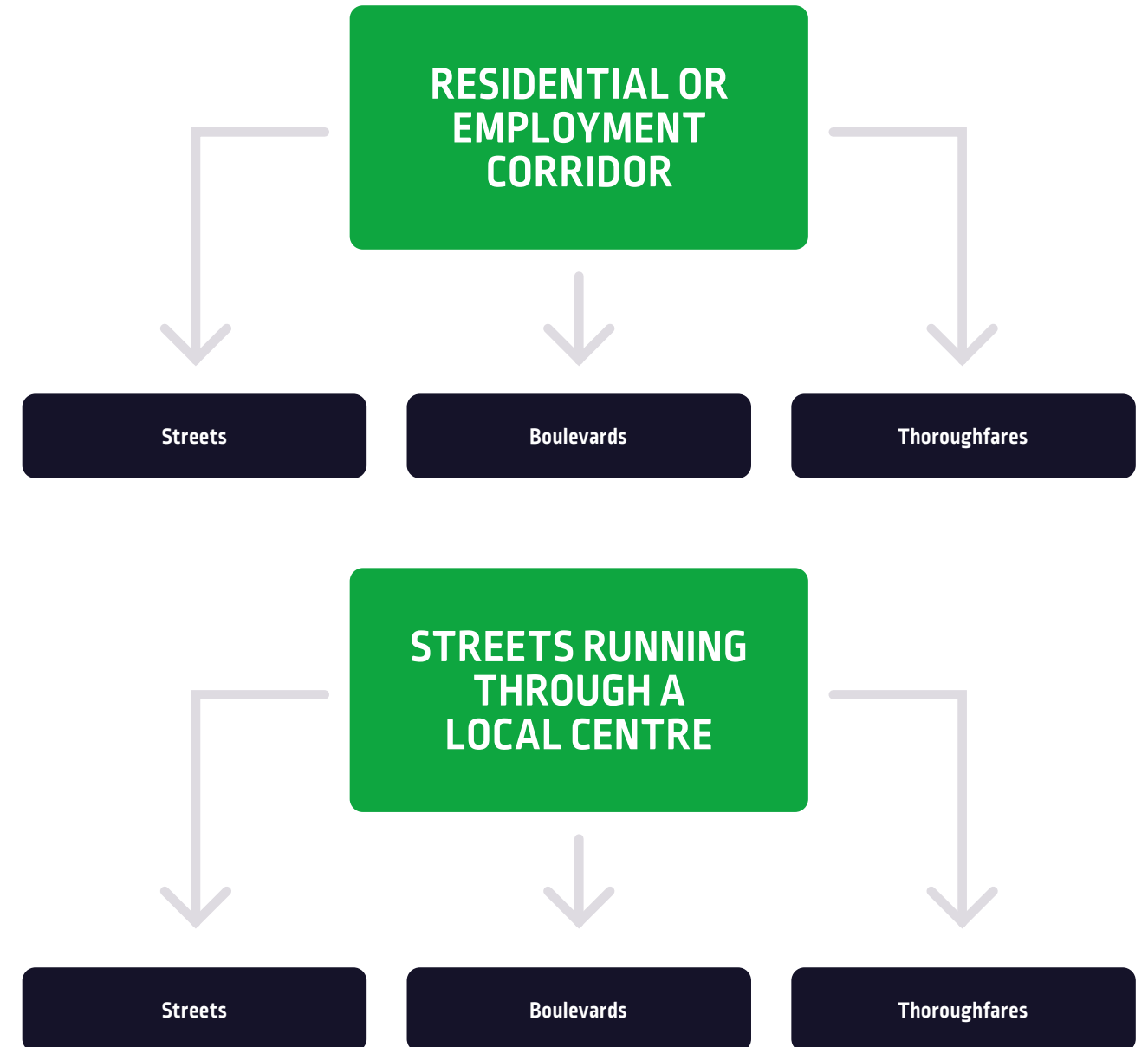
This Big Idea provides overarching guidance for the redesign of each street type. In doing so, it distinguishes between the distinctive needs of those streets which are residential or employment corridors, and those

which pass through a local centre – local high streets or other areas where people access shops and services.

It is important to acknowledge that, in practice, each street type brings constraints of road geometry and availability of space. This Big Idea does not bring detailed design, only broad guidance. Any interventions will need to balance place-specific needs with the overall movement function of the transport network.

The guidance is, however, informed by the following principles:

- 1 Accommodating all users of all abilities.
- 2 Creating safe and healthy streets.
- 3 Ensuring Hereford is greener and more climate resilient.
- 4 Promoting public spaces and streets as meeting places.
- 5 Reflecting local character and identity.
- 6 Supporting local businesses.
- 7 Creating a city that is legible and easy to navigate.



PRINCIPLES FOR RESIDENTIAL AND EMPLOYMENT CORRIDORS

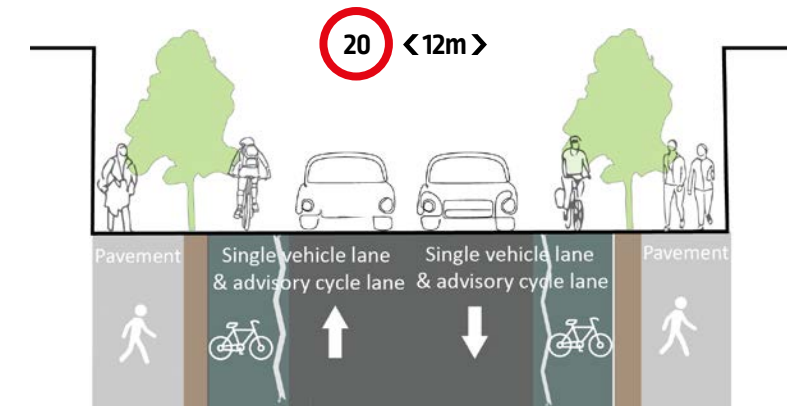
Creating a people-friendly street along a residential or employment corridor will provide safe and attractive space for walking, cycling or wheeling journeys to the shop, school, work or to visit friends. Examples of this street typology in Hereford include:

- Bath Street (street)
- Ledbury Road (boulevard)
- Ross Road (thoroughfare)



1. STREETS

- 1 20mph speed limit to make on-street cycling safe for people.
- 2 Advisory cycle lane.
- 3 Wider pedestrian zone bordered by rain gardens and street trees.
- 4 Improved crossings at street interchanges and junctions.

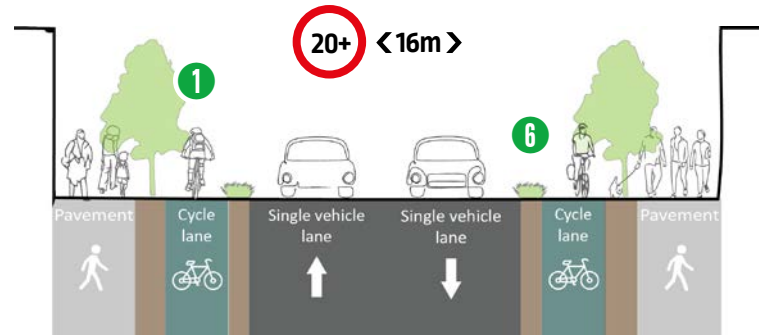


▲ Bath Street.



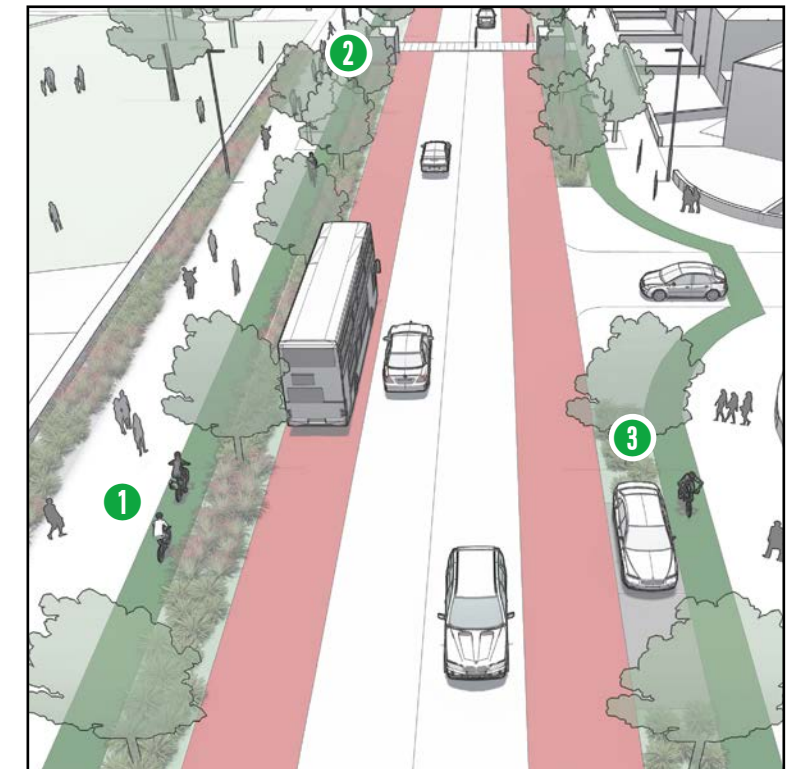
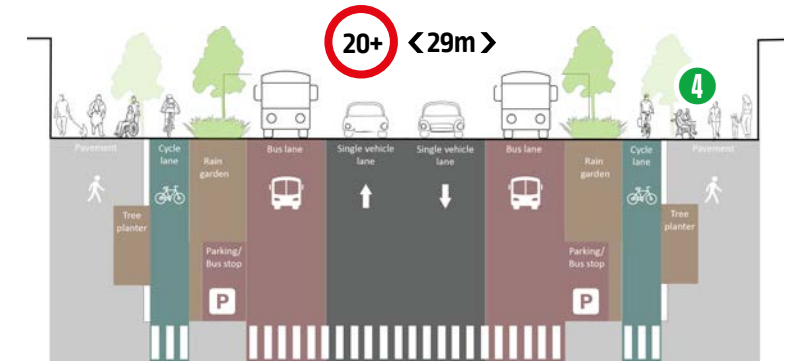
2. BOULEVARDS

- 1 Segregated cycle lanes.
- 2 Cycle lanes crossing point at intersections.
- 3 Light segregation to create a protected space for cycling on highways.
- 4 Planting to integrate on street parking.
- 5 Increased space for street trees, wildflower planting and rain gardens to improve water management.
- 6 High quality paved walking and cycling routes set within a green landscape. Low level planting to ensure cyclists and pedestrians can be observed from the road particularly at crossings and at night.
- 7 New bus stops integrated with planting.



3. THOROUGHFARES

- 1 Protected cycle lanes, bus stops and wider pavements distribute the space more equitably to encourage walking, cycling and transit use.
- 2 Provide island bus stops for fast, accessible boarding.
- 3 Parking spaces and bus stops, cycle-share and parking stops integrated with rain gardens and planting. Pedestrian refuges to increase permeability.
- 4 Wider pedestrian zone to allow multiple activities to take place without obstructing pedestrian movement. Street trees, street furniture, pocket parks and social spaces bring life back to the streets.



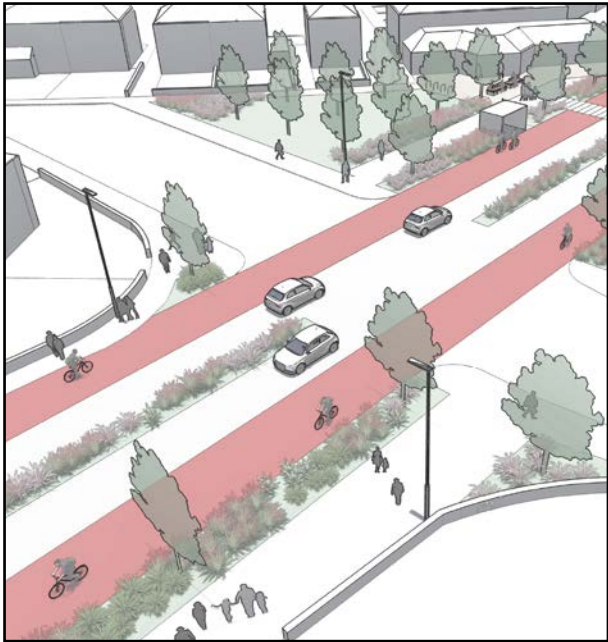
PRINCIPLES FOR STREETS RUNNING THROUGH A LOCAL CENTRE

Creating people-friendly streets where a street runs through a local centre for shopping and services means a focus on active streets which encourage people to linger and visit local services. It also means providing space for cafes and bars to spill out. These will include seating, green spaces and street trees set back from the road. Examples of this street typology in Hereford include:

- Street: Whitecross Road
- Boulevard: Eign Street (sections of)
- Thoroughfare: Holme Lacy Road

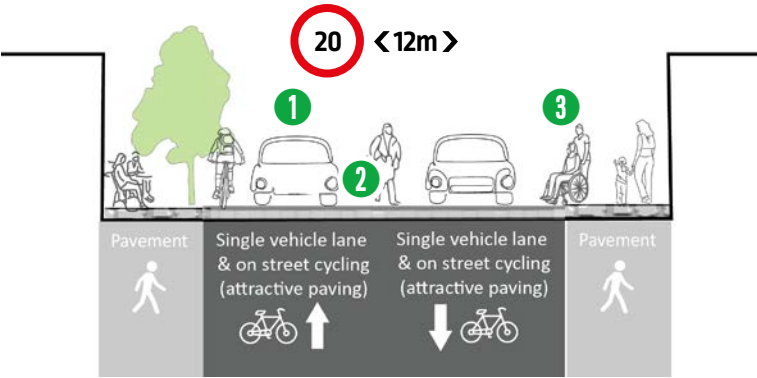


▲ Holme Lacy Road.



1. STREETS

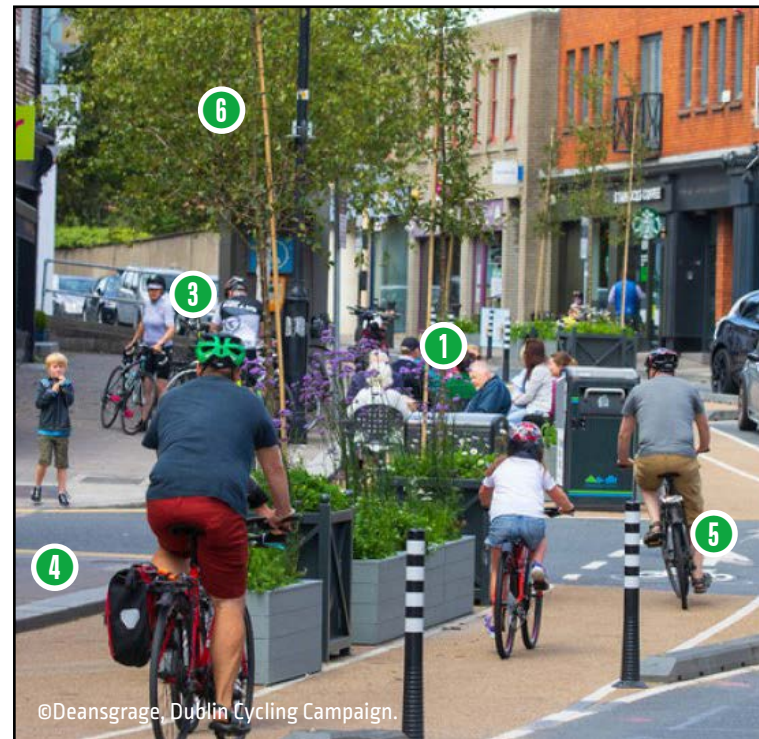
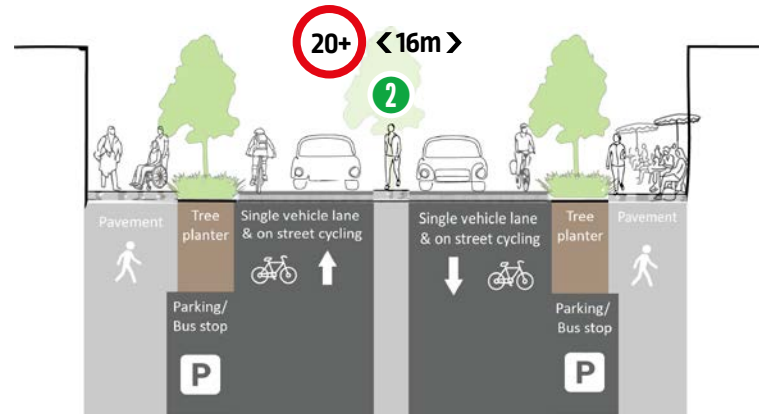
- 1 20mph speed limit to make on-street cycling safe for people.
- 2 Use of high-quality paving, at-grade crossings and shared surfaces to slow vehicle speeds and improve pedestrian safety.
- 3 Improved crossings at street interchanges and junctions.
- 4 Multifunctional pockets of roadside space. A bus stop can be a social space, a lunch stop, a community food-growing area and a transport hub.



▲ The Edible Bus Stop® is a clever design solution to transform forgotten and neglected transport stops into community growing and social spaces. @Carbon Gold.

2. BOULEVARDS

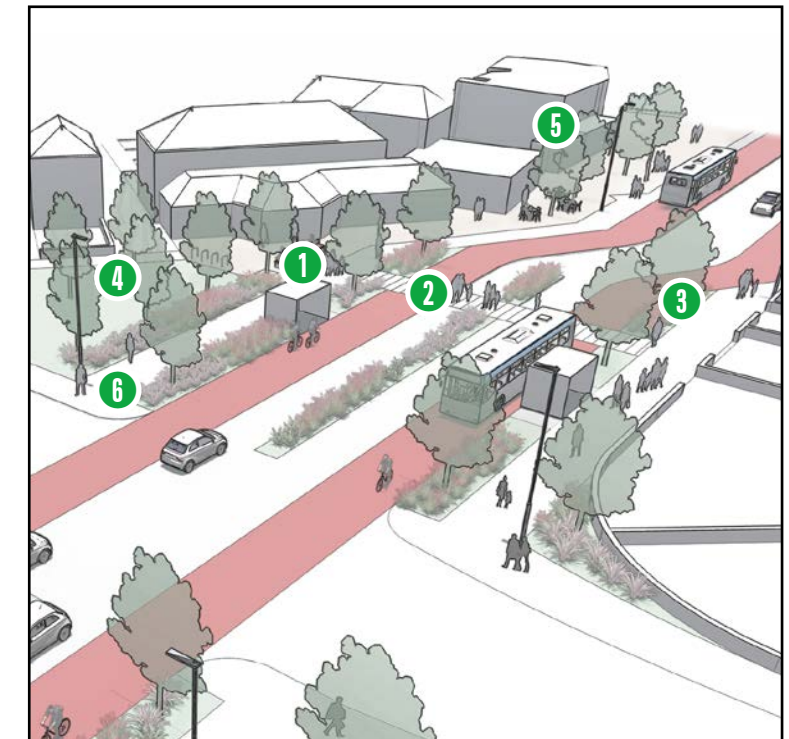
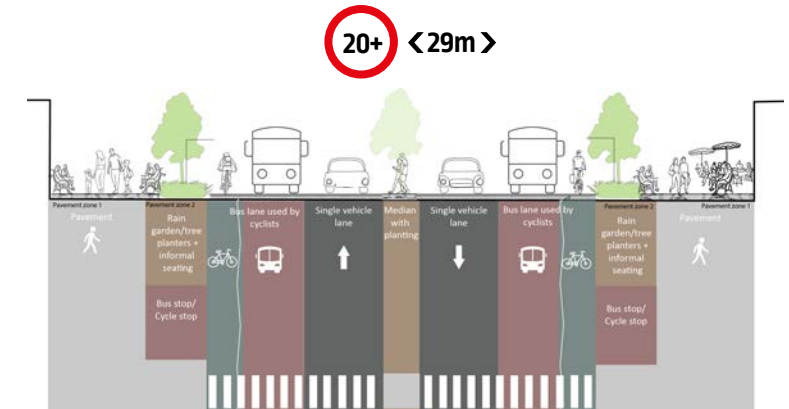
- 1 Wider pedestrian zone to create cafe culture, to provide additional public space and assist with traffic calming.
- 2 Wide central median to encourage more frequent and informal crossing movements by pedestrians.
- 3 Integrated green bus stops and cycle stops.
- 4 Combination of courtesy crossings and formal crossings (signalised or zebra).
- 5 Cycle lane crossings at intersections.
- 6 Green infrastructure, cycle parking, street furniture and rain gardens to improve water management.

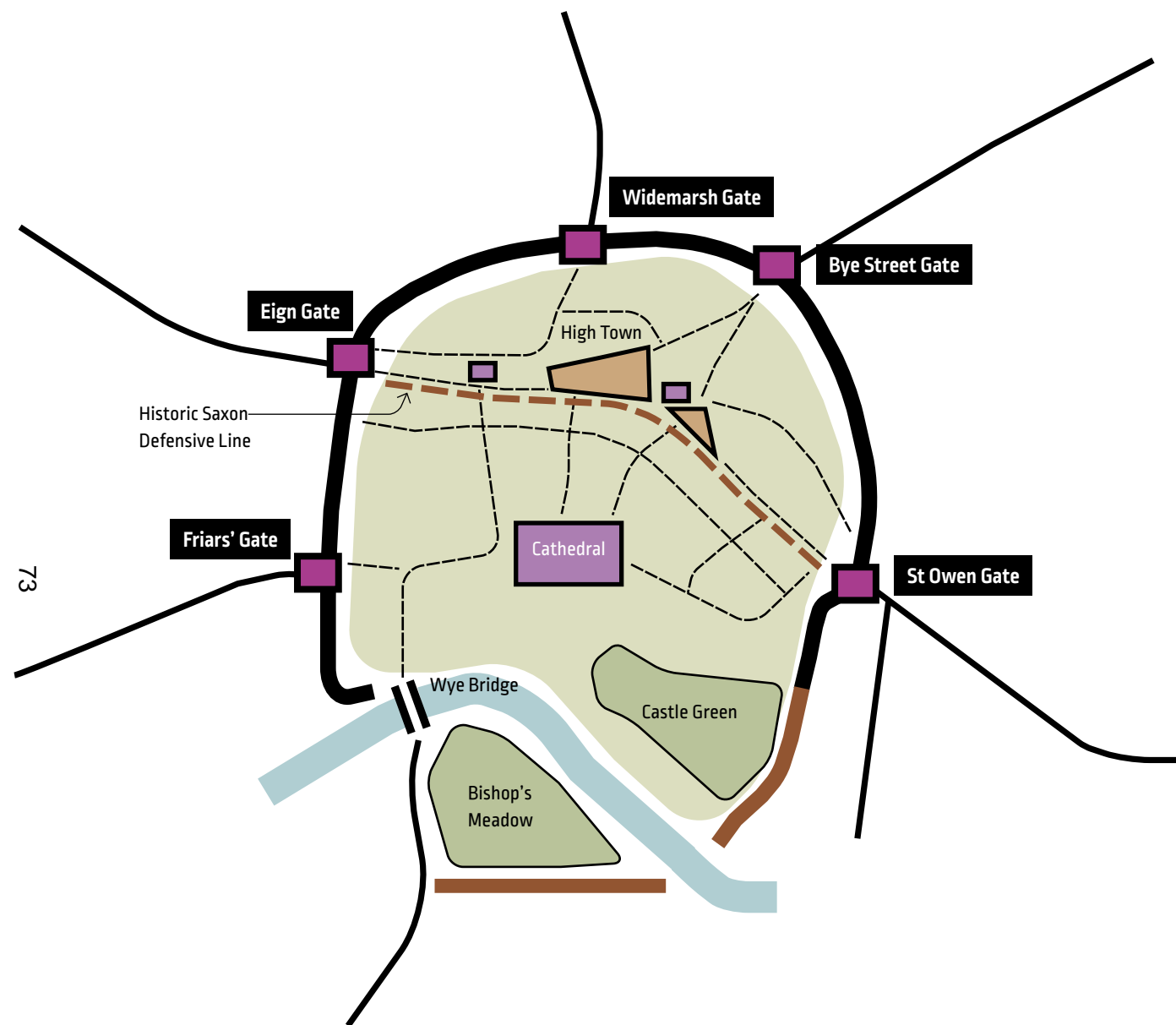


©Deansgrange, Dublin Cycling Campaign.

3. THOROUGHFARES

- 1 Bus and vehicle infrastructure integrated sensitively into green pedestrian public realm. Limited parking spaces and loading bays integrated with bus stops, cycle stops and rain gardens.
- 2 Regular pedestrian refuges along a central median to increase permeability and facilitate crossings. Street lighting in the central median to reduce street clutter.
- 3 Wider pedestrian zone with street furniture to facilitate multiple activities without obstructing pedestrian movement.
- 4 Planting to provide meaningful contact with nature.
- 5 Planting and pocket parks to create semi-enclosed green spaces for cafe culture and public seating. A variety of seating should be used around the edges of spaces. High-quality public realm for walking and cycling routes set within a green landscape.





▲ The key elements of the medieval city as interpreted from John Speed's map 1610.

BIG IDEA 3: HISTORIC WALLS AND GATEWAYS

Summary

Defensive constructions are an intrinsic part of Hereford's evolution and history. The ditches, ramparts, walls and gates that enclosed the medieval city helped to create the distinctive form seen on John Speed's map of 1610.

However, as the practical need for city defences diminished, they were increasingly neglected and removed. Today, the standing masonry of the historic walls is highly fragmented, and the five gateways are almost entirely lost.

This Big Idea seeks to bring the city defences back into the public consciousness. It proposes a series of interventions to help people connect the dots of the remaining visible fragments of the walls. In doing so, a valuable resource will be created for the city, which both helps define its authentic identity and encourages cultural, recreational and educational activities.

THEME 1 MOVEMENT

Creating a continuous 'Historic Walls Trail' following the line of the defences and linking with other recreation and heritage routes.

THEME 2 COMMUNITIES AND CULTURE

Creating a resource for all that combines culture, heritage, education and recreation.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Strengthening Hereford's appeal as a visitor destination and place to live and work.

THEME 4 LANDSCAPE AND WILDLIFE

Enhancing the setting of the historic core and creating linked green spaces.

THEME 5 PLACES AND SPACES

Creating new public spaces and parks to celebrate and communicate Hereford's heritage.

Context

Despite the highly fragmented condition of the historic defences that is found today, their effect on the form of the city has left an indelible mark that is still apparent. The following six projects represent a valuable opportunity to strengthen their presence and make the historic defences an iconic feature of the city once again.

Project 1: The 'City Walls Trail'

Although Hereford's city walls are designated as a Scheduled Ancient Monument and are highly valued and safeguarded in the planning policy framework, a key challenge to the value they hold in public perception is their present-day fragmented nature. Lengthy sections, especially to the eastern side of the historic core, are entirely lost above ground or obscured from view in private ownership, while other sections of standing masonry are currently compromised or screened entirely by vegetation or infrastructure.

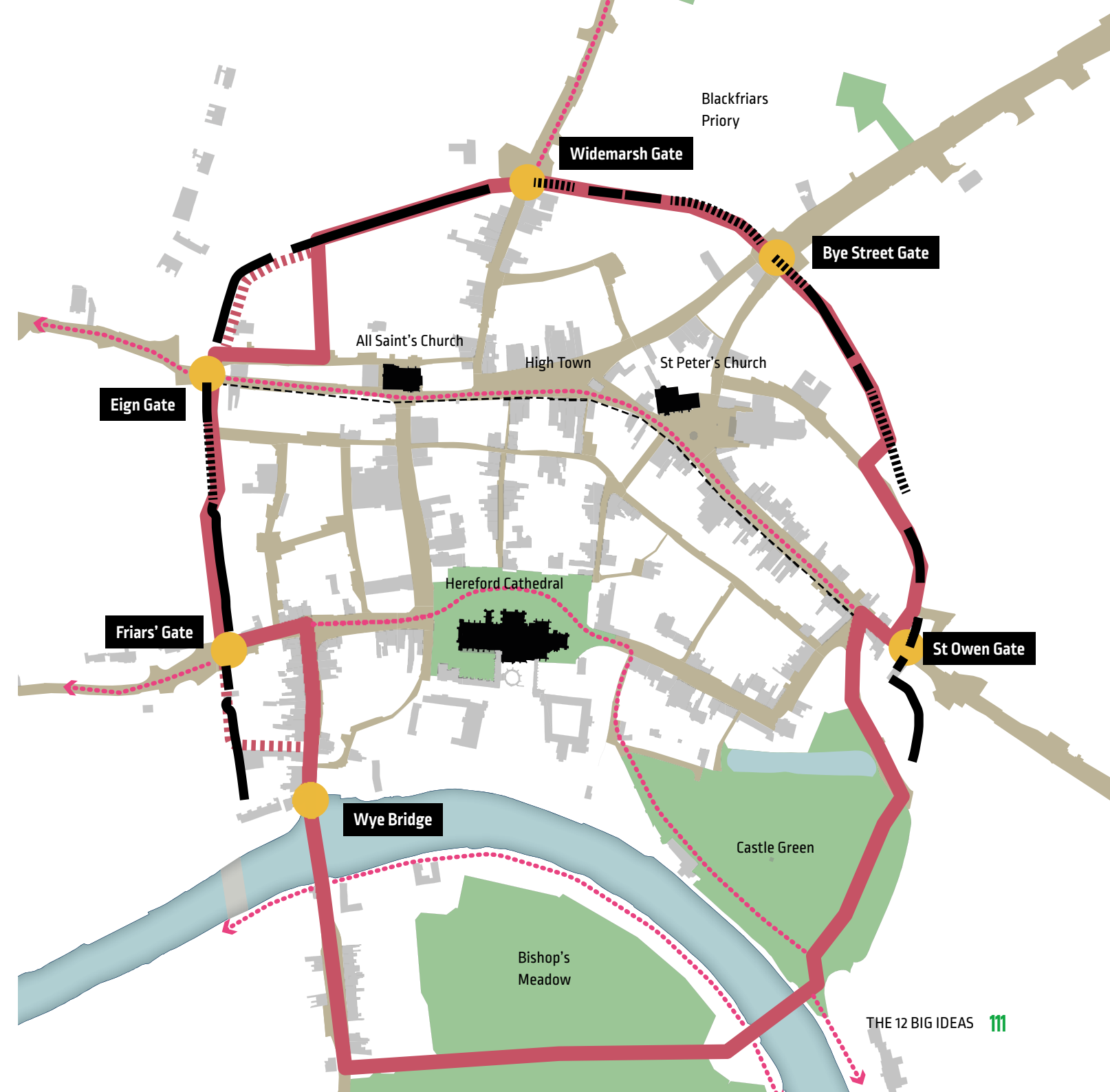
The establishment of a continuous and identifiable 2.65 kilometre (1.65 mile) 'City Walls' recreational trail, following the path of the medieval defences, would help to define the historic alignment and physically bridge the gaps where the defences are most eroded. The trail would become a valuable resource providing educational, cultural, leisure and health benefits – and would help to bring back to life an important part of Hereford's heritage and identity. The key principles for the establishment of the trail include:

- The creation of a continuous path that is accessible to all and close to the line of the historic defences, piecing together existing and publicly accessible routes with new or strengthened paths and road crossings as appropriate.
- A long-term Planning Policy ambition – to safeguard access to the inside face of the walls wherever possible.

- The trail should be legible, discrete and defined by a distinctive surface sympathetic to its setting. However, given the scale of the project and the numerous contexts through which the path would pass, other means of defining the route should be considered. These could include way-markers, public art and a City Wall signage palette.
- Use-specific street furniture or subtle branding of the standard 'Hereford' range, as defined in the Hereford Streetscape Design Guide, to help distinguish the route.
- Creation of a distinctive City Walls map which reinforces the circular path as a legible way-finding device and identifies connecting routes to other places of heritage, cultural and recreational interest. Other, shorter cross-city routes could also be identified, such as the line of the Saxon defences, thereby creating a range of circuit lengths encouraging access for all ages and abilities.
- Provision of places to rest and regular interpretation boards as way-markers along the route. This could be expanded to include braille and interactive digital interpretation to communicate with and educate users of different ages and backgrounds. Immersive and interactive, computer-generated scenes could also help bring each place's physical form and atmosphere to life.

Figure 20

- Existing Remnants/Reconstructed Wall
- Archaeological Remains of Wall
- Listed Buildings
- Suggested Route of 'City Defences Trail'
- Possible Future Realignment of Trail
- ... Examples of Possible Linked Heritage Routes
- Proposed Historic Gateway Spaces



Project 2: City Gateways

An essential element in joining the dots along the historic walls is to strongly signal the location and form of the five gateways. In most locations, their physical form is entirely lost. However, each location still functions as a main point of access between the historic core and the wider city. The City Gateways project intends to communicate the past existence of the city gates through a series of measures, including geographic marking, legible naming, historical interpretation and the provision of authentic illustrations to engage and inform. The five new gateway spaces, together with subtle and linked interventions at the Wye Bridge, should become indelibly linked with the perception of continuous defences enclosing the historic core. They should reestablish passing over a threshold as an authentic element of Hereford's identity and an intuitive means of wayfinding. The following interventions could help to define the gateway spaces:

- Demarcation of the plan area of each gateway with a specific, distinguishing paving type.
- Decluttering of the gateway space to ensure it is visually legible.
- Delineation of the approximate line and thickness of the historic wall and gateposts (possibly including the adjacent gateway buildings) with a contrasting paving material. This could also replicate the masonry coursing and jointing style used for the walls.
- Investigation of potential ways to express the approximate physical form of the gateway through above-ground structures. However, this approach should be undertaken with caution and sensitivity.
- Creative signing of the gateway's evocative names – potentially engraved into the paving or stone/timber posts.
- Provision of interpretation boards and artistic illustrations to communicate a powerful sense of the history associated with the gateways.
- Lighting effects to help demarcate the gates as distinct from the wall.
- Place-defining art installations to creatively express the essence of the gateways and life in the bygone city.



▲ Illustration of a reimagined Eign Gate gateway space.

City Gateway interventions

As the historic gateways still to this day represent the key points of connection between the medieval core and the wider city, they also represent opportunities to strengthen pedestrian and cycling movement. Considering the substantial barriers posed by the A49 and A438, the emerging transport strategy for the city includes an ambition to provide high-quality at-grade, controlled crossings for pedestrians at each gateway, and where appropriate, signalised movements for cycle traffic, reduced turning movements and modal filtering. The design of these improvements should be considered holistically with the design of the public realm to provide safe, convenient and attractive gateway spaces. The following highlights potential enhancement ideas for each gateway:

St Owen Gate

[A438 Bath Street/St Owen Street/Mill Street]



- Demarcate the location of the former gateway on St Owen Street Repair, highlighting the remnant wall, and provide naming signage, interpretation and artwork.
- Reduce turning motor traffic movements and introduce controlled crossings on all arms of the junction.
- Remove the guard rail and widen footways where possible.

Friar's Gate

[A49 Victoria Street/St Nicholas Street/Barton Road]



- Repair and reveal remnant wall, enhance the setting and provide seating, naming signage, interpretation and possible artwork.
- Reduce turning motor traffic movements and introduce controlled crossings on all arms of the junction.
- Signalised movements for east-west cycle traffic.
- Introduce space for cycle traffic on Barton Road through modal filtering.
- Introduce space for cycle traffic on the St Nicholas Street turning lane.

Eign Gate

[A49 Victoria Street/A438 Eign Street A438/Bewell Street]



- Create a celebratory gateway space – see previous illustration.
- Narrowing Victoria Street northbound to two general traffic lanes at the junction approach.
- Replace pedestrian underpass with at-grade, controlled pedestrian/cycle crossing.
- Consider a direct straight-across pedestrian crossing on Eign Street (A438).

Bye Street Gate

[A438 Blue School Street/Commercial Road/Commercial Street/Union Street]



- Create a substantial new gateway space including seating, naming signage, interpretation and artwork.
- Reduce turning motor traffic movements and introduce controlled crossings on all arms of the junction.
- Modal filtering on Commercial Road north of this junction.
- Protected movements for two-way cycle traffic between Commercial Street and Commercial Road.
- Consider bus lanes/cycle lanes in both directions along the A438.
- Enable cycle traffic between the city centre and railway station on Commercial Road [See Big Idea 9: Commercial Road Corridor on page 188].

Widemarsh Gate

[A438 Blue School Street/B4359 Widemarsh Street]



- Provide naming signage, interpretation and possible artwork.
- Reduce turning motor traffic movements where feasible.
- Protect signalised movements for cycle traffic prioritising north-south movements.
- Introduce space for cycle traffic on Widemarsh Street (north) through modal filtering.
- Garrick Street car park accessed and egressed from the north only.
- Remove the right-turn slip lane; introduce controlled crossing for pedestrians.
- Consider bus lanes/cycle lanes in both directions along the A438.

Project 3: Localised Public Realm & Landscape Interventions to Improve the Setting & Interpretation of the Defences

In addition to the strategies identified above, there are numerous opportunities for enhancing people's experience and understanding of the defences through localised public realm and landscape improvements along the route. The following is not an exhaustive list, but describes several key project opportunities:

- **Police Station entrance, Bath Street:** Improvement to the setting of the city wall through a transforming of the area in front of the police station from a cluttered seating and vehicular pull-in area to one which solely enhances the setting of the wall. Removal of the public vehicular access to the police station and realignment of the roadside footpath to run alongside the city wall, along with the creation of a unified grass/meadow area extending to the highway kerb. In addition, the potential for ground reprofiling within the grassed area could be explored to aid the interpretation of the city ditch.
- **Police Station car park:** Strengthen the visual prominence of the city wall. This will involve the removal of the adjoining brick wall, commercial bins and parking spaces and their replacement with the City Wall Trail.
- **Bath Street car park/Gaol Street:** As one of the longest non-visible sections of the city defences, there is a compelling case for reinscribing the wall as it runs along the boundary of Bath Street car park. The interpretation could provide detail on the wall and the raised rampart which now forms Gaol Street.

- **The Castle Grounds:** Castle Green currently signifies a formal Victorian recreational space with little reference to the site's historical and archaeological significance. Subtle improvements could be made to strengthen awareness of the castle rampart structure through interpretation and by downplaying the formality of the promenade along the top of the rampart. A less formal path surface, and the removal or replacement of bow-top railings and Victorian-style seating and lampposts, will help to reinforce the area's medieval and earlier origins. There also remains the possibility of more substantial interventions to investigate, reimagine and interpret the castle and other features, such as St Guthlac's Priory and environmental improvements to Castle Pool to improve the public value and accessibility of this amenity. Wider improvements should also support Hereford's 'Town Investment Plan' proposals for the refurbishment of the Castle Green Pavilion for use as a multifunctional and flexible community space.



- ▲ Potential for braille interpretation developed in consultation with the Royal National College for the Blind [example from Shrewsbury].

- **Bishop's Meadow/Row Ditch:** This section of Hereford's defences offers a unique and privileged opportunity to appreciate the imposing Cathedral from what is probably the southern extent of the fortified city. Given that the construction of the Cathedral began in the 11th century, these views are remarkable for the relatively unchanged floodplain context within which they are framed, and the sense of scale that they provide in imagining the early city. Reinstatement of a wildflower meadow could further enhance this experience, along with the decluttering of street furniture, railings and lighting along the route of the earthworks. Interpretation at the Row Ditch site is well placed to provide details about the defences, the Cathedral and more recent discoveries as set out within the City Defences Conservation Management Plan, 2011.
- **Wye Street car park:** Opportunity to create a small park or square, together with interpretation, on the site of the original St Martin's church – see **Big Idea 5: A vibrant historic core** on page 141.
- **A49/Victoria Street:** Improvement to the setting of the wall with the replacement of the existing exotic/ornamental planting with a grassed/wildflower meadow embankment to simplify the visual context of the wall. This should be carried out in conjunction with vegetation removal from the wall itself.



- ▲ Opportunity to enhance structural integrity and appearance of remnant walls and clearly name gateways.

- **West Street car park:** Potential reorganisation of parking spaces to facilitate a rerouted City Wall Trail around the base of the bastion and 'inside' the city wall alignment. This would allow closer appreciation of the bastion and provide a more direct crossing to the standing section of the city wall at West Street. There also remains potential to investigate, restore and allow access to both surviving bastions.
- **Supermarket site:** Safeguarding of a pedestrian route along the inside of the city wall within any redevelopment proposals.
- **West of Widemarsh:** Consider the possible extension of the recreated wall to the supermarket boundary to fill an extended gap in the defences in a highly visible location. This would also significantly improve the character of the area through screening modern development and reinscribing the line of the wall.
- **Maylord Orchards:** Decluttering and vegetation removal from around the wall to substantially improve its setting. Consideration of a simple, shared space which would complement the wall – as part of the Maylord redevelopment.



▲ Potential for more substantial reimagining of the setting of the remaining bastions.

Project 4: Visual Prominence & Lighting

Even the most extensive sections of standing masonry are often visually subservient within their modern, highway-dominated setting. The following interventions are proposed to help maximise the visual prominence of the existing walls.

- **A sensitive and high-quality lighting scheme to showcase and highlight the walls, remaining bastions and incorporated sections of gate houses.**
- **General reduction of visual clutter adjacent to all sections of the wall and earthworks, including signage, lighting columns, unconnected public art, brick planters, commercial signage on gable ends, etc.**
- **Sensitive screening of adjacent structures and activities where they impact the appreciation of the historic wall, such as the bus interchange adjacent to the A49 roundabout.**
- **Investigation into the relocation of the electricity substation at Friars Gate to reveal the wall and a gateway at this key entrance point to the city centre.**
- **Sensitive replacement of the brick parapet wall on the A49 bridge adjacent to a remaining bastion, with railings. The remaining bastions are perhaps the most dramatic standing remnants of the city wall, the most striking of which is almost entirely hidden from view.**
- **A review of tree planting in proximity to the standing sections of the wall and targeted tree thinning and crown lifting, to rebalance the visual dominance of the wall, while retaining greening.**

Project 5: Maintenance & Repair

A priority should be the establishment of an ongoing programme of repair and maintenance to ensure existing standing masonry and other features are safeguarded against decline. This should include removal and continued management of invasive vegetation either attached to the walls or obscuring views. Management of trees adjacent to the walls should include crown lifting and removal of overhanging branches. The above should be undertaken for all defences, both in public and private ownership, and with prior agreement with Historic England and private owners.

Project 6: Tree Planting Strategy to Strengthen the Perception of the Wall

To further strengthen the perception of Hereford's defensive structures, sensitive planting of tree groups could be undertaken at intervals along the wall, avoiding archaeological constraints. Coniferous tree groupings are already a characteristic across Hereford's skyline and Scots Pine, in particular, have a historic association as landmark trees – specifically, as way-markers for drivers' roads across the Welsh border.



▲ Potential for large specimen trees, including Scots Pine to help define Hereford's skyline.



BIG IDEA 4: REVEALING THE HISTORIC CORE

Summary

Hereford benefits from a distinctive identity. This is powerfully defined by its Cathedral, its setting on the River Wye, many notable historic buildings and its medieval street pattern, which is considered to be among the best preserved of any in England.

However, despite these qualities, Hereford's public realm is often compromised by vehicle priority, poor-quality layout and inconsistent use of paving materials and street furniture.

The ambition of this Big Idea is to raise the quality of Hereford's public realm through a series of priority projects that will help restore neglected areas within the city's historic core. This complements the proposed movement interventions for the historic core set out the masterplan's Movement Strategy and reinforces ongoing projects such as the Cathedral and River Wye Quarter and the Town Investment Plan's 'The Marches Experience' museum.

THEME 1 MOVEMENT

Prioritising pedestrians, cyclists and access-for-all to create a safe, attractive and convenient city environment.

THEME 2 COMMUNITIES AND CULTURE

Protecting, enhancing and celebrating Hereford's built heritage for all to enjoy.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Enhancing the identity of the city and creating a high-quality environment to attract visitors and facilitate business.

THEME 4 LANDSCAPE AND WILDLIFE

Prioritising the establishment of long-term urban greening and large species trees.

THEME 5 PLACES AND SPACES

Renovating existing streets and spaces and creating a variety of new places in a network of public realm.

Context

The character of Hereford's historic core and medieval street pattern is one of its strongest assets, both as a foundation for the visitor economy and as a draw for locals.

However, the key public spaces of High Town and St Peter's Square are lacklustre. Many of the streets within the core are dominated by the highway and offer a hostile environment for pedestrians, cyclists and business use.

The following principles guide the 14 projects outlined here to revive the historic core:

- **Protect, restore, reinforce & celebrate historic integrity.**
- **Encourage walking, wheeling & cycling.**
- **Create new & improved existing public spaces.**
- **Enhance the character through greening.**
- **Establish coherence & quality in the external environment.**

Please read this section in conjunction with the ideas set out in **Figure 12, Managing motor traffic accessing the city centre** on page 70.

Figure 21

- Rejuvenated Civic Spaces
- New/Enhanced Public Spaces
- Proposed Historic Gateway Spaces [See **Big Idea 3: Historic walls and gateways** on page 109]
- Enhanced Streetscape
- Potential New Green Space [See **Big Idea 5: A vibrant historic core** on page 141]
- Existing Green Space
- Proposed Historic Gateway Spaces
- Existing Remnants/Reconstructed Wall
- Archaeological Remains of Wall
- 1 Project Number

Key to Project Numbers

- 1 Hereford Streetscape Design Guide
- 2 High Town, St Peter's Street & Commercial Street
- 3 St Peter's Square
- 4 St Owen Street
- 5 Broad Street, King Street & Bridge Street
- 6 Eign Gate
- 7 West Street, Berrington Street & Aubrey Street
- 8 East Street
- 9 Trinity Square, Maylord Street & Gormond Street
- 10 Brewers Passage
- 11 Gaol Street
- 12 Harrison Street Link
- 13 Cantilupe & St Ethelbert Square
- 14 City Passageways
- 15 Future Spaces



Project 1: Hereford Streetscape Design Guide

A prevalent feature of central Hereford's public realm is the lack of consistency in paving, furniture and lighting, together with a predominance of low-quality materials, often in a poor state of repair. In contrast, the recent Old Market and Widemarsh Street projects have delivered a high-quality public realm and could provide precedents for a coherent palette of street elements to strengthen the identity of the city centre and help delineate character areas such as those inside and outside the historic city walls.

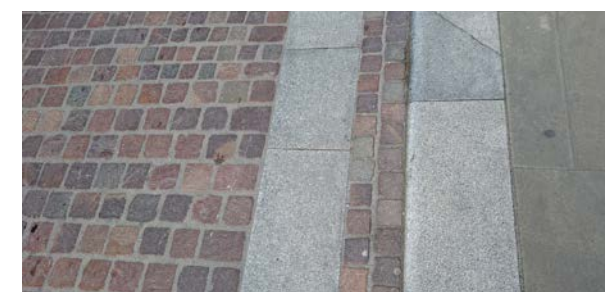
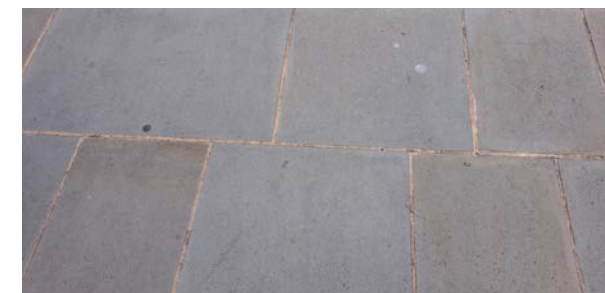
As a priority, a Hereford Streetscape Design Guide should be commissioned to provide a succinct, practical and definitive guide for all future public realm works in central Hereford. This should be based on the 2009 'Hereford Streetscape Design Strategy' but should also provide a specific palette of materials, design parameters and street furniture to establish a consistent 'Hereford' look and feel and to strengthen the sense of place both 'inside' and 'outside' the city wall. The design guide will act as a reference for the planning, design, implementation and maintenance of the public realm, and provide the Local Authority with a checklist of clear quality standards for future applications.

The key principles include:

- Acknowledgement of the quality and style of materials implemented in Widemarsh Street and generally in the vicinity of the Cathedral as the precedent for most areas within the central core and 'inside' the city wall.
- Use of Historic England's guidance to help inform all future designs, including the avoidance of complex 'pattern making', and the promotion of simplified modern paving design as a neutral foil for built form and heritage assets.
- Elevation in the detailing and quality of materials at key sites, such as the locations of the historic city gates, and helping to 'join the dots' of the historic city wall route.

- Setting out the scope for the use of more cost-effective materials in less prominent or sensitive areas and a separate palette of materials for use 'outside' the city wall and within the key arterial routes.
- Potential to subtly reinforce the 'look and feel' of key character areas including the 'Saxon Core', designating the original defensive line of the settlement during Saxon times, the 'Medieval Extension', designating the area within the realigned defences, and the 'Historic Radial Routes'.
- Undertaking an audit of all heritage assets including post boxes, telephone boxes, railings, signage etc., to safeguard their retention.
- All materials and components specified should be cost-effective, durable, easy to maintain and replace, allow access for all, be suited to a range of local characters and be from sustainable sources.
- A review of existing street lighting in terms of safety, sustainability and ambience should be undertaken. A 'warm white' LED specification within the historic core would further strengthen townscape character and ambience.
- The possibility of designing bespoke 'Hereford' street furniture should be explored along with a consistent range of 'Hereford' columns and the location of luminaires to wall mountings.
- The distribution of street furniture should be reviewed to ensure all furniture is situated in natural meeting/stopping points, complements the historic setting, takes advantage of views of architectural assets and does not create visual clutter.

- All elements associated with cycling infrastructure surfacing, signage and storage should be consistent with the wider city masterplan proposals but also elevated to reinforce the 'inside the city wall' character.
- Restriction of freestanding planters and use of A-boards through planning control and the creation of guidelines for use of pavement space for business use, al fresco dining, etc.



- ▲ Establishment of a limited palette of materials to create a consistent 'Hereford' look and feel.

Project 2: High Town, St Peter's Street & Commercial Street

At the confluence of the historic radial routes, High Town is Hereford's main public space and is regarded as the 'heart' of the city. The space remains a lively focus for commercial activity and has retained its form and function since medieval times. Its organic shape is bounded by an almost unbroken frontage which includes many Georgian and Victorian buildings with notable highlights such as Hereford Butter Market and the iconic black-and-white Tudor building, 'The Old House', which is the surviving building from 'Butchers Row'. The space is bookended by the spires of All Saints and St Peter's churches and was the site of the former Town Hall which has since been removed.

Despite these qualities, the overall appearance of High Town is jaded, with dated paving and street furniture and haphazard temporary commercial activity. As a pivotal space for movement and activity in the centre, High Town should be a priority for substantial improvement. The key objectives should include:

- **Renewal of paving materials in an uncomplicated design consistent with the historic core materials palette, as set out in the Streetscape Design Guide. Given the scale of the space, the design approach should seek to balance the inclusion of natural stone elements with complementary and cost-effective materials.**
- **As the primary functions of the space are to allow informal and unconstrained movement of pedestrians and the possibility of events, activities and commercial stalls, the design should prioritise the retention of level, paved areas with few physical interventions.**
- **The paving design could reference the historic arrangement of movement channels and built form in High Town which would bring design integrity, as well as subtly influencing cyclist desire lines and formally influencing the locations of market stalls etc.**



► Illustration of a reimagined High Town using the medieval street pattern to organise activity space and movement routes.

- Subtle design measures should be included to direct cyclists through the centre of the space without the need to dismount. Ample and convenient cycle parking should be widely distributed.
- Paving design should retain and strengthen the contrast paving currently implemented to delineate the site of the former Town Hall building. Other historic features could also be referenced including the former kerb lines.
- Street furniture should be rationalised to minimise clutter.
- Commercial use of the space by temporary kiosks and pop-up stalls is welcomed in principle; however, their disorganised arrangement detracts from the use, appearance and open nature of High Town. A more clearly defined arrangement should be set out to emphasise key assets and retain significant areas of open, informal space.
- Further opportunities to communicate the historic places and activities in the design of the space could be realised by sensitively referencing the alignment of 'The Butchery', 'Cooken Row' and the 'Tolsey'.
- Semi-permanent mobile vehicle stalls to be replaced to provide secure, demountable units which are better positioned to recapture the 'openness' of the High Town public space. The new units should be of an appropriate scale and have clear limits to the extent of external seating and canopies. Their design should reference the identity of Hereford – potentially using traditional timber-framing techniques,

such as those installed at Old Market – possibly in collaboration with NMITE as a training project.

