

# Agenda

## Cabinet

Date: **Thursday 20 November 2025**

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Time: **2.30 pm**

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

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

For any further information please contact:

**Samantha Gregory, Democratic Services Officer**

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If you would like help to understand this document, or would like it in another format, please call Samantha Gregory, Democratic Services Officer on (01432) 260176 or e-mail [samantha.gregory@herefordshire.gov.uk](mailto:samantha.gregory@herefordshire.gov.uk) in advance of the meeting.

# **Agenda for the meeting of Cabinet**

## **Membership**

<b>Chairperson</b>	<b>Councillor Jonathan Lester, Leader of the Council</b>
<b>Vice-Chairperson</b>	<b>Councillor Elissa Swinglehurst, Deputy Leader of the Council</b>
	<b>Councillor Graham Biggs</b>
	<b>Councillor Harry Bramer</b>
	<b>Councillor Barry Durkin</b>
	<b>Councillor Carole Gandy</b>
	<b>Councillor Dan Hurcomb</b>
	<b>Councillor Ivan Powell</b>
	<b>Councillor Philip Price</b>
	<b>Councillor Pete Stoddart</b>

## Agenda

	Pages
<p><b>1. APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
<p><b>2. DECLARATIONS OF INTEREST</b></p> <p>To receive declarations of interests in respect of Table A, Table B or Other Interests from members of the committee in respect of items on the agenda.</p>	
<p><b>3. MINUTES</b></p> <p>To approve and sign the minutes of the meeting held on 25 September 2025.</p>	
<p><b>HOW TO SUBMIT QUESTIONS</b></p> <p><i>The deadline for submission of questions for this meeting is:</i></p> <p><i>5pm on Friday 14<sup>th</sup> November 2025.</i></p> <p><i>Questions must be submitted to <a href="mailto:councillorservices@herefordshire.gov.uk">councillorservices@herefordshire.gov.uk</a>. Questions sent to any other address may not be accepted.</i></p> <p><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 <a href="https://www.herefordshire.gov.uk/getinvolved">https://www.herefordshire.gov.uk/getinvolved</a></i></p>	
<p><b>4. QUESTIONS FROM MEMBERS OF THE PUBLIC</b></p> <p>To receive questions from members of the public.</p>	
<p><b>5. QUESTIONS FROM COUNCILLORS</b></p> <p>To receive questions from councillors.</p>	
<p><b>6. REPORTS FROM SCRUTINY COMMITTEES</b></p> <p>To receive reports from the Council's scrutiny committees on any recommendations to the Cabinet arising from recent scrutiny committee meetings.</p>	
<p><b>7. Q2 PERFORMANCE REPORT</b></p> <p>To review performance for Quarter 2 (Q2) 2025/26 and to report the performance position across all Directorates for this period</p>	11 - 42
<p><b>8. Q2 2025/26 BUDGET REPORT</b></p> <p>To report the forecast position for 2025/26 at Quarter 2 (September 2025), including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend.</p>	43 - 80
<p><b>9. RISK MANAGEMENT UPDATE QUARTER 2 2025-26</b></p> <p>To provide an update on the status of corporate risks at the end of Quarter 2 2025/26 (September 2025) and provide assurance that risks are being</p>	81 - 94

managed effectively across the council.

**10. LOCAL TRANSPORT PLAN 5**

The purpose of this report is to seek Cabinet approval for the Local Transport Plan (LTP) 2025-2041.

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## The Public's Rights to Information and Attendance at Meetings

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### 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](http://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.
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- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title. Information about councillors is available at [www.herefordshire.gov.uk/councillors](http://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).
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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->

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## Guide to Cabinet

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

Cllr Jonathan Lester (Leader)	Corporate Strategy and Budget
Cllr Elissa Swinglehurst (Deputy Leader)	Environment
Cllr Ivan Powell	Children and Young People
Cllr Harry Bramer	Community Services and Assets
Cllr Pete Stoddart	Finance and Corporate Services
Cllr Carole Gandy	Adults, Health and Wellbeing
Cllr Graham Biggs	Economy and Growth
Cllr Barry Durkin	Roads and Regulatory Services
Cllr Philip Price	Transport and Infrastructure
Cllr Dan Hurcomb	Local Engagement and Community Resilience

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

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- 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: Q2 Performance Report

<b>Meeting:</b>	<b>Cabinet</b>
<b>Meeting date:</b>	<b>Thursday 20 November 2025</b>
<b>Cabinet member:</b>	<b>Cabinet Member Finance and Corporate Services</b>
<b>Report by:</b>	<b>Director of Finance</b>
<b>Report author:</b>	<b>Head of Corporate Performance and Intelligence</b>

## **Classification**

Open

## **Decision type**

Non-key

## **Wards affected**

(All Wards);

## **Purpose**

To review performance for Quarter 2 (Q2) 2025/26 and to report the performance position across all Directorates for this period.

## **Recommendation(s)**

### **That Cabinet:**

- a) review performance for Q2 2025/26

## **Alternative options**

Cabinet may choose to review delivery and operational performance more or less frequently; or request alternative actions to address any identified areas of underperformance, including referral to the relevant scrutiny committee.

## Key considerations

1. This report aligns with the Council Plan 2024-2028 and the associated annual Delivery Plan for the 2025/26 financial year. It provides a summary of the activities undertaken to deliver the key priorities and goals in Q2, and highlights the key performance indicators (KPIs). Appendix A provides the full breakdown of the Q2 updates on the Delivery Plan milestones that are due to be in progress by Q2. 206 out of 240 milestones (85.8%) that were due to be in progress by Q2 under the new Delivery Plan for 2025/26 were completed or are on track to be delivered by the end of the financial year.
2. Beyond the Delivery Plan, the council has achieved many successes in Q2 of 2025/26.

## Quarter 2 highlights

3. The council has continued to deliver on its Capital Investment Programme. The following table presents some of the highlights for Quarter 2.

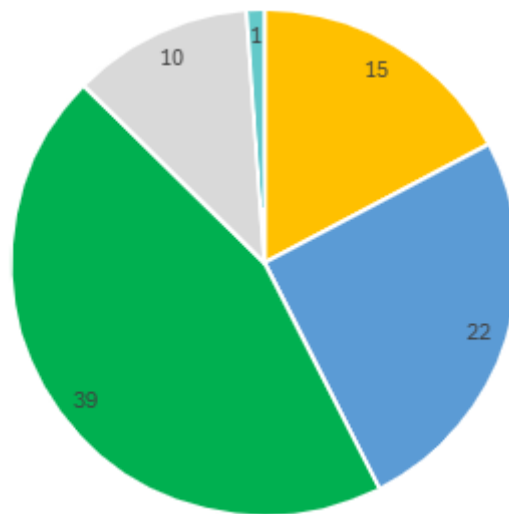
Project	Investment	Where are we...
Hereford Transport Hub	£11.57 million, of which £6.3 million is Levelling-Up grant funding and £1.0m is Active Travel Measures grant funding	The contract with the main contractor was finalised in Q1 and are now on site. The initial phase of construction work has commenced with the demolition of the former Network Rail buildings and drainage works and excavation for widening Station Approach to create a new bus layby. The programme is approximately 35 weeks long and is now 23% complete.
Holme Lacy Road Active Travel Improvements (Levelling Up Fund)	£7.914 million grant funding	Procurement concluded during Q1. The appointed contractor is mobilising for commencement on site expected to commence early November. There has been a delay whilst the traffic management is agreed to ensure that disruption to the public is minimised, however, this has also lengthened programme and will increase cost, although the project is still within budget.
Hereford By-Pass	£40.3million	Progress is being made on Phase One with tender and contract documents being prepared to secure the design and build contractor. Tender is likely to take place in Q3. Negotiations with landowners continue and urgent meetings have been requested with all landowner agents in order to move the signing of agreements forward at pace. Planning application for changes to drainage and for haul roads is being prepared and should be submitted early the new year. Drainage detailed design work is progressing with the contractor. Overall Phase One remains on track. A Risk Review is being carried out on Phase One and this will be presented back to Cabinet on 4



		November to give assurance on progress and on mitigation measures being put in place. Phase Two preparations continue with the communications team developing the Case for Investment document and with the contractor continuing the work on developing the Strategic Outline Business Case.
Phosphate Mitigation/ Integrated Wetlands	£4.76 million grant funding	Construction of the second integrated wetland at Tarrington is almost completed. A provisional agreement, subject to contract, has also been reached with the school, which is set to participate in the pilot scheme for replacing private sewage treatment facilities. This will now proceed to formal contract in Q3, in tandem with procurement for a design and build provider and subsequent planning consent.
Employment Land in Herefordshire	£12 million (£8m Ross & £4m other market towns)	A contractor procurement exercise has taken place as planned for the construction of the phase 1 plots and infrastructure at Ross Enterprise Park with an appointment to be made in Q3 and works planned to commence in November following Cabinet Member approval for project spend of the remaining budget (£7.2m) in Q2.
Peterchurch Primary School New Build	£10.9m capital investment	Temporary classrooms have been installed to support the construction phase. Demolition of the existing school building has begun, alongside the development of a new playground area.
Aylestone School	High Needs Capital Grant investment for SEND facilities of £0.1m	Refurbishment of 3 classrooms to improve facilities for pupils at Aylestone School has been completed.
Schools Capital Maintenance Programme	£3.2m investment across LA schools	8 projects completed in Q2 with a further 7 nearing completion.
Hampton Dene Primary School – Extension to LRC	High Needs Capital Grant £2.6m capital investment	Works commenced on site for the construction of an extension to the Learning Resource Centre at Hampton Dene Primary School.

## Performance: People

Q2 RAG status of Delivery Plan Milestones for People



Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Teal: Milestone has been discontinued; Grey: Not due to start yet

### *Children and Young People*

4. A new Alternative Provision is being developed to support children who require additional assistance to remain in or return to mainstream education. Initial discussions have taken place with prospective providers, and the proposal is being considered as part of the Council's capital bids for 2026/27. If the bid is successful, a formal expression of interest will be launched once a suitable building has been identified and refurbished.
5. Collaborative work with Talk Community is progressing to design and implement a targeted support offer for children and families. County-wide *Early Help in the Community* roadshows have successfully raised awareness and encouraged engagement. Increased participation from children-focused organisations in Community Action Network events reflects growing sector collaboration. Additionally, a dedicated community workstream has been established under the Families First co-production initiative, supporting the development of locally driven, community-based solutions.
6. Work is underway to establish a framework of commissioned providers to deliver high-quality alternative curriculum provision for children unable to attend school or requiring additional support. This initiative will improve choice and ensure better value for money. Progress has been impacted by changes to procurement regulations and the need for updated documentation and legal review, but plans are advancing and risks are being actively managed.
7. We are developing new approaches to commissioning and managing daytime, community-based short breaks for children and families. Following a review of activity, demand, and stakeholder feedback, a full-scale review of short break provision, including commissioned services, resource allocation, and support models, is planned for 2026. To maintain continuity of service during this period, existing contract extensions have been applied.

### *Adult Services*

8. We are investigating the development of a new care facility designed to provide high-quality, locally accessible support for adults with complex needs. As part of the process, we are undertaking a comprehensive options appraisal to identify and evaluate future delivery models. A key requirement is the development of a strategic housing needs assessment, focused on identifying current and future demand for specialist accommodation with integrated care. A

business case is being drafted that will include this housing demand modelling information, to be shared with the care and housing markets as commissioning intentions when ready.

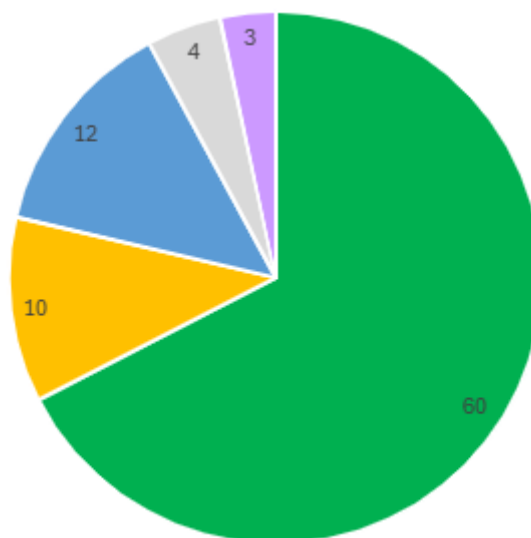
9. We are carrying out a review of all Supported Living services that provide accommodation and support for adults with a range of needs, including learning disabilities, autism, and mental health conditions. This review will ensure services are future-ready, responsive to changing needs, and offer high-quality, person-centred support.

### *Economy and Environment*

10. We are committed to supporting residents to lead healthy lives within their communities, including through the delivery of active travel programmes that promote walking and cycling. As part of this, five businesses at the Hereford Enterprise Zone are being supported to develop employer travel plans. A new travel consultant joined the team on 15 September; however, recruitment delays have impacted the delivery timeline, which is now expected to extend beyond March 2026.

### **Performance: Place**

Q2 RAG status of Delivery Plan Milestones for Place



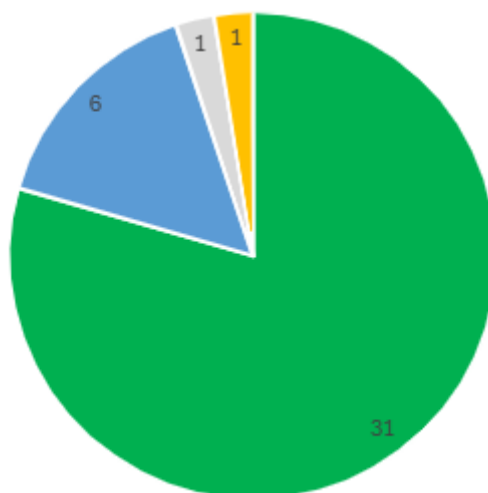
Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Purple: Parked as waiting on other interdependent activity; Grey: Not due to start yet

11. We continue to support and facilitate a partnership-led approach to tackling river pollution, including the publication of a Nutrient Management Plan for the Wye Catchment Area. Delays within the Environment Agency have resulted in the Nutrient Management Plan delivery being delayed.
12. In partnership with the Herefordshire Cultural Partnership, work is underway to review and update the Herefordshire Cultural Strategy 2019–2029. The revised strategy has received endorsement from the Cabinet Member, with full Cabinet approval anticipated.

13. Consultation findings and elements of the new service vision for the new Herefordshire Library Strategy are currently being shared with staff and stakeholders. Development of the final strategy document is progressing in parallel, prior to approval by the Cabinet Member.

### Performance: Growth

Q2 RAG status of Delivery Plan Milestones for Growth

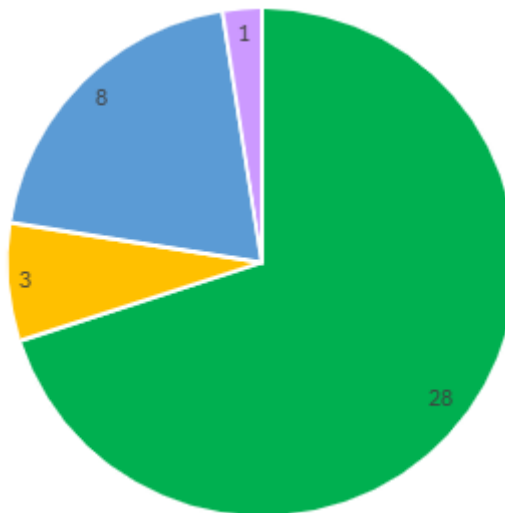


Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Grey: Not due to start yet

14. We are working with partners through the Golden Valley Parkway Task Force to explore the viability of a new railway station. Feedback is awaited from a Transport for Wales study, which will determine whether a parkway station is feasible before any further studies are commissioned.
15. We are using a range of measures to help prevent homelessness, including the provision of transitional accommodation. As part of this, design and tender preparations are underway to refurbish the Buttercross in Leominster into affordable housing units. The specification is being finalised, with the tender expected to be issued via the framework in October. The build is anticipated to take approximately six months.

## Performance: Transformation

### Q2 RAG status of Delivery Plan Milestones for Transformation



Milestones Colour Key: Green: On Track; Amber: At risk of not being completed by the end of the financial year; Blue: Completed; Red: Significant risk of not being completed by the end of the financial year; Purple: Parked as waiting on other interdependent activity

16. We are undertaking a transformation programme to ensure the organisation is fit for the future and able to deliver greater efficiency. This includes a review of our commissioning and procurement approach, alongside the development of a new Strategic Commissioning and Commercial Strategy. A formal review of the procurement operating model is underway, covering policies, processes, and stakeholder engagement through meetings and workshops. Findings are being collated to inform a final report with recommendations.
17. We are building a data- and performance-driven culture to support informed decision-making, improve efficiency, and manage demand. As part of this, we are reviewing how data is recorded and monitored to meet both statutory and operational requirements in children's and adult social care. Current efforts are focused on resolving urgent reporting challenges, while also preparing for the upcoming end of the existing social care case management system contract and considering long-term solutions.

### **Local Government Outcomes Framework**

18. The Ministry of Housing, Communities and Local Government (MHCLG) announced in July that they are launching a new Local Government Outcomes Framework. The outcomes align with the key national priorities, ranging from preventing homelessness and rough sleeping to community safety and satisfaction. The outcomes are underpinned by metrics to measure progress.
19. This approach is designed to support a move away from hundreds of ringfenced grants to instead focus on a small number of tangible improvements for people and communities.
20. Central government will still take a key interest in outcome delivery and intervene where necessary and MHCLG will work with other government departments to make sure that support and challenge in response to the Framework works.
21. Framework data will also feed into Government's assessment of whether the Best Value Duty is being met.
22. MHCLG have requested feedback on the draft framework and the metrics contained within. Herefordshire Council has responded and are currently considering the alignment of the Herefordshire Council's Delivery Plan outcomes metrics with the metrics proposed by MHCLG. When this work has been completed, the new Outcomes Framework will be shared with Cabinet.

23. In the meantime, we will continue to report on our top ten indicators:

Key Performance Indicator	Q1 Actual	Q2* Projection	Q2* Actual	Q2* RAG**
Percentage of service users aged 65+ discharged from hospital into Home First who are still at home 91 days after discharge	76%	80%	75.21%	
Percentage of Children and Young People social work assessments completed within timescale (45 days)	74.43%	85%	80.92%	
Percentage of children in care who have an up-to-date review	99.7%	95%	99.38%	
Percentage of major planning applications dealt with within 13 weeks (or 16 weeks if subject to an Environmental Impact Assessment), or with an agreed extension of time <i>Provisional subject to DLUHC confirmation</i>	90.91%	70%	88.46%	
Percentage of non-major (minor and other) planning applications dealt with within 8 weeks, or with an agreed extension of time <i>Provisional subject to DLUHC confirmation</i>	79.84%	80%	83.48%	
Number of kg of waste that is not sent to reuse, recycling or composting (per household) <i>Provisional subject to DEFRA confirmation</i>	494.51kg (YTD Mar 2025)	480kg (YTD Mar 2025)	Currently not yet available	
Number of affordable homes delivered	133	130	166	
Number of people rough sleeping	8	5	23	
Value of grants awarded to businesses to support viability and enable growth through UK Shared Prosperity Fund and Rural England Prosperity Fund	£0	£560,000	£1,091,301.50	
Average days sickness per FTE	8.37	9	8.29	

\* year to date (April – September 2025) unless stated otherwise

\*\* RAG (Red Amber Green) Key: Green (target met/ exceeded); Amber (within 10% threshold); Red (away from target by 10%+ in an adverse direction); Grey (not targeted/ monitoring only)

24. In relation to the red outturn, the number of individuals sleeping rough in Herefordshire continues to fluctuate throughout the month. Our Outreach Team provides consistent on-street support and facilitates access to accommodation where available. However, a number of individuals have no recourse to public funds (NRPF), which limits our ability to offer placements within supported accommodation. The team is actively working with these individuals.

25. We have also seen an increase in people with no local connection choosing to sleep rough in Herefordshire, despite having access to assistance elsewhere. Where possible, the Outreach Team has engaged with and supported these individuals. Additionally, there has been a seasonal rise in rough sleeping during the summer months, which we continue to monitor closely.

### **Community impact**

26. In accordance with the accepted code of corporate governance, the council must ensure that it has an effective performance management system that facilitates effective and efficient delivery of planned services. To support effective accountability the council is committed to reporting on actions completed and outcomes achieved, and ensuring stakeholders are able to understand and respond as the council plans and carries out its activities in a transparent manner.
27. Regularly reviewing performance with a view to identifying actions which will further drive improvement in outcomes or efficiencies helps ensure the council achieves its County Plan priorities.

### **Environmental Impact**

28. This report details how progress is being made in achieving the Delivery Plan which details how the council is working to deliver the environmental ambitions set out in the County Plan. Individual projects and deliverables included within the Delivery Plan will all be subject to their own governance arrangements and assessment of environmental and ecological impact.

### **Equality duty**

29. 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.

30. 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.

31. Each project within the Delivery Plan will assess its equality impact individually. Where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified objectively. This means that attempts to mitigate the harm will be explored. If the harm cannot be avoided, the decision maker will balance this detrimental impact against the strength of legitimate public need to pursue the service change.



### **Resource implications**

32. These recommendations have no direct financial implications, however cabinet may wish to consider how money is utilised in order to meet the council's objectives.

### **Legal implications**

33. This Council is a best value authority designated under the Local Government Act 1999. It is required to make arrangements to secure continuous improvement in the way it exercises its functions. Measuring performance is a tool to evidence such improvement.

### **Risk management**

34. The risks associated with the council's business are recorded on the relevant service risk register and escalated in accordance with the council's Performance Management Framework and Risk Management Plan. The highest risks, i.e. those scoring greater than 16 after controls, are escalated to the council's Corporate Risk Register.

### **Consultees**

35. None in relation to this report.

### **Appendices**

Appendix A Q2 Council Plan Delivery Plan Updates

### **Background papers**

Council Plan 2024-2028  
Delivery Plan 2025-2026



## Appendix A - Council Plan Delivery Plan Updates

**People:** We will enable residents to realise their potential, to be healthy and to be part of great communities that support each other. We want all children to have the best start in life.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Support all children to have the best start in life	Ensure sufficiency of local care placements	Set up two new Residential Children Home (RCH) providing a total of 4 beds	Green	Contract mobilisation has been completed, the first placement made and registration of second home expected Q3.
		Understand ways that the council may use capital funding to purchase accommodation and develop additional children's homes in county.	Blue	Completed at Quarter 2
		Undertake market engagement events locally/regionally with Independent Fostering Agencies to promote working relationships and their acceptance of our referrals	Green	We have set up a West Midlands (WM) Placement Team Forum where we chair quarterly meetings with all WM local Authorities and we will be inviting Providers/Independent Fostering Agencies to attend to promote working together and getting better placement for our children regionally. We are also looking at working with Local Authorities to support each other with placing children with their internal carers.
		Implement 25/26 Foster Carer Recruitment campaign	Blue	
		Review the Special Guardianship Order (SGO) financial support offer and obtain Cabinet agreement for any recommended developments increase	Green	Work completed on reviewing previous cabinet decisions and policies. Updated SGO finance and support policy will be completed by 24th October 2025 to reflect previous cabinet decision.
		Development of the specialist foster carer scheme for children needing care who have significant additional needs and challenging	Blue	Specialist scheme went live in 2025. Marketing of this scheme is underway to support recruitment. Next step is to develop a similar scheme for children with disabilities.
	Further develop short break sufficiency with increased capacity and choice	Develop a communication strategy with Parent Carer Voice (PCV) and the Children with Disability (CWD) team to ensure wider take up of the existing short break offer	Green	Publicity materials have been produced to help parents access clear information about Short Breaks through the Local Offer. The Short Breaks Steering Group has presented options to the Service Director for consideration, helping to shape the future of the service. The project remains on track for completion in November.
		Purchase an accommodation for a new overnight short breaks provision and confirm a provider	Green	Suitable property identified with exchange and completion on track. Service specification in development. A dedicated project group has been established to oversee the planning and delivery of the provision.
		Develop ways that we can deliver new arrangements to buy and manage daytime community based short breaks	Green	Following review of activity, demand and stakeholder views it has been agreed that a full-scale review of short breaks across commissioned arrangements, resource allocation models and support arrangements will be undertaken 2026. Existing short break contract extensions have been utilised to ensure continuity of service over this period.
		Review demand & data to decide if there is a requirement for overnight respite and if there is how we can make it happen in timescales.	Blue	Completed at Quarter 2
		Review intelligence relating to targeted allowance scheme and its impact and identify improvements	Blue	Completed at Quarter 2

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
24	Establish a framework of commissioned providers to deliver alternative curriculum provision, for children who are not able to attend school and those needing additional support, increasing choice, quality and value for money	Undertake procurement to put in place the framework	Amber	Delays have been experienced due to implementation of new procurement regulations, the need to develop new paperwork and legal oversight. Plans are progressing and senior managers are aware of risks.
		Monitor the impact of the Alternative Provision providers and manage concerns as they arise.	Grey	As above delays have been experienced in undertaking procurement. Systems to monitor are in place.
	Continue to strengthen the programme of interventions to support children's oral health	Develop standardised resources and materials provided to parents following the findings of the toothbrushing audit undertaken in 2024-2025	Blue	Completed Quarter 1
		Identify the number of early years/primary school settings in areas of deprivation participating in the toothbrushing programme and produce an options appraisal for increasing participation and promoting the programme	Blue	Completed, options appraisal written and discussed at Public Health Leadership Team. Awaiting approval for expenditure of the 25k oral health ring fenced grant from NHS England. All schools in areas of deprivation are now undertaking supervised toothbrushing.
		Undertake an annual survey of parents re barriers, opportunities and impact of the new 4-6 month oral health and healthy weaning check	Green	Surveys for parents have been developed in relation to the 4-6 month and 3 yr school readiness checks. These will be distributed through the 0-5 Public Health nursing service by the end of November 25.
	Review implementation of the new pre-school health needs assessment which identifies any developmental needs early	Report on how the pre-school check aligns to the health check at 2½ years	Green	A task and finish group to identify actions to improve good levels of development at 2.5 years and the end of Reception year is in progress. Focus groups in each Primary Care Network area are planned with health and education colleagues to review the development checks undertaken at different stages, including the pre-school check and ensure alignment.
		Develop local baseline measures for 'school readiness'	Green	Any additional local baseline measures to be identified through the focus group sessions outlined above.
	Develop new Alternative Provision for children with needs that require additional support to enable them to remain and or return to mainstream education	Identification of provider	Amber	Initial discussions have taken place with prospective providers, and the proposal is being considered as part of the Council's capital bids for 2026/27.
		Build/furnishment	Amber	If the bid is successful, a formal expression of interest will be launched once a suitable building has been identified and refurbished.
		Registration of provision	Amber	This is dependent on securing a building and provider.
	Progress the development of a new build special free school as part of the DfE (Department for Education) new free school project	Meet with the church commission regarding covenants on the old Whitecross playing field	Teal	Significant challenges have been identified with the former Whitecross site, so alternative options are now being explored.
		Work with the DfE to appoint an academy trust	Amber	We are awaiting further updates from the Department for Education regarding the project timescales.
	Continue to deliver the schools capital investment programme	Commence construction at Peterchurch Primary School	Blue	Works commenced Q2