- As a long-term strategy to eventually replace the moveable planters in the city centre, opportunities for a small number of large-stature trees should be pursued. These could be incorporated into raised beds to provide appropriate soil volume without compromising archaeological constraints and provide integrated seating. Stature trees would provide significant aesthetic and environmental benefits and represent a sustainable and permanent replacement for planters which could be redeployed to achieve rapid, interim or temporary improvements elsewhere. Careful and 'grouped' tree placement would ensure that views of key architectural assets are retained.

- Appropriate tree species selection and high crown form should ensure that CCTV coverage is not compromised.
- St Peter's Street and Commercial Street would benefit from the removal of both temporary and brick planters and replacement with in-ground planting beds to accommodate trees.
- The incorporation of Hostile Vehicle Mitigation measures should, where possible, be incorporated into the design of the space using public realm elements rather than added on.



▲ A more organised arrangement of active uses will improve perception of the space.



▲ Decluttering will provide usable space for movement and activities and reveal the historic townscape.



▲ Improved organisation of active uses will allow more space for activities and movement.

Project 3: St Peter's Square

As with High Town, St Peter's Square is a public space that has endured since the Middle Ages. However, in sharp contrast to High Town, its function is unclear and severely compromised by roads, railings and public transport infrastructure. Despite these detractors, St Peter's Square retains a powerful sense of place, with its distinctive triangular form defined by St Peter's Church, Shirehall and an immaculate row of Georgian shops/townhouses, embodying a strong civic identity. The Edwardian Town Hall just south of the square further defines the area as a place of public service.

The ambition for the square is clear: a return to simplicity and the restoration of a 'sense of place' created by the relationship of buildings and space, unencumbered by unnecessary infrastructure and features. The key objectives include:

- A substantial redesign of the space to diminish the highway and public transport functions in favour of reestablishing a formal civic square for pedestrian activity and events.
- Rationalisation and relocation of the bus stops to St Owen Street coupled with a narrowing of the highway passing through the square.
- A rationalisation of vehicle movements between Union Street and Offa Street to minimise severance of the pedestrian space and the relocation of loading bays and disabled parking spaces to St Owen Street.
- Resurfacing with natural stone in accordance with the Hereford Streetscape Design Guide and befitting the dignified civic nature of the space. The carriageway should be raised and finished with robust, small-unit natural stone to help slow traffic.

- The redesign should be coordinated with the forecourt of Shirehall to ensure continuity of materials and space with the removal of the current boundary railings.
- The space should otherwise be free from obstacles and temporary planters, with minimal furniture, including benches, relocated to the outer edges of the square.
- The planting and railings surrounding the listed war memorial should be removed to allow greater appreciation of the centrepiece of the square.
- In-ground planting beds, planters, lawns and Sustainable Drainage System (SuDS) swales are considered inappropriate for this space.
- Mass tree planting is not considered appropriate. However, a carefully sited, single-specimen trees could be incorporated as a marker of renewal.
- Space should be safeguarded for the businesses fronting the square, to allow for tables and chairs and the display of goods.



▲ St Peter's Square should be reestablished as a formal civic space.

Project 4: St Owen Street

The generous proportions and elegant, predominantly Georgian brick buildings of St Owen Street distinguish it from Hereford's other main thoroughfares. St Peter's Church, Shirehall and the Town Hall also provide a sense of civic importance. Uses fronting the street include an eclectic mix of independent retail and professional services. However, footfall is generally low considering its proximity to the centre and its role as a main arterial route from the residential and wider county areas to the south-east. Despite its many qualities and the relatively low traffic volumes, the streetscape is significantly compromised by the highway-dominated environment, parking bays and narrow footways surfaced with dated concrete paving. The site of St Owen Gate is marked only by a wall plate and the visible remnants of medieval stonework, which now forms a gable end.

The city masterplan sets out a vision for an intensification of city living. As part of this aspiration, the ambition for St Owen Street is for it to become a bustling and vibrant local centre which supports active travel and further diversification of its economy.

The key objectives include:

- Enhancement of the public realm to support the establishment of St Owen Street as a local centre providing a mixture of shops and facilities for the growing residential population and a high-quality environment for businesses.
- Reduction of the carriageway width and non-blue-badge parking to allow a substantial increase in pavement space.
- Accommodation of bus stops, loading bays and blue-badge parking relocated from St Peter's Square.

- Sensitively designed, localised build-outs to create space adjacent to key locations such as the Town Hall and the Gaol Street car park link.
- New natural stone paving materials and furniture in accordance with the Hereford Streetscape Design Guide and a decluttering of the footways. The pavement should accommodate occasional seating and regular cycle parking, and be free from planters.
- A review of pavement licence policies to enable active use of the pavement by businesses.
- Consideration of localised tree planting and SuDS, albeit with respect to archaeological constraints and avoiding a regular placement typology.
- Provision of junction improvements at Mill Street and Bath Street to create a more attractive entrance to the historic core and a safer, more convenient pedestrian crossing.



▲ A reduction in highway space will help St Owen Street to become an accessible local centre.

Project 5: Broad Street, King Street & Bridge Street

As these streets are included in the 'Cathedral & River Wye Quarter' project which runs concurrently with the city masterplan, there has been an opportunity for collaboration across projects. As three of the most historically significant and prominent streets in Hereford, their treatment is essential to the idea of 'Revealing the historic core'. As the masterplan establishes a holistic vision for the city, the principles set out below should be incorporated into emerging proposals.

The principles are as follows:

- Redesign of the street space to create a strong delineation between pedestrian and vehicular (including cycling) areas adopting a traditional, but traffic-calmed, central carriageway (one-way for motorised vehicles and two-way for cyclists) and clearly defined footways on either side. This will allow generous space for pedestrian activity and areas immediately adjacent to the buildings for business use, including outdoor dining areas and the display of goods. A review of pavement licences should encourage businesses to use the street positively and bring essential animation to the street scene.
- The redesign should be consistent with and supported by the proposed strategic changes to the transport network in the city centre including a 'cellular' approach to accessing the historic core and the provision of off-street disabled parking.
- Retention of the 'grand' sense of space defined by the street's generous proportions and openness, and the complementary scale of the buildings.

- Reduction of 'visual clutter' to protect the traditional, irregular and organic character of the streets. New streetscape elements should be minimised and sensitively incorporated where necessary and Historic England's advice against 'pattern-making' in paving surfaces should be noted.
- Appreciation of the irregular street dimensions, building line and historic kerb line (which could be subtly retained). Longitudinal arrangement of the streets should be defer to the historic spatial character rather than reinforcing the highway.



▲ Potential at Broad Street for simple, high-quality public realm to encourage walking and cycling and to support businesses.

- Avoidance of overly geometric traffic calming and a preference for pinch-points and raised tables. Establishment of continuous pavements along the length of the streets with footways extended to traverse side-street junctions.
- Retention of open space immediately adjacent to the most notable buildings, free from structures and imposing furniture and paved as a neutral visual foil to allow buildings to be appreciated.
- Appreciation of the special significance of the Cathedral, All Saints Church and the site of the original St Nicholas Church on King Street through the creation of simple, high-quality and traffic-calmed spaces, and avoidance of the reinforcement of highway infrastructure through kerb lines. Consideration of the opportunity to communicate the location of the original St Nicholas site through subtle design and interpretation.
- Coordination with the proposals for the Town Investment Plan proposals for the 'Marches Experience Museum' to create a simple, decluttered space to allow visitors to comfortably circulate and appreciate the architecture.
- Bridge Street also provides opportunities to reinforce the connections with the river, leisure facilities and parking at St Martin's, as well as the enhanced facilities proposed by the Town Investment Plan 'River Wye Infrastructure' project and Big Idea 7: Reconnecting to the River Wye on page 167.
- Removal and avoidance of obstacles to the free, informal movement of people across the street (especially continuous linear barriers) to facilitate permeability and use of the street for events.

- Incorporation of considered tree planting while avoiding the typology of formal, equally spaced trees. Tree placement should prevent potential conflicts with archaeological constraints and consider views of important buildings.
- Planting beds are generally considered incongruous. Any limited application should avoid narrow, linear strips. Avoidance of lawned areas.
- SuDS infrastructure should be appropriate for the historic setting with visually dominant linear swales avoided and underground storage features considered, where feasible within archaeological constraints.



▲ Potential at King's Street, St Nicholas Street for improved public realm and interpretation and setting of historic features.

Project 6: Eign Gate

Eign Gate is also included in the 'Cathedral & River Wye Quarter' project running concurrently with the city masterplan. As a key pedestrianised link connecting High Town with residential areas to the west via Whitecross Road, Eign Gate provides a more intimate street space with generally two- to three-storey buildings from the 19th and 20th centuries and an almost continuous frontage of shops.

The street is historically significant as a route, with the impressive All Saints Church standing at its eastern extent. At its western limit, the medieval gateway was removed during Victorian times. However, it is identified in the 'City Wall & Gateways' section as an opportunity for new public space in association with an improved A49 crossing. The current streetscape is somewhat lacklustre, with stunted trees, plastic planters, highly ornamented furniture and concrete unit paving. Eign Gate has also become a focus for antisocial behaviour which perpetuates the negative image of the street.

A significant new development at 37 Eign Gate is due to be completed in 2023, which reuses the former Woolworths building to provide student accommodation and facilities for NMITE.

The ambition for Eign Gate to become an attractive and accessible movement route and shopping street is vitally important in encouraging people to walk and cycle between the centre of the city and the western residential communities.

Key objectives are as follows:

- **Provision of unrestricted pedestrian movement and shared cycle access through the removal of all temporary structures and the careful siting and pared-down design of street furniture. New seating should be focused at natural meeting points and where key architectural assets can be appreciated.**
- **Retention of open space directly alongside buildings for the limited and approved use of space by businesses for tables and chairs and the display of goods to help animate the street.**
- **Retention of the existing simple, pedestrianised layout, and compliance with the Hereford Streetscape Design Guide for all future works.**
- **A clear route should be retained through the centre of the street to allow safe and unobstructed cyclist movement, although the street is not promoted as a cycle route.**
- **Improvement to the setting of All Saints Church through the extension of the high-quality natural stone treatment implemented on High Street, to the entire curtilage of the building.**
- **Subtle demarcation of the entrance to the new NMITE building through the safeguarding of space to allow cyclists to dismount, informal gathering, etc.**
- **Review of existing tree planting along the street with selected removal of specimens and for those retained, removal of guards and pruning to improve form. Avoidance of in-ground planting beds to maximise pedestrian space.**
- **Note: the site of the former historic gateway is covered in the 'City Wall & Gateways' section.**



▲ Opportunity to simplify and declutter Eign Gate to encourage pedestrian movement and business uses.



▲ Potential to improve walking and wheeling access and enhance and define the character of the emerging 'quarter'.

Project 7: West Street, Berrington Street & Aubrey Street

West Street and the adjoining Berrington and Aubrey Streets comprise a discrete urban block within the historic core, bounded by the city wall to the west. Their rectilinear arrangement and the predominance of brick warehouses and yards establish a character quite different from that found elsewhere in the historic core. The haphazard arrangement of car parks and various modern buildings evoke a backstreet quality, and it is these characteristics, together with the opportunities afforded by lower rents, which have encouraged creative businesses and restaurants to locate there. This evolution should be supported by improvements to accessibility and the public realm. Key objectives should include:

- **Retention of the warehouse and yard character of the area, including the traditional arrangement of roads and footways, with the provision of comfortable access for all, with footways widened or shared surfaces developed if appropriate.**
- **Compliance with the Hereford Streetscape Design Guide for the character area. As this is a less prominent and sensitive area, cost-effective paving options for footways and vehicle routes are deemed appropriate.**
- **Consideration of the creation of a new public square in the central part of the area, if the idea of a creative quarter gains momentum. This should be intimate in scale and capture the informal 'yard' aesthetic, creating a focus for cafes, creative businesses and pop-up enterprises.**
- **Consider a subtle strengthening of its identity through branding, signage and lighting.**
- **Safeguarding a publicly accessible route adjacent to the historic city wall in all future planning applications.**

Project 8: East Street

Formerly known as 'Behind-the-Walls Street' due to its alignment running parallel to the original Saxon defences, East Street has retained a backstreet function and character.

Although considered an alternative pedestrian route and heavily constrained by its narrowness and use as a vehicle and delivery route, its central section between Church Street and Booth Hall Passage also provides access to several business frontages. There is also a pressing need to create a safer crossing at Church Street, which is the primary pedestrian route between High Town and the Cathedral. Improvements should include:

- Consideration of raised table crossing together with signage and other traffic calming, to slow vehicles and warn pedestrians at the junction of Church Street.
- Potential for a cobbled road surface to help slow vehicles and provide auditory warning of their approach.
- Consideration of a shared surface or extended traffic-calmed area between Church Street and Booth Hall Passage.
- Improved surface materials to pedestrian areas using natural stone in accordance with the Streetscape Design Guide.



▲ Potential for improved pedestrian safety and streetscape.

Project 9: Trinity Square, Maylord Street & Gormond Street

Trinity Square marks the junction of Maylord and Gormond streets and the entrance to the Maylord Orchards. The space currently functions as a through-route, although integrated seating/planters provide some opportunity to rest. Overall, the space is lacklustre and defined by dated architecture and lower-quality surface materials.

However, adaptive reuse proposals are being developed through a £3.5 million Town Investment Plan project, to transform the Maylord Orchards into a library and learning resource centre. This will include improvements to the building's atrium and facade, and public realm improvement to Trinity Square.

This project will provide an opportunity to redefine how this part of the city is used, and a catalyst for wider investment and change.



▲ Potential for a reimagined Trinity Square to support the Maylord redevelopment.

Key principles for the public realm improvements include:

- Coordination of a redesigned space as an integral part of the Maylord Orchards redevelopment proposals.
- Informal space and active uses fronting onto Maylord Square and the adjacent passageways.
- Introduction of formal planting beds, possibly incorporating SuDS and medium-sized ornamental trees within suitable in-ground crate infrastructure.
- General compliance with the Hereford Streetscape Design Guide for all public realm components, potentially incorporating artwork or lighting elements to signify the new cultural uses of the Maylord Orchards.
- Continuation of public realm improvements along Maylord Street and Gormond Street, retaining a simple pedestrianised arrangement together with a general decluttering of the space.

Project 10: Brewers Passage

The numerous alleyways in the historic core of Hereford are a distinctive feature of the city's form. Brewers Passage connects Maylord Square with Commercial Street, but in contrast to other passageways its winding nature has been partly formed by modern buildings with some active frontage to the passageway. The central part of the route widens out to accommodate a mature birch tree, cycle parking and lighting, and although the buildings to its edge are less characterful than other passageways, Brewers Passage has the potential to become more appealing as a shortcut and distinctive destination by exploiting the intimate nature of the enclosed space and increasing the active frontage as part of the Maylord Orchards development.



▲ Potential for the creation of a new incidental space at Brewers Passage.

Key principles include:

- **Repaving the route and space with appropriate materials in accordance with the Hereford Streetscape Design Guide, removing the soft areas and existing furniture, including cycle parking and the dated lighting column.**
- **Exploration of opportunities for murals or tensile steel trellis and climbing plants on the south-west-facing blank wall – potentially communicating the historic usage and creating a pocket garden.**
- **Encouragement of the potential use for tables and chairs associated with a cafe.**
- **Development of a high-quality wall and floor-mounted lighting scheme and consideration of safety and antisocial behaviour.**
- **Introduction of a 'Brewers Passage' nameplate.**

Project 11: Gaol Street

The numerous publicly owned car parks in the St Owen Street area have been identified in the city masterplan as an opportunity to increase residential development in the city centre. While St Owen Street will become an important community focus for the local population, Gaol Street should retain its historic function as a connecting route, albeit improved for pedestrians and cyclists. Improvements should include a widening of footways and a corresponding reduction of the carriageway. Footways should be repaved with appropriate materials and in accordance with the Hereford Streetscape Design Guide. The opportunity to signify the location of the historic city wall could be achieved through the creation of new public space and improved pedestrian connections adjacent to the remnants of the city wall. This element of the project is included in the 'City Wall & Gateways' section.

Project 12: Harrison Street Link

To help direct pedestrians and cyclists towards the southern end of St Owen Street, the southern tip of Bath Street car park together with the adjacent excess space on Harrison Street could be combined to create a wider, more inviting link to Bath Street, replacing the existing narrow footway. New paving, possibly associated with trees and planting, would create an attractive incidental linking space connecting St Owen Street with the residential areas to the east.

Project 13: Cantilupe & St Ethelbert Square

The existing pavement build-out on St Owen Street at the junction of Cantilupe and St Ethelbert Street could be extended into the joining streets to help reduce the dominance of the broad expanse of road and provide seating and space for appropriate street trees within an attractive setting. Given the significance of Thomas de Cantilupe and St Ethelbert to Hereford's history, there is also an opportunity to communicate this heritage through interpretation.

Project 14: City Passageways

Characterful lanes and passageways are a key feature of Hereford's historic core, and they provide evocative routes to explore the city and come into close contact with hidden architectural features including medieval timber construction. Most are well maintained; however, to increase their appeal as a routine means of navigating the city, a scheme to clean, repair, resurface, light and signpost these routes is proposed. In addition, opportunities to increase active frontage should be supported.

Project 15: Future Spaces

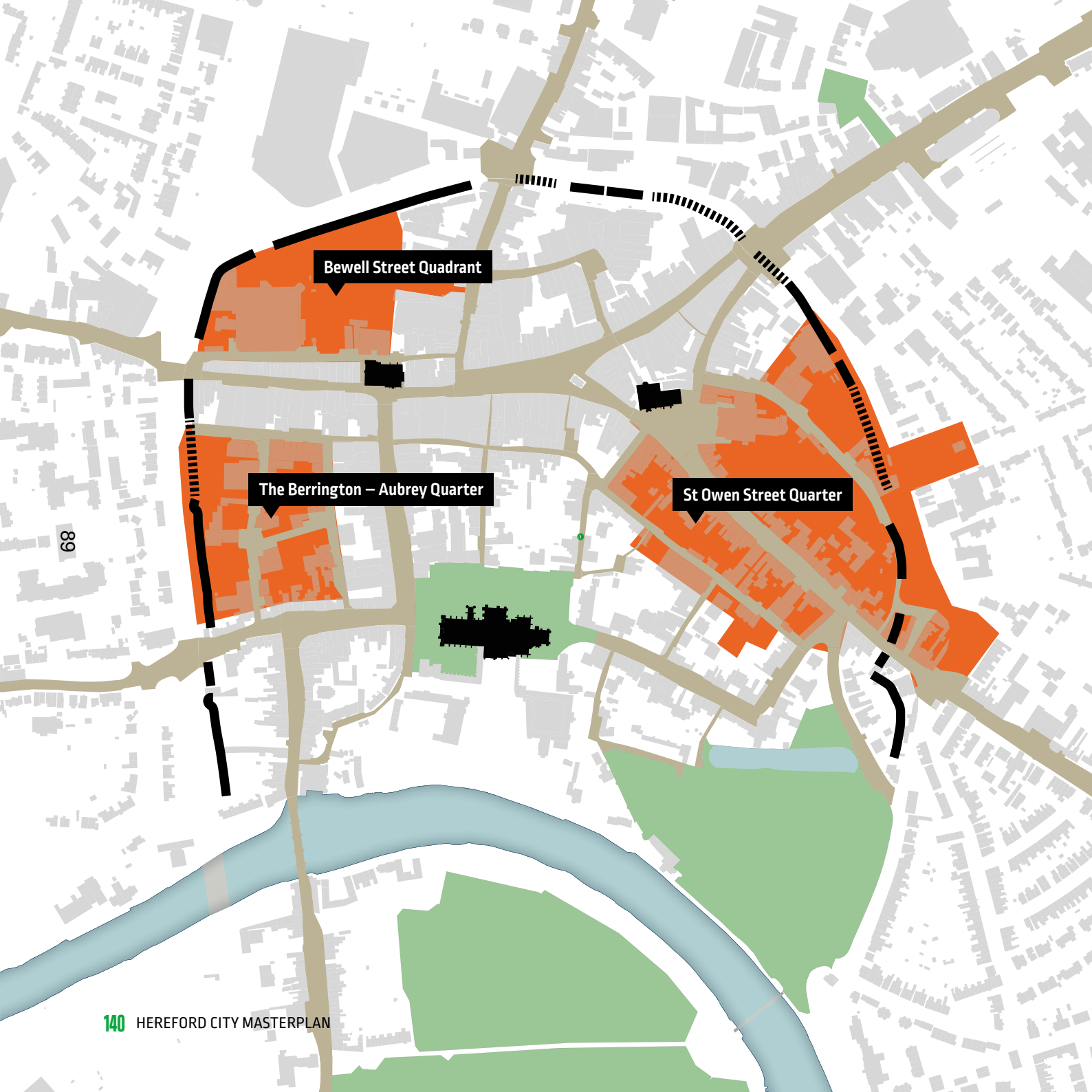
The masterplan also identifies areas in the historic core that, although not in public ownership, could provide future benefits to the evolving city as new public spaces.

A new public space in the Aubrey Street/Berrington Street area could provide a dynamic and inviting focus to an emerging creative quarter.

The car parks at the junction of East Street, Offa Street and St John Street provide an opportunity for a second new public space in an area linking the Cathedral Close with Boothall Passage and High Town and benefitting from mature trees and views of the Cathedral and spires. This public space could potentially be delivered in association with new, high-quality development to Hereford's history. There is also an opportunity to communicate this heritage through interpretation.



▲ Potential to enhance the character and communicate the history of Hereford's passageways – possibly incorporating public art/interpretation.



BIG IDEA 5: A VIBRANT HISTORIC CORE

Summary

Much of the urban form and built development within Hereford's historic core is protected and its uses are well established. Consequently, there are limited opportunities to instigate regeneration projects at scale. However, areas that offer prospects for transformation include those surrounding St Owen Street to the east of the core and the areas north and south of Eign Gate to the west.

These sites offer opportunities to bring life back to the historic core through a rich mix of uses – to bring a residential community back into the heart of the city, provide opportunities for cultural and leisure uses, minimise through-traffic and transform the public realm.

This Big Idea provides a sense of direction for these areas, bringing together opportunities for development, renovation, reuse and public-realm enhancements.

The projects set out here are organised into three Urban Frameworks that focus on areas with the potential for major change: the St Owen Street Quarter, the Bewell Street Quadrant and the Berrington-Aubrey Quarter.

THEME 1 MOVEMENT

The reuse of public car parks to promote city-living and create safe and attractive walking and cycling environments.

THEME 2 COMMUNITIES AND CULTURE

Creating a sense of community with local centres, social spaces, cultural activities and the reuse of celebrated buildings.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Increasing the urban population to support local businesses; attracting new visitors; and the appeal of Hereford as a place to live.

THEME 4 LANDSCAPE AND WILDLIFE

Transforming streets through planting and trees and creating new pocket parks.

THEME 5 PLACES AND SPACES

Repairing the urban form, reusing iconic buildings, enhancing streets and creating spaces.

Urban Framework 1: St Owen Street Quarter

Abundant historic buildings, characterful streets, passageways and spaces, together with the possibility of new development on numerous publicly owned car parks, present a compelling opportunity to define a new urban quarter centred on St Owen Street.

St Owen Street is one of Hereford's key historic routes, linking St Owen Gate with St Peter's Church and High Town. It has been described as 'the most consistent Georgian Street in Hereford' and is graced with numerous notable buildings including St Peter's Church, the Town Hall and Shirehall and a significant historic civic space, St Peter's Square. The area also benefits from a well-established residential population and a diverse range of businesses, including independent retailers.

However, despite these numerous assets, the area is also characterised by an excessively broad roadway, on-street parking, poor-quality public realm and low pedestrian numbers.

The vision for the St Owen Street Quarter is to provide new housing, enhanced streets and new-and-improved public spaces, as well as to promote a diversified cultural offer through the adaptive reuse of buildings such as Shirehall. A growing population, together with a focus on walking and cycling, will bring increased vitality to the area, strengthening its independent culture and sense of community.



▲ St Peter's Square represents an important opportunity to celebrate Hereford's history and culture and reestablish it as a significant civic space.

Figure 22

- Potential Development of Existing Car Park
- Potential Long-term Development Opportunity
- New/Improved Public Space
- Enhanced Streetscape
- Potential New Green Space
- New/Strengthened Pedestrian & Cycling Connections
- ▨ Primary Active Frontage
- ▨ Secondary Frontage
- Potential Vehicular Access
- Archaeological Remains of Wall
- ① Project number



Project 1: Gaol Street Car Park Redevelopment

This project highlights the exciting opportunity to define a new urban quarter centred on St Owen Street. This part of the historic core benefits from abundant historic buildings, characterful streets, lanes and spaces, and the possibility of transforming numerous publicly owned car parks as part of a 'car-light' city centre.

Gaol Street car park represents a significant opportunity to host a new residential community in the heart of the city. The introduction of medium-density living accommodation uses would help to increase the area's residential population. Close to the city centre and only a 12-minute walk from the train station, this would enhance the vitality of the emerging St Owen Street Quarter. It would also support the viability of its businesses and services.

Key considerations for its development include:

- The retention of the pedestrian route between Gaol Street and 'The Mews' passageway on St Owen Street. Ideally, this should align with the historic plot pattern and create an accessible and inviting public footway to the central section of St Owen Street.
- The avoidance of retail uses to help focus commercial activity on St Owen Street.
- A flexible design approach that could allow a limited amount of ground-floor space for community or civic space if required.
- Careful navigation of heritage constraints, including the Conservation Area, the Zone of Archaeological Importance, and the proximity to Listed buildings.

- A requirement for sensitive massing with a potential for three to five storeys, possibly with setbacks from St Owen Street and consideration of views towards the Cathedral, Town Hall and church spires.
- Accommodating existing rights of access to adjacent properties where required.
- Respecting the proximity of existing neighbouring uses in terms of privacy, overlooking and daylight and sunlight considerations.
- Recently built public conveniences within the site.
- Opportunity for green space and trees.

The adjacent site to the south is currently occupied by Gaol Street Health Centre. Should this site become available for redevelopment, then a development proposal that combines both sites would allow more efficient use of the space and a coordinated approach to vehicle and pedestrian access.



- ▲ Gaol Street car park represents an opportunity to strengthen the residential community and repair the urban form.



Project 2: Venn Close Car Park Redevelopment

Venn Close car park is located on the eastern side of Bath Street in a predominantly residential area. This corner site presents an attractive opportunity to expand the residential community and provide comfortable city living just a two-minute walk from St Owen Street. The site could potentially be combined with adjacent plots, which are held under the same title but occupied under lease for community and educational use. Key considerations for the site's development include:

- **Suitability for medium-density living accommodation.**
- **Any combination with adjacent sites would be subject to the incorporation of community/educational uses in the development or their relocation elsewhere.**
- **Massing of four storeys to the west of the site fronting Bath Street, reducing to two to three storeys to the east of the site.**
- **Maintain a right of way to access a private garage.**
- **Sensitive treatment, considering location within Conservation Area.**



Project 3: East Street Car Parks Redevelopment

Though modest in scale, the two publicly owned car parks on East Street (East Street 1 and East Street 2) present further opportunities for the provision of residential or other uses within the quarter.

Pending more detailed analysis, the larger site could likely accommodate a small number of two-storey terrace or mews-type properties. If residential use is deemed unfeasible, then an alternative use could include a secure green space such as allotments or a community garden. A publicly accessible space is not considered appropriate because of possible security and privacy issues.

The smaller site, opposite the rear of the Town Hall, could likely accommodate two-storey terrace dwellings or a small-scale workshop/employment space-type use.

Owing to their small size, these opportunities are not considered a priority. However, their positive reuse would contribute to the overall vitality of the evolving St Owen Street area.



Project 4: Bath Street Car Park Green Space & City Defences Interpretation

The Bath Street car park occupies a sizeable urban block in a convenient location near St Owen Street. However, its suitability for any built development is significantly limited owing to its designation as a Scheduled Monument and as a Hereford Zone of Archaeological Importance. The historic value of the Bath Street site is especially significant as it features the longest stretch of surviving wall within the eastern section of the city defences and one of the longest continuous sections of in-filled ditch in the entire monument. On this basis, this project proposes to transform the Bath Street site into a high-quality green space that will provide informal recreation and play opportunities

for the local community and environmental enhancement to both Bath Road and Gaol Street. The special historic value of this site should be fully realised by revealing its story through archaeology, design and interpretation. The site is identified as a key opportunity and destination in creating a 'City Wall Trail' as discussed in **Big Idea 3: Historic walls and gateways** on page 109. Interventions could incorporate some degree of reinstatement of historic features, such as strengthening the physical presence of the wall or reinstating the ditch or the tree-lined 'Sally Walk' and creative interpretation through public art.

The detailed design of any such scheme would need to be developed and agreed upon through ongoing liaison with the county archaeologist and Historic England.



▲ Bath Street car park reimagined as a new green space with a reinterpretation of the historic 'Sally Walk'.

Project 5: Shirehall

Since its completion in 1817, the imposing neoclassical form of Hereford's Shirehall has, alongside the medieval St Peter's Church, imparted a formidable presence overlooking St Peter's Square. The original function of the hall as a Court of Justice has been retained to this day. However, due to structural and maintenance issues, this legal role has diminished or been temporarily relocated.

There is widespread agreement that this much-admired building should be brought back into use. However, the cost of repairs (estimated at more than £7 million) presents a considerable challenge. Further investigations are required regarding potential future uses of the building in the context of a Corporate Asset Review by the Council.

The city masterplan envisages a dynamic and flexible role for the future of Shirehall. The precedents set by other successful adaptive reuses of historic public buildings in the UK support the creation of a multifaceted space that can accommodate a wide range of events and activities for a diverse range of users. This should include both the local community and visitors – potentially through partnerships with local organisations. Models exist where the facilities are in regular daily use, with multiple sources of income that are fed back into running costs.

The creation of a performance space within the building that can attract touring acts would be of considerable benefit to the cultural life of the city and the attractiveness of Hereford as a place to live, visit and study (see **Big Idea 6: Hereford, university city** on page 157). Together with the nearby Town Hall and St Peter's Church, Shirehall could help redefine the area as a cultural focus for the city.

Shirehall Gardens

The future use of the publicly owned car park associated with Shirehall should also be considered given the aspiration to consolidate and relocate parking to the edges of the city centre. However, this exercise should be integral to and in support of the reimagining of future long-term uses of Shirehall.

In any circumstances, there is a definite requirement to strengthen the walking and cycling connections between St Peter's Square and Gaol Street. This route should also be made more appealing and safer through landscape and public-realm improvements.

Taking into account any retained requirement for parking, deliveries and loading, there is also the potential to implement a more extensive placemaking scheme such as lawns, gardens and tree planting to create an alternative tranquil space destination within the city.

More substantial physical developments in this space are limited owing to heritage constraints, although lightweight and demountable structures may be considered if appropriate.



The adaptive reuse of the impressive and much-loved Shirehall could help to regenerate the wider area and provide another cultural focus for Hereford.

Inspiration for the transformation of Shirehall

The following precedents demonstrate the successful and creative reimagining of other listed public buildings in the UK:

Case Study: Skipton Town Hall

Completed in 2021, the £4.7 million restoration and refurbishment of the Grade II listed, classical-style public building was undertaken with support from its owners, Craven District Council, and grants from various funding bodies. The work included the removal of modern extensions, the restoration of its concert hall and ornate ceiling and the installation of modern, accessible visitor facilities. The fixed stage was replaced with a flexible and demountable system to cater for a wide range of performance and event requirements.

Skipton Town Hall is now a multi-arts and heritage space, working with partners across the district to develop and deliver opportunities for the community and visitors to engage with culture. The flexible space accommodates a museum, exhibition gallery, visitor centre, shop, and a range of venues for hire as well as providing educational programmes, arts development and supporting festivals and an orchestra.



▲ The transformation of Skipton Town Hall, Yorkshire. Photo used with kind permission from Skipton Town Hall.



Case Study: Stretford Public Hall

Stretford Public Hall is a community-owned, multi-purpose building. The Grade II listed hall was originally completed in 1879 and was designed as a public hall and library in a mixed Gothic Revival style. Since 2015, the building has been operated by Friends of Stretford Public Hall, a charitable Community Benefit Society, following its transfer to their ownership from Trafford Council via a community asset transfer.

The hall is managed as a cooperative with over 800 members, a board of directors, a small team of staff and numerous volunteers. All income and donations are reinvested into the maintenance and operation of the hall and the delivery of community activities and events. The multi-purpose facility accommodates a range of event spaces, including a ballroom, a workspace and an accessible community space. It delivers a diverse programme of events and activities, including arts-based activities, live music nights, community cinema and health and wellbeing activities.



▲ Community-led asset Stretford Public Hall, Greater Manchester.



Urban Framework 2: Bewell Street Quadrant

Although in private ownership, the Tesco supermarket site on Bewell Street represents a longer-term ambition to repair the urban grain and introduce a mixture of land uses.

The supermarket occupies a site of approximately 1.45 hectares in the north-west quadrant of Hereford's historic core. It comprises a 1980s, large-footprint building, characterised by long, inactive facades, and extensive areas of surface parking. As a result, it does not provide legible, pedestrian-friendly movement routes or contribute positively to the urban character of the area.

The historic gateway of Eign Gate and the adjoining Bewell Street are compromised by the entrance to the supermarket's underground car park. This also isolates the 18th-century, listed Bewell House from the streetscape.

Another place of significance and interest adjacent to the supermarket is the bowling green and pavilion of Hereford Bowling Club, which was founded in 1484 and claims to be the world's oldest. However, the green and its associated trees, which are positioned in the middle of the urban block, are largely hidden from view. The Bowling Club's entrance is via a characterful Tudor-style building fronting Bewell Street and next door to a similarly styled public house. However, these buildings are also in a fragmented streetscape, dominated by the blank walls of the supermarket and the backs of properties facing Eign Gate.

The city masterplan supports the advice provided in Herefordshire Council's 'Historic Townscape of Central Hereford' (2010). It states that 'the north-south boundaries that survive here are likely to be of considerable antiquity and should be retained and reused as a framework in any redesign of this area'.

Should the existing supermarket decide to relocate, a long-term opportunity could include the redesign of the site to establish a more sympathetic townscape in this part of the historic core. It could enable the reconstitution of the northern frontage, bringing the fine, 18th-century, listed Bewell House back into the built-up area, from which it currently stands isolated.

A granular arrangement of buildings would allow more intuitive and legible pedestrian movement routes and help to repair the urban form. The mix of uses should ideally include a significant proportion of residential accommodation to help bring vitality to the city centre and potentially a metro-scale food store. Medium-density apartments, potentially incorporating student housing, could be considered appropriate for the city centre location (see **Big Idea 6: Hereford, university city** on page 157).

The adjacent plan sets out general principles that could inform a future urban design framework for the area.

Figure 23

- Potential Long-term Development Opportunity
- New/Improved Public Space
- Enhanced Streetscape
- Potential New Green Space
- Car Park
- New/Strengthened Pedestrian & Cycling Connections
- Primary Active Frontage
- Secondary Frontage
- Potential Vehicular Access
- Archaeological Remains of Wall
- At-grade Road Crossing





▲ Opportunity to reintegrate Bewell House back into the surrounding urban form.



▲ The Berrington Street/Aubrey Street area has numerous surface car parks which detract from its character.



▲ Bewell Street could become the focus for a diverse mix of uses, including residential, within the historic core.

Urban Framework 3: The Berrington-Aubrey Quarter

The variety of buildings, plots and car parks clustered on Berrington Street and Aubrey Street offer an emergent city quarter characterised by the adaptive reuse of buildings and creative independent businesses.

The parallel and north/south aligned Berrington Street and Aubrey Street form a distinct urban block, contrasting in character to much of the historic core. Although close to the centre of the city, the area retains a backstreet feel as it is bounded by the longest stretch of historic wall and the A49 to the west and by the tall backs of buildings that front Broad Street to the east. The built form comprises largely modern, flat-roofed and often poor-quality buildings, with only a few historic buildings, notably including the Victorian commercial buildings on Aubrey Street and the timber-framed Aubrey's Almshouses on Berrington Street. The area is also characterised by numerous, haphazard, surface-level car parks and yards which add to the backstreet quality of the area and lack of visual appeal.

However, this unremarkable, modern townscape belies the area's historic significance, providing little indication that this is one of the oldest continuously built-up areas in Britain has been occupied for approximately 1,200 years.

Today, the already diverse mixture of land uses and more affordable accommodation has resulted in an emergent and dynamic area within the city. The possibilities afforded by the potential for adaptative reuse of existing buildings and new development occupying underused spaces and car parks create an opportunity to continue this trajectory and establish a distinct 'creative quarter'. Although most of the property in this area is privately owned, there are opportunities to subtly nurture the continuation of this process and encourage start-up and independent businesses and a unique identity, reinforced through townscape and public-realm improvements.

The adjacent plan sets out general principles that could inform a future urban design framework for the area.



▲ The Berrington Street/Aubrey Street area is home to a dynamic mix of businesses, close to the city centre.



BIG IDEA 6: HEREFORD, UNIVERSITY CITY

Summary

One of the most significant drivers shaping the future of Hereford is the city's future as a dynamic 'university city'.

The arrival of the New Model Institute for Technology and Engineering (NMITE) in Hereford in 2021 gave the city an important new higher education institution. This Big Idea explores how the city can support the ambitions of NMITE and the city's other learning institutions up to 2050.

Rather than establishing a campus on the edge of the city, NMITE is seeking to embed itself in its heart, occupying vacant sites and underused buildings.

The direction of growth will ultimately be determined by detailed operational needs and the availability of appropriate sites. However, this masterplan provides strategic direction and identifies potential sites and buildings which could be repurposed for university and further education facilities.

Hereford's new embedded campus and 'Knowledge Arc' will be supported by active travel linkages that will transform how people move. It will also be supported by an enhanced cultural, community and leisure offer to attract and retain young graduates in the city.

THEME 1 MOVEMENT

Building active travel networks that make walking and cycling between home, teaching facilities and 'third places' the natural way to travel for students and staff.

THEME 2 COMMUNITIES AND CULTURE

Addressing the skills gap and rebalancing the city's demographics by attracting and retaining young people.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Addressing Hereford's human capital needs by attracting and retaining young people to help build a high-value, high-tech local economy.

THEME 4 LANDSCAPE AND WILDLIFE

The 'embedded' university campus will be delivered alongside high-quality, biodiverse green spaces and public realm.

THEME 5 PLACES AND SPACES

Helping NMITE expand to form a flagship city campus, delivering a dynamic 'university city' that in turn shapes Hereford's very identity.



Figure 24

- Existing teaching facility
- ▨ Potential teaching facility site
- Existing student accommodation
- ▨ Potential student accommodation site
- Transport hub
- Walking and Cycle route

Existing sites

- 1 NMITE Blackfriars
- 2 Wye Valley Trust
- 3 Herefordshire and Ludlow College, Hereford Sixth Form and Hereford College of Arts
- 4 NMITE at Skylon campus
- 5 Station Approach
- 6 West Street

Potential new sites

- 7 Maylord Orchards
- 8 Franklin Barnes building
- 9 Former cinema on Commercial Road
- 10 Country bus station
- 11 New education centre at hospital site
- 12 Long term development opportunity at Station Quarter
- 13 Land adjacent to station medical centre
- 14 Former Job Centre
- 15 Long-term opportunity at Bewell Street Quadrant site
- 16 Potential expansion to existing NMITE campus

Context

Hereford has a strong and growing educational and skills offer. This includes Herefordshire and Ludlow College, Hereford Sixth Form, Hereford College of Arts and NMITE – the city's newest learning institution.

The various teaching centres based at Hereford County Hospital form another important focus of learning. The Wye Valley NHS Trust has a vision to become a destination for students and staff for high-quality education and a lasting positive experience to support the recruitment and retention of staff.

The significance of the role of these institutions will only increase. Human Capital is one of the 'six capitals' set out in Hereford's Big Economic Plan. The growth of these institutions will bring valuable opportunities for further renewal and investment into Hereford. Their growth as key players in the city also offers the prospect of rebalancing the demographics of the city by attracting and retaining young people, another key priority of the Big Economic Plan. However, a recognised shortage of accommodation for students is currently holding back growth.

NMITE launched in Hereford in 2021 as a new institution seeking to disrupt and break the mould of higher education. It intends to educate the next generation of passionate, curious and agile engineers using a model based on experimentation and project-based learning in place of traditional lectures.

NMITE's initial growth was held back by the COVID-19 pandemic. However, the university is now ready to expand over the long-term beyond its current facilities. This will lead to a much more expansive institution by 2050, reaching right into the city. That will mean finding a new home for teaching facilities – or, more likely, a series of 'homes' distributed across the city.

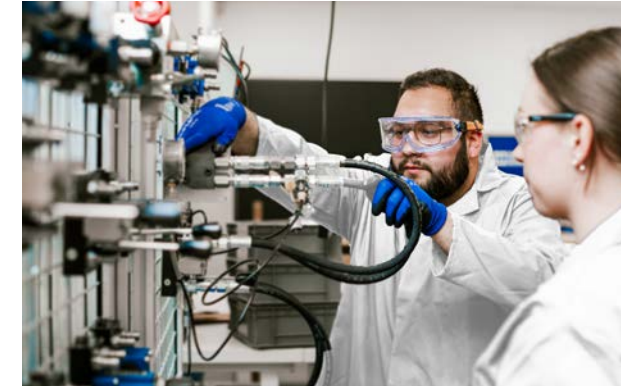
Shaping a 'Knowledge Arc' for Hereford

Many new learning institutions seek to establish themselves on a freestanding campus, isolated from the city centre. However, NMITE's plans see the city itself becoming its campus. NMITE seeks to embed itself within the very fabric and communities of the city, much as historic universities such as those in Durham and St Andrews did hundreds of years ago. In doing so, those institutions helped to shape the very identity of their cities.

This masterplan does not allocate land for a new campus for NMITE. Instead, it envisages the growth of NMITE as focused within a loose Knowledge Arc stretching around the north-east of the historic core. Both teaching facilities and accommodation for students will be largely clustered around this Arc, benefitting from strong walking and cycling links to shape a highly accessible urban campus.

NMITE has already made a name for itself as an institution at the centre of building differently through its Centre for Advanced Timber Technology at its Skylon Park Campus in Rotherwas. The strategy outlined here also takes a 'circular' approach to building fabric. It explores opportunities to imaginatively adapt existing buildings to fit the needs of the university – working with the existing fabric and material of the city to create something boldly new.

This way of looking at the city also helps to tackle climate change. It values both the embodied history of existing buildings and the 'embodied carbon' involved in constructing them. This stands in stark contrast to the more 'linear' approach of demolition and rebuilding.



'Recycling' the city: where could teaching facilities be embedded?

As NMITE and other learning institutions continue to grow, they will need new sites to accommodate that growth. NMITE will need a flagship main campus within the city itself, which reflects its scale of ambition, as it outgrows its current home at Blackfriars.

The following list of opportunities for NMITE and others to 'embed' themselves within the city is not exhaustive. Yet, it indicates the number of ways their growth ambitions can be supported by the 'recycling' of empty sites, car parks or buildings, whether disused or with the potential for future adaptive reuse.

These are highlighted in **Figure 24**.

Expansion of existing Blackfriars campus ①: If adjacent land becomes available, there is an opportunity for the university's existing campus to be expanded to allow for a flagship campus, including a new-build element. This would fit within the framework of the new intergenerational neighbourhood taking shape at the Station Quarter (see **Big Idea 8: The Station Quarter** on page 174).

NMITE 'offers enormous potential to address many of Hereford's troubles'.

Historic England Urban Panel (2017)

Maylord Orchards ⑦: The Council purchased this 140,000 square foot shopping centre in 2020. Since then, Towns Fund financing has been secured to turn part of the building into a library and learning centre. However, looking toward 2050, the Council is still seeking a viable, long-term use for the asset. This should align with the wider agenda of diversification of the historic core beyond retail and bringing life back to the city centre (see **Big Idea 5: A vibrant historic core** on page 141).

In exploring options for the long-term future use of the site, NMITE should be explored as a potential future occupant – giving the university a home in the very heart of the city. Within such an expansive building, learning facilities could be co-located with other uses – including public libraries, public services and coworking spaces.

Any redevelopment of Maylord Orchards should seek to open up the existing site to the north to create an active frontage onto Blueschool Street. It should also be accompanied by high-quality public realm.



▲ NMITE's existing campus in a former school on Blackfriars Street **1**



▲ NMITE's new facility at Skylon campus, celebrating timber as a construction material **4**



▲ Existing student accommodation at Station Approach **5**



▲ Maylord Orchards shopping centre, bought by the Council in 2020 **7**



▲ Redevelopment of Commercial Road Corridor **9**



▲ The iconic Franklin Barnes building at the gateway to the city centre **8**



▲ Country Bus Station site and adjoining car park **10**



▲ Long-term redevelopment potential of Bewell Street Quadrant site **15**



▲ Former Job Centre building and adjacent car park on Berrington Street – in the 'Makers Quarter' **14**

Franklin Barnes building 8 : This 'gateway' building at the Bye Street gate to the historic core is already used as a teaching facility by the Wye Valley NHS Trust. However, there is a recognition that their current facilities are fragmented and not all fit for purpose. The building as a whole is in need of a new life. There is an opportunity to retrofit and reinvigorate this icon of 1960s modernist architecture (which was originally used as a garden centre) as a multifunctional teaching facility for one of the learning institutions at a pivotal location within the Commercial Road Corridor (see **Big Idea 9: Commercial Road Corridor** on page 188).

Commercial Road Corridor 9 : Big Idea 9 [Commercial Road Corridor] outlines a key opportunity area for the city along a transformed Commercial Road 'spine'. This cluster of potential development sites, including the former Country Bus Station, offers the potential for a teaching facility to be co-located with student and key worker accommodation. This should be explored as part of detailed masterplanning of the corridor where feasible and aligned with NMITE's strategy and other proposed land uses.

New integrated education centre at Hereford County Hospital campus 11 : The Wye Valley NHS Trust already aims to establish a new dedicated training facility within the existing Hereford County Hospital campus. This would be an exemplar facility shared with partners and supporting learning far beyond traditional healthcare education. Its presence would support wider ambitions within the Commercial Road Corridor opportunity area (see **Big Idea 9: Commercial Road Corridor** on page 188).

In the longer term, there is also an opportunity for NMITE and other learning institutions to embed themselves in an emerging 'Enterprise and Innovation Corridor' – helping to forge links with actors in Hereford's high-tech and innovation sector (see **Big Idea 11: Enterprise and Innovation corridor** on page 207 for more details).

Addressing Hereford's shortage of student accommodation

The delivery of additional sites for dedicated student accommodation will also be key to supporting the growth ambitions of Hereford's learning institutions. Opportunities for delivering this include:

The Country Bus Station site 10 : As bus services are transferred to the new, multi-modal transport hub, the site will become available for repurposing (see **Big Idea 9: Commercial Road Corridor** on page 188 for more details).

Long-term redevelopment of the Bewell Street Quadrant site 15 : In the longer term, this site may provide opportunities to integrate further student accommodation within a highly accessible location for accessing a range of facilities (see **Big Idea 5: A vibrant historic core** on page 141 for further detail).

Former Job Centre building, 18 St Nicholas Street 14 : Given the location within the Berrington-Aubrey Quarter, future plans for this site should explore the potential to retrofit an underused building and provide both accommodation and a hub or coworking space aimed at young entrepreneurs and creative minds.

Site adjacent to station medical centre 13 : There are existing plans to deliver student accommodation alongside a new marina, which would sit within the wider context of the emerging Station Quarter (see **Big Idea 8: The Station Quarter** on page 174).

Beyond home and learning: ‘third places’

A ‘university city’ cannot be built on teaching facilities and accommodation alone. Young professionals will not relocate to Hereford for high-value jobs in the high-tech sector (see **Big Idea 11: Enterprise and Innovation corridor** on page 207) without access to cultural, community and leisure services.

Currently, businesses find it difficult to recruit in Hereford, particularly higher-skilled staff. The whole of Hereford needs to work hard to appeal to a new demographic, attracting and retaining students, young professionals and young families.

‘Third places’ are locations where people spend time between home (‘first’ place) and work/study (‘second’ place). They are places to exchange ideas, have a good time and build relationships.

In physical form, third places can be anywhere that people easily and routinely connect with each other, from churches, parks and community centres to hairdressers, gyms, pubs, cafes and music venues.

This masterplan seeks to build on Hereford’s strengths – its arts and cultural offer, its historic environment and its access to the natural environment. Plans to enhance this offer are set out in Big Ideas 5 and 7, with a focus on diversifying and reinvigorating the historic core.

The success of Hereford as a ‘university city’ will also rely on active travel interventions that make the historic core a walkable heart of the city. The bold active travel strategy will, over time, make it easy and safe to walk and cycle between lectures, home and ‘third places’ (see **Overview of movement strategy for 2050** on page 64).

Key delivery partners

NMITE, Hereford Colleges, Wye Valley NHS Trust, Herefordshire Place Board



▲ Opportunities for supporting more watersports on the Rivers Wye and Lugg.



▲ Church Street, in Hereford’s historic core.



▲ Green and blue spaces act as valuable ‘third places’ in their own right (see Big Ideas 4, 10 and 12).



▲ Heritage assets like the Shirehall offer opportunities for imaginative reuse as community and cultural hubs (see **Big Idea 5: A vibrant historic core** on page 141).



▲ The Berrington-Aubrey Quarter is home to an emerging independent food and drink scene, and proposals to create a Creative and Makers Hub.



▲ Independent cafes emerging in the city centre are helping to build a more vibrant core.



The River Wye, The Old Bridge and Hereford Cathedral.

BIG IDEA 7: RECONNECTING TO THE RIVER WYE

Summary

The River Wye forms a key strategic green and blue corridor through Hereford and supports nationally and internationally recognised species and habitats.

As part of the city masterplan, the recovery of the Wye's ecological value within Hereford will be anchored by a new flagship nature reserve within the floodplains at Bartonsham Meadows, providing access to wilderness and nature right on people's doorsteps. The space will also play a multifunctional role in addressing flood risk and water quality challenges in Hereford as a nature-based solution.

The recreational potential of the Wye will be boosted as part of the River Wye Infrastructure project, building on the delivery of the #StrongerHereford investment plan. The focus of leisure and hospitality interventions around St Martin's Street will form part of the city centre offer and reinforce Hereford as an 'outdoor city' – providing a further boost to the visitor economy.

Further improvements to provide a continuous accessible walking and cycling route along the river will also support opportunities for sustainable commuting and access to nature for local residents.

THEME 1 MOVEMENT

Enhancing the Wye as a movement corridor and reinforcing active travel connections between Hereford's city centre and the Hereford Enterprise Zone.

THEME 2 COMMUNITIES AND CULTURE

Supporting Hereford's health and wellbeing agenda by providing space for outdoor exercise, interactions with nature and 'social prescribing'.