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Commence construction at Aylestone High School	Green	Progress on the project is currently awaiting planning approval. An updated plan, which now includes highways requirements, has been submitted and is expected to be considered by the Planning Scrutiny Committee in November.
		Commence works at Hampton Dene Primary School	Blue	Works commenced Q2
		Complete works at Brookfield School	Green	Delivery of the project is progressing well, with completion expected in Quarter 3.
Support all residents to live healthy lives within their communities	Invest in play areas to encourage children to get out and stay active	Delivery of £500k investment in play areas across the county and associated asset transfers	Green	Report complete, awaiting Cabinet Member sign off later this month. Officers will then consult with City/Town and Parish Councils.
	Deliver active travel programmes to encourage more walking and cycling	Support five businesses at the Hereford Enterprise Zone (HEZ) with employer travel plans	Amber	There has been no development of the travel plans as yet however a consultant has been appointed by the Transportation team who have recently (Q2 2025/26) taken responsibility of Travel Plans with the objective to implement a new Travel Plan process in line with S106 and school safety priorities. A plan with milestones on the project will be provided for review identifying the achievable delivery dates the Transportation team can align to.
		Deliver Level 1 and Level 2 of the Bikeability (cycle training) programme to 1472 pupils	Green	Bikeright team are fully booked in at schools for the autumn term.
Tackle inequality and facilitate social mobility by focussing on early intervention and prevention activities that enable people to live independent and fulfilling lives	Provide effective Early Help to families	Monitor the impact of the Early Help services and providers and manage concerns as they arise.	Green	Contract monitoring is in place. Variation of contract to extend the remit of a commissioned provider has been undertaken.
		Undertake monitoring to understand impact and respond to feedback	Amber	Delayed due to staffing and capacity issues.
	Evaluate five technology pilots within the wider Technology Enabled Living Programme	Complete the evaluation of the technology pilots delivered in 2024-25	Blue	Completed Quarter 1
	Deliver schemes to tackle inequality that support our most vulnerable residents	Deliver the Holiday Activity and Food programme (HAF) targeted at children in receipt of free school meals	Green	Continued to successfully deliver the programme and received confirmation of 3 further years funding.
		Deliver the Household Support Fund (HSF) to those affected by cost of living	Green	Continued successful deliver of Household Support Fund.
	Review and refresh the action plan to 'Prevent Ill-Health and Reduce Health Inequalities'	Engage with key partners including adult social care and the voluntary and community sector	Green	Work underway on 'Prevention in Adult Social Care Strategy'. 2nd (and final) stakeholder engagement workshop due on 16th October, and first draft of strategy within next month.
		Produce revised action plan	Grey	Revised action plan will be one of recommendations of strategy and should follow its completion, but not started yet.
Enable people to support themselves and each other by providing the right help at the right time	Work with Talk Community to develop and implement the children and family community support provision	Expand multi-agency forums within localities develop the children & families community support provision and use these forums to co-produce community based support and identify local solutions	Green	Early help in the community roadshows organised across the county. Increased attendance at Community Action Network's from children's focussed organisations. Established community workstream as part of families first co-production.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
26	Implement against the Children's Social Care reforms and the Department for Education's (DfE) Families First Partnership Programme	Recruit lead officers to support the locality model	Blue	Completed Quarter 1
		Develop a multi agency steering group and agree governance of the programme	Blue	Completed Quarter 1
		Develop Families First implementation plan and deliver Quarterly progress report to DfE	Green	Implementation is in place and the first quarterly report has been submitted to DfE. Second report is due in December 2025.
		Develop the single vulnerable child assessment and plan combining the Early Help Assessment (EHA) and Social Worker Assessment (SWA) to form one family plan	Green	Work continues this. Original drafts have been shared with families, steering group, Senior Leadership Team and service manager across social care. Further adaptations are needed. We are aiming for the assessment to start to be built in Mosaic in November 2025.
		Develop the support offer, including financial support to family and family networks to reduce the need for protection and care services	Green	Early Help funding available through combined Police Crime Commissioner/Local Authority joint fund – applications being received. Parenting Apart / Parental Conflict service commissioned through contract variation - ongoing negotiation with provider to deliver additional services from Nov 25 Review of Family Hubs (including DfE Survey) completed and small grant received to support development Community Spaces Grant – award process completed
		Develop the Family Help Lead Practitioner role within the partnership and provide a consultation, support and training programme to the voluntary, community and social enterprise (VCSE) sector to enable them to build skills and confidence in managing presenting needs and risks in children and young people	Green	Role of Family Help Lead Practitioner is defined, surveys and feedback form partner agencies have been collected, and this has helped to shape the consultation, support and training offer. The Children and Families Talk Community Development Officers(TCDOs) keep regular contact VCSE and offer support and advice. Delivery of training is planned for Quarter 3.
		Develop Family Group Conferencing for vulnerable children in need of early help and support to identify and provide support through family networks	Blue	Completed Quarter 1
	Explore options to develop a new care facility, aimed at delivering local care and support to adults with a range of complex needs	Undertake soft market testing	Green	Memorandum of Understanding has been signed by Corporate Director for Community Wellbeing to join Worcestershire Council's complex care framework.
		Develop options appraisal for future delivery models	Amber	An open tender to secure a specialist service to work with the Council to undertake work to develop a strategic housing needs assessment for specialist accommodation need with care.
		Develop business case	Amber	Business case in draft form awaiting housing demand modelling information. This will be shared with the care and housing markets as commissioning intentions when ready.
	Review all Supported Living services, offering accommodation and support to adults with a range of needs including learning disability, autism and mental health with the aim of ensuring a range of services that are fit for the future and meet changing needs	Review of each supported living scheme	Blue	Completed at Quarter 2
		Undertake future demand planning	Amber	Data collection ready and being updated for housing demand modelling work.
		Develop options appraisal for future delivery models	Grey	Not due to start yet

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
27	Review and develop a range of community activities to ensure meaningful opportunities for adults with a range of needs including learning disability, autism and mental health	Design commissioning plan for future models	Grey	Not due to start yet
		Develop and implement a communication and engagement plan for service users and their families to review the range of community activities and identify how they can be improved to promote independence	Amber	Further work is required ensure breadth of engagement. Extending period of engagement through October and November 2025.
		Undertake future demand planning for community activities	Grey	Not due to start yet
		Undertake a series of market engagement activities to review the current community activities offer and identify scope for the future	Green	Planning underway to engage the Voluntary, Charitable and Social Enterprise (VCSE) sector for opportunities.
		Develop options appraisal for future models	Grey	Not due to start yet
		Design commissioning plan for future models	Grey	Not due to start yet
	Develop a Domestic Abuse Strategy	Develop the Domestic Abuse Strategy and action plan	Blue	
		Implement the Domestic Abuse Strategy action plan	Green	Working up delivery plan to review with partnership board. Draft shared with partnership board on 9th Oct.
	Increase promotion and improve knowledge of mental health support services	Update the information held on the Talk Community Mental Health support service webpage	Blue	Completed Quarter 1
		Deliver four Mental Health campaigns across the year	Green	A 12 month mental wellbeing communications strategy has been drafted, to support national campaigns and provide regular wellbeing messages and information throughout the year. The communications strategy also links to relevant local activity and support. Delivery is ongoing with a minimum of 4 campaigns being supported.
		Mental Wellbeing information to be included in at least four of the 'Spotlight' newsletters to schools	Green	Mental wellbeing information has been shared and promoted throughout the year in the schools newsletter, Spotlight.
		Develop a suite of communications and marketing resources	Green	A mental health pocket guide for Herefordshire & Worcestershire has been produced, together with new bereaved by suicide resources including updated Orange Button resources - videos, posters and social media. The Talk Community Directory Mental Wellbeing pages have also been updated with information on local support and services.
	Improve services for carers of all ages	Produce an annual report on progress of the strategy - January 2026	Grey	Annual Report for the Carers Partnership Board will be compiled during December and made available in mid-January 2026
	Improve services for people with learning disabilities and mental health issues	Sign up three new work opportunities providers	Grey	Not due to start yet
	Improve the model to ensure that people who are discharged from hospital receive the right support in the community, including reablement	Undertake a review of 25 sample discharge cases to provide assurance on partnership working	Green	Progress is underway, arrangements made to undertake audit during Q3.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
28	Work with partners and residents to build connected and resilient communities	Review placement of UASC by type and location	Blue	Completed Quarter 1
	Embed partnership working within the Joint Commissioning Forum (JCF), comprising Herefordshire Council and NHS Herefordshire and Worcestershire Integrated Care Board to jointly address health and care needs of children, young people and families with an initial focus on children and young people with Special Educational Needs	Agree Joint Commissioning Strategy for Special Education Needs and Disability 2025-28 and commence implementation	Amber	The Joint Commissioning forum has reviewed the need for this work and will explore the opportunities to work together and develop a timetable for activity from 1 January 26 onwards.
		Review and refresh S75 arrangements for joint funding across Health, Education and Social Care	Amber	The transition from S75 to individual arrangements is proving problematic and there is a risk in delivery of future arrangements.
		Work with partner agencies to understand how therapies are delivered and impact. Consider development plan.	Blue	
	Deliver the Community Spaces Capital Grant Scheme to enhance community hubs, infrastructure, and spaces that support local engagement, inclusion, and wellbeing	Evaluate Expressions of Interest (EOIs), shortlist applicants, and invite full applications	Blue	Completed Quarter 1
		Allocate funding to successful projects and initiate delivery	Blue	
		Monitor implementation of funded projects and evaluate outcomes	Green	Final stage panel completed and 13 projects awarded funding.
	Pilot the Herefordshire Connect cross-sector referral platform through organisations that are supporting the household support fund to improve access to cost-of-living support services by enabling direct referrals between organisations, reducing duplication, and ensuring residents receive the help they need quickly and effectively	Finalise partnerships and complete technical setup, ensuring seamless integration with key partners	Blue	Completed Quarter 1
		Launch the pilot phase with identified service providers and support initial onboarding	Amber	Pilot organisations identified and testing and training undertaken. Information Governance processes completed. Progress now subject to legal approval.
		Monitor platform performance, user experience, and system efficiency through ongoing evaluation	Amber	Subject to legal approval as above.
		Produce an evaluation report with data-driven recommendations for full rollout, identifying opportunities for scaling and innovation	Grey	Not due to start yet
	Enable people to access the housing they need through strategic housing service	Continual engagement with Registered Providers, supporting them with planning comments and grant funding opportunities through Homes England	Green	Strategic Housing facilitate the quarterly Registered Providers meetings with attendance from Homes England.
		Continual engagement with the Ministry of Housing, Communities and Local Governments to secure grant funding for additional council properties to be purchased and refurbished to meet specific client groups	Green	We meet with MHCLG every 6 weeks, we share plans and policies and have a visit planned for later in the year.
		Maintain up to date housing needs data to support the delivery of accommodation	Green	Continually reviewing and monitoring data, across Directorate, wider council and within the service.
	Invest in a flood risk response programme to reduce both the likelihood and the impact of flooding across the county	Investment of £1m in scheme delivery, scheme development, community engagement and the use of technology	Green	Funding decision has been made and allocation of capital is underway, with projects going live in Q3 and Q4.
Support people to feel safe and respected in their communities	Develop our community safety approach as a partnership to address extra familial risk of harm in the community	Using the locality model establish a partnership across the safeguarding network and local community leads in each locality	Blue	Reports in place Q1 completed and annual report evaluating the last 12 months being undertaken. Engagement events have taken place across the County in the last 2 quarters. This is stronger in North but work in South premises will be completed in January Q4 to support a community hub.



Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Further development of the information sharing processes to identify new and emerging push/pull factors driving missing episodes	Green	Completed Quarter 1. Additional information is the annual report has been completed and ongoing monitoring through the Herefordshire Safeguarding Children Partnership (HSCP) Exploitation and Missing Sub Group.
		Update the Herefordshire Partnership Prevent Strategy and action plan for 25-26 and develop a Prepare Plan and Protect plan tailored for each locality	Green	Strategy in place with a wider County Action Plan . Assurance letter from Home Office advised we were compliant but had exceeded expectations in one area. Locality raising awareness plans will be drawn up in Q4  The work of Prevent, Pursue, Protect and Prepare alongside the work of Get Safe share operational information regularly to inform local activity and operations in each locality area as identified.
		Further development of the information sharing processes to identify new and emerging risks associated with Child Sexual Exploitation	Green	Multi Agency Child Exploitation Meetings at Level 1 and Level 2 have been reviewed by the Child Exploitation Sub group . Action plan and report submitted to the HSCP all progressing well.
	Deliver the safer streets to schools' project	Commence construction	Green	Experimental Traffic Order and monitoring equipment now in place. Signs and communications with parents/residents set for Nov. Scheme on track.
		Complete construction	Green	Design work for place making element almost complete.

Key

Green - On Target	Amber - At risk of missing Deadline	Red - Not on Target
Blue - Completed	Grey - Not due to start yet	Purple - Parked
		Teal Milestone has been discontinued

**Place:** We will protect and enhance our environment and ensure that Herefordshire is a great place to live. We will support the right housing in the right place, and do everything we can to improve the health of our rivers.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Develop Herefordshire as a place for growth, prosperity and communities to thrive	Deliver the Local Transport Plan to ensure places can prosper and thrive with the right integrated transport networks	Commence consultation	Blue	Completed Quarter 1
		Seek Cabinet approval to adopt the plan	Green	
		Commence implementation	Green	For approval at cabinet in November 2025.
	Prepare a new Local Plan in response to the National Planning Policy Framework changes and the government mandatory housing targets	Commence development of a new Local Plan	Green	Currently undertaking the first stage of plan preparation and inviting 'call for sites' from land owners and agents.
		Gateway 1 Consultation	Green	Awaiting secondary legislation from Government in order to commence with Gateway 1.
	Develop the Masterplan to set the long-term direction for growth and development in the city	Draft the Hereford Masterplan in consultation with partners and stakeholders	Green	Draft received and commented on, enhanced People section to be inserted, Hereford MP to be consulted on as part of wider Merton engagement sessions.
		Seek Cabinet approval for the Masterplan	Green	Targeting final Version to go to Cabinet November 2025.
		Publish Masterplan and commence implementation	Green	Pending adoption of Masterplan.
	Establish a strategic plan for the eastern expansion of Ross-on-Wye	Undertake stakeholder engagement	Green	First round of engagement has taken place. Feedback due from internal stakeholder on Draft Masterplan 14th October.
		Draft strategic plan produced	Green	First draft received and circulated for feedback, due 14th October.
	Establish a strategic plan for the west side of Hereford	Stakeholder engagement	Green	Pending internal feedback and revision of draft Masterplan.
		Draft strategic plan produced	Green	
	Deliver the Public Realm services	Award the new Public Realm contract	Green	As of the end of September, this project was on track. Final tenders were received on 26 September and will be evaluated by Officers during October.
		Commence demobilisation of current contract and commence mobilisation for new contract	Green	Demobilisation activity has commenced ahead of 31st May 2026 and the end of the current contract with Balfour Beatty. Mobilisation is scheduled to commence in the new calendar year once a contract award has been made.
	Continue to deliver Section 106 infrastructure projects	Reduce backlog of Section 106 schemes	Green	New S106 Highways Engineer starts on 27th Oct, the outgoing engineer is currently handing over to new Engineer, works continue to progress. The new S106 Delivery Manager also started on the 19th Sept working on play area sites.
		Commission infrastructure projects in a timely manner to ensure best value for money when income is received	Green	Schemes are being commissioned with the S106 delivery team and the backlog has reduced significantly.
	Deliver a review of all leisure assets and service provision across Herefordshire	Undertake visioning and consultation exercise	Purple	Work was being undertaken by Culture & Leisure lead and recently transferred to Public Health. On hold due to capacity.
		Develop Herefordshire Council vision for leisure provision	Purple	Work was being undertaken by Culture & Leisure lead and recently transferred to Public Health. On hold due to capacity.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Undertake condition surveys of leisure assets	Green	
	Continue the redevelopment of the Hereford Museum and Art Gallery	Progress from design stage (RIBA – Royal Institute of British Architects - Stage 4) to construction (RIBA Stage 5) for the building	Amber	Working through the Pre-Construction Services Agreement (PCSA) period to establish a bill of quantities detailed cost plan and schedule to be finalised in November 2025.
		Rollout the Museum Activity Plan across Herefordshire	Green	Events regularly taking place across the county in line with activity plan.
	Support the local Food Alliance to increase partnership, food collaboration and local food consumption	Scope a Local Food Strategy	Amber	Hereford Food Alliance will hold a strategy development day in October. A healthy weight needs assessment has been drafted.
		Develop plan to achieve Sustainable Food Places Silver award	Amber	The Sustainable Food Places coordinator delivered a gap analysis on current activity and the six Sustainable Food Places key areas, ahead of developing a plan to achieve Silver award.
Expand and maintain the transport infrastructure network in a sustainable way and improve connectivity across the county	Complete the construction of the Transport Hub	Commence construction of the Transport Hub	Green	Construction remains on track, drainage works and demolition works completed, some utility and highways works on going.
	Progress the delivery of the Holme Lacy safe pedestrian corridor improvements	Commence construction	Green	Construction contractor mobilising in Oct with early Nov construction start. Delay to programme due to discussions regarding traffic management to reduce impact on users during the construction works - this has increased programme length and will increase cost.
	Complete the necessary work to tender for the design and construction of Phase 1 of the Hereford Western Bypass	Delivery of Phase one and Phase two business cases	Green	Consultants AECOM continue to progress work on business cases, ecology and archaeology surveys underway to support cases, case for investment prospectus is being developed.
		Award of Design and Construction tender for the Hereford Western Bypass Phase 1	Green	Expressions of interest received from framework contractors, contract and tender documents being developed, should go to tender in mid-October for Design & Build contract.
	Complete the design work and start construction on the Aylestone Hill safe pedestrian corridor improvements	Final design completed	Green	Design work is complete, construction drawings being finalised.
		Tender the construction contract	Green	Tender documents being developed, will go to open tender. Dates for Tender TBC.
	Complete the Great Western Way improvement project	Commence construction	Green	Design completed, tendering completed, contract awarded, construction to commence early Nov.
		Complete construction	Green	Construction due to complete Q1 2026.
	Deliver Bus Service Improvement Plan (BSIP) funding	Deliver a Bus Services Summit	Blue	
		Expand/ extend eight bus routes, running across the county	Green	
		Develop the plan for spending £1.1m of capital funding for bus infrastructure improvements	Green	
		Commence delivery against the plan	Green	

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
32	Deliver the highways maintenance investment programme across the county	Deliver £10m of investment in the resurfacing of the county's highway network through the Resurfacing Herefordshire Highways 1 and 2 programmes	Green	As of the end of September, this budget was fully spent or committed.
		Deliver £3.985m of investment in highway infrastructure assets including £250k on Public Rights of Way through the Highway Infrastructure Investment programme.	Green	As of the end of September, works are on track for completion by the end of March 2026.
		Deliver £2.5m of investment in the preparation and delivery of surface dressing schemes through the Highway Infrastructure Investment 2 programme	Blue	As of the end of September, this budget was fully spent with works delivered.
	Deliver the Highway Core Revenue spend	Delivery of £5.3m of revenue spend in-year	Green	Revenue spend delivery is underway and performing to budget.
	Deliver the Highway LTP (Local Transport Plan) Capital Maintenance spend	Delivery of £22.9m of capital spend in year* (*subject to confirmation from Department for Transport)	Green	All works programmed have been completed to plan.
	Work with City, Town and Parish Councils on locally important maintenance	Deliver grants to the City, Town and Parish Councils to support delivery of the following schemes: - Lengthsman scheme (£500k) - Public Rights of Way (PROW) scheme (£250k) - Drainage scheme (£445k)	Green	Applications continue to be received from City/Town/Parish Councils and officers are processing accordingly.
	Deliver £1.2m of Public Realm investment in Hereford City and the market towns	Identification and delivery of appropriate projects across Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye, working in partnership with the Town Councils of each	Green	Officers have begun initial conversations with Town Councils to understand their aspirations so that the relevant teams can help them develop and implement their plans.
Value nature and uphold environmental standards to minimise pollution and maximise biodiversity	Deliver Phase 2 Strategic Mitigation for Phosphate Credits	Start construction of second wetland site	Green	Construction almost completed.
		Complete construction of first off-mains treatment plant replacement	Green	Agreement with school being finalised.
		Commence design for third wetland site	Green	Heads of Terms agreed with landowner.
		Commence planning application for third wetland site	Grey	Not due to start yet
	Support and facilitate the partnership approach to address river pollution	Publish Nutrient Management Plan for the Wye Catchment Area	Amber	Delays within the Environment Agency have resulted in the Nutrient Management Plan delivery being delayed.
		Deliver the third annual rivers conference	Green	Preparations well underway with a venue secured, dates held and speakers being secured. Over 60 registrations secured so far (Inc. speakers and HC officers).
		Work with partners to bring forward river restoration projects	Green	The council continues to work in partnership with Department for Environment, Food and Rural Affairs (Defra), Natural Resources Wales (NRW), Environment Agency (EA), Natural England, Dwr Cymru Welsh Water (DCWW) and partner local authorities in the river catchment area.
	Support the Wye Catchment Partnership Catchment Management Plan	Work with partners and government agencies to bring forward the delivery of the Catchment Management Plan	Green	Tender is being progressed, with draft due by Q4.
		Work with both governments to secure funding to support delivery of the plan	Green	

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Deliver a regenerative farm mentoring programme to five farmers across the county to support the recommendations from their carbon audit	Commission provider to deliver mentoring programme	Blue	Completed Quarter 1
		Commence delivery of one-to-one meetings	Blue	Completed Quarter 2
	Adopt the countywide Tree, Hedgerow and Woodland Strategy	Adopt the strategy	Green	Document green light and will be published in the coming period.
	To lead and be responsible for the delivery of the Local Nature Recovery Strategy	Publication of the Nature Recovery Strategy	Amber	The team are working with Natural England and Department for Environment, Food and Rural Affairs (DEFRA) to provide assurance. We are currently on track to publish in April which DEFRA have indicated is acceptable. Any delays will put this at risk.
Reduce waste, increase reuse and increase recycling	Develop a new food waste collection service	Adopt the business case (subject to funding) for a new food waste collection service for introduction in 2026-27	Amber	Still awaiting funding announcement for revenue which we believe will now come as part of the spending review announcements towards the end of the year.
	Develop a new garden waste collection service	Finalise the business case and, subject to approval, commence roll out of the service	Green	Launch for sign-ups is due to go live on 22nd October 2025.
	Commence a review of waste disposal contracts	Undertake a strategic options appraisal and procurement options for the future waste disposal arrangements from 2029	Green	Review carried out for Herefordshire of a previously supplied roadmap for procurement timeline and actions. Worcestershire County Council (WCC) have commenced a similar review of the procurement timeline.
Work towards reducing county and council carbon emissions, aiming for net zero CO <sub>2</sub> by 2030/31 and work with partners and communities to make the county more resilient to the effects of climate change	Deliver sustainable energy solutions in all council owned accommodation	Upgrade all refurbishments to a minimum Energy Performance Certificate (EPC) C. Consideration dependent on the property for sustainable energy solutions such as solar panels and electric boilers	Green	At initial part of the refurbishment process.
	Reduce the council's own CO <sub>2</sub> footprint through implementing our Carbon Management Action Plan	Deliver five heat decarbonisation plans for the corporate estate	Blue	Completed Quarter 2
		Achieve a 70% reduction of CO <sub>2</sub> emissions from our 2008-09 baseline by the end of the financial year 2025-26	Amber	Please note that emissions data for 2025/26 will not be available until the summer of 2026, so progress against this milestone cannot yet be assessed, while we have been meeting the targets in the preceding years, it is anticipated that meeting the 2025/26 target will be challenging. The CO <sub>2</sub> emissions for 2024/25 was 65.67% which was above the 2024/25 target.
		Publish new Carbon Management Plan for the period 2026-27 to 2030-31	Green	The plan is been through a number of drafts and the report will go back to the cabinet task and finish group for comment in the coming period.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Deliver solar car port canopies in the north car park adjacent to Plough Lane to reduce the council's reliance on grid electricity, exposure to energy markets and improving security of energy supply	Completion of surveys on the car park for feasibility of installation (e.g. management of surface water, presence of asbestos, suitability of concrete to support structure)	Green	Pre contract surveys are now complete, any further surveys are likely to be wrapped up into a Design & Build contract. Governance process ongoing with decision likely to take place in November.
		Planning permission obtained	Grey	Not due to start yet
		Commence installation of solar car ports	Grey	Not due to start yet
	Support households and businesses to take action to address climate change	Install energy efficient measures to 40 homes and retrofit assessments completed for 60 households	Blue	On year, one of Warm Homes Local Grant we have completed 52 retrofit assessments and allocated all Year one funding to a total of 28 homes that will all have installations of energy efficiency measures. In addition a further 52 properties have had a retrofit assessment under the ECO Flex programme and 12 properties to date have had installs.
	Expand the electric vehicles charging network in council owned car parks and additional points through the Local Electric Vehicle Infrastructure (LEVI) funded project	Deliver 27 new publicly available charge point sockets across the county	Amber	12 on-street and 22 car park sockets approved for installation, officers exploring mechanisms with partners for increasing delivery pace but unfortunately the Council does not have control over concession contracts.
	Adopt the Local Cycling, Walking and Wheeling Infrastructure Plan and provide residents with different travel choices through integrated networks	Seek Cabinet approval	Green	Incorporating feedback from Cabinet so final version can be circulated for approvals.
		Publish the plan and commence implementation	Green	Incorporating feedback from Cabinet so final version can be circulated for approvals.
t3 Support our local culture and heritage and make Herefordshire a thriving, safe and attractive place to live and visit	Finalise the design proposals and start construction of the Shirehall Library and Learning Centre	Procure contractors for the build refurbishment	Amber	1. Speller Metcalfe was the successful bidder following a two-stage procurement process which includes the Pre Construction Services Agreement (PCSA) and Construction 2. We are currently finalising the finer detail in relation to the PCSA with the intent to award at the beginning of November 2025. 3. Whilst the PCSA stage will not be completed until mid-2026, we will have initial costs in Dec 25 to inform the Capital costs for the construction stage, both scope and budget.
		Commence refurbishment of the Shirehall building	Amber	Subject to completion of the PCSA, works is forecasted to commence on site w/c 6th July 2026.
	Review and update the Herefordshire Cultural Strategy 2019-29 in partnership with the Herefordshire Cultural Partnership (HCP)	Work with HCP to produce draft vision and priorities of the Herefordshire Cultural Strategy	Blue	Completed Quarter 1
		Produce final strategy	Purple	The final strategy will be produced by the Herefordshire Cultural Partnership. As a member of the Partnership, the Council is supporting its development but cannot complete it directly.
		Endorsement by Cabinet of Herefordshire Cultural Strategy	Green	The Cultural Strategy has been endorsed by the Cabinet Member, with full Cabinet endorsement to follow.
	Produce a Herefordshire Library Strategy.	Draft new vision and priorities and test with stakeholders and users	Green	Consultation with public, council colleagues and stakeholders completed. Draft vision and priorities being refined for testing before final strategy approval.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
35		Produce final strategy	Green	Results of consultation and elements of new service vision are in the process of being shared with staff and stakeholders. Cabinet member has been briefed. Development of final strategy document for Cabinet Member approval is running in parallel with this.
		Cabinet Member approval of Herefordshire Library Strategy	Green	Results of consultation and elements of new service vision are in the process of being shared with staff and stakeholders. Cabinet member has been briefed. Development of final strategy document for Cabinet Member approval is running in parallel with this.
		Develop and commence implementation of action plan arising from the strategy	Grey	Not due to start yet
	Update Herefordshire Archive Plan.	Produce new three-year Archive Plan 2025-2028	Blue	Completed in Q1
		Achieve service accreditation for the Herefordshire archive service	Green	Regular consultation meetings held with service managers to check on progress. Last few required documents being developed. Aim to submit documentation for accreditation during Q3.
	Deliver the Our Place creative arts project in partnership with Herefordshire Cultural Partnership	Deliver the project in Leominster, Hereford and Golden Valley	Green	Project partners are delivering the project on programme.
	Expand community programming and increase accessibility through targeted outreach for Herefordshire Museum Service.	Launch <i>Revealing Our Roots</i> project (co-production with communities) funded by the Esmée Fairbairn Foundation	Green	Being delivered to programme.
		Implement part two oral history project <i>Voices of the Wye</i> to preserve cultural stories funded by an external project grant	Green	Being delivered to programme.
		Establish youth led <i>Fixing Our Broken Planet</i> project funded by the Natural History Museum	Green	Being delivered to programme.
	Embed participatory and inclusive practices into decision-making processes in the Herefordshire Museum Service	Establish co-production groups (Access, Equalities, Young People and Veterans & Military Families)	Blue	Completed Quarter 1
		Develop a Curatorial Advisory Panel and Teacher Panel	Blue	Completed Quarter 1
	Identify additional income streams to support the financial sustainability of the Museum service	Explore commercial opportunities with a higher education provider to run accredited programmes through the museum	Blue	
		Build on current income generation initiatives to ensure financial resilience of the museum service	Green	1621 children's stationery range launched at the Old House Hereford.
	Deliver highway improvement schemes at known collision cluster sites	Design and commence delivery of works at top ranking sites including (i) A465 junction with B4348 Locks Garage, Allensmore, and (ii) B4203 junction with B4204 High House Crossroads, Upper Sapay.	Green	Outline design has been commissioned for key sites, and stakeholder engagement is underway.