THEME 3 THE ECONOMY AND OPPORTUNITIES

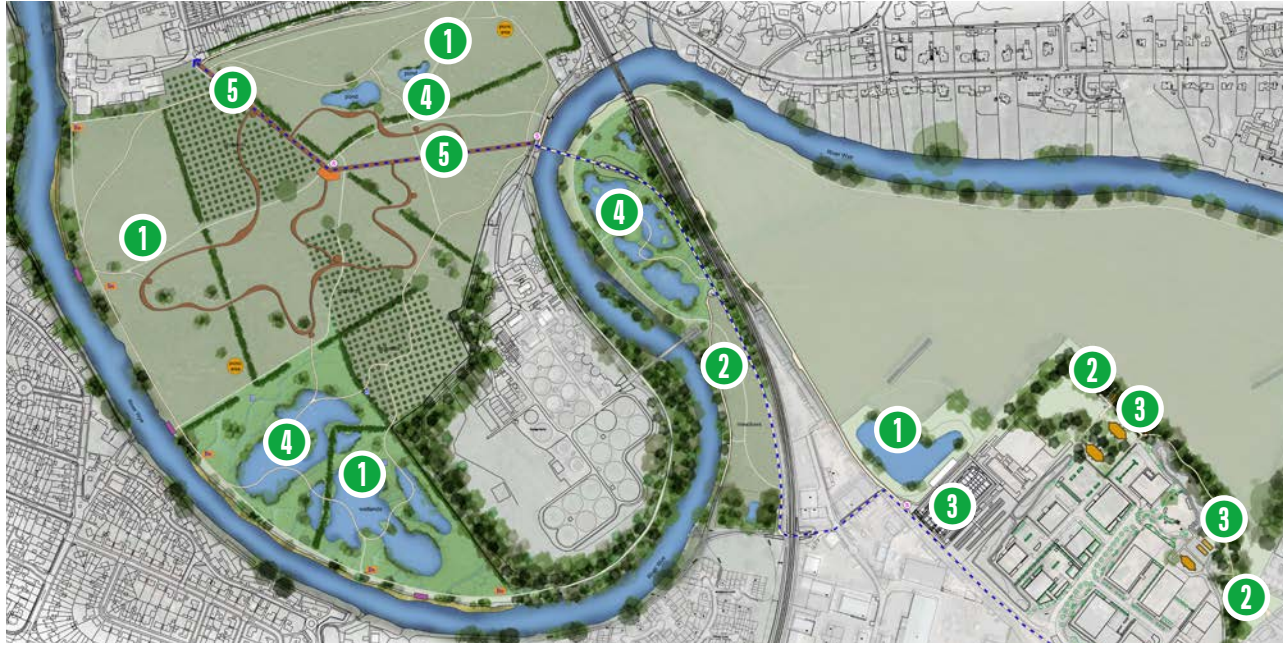
Enhancing the appeal of the Hereford Enterprise Zone as an economic hub and reestablishing the city centre's riverside economy.

THEME 4 LANDSCAPE AND WILDLIFE

Providing a new haven for nature within the heart of the city, while delivering nature-based solutions to flooding, carbon and water quality.

THEME 5 PLACES AND SPACES

Restoring the River Wye's status as a key cultural and landscape asset within Hereford and celebrating the setting it provides to heritage assets.



▲ The long-term vision for Bartonsham Meadows and the surrounding area, as part of the Rotherwas Nature Park and Heritage Trail [Rotherwas Nature Park and Heritage Trail Vision Document, October 2022].

1 Wildlife enhancements

Restoration and creation of wetland meadow pasture, hedgerows, orchards, ponds, wetlands and reedbeds. Features such as information boards, bird hides and hibernacula.

2 Areas of rewilding

Areas to be managed to achieve natural successional planting.

3 Heritage Trail

Protect the heritage and provide public paths, installations and signage with information about the history of the site as ROF Rotherwas.

4 Public access and recreation

A network of way-marked paths, including raised walkways and ground-level circular walking routes. Seating, natural play, viewpoints, picnic areas and a learning hub.

5 A safe pedestrian and cycle route from Hereford city centre to Sylon Park

A route across the Bartonsham Meadows floodplain on a raised boardwalk.

Bartonsham Meadows will provide a haven for nature just a stone's throw from Hereford's City Walls.

Context

The River Wye and its adjoining green spaces form an important strategic green and blue infrastructure (GBI) corridor running through the heart of the city. This is a key feature of Hereford's sense of place and draws people into the historic core. However, the city currently 'turns its back on' the river and work is needed to reconnect communities to the Wye in a variety of ways.

Continued degradation of water quality and fragmentation of riverside habitats means the ecological status of the Wye is threatened. The Herefordshire Big Economic Plan notes that phosphate limits are exceeded at 31 points within the River Wye catchment, reinforcing the need for continued investment into riparian habitats for both biodiversity and water quality.

Access to nature within the heart of Hereford should be fully explored for its contributions towards good levels of physical health and mental wellbeing, helping to reduce pressures on NHS services and support healthy ageing.

By enriching local biodiversity between the new nature reserve at Bartonsham Meadows and the Great Western Way, a more functional ecological corridor will be provided for the movement of wildlife.

Project 1: Bartonsham Meadows

Bartonsham Meadows has a rich agricultural history and for many years has provided space for grazing by a milking herd just a stone's throw from the City Walls.¹ In recent years, following the removal of the cattle at Bartonsham Farm, this historic landscape has fallen into a state of

poor management and does not fulfil the multifunctional suite of benefits that it has the potential to deliver.

Remnants of the Meadows' archaeological legacy survive today, with the Row Ditch, a scheduled monument, marking the boundary between the low-lying floodplain and 19th-century residential growth. Predominantly located within Flood Zone 3, Bartonsham Meadows is susceptible to periodic flooding, making alternative land uses, such as development or large-scale arable production, impractical.

In recent years, the potential of Bartonsham Meadows to deliver nature-based solutions to issues such as flooding, water quality and carbon capture has been realised. Looking ahead, the potential of the site to deliver a rich mosaic of floodplain habitats, alongside sensitive access to nature right on the edge of the city centre, should be explored.

The masterplan continues to support the emerging plans and vision for the establishment of Bartonsham Meadows as a new Herefordshire Wildlife Trust Nature Reserve, as part of the Rotherwas Nature Park and Heritage Trail Vision.² The signing of a lease and stewardship agreement between the Trust and the Church Commissioners, who own the land, should secure the ongoing positive management of the site for at least the next 25 years. The ecological enhancement of the ~40 hectare site will seek to restore hedgerows, create new areas of wetlands, reedbeds and orchards, as well as provide space for small-scale food production. Reedbeds and wetlands along the Wye will deliver much-needed nature-based solutions to flooding and water quality. The masterplan also supports the emerging plans for enhanced active travel links, a heritage trail and recreation provisions, including natural play, viewpoints and a learning hub, across the Nature Park and Rotherwas.

¹ Bartonsham History Group

² Rotherwas Nature Park and Heritage Trail, Hereford – Vision Document (2022) commissioned by Bill Jackson

Enhancing sensitive access to the Meadows, including guided walking routes, will allow meaningful interactions with nature for Hereford's residents and visitors. The value of spending time in nature is widely recognised for its physical and mental health benefits. In addition, the site hosts a key strategic active travel link between the city centre and the Hereford Enterprise Zone at Rotherwas, enhancing opportunities for sustainable commuting.

Long-term aspirations for the Meadows include the establishment of a learning hub. This will provide an opportunity for residents and visitors to discover and understand the ecological significance of the River Wye and River Lugg, and the day-to-day ecosystem services that these watercourses deliver both for Hereford and the wider county.

³ Stronger Hereford Towns Fund Board (2021). Town Investment Plan

Project 2: River Wye Infrastructure

The masterplan aligns with Project 14: River Wye Infrastructure within the Stronger Hereford Town Investment Plan.³ The suggested infrastructure improvements offer the opportunity to activate the Wye frontage as it passes through the city, strengthening the corridor as a key strategic recreation and biodiversity asset.

At present, Hereford 'turns its back on' the Wye, with many residents having minimal interaction with the river or its walking and cycling routes. Additional infrastructure along the course of the Wye, including pontoons, camping spaces, digital signage, seating, lighting and power for community events, should be implemented using the funding secured through the Towns Fund. Improved walking and cycling links along both sides of the river will encourage active travel

and passive recreation. The area around St Martin's Street will be a key focus for leisure and hospitality as part of the city centre offer, reinforcing Hereford as an 'outdoor city'.

Enhanced active travel links with the Great Western Way and National Cycle Network Route 46 will better connect the Wye with the Stronger Hereford Town Investment Plan Southside project. This will see a vibrant, inspiring and inclusive community sports, food-growing and skills hub for the people of South Wye. The Southside project will be a collaboration between already established community organisations, including Growing Local Community Interest Company (CIC), Belmont Wanderers CIC and NMITE. These highly energised organisations all share a common goal to improve the future health, wellbeing, life chances and employment skills of the people of South Wye and Hereford. Active travel linkages from this area also connect southwards with the proposed Hereford Community Farm CIC on Grafton Lane and north-westerly to Belmont Country Park, providing additional passive recreation opportunities.

The delivery of these projects must be conducted in consultation with Natural England and must not compromise the sensitive habitats and species which form the designation of the Wye as a Site of Special Scientific Interest (SSSI) and Special Area of Conservation (SAC). Proposals that lead to the damage or disturbance of habitats or species should not be permitted. In conjunction with the above, additional opportunities for habitat enhancement along the corridor, including reed bed creation, tree planting and naturalising banks, should be delivered, creating a greater ecological link between Bartonsham Meadows and the Great Western Way.

Subject to the delivery of the Eastern River Crossing, opportunities should be explored to reroute parts of the Wye Valley Walk and the Three Choirs Way to take in more of the River Wye and the newly developed nature reserve at Bartonsham Meadows, as well as avoiding the unappealing route diversion along the B4224.

By providing a continuous walking and cycling network along the Wye, neighbourhoods will be linked with nearby green spaces and the city centre via a pleasant, accessible and traffic-free route. It will also support an increase in short-distance commuting, for example to work, schools and higher education institutions. The growth in the use of cargo bikes could also see the route used for shopping trips to the ASDA superstore located adjacent to the river.

Key delivery partners

Herefordshire Wildlife Trust and Wilder Hereford, Natural England, Friends of Bartonsham Meadows, Bartonsham History Group, #StrongerHereford Board, Herefordshire Food Alliance.



River Wye at St Martin's Street.



Figure 25

Reconnecting the Wye

Themes

- Project
- Movement
- Communities & Culture
- Economy & Opportunities
- Landscape & Wildlife
- Places & Spaces

Existing assets

- Chain of green spaces
- River Wye Special Area of Conservation (SAC)
- Promoted walking route existing & proposed reroutes
- Public footpath & bridleway
- National Cycle Network (NCN) existing & proposed extensions
- Railway

Proposed interventions

- Proposed grazing/grassland
- Proposed reedbeds/wetland
- Restored hedgerow
- Proposed orchard
- Proposed Eastern River Crossing (route currently undefined)
- Enhanced disabled access
- Enhanced walking access
- Enhanced access to the river
- Enhanced signage and wayfinding
- Enhanced cycle provisions
- Additional bus stops
- Enhanced lighting
- Power for community events
- Camping facilities
- Enhanced picnic facilities
- Mooring

BIG IDEA 8: THE STATION QUARTER

Summary

The Station Quarter will be a new, residential-led quarter on the northern edge of the historic core. It will connect key parts of the city with the new multi-modal transport hub at Hereford Station. Over time, the Quarter will become a benchmark of sustainable design and green living, with a high-quality of design expected for all new development.

The new, intergenerational urban village will bring a diverse community into the heart of the city. A transformed public realm will create a pedestrian-friendly neighbourhood where walking and cycling form part of everyone's daily routine. Car use will be catered for but not encouraged.

High-quality design will deliver a range of contemporary building types that take design cues from Hereford's medieval, Georgian and Victorian architecture. An urban wetland and new Canal Terminus will create a destination public space for the city and provide access to nature on the doorstep of this new community.

THEME 1 MOVEMENT

Creating a permeable City Quarter that links walking and cycling routes to key destinations in the wider city.

THEME 2 COMMUNITIES AND CULTURE

Bringing a new, intergenerational community into the heart of the city, with accessibility for all and opportunities to get to know neighbours.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Providing opportunities for businesses and workspaces as part of mixed-use development. Providing a local population on the doorstep of the city centre.

THEME 4 LANDSCAPE AND WILDLIFE

Putting nature-based solutions at the heart of alleviating flood risk and improving wildlife connectivity.

THEME 5 PLACES AND SPACES

Creating an attractive and distinct arrival into Hereford that showcases the city's unique offer and heritage assets.

Context

Until the railway arrived, the open space in this part of the city was used by drovers to drive cattle on foot into Hereford. Widemarsh Street is the oldest route through the area and historically was a focus for development and activity outside of the city defences. It is still lined with heritage assets today, including the Blackfriars Monastery and Coningsby Hospital. In the east, Tan Brook was the location of medieval, water-powered mills, which led to the opening of the Hereford and Gloucester Canal.

Today, the Grade II listed station building immediately establishes the historic character of the city. But the station's poor surrounding environment diminishes what could be an impressive arrival into Hereford. Walking out of the station you are immediately confronted by grey infrastructure and moving cars. The wider Station Quarter is also dominated by surface parking and lacks a strong identity or role, despite its high-profile location with easy access to major sustainable transport links and the city centre.



▲ The current arrival experience at Hereford's listed station.



▲ Existing surface car parking at Merton Meadows.



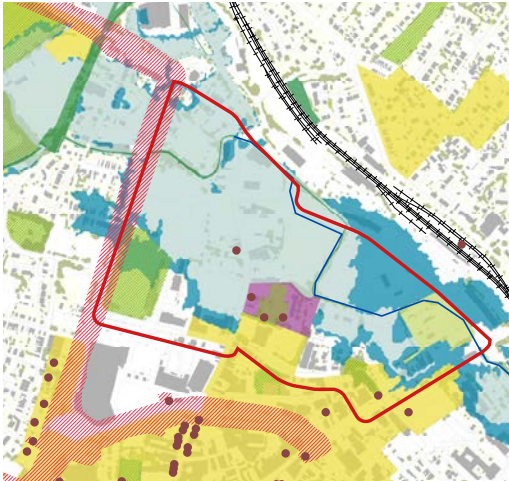
▲ The existing Link Road is unsafe and unfriendly for walking and cycling.



▲ The existing walking and cycling 'cut-through' from the station to the centre, not overlooked.



▲ The Station Quarter area between 1892 and 1914. ©OS 25 Inch, 1892-1914.



▲ Key constraints to development within the Station Quarter today.

Redeveloping this quarter in phases over time would provide a valuable opportunity to help meet Hereford’s housing need within a sustainable urban neighbourhood. Simultaneously, it would activate the arrival space into the city and knit together walking and cycling routes between Hereford city centre, the station and wider neighbourhoods.

New housing in Hereford needs to address the shifting demographics of the city and the wider county. This includes the broad trend of an ageing population and the social challenge that can bring. This will provide the dual opportunity of high-quality living suitable for elderly residents and ‘downsizers’, as well as attracting a younger community to the city, in line with wider economic goals.

Figure 26
Existing constraints within the Station Quarter

- Listed building
- Watercourse – Widemarsh Brook
- Railway
- ▨ Greenspace and outdoor sport facility
- ▨ Air quality management area
- Conservation area
- Heritage at risk – Blackfriars Monastery
- Local wildlife site
- Tree preservation order
- Floodzone 2
- Floodzone 3

As a result, the regeneration of the Station Quarter offers an opportunity for Hereford to pioneer mixed-use, intergenerational living in an accessible location on the edge of the city.

Key constraints to development

- **An air quality management area along Edgar Street runs immediately to the west of the Station Quarter. Transport infrastructure, landscaping or other design features should be carefully developed to tackle pollution in this area.**
- **Landscaping of the entire Station Quarter should be led by best practice sustainable and natural drainage solutions to proactively mitigate flood risk, and all new development should be carefully sited to minimise risk.**
- **New development should be sensitively sited to conserve, reveal and enhance the setting of heritage assets such as Blackfriars Friary.**
- **Widemarsh Brook, designated for its nature value, should be protected and integrated into a network of green spaces to improve wildlife connectivity throughout the Station Quarter.**

A framework for future development

The Urban Framework on the next page illustrates the different roles and potential of each part of this area of the city. Some of the projects (including the multi-modal transport hub) are already in the latter stages of development. Others are at an earlier stage in their evolution.

The framework identifies a number of Key Development Sites, which are focused on land currently in Council ownership. High-quality development brought forward on these sites (accompanied by an assessment of viability) will allow them to act as a catalyst for the future regeneration of the Station Quarter.

Surrounding these Key Development Sites are a number of areas where existing ownership is mixed and there is no immediate development opportunity. In these areas, the Framework identifies potential opportunities in the long-term as the Quarter evolves to meet wider masterplan objectives.

The Framework is accompanied by a series of broad design principles. Together, they will guide the strategic redevelopment and reinvigoration over time of an underused and neglected area of the city, helping it fulfil its significant potential.

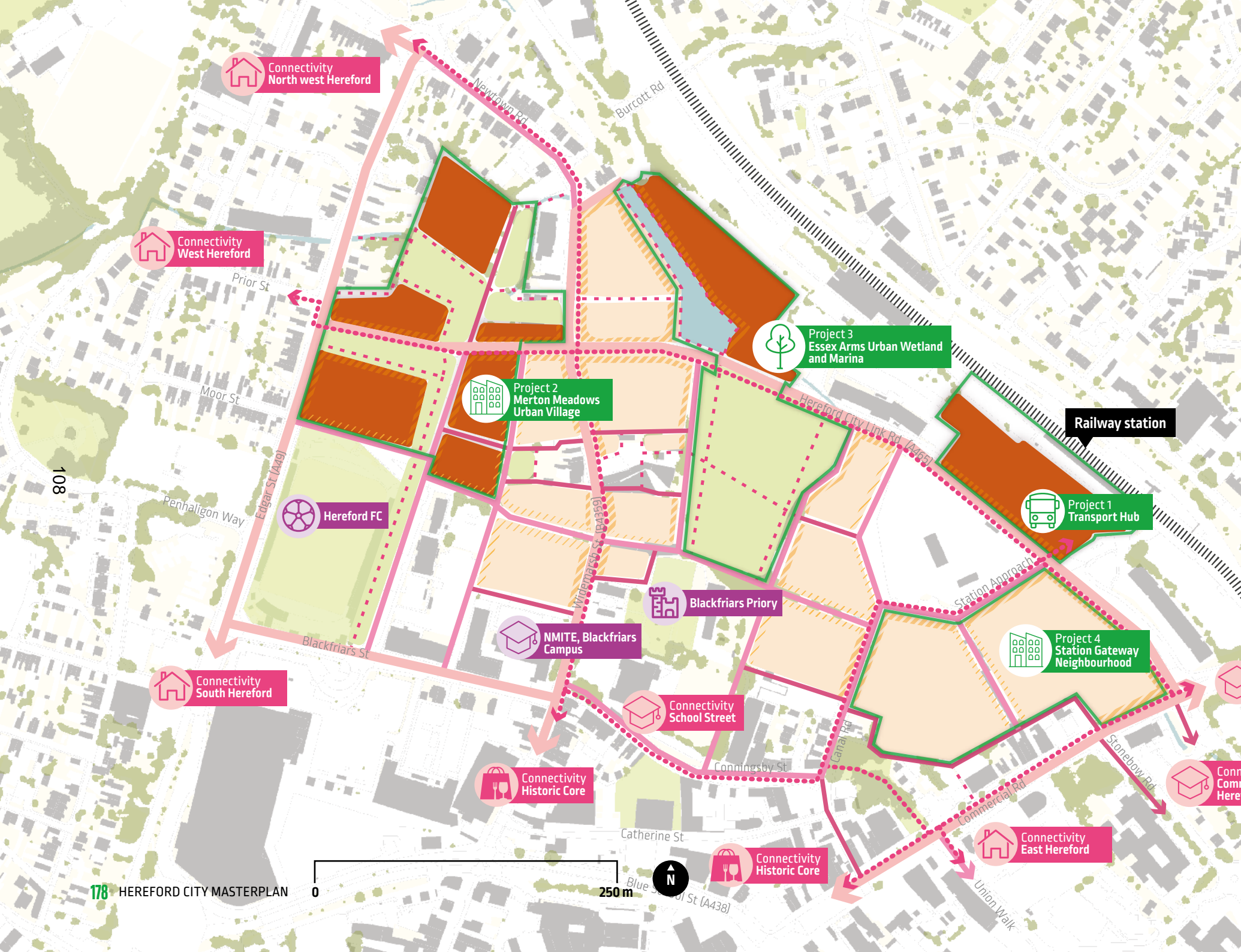


Figure 27

Station Quarter Urban Framework

- Project
 - Movement
 - Communities & Culture
 - Economy & Opportunities
 - Landscape & Wildlife
 - Places & Spaces
 - Project area
 - Development site
 - Long-term redevelopment or repurpose opportunity
 - Thoroughfare or Boulevard enhanced people-friendly routes (**Big Idea 2: People-friendly streets** on page 93)
 - Street enhanced people-friendly routes (**Big Idea 2: People-friendly streets** on page 93)
 - Lane enhanced existing and proposed routes
 - Promoted walking route enhanced existing and proposed routes
 - Other walking route enhanced existing and proposed routes
 - ▨ Primary active frontage
 - ▨ Secondary active frontage
- Existing assets**
- Tree cover
 - Built development
 - Watercourse
 - Railway
- Proposed interventions**
- New or enhanced green space
 - Canal terminus (**Big Idea 10: Reestablishing the Herefordshire & Gloucestershire Canal** on page 201)

KEY PROJECTS WITHIN THE STATION QUARTER

Project 1: Transport hub at Hereford Station

As part of ongoing plans for transforming bus and rail infrastructure in Hereford, the forecourt of the Grade II listed railway station will become a landmark arrival point into Hereford – where you can switch easily between bus, rail, bicycle and taxi.



▲ Trains at Hereford railway station.

The planned scheme incorporates a nature-rich planted public realm and a landmark shelter to provide cover and waiting areas, as well as facilities including a Beryl bike exchange, free Wi-Fi and real-time transport information.

The bus interchange will be relocated from the existing Country Bus Station on Commercial Road to the new transport hub. High-quality routes will link the hub to key destinations within the city, making Hereford Station the heart of movement in and out of the city centre.

As the Quarter develops and drives footfall, the new transport hub could be a catalyst for future investment in the appearance and function of the station building and wider area. Former waiting rooms could be reopened for food and drink uses, or as Tourist Information facilities.



▲ Public realm and landmark shelter plans are underway for Hereford's multi-modal transport hub. Image source: Weston Williamson + Partners.

As part of the development of the new Transport Hub, and the wider Station Quarter, it is important that those arriving in the city are offered a choice of high-quality pedestrian and cycling routes to reach both the historic core and the Urban Village. The choice of high-quality routes should include:

1 A station-Cathedral heritage walk

Travelling past Blackfriars Monastery and down historic Widemarsh Street as part of a heritage trail from the station into the heart of the city (route connections to be opened up as part of redevelopment).

2 Commercial Road Corridor

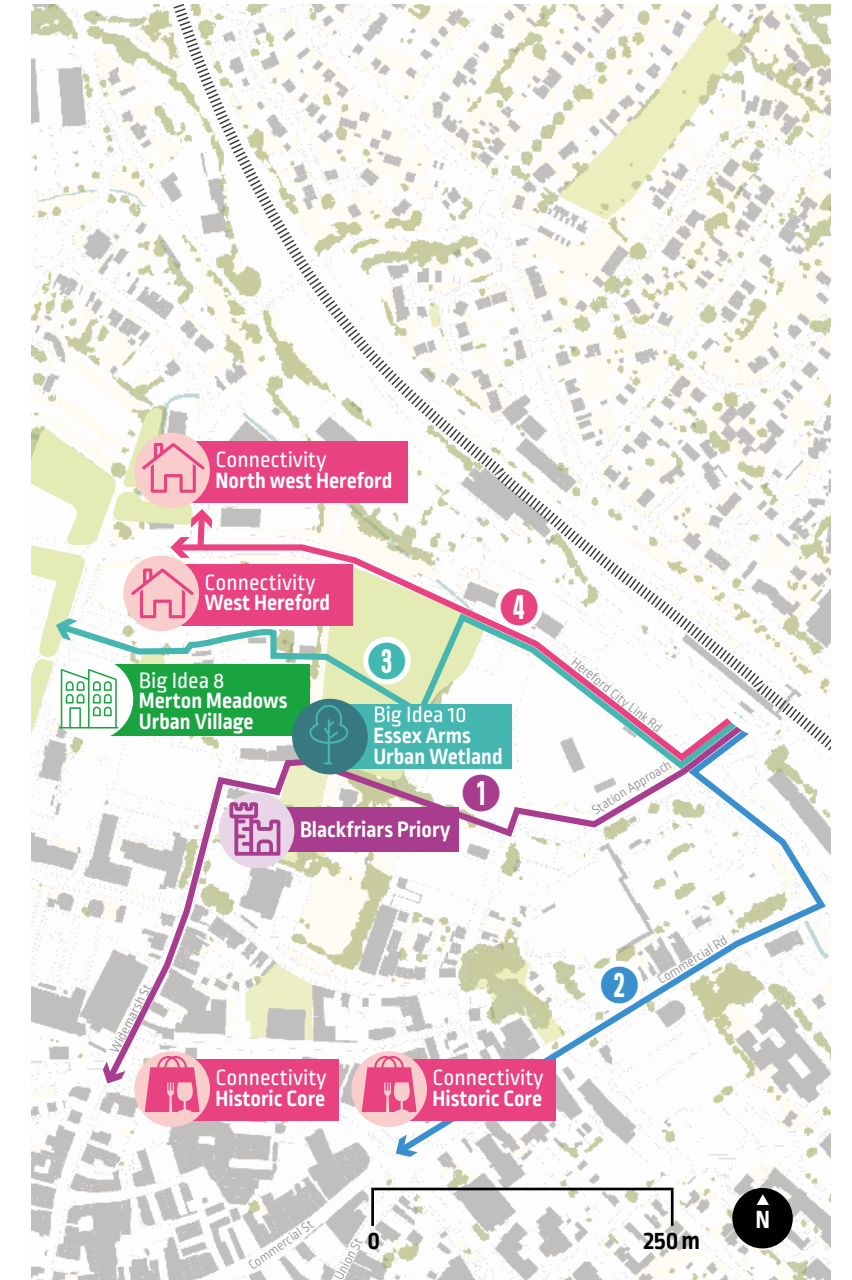
The quickest and safest route into the heart of the city and Hereford's 'Knowledge Arc' (see **Big Idea 9: Commercial Road Corridor** on page 188).

3 'Green link' to Urban Village

A nature trail via the Essex Arms wetland.

4 Improvements to the link road

To provide a convenient and safe route to the north and west of Hereford (see **Big Idea 2: People-friendly streets** on page 93).



**Project 2: Merton Meadows
Intergenerational Urban Village**

A sustainably designed residential development will transform a flood-prone car park into an intergenerational urban village. The village will grow around major new green spaces and urban wetlands that mitigate flood risk and provide access to nature for both locals and residents.

In the years leading up to 2050, this part of the city to the north of Hereford's historic core will be transformed into a vibrant, mixed-use, intergenerational urban village. Nature-based solutions to flood risk will be used to navigate flood challenges, so that the site can be sustainably developed for new housing and community buildings. The whole community will be within easy walking and cycling distance of the city centre and the city's new multi-modal transport hub. Green walking routes will provide access to a destination urban wetland and space to explore and relax by the new Canal terminus, as well as creating links to new recreational walking and cycling routes.

At the core of the site will be the development of a new intergenerational community. These properties will be designed and sited to share community green spaces, minimise their energy use and achieve the highest levels of comfort and sustainable living.

The Station Quarter will be delivered in phases. A surface-level or potentially decked car park solution will be delivered on this site as capacity dictates and in line with the wider Parking Strategy for Hereford. Early phases of work will concentrate on delivering a mixture of affordable homes, market homes, retirement living, student living and commercial space on Council-owned land, including the car park at Merton Meadows.

This development could act as a catalyst for future development sites over a longer timeframe (2030-2050) as sites become available. Initial phases of the village (on Council-owned development sites) will focus on apartments and retirement living. However, future phases (within adjacent, long-term development opportunities) should seek to incorporate town houses to attract families to the village.



▲ Design quality expectations for the Urban Village.



▼ The Council-owned sites could accommodate an estimated 60-70 retirement apartments and 100-110 other apartments. Building height to vary between four and five storeys.

Project 3: Essex Arms Urban Wetland and Marina

New green spaces in the Station Quarter will provide a benchmark for greener urban neighbourhoods, providing opportunities for people to live with nature on their doorstep. This will include a destination urban wetland, space to explore and relax by the new Canal terminus (as part of Big Idea 10: Reestablishing the Herefordshire & Gloucestershire Canal on page 201) and links to new walking and cycling routes.

The design of the Station Quarter must provide an appropriate and thoughtful response to significant flood risk in this part of the city. An urban wetland public space and flood alleviation scheme on the Essex Arms site will provide part of a strategic, nature-based solution to flood risk.

Raised boardwalks, viewing platforms and seating areas will support sensitive interactions with nature and create an informal, green, active travel route through to the urban village from the station, with interpretation boards to help develop an understanding of the local species that are being supported.

In the longer term, development within the 'Station Gateway' neighbourhood (see **Project 4: Station Gateway neighbourhood** on page 185) offers the potential for strong natural surveillance of the site by surrounding properties. Emerging plans to deliver student and young person's accommodation alongside the new marina will also help to activate the space with night-time uses and events.

The Link Road currently creates significant severance between the planned canal terminus and the Essex

Arms wetland. As part of interventions to create a more pedestrian-friendly corridor along the Link Road (see **Overview of movement strategy for 2050** on page 64), a high-quality, at-grade pedestrian crossing will be required. A wildlife connection should also be explored where Widemarsh Brook passes under the Link Road.

The space surrounding the Canal and linking to the Essex Arms site should be activated with planting, playful space and heritage interpretation to create a destination space for the city.



▲ The Essex Arms wetland today, with the Station Medical Centre and Link Road in the background.



▲ An urban wetland in London, providing an oasis of birdsong, green space and access to nature and water. ©Bench Cherry, WWT.

Project 4: Station Gateway neighbourhood

In the longer term, future redevelopment of this area offers the opportunity to shape a high-quality, mixed-use 'gateway' between the Urban Village and the station.

The Station Gateway neighbourhood is on land which is currently occupied, with no immediate potential for development. However, longer-term opportunities should be explored to better connect this site to other parts of the city, as Hereford's city centre evolves to become a greener, cleaner and walking-friendly environment.

The existing urban form within this part of the wider Station Quarter is a legacy of postwar patterns of development, which saw low-value areas adjacent to railway stations accommodating 'big box' retail parks and industries served by freight and car. As the retail landscape and movement patterns within Hereford shift up to 2050, this area too is likely to change.

Strategic redevelopment in this area should reinstate historic street patterns, build a new community on a more human scale and create safe, overlooked pathways through the site, giving pedestrians and cyclists a choice of low-traffic routes to and from the station.

By 2050, mixed-use development on these sites should provide a greener, lower-carbon and more attractive concentration of places to live, work, socialise and play. Future development should aim to gently densify the area with a richer mix of uses – including retail, commercial, residential and leisure. Buildings of four to seven storeys will be targeted in order to maximise the use of land in one of the city's most sustainable locations. Frontages directly onto the new urban wetland will provide high-quality accommodation for a range of occupiers.

The Station Gateway neighbourhood should be developed at a minimum of 60 dwellings per hectare (dpg) and at heights of 4-7 storeys.

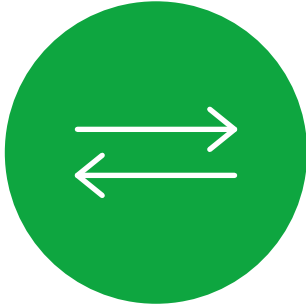


▲ Inspiration from elsewhere: Devonshire Gardens in Cambridge is undergoing a transformation from an old depot site into a 'green haven' just a five-minute walk from Cambridge railway station. Image source: Socius and Railpen.

KEY DESIGN PRINCIPLES FOR THE STATION QUARTER

1 Connectivity and Permeability

Hereford's historic core is comprised of an irregular medieval street pattern and fine-grain block form. New development in the Station Quarter should seek to reflect these characteristics in order to maintain and strengthen Hereford's identity and reestablish the fine-grain block form that becomes lost and more fragmented beyond the historic core.



The street pattern identified in the Station Quarter Urban Framework reestablishes Widemarsh Street as the primary north-south link. This will be the focus for traffic calming and public realm improvements, which will make it a logical continuation of the pedestrian-friendly route south of the A453. New streets and lanes should be designed as 'shared streets' where pedestrians and cyclists have the same priority as vehicles.

2 Streets, Civic Spaces and Public Realm

Street hierarchy
New routes should reflect the historic street geometry of Hereford and support a modal shift away from the car. Establishing a strong street hierarchy of primary and secondary streets will create a legible new city quarter, allowing people to easily navigate their way around.

Junctions and corners
Junctions should be defined by corner-facing buildings and public-realm materials that strengthen and highlight these nodes and changes of direction. They should also frame views along streets.



Small civic spaces
High-quality civic spaces should form an integral part of the development. These should include small gathering spaces such as squares and rain gardens but also pocket parks.

Parking
If on-street parking is required, this should facilitate pedestrian crossing and avoid dominating the street scene. The use of street trees and planting should also further integrate on-street parking.

Active frontages
Primary active frontages should overlook routes through the quarter, as well as public open space. They should have activity or habitable rooms at ground-floor level and high-quality architectural treatment along these frontages to reinforce the prominence of the key route.

3 Form of Development

Density
The Station Quarter should reflect the higher-density building patterns of the historic core. Across the Quarter, density should be a minimum of 60 dwellings per hectare (dph) with higher densities concentrated closest to the transport hub within the Station Gateway.



Building heights
To achieve a quantum and scale of development that sets high standards of sustainability, building heights should generally target a range of three to seven storeys, depending on the specific context of the building within the Quarter. Development should create an interesting and varied skyline and roofscape. Building heights should be carefully designed to minimise any impact on views towards the city's three landmark spires – All Saints Church, St Peter's Church and Hereford Cathedral.

4 Green and Open Spaces

A high-quality network of nature-rich green spaces of all scales will be crucial to design quality in the Station Quarter. A hierarchy of green spaces will be required to build that network.

- Transforming the Essex Arms site into an urban wetland will provide an 'anchor' and destination green space for the neighbourhood.
- Linear green parks will provide key walking and cycling connections.
- Pocket parks scattered throughout the neighbourhood will provide green space at a more intimate scale. Opportunities for community-led growing spaces and micro orchards should be encouraged to foster a sense of community and to continue the Hereford tradition of orchard growing and cider production.



Key delivery partners

Hereford Council, private developers, NMITE, local businesses and existing landowners, Historic England, Wildlife Trust, Herefordshire and Gloucestershire Canal Trust.

BIG IDEA 9: COMMERCIAL ROAD CORRIDOR

Summary

Commercial Road is the key corridor for rail and bus users accessing the city centre from Hereford's new multi-modal transport hub.

As a corridor, it should be attractive and easy to navigate, as well as creating a positive first impression of Hereford as a city. A transformed Commercial Road Corridor will become a green, tree-lined boulevard. It will result in cleaner air and be easy to navigate on foot, by bike, etc. and be accessible to older and disabled people.

As a key gateway into Hereford and route from Hereford railway station, the redevelopment of strategic sites along the corridor will also make it a bustling city quarter that is safe both day and night.

The Commercial Road Corridor will be a focus for a growing student population, anchoring existing and new student accommodation and education facilities with high-quality public realm. This will create the ability for life to 'spill out' onto the boulevard and create leisure and retail opportunities.

The newly vacant Bus Station site will be repurposed as homes for key workers and students, and will explore the potential to incorporate teaching facilities and social spaces. This will form a key part of Hereford's emerging Knowledge Arc (see **Big Idea 6: Hereford, university city** on page 157).

THEME 1 MOVEMENT

Establishing a safe, attractive and accessible key route between Hereford Station and the city centre for walkers and cyclists.

THEME 2 COMMUNITIES AND CULTURE

Bringing a critical mass of people to live, work and learn in the area to support a vibrant street scene.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Supporting businesses on Commercial Road and opportunities for education facilities to expand.

THEME 4 LANDSCAPE AND WILDLIFE

Redesigning Commercial Road around green spaces, tree planting and pockets of public green spaces.

THEME 5 PLACES AND SPACES

Creating a landmark gateway into Hereford, with public-realm improvements along the length of the corridor. Helping to shape the identity of the emerging Knowledge Arc.

Context

Between the 12th century and 1538, this area was the site of St Guthlac's Priory, which may have been active in Hereford since Saxon times. Commercial Street itself is an ancient route and developed as one of a small number of suburbs outside of the city defences. This was joined by a new city gaol in the late 18th century and the city's workhouse in 1837. Exactly 100 years later a new hospital opened on the site of the Priory and incorporated some of the former workhouse buildings as it became established.

Today, Commercial Road is a key route linking Hereford Station to the city centre. Heritage assets are still dotted along this route, including the Governor's House, the old Gaol Wall and the former cinema building. However, it is currently dominated by car use and provides a noisy and hostile environment for pedestrians and cyclists. It lacks the high-quality public space and critical mass of people and economic activity needed to bring life to the street.

Economically, Commercial Road is located close to the only purpose-built student accommodation in Hereford, to NMITE's Blackfriars Campus and to the Hereford County Hospital and teaching facilities. It currently hosts a selection of retail, fast food, bars and services. As a wide, long street, and given its location between key areas of activity, Commercial Road is an untapped resource for the city. It could provide a hub of activity and meeting spaces.

Areas of land lying adjacent to the corridor are low-density in nature and dominated by surface car parking. These parcels of land and newly vacant sites present significant potential long-term opportunities to shape a new life for the corridor.



▲ Cluttered footways on Commercial Road today.



▲ Existing frontages along Commercial Road.



▲ Venn's Arch – local heritage asset. ©Britain Express.



▲ Commercial Road between 1892 and 1914. ©OS 25 Inch, 1892-1914.



▲ Key constraints to development within the Commercial Road Corridor today.

Key constraints to development

- Land to the north of Commercial Road and Stonebow Road is located in Flood Zones 2 and 3. Therefore, land uses that are less vulnerable to flooding will be, and new development should be carefully sited to minimise flood risk. Sustainable urban drainage and water management will form a key component of all proposals to mitigate flood risk on the site and further downstream.
- Parts of the corridor are located within the 'Central Area' Conservation Area. There are also a number of listed and non-listed heritage assets, including the Governor's House, the old Gaol Wall, the former cinema and Venn's Arch. New development should be sensitively sited to conserve, reveal and enhance the setting of heritage assets.
- Eign Brook, which runs through the north of the site, is a Local Wildlife Site. There are small areas of woodland along the brook and adjacent to the Bus Station site. These natural assets should be protected and integrated into a network of green and blue spaces.

The following pages set out two key projects that together will reanimate the Commercial Road Corridor.

Figure 28

Existing constraints within the Commercial Road Corridor

- | | |
|---|---------------------------|
| ● Listed building | ● Conservation area |
| — Watercourse – Eign Brook | ● Heritage at risk |
| ⋯⋯⋯ Railway | ● Local wildlife site |
| ▨ Greenspace and outdoor sport facility | ● Tree preservation order |
| ▨▨▨ Air quality management area | ● Floodzone 2 |
| | ● Floodzone 3 |



▲ The Governor's House. Source: British Listed Buildings.



▲ Frontage of former Odeon cinema on Commercial Road.



▲ Commercial Road c.1950. ©The Francis Frith Collection.



▲ Surface parking at Country Bus Station site.

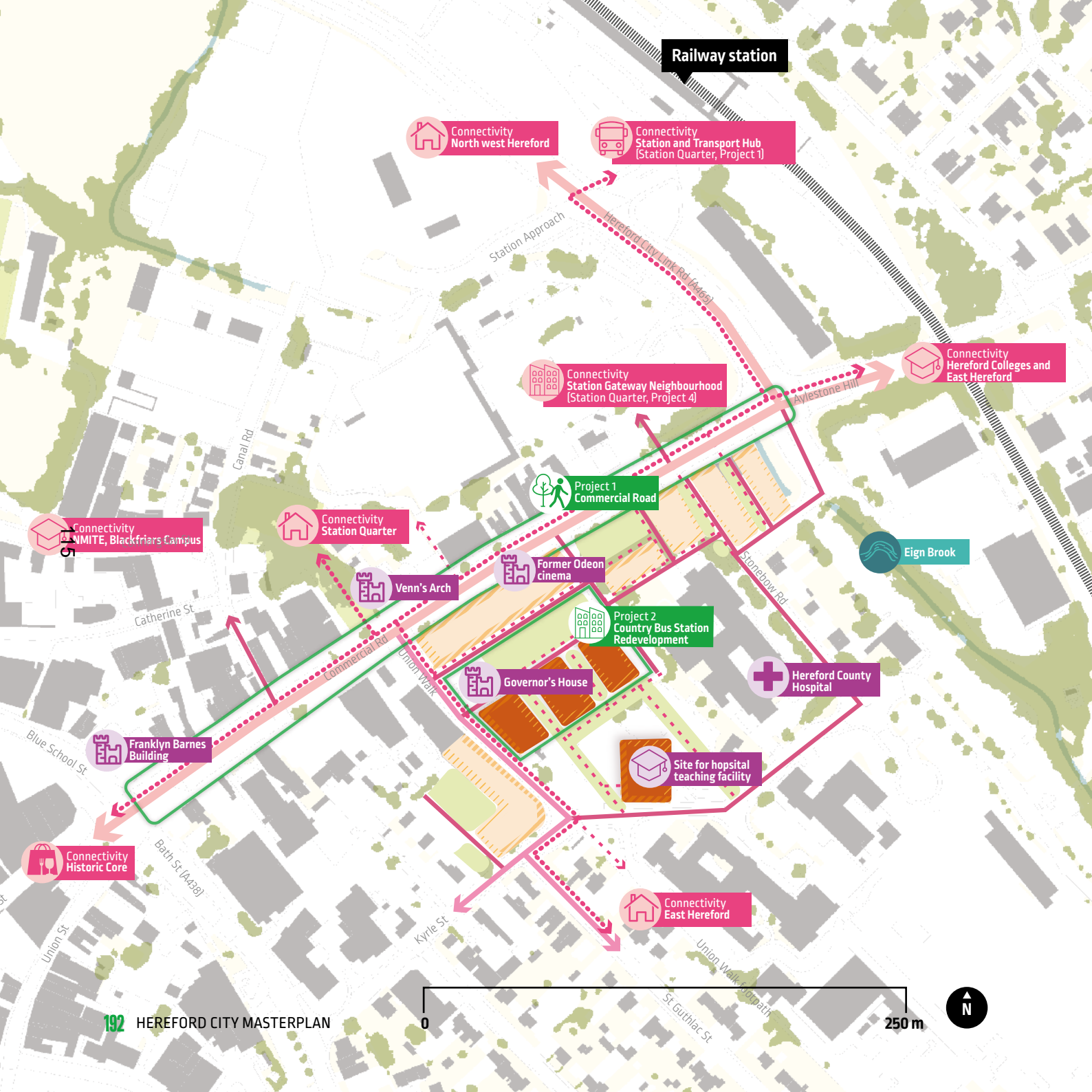


Figure 29

Commercial Road Corridor Urban Framework

- Project
- Movement
- Communities & Culture
- Economy & Opportunities
- Landscape & Wildlife
- Places & Spaces

Existing assets

- Tree cover
- Built development
- Watercourse
- Railway

Proposed interventions

- New or enhanced green space
- Project area
- Development site
- Long-term redevelopment or repurpose opportunity
- Thoroughfare or Boulevard
enhanced people-friendly routes (**Big Idea 2: People-friendly streets** on page 93)
- Street
enhanced people-friendly routes (**Big Idea 2: People-friendly streets** on page 93)
- Lane
enhanced existing and proposed routes
- Promoted walking route
enhanced existing and proposed routes
- Other walking route
enhanced existing and proposed routes
- Primary active frontage
- Secondary active frontage

A framework for future development

This Urban Framework illustrates the different roles and potential of each part of the Commercial Road Corridor.

It identifies a number of Key Development Sites, which are focused on land in Council ownership – notably the former Country Bus Station. High-quality development brought forward on these sites, accompanied by an assessment of viability, will allow them to act as a catalyst for future regeneration of the whole Corridor.

Surrounding these key development sites are a number of areas where existing ownership is mixed and there is no immediate development opportunity, but where the Framework identifies potential in the long-term for these sites to evolve and meet wider masterplan objectives.

The Framework is accompanied by a series of broad design principles. Together, they will guide the strategic redevelopment of the Commercial Road Corridor.

Project 1: Transformation of the Commercial Road 'spine'

As part of Hereford's programme of People-friendly Streets (see Big Idea 2: People-friendly streets on page 93), Commercial Road will be transformed into a flagship tree-lined boulevard that will act as a 'green spine' at the heart of the regeneration of this historic neighbourhood.

By rebalancing space for cars with more space for people, cycling and walking, people will be encouraged to linger and visit local businesses. Cafes and other businesses will benefit from high-quality 'spill out' space. This will support the growth of a student night-time economy, creating a bustling social life for the street. Enhancing the public space around local heritage assets will improve the corridor's historic setting.

Interventions which will be key to transforming Commercial Road will include: at-grade crossings, wider, clutter-free pavements and high-quality public-realm materials and street furniture. Alongside transport interventions, green and blue infrastructure features will be central – including rain gardens and 'SuDS trees'. This will create long-term benefits for Hereford, including reduced air pollution, access to nature, improved flood resilience and biodiversity benefits.

Street and feature lighting should illuminate heritage assets and key destinations, such as Venn's Arch. Carefully designed lighting will also improve safety at night and encourage round-the-clock use.

Consistent, clear and attractive wayfinding should highlight key routes to the station, the historic core, the new Station Gateway neighbourhood (see Big Idea 8: The Station Quarter on page 174) and new facilities that form part of the Knowledge Arc (see Big Idea 6: Hereford, university city on page 157).



▲ Inspiration from elsewhere: Glasgow Avenues saw a major busy thoroughfare transformed, with space for cycling, buses and pedestrians. @GreenBlue Urban.

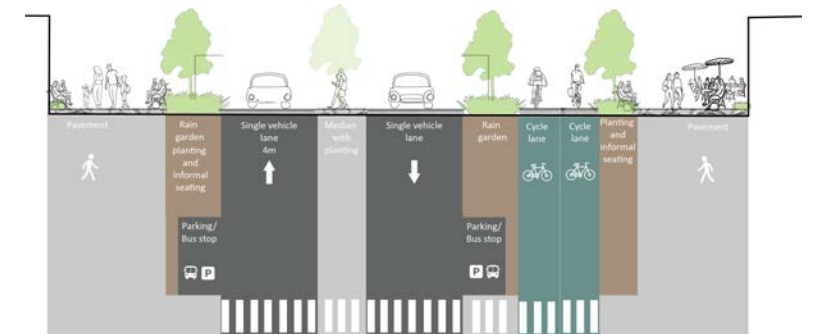


▲ High-quality wayfinding along Commercial Road will help visitors navigate – and should be consistent with signage used elsewhere in the city.



▲ An illustration of how a transformed Commercial Road may succeed in balancing space for cars with more space for cycling and walking and spill-out space for local businesses.

► A cross-section indicating how the reallocation of road space along Commercial Road could accommodate a 2-way cycle lane alongside green infrastructure features.



Project 2: Redevelopment of the former Country Bus Station

The delivery of Hereford's new multi-modal transport hub (see Big Idea 8: The Station Quarter on page 174) will see the bus interchange moved to the railway station. This will open up a key strategic site for redevelopment at this central location.

This site and the surrounding area – adjacent to Hereford County Hospital – offers a valuable opportunity for the provision of accommodation for both key workers and students. The site is located at the heart of the city's emerging Knowledge Arc (see **Big Idea 6: Hereford, university city** on page 157) and will help to address an identified shortage of student accommodation in Hereford up to 2050.

The development of this site should be carefully integrated with emerging plans for a new teaching facility for the hospital on the adjacent car park, which will further strengthen this cluster of learning facilities within the Knowledge Arc.

The Commercial Road Corridor will be delivered in phases. The initial phase (2022-2030) will focus on Council-owned assets, repurposing the existing Country Bus Station and car park for a mix of mid-rise apartments for key workers and students alongside learning facilities.

The Governor's House should form a key integrated part of the wider development – with long-term opportunities explored for reuse as social/community space related to adjacent uses, including outdoor spill-out space.

The delivery of this flagship site will act as a catalyst for future phases of development (2030-2050) as other sites

become available in the immediate area. As a collection of sites, it will help the Commercial Road Corridor to fulfil its potential, in line with the Design Principles set out below.

The redevelopment of the Country Bus Station can accommodate an estimated 50-60 apartments at three to seven storeys, as the first phase in the development of the wider area.



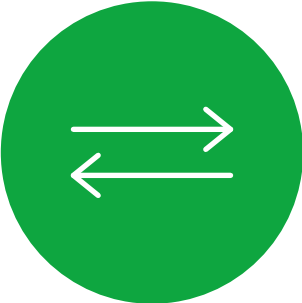
▲ An indication of the levels of design quality expected of both built development and public realm at the former Country Bus Station site. ©The University of Sheffield.



KEY DESIGN PRINCIPLES FOR THE COMMERCIAL ROAD CORRIDOR

1 Connectivity and Permeability

New development with the Commercial Road Corridor should seek to reestablish the block structure that has become lost and fragmented with the dominance of surface car parking.



Permeability through the Hereford County Hospital site and existing residential developments should be improved by creating additional pedestrian prioritised streets created perpendicular to Union Walk.

New residential development should include semi-private gardens to break up the existing blocks and allow for new pedestrian links through to the hospital campus.

Development of any longer-term development opportunities to the eastern end of Commercial Road should explore the potential to create access to the hospital by car directly from the Link Road, avoiding the need for motorised vehicles to use Commercial Road.

2 Streets, Civic Spaces and Public Realm

Street hierarchy

Commercial Road (the primary route) is one of the widest streets in Hereford. Secondary routes, such as Union Walk, are generally narrower streets and lanes which will be contained by building blocks that face directly onto the street, creating a strong building line and active street frontages. There is also opportunity to reestablish a stronger building line along Commercial Road through the redevelopment of the site.

Junctions and corners

The introduction of strong, corner-facing buildings at key locations will provide greater definition of the street and a much-needed sense of enclosure. It will also help frame views along key routes and mark the main entrance into Hereford County Hospital.



Small civic spaces

High-quality civic spaces should form a key feature of any development. These will include small gathering spaces, such as the new civic space between existing buildings and new accommodation blocks.

Parking: Where on-street parking is required, this should facilitate pedestrian crossing and avoid dominating the street scene. The use of street trees and planting should also further integrate on-street parking.

3 Form of Development

Density

Development here should reflect the higher density of the historic core. Higher density of development should be sensitively and thoughtfully achieved by introducing mid-rise apartments.



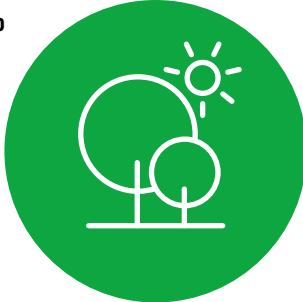
Building heights

Building heights should broadly be consistent with the Station Quarter – between three and seven storeys depending on key views and neighbouring built form. High-quality building blocks of different heights will create an interesting and varied roofscape. Corner blocks should help define street junctions and anchor the development to the plot. Building heights should be respectful of neighbouring residential buildings and heritage features including the Governor's House, the Franklin Barnes site, Venn's Arch, the old Gaol Wall and the cinema.

4 Green and Open Spaces

A network of green spaces within the Commercial Road Corridor will include:

- Commercial Road as a 'green spine' through the corridor – lined by rain gardens to alleviate flood risk, wildflower planting, street trees and pocket parks.
- Where feasible, the opening up to the public of the small area of woodland between Stonebow Road and the Bus Station site.
- Enhancing the old graveyard as a gateway from Commercial Road and calm 'oasis' in the city.
- Seating areas that incorporate nature-rich planting and connectivity for pollinators and wildlife, including spill-out space from any future uses of the Governor's House.
- Exploring the delivery of a sensory garden or wellbeing space for students, residents and NHS teaching staff.
- Distinctive 'pollinator-friendly bus stops' with green roofs to support local biodiversity.



Key delivery partners

Hereford Council, private developers, Wye Valley NHS Trust, NMITE/other learning institutions, local businesses, Historic England.



The Herefordshire and Gloucestershire Canal as it passes through Aylestone Park following reed removal. Source: Ralph Barber, Herefordshire & Gloucestershire Canal Trust.

BIG IDEA 10: REESTABLISHING THE HEREFORDSHIRE & GLOUCESTERSHIRE CANAL

Summary

The route of the former Herefordshire and Gloucestershire Canal provides an important ecological and historical asset for both Hereford and the wider county. Ongoing plans to restore the canal should be brought right into the city centre with the creation of a new Hereford Terminus. Additional water-based recreation and community facilities should be provided within Aylestone Park, providing access to the water and interactions with nature for all.

The historic route of the canal, which is protected under Core Strategy Policy E4 of Hereford's existing Local Plan, should be safeguarded through Hereford and reinstated as a blue-green active travel corridor along its towpath as a priority. Once the route is secured, aspirations for future rewetting, recreation and biodiversity enhancements can be delivered in partnership with the Herefordshire and Gloucestershire Canal Trust.

THEME 1 MOVEMENT

Enhancing active travel links between north Hereford and the city centre by securing a new green corridor along the former towpath.

THEME 2 COMMUNITIES AND CULTURE

Creating safe access to water-based recreation for people of all ages and abilities through the delivery of a new community basin.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Supporting the visitor economy and sustainable day trips into the city.

THEME 4 LANDSCAPE AND WILDLIFE

Providing a continuous green and blue corridor connecting Hereford's city centre with Herefordshire's wider countryside.

THEME 5 PLACES AND SPACES

Reviving one of Hereford's lost heritage assets and providing a distinctive setting to new development within the Station Quarter.

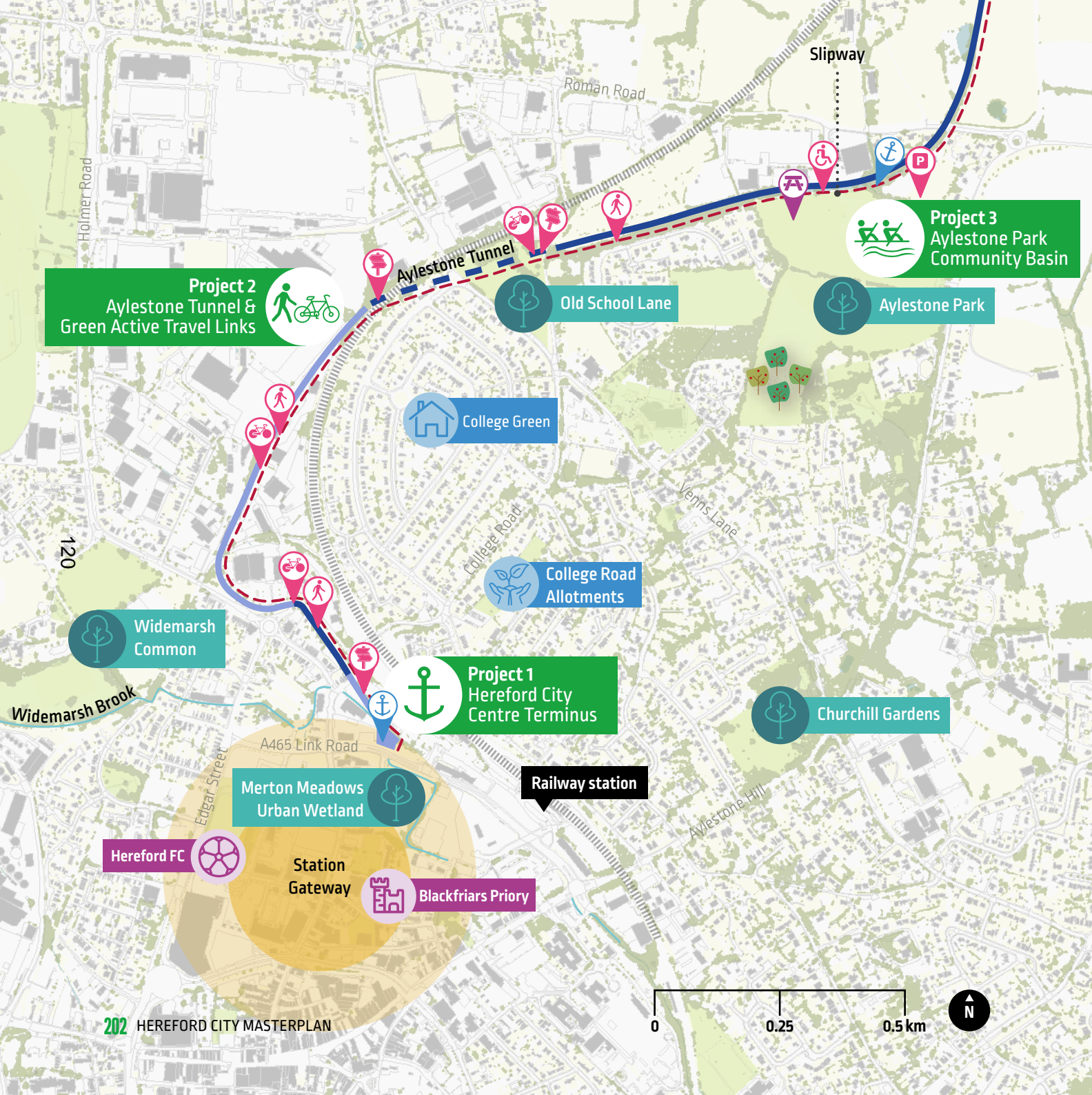


Figure 30

Re-establishing the Herefordshire & Gloucestershire Canal

Themes

- Project
- Movement
- Communities & Culture
- Economy & Opportunities
- Landscape & Wildlife
- Places & Spaces

Existing assets

- Historical canal alignment
- Tunnel
- Railway
- Orchard
- Parking provisions
- Picnic facilities

Proposed interventions

- Proposed canal alignment
- Proposed towpath for walking & cycling
- Enhanced walking provisions
- Enhanced cycling provisions
- Enhanced disabled access
- Enhanced signage & wayfinding
- Watersports
- Moorings

Context

The Herefordshire and Gloucestershire Canal first opened in 1798 and connected Hereford with the city of Gloucester. Following the arrival of the railways, traffic on the canal began to decline, leading to its eventual closure in 1881. Within Hereford, the canal terminated at a basin located adjacent to the current railway station.

Today, remnants of the canal's route are still present within the wider landscape in the shape of wooded corridors and seasonally wet ditches. Since 1992, the Herefordshire and Gloucestershire Canal Trust have been striving for the complete restoration of the canal, with roughly 10% of the 34-mile route currently restored or under restoration, and a further 10% under active negotiation.¹

¹ Herefordshire & Gloucestershire Canal Trust



▲ The Herefordshire and Gloucestershire Canal within Aylestone Park, including car parking, playground and slipway access. Source: Ralph Barber, Herefordshire & Gloucestershire Canal Trust.

The restoration of historic waterways provides a significant range of health, economic, wildlife and community benefits to the neighbourhoods they serve. It can also play an integral role in the regeneration of areas, providing distinctive design cues and helping to reestablish a sense of place. It is thought that for every £1 invested in the canal towpath network, £7 is returned in health benefits.²

Project 1: Hereford City Centre Terminus

The masterplan supports plans for the creation of a new canal terminus near to the site of the original basin, just north of the Link Road. Under Policy E4 within the Herefordshire Local Plan Core Strategy, the historic route of the canal must be safeguarded and plans for its restoration incorporated within designs for any adjoining development proposals. Therefore, revival of the canal must be secured prior to permission being granted.

The new terminus will form an important placemaking element within the Station Quarter Urban Framework and will create an attractive setting for future development within the area. Revival of the area's night-time economy should be explored through the creation of moorings, activated waterfronts, student accommodation and attractive public realm.

The location of the terminus adjacent to the Essex Arms Urban Wetland identified within **Big Idea 8: The Station Quarter** on page 174, means a green, blue and active travel link can be made right into the city centre. The canal could also form part of a wider network of nature-based solutions to flooding within the area, subject to further hydrological survey work.

Project 2: Aylestone Tunnel and Green Active Travel Links

To the north-west of the terminus site, a stretch of Canal Trust-owned land and safeguarded land to the south of Curry's should also be explored for rewetting, with some bridges and signage already in place to support interpretation of the canal. Efforts to extend the Great Western Way northwards would provide a direct link to this stretch of the reestablished canal and towpaths.

To further expand the active travel connections which the former canal's towpath presents, the opening up of the Aylestone Tunnel could be explored. The tunnel, which connects the canal at Aylestone Park with the industrial estate around Burcott Road, could provide a link between north-east Hereford and the city centre. This would be subject to sediment removal and structural investigations. The tunnel would also require 'brightening' through the use of lighting and painting to enhance perceptions of safety.

Between Curry's and the Aylestone Tunnel, landowner engagement and buy-in will be required to create a link between the new terminus and Aylestone Park. Ideally, this safeguarding of the canal's towpath as a green active travel corridor should be carried out as a priority, with the rewetting of the canal as a future aspiration.

Project 3: Aylestone Park Community Basin

Aylestone Park is a strategically significant piece of public green space in the north-east of Hereford. The Herefordshire and Gloucestershire Canal Trust has made significant progress in reviving the stretch of the canal which passes through the park, including undergrowth clearance, silt removal, slipway construction, overflow weir construction, organising boating days and continued

reed removal. This has resulted in a permanently wet stretch of canal that hosts an important mosaic of riparian habitats and supports species such as kingfishers.

At present, this stretch of the canal is little known and underused. The creation of a new Aylestone Park Community Basin could help to reinforce this stretch of the canal as a recreation asset for the whole of Hereford to enjoy. There is a desire for more water-based recreation within Hereford. However, access and safety issues continue to persist along the Wye and the Lugg.

The canal could offer a safe location for children and adults to take part in water-based activities such as kayaking and paddle boarding. The existence of a slipway will allow for disability groups (such as Sailing4Disabled) to gain access to the water. Space for moorings could also be provided, bolstering the basin and Hereford as a tourism destination.

Subject to the delivery of a new active travel link through the Aylestone Tunnel, the community basin could provide an opportunity for sustainable daytime access into the city centre, avoiding the often congested Roman Road and A49. This could be reinforced through the provision of parking and bike hire. The course of the canal restoration could then stretch northward beneath the Roman Road and create active travel links towards Withington Marsh along the canal's towpath.

Key delivery partners

Herefordshire & Gloucestershire Canal Trust, developers & landowners, Sustrans, Herefordshire Wildlife Trust and Wilder Hereford, Herefordshire Food Alliance.



▲ The Aylestone Community Basin would present an opportunity for water sports.



▲ Restoration of the Stroudwater Navigation at Ebley Wharf, Stroud.

² Water Adds Value – Highlighting the impact of the restoration of our waterways. Canal & River Trust and The Inland Waterways Association 2015.



BIG IDEA 11: ENTERPRISE AND INNOVATION CORRIDOR

Summary

This Big Idea seeks to support the long-term ambitions set out in Herefordshire's Big Economic Plan by taking a proactive approach to employment land. It builds on the success of Hereford's thriving Enterprise Zone at Rotherwas and helps Hereford continue to lead the way in green technology up to 2050.

It does so by identifying a broad corridor of land for employment-led development. The corridor will evolve incrementally toward 2050 to provide much-needed employment land and to cluster those high-value, high-tech jobs that Hereford needs in order to reach its potential. The corridor will grow along a spine of high-quality active travel routes and green and blue infrastructure.

The Enterprise and Innovation Corridor is by nature a long-term ambition. Existing commercial land uses within this corridor limit immediate opportunities for development. However, this masterplan provides a vision to be taken forward in future detailed masterplanning, as land uses and technology evolve and existing businesses seek to consolidate their sites as industry changes.

Further planning should be carried out in close collaboration with existing employers to ascertain which land plots might become available and when.

THEME 1 MOVEMENT

Development will evolve along a 'spine' of walking, cycling and dedicated public transport routes.

THEME 2 COMMUNITIES AND CULTURE

Providing the high-value jobs, education and support opportunities needed to build and retain skills in Hereford.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Addressing the deficit in employment land to help to continue building Hereford's high-value sector base.

THEME 4 LANDSCAPE AND WILDLIFE

Enhancements to the Yazor Brook blue-green corridor will sit at the heart of future detailed masterplanning.

THEME 5 PLACES AND SPACES

Opportunities to create greater permeability for walking and cycling as part of redevelopment, interspersed with areas of high-quality public realm as hubs of energy and activity.



▲ The Shell Store, within Hereford's existing Enterprise Zone.



Figure 32

An aerial view of the Enterprise and Innovation Corridor today

- Three Elms Estate (approximate location)
- Yazor Brook
- Flood Zone
- Existing local cycle network
- Historic core
- Great Western Way

Context

A remarkable shift is taking place in the spatial geography of innovation – away from isolated corporate campuses accessible only by car toward areas where leading-edge anchor institutions and companies cluster and connect start-ups and incubators. These areas are more physically compact, accessible by sustainable transport and often offer a mix of housing, office and retail alongside small business premises.

As set out in the county's Big Economic Plan, Herefordshire has the opportunity to become an exemplar 21st-century rural county – with the city of Hereford sitting at its heart. The proposals here build on Hereford's strategic location within the 'Cyber Corridor', which stretches from Malvern to Bristol.

The Big Economic Plan's Vision for 2050 includes a focus on innovative, growing businesses, including green construction, utility and energy management, agriculture, defence, cyber and technology. Hereford needs to build on these strengths – supporting the supply of skilled engineers to the city's local businesses.

The existing Hereford Enterprise Zone (HEZ) at Rotherwas is thriving. However, once all plots are occupied, Hereford's Employment Land Requirements study (2022) still identifies a deficit in employment land in the city. The identification of land for employment in highly accessible parts of the city should be part and parcel of a new approach to inward investment and place marketing for Hereford.

This Big Idea is by nature a longer-term opportunity, given the presence of existing tenants and important local employers in this area. However, as the economy develops toward 2050 and land uses consolidate and shift, it is likely that sites will become available within this corridor.

The existing Three Elms Trading Estate currently lies along the western end of this corridor and is in Council ownership (see **Figure 32**). Options for redeveloping this site in line with the vision set out here should be explored – including the potential to use this site to 'kickstart' the evolution of the corridor as a whole.

As greater clarity emerges over changing land uses, further detailed masterplanning will be required to provide further direction.

Retaining the 'engineers of the future'

The Enterprise and Innovation Corridor forms part of an agenda of transformational change for the county, as set out in the Big Economic Plan.

Along with the existing Hereford Enterprise Zone, this corridor will help to provide jobs which can serve as the logical next step for engineer graduates from NMITE, without having to leave the city for opportunities elsewhere.

It will be crucial that the corridor has strong links to NMITE and other learning institutions – including high-quality public transport and active travel links between the two sites. The Vision in the Plan also seeks to explore partnerships with local healthcare actors (Wye Valley NHS Trust) to develop, invest in and deliver health solutions and skills to service our communities, including older communities.

The corridor is surrounded by existing residential areas and has the potential to become highly accessible as part of wider movement plans. As part of detailed masterplanning, where feasible, mixed uses (including commercial, retail, research and high-quality residential) should be considered.

KEY PRINCIPLES FOR THE CORRIDOR

The five principles below set out the key elements which should guide the development of the Enterprise and Innovation Corridor at each phase of its development.

1 Yazor Brook green-blue spine

The Big Economic Plan promotes investment in businesses but also crucially in green and blue infrastructure – seeing them as central to Hereford's success.

Enhancements along the Yazor Brook floodplain should sit at the heart of this corridor, using nature-based solutions to flooding by increasing habitats. Built development too can contribute to this as a wildlife corridor – through green roofs, soft landscaping and street trees – to create an exemplar of employment-led development.



2 Partnerships

Partnerships with key anchor institutions in the city will be crucial to success – including with major employers and learning institutions such as NMITE and the Wye Valley NHS Trust.

The potential to host learning and research facilities within the corridor, alongside commercial units, should be explored – in line with the principles set out in **Big Idea 6: Hereford, university city** on page 157.



3 Supporting all stages of the business cycle

In line with the recommendations of the Big Economic Plan, the Corridor should support local businesses to scale and start-ups and existing businesses to diversify and grow. This will be crucial for attracting inward investment.

In order to provide a 'bridge' between research and established businesses, the corridor should explore the provision of 'business hubs' for new entrepreneurs and incubators for start-ups.



4 Movement

A green-blue walking and cycling corridor along the Yazor Brook floodplain will act as a 'spine' for development plots coming forward. As the corridor evolves, potential routes for dedicated, protected busways should also be explored. New development should create and strengthen high-quality links to the Great Western Way. The future evolution of the site should focus on opening up sites to make them more 'permeable' for walking and cycling, and to improve connectivity to surrounding areas. This should include a focus on better connecting the corridor to the historic core by transforming the junction between the A438 and A49 (see **Big Idea 3: Historic walls and gateways** on page 109).



5 High-quality public realm

It is crucial that the Enterprise and Innovation corridor should incorporate areas of high-quality public realm so that life can flood into the space between buildings.

New spaces created within the public realm should support the corridor's aims in stimulating innovation in new and creative ways. Parks, plazas and streets can become hubs of energy and activity.

In the longer term as the corridor evolves, streets could even be transformed into 'living labs' to flexibly test innovations, such as street lighting, waste collection and new digital technologies.



Key delivery partners

Hereford Place Board, The Marches LEP, educational institutions (NMITE, colleges, hospital), Wye Valley NHS Trust, key land owners, major local employers



The River Lugg ©Sophie Bourton.

BIG IDEA 12: THE LUGG GREEN LUNG

Summary

The River Lugg and its floodplain hug the eastern side of Hereford and act as a vital green lung for a growing population. This mosaic of agricultural land, woodland, species-rich grassland and riverbank habitats provides an opportunity to address identified deficits in access to strategic-scale natural green space for residents of the city.

A network of high-quality walking and cycling routes would provide an important escape from the city and the opportunity to interact with nature without use of a private car. Moreover, increasing recreation need not be detrimental to wildlife and can in fact work to enhance space for wildlife by designating areas specifically for active access, exploring nature and undisturbed areas. This should be delivered through an ecological masterplan and management plan covering the Lugg corridor.

THEME 1 MOVEMENT

Enhancing the route and setting of promoted walking routes and encouraging active travel for recreation, not just commuting.

THEME 2 COMMUNITIES AND CULTURE

Providing access to good-quality natural green space for meaningful interactions with nature to support mental and physical wellbeing.

THEME 3 THE ECONOMY AND OPPORTUNITIES

Delivering nature-based solutions to flooding and water quality, providing benefits for the wider Wye catchment.

THEME 4 LANDSCAPE AND WILDLIFE

Managing recreation pressures to ensure sensitive habitats and species are protected, and encouraging widespread changes in attitudes to wildlife.

THEME 5 PLACES AND SPACES

Restoring the Lugg's floodplain to better represent its natural state which supports a mosaic of habitats and holds floodwater.



▲ The Lugg's wet meadow grassland supports wetland birds such as the curlew.

Context

The River Lugg forms part of the River Wye Special Area of Conservation (SAC) and is also recognised under the River Lugg Site of Special Scientific Interest (SSSI) and Lugg and Hampton Meadows SSSI. Broadlands Nature Reserve and Lugg Meadows Nature Reserve are also situated between the River Lugg and the urban extents of Hereford.

A significant portion of the Lugg's floodplain is designated as open access land. This provides an excellent opportunity for access to natural green space, something which can be lacking in Hereford. However, without sensitive land management and control of recreational pressures, such as dog walking, access can be detrimental to local wildlife. The Lugg and Hampton Meadows have experienced significant declines in pairs of breeding curlew, which is at least in part due to the impacts of recreational pressures within the SSSI.

The Lugg corridor also provides a suite of additional ecosystem services which contribute towards the economic prosperity of the county, including flood alleviation, regulating water quality and providing space



▲ Complex marginal vegetation along the banks of the river provides undisturbed habitat for species such as otters.

for carbon storage. This 'Natural Capital' is identified as playing a key role in the Herefordshire Big Economic Plan. The current restrictions on planning consent linked to nutrient issues apply within the River Lugg, reinforcing the need for greater action for nature recovery and the restoration of nutrient-filtering wetlands.

Project 1: Lugg Ecological Masterplan and Management Plan

The development of an ecological masterplan and management plan would support the Lugg corridor to provide undisturbed habitat for wildlife, while also encouraging enjoyment of nature by visitors and local residents of Hereford and the surrounding villages.

Although much of the Lugg is designated as open access land (which allows people to roam freely), accessibility to the River Lugg and parts of Lugg and Hampton Meadows SSSI is limited in order to protect sensitive habitats, including riverbanks and species-rich grasslands, and species such as otters and breeding curlew.

An ecological masterplan and management plan for the surrounding landscape would provide an important 'buffer' to enhance the resilience of habitats within the SSSI, contributing to the national Nature Recovery Network (NRN). This would also offer an opportunity to dilute recreational pressure through the creation of new destination natural greenspace, and addressing underlying causes of poor water quality through the creation and restoration of riparian buffer strips and reedbeds.

To carefully balance the requirements for recreation, interactions with nature, and providing space for undisturbed habitat, the masterplan should identify areas of 'active access', 'exploring nature' and 'undisturbed areas', reflecting local pressures and needs.

Extensive ecological surveys will be required to inform the masterplan and management plan and should identify priorities for 'undisturbed areas'. These will range from open habitat within productive farmland to structurally complex habitats along river banks and within woodland and scrub. Recreation and visitor surveys should be undertaken to support proposals.

Active Access – for bicycles, pushchairs, wheelchairs and walkers of all abilities on even surface routes

Creating wayfinding routes for different user groups to provide active transport options for residents travelling between Hereford and the surrounding villages, as well as offering opportunities for recreational access to support mental and physical wellbeing. Providing facilities such as trails, bins and picnic benches at distinct locations in least sensitive habitats and distant from the SSSI.

Exploring Nature – uneven chipping, dead wood stepping stones, etc., creating a sense of 'wild' and play, tying into health and wellbeing.

Creating opportunities for interactions with nature, for example forest schools, nature trails, informal play and information boards.

Undisturbed Areas – structurally complex areas for birds to nest and mammals to burrow. Speaks to the 'messiness' of habitats described in Natural England's Nature Network guidance.¹

These areas should have no public access. This could be seasonally, for example during the bird breeding season, or all year round. These will be in the most sensitive areas and habitats.

¹ Natural England [2011] Lugg Meadows Vegetation Study (NECR071)



▲ Multi-user paths can be integrated into the surrounding landscape and provide opportunities for education and interaction with nature.

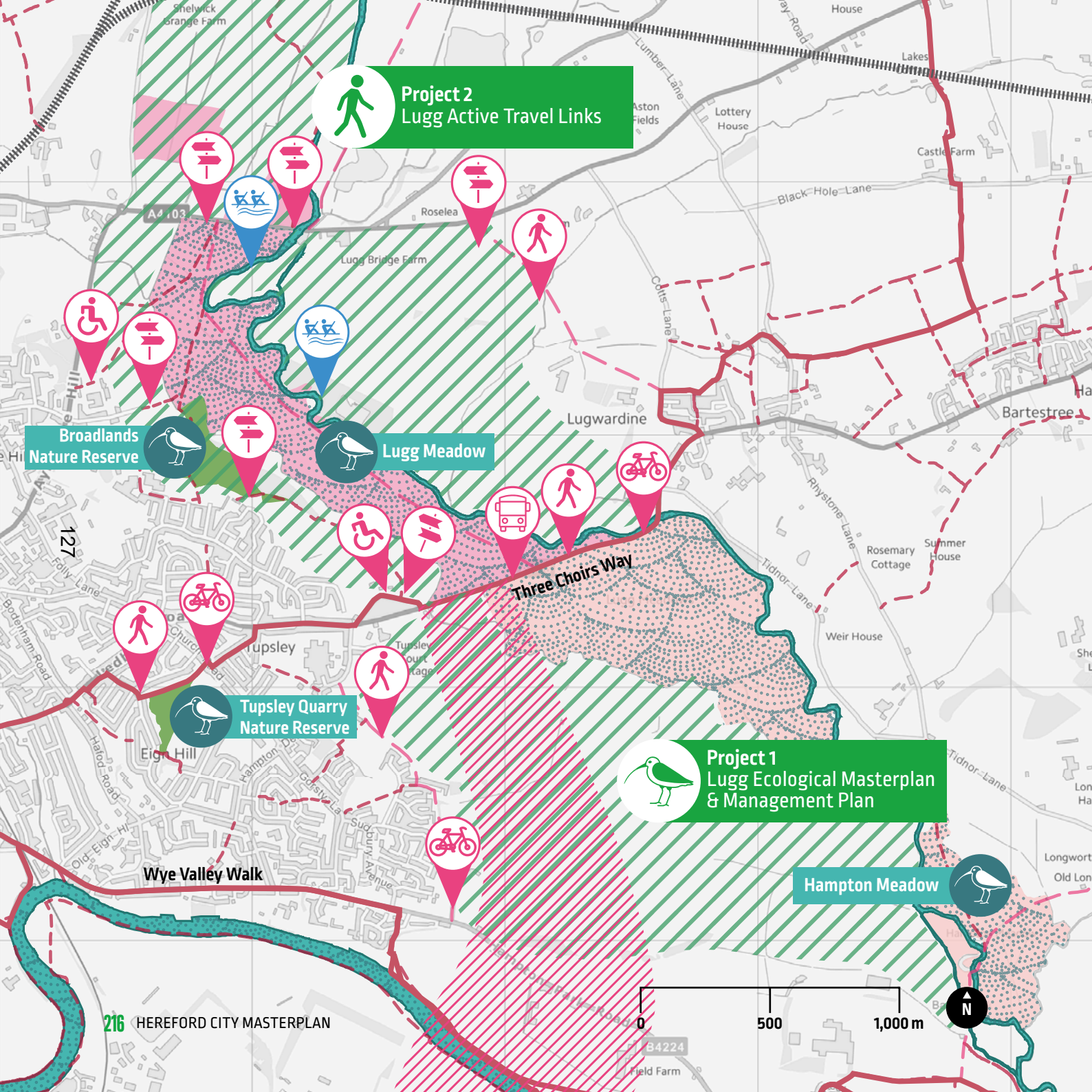


Figure 33

Lugg Green Lung

Themes

- Project
- Movement
- Communities & Culture
- Economy & Opportunities
- Landscape & Wildlife
- Places & Spaces

Existing assets

- Open Access Land
- Open Access Land with access excluded 1st March to 31st July each year
- River Wye Special Area of Conservation (SAC)
- Site of Special Scientific Interest (SSSI)
- Local Nature Reserve (LNR)
- Promoted walking route
- Public footpath
- Public bridleway
- Railway
- Nature site

Proposed interventions

- 'Buffer' area for the Lugg Ecological Masterplan and Management Plan
- Proposed Eastern River Crossing (route currently undefined)
- Enhanced disabled access
- Enhanced walking access
- Enhanced access to the river
- Enhanced signage and wayfinding
- Enhanced cycle provisions
- Additional bus stops

The results of the Lugg Meadows Vegetation Study¹ should also be used to inform the Ecological Masterplan and Management Plan. This will ensure that important species-rich grasslands, which may lie outside the boundary of the SSSI, are also protected from disturbance. Close collaboration with Natural England (who are responsible for the ongoing management of the SSSI) and Herefordshire Wildlife Trust (who currently undertake extensive work in the Lugg corridor) will be essential.

Consideration should be given to the alignment of the proposed Eastern River Crossing, as well as any future growth to the east of Hereford. Should this new infrastructure come forward, the need for the Plan would increase, therefore providing a catalyst and potential funding source for the project.

Project 2: Lugg Active Travel Links

The surveys which inform the Ecological Masterplan and Management Plan should also identify opportunities for sections of the Lugg corridor to serve as an active travel corridor, which should be sensitively planned to ensure important habitats and species are not impacted by recreational pressures.

The River Lugg has previously been a popular canoeing corridor and was made navigable under the 1696 River Wye and Lugg Navigation Act. However, in recent years the banks have become overgrown with vegetation, including invasive non-native species, preventing paddling. Opportunities for sensitive management of bankside vegetation and the control/eradication of invasive non-native species should be informed by an ecological survey of the river corridor

and conducted in consultation with Natural England. Additional interventions to secure the Lugg as an active travel corridor could involve the redirecting of the Three Choirs Way to take in more of the Lugg corridor within the surrounding landscape of the Ecological Masterplan, as opposed to the narrow footpath adjoining the A438.

Other active travel links could be sought through formalising the ‘Slow Ways’² network by improving routes and public footpaths between Hereford and the surrounding towns and villages. A possible route from Hereford to Leominster crosses the River Lugg near Sutton St Nicholas and continues north towards Bodenham, creating an opportunity for a connected route between Hereford, the Lugg Corridor and the newly enhanced wetlands at Bodenham Lake Nature Reserve.³

An additional wetland which is under development at Oak Tree Farm,⁴ together with Bodenham Lake and the Lugg Meadows, forms part of Herefordshire Wildlife Trust’s flagship Lugg Valley Nature Reserves. Opportunities to provide active travel links between these sites should be sought as part of any active travel route improvements connecting with Hereford.

Key delivery partners

Herefordshire Wildlife Trust, Natural England, Plantlife, Wilder Hereford, developers, landowners.

1 Crick et al. (2020) Nature Networks Evidence Handbook, Natural England NERR081
2 <https://beta.slowways.org/Place/hereford>
3 <https://www.herefordshirewt.org/luggwetlandgem>
4 <https://www.herefordshirewt.org/nature-reserves/oak-tree-farm>

DATA SOURCES

Location	Title	Source information
Figure 1 on page 15	Strategic Allocations in Hereford's Adopted Plan	@Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council @Crown copyright and database rights 2022 licensed under DEFRA's Public Sector Mapping Agreement with Ordnance Survey (licence No. 100022861). Source: DEFRA
Figure 2 on page 25	Overview of current transport network	@Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council Contains OS data @Crown copyright and database right 2021 Source: Ordnance survey
Figure 3 on page 26	Walking and cycling access in Hereford	Source: PJA
Figure 4 on page 29	Car journeys in Hereford	Source: PJA
Figure 5 on page 34	Socio-economic Deprivation Patterns in Hereford	MHCLG, 2019. Contains National Statistics data @Crown copyright and database right 2019 Source: MHCLG
Figure 7 on page 49	Hereford's Green and Blue Infrastructure Network	Sustrans National Cycle Network data contains Ordnance Survey data (@Crown copyright and database rights (2021). Source: Sustrans @Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council N/A Source: Herefordshire and Gloucestershire Canal Trust Contains OS data @Crown copyright and database right 2021 Source: Ordnance survey
Figure 8 on page 51	Access to Hereford's Green and Blue Infrastructure Network	Sustrans National Cycle Network data contains Ordnance Survey data (@Crown copyright and database rights (2021). Source: Sustrans @Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council @Natural England copyright 2022. Contains Ordnance Survey data @Crown copyright and database right 2022 Source: Natural England and Ordnance Survey @Natural England 2021, reproduced with the permission of Natural England. Contains, or is derived from, information supplied by Ordnance Survey. @Crown copyright and database rights 2021. Ordnance Survey 100022021. Source: Natural England and Ordnance Survey
Figure 9 on page 57	The distribution of car parks within the historic core	@Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council
Figure 10 on page 67	Proposal for managing strategic motor traffic through Hereford	Contains OS data @Crown copyright and database right 2022 Source: Ordnance survey

DATA SOURCES (CONT.)

Location	Title	Source information
Figure 11 on page 69	Proposal for reducing the level of motor traffic accessing Hereford	©Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council
Figure 12 on page 70	Potential future network for bus services	Contains OS data ©Crown copyright and database right 2022 Source: Ordnance survey
Figure 14 on page 76	Potential Eastern Link Corridor	Esri UK, Esri, HERE, Garmin, Foursquare, GeoTechnologies, Inc, METI/NASA, USGS
Figure 15 on page 78	Regional connectivity	Contains OS data ©Crown copyright and database right 2021 Source: Ordnance survey ©Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council
Figure 17 on page 85	Existing and potential future Low-traffic Neighbourhoods	Source: PJA
Figure 18 on page 88	Proposals for School Streets	©Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council
Figure 19 on page 94	Recommended network for cycling and walking infrastructure	Source: PJA
Figure 26 on page 176	Existing constraints within the Station Quarter	Contains OS data ©Crown copyright and database right 2021 Source: Ordnance survey ©Crown copyright and database rights 2022 licensed under DEFRA's Public Sector Mapping Agreement with Ordnance Survey (licence No. 100022861). Source: DEFRA ©Historic England (2022). ©Crown Copyright and database right 2022. All rights reserved. Ordnance Survey Licence number 100024900 Source: Historic England ©Environment Agency copyright and database rights (2022). ©Ordnance Survey Crown copyright Source: Environment Agency
Figure 28 on page 190	Existing constraints within the Commercial Road Corridor	©Historic England (2022). ©Crown Copyright and database right 2022. All rights reserved. Ordnance Survey Licence number 100024900 Source: Historic England Contains OS data ©Crown copyright and database right 2021 Source: Ordnance survey ©Crown copyright and database rights 2022 licensed under DEFRA's Public Sector Mapping Agreement with Ordnance Survey (licence No. 100022861). Source: DEFRA ©Crown copyright and database rights (2022) Ordnance Survey (100024168) Source: Hereford City Council ©Environment Agency copyright and database rights (2022). ©Ordnance Survey Crown copyright Source: Environment Agency

DELIVERY

The challenges and opportunities in Hereford are significant. This draft masterplan provides a vision as to how the challenges can be addressed and opportunities realised so that, by 2050, Hereford is an even better city – a greener, healthier and safer place to live for all. Significant leadership, investment and partnership working will be needed to deliver the changes required to support this vision.

Each of the 12 Big Ideas are significant endeavours in their own right, which will most likely be delivered as a series of smaller sub projects over time. A staged approach will allow the most easily achieved elements of the Big Ideas to come forward sooner, while the more complex elements will require more time and investigation to bring forward.

In the case of several of the Big Ideas set out in this masterplan, the proposals are supported by further, more detailed work. This is particularly the case for detailed proposals for transport interventions and a business case analysis for the use of Council-owned sites to ‘kickstart’ areas of strategic future development. This detailed work should inform Stages 1 and 2 of the process shown in this diagram.



NEXT STEPS

This masterplan is published as a draft for consultation.

Comprehensive consultation will be undertaken to seek the views of residents, businesses and wider stakeholders in and around Hereford.

The feedback gained through this consultation will inform the development of the final masterplan. Within this we will include further detail on the delivery of each of the Big Ideas.

Technical Note

Project: Hereford City Movement Strategy

Subject: Hereford City Movement Strategy Executive Summary

Client:	Herefordshire Council	Version:	A
Project No:	06364	Author:	RW
Date:	February 2023	Approved:	RH

I Introduction

I.1 Overview

- 1.1.1 PJA has been commissioned by Herefordshire Council to undertake the transport component of the City Masterplan. The primary purpose of the transport component of the City Masterplan is to set out a coherent evidenced path to changing the historic dominance of the vehicle and its primary use as personal transport choice in Herefordshire. In particular to affect a modal shift the private car to Public Transport, cycling and walking within and where practicable between its towns and the city.
- 1.1.2 This technical note provides an executive summary of the movement strategy for the city of Hereford which underpins and supports the Hereford City Masterplan.

2 Background, including policy context

2.1 Background

- 2.1.1 In September 2019, Herefordshire Council declared a Climate Emergency and set a target of zero carbon emissions by 2030. As a result of this decision, it was decided that the new road elements of the Hereford and South Wye Transport packages would be paused and an independent review will be undertaken on the transport packages and the wider transport strategy for Hereford.
- 2.1.2 The purpose of this review was three-fold:
- Ensure that the council's decision making is fully informed by latest information and best practice;
 - Ensure any major schemes have a positive impact on the county to address travel issues, most notably; congestion and air quality; and

- Understand how alternative options to the southern link road and western bypass address local and national policies.
- 2.1.3 The scope of the review would be to undertake a review of the transport strategy for Hereford City, including public consultation and stakeholder engagement followed by an assessment of the evidence base provided for the transport strategy In light of emerging policy and guidance on climate emergency.
- 2.1.4 The review identified a preferred strategy for the city, comprising of four key elements:
- Active travel measures;
 - Investment in buses;
 - Demand management; and
 - A new road link and river crossing to the east of Hereford (the eastern road link).
- 2.1.5 This movement strategy fits within a wider City Masterplan, which will provide a framework for the city in terms of both transport and placemaking. The development of the masterplan has been the first time that the council has provided critical thinking into how Hereford functions overall as a place. Its aims are:
- To provide a clear and consistent vision for the evolution of the city;
 - Identify a sequence of inter-related activities required to achieve this vision; and
 - Guide developers, transport operators and local organisations, providing a common route-map to realise a successful shared future.
- 2.1.6 The masterplan identifies a vision of **‘Making Hereford an even better city – a greener, healthier and safer place’**. This vision is supported by five strategic objectives:
- Movement
 - Communities and culture
 - The economy and opportunities
 - Landscape and wildlife
 - Places and spaces
- 2.1.7 Alongside the creation of the masterplan, PJA have been simultaneously developing a supporting movement strategy for the city, which will form the basis for the first strategic objective identified above.
- 2.1.8 The primary purpose of the transport strategy is to set out a coherent evidenced path to changing the historic dominance of the vehicle and its primary use as personal transport choice

in Herefordshire. In particular to kickstart a modal shift from the private car to public transport, walking and cycling within and where practicable between Herefordshire's town and the city.

- 2.1.9 The transport strategy identifies a strategic framework for local transport in Hereford and its surrounding area. It is one deliverable of the Hereford city masterplan document and the contents of the strategy form part of the wider evidence base for the full masterplan.

2.2 Regional policy context

- 2.2.1 The need to dramatically reduce the dominance of the private vehicle has been accelerated in line with current and emerging local and national policies. **The Herefordshire Council County Plan (2020-2024)** emphasises the need to rethink investment in transport to tackle the 21st century challenges of climate emergency and to support the wellbeing of the population. Moreover, the plan outlines the ambition to improve and extend active travel options throughout the county, further emphasising the growing recognition from council that change is required.
- 2.2.2 Moreover, the current **Local Transport Plan (2016-2031)** describes the vision for transport as a network that supports growth and enables the provision of new jobs and houses, whilst providing the conditions for safe and active travel, which reduces congestion and increases accessibility by less pollution and healthier forms of transport than the private car. Herefordshire are also currently developing their new **Local Transport Plan (2021 – 2041)**.
- 2.2.3 Finally, the **Big Economic Plan (2022 – 2050)** is currently being developed, which has the vision of Hereford being a vibrant, zero carbon and inclusive place to live, work study and visit. At the heart of the vision, is the focus on infrastructure, with faster and more frequent rail and public transport connections being provided across Herefordshire to encourage economic growth.

2.3 National policy context

- 2.3.1 In terms of national policies, the **Transport Investment Strategy (2017)** produced by the Department for Transport seeks to develop a transport system that 'improves the living standards and economic growth by increasing productivity and driving growth across the whole country'.
- 2.3.2 Moreover, the **Net Zero Strategy 'Build Back Greener' (2021)** sets out policies and proposals for decarbonising all sectors of the UK economy to meet the UK net zero target by 2030. Policies focused on transport are intended to transform cities and towns with access to greener, faster, and more efficient transport.

- 2.3.3 Finally, **Gear change: a bold vision for walking and cycling (2020)** provides a framework for how walking and cycling will be the naturally first choice for all local journeys within the country and expresses the need to shift away from the private vehicle and opt for sustainable, active modes of travel.

2.4 Summary

- 2.4.1 The movement strategy has been framed with consideration to the local and national political context and explores a broad range of challenges and issues across Hereford which are focused on movement, transport and traffic.
- 2.4.2 The development of the transport strategy has not been completed in isolation. The strategy has been produced through a collaborative process including officers from across the council in departments including economy, environment and highways.

3 Hereford City Transport Strategy – Aims of the report

- 3.1.1 The transport strategy has four overarching aims:

3.2 Contribute to Hereford's City masterplan

- 3.2.1 The overall aim of the transport strategy is to provide local transport advice to support the objectives and outcomes for creating a masterplan for the city. This transport advice will help evidence a compelling story as to why change is needed and will be informed by robust evidence. The contents of the strategy will also feed directly into the new Local Transport Plan which is currently being prepared.

3.3 Support future funding submissions

- 3.3.1 The transport strategy will help Herefordshire Council in their ambition to receive funding from central government. Having a clear vision and strategy that is aligned to the government's ambitions puts the Council in a strong position to seek funding as relevant bidding opportunities come forward over the coming years. Moreover, the transport strategy must also match the Council's ambitions, showcasing strategic leadership and willingness to change, which is a key component of receiving future funding opportunities indicated by government.

3.4 Ownership and accountability

- 3.4.1 The development of the transport strategy will contribute to increasing the ambition and capability of the council in delivering transformational change programmes across the city. This

will also assist in greater understanding as to when and why to deliver the schemes which will help build the case for change as part of future transformational change programmes.

3.5 Preparing for future success

- 3.5.1 The transport strategy will be used to advise the project sponsor on recommended approaches to setting up future projects for success. This will contribute to providing effective governance, project management and design development for future schemes as well as informing the programme's timescale and overall budget.

4 Hereford City Transport Strategy – key components

4.1 Introduction

- 4.1.1 The structure of the strategy has been separated into several components which together form a coherent approach to transport and traffic in Hereford, and set a strategic direction for movement in the city, in line with the vision of the masterplan.
- 4.1.2 The emerging tables of contents for the transport strategy can be found in Appendix A, with each component of the strategy summarised below:

4.2 'Why'

- 4.2.1 This chapter provides the evidence as to why a transport strategy is required within Hereford. It explains what transport infrastructure is available in the city that is conducive for sustainable travel and provides an overview of the importance of inclusive mobility.
- 4.2.2 The chapter explores what the rights kinds of traffic are for Hereford, explaining outcomes for growth in pedestrian and cycle traffic, growth in bus patronage, reductions in the number of short car trips, and reductions total vehicle miles driven in the city. Following this, the document explores some of the obstacles that need to be overcome within Hereford and establishing why there is an urgent need to provide alternatives to car travel around Hereford.
- 4.2.3 This chapter concludes with establishing the policy background to the transport strategy, providing evidence from local and national policies which provide a background to pedestrian movement, cycle traffic and public transport.

4.3 Who

- 4.3.1 This chapter explains who the beneficiaries are of the masterplan and how a sustainable transport system will benefit a range of different stakeholders. The chapter then explores where

these people want to go to across Hereford and its surrounding area, exploring the key destinations and trip attractors across the county with a focus on the city.

4.4 What

4.4.1 This chapter of the strategy begins by setting out what the masterplan is aiming to achieve, with the main purpose being to increase footfall in the city and to grow active travel whilst simultaneously reducing the dominance and overreliance on the car. Following this, the strategy explains what types of vehicle will be enabled through the strategies interventions, with a clear focus on pedestrians, cyclists and public transport.

4.4.2 The chapter further explores the propensity to walk and cycle in the city, exploring the propensity for active travel to key destinations across the city such as employment and education settings. The chapter concludes with an exploration into what inhibits sustainable transport in Hereford, identifying barriers such as; road danger, traffic speeds, topography and high number of car parking spaces within the city.

4.4.3 This chapter of the report provides an overview of the type of infrastructure that should be implemented across Hereford in order to incentives active travel and ensure that the vision of the masterplan is achieved. Examples of the type of infrastructure that are recommended within this chapter include;

- Placemaking
- Removing pavement parking
- Parklets
- Wayfinding
- Modal filters
- Protected cycleways
- ‘early release’ for cycle traffic
- Segregated roundabouts

4.5 How

4.5.1 This chapter describes the difference between maintaining the ‘status quo’ in terms of continuing with a high car dependency within the city and delivering meaningful, transformational change. The chapter introduces the keys to success for delivering

transformational change and establishes a commitment from the council to sustainable transport and active travel.

- 4.5.2 Following this, the chapter provides solutions in terms of how to reduce road danger at school streets and how to plan a liveable neighbourhood, providing safer routes to school. The chapter concludes by providing the foundation measures on developing a car-light city centre, which includes; modal filtering, rationalising car parking, a workplace parking levy and park and choose facilities on the outskirts of the city as well as planning for active travel across the city through developing high quality walking and cycling network.
- 4.5.3 This chapter details recommendations on the redesign of several signalised junctions within Hereford. These are initial suggestions for the redesign of junctions which have been conducted to demonstrate the level of ambition needed to enable cycle traffic and bus patronage across the city.
- 4.5.4 This chapter provides an overview of the current position of public transport within Hereford and its surrounding area. Following this, the chapter analyses the bus service improvement plan that was developed and explores what makes a good bus network, drawing inspiration from case studies from across the UK.
- 4.5.5 This chapter also provides the proposed improvements to be made to public transport and provides an overview of the infrastructure required to ensure that public transport is a viable and attractive alternative to the private car.
- 4.5.6 The chapter concludes by considering the role of the River Wye in terms of movement and enabling regional connectivity through rail.

4.6 When

- 4.6.1 This chapter explains the importance of phasing recommendations presented in the strategy and explores how funding can be sourced to take forward the recommendations. Following this, the chapter provides a detailed look into achieving modal shift across Hereford and outlines the drastic action that needs to be taken in order to achieve fundamental modal shift.
- 4.6.2 This chapter concludes by presenting the roadmap for Hereford, which presents the phasing and sequencing of recommendations presented within the strategy over the next 20 years.

4.7 What adds value

- 4.7.1 The final chapter of the report presents what additional measures can be implemented across Hereford to make better streets and spaces. Following this, the chapter presents recommendations on how to normalise walking, wheeling and cycling and recommendations on how to deal with misinformation being circulated as a result of interventions.
- 4.7.2 This chapter concludes with a high level communication and engagement strategy for the transport strategy, which can be used as a framework when active travel projects are being taken forward.

5 Pipeline and next steps

- 5.1.1 In terms of the programme of works outlined within the transport strategy, the roadmap of recommendations presented in the strategy sets out the sequencing plan, which is separated into Year 1,2,3,5,10 and 20 intervals. This roadmap will continuously evolve and be updated by the project team to align with any funding opportunities that may arise which could accelerate the implementation of a recommendation.
- 5.1.2 Within the strategy, there is a section on likely funding sources and how the council attracts investment for future projects.
- 5.1.3 The transport strategy is currently being finalised and will be available to support the masterplan consultation in summer 2023. This strategy will also feed into the emerging Local Transport Plan.

Appendix A Emerging table of contents

Our goals

What are our recommend goals?

People

Traffic

Organisation

What is included in this report?

Why?

What do we enjoy in Hereford?

How can we enjoy more in Hereford?

What changes are happening?

Planning for inclusive mobility

Playing out

Social safety

Enabling inclusive mobility

What kinds of traffic do we want?

What are common conditions elsewhere?

What obstacles need to be overcome?

Establishing why we need better choice in how we get around

We would like reliable journey times in the city

Car traffic will continue to grow unless meaningful action is taken

We cycle when we do not have to share the road with motor traffic

Reducing road danger

Everybody active, everyday

Cleaning the air we breathe

Stepping up a gear: designing urban spaces to increase active travel

What is the cost of doing nothing?

Establishing the policy background

Who?

Who are the beneficiaries of this masterplan?

Where do people want to go?

Where are we looking?

What?

What do we want to achieve?

What does success look like?

Increasing footfall in the city centre

Growing active travel

Growing public transport

Rural transport

Managing freight and servicing

Reducing demand for car travel

What vehicles are we enabling?

What vehicles help people get to where they want to go?

What do bus passengers need?

What do motorcyclists need?

What do motorists need?

What about micromobility?

What is the propensity to walk and cycle?

Planning local cycling & walking infrastructure

How far do people walk?

How far do people cycle?

The potential for active travel

Establishing local desire lines for sustainable transport

What inhibits sustainable transport in Hereford?

What is incentivising growth in short car and van trips?

What infrastructure do we recommend?

Placemaking

The ingredients

Walking and wheeling

Invisible infrastructure

Modal Filters

Low traffic neighbourhoods

Protected cycleways

Cycle traffic at signalised junctions

Temporary 'pop-up' infrastructure

Rural routes for cycle traffic

How?

Establishing a high level of commitment

Reducing road danger at school gates

Rolling out school streets as business-as-usual

Looking ahead to vision zero

Planning liveable neighbourhoods and safer routes to school

Reducing motor traffic in neighbourhoods

Planning for a car-light city centre

Reducing motorised through-traffic in the city centre

An emerging strategy for managing future car parking

An emerging strategy for managing freight and servicing in the city centre

Planning for active travel across the city

Planning local cycling walking infrastructure

Continuing controlled parking zones

Reducing motor traffic speeds

The role of signalised junctions in the city

Redesigning major junctions

Planning quick and reliable bus journeys

Increasing bus patronage
Creating a good bus network
Outcomes
Outputs - Pillars of Success
Service typologies
Our ideal future bus network
Developing the case for change

Planning healthy connections to local towns and villages

Planning a strategic active travel network for Herefordshire

Considering movement on the water

Enabling regional connectivity

Taking the train
Pontrilas - proposed new station

When?

Why phase these recommendations

Phasing and sequencing

How do we attract investment?

Sources of funding

Achieving mode shift

Incrementally achieving transformational mode shift

What is our recommended road map?

What adds value?

How can we create better streets and spaces?

Keys to success
Adopting transformational change

How can we normalise walking, wheeling and cycling?

Establishing e-cargo bike hire

How can we challenge misinformation?

Framing active travel

Framing low traffic neighbourhoods

How can we talk to people about their streets?

Our suggested twelve-step process

Who are our stakeholders?

Interest and influence

Materials, tools and channels

Hereford City Masterplan

Feedback Report

20th February 2023



Contents

CONTENTS	2
INTRODUCTION	3
Responses	3
Analysis Methodology	3
EXECUTIVE SUMMARY	4
SURVEY ANALYSIS	6
Findings by Question	6
MAP ANALYSIS	36
EMAIL RESPONSES	39

Introduction

This report provides an overview of responses received on the Hereford City Masterplan Survey and Map Survey hosted on Commonplace. Analysis is given of responses to each question, including those open questions for which responses have been coded. Some email responses were also received and a summary of these has been included in this report.

Responses

393 respondents took part in the survey (of which 20 were hard copy) and 161 respondents have viewed the comments and made agreements. Over 2,000 comments were received on the masterplan via the survey.

In addition, 324 pins/comments have been placed on the Commonplace engagement map identifying issues or opportunities in and around Hereford and 627 respondents have viewed the map comments and made agreements.

Analysis Methodology

Some of the questions in the Commonplace survey allowed the respondent to tick multiple answers. Therefore, in some of the analysis, the sum of the response to a question may be higher than 100%. In other cases, the total response to a single-answer question may add up to slightly over or under 100% due to rounding of decimal points. Questions are based on the total number of respondents per question, as not all respondents answered every question.

At times throughout the report, we compare the response to a particular question by different groups. Some analysis is based on small numbers of respondents and so the findings for those groups, for instance where less than 50 have commented, should be treated as indicative only.

All the open-ended questions in the questionnaire were coded into themes to allow the responses to be quantified. This encompassed reading every response to these questions and creating a code frame.

Executive Summary

A common theme in the comments across the open questions focus on having a bypass and/or another river crossing. Some feel this will reduce the amount of traffic and congestion in the city. Having better public transport is also mentioned often, sometimes linked to comments about enabling a shift away from car travel.

Many are concerned about the ability for those living in rural areas to shift away from car use and concerns about those who rely on their cars – such as those who live in rural areas, are older or disabled.

Many mention wanting to see support for economic growth in the county and encouraging people into Hereford to make it a vibrant and attractive city. Having better or cheaper parking options in the city also came up regularly.

Most commonly people get around the city on foot, followed by cycling. In terms of encouraging cycling and walking, the most common challenges to be overcome relate to the safety of pedestrians and cyclists. Many comments throughout the survey also focus on the need for safe cycling and walking routes within the city and from the villages around the city.