KeyGreen -  
On TargetAmber -  
At risk of missing DeadlineRed -  
Not on TargetBlue -  
CompletedGrey -  
Not due to start yetPurple -  
ParkedTeal  
Milestone has been discontinued

**Growth:** We will create the conditions to deliver sustainable growth across the county; attracting inward investment, building business confidence, creating jobs, enabling housing development along with providing the right infrastructure.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
36 Develop employment land to unlock new business opportunities for the county and generate local jobs	Commence development works on Ross Enterprise Park	Procure a contractor	Green	
		Commence works to create access to the site, and 4 acres of service development ready plots	Green	
	Develop outline business case for the potential development of business units on the Bromyard Depot site	Develop outline business case	Green	
		Develop full business case	Green	
		Appoint Design team	Green	
	Attract new and growing businesses onto the Hereford Enterprise Zone to support the economic growth of the county and provide better paid jobs	Agree the sale of six plots on Hereford Enterprise Zone to support growing businesses	Green	
	Support existing and new businesses on Hereford Enterprise Zone to increase productivity and provide better paid jobs	Implement a Key Account Management approach for providing targeted support to businesses on Hereford Enterprise Zone	Green	
	Support existing and new businesses on Hereford Enterprise Zone to increase productivity and provide better paid jobs	Businesses identified and receiving dedicated contact and support from a named Economic Development Officer every three months	Green	
	Develop and implement an Inward Investment and Place Marketing plan for Herefordshire	Establish an inward investment programme	Green	
		Commence delivery of the inward investment programme	Green	
		Publish a Defence and Security Investment Prospectus setting out both financial and development opportunities	Green	
Support market towns and Hereford City to be vibrant hubs through working with residents, grassroots organisations and businesses	Develop business hubs and managed workspace in the market towns	Develop and agree proposals (subject to funding) for business hubs/ co-working space in each of the market towns	Green	
	Support projects and priorities identified in the 2021 Market Town Investment Plans	Work with Town Councils to identify funding to take forward projects	Green	
	Work with partners in the Golden Valley Parkway Task Force to complete a study looking at the viability for a new railway station	Study completed	Amber	Awaiting feedback from Transport for Wales study which will confirm if a parkway station is viable before commissioning a further study.



Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
		Findings of study evaluated, and next steps agreed	Green	
Support residents to access skills development, training and employment opportunities	Support the Herefordshire Skills Board in engaging with local businesses to understand and help address skills gaps	Deliver a range of initiatives to address identified skills gaps and business needs.	Green	
		Continue to develop our partnership with NMITE to support their development and growth around shared strategic ambitions for education, skills and economic development	Green	We continue to work in partnership with NMITE, in particular in emerging new areas of opportunity such as defence and security.
	Attract external funding to help address skills gaps and business needs	Seek Cabinet Member approval to implement the UK Shared Prosperity Funding (UKSPF) for 25-26	Blue	Completed Quarter 1
		Implement the UKSPF in accordance with the Cabinet Member approval to address identified skills gaps and business needs	Green	
	Agree a new strategic plan for the council's adult and community learning education service	Develop and agree the new strategy and delivery plan to support learning and enable access to employment, further training, and skill development opportunities	Green	This work has started and is in progress. Responsibility for adult skills funding transferred to Department for Work and Pensions from Department for Education in September 2025. We do not know what the impact of this will be yet. A new Ofsted framework has been published for Further Education and Skills. We are awaiting the national Post-16 Education and Skills white paper which will inform the plan.
	Working in partnership with the Skills Board to promote the higher education offer available in Herefordshire	Delivery a joint promotional/marketing campaign and the Careers and Enterprise programme in local schools and college, to attract students to study in the county including local residents	Green	A Spotty Grid (list) of level 4/5/6 and 7 courses and higher level apprenticeships available in Herefordshire has been produced and circulated to careers advisers and leads in schools including the virtual school and colleges.
Work with partners to provide high quality and affordable housing to meet all needs	Bring forward council owned sites for development	Seek outline planning approval and dispose of sites such as the former Holme Lacy school to enable development	Green	Sale agreed on The Paddocks, solicitors instructed by Property Services. Holme Lacy and Bromyard being considered for direct delivery of emergency affordable housing.
	Complete the strategic plan for Merton Meadow and Essex Arms sites in Hereford	Complete the strategic plan	Green	Initial scale and massing exercise completed, further public engagement to be undertaken during October and November. Final strategic plan due end of 2025
	Commence the flood alleviation works on the Merton Meadow and Essex Arms sites in Hereford	Seek outline planning permission	Blue	Approved July 2025
		Commence development of the flood alleviation works	Green	Contractor procured via framework tender, contract due to be finalised w/c 6/10. Start on site due 14/10.
	Finalise the long-term strategic model for the delivery of housing across the county	Complete review of options	Green	Delivery models Business case in preparation, additional option of direct delivery of emergency housing now being included. Draft Business Case due end of October.
		Seek Cabinet approval for the preferred option(s)	Green	
		Develop costed business case for the preferred option(s)	Green	
	Utilise the full range of measures to prevent people becoming homeless including through the provision of transitional accommodation	Complete procurement process and award contract for refurbishment works to a city centre building for transitional accommodation for those who are homeless	Blue	Completed Quarter 1

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
38 Work with our partners and businesses to facilitate growth across the county		Complete refurbishment works to the city centre building	Green	Specification being finalised for tender to be put on the framework in October. Build out period 9 –12 months.
		Design work and tender for contractor for refurbishment of the Buttercross, Leominster into affordable units completed	Green	Specification being finalised for tender to be put on the framework in October. Build out 6 months.
		Commence work on the Buttercross	Grey	Works cannot commence until a contractor is on board following the tender process via the framework
		Finalise specification and arrangements for winter shelter provision	Blue	Completed Quarter 1
		Deliver winter shelter provision	Green	All preparation works have been completed and the shelter opens on the 3rd November 25.
	Support the Herefordshire Business Growth Board to better understand barriers encountered by the private sector and enable opportunities for development and growth	Establish the Board	Blue	Completed Quarter 1
		Identify priorities and delivery programme	Green	
		Maximise the use of Business Growth Hub to support businesses across the county	Green	
		Support county BID/ Visit Herefordshire to increase the economic impact of tourism across the county	Green	
		Support the partnership to develop the Herefordshire Destination Management Plan	Blue	Completed Quarter 1

**Key**Green -  
On TargetAmber -  
At risk of missing DeadlineRed -  
Not on TargetBlue -  
CompletedGrey -  
Not due to start yetPurple -  
ParkedTeal  
Milestone has been discontinued

**Transformation: We will be an efficient council that embraces best practice, delivers innovation through technology and demonstrates value for money.**

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
Change and transform the organisation to be fit for the future and deliver the efficiencies required	Deliver the year one objectives of the council's Transformation Strategy and support implementation of the future council operating model	Deliver the Transformation Strategy - year one objectives	Green	Delivery of the year one objectives in the Transformation Strategy continues.
	Implement an improved strategic commissioning, procurement and commercial model and strategy	Review our organisational commissioning and procurement model and develop and launch a strategic commissioning and commercial strategy	Amber	A formal review of the operating model for the delivery of procurement has commenced including a review of policy & processes supplemented by stakeholder meetings and workshops. Findings are being collated to finalise a report with recommendations.
	Implement an improved approach to contract management	Implementation of the council's revised Service Level Agreement with Hoople to ensure best value and alignment with future target operating model	Green	Seven of the nine Work Packages within the current SLA have been updated to reflect gaps in the documented scope of service, revise pricing and update KPIs. The seven Work Packages which have been finalised are as follows: - 1.Trusted Assessor 2.HR, Recruitment, Payroll and Training 3.Maylords 4.Building Maintenance 5.Finance Business Partnering 6.Revenues & Benefits 7.Accounting Transactions  ICT will be updated following further work to be conducted in conjunction with SOCITM. Negotiations are ongoing between Community Wellbeing Commissioners and Hoople to finalise the SLA for specialist care services.
		Refresh and re-launch contract management tools and resources to ensure compliance with the new Procurement Act	Blue	Completed Quarter 1
	Implement policies and processes that ensure that the council maximises service cost recovery and realises value for money	Review the approach to setting fees and charges across the council	Green	A review of fees and charges is underway as part of annual budget setting activity.
		Review the council-wide approach to income collection and debt management	Green	Levels of debt are monitored routinely via the Hoople SLA. Opportunities for efficiencies in the way that income is collected across the council's services is underway as part of annual budget setting activity.
	Complete the review of home to school transport to mitigate increasing costs through a new delivery model	Strategic business case developed and approved for an in house, arms length or other direct delivery of elements of home to school transport	Green	Business case has been commissioned and is due by end of October.
		Implement new commissioning strategy to achieve better value for money	Green	Commissioning strategy is underway and final version is due by end of October.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Continue to invest in the property assets of the council to ensure they are maintained and decrease the burden on revenue repair works	Deliver Estates and Schools capital programmes	Amber	Whilst a number of projects have been delivered to programme, there are a number that are currently tracking behind programme.
Attract and retain an excellent workforce through effective approaches to recruitment and retention	Ensure our recruitment practices reflect best practice and value for money	Identify any improvements in the application process for candidates and recruiting managers so that the process is as smooth as possible	Blue	Completed Quarter 1
		Review our approach to temporary and interim appointments to get better value for money	Blue	A review of the existing approach has taken place. New guidance has been developed.
		Review and develop the content of the council's recruitment microsite 'the Spirit of Herefordshire'	Blue	A review of all recruitment website content took place with improvements implemented.
		Incorporate the council's THRIVE values into our recruitment processes	Green	Values based recruitment is in the 'pilot' stage.
		Review the council's approach to recruitment payments and market forces supplements	Blue	The revised Market Forces Supplement process and requirement for an associated business case have been embedded across the council.
	Become an employer of choice	Launch the council's scheme to recognise long service and exceptional achievement	Blue	Completed Quarter 1
		Launch a programme of leadership training for managers and aspiring managers	Green	The Aspire programme, cohort one launched on 16 September and Empower launches on 12 November. Everything is working well and on target.
		Review the impact of the Workforce Strategy and progress made towards its stated objectives	Green	On-going review.
		Deliver the improvements identified in the employee survey	Green	The action plan was reviewed in light of the 2025 check-in survey feedback and no changes were made. Reviews have taken place with named leads and actions are progressing. The action plan runs until the end of September 2026.
Work collaboratively with our residents, communities and businesses to achieve the best results together	Strengthen our partnerships with communities to enable community action	Develop a long-term commissioning framework for voluntary, community and social enterprise (VCSE) organisations	Green	Scoping for the framework is now underway.
		Develop a council-wide approach to grant management and grant maximisation	Green	A pilot is being carried out in Quarter 3 to test the Evolutive Online Grants Management system for one of the grants schemes. If successful, the intention would be to roll this out across the majority of the Council's grants programmes during 2026, in order to introduce a more consistent and efficient approach to grant management.
		Deliver the Talk Community Strategy – year one objectives	Green	Ongoing implementation of the Talk Community strategy objectives being undertaken.