Ways suggested to reduce the number of people driving into the city include having more frequent and cheaper public transport, feeling the Council needs to encourage people into the city and make it attractive to visitors, often linked to making driving into the city easier and having a Park and Ride system. However, many also say nothing could convince them and many stated that they feel the car is the best or only option for them.

Some mention having more Park and Ride or Park and Choose options and some feel that this might encourage fewer people to drive into the city if there is a frequent bus servicing the sites and the sites have ample and cheap or free parking available. Some also mentioned being unaware of current Park and Choose options that already exist. Areas popular to have park and choose sites include the outskirts of the city, the surrounding villages, the racecourse and near the market.

Regarding development within the city, many commented on wanting more facilities and infrastructure and wanting to encourage people into the city, by making it a greener and more pleasant place to spend time. Many also want to see support for local businesses in order to develop the facilities on offer and encourage people into the city. Some are concerned about new housing which is linked to concerns about a lack of infrastructure to service new homes.

The question on use of car parks elicited more respondents wanting to keep the car parks as car parks rather than development of these sites. However, the car parks most mentioned as being suitable to develop as green spaces or development sites are Town Hall, Shire Hall and East Street 2, East Street 1 and Merton Meadows.

Regarding heritage and enhancement of the city, many mention the river, canal and city walls as specific heritage assets and feel there is more that could be done to enhance these. The Cathedral and other churches, Shire Hall and Town Hall also feature as specific assets to celebrate. Many mentioned wanting to see design and development that is sympathetic to the heritage of the city. Regarding other areas for

enhancement, some mentioned wanting more markets, eateries and cafes, with outdoor areas in the city.

Many are in favour of enhancing the natural environment within the city and would like to see more trees as well as wildflower, meadows and green spaces. The river, canal and cycling and walking routes are also mentioned as areas where the natural environment should be enhanced, and should look clean and welcoming. There is concern about natural environments (and the city more widely) being well maintained and clean and avoiding pollution in areas such as the river.



Survey Analysis

Findings by Question

1. Are there any other challenges we should be considering?

294 respondents left a comment at this question, the comments have been coded into themes and the most common themes are listed in the table below.

The most common themes in the comments focus on having a bypass and having better public transport (often linked to comments about enabling people to shift away from car travel), followed by how to promote and support economic growth in the county. Many also commented on parking availability and price in Hereford.

Challenges

Are there any other challenges we should be considering?	Number	% of those who commented
Bypass/ring road needed	90	31%
Better public transport/public transport needed to make changes from car travel	44	15%
Support for local economy/businesses/more jobs/attract/invest in tourism/bring more people in	35	12%
Better/more/cheaper parking - in city centre/parking with new housing/for homes	34	12%
Some need to drive/older people/families/shopping etc	29	10%
Congestion/traffic an issue	28	10%
Concern about new homes/development, availability of local services/invest in local services/local services/infrastructure need investment	26	9%
Better/safe cycling infrastructure/routes	23	8%
General negative comment	22	7%
Stop wasting money	19	6%
Green infrastructure/investment	15	5%
Need Park and Ride	15	5%
Pollution/air quality in town centre	14	5%
Better/safe walking routes/pavements	13	4%
Need another river crossing	13	4%
Better links from Hereford to other rural towns	13	4%
Better road maintenance	11	4%
Accessibility/adaptions for those with disabilities	11	4%
Involve people/listen to views	10	3%
Consider the rural nature of the area/city in plans	10	3%
Encourage younger people to stay in the area/focus on younger generation	9	3%
Personal safety concerns	9	3%
Irresponsible cyclists/danger to pedestrians/issues with cycle lanes	9	3%

Shift away from car needs culture change/comms support	8	3%
Managing flood risk	5	2%
Support for masterplan	5	2%
School buses needed	4	1%
Other	26	9%

Demographics

Gender

Women are more likely to argue that there is a need for 'better public transport/public transport is needed to make changes from car travel' (men 7% vs women 19%), 'better, more, cheaper parking etc.' (men 8%, women 16%) and 'better, safe walking routes, pavements' (men 1%, women 10%). In contrast, men are more likely to comment that a 'bypass/ring road is needed' (men 33%, women 25%) and the need for green infrastructure (men 8%, women 3%).

Age groups

The below tables list the top comments made by different age groups. Top comments focus on having a bypass, with those aged 45 to 64 being more likely to mentioned this than other groups (34%). Congestion/traffic was more of a concern among the younger age group.

16-34 (21 comments in total)

Are there any other challenges we should be considering?	Number	% of those who commented
Congestion/traffic an issue	5	24%
Bypass/ring road needed	4	19%
Support for local economy/businesses/more jobs/attract/invest in tourism/bring more people in	4	19%

35-44 (42 comments in total)

Are there any other challenges we should be considering?	Number	% of those who commented
Bypass/ring road needed	14	33%
Better/more/cheaper parking - in city centre/parking with new housing/for homes	7	17%
Congestion/traffic an issue	6	14%
Better/safe cycling infrastructure/routes	6	14%
Some need to drive/older people/families/shopping etc	6	14%

45-64 (73 comments in total)

Are there any other challenges we should be considering?	Number	% of those who commented
Bypass/ring road needed	22	30%
Better public transport/public transport needed to make changes from car travel	12	16%
Support for local economy/businesses/more jobs/attract/invest in tourism/bring more people in	9	12%

Concern about new homes/development, availability of local services/invest in local services/local services/infrastructure need investment	10	14%
Better/safe cycling infrastructure/routes	8	11%
Stop wasting money	8	11%

65+ (54 comments in total)

Are there any other challenges we should be considering?	Number	% of those who commented
Bypass/ring road needed	14	26%
Green infrastructure/investment	7	13%
Need Park and Ride	7	13%
Better/more/cheaper parking - in city centre/parking with new housing/for homes	6	11%
Concern about new homes/development, availability of local services/invest in local services/local services/infrastructure need investment	5	9%
Accessibility/adaptions for those with disabilities	5	9%
Some need to drive/older people/families/shopping etc.	5	9%

Location

The below tables list the top comments made by those who live in a rural or city location. The top comment for both is about a bypass, but those who live in rural locations are more likely to mention wanting parking in the city and the need for safe cycling routes than those in the city.

Rural residents - top comments (112 comments in total)

Are there any other challenges we should be considering?	Number	% of those who commented
Bypass/ring road needed	31	28%
Better/more/cheaper parking - in city centre/parking with new housing/for homes	16	14%
Better public transport/public transport needed to make changes from car travel	16	14%
Better/safe cycling infrastructure/routes	15	13%
Support for local economy/businesses/more jobs/attract/invest in tourism/bring more people in	15	13%
Concern about new homes/development, availability of local services/invest in local services/local services/infrastructure need investment	13	12%
Congestion/traffic an issue	12	11%
Some need to drive/older people/families/shopping etc.	11	10%

City Residents - top comments (72 comments in total)

Are there any other challenges we should be considering?	Number	% of those who commented
Bypass/ring road needed	20	28%
Better public transport/public transport needed to make changes from car travel	9	13%
Congestion/traffic an issue	8	11%
Better/more/cheaper parking - in city centre/parking with new housing/for homes	7	10%
Some need to drive/older people/families/shopping etc.	6	8%
Irresponsible cyclists/danger to pedestrians/issues with cycle lanes	6	8%
Stop wasting money	6	8%
Concern about new homes/development, availability of local services/invest in local services/local services/infrastructure need investment	6	8%

2. Which areas of Hereford would benefit from better public transport?

215 respondents left a comment at this question, the comments have been coded into themes and the most common themes are listed in the table below.

Having better and cheaper public transport generally is mentioned by many at this question. Rural areas and surrounding villages to Hereford are mentioned often as well as those saying the whole areas would benefit.

Which areas of Hereford would benefit from better public transport?	Number	% of those who commented
Better/cheaper public transport needed	79	37%
From rural areas/market towns/outskirts of City	64	30%
All of it	38	18%
Need Park and Ride	22	10%
Bypass/ring road needed	20	9%
Shift to public transport not realistic from rural areas/linked to demographic/rural nature of county	20	9%
Negative comment	13	6%
Better/safer/more cycling routes	9	4%
School buses needed/issues with school run traffic	8	4%
Rotherwas	7	3%
Better/safer/more walking routes	7	3%
Don't know	6	3%
Belmont	5	2%
Other	26	12%

Demographics

Gender

Women are more likely to say that better public transport would benefit 'rural areas/ market towns/ outskirts of the city' (men 31% vs. women 45%). Women are also more likely to say that there is a need for 'better/cheaper public transport' (men 35% vs. women 47%) and that there is a 'need for Park and Ride' (men 11% vs. women 17%). In contrast, men are slightly more likely to argue that a 'shift to public transport' is not realistic from rural areas etc.' (men 11% vs. women 4%).

Age groups

The below tables list the top comments made by different age groups. General comments about better public transport often come up among the age groups along with wanting better connectivity from villages to the city.

16-34 (16 comments in total)

Which areas of Hereford would benefit from better public transport?	Number	% of those who commented
All of it	5	31%
Better/cheaper public transport needed	4	25%
From rural areas/market towns/outskirts of City	3	19%

35-44 (36 comments in total)

Which areas of Hereford would benefit from better public transport?	Number	% of those who commented
Better/cheaper public transport needed	14	39%
From rural areas/market towns/outskirts of City	14	39%
Need Park and Ride	6	17%

45-64 (47 comments in total)

Which areas of Hereford would benefit from better public transport?	Number	% of those who commented
Better/cheaper public transport needed	19	40%
From rural areas/market towns/outskirts of City	18	38%
All of it	8	17%
Bypass/ring road needed	7	15%

65+ (39 comments in total)

Which areas of Hereford would benefit from better public transport?	Number	% of those who commented
Better/cheaper public transport needed	17	44%
From rural areas/market towns/outskirts of City	12	31%
All of it	9	23%
Need Park and Ride	7	18%
Shift to public transport not realistic from rural areas/linked to demographic/rural nature of county	4	10%

Location

The below tables list the top comments made by those who live in a rural or city location.

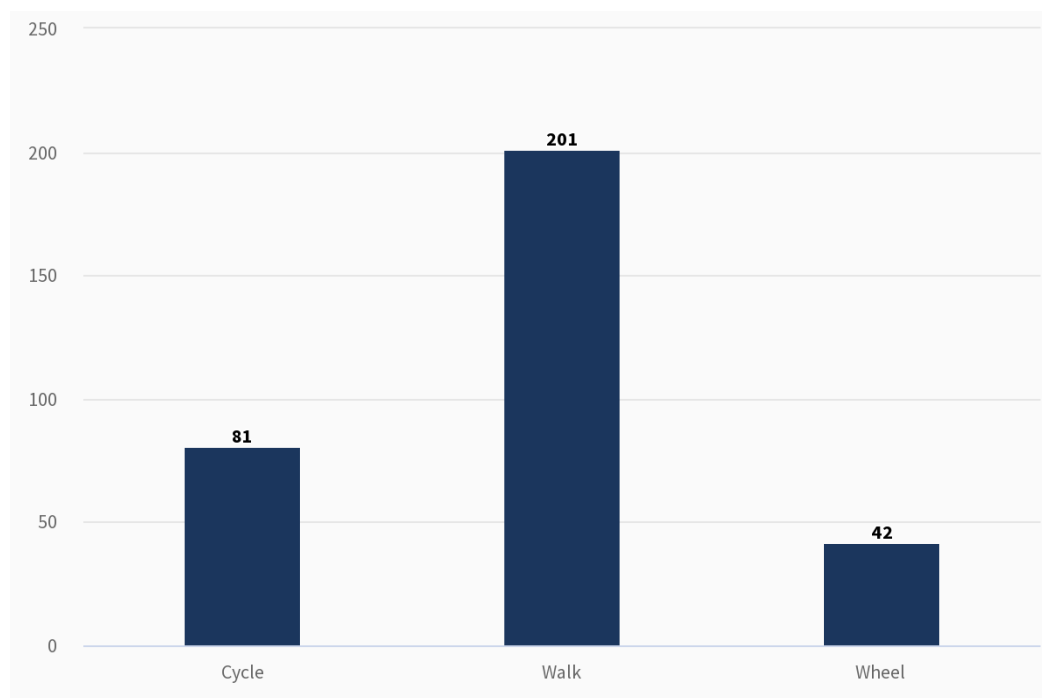
Rural residents - top comments (74 comments in total)

Which areas of Hereford would benefit from better public transport?	Number	% of those who commented
Better/cheaper public transport needed	29	39%
From rural areas/market towns/outskirts of City	29	39%
All of it	14	19%
Need Park and Ride	11	15%
Shift to public transport not realistic from rural areas/linked to demographic/rural nature of county	8	11%

City Residents - top comments (62 comments in total)

Which areas of Hereford would benefit from better public transport?	Number	% of those who commented
Better/cheaper public transport needed	22	35%
From rural areas/market towns/outskirts of City	15	24%
All of it	14	23%
Need Park and Ride	7	11%
Bypass/ring road needed	6	10%

3. Do you cycle, wheel or walk in Hereford currently?



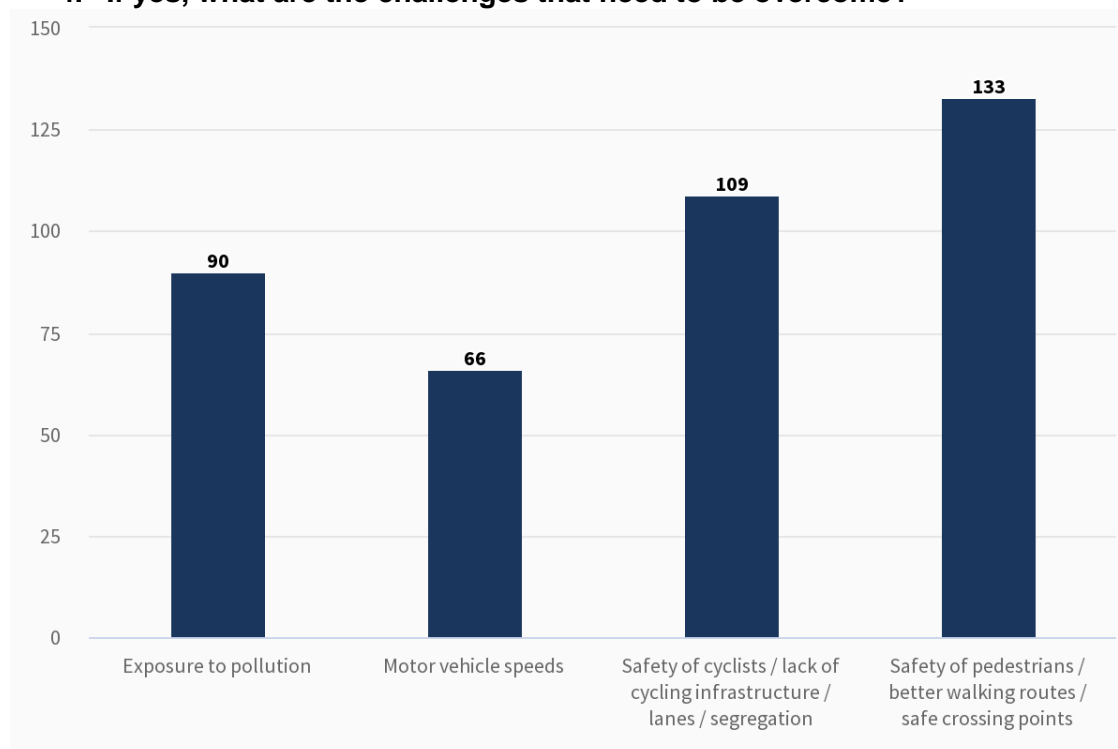
Of the total 214 responses to this question, the largest proportion access the city on foot, (94%) followed by cycle (38%) and one in five say they wheel (20%).

Demographics

Gender

Women made up a greater proportion of 'Wheel' respondents (men 17% vs. women 24%). Meanwhile, Men made up a greater proportion of those who cycle in Hereford (men 33% vs. women 15%)

4. If yes, what are the challenges that need to be overcome?



Of the 181 who answered this question, the most common challenge related to the safety of pedestrians, followed by safety of cyclists.

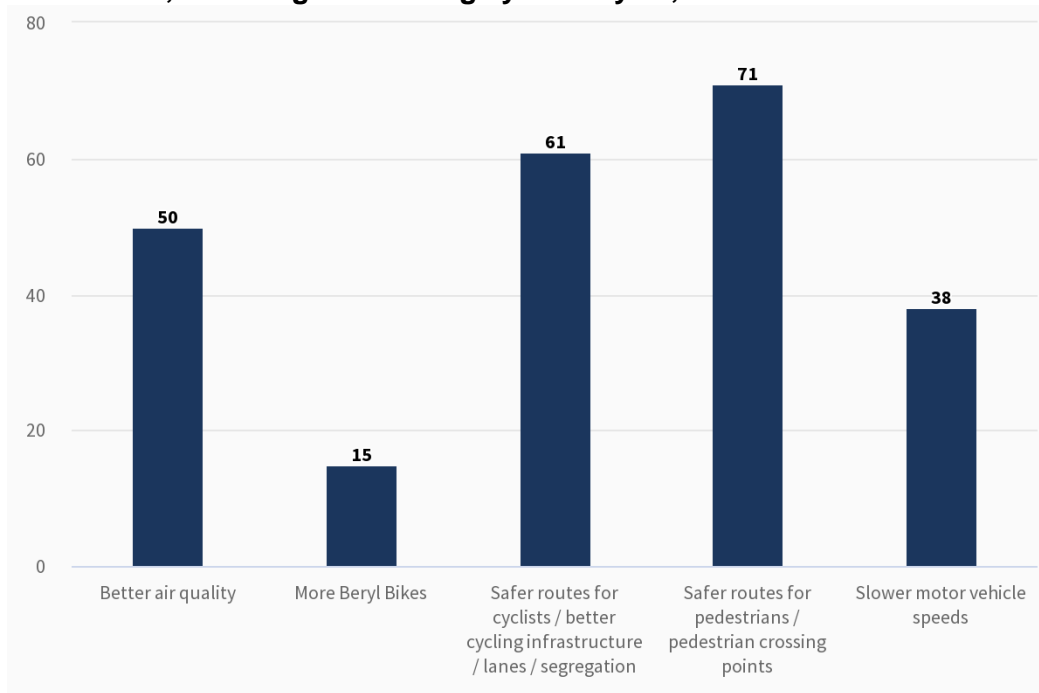
Demographics

Gender

Women make up a smaller proportion of respondents who feel that the challenge 'motor vehicle speeds' needs to be overcome (men 33% vs. women 16%), followed by 'exposure to pollution' (men 32% vs. women 20%) and 'safety of cyclists/ lack of cycling infrastructure etc.' (men 30% vs. women 20%)/

In the open comments across the survey there was mention of concern about the safety of pedestrians around the city along with safety of cyclists both in the city and in villages. Some were concerned about conflict between these two groups when paths are not segregated.

5. If no, what might encourage you to cycle, wheel or walk in Hereford?



Of the 115 who answered this question, improvements to the safety of pedestrians and cyclists were the two biggest factors that may encourage residents to try walking, cycling or wheeling around the city, followed by better air quality and slower vehicle speeds. Beryl Bikes were only cited by 15 residents.

Demographics

Gender

Women make up a smaller proportion of those who say that 'better air quality' (men 34% vs. women 22%) and 'slower motor vehicle speeds' (men 32% vs. women 24%) would help to encourage them to take up walking, cycling and wheeling in Hereford. Meanwhile, women make up a greater proportion of those who say 'more Beryl Bikes' (men 13% vs. women 27%) would make them more likely to cycle into Hereford.

6. Any other things that might encourage you?

Of the 214 comments at this question, common themes were having safe and well-lit cycle routes, making the city cleaner and more accessible via better pavement and road maintenance, having safe walking routes and having a Park and Ride system, more/cheaper parking and safe bike storage. Many mentioned a bypass or that nothing could encourage them.

Any other things that might encourage you?	Number	% of those who commented
Safe cycling routes/well-lit/ pedestrianised areas/segregate paths/prevent cyclists using pavements	49	23%
Bypass/ring road needed	29	14%
Nothing	19	9%
Improvements to the city to make it cleaner/easier to access/less congestion/better road/pavement maintenance	18	8%
Safe walking routes	18	8%
Park and Ride	12	6%
Bike parks/safe storage	12	6%
Better/more/cheaper car parking	12	6%
Better infrastructure/clear signage/better places of interest	9	4%
Better public transport	9	4%
Cannot cycle/walk i.e., disability, distance etc..	7	3%
General negative comment	7	3%
Less traffic/congestion	6	3%
Waste of money/stop wasting money	5	2%
Other	28	13%

Demographics

Gender

Women are more likely to say that 'safe cycling routes/ well-lit/ pedestrianised area etc.' would encourage them to use other methods of transport to get into Hereford (men 20% vs. women 29%). Similarly, women are also more likely to cite 'better infrastructure/ clear signage/ better places of interest' (men 0% vs. women 9%), as well. Men are more likely to cite 'better/more/cheaper car parking' as a priority (men 10% vs. women 4%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (12 comments in total)

Any other things that might encourage you?	Number	% of those who commented
Safe cycling routes/well-lit/ pedestrianised areas/segregate paths/prevent cyclists using pavements	3	25%
Bypass/ring road needed	2	17%
Park and Ride	2	17%
Better public transport	2	17%

35-44 (32 comments in total)

Any other things that might encourage you?	Number	% of those who commented
Safe cycling routes/well-lit/ pedestrianised areas/segregate paths/prevent cyclists using pavements	7	22%
Bypass/ring road needed	6	19%
Nothing	5	16%

45-64 (49 comments in total)

Any other things that might encourage you?	Number	% of those who commented
Safe cycling routes/well-lit/ pedestrianised areas/segregate paths/prevent cyclists using pavements	11	22%
Bypass/ring road needed	7	14%
Bike parks/safe storage	8	16%
Better/more/cheaper car parking	5	10%
Better infrastructure/clear signage/better places of interest	5	10%

65+ (41 comments in total)

Any other things that might encourage you?	Number	% of those who commented
Safe cycling routes/well-lit/ pedestrianised areas/segregate paths/prevent cyclists using pavements	9	22%
Safe walking routes	5	12%
Improvements to the city to make it cleaner/easier to access/less congestion/better road/pavement maintenance	4	10%
Better/more/cheaper car parking	4	10%

Locations

The below tables list the top comments made by those who live in a rural or city location.

Rural residents - top comments (77 comments in total)

Any other things that might encourage you?	Number	% of those who commented
Safe cycling routes/well-lit/ pedestrianised areas/segregate paths/prevent cyclists using pavements	18	23%
Bypass/ring road needed	13	17%
Park and Ride	9	12%
Better/more/cheaper car parking	9	12%
Nothing	7	9%

City residents - top comments (55 comments in total)

Any other things that might encourage you?	Number	% of those who commented
Safe cycling routes/well-lit/ pedestrianised areas/segregate paths/prevent cyclists using pavements	12	22%
Improvements to the city to make it cleaner/easier to access/less congestion/better road/pavement maintenance	7	13%
Bypass/ring road needed	5	9%
Safe walking routes	5	9%
Nothing	5	9%

7. Would you like to provide details of specific locations or measures to be put in place that would make Hereford streets more people friendly?

202 comments were received in response to this question. Similar to previous open-ended questions, many made comments about needing a bypass; however other comments include having separated walking and cycle routes, having better walking and cycling routes around the city and better/more or cheaper car parking.

Would you like to provide details of specific locations or measures to be put in place that would make Hereford streets more people friendly?	Number	% of those who commented
Bypass/ring road needed	33	16%
Better walking and cycling routes/from rail station/by river	25	12%
Better/Separated walking and cycle routes	23	11%
Better/more/cheaper car parking	11	5%
Clean and well maintained	10	5%
Negative comment	9	4%
Traffic calming measures/ 20mph zones	8	4%
Need to encourage people into city centre/better shops	8	4%
Road/pavement surface maintenance	8	4%
Better infrastructure/facilities	7	3%

Dangerous cyclists/educate cyclists	7	3%
Already people friendly	7	3%
Park and Ride	6	3%
Shift to public transport not realistic from rural areas/linked to demographic of county	4	2%
Issues with East Street	4	2%
Consider those with a disability/ extra need e.g., buggies	3	1%
Close city centre/central areas to cars	3	1%
Improve active travel infrastructure	0	0%
Other	33	16%

Demographics

Gender

Women are more likely to say that 'road/pavement surface maintenance' would make Hereford more people friendly (men 0% vs. women 8%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (9 comments in total)

Would you like to provide details of specific locations or measures to be put in place that would make Hereford streets more people friendly?	Number	% of those who commented
Better walking and cycling routes/from rail station/by river	4	44%

35-44 (26 comments in total)

Would you like to provide details of specific locations or measures to be put in place that would make Hereford streets more people friendly?	Number	% of those who commented
Bypass/ring road needed	10	38%
Better walking and cycling routes/from rail station/by river	3	12%
Better/Separated walking and cycle routes	3	12%

45-64 (47 comments in total)

Would you like to provide details of specific locations or measures to be put in place that would make Hereford streets more people friendly?	Number	% of those who commented
Bypass/ring road needed	7	15%
Better walking and cycling routes/from rail station/by river	7	15%
Better/more/cheaper car parking	4	9%

65+ (46 comments in total)

Would you like to provide details of specific locations or measures to be put in place that would make Hereford streets more people friendly?	Number	% of those who commented
Bypass/ring road needed	6	13%
Better walking and cycling routes/from rail station/by river	6	13%
Traffic calming measures/ 20mph zones	5	11%
better/Separated walking and cycle routes	4	9%

Locations

The below tables list the top comments made by those who live in a rural or city location.

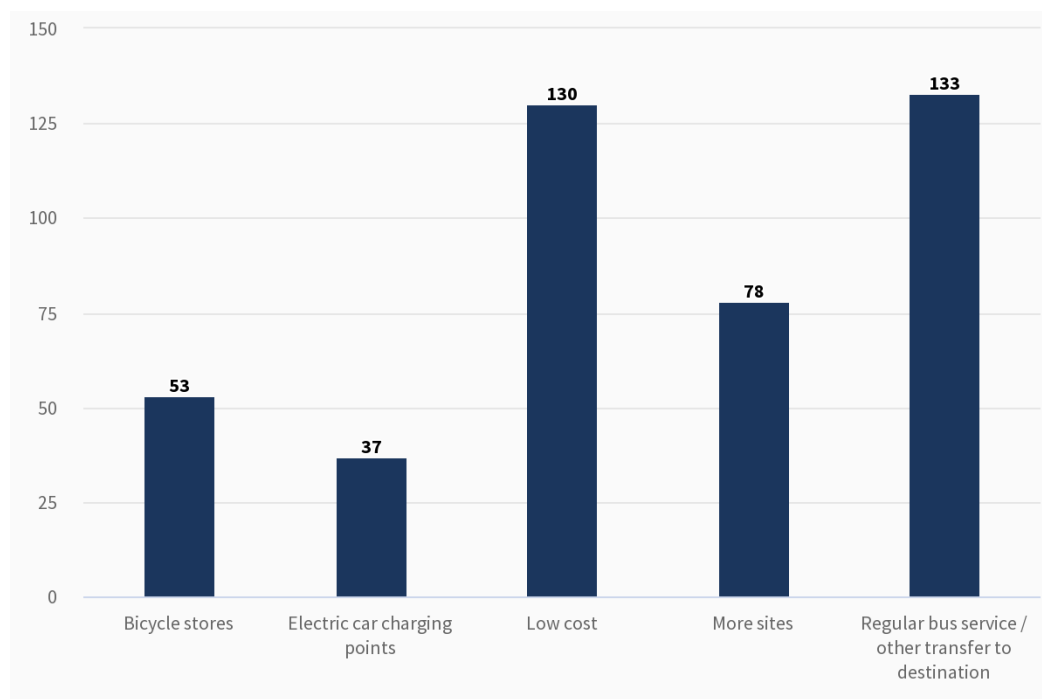
Rural residents - top comments (64 comments in total)

Would you like to provide details of specific locations or measures to be put in place that would make Hereford streets more people friendly?	Number	% of those who commented
Bypass/ring road needed	15	23%
better/Separated walking and cycle routes	5	8%
Already people friendly	4	6%
Better/more/cheaper car parking	3	5%
Need to encourage people into city centre/better shops	3	5%

City residents - top comments (62 comments in total)

Would you like to provide details of specific locations or measures to be put in place that would make Hereford streets more people friendly?	Number	% of those who commented
Better walking and cycling routes/from rail station/by river	15	24%
Bypass/ring road needed	8	13%
Traffic calming measures/ 20mph zones	7	11%
better/Separated walking and cycle routes	6	10%

8. What would encourage you to use the Park and Choose sites?



187 respondents answered this question. Regular bus services/other transfer to destination, followed by low cost are by far the biggest motivators to using Park and Choose sites.

Demographics

Gender

Women make up a greater proportion of respondents who say, 'more sites' (men 22% vs. women 31%) and 'low cost' (men 24% vs. women 31%) would persuade them to use Park and Choose sites.

9. Any other things that might encourage you to use Park and Choose?

160 respondents commented on this question. Most commonly people would like more frequent bus services from Park and Choose sites, having more communication about current sites and having ample parking at the sites. However, many also said nothing would encourage them to use Park and Choose.

Any other things that might encourage you to use Park and Choose?	Number	% of those who commented
Nothing	29	18%
Frequent bus service	25	16%
Better comms/publicity of sites	20	13%
Better parking options/facilities in city	19	12%
Large car parks/cheap parking at sites	13	8%
Bypass/ring road needed	12	8%
Negative comment on Park and Choose	10	6%
Shift to public transport not realistic from rural areas/linked to demographic of county/need car for shopping	7	4%
General negative comment	7	4%
Bike parking/storage/bike options	7	4%
Better locations/closer to city	7	4%
Low cost/cheap to use P&C	5	3%
Better walking routes	3	2%
Facilities at the sites/cafes/toilets	3	2%
Other	24	15%

Demographics

Gender

Women are more likely to say, 'frequent bus service' (men 13% vs. women 22%), 'better comms/ publicity of sites' (men 4% vs. women 12%) and 'better parking options/facilities' (men 7% vs. women 15%) would encourage them to use Park and Choose sites.

Meanwhile, men are more likely to say 'nothing' (men 31% vs. women 17%) would encourage them to use Park and Choose sites, followed by 'bike parking/storage' (men 11% vs. 0% women), 'bypass/ring road needed' (men 11% vs. women 0%) and 'negative comments on Park and Choose' (men 9% vs. women 0%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (14 comments in total)

Any other things that might encourage you to use Park and Choose?	Number	% of those who commented
Nothing	2	14%
Frequent bus service	2	14%

35-44 (27 comments in total)

Any other things that might encourage you to use Park and Choose?	Number	% of those who commented
Nothing	8	30%
Bypass/ring road needed	4	15%
Better comms/publicity of sites	4	15%

45-64 (40 comments in total)

Any other things that might encourage you to use Park and Choose?	Number	% of those who commented
Nothing	7	18%
Frequent bus service	7	18%
Better parking options/facilities in city	6	15%

65+ (28 comments in total)

Any other things that might encourage you to use Park and Choose?	Number	% of those who commented
Frequent bus service	8	29%
Better comms/publicity of sites	5	18%
Nothing	5	18%
Bike parking/storage/bike options	4	14%

Locations

The below tables list the top comments made by those who live in a rural or city location.

Rural residents - top comments (64 comments in total)

Any other things that might encourage you to use Park and Choose?	Number	% of those who commented
Frequent bus service	18	28%
Nothing	9	14%
Better comms/publicity of sites	7	11%
Better parking options/facilities in city	5	8%
Large car parks/cheap parking at sites	5	8%

City residents - top comments (39 comments in total)

Any other things that might encourage you to use Park and Choose?	Number	% of those who commented
Nothing	10	26%
Negative comment on Park and Choose	5	13%
Better parking options/facilities in city	4	10%
Better comms/publicity of sites	4	10%
Bike parking/storage/bike options	4	10%

10. Where do you think the Park and Choose sites should be to encourage you to use them?

135 respondents commented on this question. Some potential Park and Choose sites suggested were on the outskirts of the city - or north /south of the city/on the A49 and Belmont. Some other areas mentioned included Aylestone, Holmer Road/Park, surrounding villages and near the racecourse and market.

Where do you think the Park and Choose sites should be to encourage you to use them?	Number	% of those who commented
Outskirts of the city/edges of city in north/east/south or west	35	26%
None/nowhere/not needed	22	16%
Negative comment	11	8%
Belmont	9	7%
Surrounding villages	9	7%
Near racecourse	7	5%
Don't know	6	4%
Aylestone	5	4%
Hereford market	5	4%
Bypass/ring road needed	5	4%
Don't build on/develop current car parks	4	3%
Holmer/Holmer Park/Rd	4	3%
Roman Road	4	3%
Rotherwas	3	2%
Current locations look good	3	2%
Other	35	26%

Demographics

Gender

Women are more likely to say that Park and Choose sites should be located in 'Belmont' (men 3% vs. women 18%) and 'near the racecourse' (men 3% vs. women 11%). Men are more likely to say that 'none/ nowhere/ not needed' in response to this question (men 26% vs. women 11%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (11 comments in total)

Where do you think the Park and Choose sites should be to encourage you to use them?	Number	% of those who commented
Outskirts of the city/edges of city in north/east/south or west	3	21%
Holmer/Holmer Park/Rd	2	14%

35-44 (22 comments in total)

Where do you think the Park and Choose sites should be to encourage you to use them?	Number	% of those who commented
Outskirts of the city/edges of city in north/east/south or west	5	19%
None/nowhere/not needed	6	22%
Negative comment	3	11%

45-64 (32 comments in total)

Where do you think the Park and Choose sites should be to encourage you to use them?	Number	% of those who commented
Outskirts of the city/edges of city in north/east/south or west	9	23%
None/nowhere/not needed	7	18%
Roman Road	3	8%
Surrounding villages	3	8%

65+ (21 comments in total)

Where do you think the Park and Choose sites should be to encourage you to use them?	Number	% of those who commented
Outskirts of the city/edges of city in north/east/south or west	6	29%
Belmont	4	19%
Near racecourse	2	10%
Negative comment	2	10%

Locations

The below tables list the top comments made by those who live in a rural or city location.

Rural residents - top comments (50 comments in total)

Where do you think the Park and Choose sites should be to encourage you to use them?	Number	% of those who commented
Outskirts of the city/edges of city in north/east/south or west	15	23%
None/nowhere/not needed	6	9%
Surrounding villages	4	6%
Rotherwas	3	5%
Roman Road	3	5%
Belmont	3	5%

City residents - top comments (32 comments in total)

Where do you think the Park and Choose sites should be to encourage you to use them?	Number	% of those who commented
None/nowhere/not needed	7	18%
Outskirts of the city/edges of city in north/east/south or west	7	18%
Belmont	4	10%

11. Which of the existing car parks would be best used for green space, which do you think would work best for development sites, and which should be kept as a car park?

The table below indicates that a greater number of respondents opted to keep car parks as car parks rather than changing usage to either green space or developing the site. The car parks most mentioned as being suitable to develop as green spaces or developments sites are Town Hall, Shire Hall and East Street 2, East Street 1 and Merton Meadows.

Car park	Green space	Development site	Keep as car park	Total green space/development site
Town Hall	43	28	106	71
Shire Hall	44	27	101	71
East Street 2	24	42	91	66
East Street 1	21	42	95	63
Merton Meadows	26	37	133	63
Venn's Close	26	30	96	56
Bath Street	25	30	121	55
Friars Street	18	36	100	54
Union Walk	22	30	97	52
Nelson Street	30	20	97	50
Greyfriars	29	21	109	50
Wye Street	30	19	110	49
Country Bus Station and Car Park	12	36	141	48
West Street	19	25	112	44
St Martin's overflow	18	23	117	41
Maylord Orchard	10	30	143	40
Goal Street	16	17	149	33
Garrick Street MSCP	6	19	136	25
St Martin's 1	9	13	136	22

12. What else could we introduce to encourage you not to take your car into the city?

208 people commented in response to this question. The common comments include having more frequent and cheaper public transport, feeling the Council needs to encourage people into the city and make it attractive to visitors, often linked to making driving into the city easier and having a Park and Ride system. However, many also say nothing could convince them and many state they feel the car is the best or only option for them.

What else could we introduce to encourage you not to take your car into the city?	Number	% of those who commented
More frequent/cheaper public transport	70	34%
Nothing	30	14%
Bypass/ring road needed	26	13%
Park and Ride sites	21	10%
Car is better/need to use car	20	10%
Need to encourage people into city centre/support businesses/shops	10	5%
Better/safe cycling routes/paths	8	4%
Incentives to cycle/take public transport	7	3%
Parking in city centre	7	3%
Congestion/pollution charge	7	3%
Bike storage/parking	6	3%
More amenities in smaller towns/villages	5	2%
Ban cars in the city centre	3	1%
More funding to rural areas	2	1%
Road/pavement maintenance	2	1%
Other	27	13%

Demographics

Gender

Women are more likely to say that 'more frequent/ cheaper public transport' would encourage them not to travel into the city via car (men 29% vs. Women 40%). They were also more likely to suggest 'Park and Ride sites' as well (men 9% vs. Women 17%).

Men are more likely to say that a 'bypass/ ring road' is needed to encourage them not to take their car into the city centre (men 20% vs. women 9%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (17 comments in total)

What else could we introduce to encourage you not to take your car into the city?	Number	% of those who commented
More frequent/cheaper public transport	3	18%
Nothing	3	18%
Bypass/ring road needed	3	18%

35-44 (33 comments in total)

What else could we introduce to encourage you not to take your car into the city?	Number	% of those who commented
More frequent/cheaper public transport	11	33%
Nothing	7	21%
Bypass/ring road needed	4	12%
Park and Ride sites	4	12%

45-64 (52 comments in total)

What else could we introduce to encourage you not to take your car into the city?	Number	% of those who commented
More frequent/cheaper public transport	17	33%
Bypass/ring road needed	11	21%
Park and Ride sites	7	13%
Nothing	6	12%
Need to encourage people into city centre/support businesses/shops	5	10%

65+ (33 comments in total)

What else could we introduce to encourage you not to take your car into the city?	Number	% of those who commented
More frequent/cheaper public transport	13	39%
Car is better/need to use car	5	15%
Park and Ride sites	4	12%
Better/safe cycling routes/paths	3	9%
Nothing	3	9%

Locations

The below tables list the top comments made by those who live in a rural or city location.

Rural residents - top comments (72 comments in total)

What else could we introduce to encourage you not to take your car into the city?	Number	% of those who commented
More frequent/cheaper public transport	25	35%
Nothing	15	21%
Park and Ride sites	10	14%
Bypass/ring road needed	9	13%
Car is better/need to use car	5	7%

City residents - top comments (56 comments in total)

What else could we introduce to encourage you not to take your car into the city?	Number	% of those who commented
More frequent/cheaper public transport	15	27%
Bypass/ring road needed	8	14%
Nothing	7	13%
Car is better/need to use car	6	11%
Need to encourage people into city centre/support businesses/shops	5	9%

13. Is there anything else we should be considering for development within the city?

181 people left a comment in response to this question. The most common comment focuses on new roads or a bypass. Some feel more facilities/ infrastructure / opportunities need to be considered for development within the city. Some would also like to see more support for local businesses and want to see people being encouraged into the city. Some respondents commented on a desire to have less housing which is linked to concerns about a lack of infrastructure to service new homes.

Is there anything else we should be considering for development within the city?	Number	% of those who commented
New roads/bypass	31	17%
More facilities/infrastructure/opportunities	27	15%
Encourage people into city centre/support business/ clean up centre/make safer	26	14%
Well-designed homes/fit with heritage of city	18	10%
Greening of city/areas	17	9%
Less housing - linked to lack of infrastructure to service new homes	15	8%
Cheaper parking in city	10	6%
Truly affordable homes	10	6%
Negative comment	9	5%
Green infrastructure/charging points	8	4%
Develop empty properties/shops for other uses	6	3%
Clean/well maintained areas/clean up pollutants	6	3%
None	5	3%
Parking for new homes	5	3%
Better public transport	4	2%
New bridge	3	2%
Design out the car/make parking for those who have blue badges	3	2%
Pavement maintenance	2	1%
Better rail services	2	1%
Other	32	18%

Demographics

Gender

Women are more likely to say the council should consider 'greening of city/area' (men 4% vs. women 12%). In contrast, men are more likely to say that they think the council should consider 'new roads/bypass' (men 25% vs. women 14%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (14 comments in total)

Is there anything else we should be considering for development within the city?	Number	% of those who commented
Greening of city/areas	3	18%
Truly affordable homes	2	12%
Encourage people into city centre/support business/ clean up centre/make safer	2	12%
New roads/bypass	2	12%

35-44 (32 comments in total)

Is there anything else we should be considering for development within the city?	Number	% of those who commented
New roads/bypass	8	24%
More facilities/infrastructure/opportunities	6	18%
Encourage people into city centre/support business/ clean up centre/make safer	4	12%
Less housing - linked to lack of infrastructure to service	4	12%

45-64 (45 comments in total)

Is there anything else we should be considering for development within the city?	Number	% of those who commented
New roads/bypass	10	19%
More facilities/infrastructure/opportunities	8	15%
Encourage people into city centre/support business/ clean up centre/make safer	7	13%
Less housing - linked to lack of infrastructure to service	4	8%

65+ (30 comments in total)

Is there anything else we should be considering for development within the city?	Number	% of those who commented
Encourage people into city centre/support business/ clean up centre/make safer	5	17%
More facilities/infrastructure/opportunities	5	17%
Less housing - linked to lack of infrastructure to service	5	17%

Locations

The below tables list the top comments made by those who live in a rural or city location.

Rural residents - top comments (65 comments in total)

Is there anything else we should be considering for development within the city?	Number	% of those who commented
New roads/bypass	14	19%
More facilities/infrastructure/opportunities	13	18%
Encourage people into city centre/support business/clean up centre/make safer	11	15%
Less housing - linked to lack of infrastructure to service	8	11%
Well-designed homes/fit with heritage of city	6	8%

City residents - top comments (53 comments in total)

Is there anything else we should be considering for development within the city?	Number	% of those who commented
New roads/bypass	9	16%
Encourage people into city centre/support business/clean up centre/make safer	8	14%
More facilities/infrastructure/opportunities	7	13%
Greening of city/areas	6	11%
Less housing - linked to lack of infrastructure to service	6	11%
Well-designed homes/fit with heritage of city	6	11%

14. Are there any specific heritage assets we need to bear in mind?

128 comments have been received in response to this question. Many respondents have made comments that encourage the consideration of the river, canal and city walls as specific heritage assets. The Cathedral and other churches, Shire Hall and Town Hall also feature, and some respondents mention cycle lanes, public transport and walking paths as things that need to be borne in mind.

Are there any specific heritage assets we need to bear in mind?	Number	% of those who commented
All heritage parts/think about heritage in designs	24	19%
The river/canal	15	12%
City/City walls	13	10%
Cathedral	12	9%
Shire hall/repair	8	6%
Negative comment	8	6%
All of it	8	6%
Museum/better museums	6	5%
Better signage/sign posting/tourist info/centre	6	5%
Town Hall	6	5%
None	6	5%
Library	5	4%
Cycle lanes/public transport/walk paths	5	4%

Positive/support comment	5	4%
Bypass/ring road needed	4	3%
B&W house	4	3%
Castle Green	4	3%
Church street	2	2%
Leominster	2	2%
St Peter's Square	2	2%
Other	31	24%

Demographics

Gender

Women are more likely to say 'all heritage parts/ think about heritage in designs' (men 15% vs. women 22%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (7 comments in total)

Are there any specific heritage assets we need to bear in mind?	Number	% of those who commented
Cathedral	2	29%

35-44 (13 comments in total)

Are there any specific heritage assets we need to bear in mind?	Number	% of those who commented
All heritage parts	3	23%
B&W house	2	15%

45-64 (36 comments in total)

Are there any specific heritage assets we need to bear in mind?	Number	% of those who commented
All heritage parts/think about heritage in designs	10	28%
The river/canal	6	17%
City/City walls	5	14%

65+ (28 comments in total)

Are there any specific heritage assets we need to bear in mind?	Number	% of those who commented
The river/canal	5	18%
Better signage/sign posting/tourist info/centre	3	11%
All heritage parts/think about heritage in designs	3	11%
All of it	3	11%

Locations

The below tables list the top comments made by those who live in a rural or city location.

Rural residents - top comments (42 comments in total)

Are there any specific heritage assets we need to bear in mind?	Number	% of those who commented
The river/canal	8	19%
Cathedral	5	12%
All heritage parts/think about heritage in designs	5	12%
City/City walls	4	10%

City residents - top comments (36 comments in total)

Are there any specific heritage assets we need to bear in mind?	Number	% of those who commented
All heritage parts/think about heritage in designs	7	19%
Shire hall/repair	4	11%
City/City walls	4	11%
Castle Green	4	11%

15. Are there any other areas which might benefit from enhancement and what would you like to see there?

144 people left a comment in response to this question. Many identified the River Wye / riverside and some suggested surrounding cycle paths/pedestrian routes would benefit from enhancement. Some would like to see more opportunities for open air markets and outside eateries and cafes. Some would like more green spaces and parks across the city and in High Town.

Are there any other areas which might benefit from enhancement and what would you like to see there?	Number	% of those who commented
River Wye/Riverside	20	14%
Negative comment	17	12%
Outdoor markets/eateries/cafes	15	10%
Bypass/ring road needed	14	10%
Better facilities in city/encourage people into city. More attractive	13	9%
Cycle paths/pedestrian routes	9	6%
Better road network/connectivity in city	8	6%
More parks/look after parks and green spaces	8	6%
Market towns/shops/businesses	8	6%
High Town - more green spaces	7	5%
Preserve culture/heritage/history	6	4%
Wildlife opportunities/More trees	6	4%
Traffic/congestion is an issue	6	4%
Better car parking	5	3%

Town centre/all of it	5	3%
None	5	3%
Supportive of plans/comment	4	3%
More detail needed	3	2%
Other	28	19%

Demographics

Gender

Women are more likely to make 'negative comments' compared to men (men 3% vs. women 14%) or say 'outdoor markets/eateries/cafes' (men 5% vs. women 14%). Men are more likely to say that 'more detail is needed' (men 8% vs. women 0%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (7 comments in total)

Are there any other areas which might benefit from enhancement and what would you like to see there?	Number	% of those who commented
High town - more green spaces	2	29%

35-44 (21 comments in total)

Are there any other areas which might benefit from enhancement and what would you like to see there?	Number	% of those who commented
Preserve culture/heritage/history	3	14%
Cycle paths/pedestrian routes	3	14%
Outdoor markets/eateries/cafes	3	14%

45-64 (38 comments in total)

Are there any other areas which might benefit from enhancement and what would you like to see there?	Number	% of those who commented
River Wye/Riverside	7	18%
Outdoor markets/eateries/cafes	6	16%
Bypass/ring road needed	5	13%
Better facilities in city/encourage people into city/more attractive	5	13%

65+ (28 comments in total)

Are there any other areas which might benefit from enhancement and what would you like to see there?	Number	% of those who commented
River Wye/Riverside	6	21%
More parks/look after parks and green spaces	4	14%
Cycle paths/pedestrian routes	4	14%
Wildlife opportunities/More trees	3	11%

Locations

The below tables list the top comments made by those who live in a rural or city location.

Rural residents - top comments (50 comments in total)

Are there any other areas which might benefit from enhancement and what would you like to see there?	Number	% of those who commented
River Wye/Riverside	10	20%
Bypass/ring road needed	6	12%
Outdoor markets/eateries/cafes	5	10%
Better facilities in city/encourage people into city/more attractive	4	8%
Cycle paths/pedestrian routes	4	8%

City residents - top comments (38 comments in total)

Are there any other areas which might benefit from enhancement and what would you like to see there?	Number	% of those who commented
River Wye/Riverside	4	11%
More parks/look after parks and green spaces	4	11%
Negative comment	4	11%
Bypass/ring road needed	3	8%
Outdoor markets/eateries/cafes	3	8%
Better facilities in city/encourage people into city/more attractive	3	8%
Cycle paths/pedestrian routes	3	8%
High town - more green spaces	3	8%

16. Is there anything else you think we should be doing to enhance the natural environment within the city?

152 respondents commented on this question. Introducing more trees is often mentioned and having more wildflower/meadows/green spaces to enhance local areas, the river, canal and cycling and walking routes. Some respondents also mention the need to clean up the river.

Is there anything else you think we should be doing to enhance the natural environment within the city?	Number	% of those who commented
Wildflower/meadows/green spaces	33	22%
More trees	26	17%
Canal/river	22	14%
Bypass/ring road needed	19	13%
Environmental concern/pollution of rivers	17	11%
Supportive comment	13	9%
Negative comment	11	7%
Railway	9	6%

Clean/well maintained	3	2%
Better cycling/walking routes	3	2%
Concern about rural nature of county/reliance on cars	2	1%
More seating/facilities	2	1%
Other	26	17%

Demographics

Gender

Women are more likely to suggest 'wildflower/ meadows/ green spaces' (men 21% vs. women 33%) or make 'negative comments' (men 0% vs. women 8%). In contrast, men are more likely to suggest 'more trees' (men 26% vs. women 11%) or 'bypass/ ring road needed' (men 17% vs. women 8%).

Age groups

The below tables list the top comments made by different age groups.

16-34 (9 comments in total)

Is there anything else you think we should be doing to enhance the natural environment within the city?	Number	% of those who commented
Wildflower/meadows/green spaces	5	56%
More trees	2	22%

35-44 (22 comments in total)

Is there anything else you think we should be doing to enhance the natural environment within the city?	Number	% of those who commented
Wildflower/meadows/green spaces	7	32%
More trees	4	18%
Environmental concern/pollution of rivers	4	18%
Canal/river	4	18%
Bypass/ring road needed	4	18%

45-64 (34 comments in total)

Is there anything else you think we should be doing to enhance the natural environment within the city?	Number	% of those who commented
More trees	7	21%
Bypass/ring road needed	6	18%
Wildflower/meadows/green spaces	5	15%
Canal/river	5	15%

65+ (30 comments in total)

Is there anything else you think we should be doing to enhance the natural environment within the city?	Number	% of those who commented
Wildflower/meadows/green spaces	7	23%
Environmental concern/pollution of rivers	7	23%
More trees	5	17%
Canal/river	4	13%
Supportive comment	3	10%

Locations

The below tables list the top comments made by those who live in a rural or city location. Rural residents are more likely to mention wanting enhancements to the canal and river.

Rural residents - top comments (50 comments in total)

Is there anything else you think we should be doing to enhance the natural environment within the city?	Number	% of those who commented
Wildflower/meadows/green spaces	13	26%
Canal/river	10	20%
More trees	7	14%
Environmental concern/pollution of rivers	7	14%
Bypass/ring road needed	7	14%
Supportive comment	6	12%

City residents - top comments (41 comments in total)

Is there anything else you think we should be doing to enhance the natural environment within the city?	Number	% of those who commented
Wildflower/meadows/green spaces	10	24%
More trees	6	15%
Environmental concern/pollution of rivers	5	12%
Bypass/ring road needed	4	10%
Canal/river	4	10%
Negative comment	4	10%

Respondent Profile

The below table shows the profile of those who responded to the Commonplace survey. Not all respondents completed information about their location or their demographic information, so only those who offered this information are reported here.

Demographic/area	No.
HR1	77
HR2	63
HR3	7
HR4	52
HR5	3
HR6	22
HR7	4
HR8	7
HR9	6
SY7	3
WR6	2
Rural location	138
City location	105
Male	111
Female	99
Other / prefer not to say	12
Working FT/PT	181
Retired	66
Student/training/apprenticeship	11
Unemployed / other	15
Car owner	274
Under 25	12
25-44	75
45-64	94
65+	69
Disability	27
White British	187
Ethnic Minorities	9

Map Analysis

People were asked to drop pins on a map of Herefordshire and give geolocated information about the challenges and opportunities in Herefordshire. 324 respondents dropped a pin on the map.

Participants were asked what their comments related to, of which 294 offered an answer. Around one in four pins related to comments around active travel (39%), followed by congestions (26%). Fewer than one in ten pins related to public transport (6%), green/open space (6%), parking/loading (4%), accessibility (3%), buildings and facilities (2%) and air quality (2%).

What are you commenting on?

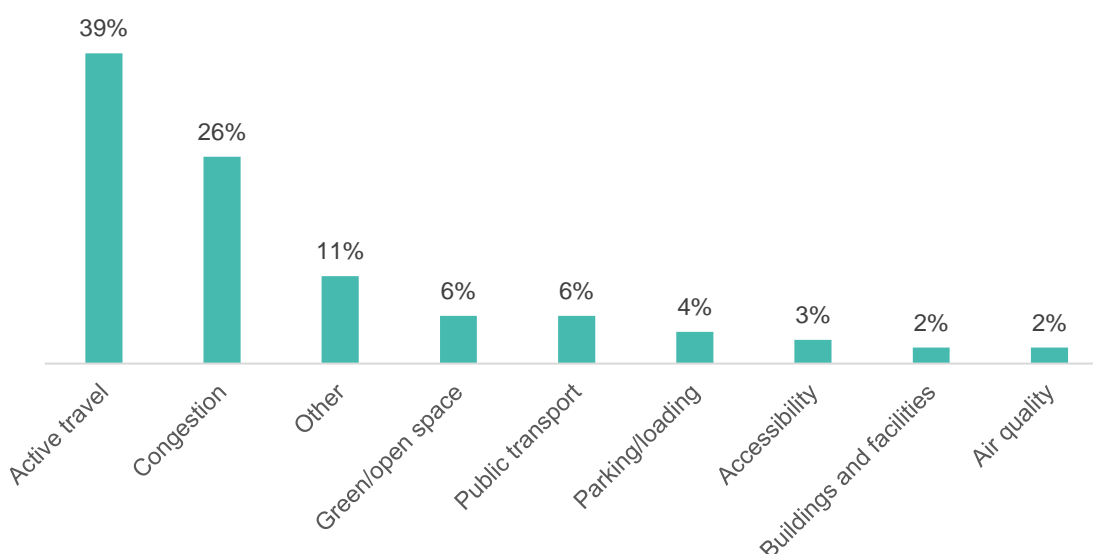


Chart source: What are you commenting on? 294 responses to this question on the Commonplace map.

Active Travel

115 respondents dropped a pin about active travel. Five participants dropped pins on Great Western Way in reference to this theme. Participants made specific comments about the quality and function of the foot/cycle path at different points in the journey.

Four participants dropped pins around Herefordshire Station on the junction of the A465 and Station Approach, focused on active travel. Two of these comments related to the crossing at the junction and the lack of time allocated for pedestrians to make crossings. The other pins relate to facilities for cyclists including parking/storage and also the lack of safe ways to cross the station on a bicycle.

Comments on active travel at Barton Road varied. One participant argued that the road is unsafe for cyclists when traffic is busy, another requested more lighting on the footbridge where Barton Road becomes Breinton Road. Another participant commented about the safety of a pedestrian crossing at junction with the A49. A final participant suggested that this is space for a cycle path on greenspace to Greyfriars Avenue.

Active Travel – 115 pins		
Street	Percentage	Count
unnamed road ¹	5%	6
Great Western Way	4%	5
Station Approach	3%	4
Barton Road	3%	4
Eign Street	3%	4
King's Acre Road	3%	3
Blackfriars Street	3%	3
St. Owen's Street	3%	3
Widemarsh Street	3%	3
Belmont Road	2%	2
St Martin's Street	2%	2
Rockfield Road	2%	2
Breinton Road	2%	2
Edgar Street	2%	2
Grimmer Road	2%	2
Plough Lane	2%	2
Victoria Street	2%	2
Roman Road	2%	2
Wye Bridge	2%	2
Commercial Road	2%	2
Hurdman Walk	2%	2
Three Elms Road	2%	2
City Link Road	2%	2
Grandstand Road	2%	2
Newtown Road	2%	2
Harold Street	2%	2
Yazor Road	2%	2
A438	2%	2
Roads with 1 response each		
Aylesbrook, Aylestone Hill, Bath Street, Bladon Crescent, Brampton Road, Brighton Grove, Broad Street, Broomy Hill, Canary Bridge, Cantilupe Street, Centurion Way, Chester Close, Church Street, College Road, Daw's Road, Fakenham Drive, Hinton Road, Holme Lacy Road, Holmer Roundabout, Ingestre Street, Ledbury Road, Lugwardine Bridge, Mill Street, Offa Street, Outfall Works Road, Penhaligon Way, Pomona Place, Priory Place, Sedgefield Road, St. Ethelbert Street, St. Martin's Avenue, Stonebow Road, Tavistock Drive, Victoria Bridge, West Street, Whitecross Road, Wordsworth Road and Wye Street		

Congestion

76 dropped a pin about congestion. Seven pins were dropped on Victoria Street in relation to congestion. The majority of comments highlighted that, because the road is one of the few routes across the River Wye, the road often gets congested and risks of serious congestion are high should accidents/damage to the bridge occur.

¹ 'unnamed roads' refer to any road without a name where a pin was dropped.

Comments on Edgar Street roundabout related to the impact of congestion on the area, air quality and the need for a bypass to relieve congestion on the area.

Comments about Belmont Roundabout discuss how the roundabout and traffic lights lead to congestion and traffic backing up over the bridge – one commenter argued that the flow of traffic worked better when the lights were switch off for a period of time.

Congestion – 76 pins		
Street	Percentage	Count
Victoria Street	16%	12
unnamed road ¹	9%	7
Belmont Roundabout	7%	5
Edgar Street Roundabout	5%	4
Commercial Road	5%	4
Edgar Street	4%	3
Belmont Road	4%	3
Widemarsh Street	4%	3
Ross Road	3%	2
A465	3%	2
Bewell Street	3%	2
City Link Road	3%	2
Walnut Tree Avenue	3%	2
Roads with 1 response each		
A438, B4224, Barton Road, Blackfriars Street, Blue School Street, Broomy Hill, East Street, Eign Gate, Gaol Street, Goodrich Grove, Hampton Park Road, Holmer Road, King's Acre Road, Newtown Road, Rockfield Road, Roman Road, Southolme Road, St Martin's Street, Station Approach, The Oval, The Stank, West Street, White Horse Street, Whitecross Road and Wyelands Close		

Email Responses

In addition to feedback received via Commonplace, residents and interested parties responded to the masterplan consultation via emails to Herefordshire Council's HCMP mailbox.

- 5 emails were logged
- 5 individual respondents were noted

Issues

Two out of five respondents are broadly supportive of the masterplan, two out of five are opposed to the masterplan, and one was relatively neutral.

Receiving feedback from organisations and residents from the Hereford area via email responses, there have been some queries and comments about how thoroughly inclusivity has been considered as well as general feedback on parking and traffic that has already been mentioned in the main Commonplace feedback.

Organisations and stakeholders

The email responses received by HC were, for the most part, sent by representatives of organisations or businesses (4). The organisations and businesses who responded via email are listed below, along with a summary of their response.

Organisation	Response Outline
Hereford Sustainable Transport Group:	<ul style="list-style-type: none"> - Highlight current challenges in terms of high levels of traffic, mostly generated from short journeys. - High levels of traffic as a result of a lack of attractive alternatives in terms of convenience, reliability and cost. - Highlight the importance of connectivity between Hereford and surrounding villages and market towns – with a transport network that reflects Hereford's position as a hub city for the county. - Transport network needs to facilitate travel from satellite villages/towns to the city centre and easy transfers between different buses/trains. - Agreement that Hereford lends itself to active travel and safety being a major factor discouraging the adoption of active travel measures. - Suggests the consideration of cargo-bicycle vehicles for deliveries in the city. - Highlights issues with new housing development in the surrounding areas - lacking infrastructure for public transports/active travel - Highlights the need for the masterplan to consider accessibility needs of an aging population
Hereford Hackney Carriage and Private Hire Association	<ul style="list-style-type: none"> - Highlighted issues around the lack of diversity in the city centre's offer to residents/visitors - Emphasised the need for a ring road /second bridge to alleviate the impact of through traffic - Emphasised the need for parking/affordable parking in the centre of the city to facilitate business

Natural England – West Midlands Area Team	<ul style="list-style-type: none"> - Suggestion on how to improve nutrient levels in the River Wye and Lugg through sustainable urban drainage schemes and natural flood management - Specific Park and Ride recommendations including possible locations and the need for shuttle buses at these locations - Encouragement of cycling solutions - Encourages carbon neutrality
Church Commissioners for England	<ul style="list-style-type: none"> - The CCE has recently submitted a planning for the first phase of the Western Urban Expansion site ‘Three Elms, North East Quarter’. - The CCE support the masterplan’s exploration of how best to facilitate movement between Hereford and the villages – in relation to the land at Three Elms - The CCE recommends that the ‘diverse bus service’ should also be a regular bus service, which is high frequency and reliable - The CCE recommends a full-coverage bus network to reduce car usage and upgrades to infrastructure including live arrival times boards and benches - Highlighted the issue of pavement parking and its impact on pedestrians - Highlighted specific improvements to Park and Choose sites, including the need for secure cycle storage, regular capped/free bus service and clear signposting to cycle and walking routes.
Letters/emails from residents	<ul style="list-style-type: none"> - Comments on difficulties accessing/the availability of information on the masterplan - Comments on the lack of detail in the masterplan

Westco Communications
64 Victoria Street
London SW1E 6QP
westcocommunications.com





Title of report: Eastern River Crossing and Link Road

Meeting: Cabinet

Meeting date: Thursday 2 March 2023

Report by: Cabinet member Infrastructure and transport;

Classification

Open

Decision type

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Backbury; Dinedor Hill; Tupsley;

Purpose

This report seeks Cabinet approval of the scheme objectives included in the body of the report which sets out the progress made to date in developing the Strategic Outline Business Case. The report also identifies the interrelationship with the Hereford City Masterplan and the Local Transport Plan, and suggests a broad timetable to take the scheme through to construction and operation.

Recommendation(s)

That:

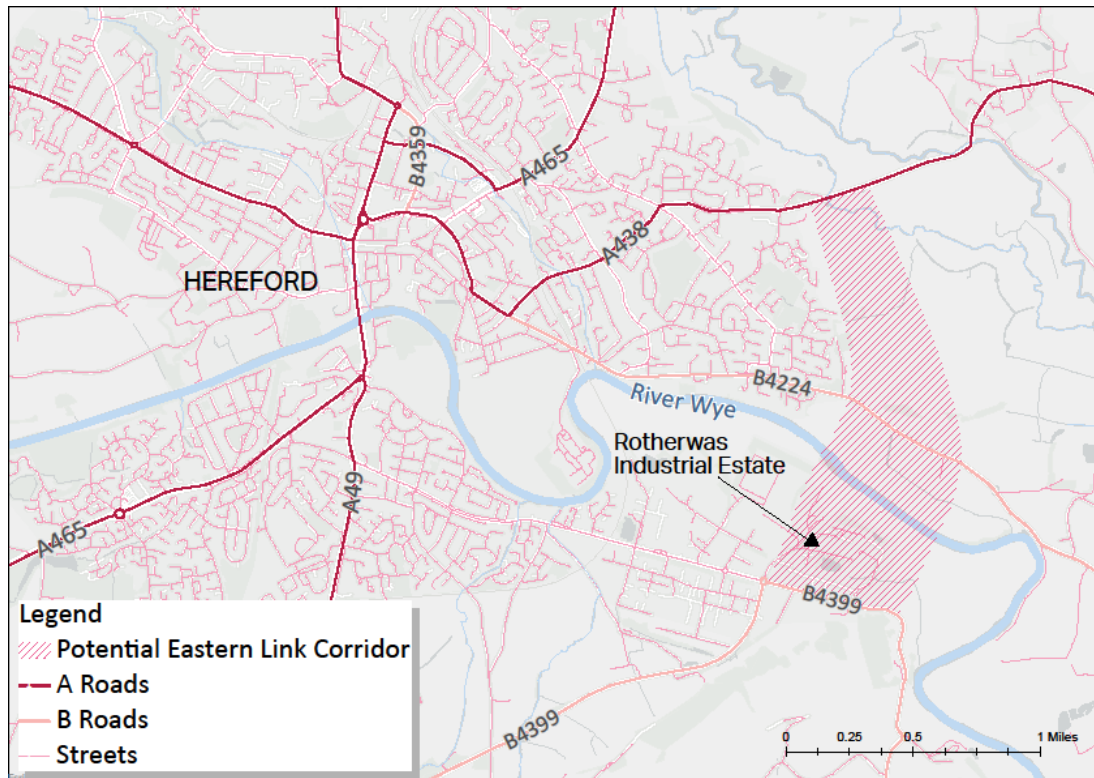
- a) Cabinet approves the project objectives as set out in this report;**
- b) Cabinet notes the progress in developing the Strategic Outline Business Case (SOBC) for the Eastern River Crossing and Link Road; and**
- c) The Service Director for Highways and Transport in consultation with the Cabinet Member for Transport and Infrastructure is authorised to take operational decisions associated with progressing the SOBC in respect of the project.**

Alternative options

1. The Strategic Outline Business Case (SOBC) will use the objectives recommended in this report to develop a long list of options. Benefits, risks and constraints will be considered before a short list of possible options is included in the SOBC report that will be finalised in the spring of 2023. There are currently no options that have been considered and rejected.

Key considerations

2. The Eastern River Crossing and Link Road (ERiC), formerly known as the Eastern Access Road, was identified in the Hereford Transport Strategy Review (HTSR) as essential to provide an alternative route for vehicular traffic to address the resilience issues around the A49 in the city centre. By providing an alternative route for traffic into and around the city, ERiC is considered vital to bring about the reductions in traffic levels and severance along key roads in the city that will enable achievement of the wider objectives of the Hereford City Masterplan (HCMP).
3. A broad route, connecting the B4399 (south) and the A438 (north) was identified in the HTSR as the preferred option, taking environmental, social and economic considerations into account. An indicative location for a new link road is shown on the plan below for illustrative purposes only; further detailed assessment and design will be required before a preferred alignment can be identified.



4. Major transport projects are typically progressed using the Department for Transport's (DfT) transport business case guidance (dated December 2022). This is a rigorous appraisal process that refines and develops transport proposals by considering the strategic, economic, financial, commercial and management dimensions of the project. This is necessary to ensure that transport proposals are aligned to the strategic context they operate in, represent value for money, are commercially and financially viable and are delivered efficiently so that users can realise the benefits sooner.
5. The first stage of any major transport project assessment is usually the preparation of a Strategic Outline Business Case (SOBC). In this case, however, to ensure that there was proper consideration of the scheme objectives and underlying evidence base as a result of the HTSR, it was decided to undertake a full gap analysis of the original options appraisal work. This would also include other current developments such as the HCMP and the emerging Local Plan before starting the SOBC.
6. In June 2022 consultants AECOM were commissioned to carry out the gap analysis work, involving a comprehensive review of existing policies, strategies and previous studies. Alongside the Gap Analysis Report the consultants produced a Funding Options Report.
7. The broad recommendations and conclusions of this pre-feasibility assessment were that:
 - a) the strategic need for an additional river crossing and the traffic situation within Hereford is well evidenced and that the SOBC should be progressed.
 - b) an initial list of potential core funding sources has been identified, including government grants, revenue generating opportunities and financing options which involve the private sector.
8. Initial estimates at this stage put the scheme cost at around £56m.

9. The next stage, to develop the SOBC, was subsequently commissioned and work is currently under way in accordance with DfT guidance, to include:
- a) refining and further developing the case for the scheme particularly, at these initial stages, the strategic and economic cases;
 - b) identifying the technical feasibility and deliverability of the scheme;
 - c) refining and developing the scheme's alignment;
 - d) mapping and understanding constraints, including environmental constraints such as the location of high flood risk areas for the River Wye;
 - e) developing mitigation plans;
 - f) developing a detailed programme through to scheme opening;
 - g) developing a high level cost estimate for delivery of the scheme.
10. An important element of the SOBC is the development of a set of scheme objectives against which scheme options will be assessed and either rejected or retained for further investigation. It is important that these objectives are carefully considered and agreed as they will form the basis against which the scheme will be assessed as it is progressed. The objectives for which Cabinet approval is sought are:

Resilience	Improve resilience (reduce risk of disruption) in relation to incidents on, and maintenance of, the existing A49 Greyfriars Bridge.
Active travel	Increase mode share of active travel trips.
Public transport	Increase mode share for public transport trips.
Congestion	Reduce congestion on the existing river crossing and in Hereford city centre.
Safety	Improve road safety and reduce the frequency and severity of incidents.
Environment	Minimise impact on the environment, improve biodiversity and contribute and contribute towards making Herefordshire "nature rich".
Carbon	Reduce transport carbon emissions and contribute towards achieving Net Zero.
Growth	Improve transport links between residential and employment areas to the east of Hereford.
Health and Wellbeing	Improve health and quality of life for local residents.

11. Given the UK Government's commitment to achieving Net Zero, a recent announcement by the Welsh Government suggests an important shift towards the assessing the value of new road links in achieving wider transport and environmental aims. In future in Wales, support will only be granted for road schemes that:
- a) reduce carbon emissions and support a shift to public transport, walking and cycling.
 - b) improve safety through small-scale change.
 - c) help to adapt to the impacts of climate change.

d) provide connections to jobs and areas of economic activity in a way that maximises the use of public transport, walking and cycling.

In supporting the Hereford Masterplan and its step change for increased active travel and use of public transport, the objectives for the proposed Eastern River Crossing can be seen to align with emerging priorities for transport policy in the UK.

12. Early work on the SOBC has identified a number of constraints for any scheme that might be built, including the River Wye flood plain, a Site of Special Scientific Interest (SSSI), scheduled ancient monuments and environmental conservation areas.
13. The SOBC is expected to be completed by late spring 2023. The report will consider the scheme's strategic, economic, financial, commercial, and management dimensions in line with DfT guidance to outline a long-list of possible options and a short-list of options recommended for further investigation.
14. Should the SOBC recommend further development of the scheme, the next stages of the project are set out below. The timescale has been developed using the template of a typical DfT-funded project and includes allowances for public consultation and any public inquiries.

Timescale	Stage	Detail
2023-2025	Outline Business Case (OBC)	Includes further option identification, assessment and selection, and including submission of a planning application
2025-2029	Full Business Case (FBC)	Includes preliminary design, statutory processes such as compulsory purchase powers, detailed design and preparation of documentation for construction
2029-2031	Construction and hand over	New scheme becomes the responsibility of the council following a maintenance period.

15. It should be noted that many of the stages included in the timeline are statutory processes and naturally follow a step-by-step approach. Experience of other similar schemes suggest that these are realistic, with typical project delivery timescales of between eight and ten years. While every effort would be made to implement the scheme as soon as possible it is too early to identify with any confidence the circumstances that would significantly alter the timeline set out above.

Community impact

16. The County Plan's Delivery Plan 2022-23 makes specific reference to delivering the Hereford Transport Strategy and the HCMP. The scheme both complements and supports the HCMP as set out in this report, thereby delivering the objective EN2.1 by beginning to implement the preferred options of the transport strategy.
17. In addition, by helping to remove traffic from the A49 corridor and the city centre, the project assists in the delivery of EN2.2 to continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling.

Environmental Impact

18. As part of the development of the project, the SOBC will include an assessment of the likely environmental impact of various scheme options and their possible mitigation. The development of this project will seek to minimise any adverse environmental impact and will actively identify opportunities to improve and enhance environmental performance.
19. Should the proposal progress beyond the SOBC stage to an Outline Business Case, the preparation of a planning application is expected to require the production of an Environmental Impact Statement (EIS). This will be a thorough assessment of the project's environmental impact and mitigation measures prepared in conjunction with statutory and non-statutory consultees and subject to public consultation as part of the planning application process.
20. In supporting the implementation of the HCMP the project seeks to deliver the council's environmental policy commitments and aligns to the following success measures in the County Plan.
 - a) Reduce the council's carbon emissions.
 - b) Work in partnership with others to reduce county carbon emissions.
 - c) Improve the air quality within Herefordshire.
 - d) Increase the number of short distance trips being done by sustainable modes of travel – walking, cycling, and public transport.

Equality duty

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

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

 - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
21. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race; religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes. Further development of the project will include an equality impact assessment.

Resource implications

22. The report to Cabinet on the HTSR of 24 June 2021 agreed to allocate £400,000 for the Eastern River Crossing and Link Road in order to commence feasibility work and develop the

business case. An additional £1,000,000 was committed from earmarked reserves at the Cabinet meeting of 29 September 2022 for the further development of the ERiC business case.

23. AECOM consultants were appointed through the Midlands Highways Alliance in June 2022 to carry out the pre-feasibility work as described in this report for a cost of £36,909. AECOM were further commissioned to prepare the subsequent SOBC for a cost of £159,382. Another £250,000 of the overall budget will form a contribution towards the development of a new Herefordshire Transport Model. This should be completed by the spring 2024 and is considered essential for developing and refining the business case at OBC and FBC stages. The balance of funds at the end of the SOBC stage will be reserved until a decision is made to advance to develop the OBC.
24. The majority of the work in the SOBC is being produced by AECOM, with support from council staff in the transportation team and the Programme Management Office (PMO).
25. The decision to move to the Outline Business Case will need to be agreed by Cabinet as it will include the preparation of a planning application supported by a number of detailed and complex work streams. Revised project management and delivery arrangements will be needed for such a project, together with a detailed financial plan, that will form part of a subsequent report to Cabinet.

Revenue or Capital cost of project (indicate R or C)	2021/22	2022/23	2023/24	Future Years	Total
	£000	£000	£000	£000	£000
Pre-feasibility Report (R)	0	37	0		37
Strategic Outline Business Case (SOBC) (R)	0	120	39		159
Contribution to new Herefordshire Transport Model (R)	0	250	0		250
TOTAL	0	407	39		446

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2021/22	2022/23	2023/24	Future Years	Total
	£000	£000	£000	£000	£000
One off revenue funding (Cabinet 24 June 2021)	400	0			400
Earmarked Reserves (Cabinet 29 Sept 2022)	0	1,000			1,000
TOTAL	400	1,000			1,400

Legal implications

26. Herefordshire Council is the Local Highway Authority and Local Transport Authority.
27. The Council as the Local Highway Authority undertakes through the public realm contract highways and infrastructure improvements using powers under relevant primary legislation

including the Town and Country Planning Act 1990, Highways Act 1980, Road Traffic Regulation Act 1984, Traffic Management Act 2004, Transport Act 2000, and other related regulations.

28. The council is under a legal obligation to ensure that it continues to meet its statutory obligations with regards the improvement of the highway network and infrastructure as the Highway Authority and the Local Transport Authority under the relevant legislation.
29. There are no specific legal implications associated with the project at this stage but some projects within the programme will have legal implications and require legal assistance. For example, this may include the acquisition of land in third party ownership and development of Traffic Regulation Orders (TROs) should the project progress.

Risk management

30. The following risks and mitigation have been identified:

Risk	Mitigation
Insufficient in-house capacity and/or expertise to progress the project to meet imposed deadlines.	The report identifies the commissioning of specialist consultants to provide specific technical expertise in a timely manner. This will assist in-house staff to manage and direct the overall project plan and individual work packages. Project management support will be provided by the PMO.
A number of major projects and plans are being developed on a similar timeframe, including the HCMP, the LTP, ERiC and the Local Plan. This runs the risk of confusion or consultation fatigue for partners, stakeholders and the public.	The development of these key strategies and plans will be coordinated through a single communications and engagement strategy so that the interrelationships between the various elements is fully understood.
Reputational risk of missed deadlines or budget overruns.	The report sets out how external resources have been procured in order to boost capacity and capability of the project teams. Resources from the PMO will provide project management resources to help deliver projects on time and to budget.
A new Herefordshire Transport Model is not procured to allow progress of future business case and scheme development.	A consultant is expected to be appointed in February 2023 to develop a new updated transport model for the county. Delivery of the new model is expected by March 2024 which will then be able to support the detailed work of any future Outline Business Case without impacting on the project's progress.

Consultees

31. Consultation with key stakeholders will form part of the development of the SOBC but this will be limited in nature. Should the project progress to Outline Business Case full stakeholder and

public consultation will inform the selection of the preferred option and the associated planning application.

32. Political Group Consultation took place on 31 January 2023 and the following key points were raised:
- a) The importance of the project was stressed and there was a case for further bridge crossings.
 - b) The timescale to deliver the project was challenged, being seen as taking too long.
 - c) There needs to be consideration of the measures needed to manage the impact on local roads from the change in traffic flows as a result of the new link road.
 - d) Whether detrunking of the A49 should be included in the scheme objectives in order to help create the reductions in traffic to allow the masterplan to be delivered.

Appendices

None

Background papers

None identified

Report Reviewers Used for appraising this report:

Governance	John Coleman	Date 01/02/2023
Finance	Louise Devlin	Date 24/01/2023
Legal	Sharon Bennett-Matthews	Date 26/01/2023
Communications	Luenne Featherstone	Date 24/01/2023
Equality Duty	Harriet Yellin	Date 01/02/2023
Procurement	Lee Robertson	Date 24/01/2023
Risk	Kevin Lloyd	Date 25/01/2023
Approved by	Ross Cook, Corporate Director, Economy and Environment	
Date	02/02/2023	

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

DfT	Department for Transport
EIS	Environmental Impact Statement
ERiC	Eastern River Crossing and Link Road
FBC	Full Business Case
HCMP	Hereford City Masterplan
HTSR	Hereford Transport Strategy Review
LTP	Local Transport Plan
OBC	Outline Business Case
PMO	Programme Management Office
SOBC	Strategic Outline Business Case
TRO	Traffic Regulation Order



Title of report: New Herefordshire Local Transport Plan

Meeting: Cabinet

Meeting date: Thursday 2 March 2023

Report by: Cabinet Member - Infrastructure and Transport;

Classification

Open

Decision type

Key

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Wards affected

(All Wards);

Purpose

The report seeks agreement to the approach to the development and delivery of the new Local Transport Plan, including the anticipated timeline. Delegated authority for operational decisions is sought to assist with the timely delivery of the Local Transport Plan.

Recommendation(s)

That Cabinet:

- a) approves the draft timescale for producing the new Local Transport Plan and**
- b) notes the proposals for developing the new Local Transport Plan and**

- c) **agrees to delegate the authority to take operational decisions during stages 1 to 4 as set out in the report associated with the development of the Local Transport Plan to the Service Director for Transport and Highways in consultation with the Cabinet Member for Transport and Infrastructure.**

Alternative options

1. Local Transport Plans (LTPs) are a statutory requirement under the Transport Act 2000. There are no alternatives to producing a LTP that would be acceptable to the Department for Transport (DfT), and the LTP is expected to be the main route for transport funding in the future.

Key considerations

2. The LTP is the key strategic transport plan for Herefordshire, setting out a long term vision for transport investment in order to achieve economic, environmental, health and social ambitions of the council. LTPs have, for many years, been the key document for capital funding for the Council, with settlements usually having three elements: the maintenance block, the integrated transport block and, more recently, potholes funding. The current plan was adopted in 2016 and has a lifespan to 2031, but has not been reviewed since it was adopted.
3. LTPs are seen as the primary tool for the Department for Transport (DfT) to encourage and support local authorities to achieve new, challenging targets and ambitions for transport. Nationally, the government wants to see drastic reductions to the carbon emissions of transport in the journey towards net zero, requiring a step change in active travel (walking and cycling) for everyday journeys, the use of public transport and the roll out of infrastructure to support electric vehicles (EV).
4. Government's direction aligns well with the aspirations of the council as demonstrated through key initiatives such as the declaration of a climate emergency in 2019, the adoption of an ambitious carbon management plan and the step change in travel mode choice set out in the Hereford City Masterplan (HCMP). Work is also currently underway to produce the county's first Local Cycling and Walking Infrastructure Plan (LCWIP) that will provide a strategic, prioritised plan in support of improving levels of active travel across Herefordshire.
5. Successive UK Governments have adopted increasingly ambitious carbon targets into UK law, committing to achieving net-zero by 2050. Reflecting this, the DfT stated in their 2021 Decarbonising Transport Plan that future local transport funding will become conditional upon demonstrating how emissions will be reduced across a portfolio of transport investments through LTPs. LTPs are therefore set to become much more important than they have been in recent years, and they will have a significant impact on the levels and types of funding that the council receives in future.
6. DfT guidance for producing the new LTP has been expected for many months but is now anticipated by the spring of 2023, with a deadline for submission expected to be at the end of March 2024. Future years' funding is expected to depend on performance against the plan's outcomes, especially in the areas of decarbonisation, asset management, EV infrastructure roll out and take up of active travel and public transport.
7. The new LTP will come at an opportune time for the council to set out the broad transport strategy to support its ambitions for the emerging Local Plan and the Big Economic Plan. It will also provide a funding and implementation framework for the transport aspirations of the HCMP alongside the emerging proposals for the Eastern River Crossing and Link Road (ERiC).

8. The LTP will be a countywide strategic transport plan covering the whole of Herefordshire, linking with neighbouring authorities' and partners' transport networks where appropriate. In doing so, it will recognise the rural nature of the county and its unique characteristics, equally reflecting the separate but interlinked transport and development needs of Hereford, the market towns and rural villages and communities.
9. In November 2022, consultants WSP were appointed to develop the new Herefordshire LTP. In the continued absence of DfT guidance for LTPs and with a tight deadline, WSP's experience in drafting government transport policy has proved important in making a prompt start on work while minimising the risk of wasted effort. It is proposed to use a four stage delivery programme as set out below; at the time of writing the report the timescales are indicative and a more detailed programme will be produced following completion of the stage 1 work.
10. **Stage 1 – completion by March 2023.** This will focus on providing a comprehensive baseline and carbon emissions forecast, with the forecasts reflecting both the current and future plans of the council and the influence of UK-wide interventions such as accelerated electric vehicle uptake. At this point it is expected to be able to report on the scale of the challenge, the pace of change required and identify the range of policy measures may be necessary to achieve net zero outcomes.
11. **Stage 2 – April to May 2023.** Using the information generated in Stage 1 and the learning and experience from the current LTP, this is the opportunity to develop and confirm the vision and objectives for the LTP. This will include the setting of draft targets for different aspects of the LTP which will be refined during subsequent stages.
12. **Stage 3 – June to September 2023.** This will comprise developing a long list of interventions and undertaking a high-level option appraisal to assist in sifting out the poorer performing options. This process will include carbon impact as a core part of the appraisal, along with other environmental and transport aspects. Stakeholder engagement is expected towards the end of this stage, seeking views on the appraisal and the selection of the better performing options to be taken forward as an implementation programme to Stage 4.
13. **Stage 4 – October 2023 to January 2024.** This will include the appraisal of the implementation plan (ie projects, programmes, interventions and policy options, including the quantified carbon impact) which will be supported by a Monitoring and Evaluation Plan to track the implementation and success of the LTP in meeting its targets.
14. Despite the delay to issuing LTP guidance, the submission date for the plan has not been revised and is still expected to be 31 March 2024.
15. The long term, countywide perspective of the LTP means it will provide the overarching financial and strategic context for current transport proposals such as those in the HCMP. As future local transport funding will be conditional upon demonstrating how emissions will be reduced across a portfolio of transport investments, the contribution of HCMP initiatives will need to be clearly understood.
16. As a minimum the LTP will need to robustly demonstrate the likely impact of its policies and programmes on transport emissions against the forecast impact of continuing business as usual. If the council wishes to be seen as a top performing highway authority (and noting the proposed link to future funding) it will be encouraged to investigate this in more detail.

Community impact

17. The County Plan's Delivery Plan 2022-23 makes specific reference to delivering the Hereford Transport Strategy and the HCMP. The LTP both complements and supports the HCMP as set out in this report. Together, these initiatives will support the following objectives:

EN2.1 - Improve and extend active travel options throughout the county:

EN2.2 - Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling.

EN2.4 - Explore feasibility for the development of a cycle super highway.

CO0.1 - Improve the overall mental and physical health and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices.

CO0.3 - Implement capital highway maintenance projects.

CO0.4 – deliver the asset management plan to improve road conditions across the county.

EC2.4 - Continue to support development of the Hereford Enterprise Zone.

Environmental Impact

16. Progressing the transport proposals identified in this report will support the council's priorities in relation to protecting the environment and reducing carbon emissions to address the declared climate emergency.
17. The LTP will include a strategic environmental assessment as part of its development. Analysis of the current carbon baseline and the assessment of work programmes and measures that will deliver carbon reductions will identify the carbon impact of future transport proposals.
18. In particular the LTP will deliver the following success measures in the County Plan.
- Reduce the council's carbon emissions
 - Work in partnership with others to reduce county carbon emissions
 - Improve the air quality within Herefordshire
 - Increase the number of short distance trips being done by sustainable modes of travel – walking, cycling, public transport

Equality duty

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

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

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

20. The LTP will include an equality impact assessment to inform and influence its development.

Resource implications

- 21. In March 2022 the DfT awarded the council a grant of £178,571 in capacity funding to support work on the LTP.
- 22. In November 2022 WSP consultants were commissioned to develop the new Herefordshire LTP for a cost of £240,000. These project costs will be met from £178,571 of capability funding from the DfT and £62,000 from the £1,490,000 agreed by Cabinet on 24 June 2021 to progress the Hereford Transport Strategy.
- 23. The development costs of future capital schemes funded through the LTP will be covered by the capital budgets assigned to those schemes.

Revenue or Capital cost of project (indicate R or C)	2022/23	2023/24	2024/25	Future Years	Total
	£000	£000	£000	£000	£000
Consultancy Fees (R)	44	196	0	0	240
TOTAL	44	196	0	0	240

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2022/23	2023/24	2024/25	Future Years	Total
	£000	£000	£000	£000	£000
DfT Capacity Grant (R)	0	178	0	0	178
One Off Revenue Funds (R)	44	18	0	0	62
TOTAL	44	196	0	0	240

Legal implications

- 24. The Transport Act 2000 (TA 2000) places a duty on the council as the Local Transport Authority to publish statutory plans known as Local Transport Plans or LTPs.
- 25. (1) Each local transport authority must:

(a) develop policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within their area, and

(b) carry out their functions so as to implement those policies.

(2) In subsection (1), “transport” means:

(a) the transport required to meet the needs of persons living or working in the authority's area, or visiting or travelling through that area, and

(b) the transport required for the transportation of freight;
and includes facilities and services for pedestrians.

(2ZA) Each local transport authority whose area is in England must:

(a) in developing policies in accordance with subsection (1)(a), and

(b) in carrying out their functions in accordance with subsection (1)(b), comply with the duties set out in subsection (2ZB).

(2ZB) The duties are:

(a) to take into account any policies announced by Her Majesty's government, and

(b) to have regard to any guidance issued for the purposes of this paragraph by the Secretary of State, with respect to mitigation of, or adaptation to, climate change or otherwise with respect to the protection or improvement of the environment.

(3A) Each local transport authority whose area is in Wales must prepare a document to be known as the local transport plan containing:

(a) their policies under subsection (1)(a), and

(b) their policies under subsection (2A).

(3B) A local transport authority whose area is in England must, in complying with the duty under subsection (1)(b), have regard to the proposals contained in their plan.

26. S109 of the LTA further provides that :

(1) A local transport authority whose area is in England must keep their local transport plan under review and alter it if they consider it appropriate to do so.

(2) The authority may replace their plan as they think fit.

Section 109 also sets out the requirements for consultation in connection with the Local Transport Plan.

Risk management

27. The following risks and mitigation proposals have been identified.

Risk	Mitigation
Insufficient capacity and/or expertise to simultaneously progress the HCMP, LTP and ERiC projects to meet imposed deadlines.	The report identifies the commissioning of specialist consultants to provide specific technical expertise in a timely manner. This will assist in-house staff to manage and direct the overall project plan and individual work packages. Project management support will be provided by the PMO.

Starting work on the LTP before DfT guidance is issued may result in abortive work or require a change in scope once it is issued.	WSP are an experienced transportation consultancy that has been drafting the DfT guidance on the LTP and transport decarbonisation. Starting work ahead of the guidance and with this knowledge also means that more time will be available for consultation and consideration of the details and initiatives to be included in the final LTP.
A number of major pieces of work are being developed on a similar timeframe, including the City Masterplan, the LTP, ERiC and the Local Plan. This runs the risk of confusion or consultation fatigue for partners, stakeholders and the public.	The development of these key strategies and plans will be coordinated through a single communications and engagement strategy so that the interrelationships between the various elements is fully understood.
Reputational risk of non-delivery.	The report sets out how external resources have been procured in order to boost capacity and capability of the project teams. Resources from the PMO will provide project management resources to help deliver projects on time and to budget.
The expected requirement for only a draft LTP to be submitted by the deadline of 31 March 2024 runs the risk of insufficient Cabinet approval.	A programme of engagement of Cabinet and elected members will be produced for appropriate stages of LTP development and to allow approval by the deadline.

Consultees

28. The development of the LTP will involve consultation with a number of stakeholders. A consultation plan will be prepared in the early stages of the project and coordinated with plans for consultation for the HCMP, ERiC, the emerging Local Plan and other key strategic plans under development at the same time.
29. Political Group Consultation took place on 31 January 2023 and the following key points were raised:
 - a) That countywide connectivity was essential between Hereford, the market towns, villages and rural areas.
 - b) That consideration should also be given to the role that alternative technologies such as drones and alternative fuels such as biodiesel can make towards decarbonising transport.

Appendices

None.

Background papers

None identified.

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published

Governance	John Coleman	Date 30/01/2023
Finance	Louise Devlin	Date 24/01/2023
Legal	Sharon Bennet-Matthews	Date 31/01/2023
Communications	Luenne Featherstone	Date 24/01/2023
Equality Duty	Harriet Yellin	Date 01/02/2023
Procurement	Lee Robertson	Date 24/01/2023
Risk	Kevin Lloyd	Date 25/01/2023

Approved by Ross Cook, Corporate Director of Economy and Environment
Date 02/02/2023

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

DfT	Department for Transport
ERiC	Eastern River Crossing and Link Road
EV	Electric Vehicles
HC	Herefordshire Council
HCMP	Hereford City Masterplan
LTP	Local Transport Plan



Public Realm Services Future Operating Model

Meeting: Cabinet

Meeting date: Thursday 2 March 2023

Report by: Cabinet Member – Commissioning, Procurement and Assets

Classification

Open

Decision type

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Wards affected

All Wards

Purpose

A review has determined that the council's current public realm services and contracting arrangements will not deliver the council's medium to long term aspirations.

The council's vision is to design and deliver new public realm services that are fit for the future embracing technology and digital innovation, a transition to electric plant, vehicles and new materials to meet net zero carbon by 2030, investment in our people that support development and innovation enabling the service to continually improve, maximising resources and opportunities to best meet the needs of local residents and communities.

To achieve this vision the council, working in partnership with the Public Realm Service Contractor, seek approval to select and develop a Future Operating Model that has been determined as the best model to deliver this vision while minimising service and financial risks during this period of change.

Recommendation(s)

That:

- a) **Cabinet note the outcome of the midpoint review of the public realm services contract;**
- b) **Cabinet approve the selection and development of Future Operating Model Five being “In house client and technical staff with existing provider (single contract) for top up professional services and works”;**
- c) **Cabinet note and support the commitments and initiatives in paragraph 28 a-h to be developed between the council working in partnership with the Public Realm Services Contractor; and**
- d) **Cabinet delegate the design and development of Future Operating Model Five to the Corporate Director of Economy & Environment in consultation with the s151 Officer and the three Cabinet Members for Infrastructure and Transport, Commissioning, Procurement and Assets and Finance, Corporate Services and Planning.**

Alternative options

1. To support the council’s selection of the public realm services Future Operating Model (FOM), engagement took place during 2022 with officers, Group Leaders, cross party Members and the three Cabinet Members for Infrastructure and Transport, Commissioning, Procurement and Assets and Finance, Corporate Services and Planning to understand what was important to the council regarding these services, and what had been learnt from the current operating model that had commenced in 2013.
2. From this engagement eight Key Objectives were derived.

Key Objective	Description of what the Council would like to achieve
Assurance	The council seeks a level of assurance regarding the operation of the service, where technical staff are directed by council employed staff who commission the services, manage the network, develop the annual plans, provide technical expertise and provide adequate levels of scrutiny, challenge and assurance to services being delivered by the contractors.
Flexibility	The new arrangements need to be able to flex to deliver seasonal workload fluctuations, changes to budgets (up and down) and resilience to deliver the council’s annual works programme, infrastructure projects and support with civil emergencies.
Environment	The future arrangements must be aligned with the council’s commitments to carbon net zero and wider environmental requirements.
Customer	The services must be focussed on delivering excellent customer services where the quality of service, digital reporting and access to information (CRM) and speed of response are key factors.
Expertise	To deliver the broad range of public realm services, the council will require access to industry expertise, best practice (what is working well in other areas) and innovation to develop and improve services continually.

VFM	Any contracted services resulting from the model selected must be attractive to the market to ensure interest and competition. The model selected must promote continual improvement, innovation and efficiencies and evolve during its term.
Risk	The future arrangements and any supporting contracts must place an appropriate balance of risk between the council and any providers, in the knowledge the council will ultimately pay for risk held by the provider.
Social Value	Social Value refers to the wider financial and nonfinancial value created by an organisation through its day to day activities in terms of the wellbeing of individuals and communities, social capital created and the environment.

3. In 2013 the government promoted “Highways Maintenance Efficiency Programme” and developed a procurement toolkit which aimed to deliver efficiency savings through the delivery of highway maintenance services procured by local highway authorities. The toolkit recommended the models provided in figure 1, below, should be considered by local authorities while considering service provision.

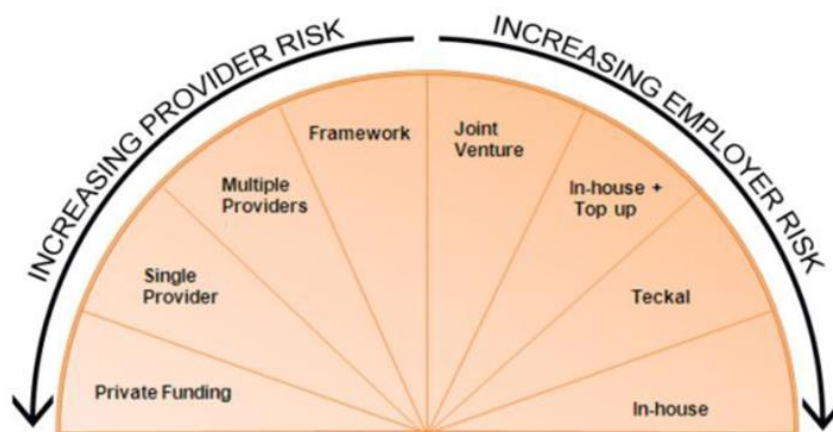


Figure 1 - Extract from the HMEP Toolkit and a link to the HMEP procurement toolkit providing more detailed information is provided in the supporting documents section of this report.

4. Aligned with national best practice the council used this HMEP model as a starting position for development of the FOM. From this six operating models well known and understood in the industry were shortlisted, that could potentially deliver the council's objectives were selected. These six models were then assessed and scored against the council's Key Objectives.

Model No.	Model Type
1	Council deliver all services in house
2	Council core services and works delivered in house, with contracts for specialist top up services and major works
3	In house client and technical staff with framework for top up professional services and <u>multiple</u> contracts for works
4	In house client and technical staff with framework for top up professional services and <u>single</u> contract for works
5	In house client and technical staff with existing provider (single contract) for top up professional services and works
6	Thin client with sole integrated contract for professional services and all works

5. Model Six being *Thin client with sole integrated contract for professional services and all works* is the model of the current contract with BBLP, that has been in operation since 2013. Thin clients with high levels of outsourcing as per this model, can be effective and provide VFM where both Members and officers are comfortable with the high level of delivery sitting with the contractor. Although the council retain ownership of the policy, for this model to be successful the contractor is required to deal directly with customers including residents and Members, without cross referral to council officers to efficiently manage operational matters. Where this form of relationship is successful and efficient, a high level of trust and collaboration is established and maintained between the client and the contractor.
6. The output of the options appraisal with reasoning for the scoring is provided in Appendix A, which demonstrates Model Five was the FOM that would best meet the council's Key Objectives being *In house client and technical staff with existing provider (single contract) for top up professional services and works*. This model is explained later in the report.

Key considerations

Background

7. The council's public realm term service contract with Balfour Beatty Living Places (BBLP) was awarded in 2013, and was scoped to deliver services including highways, asset management, traffic management, network management, public rights of way, parks and open spaces, street cleaning and street lighting.
8. Procurement for the contract set out to achieve the following objectives:
 - a) *Ensuring our roads, public open spaces and streets are accessible, safe, clean and well-maintained*
 - b) *Maintaining the delivery of essential services*
 - c) *Achieving value for money, facilitated by process improvement and transparency through open book accounting*
 - d) *Achieving service delivery which is efficient and responsive to local needs and priorities*
 - e) *Contributing to the regeneration of the economy and social capital in Herefordshire*
9. The contract commenced on 31 August 2013, with an initial term of 10 years. Single year contract extensions are subject to satisfactory performance under the contract. A one year extension was granted by the council, which means the current end date for the contract is the 31 August 2024. Subsequent provisional evaluation of performance information has shown thresholds have been achieved in accordance with the contract terms. Upon completion of the evaluation that is currently underway, the council will consider a contract extension to 31 August 2026, something that legal advice states the council should not unreasonably withhold, irrespective of the council's development of the FOM.
10. The maximum allowance for contract extensions was 10 years in total meaning the contract could be extended to 31 August 2033.
11. The contract has a two-year no-fault termination clause which can be enacted either by the council or BBLP should either party choose to terminate the contract.
12. The 2013 contract was heavily out-sourced with the council only retaining a small client and contract management function delivered by council staff.
13. The council negotiated with BBLP and brought the public rights of way and traffic management services back in house in April 2022, including the TUPE transfer of a small number of staff

from BBLP to the council, as it was concluded by the council these services, which included some statutory duties, would be better delivered by the council.

14. The contract is managed by council held roles as detailed in the organogram provided in Appendix B.
15. Performance of the contract is measured via performance indicators and the November 2022 output summary is provided in Appendix C. The appendix demonstrates BBLP are meeting their performance requirements as set out under the contract.
16. Audits of the public realm contract undertaken by PWC and subsequently by Grant Thornton in Summer 2021 resulted in concerns being raised regarding performance, contract management, compliance and value for money (VFM). In response to the audits a Major Contract Improvement Plan was developed by the service, and continues to be progressed to improve the current arrangements, and seeks to develop processes and procedures that can also be adopted in a FOM. The Major Contract Improvement Plan was closed out in 2022, and is provided as a background paper to this report. The remaining issues identified for completion will be concluded during 2023/24.
17. In addition to the insourcing of the public rights of way and traffic management services mentioned in paragraph 13, a bolstered Contract Management Team has been established during the last 18 months that is responsible for issuing service orders, early warnings, checking of the works and providing increased assurance for the contract performance of BBLP. Further a Highways and Traffic team has been established that is responsible for commissioning, the setting of the service standards and budgets. The two teams work closely together to ensure that works are effectively commissioned and managed on the network. Previously the distinct split between commissioning and managing had been blurred by the functions being dealt with by a single team.
18. Additional interim resources have also been employed, the focus of their work being to provide the council with the assurance it seeks regarding the contract. This has seen the introduction of a more robust approach being applied to the council's relationship with the contractor. The additional cost to deliver this new function has been found from existing resources, but is not sustainable in the long term. These teams and interim resources will ensure that revised processes including those from the Major Contract Improvement Plan are applied to the existing contract, with these same processes also being incorporated into any new relationship and FOM.
19. The annual budget for the public realm services contract with BBLP is currently the region of £6M Revenue and £15-20M Capital. It should be noted that the service delivery budgets excluding capital projects are considerably reduced from the budget that was intended for the contract when it was awarded in 2013, which has led to some challenges relating to service delivery for both the council and BBLP.
20. Further revenue savings are required from the public realm services, and discussions have been ongoing with BBLP and Members for some time regarding how best this requirement can be realised, minimising any impact on service delivery ahead of the new financial year from April 2023. Further revenue savings are likely in future years which will need to be considered as part of the development of the FOM and reducing contract value. For the avoidance of doubt the council commission the services through the contract, and both the current and FOM provide the flexibility the council require to adapt to in year and longer term service pressures and funding opportunities. For major infrastructure works the council have currently, and will retain the option to deliver major projects through the contract, use regional frameworks or undertake independent procurement processes. These procurement decisions are made depending upon value, complexity, market appetite and time, in the knowledge an independent procurement process can take 6-12 months, and the procurement process is an additional cost that needs factoring into such decisions by the council.

21. Despite these improvements the current operating model and contracting arrangements are not considered by Members to be delivering the council's service expectations for the residents of Herefordshire. Concerns have generally been fed back anecdotally, and often relate to individual service orders rather than the broader service itself. The contractor is also sometimes criticised for non-delivery of issues that are outside of the scope of the current service orders. However concerns have been raised, and continue to be raised relating to:
- a) Client control
 - b) Commissioning of works
 - c) Planning of works
 - d) Assurance
 - e) Quality of work
 - f) Responsiveness
 - g) Flexibility
 - h) Value for money
 - i) Customer service
 - j) Reputation
22. In terms of customer feedback the council participates in the annual National Highways and Transport Network (NHT) Customer Satisfaction survey. The NHT Network is a service improvement organisation providing a range of benchmarking services for the Highways & Transport sector, available on a subscription basis to Local Authorities and their delivery partners in England. The 2021 annual survey return places customer satisfaction with the Highway Service firmly in the bottom quartile, however this data does need to be considered in the context of the council's spend per km, also being in the bottom quartile of comparable local authorities in England. Further information is available in the background paper section to this report.
23. To better understand the views of Members, and concerns with the current model, engagement took place with the Group Leaders, resulting in the establishment of a cross party Member Group in October 2022. The group met frequently until December 2022 capturing Members' views of the current services, and agreeing what Members would like to see and consider important in any FOM. A summary of these views is provided in Appendix D, which was used to derive the Key Objectives detailed earlier in the report, which in turn were used to score the various models as part of the options appraisal.

The Future Operating Model

24. As detailed in the Alternative Options section at the top of the report, the options appraisal selected Model Five being *In house client and technical staff with existing provider (single contract) for top up professional services and works* was determined as the preferred model that would best meet the council's Key Objectives.
25. Model Six being *Thin client with sole integrated contract for professional services and all works* is the model of the current contract with BBLP, that has been in operation since 2013. This model scored in fourth place from the six models that were subject to the options appraisal. This ranking concludes that this model will not deliver the council's Key Objectives over the medium to long term.

26. Model five, being the preferred model to be developed, requires the transfer of technical and professional staff from the contractor BBLP into the council, which is best delivered under TUPE. This transfer will increase the council's clienting ability including a higher level of contract management, commissioning of works, owning and delivering asset management and the annual plan. This model will also provide the council an increased ability to own, check and challenge the works and projects delivered by the council. The various works packages including public open space, litter, street cleansing, highway maintenance, drainage, street lighting and minor capital schemes will be retained by the contractor, where they benefit from the 2013 contract tender pricing, economies of scale being from a single Tier One provider, established works practices and established supply chains for labour, plant and materials.
27. Model Five, as selected, is proposed to be developed closely aligned to the council's eight Key Objectives that were derived from engagement, then utilised in the options appraisal to select this model.
28. Following agreement from Members, council officers engaged with BBLP from December 2022 to seek assurances that BBLP would be willing to work in partnership with the council to deliver the FOM and its Key Objectives. Initial engagement has been positive and has resulted in the following assurances in response to each of the eight objectives a-h.
- a. *Assurance- The council seeks a level of assurance regarding the operation of the service, where technical staff are directed by council employed staff who commission the services, manage the network, develop the annual plans, provide technical expertise and provide adequate levels of scrutiny, challenge and assurance to services being delivered by the contractors.*

The council and BBLP have committed to work together to review the technical and professional services workforce currently provided through the contract, and agree which of those services and staff would be better delivered by the council directly, to deliver the assurance and model the council are seeking.