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
4.1	Build an understanding of our resident and communities' requirements	Revise current consultation guidance document	Green	
		Co-design and establish a young people's council and young people's consultation guidance with children and young people	Green	Work continues to scope and explore the feasibility for setting up a Youth Council and potential models for delivery.
		Review and develop the volunteering policy to support the council to maximise opportunities to work with volunteer networks	Green	Research and scoping continues to support future development of the policy.
		Implement the Customer Services Target Operating Model	Purple	This work has now been superseded by the Customer Service Strategy.
	Ensure improved working with Parish, Town and City Councils	Implement the Parish, Town and City Charter	Blue	Completed Quarter 1
	Improve the way we use technology across our services	Finalise the roll out phase one of Microsoft 365 to ensure the workforce have the latest version of Microsoft tools	Blue	Completed Quarter 1
		Upgrade the online and telephone payment function	Green	The project is progressing, and Payment Card Industry(PCI) compliance is being implemented. Project will complete in Q3.
		Implement a new telephony system	Green	During implementation, technical issues with payments were encountered. These are being resolved are project will complete in Q3.
		Complete the transfer to a new CMS (Content Management System) to enable website development	Green	Project is progressing as expected and the website will go-live on a new CMS in October.
		Develop the plan for digital functionality/capability which directly aligns to and supports the Customer Services Target Operating Model	Green	Progressing through implementation of the new web platform and telephone system, but also through planning for the next stage of developments post implementation of the above, as well as exploring additional opportunities.
		Initiate pilot programmes to test technological applications and evaluate outcomes for residents and council ways of working	Green	The council has commissioned socitim to work with the council on customer transformation.
	Identify and undertake pilots of Artificial Intelligence (AI)	Complete an organisation wide internal pilot and evaluation of Microsoft Co-Pilot to understand areas of opportunity for future implementation of AI	Green	The pilot is ongoing and being assessed for possible wider deployment in next Financial Year.
		Undertake a pilot project implementing Magic Notes into adults and children's social work practice and evaluate impact on efficiency and practice	Green	The magic notes pilot was extended by 3 months and evaluation of benefits may lead to a full procurement.
Strengthen the council's strategy ensuring alignment for delivering the future vision	Develop a strong evidence base and become an intelligent organisation	Refresh the Digital, Data and Technology Strategy	Green	

Objectives	This Year We Will...	Key Milestones to achieve the Deliverable	RAG	Remarks
	Develop a growth plan for Hoople in line with the future needs of Herefordshire Council	Develop and launch a council strategic plan for Hoople which aligns to our future target operating model	Green	Hoople's board comprises of four directors including two appointed by Herefordshire Council. Anthony Oliver and Hilary Hall are Herefordshire Council's appointed directors. Hoople published their Business Plan for 2025/26 in March 25. The council are reviewing Hoople's growth plan.
Build a data and performance rich culture to inform decisions, improve efficiency and manage demand	Strengthen the performance culture across the council	Implementation of the new performance management system for KPI and delivery plan milestones	Green	
		Deliver workshops on the use of the new performance management system to all services and directorates	Green	
	Strengthen the risk management culture across the council	Implement the organisation's refreshed risk management strategy	Green	A quarterly review of Corporate Risks has been undertaken at Quarter 1 and Quarter 2 of 2025/26. An update on risk management activity has been presented by Cabinet and reviewed by A&G Committee.
	Strengthen data quality and intelligence in social care	Review arrangements to record and monitor data to meet statutory and operational needs for children and adults' social care	Amber	Current priorities is addressing urgent reporting challenges before we can consider a long term solution and also take into account the upcoming contract end date of the current Social care Case Management system in the near future.

Key

Green - On Target

Amber - At risk of missing Deadline

Red - Not on Target

Blue - Completed

Grey - Not due to start yet

Purple - Parked

Teal Milestone has been discontinued



# Title of report: Q2 2025/26 Budget Report

**Meeting: Cabinet**

**Meeting date: Thursday 20 November 2025**

**Cabinet Member: Cabinet member finance and corporate services**

**Report by: S151 Officer**

**Report Author: Director of Finance (S151 Officer)**

## Classification

Open

## Decision type

Non-key

## Wards affected

(All Wards);

## Purpose

To report the forecast position for 2025/26 at Quarter 2 (September 2025), including explanation and analysis of the drivers for the material budget variances, and to outline current and planned recovery activity to reduce the forecast overspend.

To provide assurance that progress has been made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances are understood and are being addressed to the cabinet's satisfaction.

The forecast 2025/26 outturn shows a net overspend of £7.0 million at Quarter 2, before management action estimated at £3.3 million to reduce the forecast overspend for 2025/26 to £3.7 million.

## Recommendation(s)

**That: Cabinet**

- a) **Reviews the financial forecast for 2025/26, as set out in the appendices A-D, and identifies any additional actions to be considered to achieve future improvements; and**
- b) **Notes the management action identified to reduce the forecast outturn position for 2025/26; and**

- c) **Agrees the continuation of management actions to reduce the forecast overspend as identified in this report.**

### Alternative options

1. Cabinet may choose to review financial performance more or less frequently; or request alternative actions to address any identified areas of variance from budget, including referral to the relevant scrutiny committee.

### Key considerations

#### Revenue Outturn

2. The council's approved net revenue budget for 2025/26 is £231.5 million which includes planned savings of £3.9 million. Detailed explanations for variances from budget are set out in Appendix A by Directorate and Service area.
3. This report presents the revenue forecast outturn position for 2025/26 and highlights continuing budget pressures to support increases in demand across social care budgets, temporary accommodation and Special Educational Needs and Disabilities (SEND) transport services.
4. The Quarter 2 revenue outturn position for 2025/26 shows a forecast variance from budget of £7.0 million (3.0% of net budget), before management action. It is expected that planned management activity will reduce the forecast overspend to £3.7 million.
5. This variance represents cost pressures of £7.0 million comprising £5.6 million in-year net cost pressures and £1.4 million of brought forward Savings Targets assessed as 'at risk' as at Quarter 2.
6. The forecast outturn position for 2025/26 by Directorate, is shown in Table 1 below.

**Table 1: 2025/26 Forecast Revenue Outturn before management recovery action**

<b>2025/26 Forecast Revenue Outturn at Quarter 2 (September 2025)</b>			
	<b>Revenue Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Forecast Variance £m</b>
Community Wellbeing	90.4	94.9	4.5
Children & Young People	58.8	57.4	(1.4)
Economy & Environment	27.9	28.3	0.4
SEN/Home to School Transport	12.7	14.3	1.6
Corporate Services	22.9	24.8	1.9
<b>Directorate Total</b>	<b>212.7</b>	<b>219.7</b>	<b>7.0</b>
Central	18.8	18.8	-
<b>Total</b>	<b>231.5</b>	<b>238.5</b>	<b>7.0</b>

### Management Activity and Recovery Actions

7. Recovery actions expected to reduce the forecast overspend in Quarter 4 include:

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Further information on the subject of this report is available from  
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- i. £2.8 million allocation of the Budget Resilience Reserve to mitigate the impact of cost pressures and volatility in demand in Directorate Budgets;
  - ii. continued review of the council's contract arrangements and shareholding in Hoople Ltd;
  - iii. additional cost pressures in the Community Wellbeing Directorate emerging in Quarter 2 will be subject to further review and challenge in Quarter 3 before additional allocation from the budget resilience reserve is approved; and
  - iv. challenge of forecast expenditure over the remainder of the financial year through Directorate expenditure control panels.
8. The Budget Resilience Reserve was established in 2024/25 to manage the impact of in-year cost pressures and volatility in demand across social care budgets. In the financial year ended 2024/25, £4.0 million of this reserve was applied to cost pressures in the Community Wellbeing Budget, reducing the balance carried forward to the current financial year to £7.0 million.
9. As detailed in the Earmarked Reserves and General Balances Policy Statement 2025/26, allocation of reserve funding in each financial year will require application to the council's S151 Officer and Cabinet approval to ensure that appropriate measures have been taken within Directorates. At the end of each financial year, any unused balance will be considered as part of the annual review of earmarked reserves.
10. Expenditure controls first implemented during 2023/24 remain in place to support recovery activity and robust control over expenditure in 2025/26. Directorate panels will continue to review expenditure on goods and services as well as changes in staffing arrangements to maintain the increased level of rigour and challenge over expenditure for the remainder of the financial year.

**Table 2: Updated forecast revenue position 2025/26**

<b>Updated 2025/26 Forecast Revenue Outturn at Quarter 2 (September 2025)</b>					
	<b>Revenue Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Forecast Variance £m</b>	<b>Mgm't Action £m</b>	<b>Revised Forecast £m</b>
Community Wellbeing	90.4	94.9	4.5	(2.8)	1.7
Children & Young People	58.8	57.4	(1.4)	-	(1.4)
Economy & Environment	27.9	28.3	0.4	-	0.4
SEN/Home to School Transport	12.7	14.3	1.6	-	1.6
Corporate Services	22.9	24.8	1.9	(0.5)	1.4
<b>Directorate Total</b>	<b>212.7</b>	<b>219.7</b>	<b>7.0</b>	<b>(3.3)</b>	<b>3.7</b>
Central	18.8	18.8	-	-	-
<b>Total</b>	<b>231.5</b>	<b>238.5</b>	<b>7.0</b>	<b>(3.3)</b>	<b>3.7</b>

## Savings

11. Council approved a total of £3.9 million of savings for 2025/26 comprising targets in the Children & Young People Directorate aligned to refresh of the 3 Year Financial Plan. A review of the delivery and status of the 2025/26 approved savings has been undertaken; informed by planned and actual activity in the year to date to determine savings targets at risk of in-year delivery.

12. This review **confirms £1.6 million (40%) of the total approved savings target for the year has been delivered at Quarter 2** with a further £2.3 million (60%) assessed as 'on target/in progress' for the year. No savings are currently assessed as 'at risk'.
13. A breakdown of 2025/26 approved savings is shown in Table 3 below with further detail on the status of individual saving target set out in Appendix D, Annex 1.

**Table 3: Assessment of Delivery of 2025/26 Approved Savings at Quarter 2**

	Target £m	Delivered £m	On Target £m	In Progress £m	At Risk £m
Children & Young People	3.9	1.6	0.8	1.5	-
<b>Total</b>	<b>3.9</b>	<b>1.6</b>	<b>0.8</b>	<b>1.5</b>	<b>-</b>
	<b>100%</b>	<b>40%</b>	<b>20%</b>	<b>40%</b>	<b>0%</b>

14. Savings not delivered recurrently in previous years have been carried forward into 2025/26 for continued monitoring of delivery. As set out in the 2024/25 Quarter 4 Outturn Report to Cabinet in June this year, a focused review of the original proposals and planned activity has been undertaken during Quarter 1 and revised savings plans have been developed, where appropriate, to confirm activity to deliver savings in 2025/26.
15. The status of delivery of the revised savings, which total £11.9 million, is shown in Table 4 below with further detail on the status of individual saving target set out in Appendix D, Annex 2. A reconciliation of changes in the individual targets brought forward is included in Appendix D, Annex 3.

**Table 4: Assessment of Delivery of Brought Forward Savings Targets at Quarter 2**

	Target £m	Delivered £m	On Target £m	In Progress £m	At Risk £m
Community Wellbeing	3.2	1.0	0.3	1.9	-
Economy & Environment	0.4	0.1	-	0.3	-
Corporate Services	0.5	0.3	-	0.2	-
Home to School/SEN Transport	0.5	-	-	0.5	-
Transformation	7.3	5.0	-	0.9	1.4
<b>Total b/fwd Savings</b>	<b>11.9</b>	<b>6.4</b>	<b>0.3</b>	<b>3.8</b>	<b>1.4</b>
	<b>100%</b>	<b>54%</b>	<b>2%</b>	<b>32%</b>	<b>12%</b>

16. At 30 September 2025 (Quarter 2), £6.4 million (54%) of the £11.9 million brought forward savings have been delivered with a further £4.1 million (34%) forecast to be delivered in year; £1.4 million (12%) remain at risk and with focused activity underway to resolve or mitigate in year.
17. The **delivery of savings in full and on time is critical** to ensure the 2025/26 revenue outturn position is balanced and to prevent further pressure on future years' budgets. Progress on delivery of savings and mitigations will continue to be monitored and reported in the next budget monitoring report to Cabinet.