- b. *Flexibility- The new arrangements need to be able to flex to deliver seasonal workload fluctuations, changes to budgets (up and down) and resilience to deliver the council's annual works programme, infrastructure projects and support with civil emergencies.*

Retaining the works delivery with a single Tier One contractor, BBLP will ensure through the established workforce and supply chain arrangements, the service is well placed to deliver flexibility and respond to civil emergencies.

- c. *Environment - The future arrangements must be aligned with the council's commitments to carbon net zero and wider environmental requirements.*

BBLP as an organisation are aligned to the council's Net Zero Carbon 2030 target, and further information is provided in Appendix E.

- d. *Customer - The services must be focussed on delivering excellent customer services where the quality of service, digital reporting and access to information (CRM) and speed of response are key factors.*

BBLP have committed to supporting the council's emerging Digital and Customer Strategy, and examples where BBLP have been successfully developing and implementing similar systems with other councils are provided in Appendix F.

- e. *Expertise - To deliver the broad range of public realm services, the council will require access to industry expertise, best practice (what is working well in other areas) and innovation to develop and improve services continually.*

The Tier One contractor BBLP with multiple local authority contracts, partnerships and established supply chains including with professional services providers will ensure the council

has access to industry expertise. This will be a focus of the new arrangements and partnership working between the council and BBLP.

- f. *VFM - Any contracted services resulting from the model selected must be attractive to the market to ensure interest and competition. The model selected must promote continual improvement, innovation and efficiencies and evolve during its term.*

Retaining and extending the contract that was tendered in 2013 reduces inflationary risks to the council in this period of uncertainty and high inflation. The review and adaption of the contract with BBLP will seek out efficiencies and with a greater degree of assurance and scrutiny, ensuring VFM for the services delivered.

- g. *Risk - The future arrangements and any supporting contracts must place an appropriate balance of risk between the council and any providers, in the knowledge the council will ultimately pay for risk held by the provider.*

The apportionment of risk will be reviewed and re-priced to support the variations to the existing contract.

- h. *Social Value - Social Value refers to the wider financial and nonfinancial value created by an organisation through its day to day activities in terms of the wellbeing of individuals and communities, social capital created and the environment.*

BBLP are committed to delivering the council's requirements to social value over the remaining term of the contract, and further information of how BBLP have been delivering Social Value elsewhere is provided in Appendix G.

- 29. Development of the FOM is proposed during 2023. This early design phase will enable both the council and BBLP to develop the model, and to understand the benefits, opportunities, costs and risks arising from the proposed move to the FOM. This will be worked up into a business case, to support a further Cabinet Recommendation proposed in November 2023, which will seek permission to complete the detailed design of the FOM in 2024, and delegate the implementation of the new model to go live from 1 April 2025.

- 30. The FOM requires significant investment including but not limited to:

- a) Modernisation of IT to facilitate new ways of working and efficiencies
- b) Digital enhancements including for customer service
- c) Review, rationalisation and modernisation of accommodation and depots including EV charging points
- d) Deliver Carbon Net Zero by 2030 commitments including electric plant and vehicles
- e) Enhanced commitments to Social Value, including setting up training programmes

- 31. A contract extension to 2030 is being considered to support the move to the FOM, as it will facilitate a reasonable return period on the investment required.

- 32. A contract extension to 2030 also retains the incentive of the further three year contract extension to 2033, which the council would need to make during 2028.

- 33. To implement the FOM, adaption of the contract will need to be agreed between both parties unilaterally during 2024 in the form of a contract Deed of Variation. This would be the time when both the council and BBLP contractually commit to the FOM, and the contract extension could be granted to facilitate the investment.

34. The contract has a two year no fault termination clause which both parties can enact at any time, which is proposed to be retained.
35. In terms of measuring performance in the FOM, the council and BBLP have committed to review and implement a new performance management framework, that will ensure that along with the operational Key Performance Indicators currently reported under the contract as detailed in Appendix C, new performance measures will be implemented to ensure the contract delivers the objectives and requirements of the new model that will be subject to periodic review and enhancement over the life of the contract extension. These new performance measures will ensure continual improvement over the life of the contract, including promoting efficiencies, new ways of working, embracing new technology and pursuing opportunities for commercialisation.

Key Considerations

36. FOM Five as selected requires a transfer of technical and professional services staff from BBLP to the council. There are currently in the region of 80 technical staff provided within the contract delivering the following services.
 - a) Asset Management
 - b) Structures
 - c) Locality stewards and highway inspectors
 - d) Streetworks & Network Management
 - e) Customer service
 - f) Design and project management
 - g) Commercial and finance
 - h) CDM Co-ordination
 - i) Programme management

The BBLP structure charts to show the current formation of these teams is provided in Appendix H.

37. The proposed transfer of staff will be determined in discussion with BBLP. The council is unable to act unilaterally in this regard under the contract, and will benefit from the expertise of BBLP who have experience of delivering multiple contracts in various forms with other local authorities.
38. Staff identified to be transferred into the council from BBLP, will be granted rights under TUPE transfer which ensure those transferred remain on the terms and conditions and benefits that they are currently provided.
39. Staff and their costs transferred directly to the council will be exempt from the Contract Fee, however primarily due to the council's more generous Local Government Pensions Scheme employer contributions that would be offered to any staff transferring to the council, the net additional cost for staff of transferring into the council is estimated up to an additional three percent with the exact figure being determined on a person by person basis determined by their current terms and conditions, pension contributions and wider benefits such as works vehicles.
40. Transitional arrangements, if required, could be delivered under a "Partnership Agreement" between the council and BBLP.

41. As the services and staff identified for transfer are identified, both organisations will review and agree new structures, including a review of the management structures to ensure they are proportionate for the services being delivered, and aim to improve how the parties work together, aligned to the new model, delivering efficiencies and ensuring VFM.
42. Any additional costs borne by the council from the TUPE transfer of staff from BBLP, will be offset by the design and implementation of new structures, development and implementation of more efficient working practices including improvements in IT and digital technology, to ensure the overall public realm service costs to the council are cost neutral.
43. Both BBLP and the council are willing to invest in the design and delivery of the FOM. This investment, and which party is best placed to undertake the investment is still to be determined. However investment will be considered for improvements in IT and digital transformation, the customer journey, accommodation and depots, a move the electric plant and fleet plus any mobilisation costs associated with implementing the new model. These investment costs will be designed into a business case to support the FOM, and include whether the costs are most economically provided by the council, BBLP or recovered during the contract term.
44. External legal advice obtained by the council during 2022 has advised that if adaption of the contract is considered to be “substantial” or in excess of 10% change in value from the original OJEU notice that set out the original contract framework in 2013, then the council will be required to post a Notice on Find a Tender to satisfy the Public Contracts Regulations 2015, setting out the changes. If required, this will be undertaken once the council and BBLP have clarity on the scale and value of changes required to deliver the FOM.
45. Once changes have been agreed between both parties, any changes to the contract will be secured by a Contract Deed of Variation, which would commit both organisations contractually, after which the council could issue the contract extension.
46. The contract has a two year no fault termination clause which both parties can enact at any time, which is proposed to be retained.
47. Early engagement has been undertaken with the council and BBLP’s respective HR and communications teams regarding the move to the FOM, and this has confirmed that any changes will be subject to consultation(s) and engagement with BBLPs staff liaison parties and trade unions, as the proposals are being developed.

Implementation & Timescales

48. The council has set up a Public Realm Project Implementation Group since Summer 2022 comprising of the public realm service leads, project and programme management, support services including assets, estates, IT, procurement, legal, finance, HR and comms. The group has been meeting regularly to ensure the council is fully informed in terms of a realistic delivery timescale and how best to manage and mitigate any associated risks.
49. From BBLP engagement, both parties are confident that the following high level timeline is realistic for design and implementation of the FOM.

Activity	Start Date	Finish Date
Preliminary FOM Design and assess impacts	April 2023	October 2023
Approval of FOM Business Case	November 2023	
Cabinet Approval of FOM	November 2023	
Secured Council funding for implementation of FOM	November 2023	February 2024
Project planning with Project Implementation Group	January 2024	June 2024

Consult (over any staffing changes / TUPE)	June 2024	September 2024
Agree Heads of Terms for Contract (Deed of Variation)	September 2024	
Complete Contract Deed of Variation	October 2024	
Grant Contract Extension to 2030	October 2024	
Procure/secure IT/fleet/accommodation/depot improvements	October 2024	December 2024
Implement FOM	January 2025	March 2025
Future Operating Model Operational	1 April 2025	
Monitoring new services, refinement & change management	April 2025	September 2025
Consult over any refinement & changes (if required)	October 2025	
Implementation of changes (if required)	November 2025	
Future Operating Model- FINAL	1 December 2025	
Refine, embed FOM & provide Change Management support	1 December 2025	31 March 2026

Community impact

50. Public realm services are vital to communities as they include maintaining and developing infrastructure, maintaining green areas, providing effective drainage, lighting the highway and enabling safe and reliable travel by all modes of transport, and access for business and leisure. The council priorities for this service area are:

51. County Plan 2020-2024

- a) *Environment - Protect and enhance our environment and keep Herefordshire a great place to live*
- b) *Community - Strengthen communities to ensure that everyone lives well and safely together*
- c) *Economy - Support an economy which builds on the county's strengths and resources*

52. Local Transport Plan 2016-2031

- a) *Enable economic growth - by building new roads linking new developments to the transport network and by reducing short distance car journeys*
- b) *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*
- c) *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*
- d) *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*

- e) *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*
- f) The Department for Transport has asked all local transport authorities to refresh their Local Transport Plans, this piece of work will be ready for implementation in April 2024. The council awaits the delivery of the notes for guidance for producing the new Local Transport Plan, and is expecting a renewed emphasis to be placed on active and sustainable traffic measures.

53. Herefordshire Transport Asset Management Strategy 2016

- a) *Major investment targeted to fix roads that are in the greatest need of repair and have the greatest value to our local communities.*
- b) *Sustained investment over the whole life of the highway asset - an on-going 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, a “just in time” approach*
- c) *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*
- d) *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*
- e) *Provide the support that enables routine maintenance work to be delivered locally*

54. Herefordshire Delivery Plan 2022-2023

- a) *Improve the sustainability, connectivity and wellbeing of our county by strengthening our communities, by creating a thriving local economy and by protecting and enhancing our environment*
- b) *Connectivity*
- c) *We will boost different travel choices through new walking and cycling routes and widen other transport options whilst creating a long term travel plan for the county.*
- d) *We will continue to extend digital connection for households and businesses, and make the most of digital technology to improve service delivery options.*
- e) *We will support businesses and skills development to aid economic growth, along with investing in our town and city centres and promoting the county as a vibrant place to live, work and visit*

55. The FOM will include wider engagement with community groups and parish councils to seek out efficiencies, and where local communities would like the service enhanced, the FOM will allow for top up voluntary and paid services to be provided.

56. The FOM and supporting contracting arrangements will ensure a commitment to social value as outlined in Appendix G that will be refined to meet the council's expectations in relation to social value including meeting obligations of the “corporate parent” with a collective responsibility of the council, elected members, employees, and partner agencies such as

BBLP, for providing the best possible care and safeguarding for children who are looked after by the council.

Environmental Impact

57. The Public realm services FOM will be fully aligned to meet the council's environmental objectives that will support the council meeting its net zero ambitions including:

- a) *Improve drainage and increase flood resilience*
- b) *Reduce the council's carbon emissions*
- c) *Work in partnership with others to reduce carbon emissions*
- d) *Improve the air quality*
- e) *Improve residents' access to green space*
- f) *Increase the number of short distance trips being done by sustainable modes of travel including walking, cycling and use public transport*

58. As detailed in Appendix E, BBLP's corporate Net Zero ambition is set to be achieved by 2030, aligned with the council's 2030 target. Following engagement both organisations are committed to work in partnership to meet these requirements.

Equality duty

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

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

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

60. The public sector equality duty (specific duty) requires the council to consider how it can positively contribute to the advancement of equality and good relations, and demonstrate that the council are paying 'due regard' in its decision making in the design of policies and in the delivery of services.

61. The Equality Act 2010 established a positive obligation on local authorities to promote equality and to reduce discrimination in relation to any of the nine 'protected characteristics' (age; disability; gender reassignment; pregnancy and maternity; marriage and civil partnership; race;

religion or belief; sex; and sexual orientation). In particular, the council must have 'due regard' to the public sector equality duty when taking any decisions on service changes.

62. Although the new model represents adaption of an existing contract, the new service and any impacts on the workforce of both the council and BBLP have been subject to Equality Impact Assessments that are provided in Appendix I for the impacts of the services and Appendix J for impacts on the workforce.
63. Both Equality Impact Assessments demonstrate that this decision and implementation of the FOM will not result in detrimental impact on any group with a protected characteristic.

Resource implications

64. Initial development of the FOM has resulted in the formation of the Public Realm Project Implementation Group since Summer 2022 comprising of the public realm service leads, project and programme management, support services including estates, IT, procurement, legal, finance, HR and comms.
65. The group has been meeting regularly to ensure the council are fully informed in terms of a realistic delivery timescale and how best to manage and mitigate any associated risks.
66. To design and implement the FOM the council will need to work closely and in partnership with BBLP, and set up the following sub-groups/workstreams to manage and oversee the development and implementation of the various components that combined will deliver the FOM.
 - a) People/structures/HR
 - b) Partnership & collaboration
 - c) Review of services/Annexes
 - d) Review of performance framework
 - e) Contract and Deed of Variation (legal support required)
 - f) Procurement (eg supporting IT/vehicles/EV charge points)
 - g) IT/Digital and Customer Service
 - h) Accommodation
 - i) Fleet
 - j) Depots (Dilapidation Surveys?)
 - k) Environmental and Carbon Net Zero
 - l) Social Value
 - m) Re-branding and comms

67. Development of this model, and the supporting business case will be undertaken by October 2023. After which a further report will be brought back to Cabinet to approve the model in detail, including detailed project costings and identifying investment.
68. There may be a high level of support required from the council and BBLP HR services, depending on the number of staff identified to be transferred from BBLP to the Council. This will also require staff engagement, comms and engagement with staff liaison and trade unions, although the impact on council staff will be lower than the BBLP workforce.
69. As detailed earlier in the report any additional costs borne in the FOM from the TUPE of staff from BBLP to the Council will be mitigated by review and management structures and staff restructures within both the council and BBLP, and recover from efficiency measures, in part realised by the initial investment proposed, one example being the improvements in IT aligned to the council's Customer and Digital Strategy.
70. At this early stage the FOM is proposed to be delivered on a cost neutral service basis, with exception of the design and implementation costs of the model which have been estimated at £185,000 in the year 2023/24 and to be determined and secured for 2024/25.

Revenue or Capital cost of project (indicate R or C)	2022/23	2023/24	2024/25	Future Years	Total
	£000	£000	£000	£000	£000
<i>Project Implementation</i>	0	185	0	0	185
TOTAL	0	185	0	0	185

Funding streams (indicate whether base budget / external / grant / capital borrowing)	2022/23	2023/24	2024/25	Future Years	Total
	£000	£000	£000	£000	£000
<i>Revenue funding allocated from H&T services</i>	0	185	0	0	185
TOTAL	0	185	0	0	185

Revenue budget implications	2022/23	2023/24	2024/25	Future Years	Total
	£000	£000	£000	£000	£000
<i>None</i>	0	0	0	0	0
TOTAL	0	0	0	0	0

Legal implications

71. External legal advice has been obtained by the council during 2022 relating to contract and employment law associated with the FOM proposed.
72. Provided that BBLP meets the performance requirements, the Council is allowed to extend the contract under clause 31 of the Public Realm Services Contract.
73. The Council should be aware that if the contract value is increased by 10% or more of the original OJEU notice that set out the original contract framework in 2013, it will trigger the Public Contracts Regulations 2015 and the Council will have to comply with said regulations.
74. Legal should be updated on the extent of the scope and increase in value of the contract to provide comprehensive advice and outline the procedure to be followed.
75. The Legal team will deal with the preparation and completion of all necessary legal documentation.

Risk management

76. The key risks and opportunities associated with the move to the public realm services FOM and contract adaption are provided in Appendix K. Managing the risks and securing the opportunities are proposed to be undertaken within the Project Implementation Group, which benefits from a broad level of expertise, along with PMO support.

Consultees

Officer Project Implementation Group
Cabinet Member for Finance, Corporate Services and Planning
Cabinet Member for Commissioning, Procurement and Assets
Cabinet Member for Infrastructure and Transport
Group Leaders
Public Realm Services Future Operating Model Member Working Group (established October 2022)
Political Groups Consultation 24 January 2023
Connected Communities Scrutiny Report and Minutes dated 13 February 2023

Appendices

Appendix A: Options Appraisal for selection of Future Operating Model
Appendix B: Council's Contract Management organogram
Appendix C: Contractor performance report for November 2022
Appendix D: Member Working Group Summary Views
Appendix E: Net Zero Carbon 2030
Appendix F: Development of Customer and Digital IT systems
Appendix G: Commitments to Social Value
Appendix H: BBLP Technical Services organogram
Appendix I: Equality Impact Assessment for Future Operating Model for impact on the services
Appendix J: Equality Impact Assessment for Future Operating Model for impact on the workforce
Appendix K: Risk and Opportunities Register

Background papers

Connected Communities Scrutiny Committee Report and Minutes dated 14 October 2022
<https://councillors.herefordshire.gov.uk/ielistDocuments.aspx?CId=1157&MIId=8824&Ver=4>

Connected Communities Scrutiny Report and Minutes dated 13 February 2023

<https://councillors.herefordshire.gov.uk/ieListMeetings.aspx?CId=1157&Year=0>

County Plan 2020-2024

<https://www.herefordshire.gov.uk/council/herefordshire-council/3>

Herefordshire Transport Asset Management Strategy

<https://www.herefordshire.gov.uk/roads-1/highway-asset-management-maintenance>

HMEP Procurement Toolkit

<https://www.theihe.org/wp-content/uploads/2020/07/Procurement-Route-Choices-Toolkit-PDF-90pages-147MB.pdf>

Local Transport Plan 2016-2031

<https://www.herefordshire.gov.uk/directory-record/5547/local-transport-plan>

Major Contract Improvement Plan

<https://www.herefordshire.gov.uk/downloads/file/23747/major-contract-performance-improvement-plan>

National Highways & Transport Network Public Satisfaction Survey Results

<https://nhtnetwork.org/wp-content/uploads/2021/01/2020-NHT-Survey-Executive-Overview.pdf>

Glossary of terms, abbreviations and acronyms used in this report.

Balfour Beatty Living Places (BBLP)

National Highways and Transport Network (NHT)

Price Waterhouse Coopers (PWC)

Public Realm Future Operating Model (FOM)

Small and medium-sized enterprises (SME)

Value for Money (VFM)

To support the council's selection of the public realm services Future Operating Model (FOM), engagement took place with officers, Group Leaders and cross party Members, to understand what was important to the council regarding these services, and what had been learnt from the current operating model.

The consensus from this engagement was that the any new arrangements should provide the council with greater assurance, be flexible and agile, be aligned to the council's new environmental and net zero carbon requirements, provide the council with expertise when required, ensure VFM and service quality services focussed upon providing excellent service to the customer.

From this engagement the following eight "Key Objectives" were derived:

Key Objective	Description of what the Council would like to achieve
Assurance	The council seeks a level of assurance regarding the operation of the service, where technical staff are directed by council employed staff who commission the services, manage the network, develop the annual plans, provide technical expertise and provide adequate levels of scrutiny, challenge and assurance to services being delivered by the contractors.
Flexibility	The new arrangements need to be able to flex to deliver seasonal workload fluctuations, changes to budgets (up and down) and resilience to deliver the council's annual works programme, infrastructure projects and support with civil emergencies.
Environment	The future arrangements must be aligned with the council's commitments to carbon net zero and wider environmental requirements.
Customer	The services must be focussed on delivering excellent customer services where the quality of service, digital reporting and access to information (CRM) and speed of response are key factors.
Expertise	To deliver the broad range of public realm services, the council will require access to industry expertise, best practice (what is working

	well in other areas) and innovation to develop and improve services continually.
VFM	Any contracted services resulting from the model selected must be attractive to the market to ensure interest and competition. The model selected must promote continual improvement, innovation and efficiencies and evolve during its term.
Risk	The future arrangements and any supporting contracts must place an appropriate balance of risk between the council and any providers, in the knowledge the council will ultimately pay for risk held by the provider.
Social Value	Social Value refers to the wider financial and nonfinancial value created by an organisation through its day to day activities in terms of the wellbeing of individuals and communities, social capital created and the environment.

Following investigation in the market and trends in public sector public realm service redesign and procurement, six models were selected.

Model No.	Model Type
1	Council deliver all services in house
2	Council core services and works delivered in house, with contracts for specialist top up services and major works
3	In house client and technical staff with framework for top up professional services and <u>multiple</u> contracts for works
4	In house client and technical staff with framework for top up professional services and <u>single</u> contract for works
5	In house client and technical staff with existing provider (single contract) for top up professional services and works
6	Thin client with sole integrated contract for professional services and all works

Scoring was undertaken as follows with equal weighting applied:

Score	Description
0	Does not meet the objective
1	Meets only minor aspects of the objective
2	Meets some aspects of the objective
3	Meets most aspects of the objective
4	Meets fully the requirements of the objective

Outcome of the options appraisal:

Ranking	Model	Score
1	Model 5- In house client and technical staff with existing provider (single contract) for top up professional services and works	24
2	Model 4- In house client and technical staff with framework for top up professional services and <u>single</u> contract for works	22
3	Model 2- Council core services and works delivered in house, with contracts for specialist top up services and major works	21
4	Model 6- Thin client with sole integrated contract for professional services and all works	20
5	Model 1- Council deliver all services in house	17
6	Model 3- In house client and technical staff with framework for top up professional services and <u>multiple</u> contracts for works	16

The options appraisal of the six models is provided below, with scores applied for each Key Objective, with a description to support the scoring applied.

Note- Model 6 is the current model that has been operating since 2013.

Delivery Models		Assurance	Flexibility	Environment	Customer	Expertise	VFM	Risk	Social Value	Total
1	Council deliver all services in house	4	1	3	3	1	1	1	3	17
		<p>In house services provide the high level of assurance that the council seek, which could be designed to meet environmental, social and customer requirements and adapt over the term.</p> <p>The council would invest and provide the IT/CRM and fleet.</p> <p>The model scores poorly due to a lack of market expertise, lack of flexibility in the absence of a large contractor and their supply chains, places a high level of risk on the council and is expected to cost significantly more than the current service arrangements.</p>								
2	Council core services and works delivered in house, with contracts for specialist top up services and major works	4	2	3	3	2	2	2	3	21
		<p>Core in house services provide the high level of assurance that the council seek, which could be designed to meet environmental, social and customer requirements.</p> <p>The council would invest and provide the IT/CRM and core fleet.</p> <p>This model places a high degree of risk onto the council.</p> <p>The contracts for delivery of the specialist services and the major works with limited scope, committed value (pipeline), may struggle to attract market competition (VFM) and will be unlikely to provide the industry expertise of a large provider working in partnership with the council.</p>								

Delivery Models		Assurance	Flexibility	Environment	Customer	Expertise	VFM	Risk	Social Value	Total
3	In house client and technical staff with framework for top up professional services and <u>multiple</u> contracts for works	3	2	2	1	2	3	1	2	16
		<p>In house client and core technical staff will provide the level of assurance that the council seek.</p> <p>The contracts for delivery of specialist professional services (top up) could be procured from a framework of contract, delivering some wider expertise and supporting flexibility.</p> <p>Multiple works package would be most likely provided by Tier Two and Tier Three providers.</p> <p>Multiple smaller providers may struggle to invest up front in fleet and the IT/CRM system would need to be provided and hosted by the council, used by multiple providers which would create some challenges relating to co-ordination of works and customer services.</p> <p>Multiple smaller providers score poorly for delivering market expertise and social value. The council contracting directly with smaller providers may improve the cost base over a Tier One provider (VFM), but this would be offset by the council holding more risk, and the additional client and contract management costs for the council running multiple contracts.</p>								

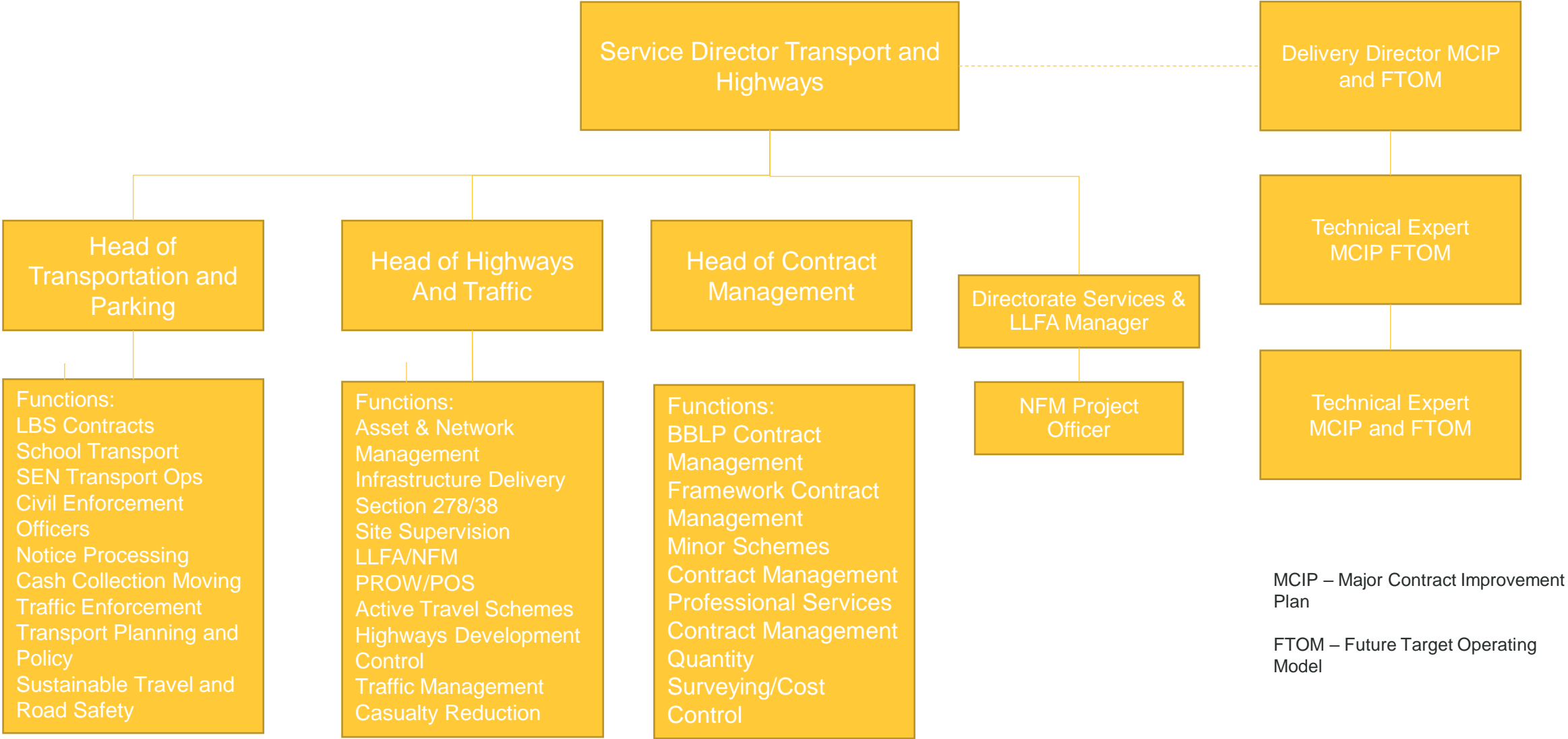
Delivery Models		Assurance	Flexibility	Environment	Customer	Expertise	VFM	Risk	Social Value	Total
4	In house client and technical staff with framework for top up professional services and <u>single contract for works</u>	3	3	3	3	3	2	2	3	22
		<p>In house client and core technical staff will provide the level of assurance that the council seek.</p> <p>The contracts for delivery of specialist professional services (top up) could be procured from a framework of contract, delivering some wider expertise and supporting flexibility.</p> <p>Works in a single package would be most likely provided by a Tier One or large Tier Two provider, securing market interest and competition due to the scope and scale of the opportunity.</p> <p>A single works provider could reasonably be expected to invest up front in fleet and the IT/CRM system, to ensure a good level of customer service aligned to the council's digital strategy.</p> <p>The single provider also scored well on delivering market expertise and social value, and would be expected to form a partnership arrangement with the council.</p> <p>This model delivers a good balance of risk between the council, professional services provider and single works contractor.</p> <p>Re-tendering for the works in this current climate of high inflation and material/supply chain challenges, could impact adversely on service costs and VFM, although this could be reviewed and evolve over the term.</p>								

Delivery Models		Assurance	Flexibility	Environment	Customer	Expertise	VFM	Risk	Social Value	Total
5	In house client and technical staff with existing provider (single contract) for top up professional services and works	3	3	3	3	3	3	3	3	24
		<p>In house client and core technical staff will provide the level of assurance that the council seek. The staff in-sourced will cost slightly more due to the council's more generous terms and conditions and pension scheme, although this cost could be recovered by direct control with more efficient working practices. The in-sourcing involves a risk that some of the staff identified to be in-sourced do not take up the offer, leaving the council with a short term resource void, and the cost and time of recruiting in a challenging market place.</p> <p>The current contract with a significant extension of around 7 years (initial period) with a further 3 years subject to satisfactory performance to 2033, will enable the council to work in partnership with the contractor.</p> <p>This partnership would be used to review and improve the current operations, develop and implement new ways of working, invest in new fleet (environment), enhance the IT/CRM and customer services aligned to the council's emerging digital strategy and launch a re-branded new look service.</p> <p>The Tier One provider scores well in terms of flexibility (established access to supply chains), market expertise, and striking a good balance of risk with the council and delivering social value.</p> <p>This model negates a high proportion of the council's costs and risks associated with procuring new contracts, and the funds that the existing provider would need to re-tender could potentially be directed into investing in the Key Objectives.</p>								

Delivery Models		Assurance	Flexibility	Environment	Customer	Expertise	VFM	Risk	Social Value	Total
6	Thin client with sole integrated contract for professional services and all works	1	3	3	2	3	2	3	3	20
		<p>This model represents re-procurement of the current model with the council providing only a thin client delivering contract management plus the commissioning of services and developing the annual plan.</p> <p>This model fails to produce the level of assurance and control that the council are seeking.</p> <p>This model would be attractive to Tier One suppliers, and scores well for flexibility (supply chains), environment (fleet), expertise and social value.</p> <p>For service delivery and customer service, this model does not provide the council the level of assurance being sought, and places too much ownership onto the sole provider where changes requested by the council are subject to contract change control and re-pricing with a delay (and risk) in the ability of the council to change the services over the medium to long term.</p> <p>Procurement of a similar model in the current market raises concerns over VFM where the council are likely to see a significant cost increase.</p>								

Transport and Highways Structure

231



Appendix C- Balfour Beatty Living Places

Contract Performance Data November 2022

Extract from Public Realm Service Contract Operational Board Meeting –
December 2022

Operational Performance Indicators

	Indicator	Thre shold %	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	Ma y 22	Jun e 22	July 22	Aug 22	Sep t 22	Oct 22	Nov 22
1	Category 1 Defects	100	100	100	100	100	100	100	100	100	100	100	100	100	100
2	Category 2 Defects	80	89	84	84	89	94	96	98	96	98	93	96	87	89
3	Street Lighting Faults	98	100	100	100	100	100	100	100	100	100	100	100	100	100
4	Winter Maintenance	99	99.3	100	100	100	100	100	N/A	N/A	N/A	N/A	N/A	N/A	100
5	Highway Inspection	99	100	100	100	100	100	100	100	100	100	100	100	100	100
6	Bridge Inspection	100	100	100	100	100	100	100	100	100	100	100	100	100	100
7	Grass Cutting	90	-	-	-	-	-	100	100	99	100	100	100	100	-
8	Street Cleansing	90	94	97	96	N/A	94	N/A	N/A	100	98	97	98	94	94
9	Gully Cleansing	90	95	95	N/A	N/A	N/A	N/A	100	100	100	100	100	100	100
10	Programme Management	80	100	100	100	100	100	100	100	100	100	100	100	100	100
11	Stakeholder Liaison	95	97	99	99	100	97	99	96	97	99	99	99	100	96
12	Risk	100	100	100	100	100	100	100	100	100	100	100	100	100	100
14	Special Projects Communications	100	100	100	100	100	100	100	100	100	100	100	100	100	100
15	Supervisory Checks	85	100	100	100	100	100	100	100	100	100	100	94	100	93

Note: OPI 13 was due to be a measure of special projects but was never agreed, hence why it's not included in the table.

Background

A cross party Member Working Group was established in September 2022 meeting on a fortnightly basis until December 2022. The role of the group was for officers to better understand the issues and concerns relating to the public realm services delivered by the contractor since 2013, and to ensure the form of any new arrangements improved and enhanced the public realm services where possible.

Requirements for Future Arrangements:

For the future arrangements for delivery of the Public Realm services the Member Working Group considers the following requirements are important:

- 1.1 A clear distinguishment of council staff and the contractor, delivering a more traditional client and contractor relationship.
- 1.2 The council to deliver its core technical services with a greater degree of assurance and control where the council commission all works and own the development on the annual plan and work programmes, with expertise being provided from the contractor.
- 1.3 The council provide robust challenge and scrutiny of services delivered by the contractor, including commercial assurance ensuring value for money and ensuring a high quality of works completed on the ground.
- 1.4 Locality Stewards services are enhanced and delivered by the council, where they deliver some front line services such as responding to an urgent situation.
- 1.5 Introduction of fleet, plant and materials aligned with best practice in environmental standards, and aligned with the council's net zero carbon ambition.
- 1.6 Improvements in customer service and resident satisfaction, where the key drivers are responsiveness, speed and quality of works.
- 1.7 Greater engagement and involvement with ward Members, parish councils & community groups relating to the delivery of services, where engagement provides awareness and support from other groups.
- 1.8 Opportunities for delivering services shared with other council's should be investigated where it can lead to learning and efficiencies.
- 1.9 The council should work with the contractor to reduce management costs across the contract, and prioritise works on the ground to support efficient service delivery and value for money.
- 1.10 The council and contractor should work together to review and revise performance measures aligned to new priorities, as well as the business as usual operational standards.
- 1.11 The service should be rebranded and launched as a new service for the residents of Herefordshire where the council are seen to be taking a more leading role.

Key Objectives

From this and wider engagement, the following eight council “Key Objectives” were derived which would be given high priority for the selection of any future operating model.

Assurance- The council seeks a level of assurance regarding the operation of the service, where technical staff are directed by council employed staff who commission the services, manage the network, develop the annual plans, provide technical expertise and provide adequate levels of scrutiny, challenge and assurance to services being delivered by the contractors.

Flexibility- The new arrangements need to be able to flex to deliver seasonal workload fluctuations, changes to budgets (up and down) and resilience to deliver the council’s annual works programme, infrastructure projects and support with civil emergencies.

Environment- The future arrangements must be aligned with the council’s commitments to carbon net zero and wider environmental requirements.

Customer The services must be focussed on delivering excellent customer services where the quality of service, digital reporting and access to information (CRM) and speed of response are key factors.

Expertise- To deliver the broad range of public realm services, the council will require access to industry expertise, best practice (what is working well in other areas) and innovation to develop and improve services continually.

VFM- Any contracted services resulting from the model selected must be attractive to the market to ensure interest and competition. The model selected must promote continual improvement, innovation and efficiencies and evolve during its term.

Risk- The future arrangements and any supporting contracts must place an appropriate balance of risk between the council and any providers, in the knowledge the council will ultimately pay for risk held by the provider.

Social Value- Social Value refers to the wider financial and nonfinancial value created by an organisation through its day to day activities in terms of the wellbeing of individuals and communities, social capital created and the environment.

Note: Members were informed of the opportunities and risks of bringing some services back in-house for self delivery, procuring new services elsewhere and the constraints regarding adaption and retention of the current contractor.

Members Views

Member initial views and perception on the current arrangements were sought, and summarised below.

- 1.1 The historic arrangement formed over time between the council and contractor appears too friendly with lack of contractual control.
- 1.2 The current arrangements do not provide the council with adequate levels of assurance and control for the services that are delivered on the ground.
- 1.3 Members would like to see more of the works checked by the council to ensure appropriate response times, and to ensure the works delivered are of suitable quality.
- 1.4 Concerns were raised over the quantum of management and support services, in relation to the quantum of works being delivered on the ground.
- 1.5 Project work and design matters appear over engineered and overly complicated in some instances, with a lack of council direction and input through the design stages. This leads to concern over the cost of some project work and concerns regarding value for money.
- 1.6 The contractor is considered to deliver project work well, however on more complex projects there are instances where the project is considered overly complicated and takes too long to complete.
- 1.7 There are some service areas, for example litter bin emptying, where the services should be reviewed and re-designed.
- 1.8 Concerns widely raised regarding value for money of some services.
- 1.9 The current customer reporting system has some limitations.
- 1.10 There is a lack of engagement with parish councils and other partners who could potentially contribute to the delivery of services by topping up services delivered by the council.
- 1.11 Concerns regarding contractor led communications, which in some cases are unaware of local issues and sensitivities wider than the public realm services.
- 1.12 The current public realm services and contractor are generally not well thought of within Herefordshire.



Annex E Net Zero Carbon

Supporting Herefordshire Council to achieve carbon neutrality by 2030

Introduction

Herefordshire Council have declared a climate emergency and have set themselves a target of carbon neutrality by 2030. They are looking for opportunities for carbon reduction in all aspects of operation.

BBLP are committed to a 2030 carbon reduction target through the rigorous measurement of Scope 1, 2 and 3 emissions. Further to this we have developed a programme of being Beyond Net Zero by 2040 using the Eliminate, Reduce, Substitute, Compensate hierarchy as described in the Balfour Beatty Living Places (BBLP) 2022 Net Zero Carbon Action Plan, attached to this document.

We will support Herefordshire Council to reduce carbon within the highways service through agreement of measures applicable to the service and bring our internal expertise to collaborate in business case development for funding and investment opportunities. Potential measures are detailed below:

- Create and agree a PAS certified Carbon Reduction Plan for the contract to support an average percentage for joint year on year reduction including:
 - Continued investment in technology and innovation to reduce the carbon footprint, of the whole service, both contractor and client activities, including materials and consistent, accurate data collection
- Establish quick wins to impact Scope 1&2 emissions such as investment in decarbonising plant and fleet, switching from diesel to electric, hybrid or hydrogen powered solutions, including:
 - Installation of EV charging points at all depots
 - All small plant to be fully electric
 - Contribute to the residential charge point pilot with BB expertise and investment experience
- Reach back into Balfour Beatty expertise to understand and deliver reductions in Scope 3 emissions in line with BBLP's Net Zero Carbon Action Plan
- Embed a carbon conscious culture as part of a joint contract culture refresh programme to underpin the new expanded client team including:
 - Reach back into BBLP and the wider Balfour Beatty Group and supply chain partners for expertise, industry innovations and training
 - Agree a trialling programme for latest innovations and products/materials
- Shared expertise across Balfour Beatty group for circular waste economy and innovative materials

We collect and publish data via our online sustainability portal, which is independently assessed and audited. This supports peer reviews and allows contracts to benchmark carbon reduction targets and cascade best practice.

Mark Darlow-Joy
Contract Director | Balfour Beatty Living Places

E: Mark.Darlow-joy@balfourbeatty.com
T: +44 (0)7752 468707



Annex F: Development of Customer and Digital IT Systems

Introduction

Balfour Beatty's in-house expert capabilities encompass a variety of digital services and are applied across the whole lifecycle of projects and contract delivery. Technology deployed includes augmented and virtual reality; Building Information Modelling (BIM); drones; 3D printing; cloud data storage; telematics and data analytics. By developing systems and tools to enable delivery teams to share information and communicate electronically, we enhance the flow of information and interaction with the public and other stakeholders.

To support the successful delivery of the whole highways service, we will leverage our extensive experience in the delivery of complex highways maintenance contracts to support Herefordshire Council to effectively manage engagement, communications and collaboration with communities and stakeholders. We are very aware of the role of highways contractor as an ambassador for Herefordshire Council and propose integrating our systems and processes for a Right First Time approach to delivery and stakeholder management, reducing enquiries and improving perception.

Key elements include:

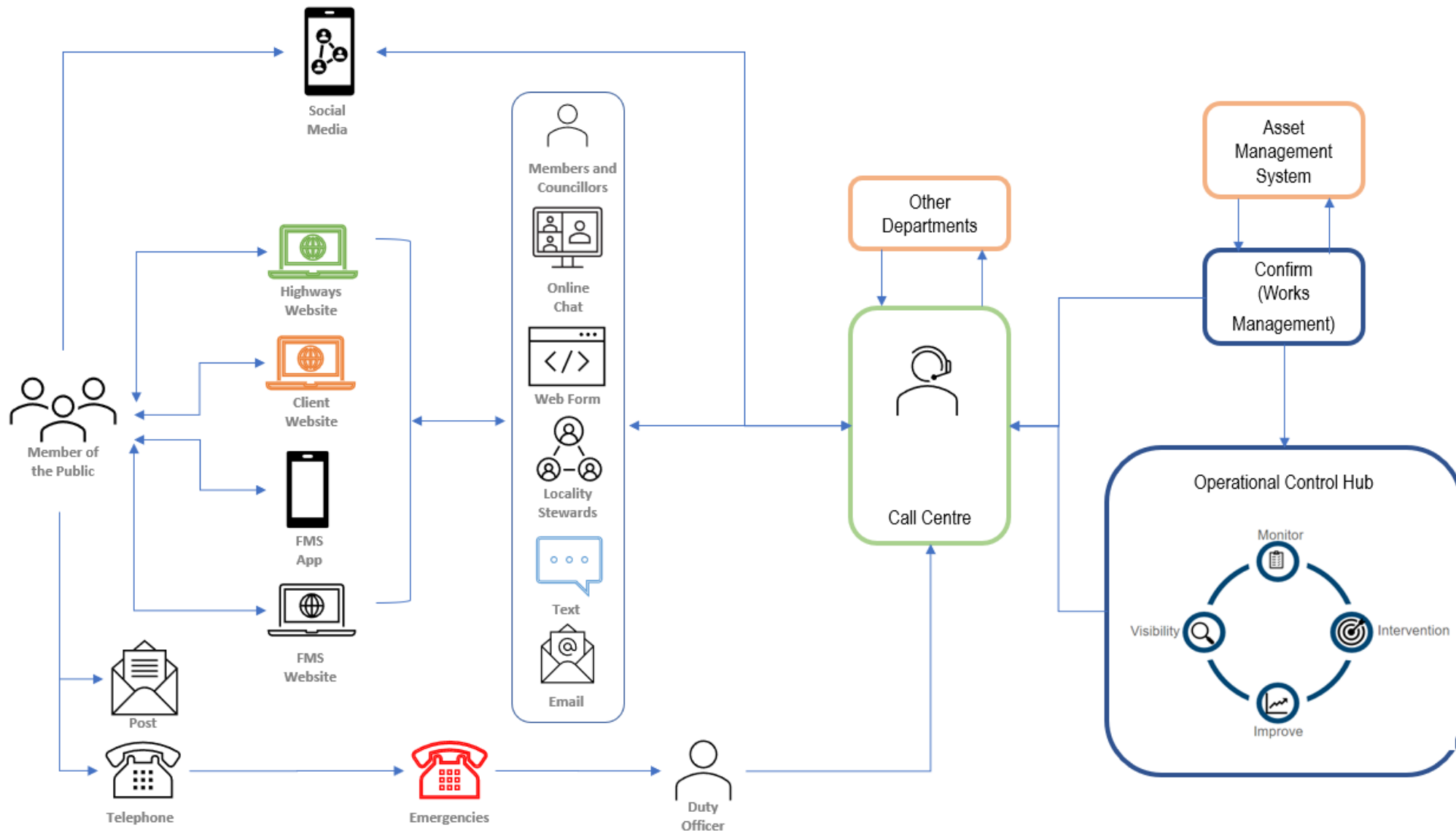
- Continue to work with the existing Herefordshire Council systems and collaborate with the overarching digital pathway for Herefordshire to ensure effective digital integration and communication across departments
- We will develop our solution led technology to enable real time visibility of works information for customers and Members, including the status of works and the progress of enquiries. Continuation of existing systems and implementation of industry standard systems for reporting issues and understanding network activity linked directly to works management activity
 - one.network – live traffic information, roadworks, utilities and diversions
 - FixMyStreet – a map-based platform enabling efficient reporting of network defects
 - News Feed – providing up-to-date information on operations e.g. live route-based gritting schedules during severe weather
- Shared training opportunities, including expectations of behaviours, with remote access to information giving delivery teams confidence in engaging with customers on-site
- Establishment of a physical/digital communications strategy such as supporting letter drops with QR codes on advanced notices that link to detailed information
- Providing animations for the HC website to push information to the public explaining why the highways service delivers the service the way it does for example Asset Management or Winter Maintenance.

An example of the customer journey and the integration of all systems via the Confirm Works management system with real time data monitored via the Operational Control Hub is illustrated in the following diagrams.

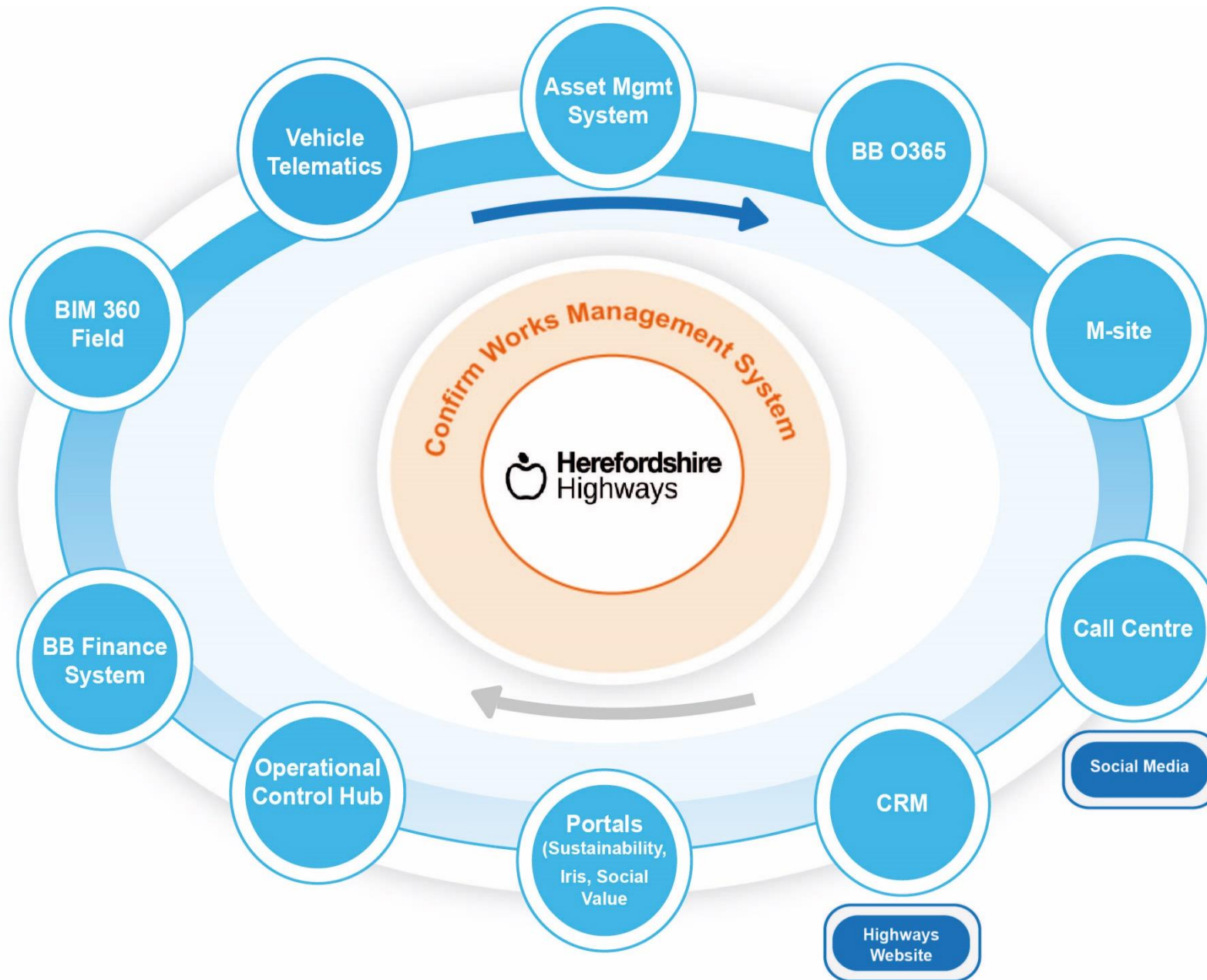
Mark Darlow-Joy
Contract Director | Balfour Beatty Living Places

E: Mark.Darlow-joy@balfourbeatty.com
T: +44 (0)7752 468707

Customer Journey Example



Integrated systems updating in real time example





Annex G: Commitments to Social Value

Introduction

Balfour Beatty's ambition to positively impact more than 1 million people between now and 2040 seeks to build upon our existing social value measures to capture the broader positive and lasting impact we have on people's lives. This means, for example, that we look more holistically at the wider impact of the volunteering our workforce undertake, and the number of people positively impacted, rather than simply counting the number of days spent volunteering. It's about a greater focus on, and increased quality of the outcomes we deliver. Our overarching commitments are detailed in our Building New Futures document

To bring this ambition to Herefordshire we will undertake relevant activities and projects that support the local social value objectives, leveraging the capability of Balfour Beatty to provide a positive legacy for Herefordshire communities. Engagement of a Social Value and Sustainability Coordinator will bring expertise and consistency to implement initiatives and apply measurement across the partnership. This will support Herefordshire Council in their aspiration of working with all sectors of the business community to implement a community wealth building initiative.

Consistent and demonstrable social value will be achieved through a joint review and assessment of the nationally recognised Themes and Measures for Social Value to select and apply those that reflect Herefordshire Council's four key principles. This will provide the opportunity to align activity with local commitments. In particular we will support Herefordshire Council by spending locally and skilling up, through working closely with supply chain partners to develop their opportunities within the contract and creating employment skills and opportunities for under-represented groups.