## **Dedicated Schools Grant (DSG)**

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Further information on the subject of this report is available from  
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18. The cumulative DSG deficit is accounted for as an unusable reserve on the council's Balance Sheet, as permitted via statutory instrument, which will remain in place until 31 March 2028. This enables all local authorities to ring-fence the DSG deficit from the overall financial position in the statutory accounts. Beyond the period of the statutory override, the expectation is that any balance on the DSG Unusable Reserve will transfer back to the council's total Earmarked Reserves.
19. On 1 April 2025, the cumulative deficit brought forward was £20.0 million. The Quarter 2 forecast anticipates a 2025/26 in-year deficit of £17.5 million based on September 2025 activity data, will lead to a cumulative DSG deficit of £37.5 million by 31 March 2026. The Department for Education announced in June 2025 that the statutory override period has been extended until 31 March 2028.
20. Measures to contain the deficit and mitigate future cost and demand pressures continue to be managed by the Service through the DSG Deficit Management Plan and the financial impact of agreed mitigations will be monitored and reported throughout the year as part of the council's routine budget monitoring processes.

## Capital Outturn

21. The 2025/26 approved capital budget of £155.2 million has been revised to £115.1 million. The revised capital budget includes £11.7 million of unspent project budgets brought forward from 2024/25, removal of a project £6.0 million, £14.5 million additional grants and a reduction of £60.3 million where budgets have been reprofiled to future years. A summary breakdown is shown in Table 5 below.

**Table 5: Revised Capital budget 2025/26 to 2029/30**

	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	2028/29 Budget £m	2029/30 Budget £m	Total £m
25/26 Approved Capital Programme	155.2	87.5	38.6	0.2	-	281.5
Removal of Wye Valley Trust Project	(6.0)	-	-	-	-	(6.0)
24/25 Carry Forward	11.7	6.0	-	-	-	17.7
Reprofile Budget	(60.3)	25.0	22.0	12.7	0.6	-
Additional Grant	14.5	11.0	10.3	7.8	8.6	52.2
<b>Revised Capital Budget</b>	<b>115.1</b>	<b>129.5</b>	<b>70.9</b>	<b>20.7</b>	<b>9.2</b>	<b>345.4</b>
Forecast Spend at Quarter 2	112.1					
<b>Variance from Budget</b>	<b>(3.0)</b>					

22. The forecast spend position, at Quarter 2, is £112.1 million which represents a variance of £3.0 million against the revised capital programme budget of £115.1 million.
23. The in-year forecast variance represents £1.0 million of underspend on project budgets and £2.0 million in respect of project budgets to be rolled forward for delivery in 2026/27. Explanations for variances from budget by individual project are detailed in Appendix B, Table a.
24. In accordance with best practice, capital budgets will be reprofiled at Quarter 2 to reflect the revised expected profile of project delivery. Forecast spend will be monitored by reference to

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the reprofiled budget from Quarter 2 for the remainder of the financial year. The full capital programme analysed by project for current and future years can be seen in detail by Appendix B, Table b and explanations for the reprofile by project Appendix B, Table C.

25. Forecast delivery of the council's capital programme for 2025/26 assumes a requirement to undertake external borrowing and provision was made in the approved 2025/26 revenue budget to support this borrowing. Cashflow forecasting arrangements have been strengthened in 2025/26 to consider the cashflow requirements of the capital programme; managing the timing and affordability of loan interest payments, minimising cash balances and utilising internal borrowing where possible, in accordance with the council's Treasury Management Strategy.
26. The capital programme includes a number of projects expected to mitigate key revenue budget pressures. The **delivery of these projects on time and within budget is critical** to ensuring maximum impact on the 2025/26 revenue outturn position and to mitigate pressure in future years. These projects are detailed below in Table 6. The delivery of capital projects is monitored by individual project boards, Major Projects Forum and monthly Directorate Budget Boards.

**Table 6: Capital Projects expected to deliver positive impact on revenue budgets**

Capital Project	Expected Revenue Impact
<b>Home to School / SEN Transport cost pressures</b>	
High Needs Grant £2.1m	The lack of local special educational needs and disabilities (SEND) placement provision to meet current and future levels of demand is one of the council's corporate risks. The provision of additional SEN places within Herefordshire will mitigate increasing cost pressures for out of county placements with a corresponding impact on home to school transport costs.
<b>Social Care demand and cost pressures</b>	
Children's residential homes £0.4m	This project will provide a short break facility, reducing costs by increasing in-county provision.
<b>Temporary Accommodation demand and cost pressures</b>	
Acquisition Fund for Housing Provision £5.0m Empty Property Investment & development £0.6m	The acquisition of buildings to address the shortage of suitable accommodation for people needing emergency accommodation is expected to deliver reductions in cost pressures of around £0.6m per annum.
<b>Repair and maintenance budgets</b>	
Estates Building Improvement Programme works Highways and Public Realm investment works	Delivery of improvements and maintenance of the council's estate and highways network ensures efficient spend of revenue maintenance/repair budgets and insurance premiums.

27. Key risks to the capital programme include delays in delivery, limitations in market capacity resulting in a reduced number of bidders, reduced competition and choice, and inflationary increases to costs. Where capital projects are funded by external grants, there is further risk that delays in delivery mean that grant conditions and time constraints cannot be met resulting in the loss or clawback of grant. All projects are monitored robustly to mitigate the risks to project budgets, delivery of benefits and potential loss of grant funding.

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28. The council projects with significant grant funding are detailed below:

- i. Local Transport Plan (LTP): an annual grant provided by the Department for Transport (DfT), regular monitoring of spend ensures maximum use of the grant in each financial year (£21.3m in 2025/26).
- ii. Levelling Up Fund (LUF): this grant funds a number of capital projects to the north and south of the river as well as the Hereford Transport Hub. The grant allows flexibility to move the match funding between projects to ensure application of grant funding is prioritised.
- iii. Local Transport Grant: an annual allocation to support investment in local transport maintenance and enhancements and deliver more ambitious transport projects. In 2025/26, the council is forecasting to spend the grant awarded in full, including a £3.0 million allocation to highways spend.
- iv. Stronger Towns Fund: the Herefordshire Stronger Towns Partnership includes 3 council projects which are part-funded by the Stronger Towns Fund: Hereford Museum & Art Gallery, the Library & Learning Centre and Greening the City. For each of these projects, grant funding is used first to ensure application before deadlines to reduce the risk of grant clawback.
- v. Bus Service Improvement Grant: the grant allocation must be spent in the financial year of award. The forecast assumes the funding will be spent in full in 2025/26; some work has already been commissioned with further delivery planned by the end of the financial year.
- vi. Brownfield Land Release Fund (BLRF): the grant, to turn surplus land into new homes, must be committed by November 2025. The forecast at Quarter 2 assumes the grant monies will be utilised in full in 2025/26 to deliver flood alleviation works to support the redevelopment of Merton Meadow.

## Community impact

29. In accordance with the accepted code of corporate governance, the council must ensure that it has an effective financial control framework to support delivery of services within the agreed budget. The council is accountable for how it uses the resources under its stewardship, including accountability for outputs and outcomes achieved. In addition, the council has an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies.

## Environmental Impact

30. The 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.
31. This report is to review the financial outturn at Quarter 1 of 2025/26 so will have minimal environmental impacts, however consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

## **Equality duty**

- 32. The Public Sector Equality Duty requires the Council to consider how it can positively contribute to the advancement of equality and good relations and demonstrate that it is paying 'due regard' in our decision making in the design of policies and in the delivery of services.
- 33. The mandatory equality impact screening checklist has been completed for this activity, and it has been found to have no impact for equality.

## **Legal implications**

- 34. There are no direct legal implications arising from this report.

## **Risk management**

- 35. The risks associated with the council's business are recorded on the relevant service risk register and escalated in accordance with the council's Performance Management Framework and Risk Management Plan. The highest risks are escalated to the council's Corporate Risk Register.

## **Resource Implications**

- 36. These recommendations have no direct financial implications, however cabinet may wish to consider how money is utilised in order to meet the council's objectives.

## **Consultees**

- 37. None in relation to this report.

## **Appendices**

Appendix A – Revenue outturn Q2 2025/26

Appendix B – Capital outturn Q2 2025/26

Appendix C – Treasury management outturn Q2 2025/26

Appendix D – Savings delivery Q2 2025/26

## **Background papers**

None Identified

## Appendix A: 2025/26 Revenue Outturn Quarter 2 (September 2025)

2025/26 Revenue Outturn at Quarter 2 (September 2025)			
	2025/26 Approved Revenue Budget	Q2 Outturn	Q2 Outturn Variance
	£m	£m	£m
Community Wellbeing	90.4	94.9	4.5
Children & Young People	58.8	57.4	(1.4)
Economy & Environment	40.6	42.6	2.0
Corporate Services	22.9	24.8	1.9
<b>Directorate Total</b>	<b>212.7</b>	<b>219.7</b>	<b>7.0</b>
Central	18.8	18.8	-
<b>Sub-Total</b>	<b>231.5</b>	<b>238.5</b>	<b>7.0</b>

Community Wellbeing	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Director and Community Services	(10,801)	(11,340)	(539)
Adult Social Care and Housing	82,016	87,261	5,245
All Ages Commissioning	18,220	18,090	(130)
Public Health	932	845	(87)
<b>Directorate Total</b>	<b>90,367</b>	<b>94,856</b>	<b>4,489</b>

### Key variances from budget (> £250k) at Q2:

**£5.0m overspend - Increase in demand for Adult Social Care - Residential, Nursing, Homecare and Personal Budgets**  
**£0.5m overspend - General Fund Housing - Temporary Accommodation**

**£0.5m underspend - Increased Better Care Fund**  
**£0.5m underspend - All Age Commissioning Provider Services**

Children & Young People	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Central Children Directorate Costs	1,680	1,630	(50)
Education Skills & Learning	3,983	4,294	311
Corporate Parenting	42,014	40,583	(1,431)
Safeguarding and Family Support	11,196	10,925	(271)
<b>Sub Total</b>	<b>58,873</b>	<b>57,432</b>	<b>(1,441)</b>

### Key variances from budget (> £250k) at Q2:

**£0.5m overspend - Residential Placements**  
**£0.3m overspend - Amended DSG Corporate Recharge**

**£1.0m underspend - Complex Needs**  
**£0.6m underspend - Supported Accommodation**  
**£0.6m underspend - Unaccompanied Asylum Seeking Children**

Economy & Environment	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Director Management	141	316	175
Resident Services -Environment, Highways and Waste	22,884	23,338	454
Resident Services - Regulatory and Technical	60	(26)	(86)
Commercial Services	3,152	3,286	134
Economy and Growth	1,679	1,372	(307)
<b>Sub-Total</b>	<b>27,916</b>	<b>28,286</b>	<b>370</b>
Residential Services - SEN & Home to School Transport	12,735	14,358	1,623
<b>Directorate Total</b>	<b>40,651</b>	<b>42,644</b>	<b>1,993</b>

**Key variances from budget (> £250k) at Q2:**

**£0.7m overspend - Public Transport Subsidised Routes**

**£1.6m overspend - SEN Transport**

**£0.2m overspend - Commercial Properties**

**£0.2m underspend - Reduced Energy costs**

**£0.2m underspend - Development Control Planning Fees**

Corporate Services	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
Transformation and Strategy Services	5,355	6,629	1,274
Governance & Legal	6,391	6,359	(32)
Strategic Finance	3,997	4,657	660
HR & Organisational Development	1,232	1,247	15
<b>Sub-Total</b>	<b>16,975</b>	<b>18,892</b>	<b>1,917</b>
Hoople SLA	6,562	6,562	0
Flexible Capital Receipts	(600)	(600)	0
<b>Directorate Total</b>	<b>22,937</b>	<b>24,854</b>	<b>1,917</b>

**Key variances from budget (> £250k) at Q2:**

**£1.4m overspend - 2024/25 c/fwd outstanding Saving Plans considered 'at risk' of delivery**

Central	2025/26 Approved Revenue Budget £'000	Q2 Outturn £'000	Q2 Outturn Variance £'000
<b>Central Total</b>	<b>18,681</b>	<b>18,681</b>	<b>0</b>