Examples of measures that will be considered are detailed below:

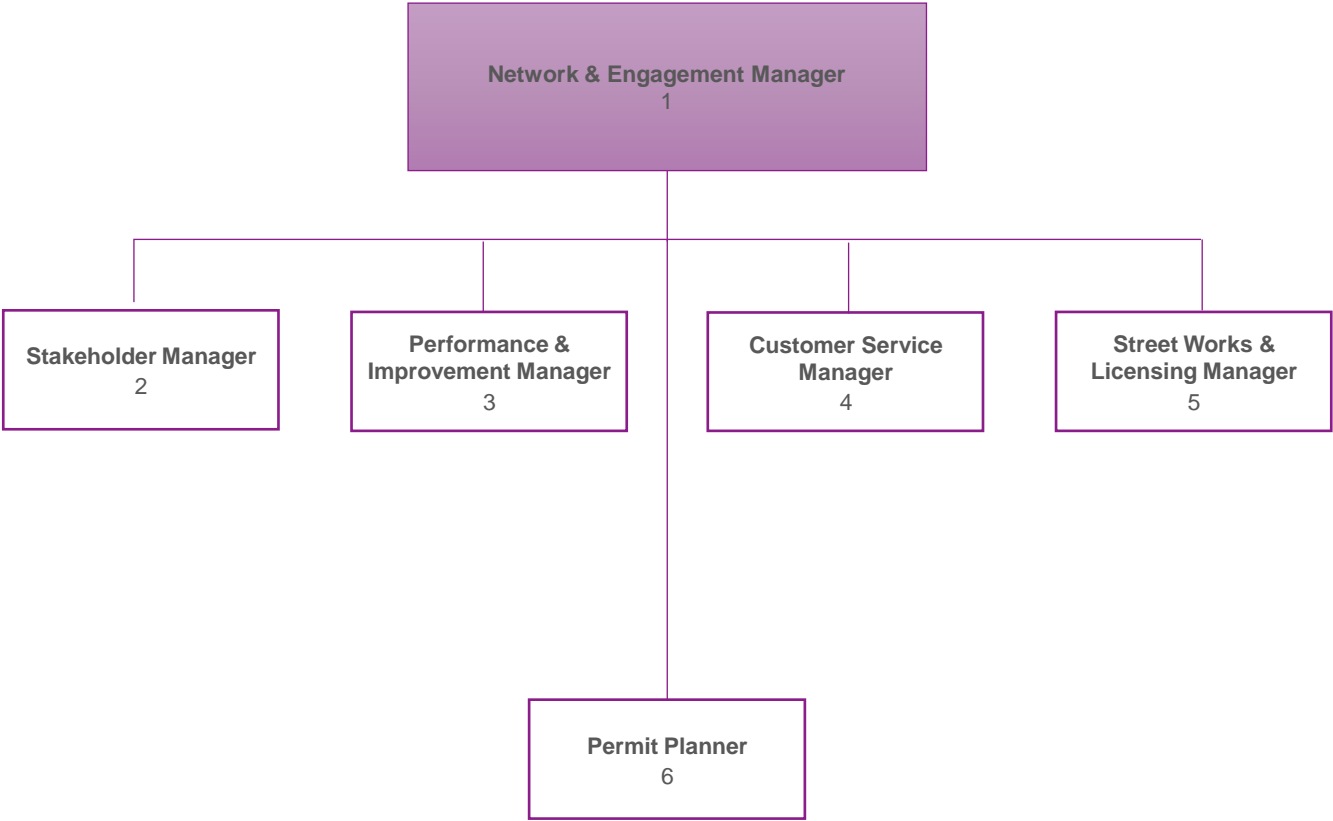
- Creating a pool of apprentices shared across the council, BBLP and supply chain
- Engagement with local colleges for commitment to training programmes
- Shared training opportunities
- Deliver 5% of earn and learn positions from outset of new arrangements, and increase annually over life of contract
- Targeted opportunities for work experience, career mentoring and support to care leavers and veterans
- Coordination of Herefordshire Highways volunteer activities to align 50% of time to local Councillor priorities, and joint community days
- Use of local facilities for local voluntary and community groups
- Business support advice offered to local micro businesses/SMEs/social enterprise.

We collect and publish data via our online sustainability portal which is independently assessed and audited. This supports peer reviews and allows contracts to benchmark social value targets and cascade best practise.

Mark Darlow-Joy
Contract Director | Balfour Beatty Living Places

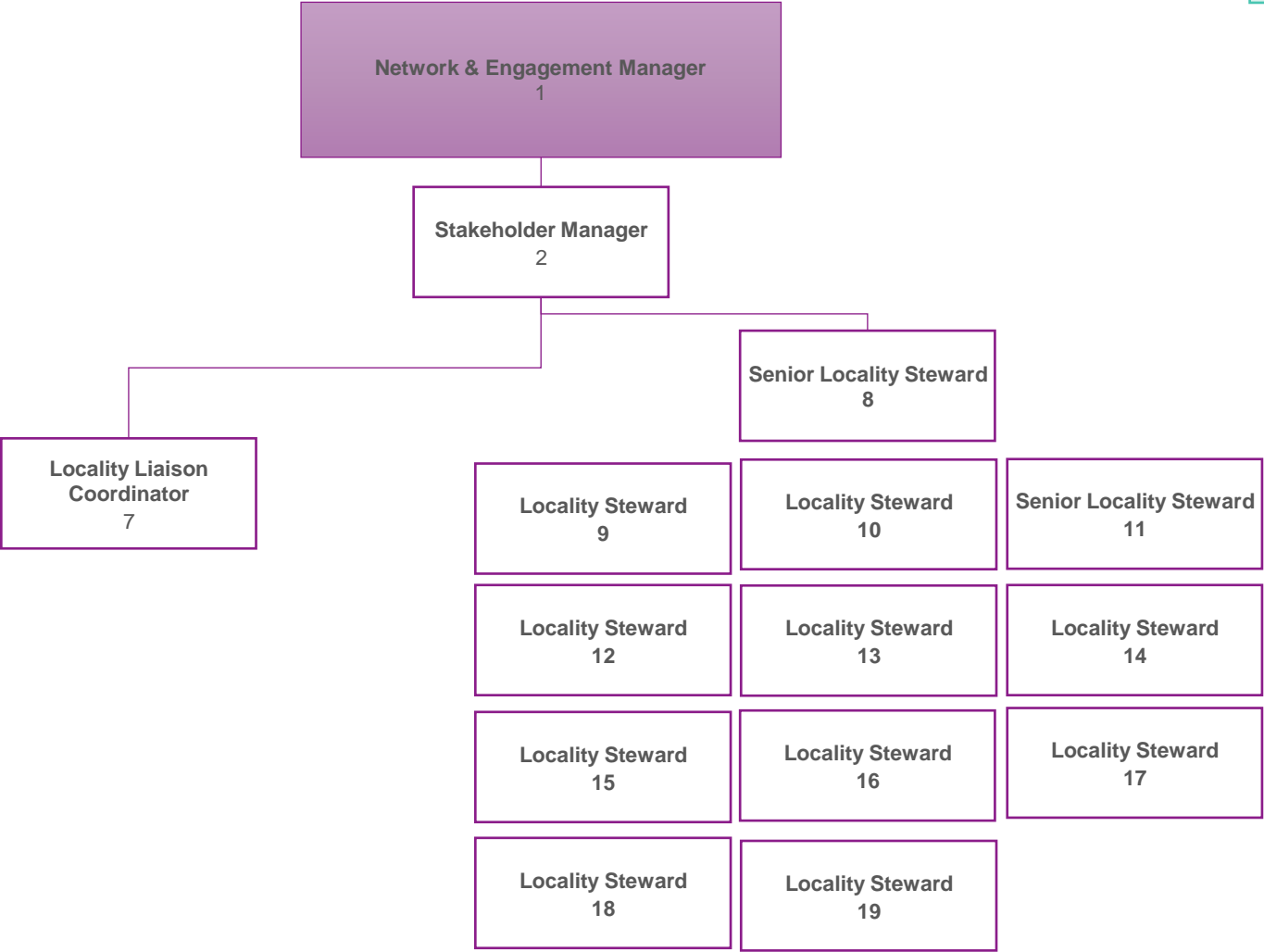
E: Mark.Darlow-joy@balfourbeatty.com
T: +44 (0)7752 468707

Network & Engagement Team



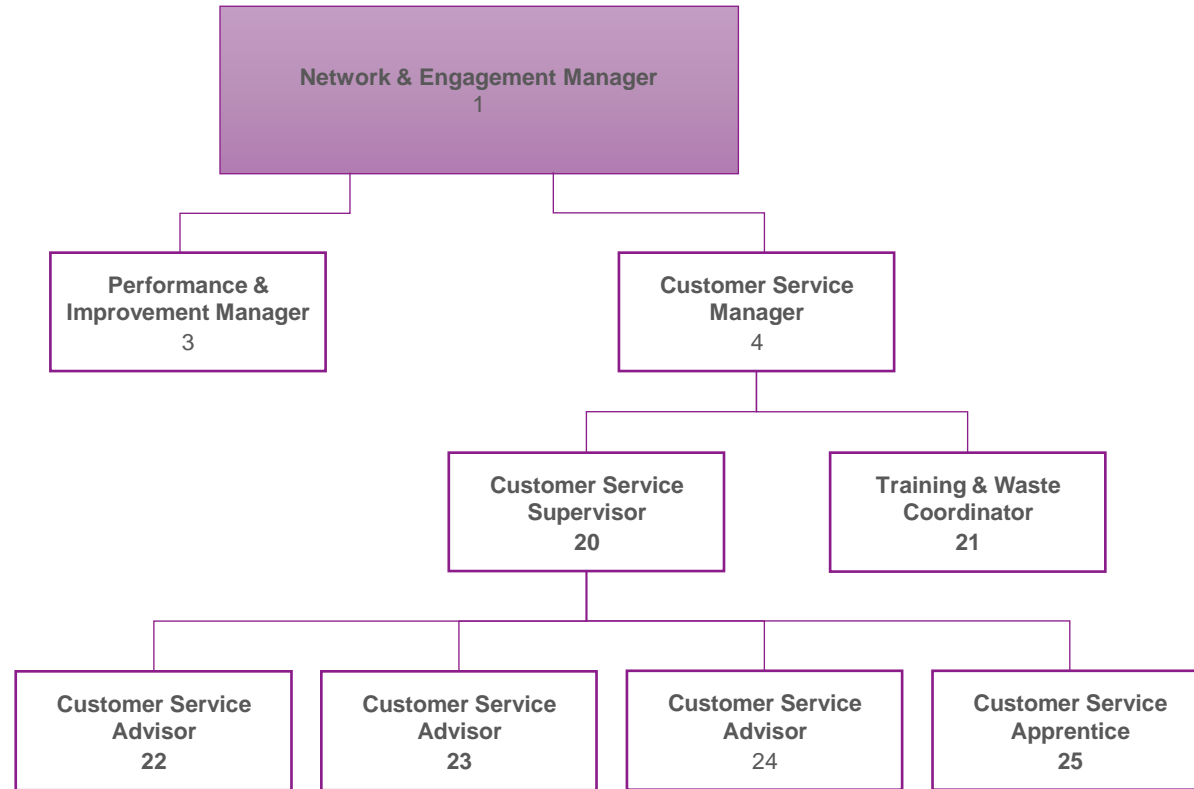
Locality Steward Team

[Click here to return to contents page](#)



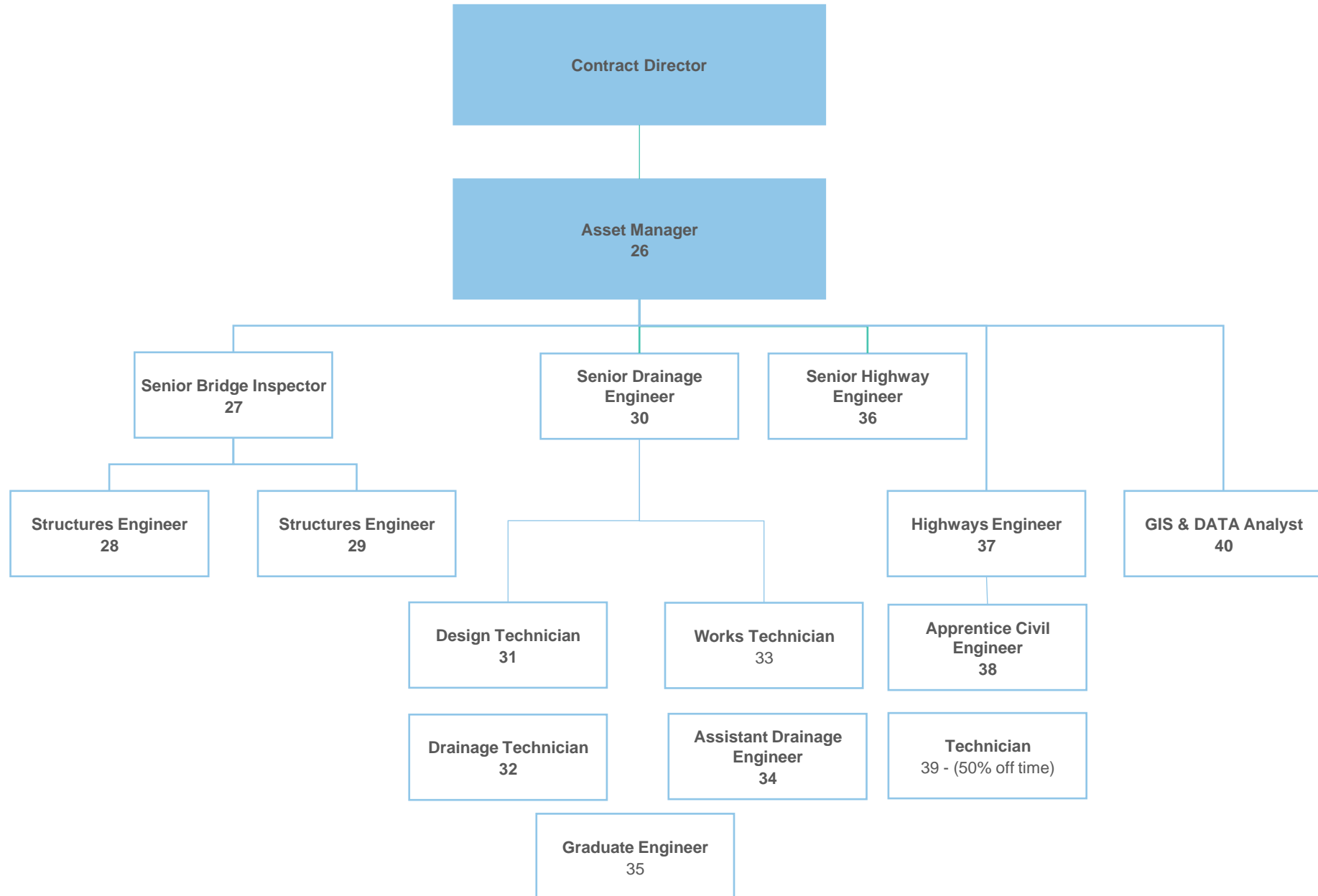
Customer Service & Performance

[Click here to return to contents page](#)



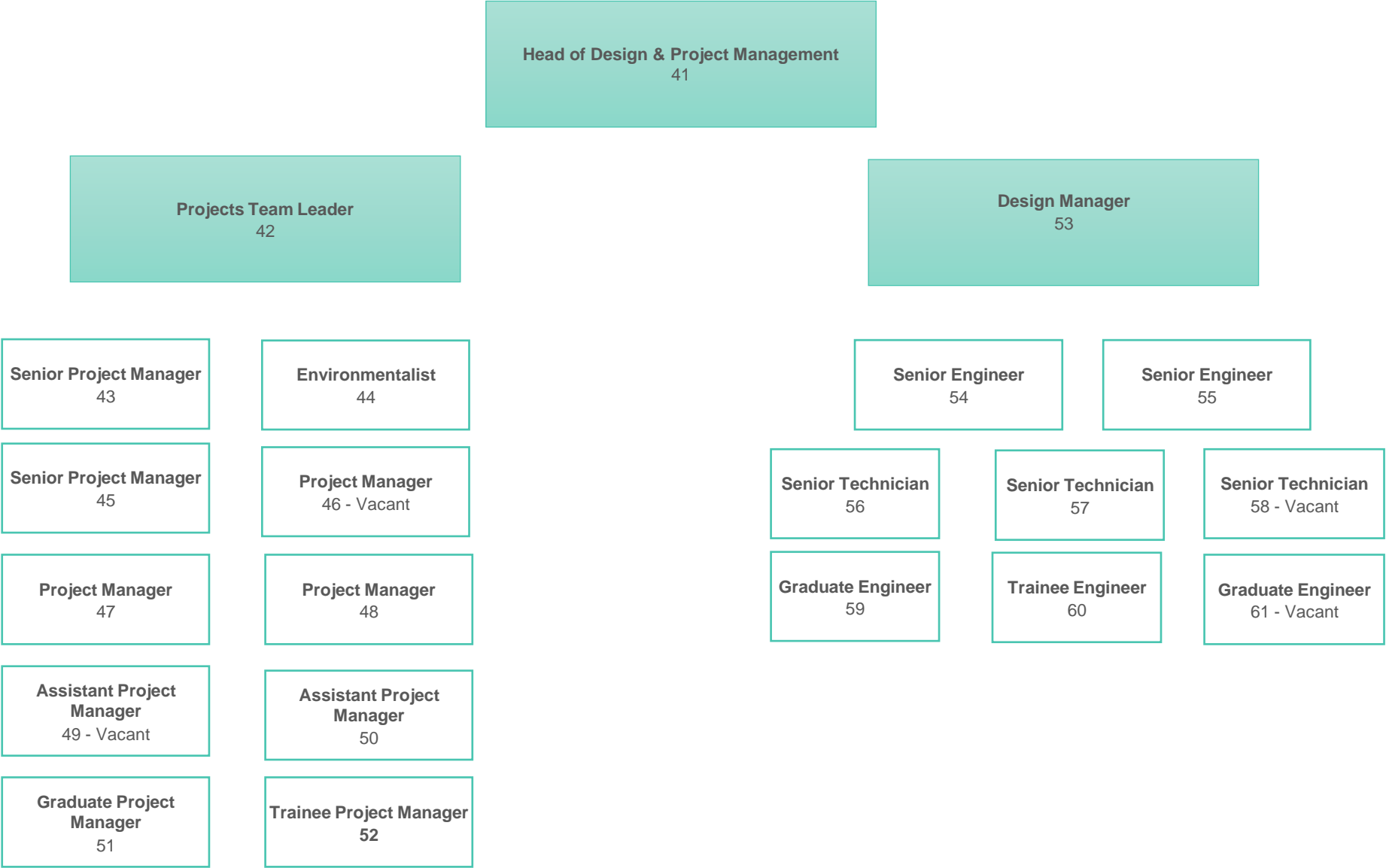
Asset Management Team

[Click here to return to contents page](#)



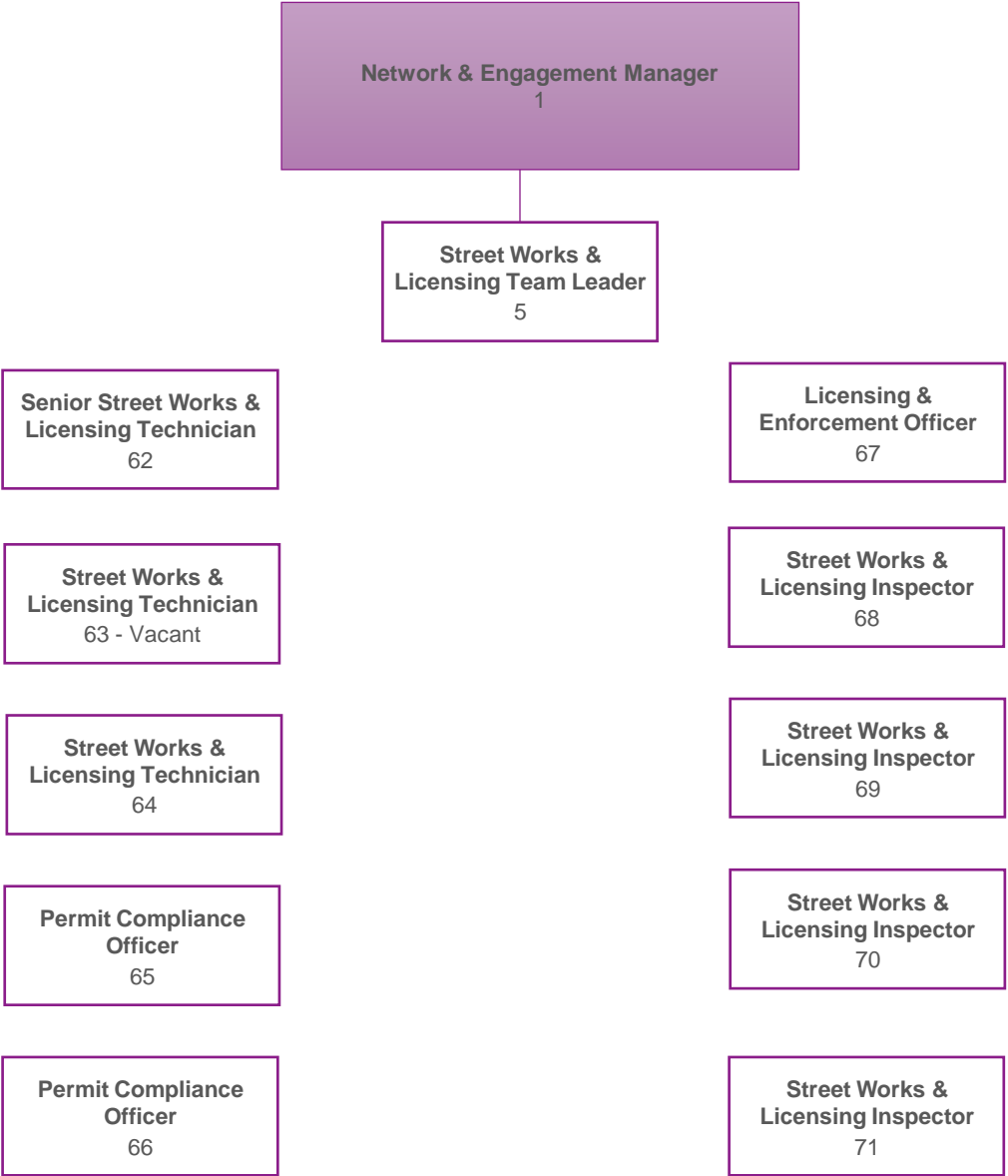
Design and Project Team

[Click here to return to contents page](#)



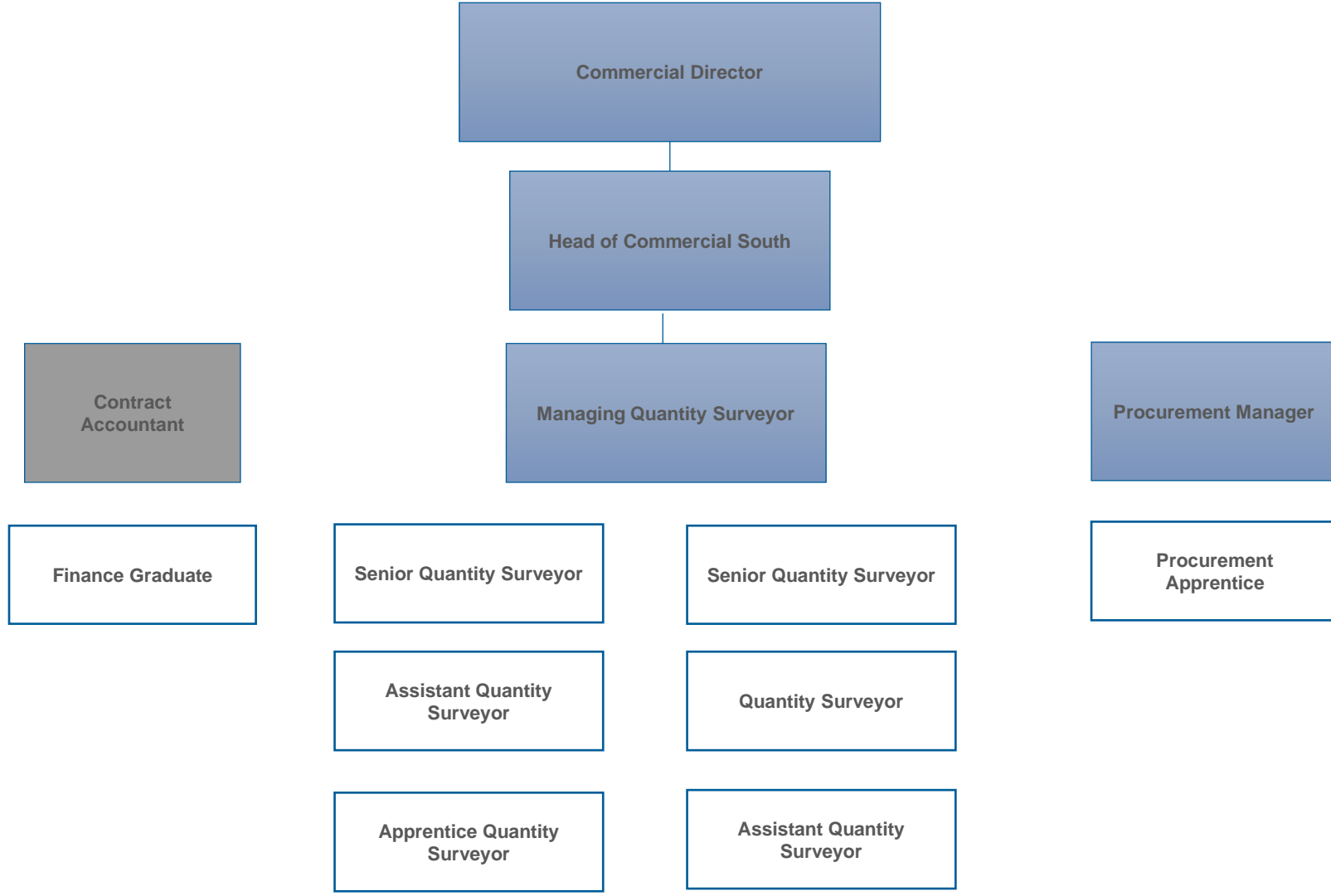
Network Regulation Team

[Click here to return to contents page](#)



Commercial & Finance Team

[Click here to return to contents page](#)



Equality Impact Assessment (EIA) Form

Please read EIA guidelines when completing this form

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed:
Mark Averill- Interim Service Director Transport & Highways
Directorate: Economy & Environment

Individual(s) completing this assessment:

- Alex Deans- Interim Major Contract Improvement Specialist
- Bruce Evans- Engineering Manager
- Spencer Grogan- Parks & Leisure Centre Commissioning Manager
- Mark Darlow-Joy- Contract Director
- Anthony Agate- BBLP Network and Engagement Manager
- Paul Raynor- BBLP Contracts Operations Manager

Date assessment completed: 12/12/22

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)

Midpoint review of the delivery of the Public Realm Services in partnership between the council and its Term Service Contractor Balfour Beatty Living Places, that commenced under a contract between the two parties in 2013, that could be extended to 2033.
The public realm contract deliver services including public open space, litter and bins, street cleansing, highway maintenance, drainage, street lighting and minor schemes.

What is the aim, purpose and/or intended outcomes of this activity?

To deliver effective and efficient public realms services for the residents of Herefordshire.

Name of lead for activity

Alex Deans- Interim Major Contract Improvement Specialist

Who will be affected by the development and implementation of this activity?

- ☒ Service users
- ☐ Patients
- ☐ Carers
- ☒ Visitors
- ☐ Staff
- ☒ Communities
- ☐ Other:

Is this:

- ☒ Review of an existing activity
- ☐ New activity/policy
- ☐ Planning to withdraw or reduce a service, activity or presence?

What information and evidence have you reviewed to help inform this assessment? (name your sources, eg. demographic information for services/staff groups affected, complaints etc.)

Audits of the Public Realm Services and the resulting Major Contract Improvement Plan 2020-2022
Contract performance indicators
Connected Communities Scrutiny Committee Report and Minutes dated 14 October 2022

Summary of engagement or consultation undertaken (eg. who and how have you engaged with, or why do you believe this is not required)

Member groups
Council Service Managers
Balfour Beatty Living Places

Summary of relevant findings

The midpoint review of the Public Realm Services has identified that although the Council desires to deliver more of the services in-house, this will not impact adversely on the delivery of services for any of the equality groups listed below.

Should the Council and Balfour Beatty Living Places propose to change an aspect of service delivery that could potentially impact the residents of Herefordshire, including any of the equality groups listed below, then this specific service change including a change in policy, then this will be subject to an independent EIA for assess the proposed change.

Likewise should a capital project propose to change or improve part of the highway network, then this proposal is subject to an independent EIA, which looks at the impact during construction and the end product of the projects and considered business as usual for the Public Realm services.

3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on staff, public, patients, carers, partner organisations, etc. in these equality groups.

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age		✓		Part of the services being transferred from Balfour Beatty Living Places into the Council, delivering services in the same form will not have a negative impact on this equality group.
Disability		✓		As above
Gender Reassignment		✓		As above
Marriage & Civil Partnerships		✓		As above
Pregnancy & Maternity		✓		As above

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Race (including Travelling Communities and people of other nationalities)		✓		As above
Religion & Belief		✓		As above
Sex (including issues of safety and sexual violence)		✓		As above
Sexual Orientation		✓		As above
Other Vulnerable and Disadvantaged Groups (eg. carers, care leavers, homeless, social/ economic deprivation, etc)		✓		As above
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)		✓		As above

What actions will you take to mitigate any potential negative impacts?

Potential negative impact	Actions required to reduce/ eliminate negative impact	Who will lead on action?	Timeframe
No negative impacts identified			

Where an impact on any of the Equality Groups is realised after the implementation of the project/service/policy, the commissioners and/or providers of the project/service/policy will seek to minimise the impact and carry out a full review of this EIA.

4. Monitoring and review

How will you monitor these actions?

None to review


When will you review this EIA? (eg in a service redesign, this EIA should be revisited regularly throughout the design & implementation)

Should there be any proposed service/policy changes during the re-design of the Public Realm Services working in partnership with BBLP, then these changes would be subject to further EIAs specific to any changes being proposed and designed, prior to their implementation.

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.
- All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA

A rectangular box containing a handwritten signature in black ink. The signature is stylized and appears to be 'A. H. H.'.

Date signed

20/12/2022

Equality Impact Assessment (EIA) form for activities affecting the workforce

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed:
Mark Averill- Interim Service Director Transport & Highways
Directorate: Economy & Environment

Individual(s) completing this assessment:

- Alex Deans- Interim Major Contract Improvement Specialist
- Bruce Evans- Engineering Manager
- Spencer Grogan- Parks & Leisure Centre Commissioning Manager
- Mark Darlow-Joy- Contract Director
- Anthony Agate- BBLP Network and Engagement Manager
- Paul Raynor- BBLP Contracts Operations Manager

Date assessment completed: 12/12/22

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)

Midpoint review of the delivery of the Public Realm Services in partnership between the council and its Term Service Contractor Balfour Beatty Living Places, that commenced under a contract between the two parties in 2013, that could be extended to 2033.
The public realm contract deliver services including public open space, litter and bins, street cleansing, highway maintenance, drainage, street lighting and minor schemes.

What is the aim, purpose and/or intended outcomes of this activity?

To deliver effective and efficient public realms services for the residents of Herefordshire.

Name of lead for activity

Alex Deans- Interim Major Contract Improvement Specialist

Who will be affected by the development and implementation of this activity?

- ☐ Full time staff
☐ Part time staff
☐ All staff
☒ Professional, technical and administration staff of both the council and the contractor Balfour Beatty Living Places who are involved in delivery of the Public Realm services.

Is this:

- ☒ Review of an existing activity
☐ New activity/policy
☐ Planning to withdraw or reduce a service, activity or presence?

What information and evidence have you reviewed to help inform this assessment?

Performance of current workforce Individuals T&Cs Wider employee benefits including discounted private healthcare and share purchase options On call / out of hours including Winter Service Decision Making Training and development Vehicles (provision of) Travel benefits and staff car parking Place of work Business continuity plans CDM & H&S requirements Systems, IT and data that supports the workforce

Summary of engagement or consultation undertaken (eg. who and how have you engaged with, or why do you believe this is not required)

Member groups Council Service Manager Balfour Beatty Living Places Council HR services Balfour Beatty Living Places HR services

Summary of relevant findings

The part of the BBLP workforce identified to be transferred into the council (TBC) will deliver very similar services under similar working arrangements and office locations as currently provided, therefore subject to the council's employment terms and conditions and HR policies not disadvantaging any of the equality groups listed below (as expected), there will be no negative impact of any of the groups listed.

3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. **Note that you may not be aware of a staff member's protected characteristics.**

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Rationale/reasons
Age		✓		Council HR policies and T&Cs will not disadvantage this group over current employment with Balfour Beatty Living Places
Disability		✓		As above
Gender Reassignment		✓		As above
Marriage & Civil Partnerships		✓		As above
Pregnancy & Maternity		✓		As above
Race (including Travelling Communities and people of other nationalities)		✓		As above
Religion & Belief		✓		As above

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Rationale/reasons
Sex (including issues of safety and sexual violence)		✓		As above
Sexual Orientation		✓		As above
Other (eg. carers, social/economic deprivation, etc)		✓		As above

What actions will you take to mitigate any potential negative impacts?

Potential negative impact	Actions required to reduce/eliminate negative impact	Who will lead on action?	Timeframe
No negative impacts identified			

Where an impact on any of the Equality Groups is realised after the implementation of the project/service/policy, the commissioners and/or providers of the project/service/policy will seek to minimise the impact and carry out a full review of this EIA.

4. Monitoring and review

How will you monitor these actions?

None to review


When will you review this EIA?

Any changes proposed to council workforce structures, to accommodate and integrate the current BBLP workforce identified to move into the council will be subject to restructures and consultation, aligned with respective HR policies and procedures. This would involve notification and/or engagement with respective staff liaison officers and/or trade unions as appropriate.

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and workforce, ensuring that none are placed at a disadvantage over others.
- All staff are expected to behave in a manner which respects the individuality of service users and colleagues, and upholds our values.

Signature of person completing EIA



Date signed

20/12/22

Risks associated with the Future Operating Model 5			
Ref	Risk	Potential Impact	Mitigation
1	The council do not have the appropriate internal nor external/consultant resources to support the move to a FOM.	The council are unable to progress a complaint and timely move to the FOM from 1 April 2025.	Secure support from the various aspects of Public Realm services (service/asset leads) plus support services including finance, commercial, legal, procurement, HR/pensions PMO, property, fleet, ICT and secure external expertise forming the Project Implementation Group.
2	Funding to deliver the FOM.	The council are unable to deliver the FOM and the services remain as current.	Identify total funding and cost profile to support move to FOM and secure budget within the council as part of approval and Decision.
3	BBLP terminate the contract with a 24 months Notice.	No public realm services provided by the contractor 24 months after Notice is served by BBLP, unless the council re-procures or moves to self delivery within the 24 months.	Develop collaborate partnership working with BBLP regarding design and delivery of FOM. Should the Notice be served by BBLP then the council will need to plan and deliver a re-procurement of the service.
4	BBLP technical workforce do not take up TUPE transfer to in-house council provision with loss of expertise and knowledge during transitional period.	Temporary service reduction, inadequate resources, loss of local knowledge and expertise.	Offer equal or improved T&Cs as required by TUPE. Sell and promote new FOM with a staff comms strategy, including staff retention/development incentives. Early development and sharing of new organisational structures to support the new operating model. Develop supply chains for interim and agency support as contingency.
5	IT solution for FOM (including CONFIRM development) is not efficient, resilient nor aligned to the council's Customer and Digital Strategy.	IT does not support or allow delivery of effective services with poor customer services.	Form a council/BBLP IT workstream group to define requirements early and secure/procure new IT development via procurement process in good time with adequate licencing and training arrangements.
6	Data transfer is not undertaken in good time and incomplete	Missing data adversely impacts on ability to run services, undertake	Early engagement with BBLP to agree data transfer plan identifying what data

	along with GDPR complications.	effective asset management and defend third party insurance claims.	will be transferred and in what form, for integration into new systems.
7	Unable to secure fleet at competitive prices in good time.	Negative impact on service delivery and ability to meet the council and BBLP commitments to net zero carbon by 2030.	Investigate market and secure contracts with supply chain in good time.
8	FOM services are more expensive than currently with BBLP contract, and fail to deliver VFM.	Require increase in budgets or lead to reduction in service leading to decline of the public realm asset and customer dissatisfaction.	Ensure accurate cost modelling during design of FOM including understanding any costs under TUPE, and ensure any new costs are mitigated by efficiency elsewhere, to ensure the FOM is cost neutral, once implemented.
Opportunities associated with the Future Operating Model 5			
Ref	Opportunities	Potential Impact	How will this be secured
1	The FOM will deliver the council's eight Key Objectives.	Services delivered via the FOM will lead to a higher level of satisfaction for both residents and Members.	Through the selection of Model 5 determined by the options appraisal.
2	Long term investment in the public realm services.	Delivery of more modern and efficient services ensuring VFM.	The contract extension to 2030 will enable both the council and BBLP to invest in their workforces, IT, fleet, plant, accommodation and depot facilities.
3	Carbon Net Zero by 2030.	Delivery of services by the council, BBLP and the supply chain that are carbon net zero by 2030.	Development of a Net Zero Carbon Management Plan for public realm services in partnership between BBLP and the council.
4	Align the services with the council's emerging strategy for Digital & Customer Strategy.	Improvements in the customer journey and customer services.	The council and BBLP will form a workstream to align the public realm services with the emerging strategy and implement along with investment in IT.
5	Re-launch and re-brand Herefordshire's Highways Services.	The FOM will be seen as new service with the council in a more leading role.	To support the move to the FOM and services aligned to the council's Key Objectives the council and BBLP will work in partnership to re-brand and re-launch the service with appropriate comms.



Title of report: Section 106 Portfolio of Works - Section 106 Delivery Proposals

Meeting: Cabinet

Meeting date: Thursday 2 March 2023

Report by: Cabinet member finance, corporate services and planning;

Classification

Open

Decision type

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.

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

Wards affected

(All Wards);

Purpose

Following approval of Section 106 Portfolio of Works Cabinet [Report](#) (Thursday 25th November 2021), this report seeks to obtain further appropriate delegation to approve the spend, processes and resources required in connection with the delivery of the Section 106 schemes.

Recommendation(s)

That:

- a) Cabinet approves the implementation of the new delivery proposals, as set out in Section 106 Delivery Proposals, including the resources required, to spend all Section 106 developer income and future income received.**
- b) The council scheme of delegation is updated to authorise the spend of section 106 monies and to delegate all operational decisions relating to the above recommendation in accordance with the table below;**

Matters relating to:

- Andrew Lovegrove – Director of Resources (S151 Officer)**
- Ross Cook – Corporate Director, Economy & Environment**
- Hillary Hill – Corporate Director, Community Wellbeing**
- Darryl Freeman – Corporate Director, Children’s and Young People**

An overview for the proposed updates to the council’s scheme of delegation is contained in Appendix 1.

Alternative options

1. Not to approve the implementation of the new delivery proposals, including the resources required, to deliver all Section 106 monies and future monies received. This is not recommended. As of 31 January 2023 an additional £4.69m of Section 106 income has been received to mitigate the impact of building developments. There is now an urgency to deliver schemes for communities.

Key considerations

Background

2. Section 106 agreements are legally binding obligations between Herefordshire Council as the local planning authority and developers under Section 106 of Town and Country Planning Act 1990. The purpose of a Section 106 Agreement is to make development acceptable which would otherwise not be acceptable in planning terms.

A Section 106 agreement can:

- a. restrict the development or use of the land in any specified way
- b. require specified operations or activities to be carried out in, on, under or over the land
- c. require the land to be used in any specified way; or
- d. Require financial sum or sums to be paid to the authority on a specified date or dates or periodically.

3. Planning obligations should only be sought where they meet all of the following tests as set out in section 122 of the Community Infrastructure Regulations (2010) (as amended):
 - necessary to make the development acceptable in planning terms
 - directly related to the development; and
 - fairly and reasonably related in scale and kind to the development
4. With regards to sums to be paid to the authority the section 106 agreement specifies the amount of the financial contribution to be paid to the local planning authority and specifies the purpose of the financial contribution.
5. The Section 106 agreement may also specify the time period within which the Section 106 monies must be spent by the Local Authority. If this time period expires the Local Authority may be required to return any unspent or uncommitted parts of the Section 106 monies in whole or part to the developer.
6. Herefordshire Council's approach to Section 106 policy is set out in Policy ID1 – Herefordshire Local Plan Core Strategy and in its Planning Obligations Supplementary Planning Document (SPD) and the other relevant strategies to support the significant increase in population and employment.
7. In February 2021, SWAP Internal Audit Services issued a report on Section 106 Agreements. The purpose of the audit was to verify there was adequate Council oversight of funding received from developers and that Section 106 agreements were discharged as agreed. This key issues identified were:
 - a. Management Board require more comprehensive reporting to enable informed decisions to promote the expenditure and maximise the benefits to residents.
 - b. Governance is not consistently applied to approve contribution expenditure.
 - c. Inconsistencies were identified between the spreadsheets recording the Section 106 information.
8. On 25th November 2021, Cabinet approved the procurement and delivery proposals for expenditure of £9.3m of Section 106 income. The [report](#) provided delegation to the Section 151 officer to take all operational decisions in relation to S106 monies in consultation with the Cabinet Member for Finance, Corporate Service and Planning, the Cabinet Member for Infrastructure and Transport and the Cabinet Member for Children's and Family Services.

Section 106 Portfolio of Works – S106 Delivery Proposals

9. Following cabinet approval on 25th November 2021, implementation of the new delivery proposals, processes and expenditure of up to £9.3m of Section 106 monies commenced under a Portfolio Manager with the Project Management Office (PMO) in liaison with service areas.
10. Due to the administrative complexity of the built-up backlog, resource challenges, the Covid-19 pandemic, value for money issues (VFM) and operating within the BBLP contract, delays to delivery of projects have occurred.
11. New resource with the Project Management Office (PMO) has been appointed to support this programme which comprises of two Programme Managers, Senior Project Manager and Programme Co-ordinator.
12. AECOM have been appointed enable the development, procurement and delivery of the £3.85m Transport and Highways S106 projects.
13. The in-house resource successfully completed the delivery of a pelican crossing in Bartestree & Lugwardine (A438). The project completed on 04th November 2022 utilising £212k of Highways & Transport S106 contributions. In-house projects for Ledbury West – Improvements to infrastructure, are also underway.
14. Since April 2022, the programme has delivered £370k of Education S106 contributions with a further committed allocation of £872k, totalling £1.24m.
15. Within the delivery proposals of the Cabinet report (25th November 2021), the proposals sought to engage design services through the North West Construction Hub (NWCH) Framework. Through collaboration with the Education Service, the requirement for design services for Education, Off-Site Play & Open Space and Sports was low.
16. The Programme therefore seeks to utilise alternative procurement methods that meet Herefordshire Council's need, value for money (VMF) and Contract Procurement Rules (CPR).
17. With wider transformation strategies underway, the S106 delivery Programme has established a more collaborative working platform and delivery model which prioritises delivery based on time periods.
18. The new delivery model identifies clear roles and responsibilities between the Planning Obligations Team, Service Areas and S106 Delivery creating greater cohesion and collaboration. The delivery model adopts the [Project Management Model](#) which is used by the wider Project Management office for delivery.
19. The adoption of the Project Management Model will establish a more efficient delivery process, with efficiencies in governance and decision making and delivery of local infrastructure / community facilities in the County of Herefordshire. The implementation of new processes will allow for a continual reduction in S106 income.
20. The role of the S106 delivery programme is to expedite delivery whilst safeguarding the use of S106 monies. In some cases, S106 monies act as a contribution to a larger project which can delivered by a third party. In order to safeguard Herefordshire

Council this report seeks the implementation of a grant agreement to provide contractual liability against improper use of funding, compliance with statutory obligations and best practise methodologies.

21. Since the Cabinet report in November 2021 and as of January 2023 an additional £4.69m of Section 106 income has been received to mitigate the impact of building developments. This income comprises of;

<i>Planning Contribution Type</i>	<i>S106 Finance Analysis Code</i>	<i>Planning Contribution Amount</i>
Education	GT05	£2,498,288.49
Healthcare	GT12	£111,817.38
Monitoring	GT08	£4,492.74
Off-site play/open space	GT03	£172,912.81
Primary Care	GT11	£110,584.71
Recycling	GT01/GT02	£49,139.23
Sports	GT04	£527,044.20
Transport/Highways	GT06	£1,219,650.21
Total		£4,693,929.77

22. With these additional contributions there is currently £12.8m to spend in the Section 106 Portfolio and this continues to increase monthly:

Financial Obligation / Gain Type	No of S106 Agreements	Remaining Balance (£)
Highways & Transport	81	5,472,848.85
Education	40	4,680,363.25
Offsite Play & Open Space	37	817,048.53
Sports	20	707,542.86
Recycling	30	59,811.47

Waste	8	84,084.91
Libraries	5	26,682.35
Monitoring	0	4,492.74
CCTV	0	-
Public Realm	1	89,679.00
Primary Care - CCG	7	249,019.90
Wye Valley Trust	5	111,817.38
Flood	2	497,722.30
Public Art	0	-
Biodiversity	0	-
Graveyard	1	15,000.00
TOTAL		12,816,113.54

23. In order to create one set of governance and an adoptable delivery strategy as a whole, this report seeks to expand the delegation and delivery model across all contributions, including future Section 106 income received.
24. In addition, it proposes to amend the delegation to spend from the S151 officer to all responsible service directors. This will ensure that those service directors, who attend the Planning Delivery Board, will have an understanding and oversight of income available and being spent and where it may align with other capital projects being delivered in their service area.
25. The alignment of the governance will allow service areas and delivery mechanisms within the Project Management Office (PMO) to work more collaboratively and efficiently in bringing forward the delivery of Section 106 contributions. Stakeholders will benefit from a wholly adopted approach which will provide more robust management and oversight of project delivery.
26. To give assurance going forward, the programme will report back to Cabinet on a quarterly basis.

Community impact

27. Section 106 monies assist in mitigating the impact of new developments on existing facilities and infrastructure. The approval of the additional delegated authority will ensure the monies are spent efficiently and effectively and will also have a positive impact on contributing towards local and regional strategy priorities, targets and legislation.

28. The County Plan (2020-24) priorities are:

a - Protect and enhance our environment and keep Herefordshire a great place to live

b - Minimise waste and increase reuse, repair and recycling

c - Build understanding and support for sustainable living

d - Invest in low carbon projects

f - Support the an economy which builds on the county's strengths and resources;

h - Develop environmentally sound infrastructure that attracts investment

i - Support an economy which builds on the county's strengths and resources and spend public money in the local economy wherever possible.

Environmental Impact

29. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.

30. The planning obligations sought through Section 106 are an important mechanism to mitigate the impact of new developments, this includes environmental impact and sustainability.

31. Contributions for example, can assist in allowing for the needs of walking and cycling, as well as enhancements to public transport all of which can contribute to a reduction in carbon emissions and improvement in air quality.

32. The development of this project has sought to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance.

Equality duty

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

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

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

34. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Our providers will be made aware of their contractual requirements in regards to equality legislation.

Resource implications

35. There is resource with the Project Management Office (PMO) to support this programme which comprises of two Programme Managers, Senior Project Manager and Programme Co-ordinator.

36. Further resources may be identified as required through the programme lifecycle to support delivery.

37. There may be additional resource implications required for Herefordshire Council to discharge its statutory functions as the Highway Authority. These will be quantified and reported upon receipt /identification of the detailed works programmes.

38. There are no direct financial implications on the council's budget arising from the recommendations. However, schemes may be identified where there is not sufficient Section 106 funds available.

39. Future section 106 agreements will include a 5% administration fee (on top of the 2% monitoring fee).

Legal implications

40. Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development. Section 106 agreements may secure financial contributions to provide infrastructure or affordable housing. However these are not the only uses for a Section 106 and an

obligation may for example, restrict the development or use of the land in any specified way or require specified operations or activities to be carried out in, on, under or over the land require the land to be used in any specified way.

41. Where the Section 106 Agreement seeks to secure a financial contribution the amount of the financial contribution secured will be specified together with the purpose for which the monies are to be used in the agreement.
42. The Section 106 agreement may also specify the time period within which the Section 106 monies must be either be spent or committed by the Local Authority. If this time period expires the Local Authority may be required to return any unspent or uncommitted parts of the Section 106 monies in whole or part to the developer.
43. The role of the S106 delivery programme is to expedite delivery whilst safeguarding the use of S106 monies. In some cases, S106 monies act as a contribution to a larger project which can delivered by a third party. In order to safeguard Herefordshire Council this report seeks the implementation of a grant agreement to provide contractual liability against improper use of funding and compliance with statutory obligations and best practice methodologies.

Risk management

44. There is a reputational risk to the council if the Section 106 monies are not spent efficiently and effectively. This will also have a direct impact on communities and their environment as Section 106 monies mitigate the impact of new developments.
45. There is a financial risk as time constraints are written into the Section 106 agreements that if the monetary contributions are not spent within a certain period of time after it has been provided for that particular purpose, then the person/company making the payment is entitled to have it repaid and in some cases with interest.
- 46.

Risk / Opportunity

Mitigation

Schemes may be identified where there are not sufficient S106 funds.

Seek to identify additional funds from alternative sources, i.e. grants, capital and revenue budgets.

The extended delegation to manage Section 106 delivery proposals and processes to include all Section 106 monies and future monies received not approved.

Complete further work to ensure acceptable delivery proposals and processes are arrived at. Complete further process workshops and briefing with key stakeholders.

Section 106 agreements not delivered Within specified time period

Project delivery to be prioritised and effectively planned.

Consultees

47. Political group consultation has been undertaken to support this decision paper on 30th and 31st of January 2023.

Appendices

Appendix 1 - Proposed Section 106 Portfolio of Works Delegated Officers v2.



Proposed Section
106 Portfolio of Work

Background papers

None identified

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published		
Governance	Sharon Bennett-Matthews – Head of Legal	Date 26/01/2023
Finance	Karen Morris – Strategic Capital Finance Manager	Date 31/01/2023
Legal	Sharon Bennett-Matthews – Head of Legal	Date 26/01/2023
Communications	Luenne Featherstone – Communications Manager	Date 20/01/2023
Equality Duty	Harriet Yellin – Equality Compliance Manager	Date 20/01/2023
Procurement	Lee Robertson – Commercial Manager	Date 18/01/2023
Risk	Kevin Lloyd – Performance Team Lead	Date 30/01/2023

Approved by	Andrew Lovegrove – Director of Resources and Assurance	Date Click or tap to enter a date.
-------------	--	--

Paul Walker – Chief Executive			
Andrew Lovegrove Director of Resources and Assurance (S151 Officer)	Ross Cook – Corporate Director Economy & Environment	Hilary Hall – Corporate Director Community Wellbeing	Darryl Freeman – Corporate Director Children's and Young People
	<i>Tracey Coleman – Service Director Planning & Regulatory</i>	<i>Amy Pitt – Service Director Communities</i>	<i>Liz Farr – Service Director Education, Skills & Learning</i>
	<i>Mark Averill – Service Director Highways & Transport</i>	<i>Hayley Doyle – Service Director All Age Commissioning</i>	
	<i>Roger Allonby – Director of Economy</i>		

<i>Planning Contribution Type</i>	<i>S106 Finance Analysis Code</i>	<i>Current Delegation as per November 2021 Cabinet report</i>	<i>Delegation to Service Director</i>	<i>Officer in post – 3.2.23</i>
Recycling	GT01	Director	Service Director Highways & Transport	Mark Averill
Waste	GT02	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill
Offsite Play/Open Space	GT03	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill
Sports	GT04	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill
Education	GT05	Service Director Education, Skills & Learning	Service Director Education,	Liz Farr

			Skills & Learning	
Transport	GT06	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill
Libraries	GT07	Service Director Communities	Service Director Communities	Amy Pitt
Monitoring	GT08	Monitoring Fees	Monitoring Fees	Tracey Coleman
CCTV	GT09	Director of Economy	Director of Economy	Roger Allonby
Public Realm	GT10	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill
Primary Care – Clinical Commissioning Group	GT11	Service Director All Age Commissioning	Service Director All Age Commissioning	Hayley Doyle
Wye Valley Trust	GT12	Service Director All Age Commissioning	Service Director All Age Commissioning	Hayley Doyle
Flood	GT13	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill
Public Art	GT14	Service Director Planning & Regulatory	Service Director Planning & Regulatory	Tracey Coleman

Youth Facilities	GT15	Service Director Education, Skills & Learning	Service Director Education, Skills & Learning	Liz Farr
Biodiversity	GT16	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill
Affordable Housing	GT17	Service Director All Age Commissioning	Service Director All Age Commissioning	Hayley Doyle
Graveyard	GT18	Service Director Planning & Regulatory	Service Director Planning & Regulatory	Tracey Coleman
Phosphate Credit Fee	GT19	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill
Phosphate Monitoring Officer Costs	GT20	Service Director Planning & Regulatory Services	Service Director Planning & Regulatory Services	Tracey Coleman
Phosphate administration fee	GT21	Service Director Highways & Transport	Service Director Highways & Transport	Mark Averill