**Key variances from budget (> £250k) at Q2:**



## Appendix B

**Table A - 2025/26 Capital Programme Forecast  
Position September 2025**

*Adjustments include 24/25 carry forwards , reprofiled budgets and additional grant allocations	2025/26 Original Budgets £000s	Adjustments in Year* £000s			2025/26			Reason for Forecast Variance to Current Capital Budget
		2024/25 C/Fwd	Reprofile Table C	Grant & Other changes Table B	Current Capital Budget £000s	Q2 Forecast £000s	Forecast Variance to Current Budget £000s	
Disabled facilities grant	2,200	558	0	615	3,373	3,373	0	
Empty Property Investment & Development	600	0	-20	0	580	580	0	
Acquisition Fund for Housing Provision	2,500	2,389	-2,300	0	2,589	2,589	0	
Merton Meadow - Brownfield Land Release Fund	1,400	207	0	0	1,607	1,607	0	
Swimming Pool Support Fund	0	0	0	60	60	60	0	
Libraries Improvement Fund	19	11	0	0	31	26	-4	
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	5,690	0	-4,150	0	1,540	1,540	0	
Stronger Towns Library & Learning Centre relocation to Shirehall	2,063	-22	-1,890	0	152	152	0	
Community Capital Grants Scheme	1,530	116	-270	0	1,376	1,376	0	
<b>Total Community Wellbeing Including Housing</b>	<b>16,003</b>	<b>3,261</b>	<b>-8,630</b>	<b>675</b>	<b>11,309</b>	<b>11,304</b>	<b>-4</b>	
Windows Server Upgrades	36	1	0	0	37	37	0	
Device and Ancillary kit replacement programme	415	0	-185	0	230	230	0	
M365 E5 Implementation	43	36	0	0	79	63	-16	
Planning & Regulatory Services software	726	0	-376	0	350	350	0	
Contact Centre Telephony Replacement	0	67	0	0	67	67	0	
Wide Area Network (WAN) Replacement	0	121	0	0	121	121	0	
School Route Planning Software	50	0	0	0	50	50	0	
IT System Upgrades & Server Replacements 2025- 26	500	0	-182	0	318	318	0	

CCTV Equipment Upgrades	89	0	0	0	89	89	0	
<b>Total Corporate Services (IT &amp; Transformation)</b>	<b>1,859</b>	<b>224</b>	<b>-743</b>	<b>0</b>	<b>1,340</b>	<b>1,324</b>	<b>-16</b>	
Schools Capital Maintenance Grant	2,795	22	0	379	3,196	3,196	0	
Peterchurch Area School Investment	6,595	6	-78	0	6,523	6,523	0	
Brookfield School Improvements	2,570	1,070	0	0	3,641	3,362	-279	Project anticipated to deliver under budget
High Needs Grant	2,000	102	0	0	2,103	2,103	0	
Basic Needs Funding	8,000	0	-6,500	0	1,500	1,500	0	
Childcare Expansion Capital Grant 2023-24	296	-13	-130	0	153	153	0	
School Accessibility Works	1,143	-93	-500	0	551	551	0	
Children's residential homes for 11 to 18 year olds	424	0	0	0	424	424	0	
C & F's S106	2,369	0	-1,550	0	819	819	0	
<b>Total Childrens &amp; Young Peoples (Including Schools)</b>	<b>26,193</b>	<b>1,094</b>	<b>-8,758</b>	<b>379</b>	<b>18,908</b>	<b>18,630</b>	<b>-279</b>	
Work to Shirehall Annex (Care Leavers Base)	0	15	0	0	15	15	0	
Estates Capital Programme 2019/22	331	432	0	0	763	763	0	
Residual property works identified in the 2019 condition reports	0	365	0	0	365	110	-255	All 24 projects will have been completed, a number were delivered under budget and the £90k contingency and £75k for Three Elms Roofing were not required.
Estates Building Improvement Programme 22-25	1,053	26	0	0	1,079	750	-329	Underspend due to a combination of projects being delivered under budget and re-programming of works to account for receipt of statutory approvals and delivery during seasonal restrictions. Of the 30 projects

								under this programme, there are 4 still outstanding to complete.
Estates Building Improvement Prog 2023-25	1,768	201	-1,450	0	519	519	0	
Estates Building Improvement Prog 2024-27	1,525	212	-740	0	997	997	0	
Building works from 2022 Condition Surveys	1,050	6	-860	0	196	196	0	
Shirehall Improvement Works	2,935	0	-2,685	0	250	250	0	
Property Improvements in Care Homes	604	325	-285	0	644	644	0	
Estates Building Improvement Prog 2025-28	1,327	0	-830	0	497	497	0	
<b>Total Economy &amp; Environment (Council Asset Investment)</b>	<b>10,593</b>	<b>1,582</b>	<b>-6,850</b>	<b>0</b>	<b>5,325</b>	<b>4,740</b>	<b>-584</b>	
Local Transport Plan (LTP)	15,466	0	0	5,882	21,348	21,348	0	
Resurfacing Herefordshire Highways	10,000	81	0	0	10,081	10,081	0	
City and Market Town Public Realm Investment	1,200	0	0	0	1,200	1,200	0	
Highways Infrastructure Investment	6,485	816	0	0	7,301	7,301	0	
Public Realm Improvements for Ash Die Back	494	-17	0	0	477	477	0	
E & E's S106	3,904	0	-2,403	0	1,501	1,501	0	
Play Area Investment	500	0	-250	0	250	250	0	
Public Realm Services Fleet	0	0	0	0	0	0	0	
Public Realm Mobilisation	0	0	0	0	0	0	0	
Road Safety Schemes	1,500	0	-1,180	0	320	320	0	
Traffic Signal Obsolescence Grant and Green Light Fund	271	267	0	0	538	538	0	
<b>Total Economy &amp; Environment (Highways &amp; Public Space)</b>	<b>39,820</b>	<b>1,147</b>	<b>-3,833</b>	<b>5,882</b>	<b>43,016</b>	<b>43,016</b>	<b>0</b>	
Integrated Wetlands	1,686	0	0	0	1,686	1,686	0	
Natural Flood Management	373	-4	-40	0	329	329	0	
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	424	0	-424	0	0	0	0	
LEVI Pilot Fund Grant	96	0	-60	0	36	36	0	

Wye Valley National Landscape (previously AONB)	0	44	0	889	934	934	0	
Solar Photovoltaic Panels	535	0	-385	0	150	150	0	
Yazor Brook	260	0	0	0	260	195	-65	
Waste	11,393	0	-6,200	0	5,193	5,155	-38	
Home Upgrade Grant	0	70	0	0	70	70	0	
Warm Homes Grant	0	0	0	501	501	501	0	
Herefordshire Flood Risk Mitigation	1,055	0	-805	0	250	250	0	
<b>Total Economy &amp; Environment (Environmental)</b>	<b>15,822</b>	<b>110</b>	<b>-7,914</b>	<b>1,390</b>	<b>9,409</b>	<b>9,305</b>	<b>-104</b>	
UK Shared Prosperity Fund	0	0	0	401	401	401	0	
HWGTA - Development of Vocational Work Based Skills Investment	2,000	0	0	0	2,000	0	-2,000	We are awaiting the final business case from HWGTA before this project can commence
Employment Land & Incubation Space in Market Towns	11,318	0	-5,304	-2,053	3,961	3,961	0	
Rural Prosperity Fund	0	0	0	512	512	512	0	
<b>Total Economy &amp; Environment (Economic Growth)</b>	<b>13,318</b>	<b>0</b>	<b>-5,304</b>	<b>-1,140</b>	<b>6,874</b>	<b>4,874</b>	<b>-2,000</b>	
Hereford City Centre Transport Package	7,875	196	-3,029	0	5,042	5,042	0	
Hereford ATMs and Super Cycle Highway	711	0	-711	0	0	0	0	
Active Travel Fund 4	0	172	0	0	172	172	0	
Active Travel Fund 5	0	0	-99	99	0	0	0	
Consolidated Active Travel Fund	0	0	-265	265	0	0	0	
Hereford Western Bypass Phase 1	8,620	0	-6,520	0	2,100	2,100	0	
Stronger Towns Fund - Greening the City	0	288	0	0	288	288	0	
LUF - Active Travel Measures (north of river)	3,053	0	-1,326	0	1,727	1,727	0	
LUF - Active Travel Measures (south of river)	5,029	3,634	-6,000	0	2,663	2,663	0	

Local Transport Grant	0	0	0	5,837	5,837	5,837	0	
Council school transport fleet	350	0	-350	0	0	0	0	
Bus Service Improvement Plan	0	0	0	1,108	1,108	1,108	0	
<b>Total Economy &amp; Environment (Transport)</b>	<b>25,638</b>	<b>4,290</b>	<b>-18,300</b>	<b>7,309</b>	<b>18,937</b>	<b>18,937</b>	<b>0</b>	

<b>Total</b>	<b>149,247</b>	<b>11,708</b>	<b>-60,332</b>	<b>14,495</b>	<b>115,118</b>	<b>112,131</b>	<b>-2,987</b>	
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Projects likely to be delayed into 26/27, some with no decisions yet made on spend, others with delays in delivery.	-2,038
Project to deliver under budget or not spend full grant allocation	-949
	-2,987

Table B – Overall Capital Programme position 2025/26

Scheme Name	Prior Years £000s	2025/26 budget £000s	2026/27 budget £000s	2027/28 budget £000s	2028/29 budget £000s	2029/30 budget £000s	Total budget £000s
Disabled facilities grant	0	3,373	2,200	2,200	0	0	7,773
Empty Property Investment & Development	0	580	286	0	0	0	866
Acquisition Fund for Housing Provision	111	2,589	2,300	0	0	0	5,000
Merton Meadow - Brownfield Land Release Fund	393	1,607	0	0	0	0	2,000
Swimming Pool Support Fund	0	60	0	0	0	0	60
Libraries Improvement Fund	31	31	0	0	0	0	62
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	2,883	1,540	10,525	5,581	0	0	20,529
Stronger Towns Library & Learning Centre relocation to Shirehall	340	152	2,064	450	0	0	3,005
Community Capital Grants Scheme	4	1,376	600	20	0	0	2,000
<b>Total Community Wellbeing Including Housing</b>	<b>3,761</b>	<b>11,309</b>	<b>17,975</b>	<b>8,251</b>	<b>0</b>	<b>0</b>	<b>41,295</b>
Windows Server Upgrades	293	37	0	0	0	0	330
Device and Ancillary kit replacement programme	0	230	578	185	0	0	993
M365 E5 Implementation	491	79	0	0	0	0	570
Planning & Regulatory Services software	3	350	923	120	0	0	1,396
Contact Centre Telephony Replacement	15	67	0	0	0	0	82
Wide Area Network (WAN) Replacement	165	121	0	0	0	0	286
School Route Planning Software	0	50	0	0	0		50
IT System Upgrades & Server Replacements 2025-26	0	318	182	0	0	0	500
CCTV Equipment Upgrades	0	89	0	0	0	0	89
<b>Total Corporate Services (IT &amp; Transformation)</b>	<b>967</b>	<b>1,340</b>	<b>1,683</b>	<b>305</b>	<b>0</b>	<b>0</b>	<b>4,296</b>
Schools Capital Maintenance Grant	0	3,196	1,200	1,200	0	0	5,596
Peterchurch Area School Investment	953	6,523	3,377	0	0	0	10,853

Brookfield School Improvements	2,181	3,641	0	0	0	0	5,822
High Needs Grant	483	2,103	6,784	0	0	0	9,369
Basic Needs Funding	560	1,500	11,810	5,006	0	0	18,877
Childcare Expansion Capital Grant 2023-24	13	153	130	0	0	0	296
School Accessibility Works	759	551	1,193	0	0	0	2,503
Children's residential homes for 11 to 18 year olds	0	424	0	0	0	0	424
C & F's S106	0	819	1,297	1,550	0	0	3,665
<b>Total Childrens &amp; Young Peoples (Including Schools)</b>	<b>4,949</b>	<b>18,908</b>	<b>25,790</b>	<b>7,756</b>	<b>0</b>	<b>0</b>	<b>57,404</b>
Work to Shirehall Annex (Care Leavers Base)	85	15	0	0	0	0	100
Estates Capital Programme 2019/22	5,119	763	0	0	0	0	5,882
Residual property works identified in the 2019 condition reports	957	365	0	0	0	0	1,322
Estates Building Improvement Programme 22-25	1,927	1,079	0	0	0	0	3,007
Estates Building Improvement Programme 2023-25	1,558	519	1,450	0	0	0	3,527
Estates Building Improvement Programme 2024-27	689	997	1,080	0	0	0	2,766
Building works from 2022 Condition Surveys	4	196	1,910	350	0	0	2,460
Shirehall Improvement Works	0	250	3,750	0	0	0	4,000
Property Improvements in Care Homes	225	644	285	0	0	0	1,154
Estates Building Improvement Programme 2025-28	0	497	3,281	526	0	0	4,305
<b>Total Economy &amp; Environment (Council Asset Investment)</b>	<b>10,564</b>	<b>5,325</b>	<b>11,756</b>	<b>876</b>	<b>0</b>	<b>0</b>	<b>28,522</b>
Local Transport Plan (LTP)	0	21,348	15,466	15,466	0	0	52,280
Resurfacing Herefordshire Highways	0	10,081	0	0	0	0	10,081
City and Market Town Public Realm Investment	0	1,200	0	0	0	0	1,200
Highways Infrastructure Investment	7,354	7,301	6,385	0	0	0	21,040
Public Realm Improvements for Ash Die Back	581	477	240	118	0	0	1,416
E & E's S106	0	1,501	4,207	2,429	0	0	8,137
Play Area Investment	0	250	750	0	0	0	1,000
Public Realm Services Fleet	0	0	1,322	0	218	0	1,540
Public Realm Mobilisation	0	0	450	0	0	0	450

Road Safety Schemes	0	320	2,680	0	0	0	3,000
Traffic Signal Obsolescence Grant and Green Light Fund	3	538	0	0	0	0	541
<b>Total Economy &amp; Environment (Highways &amp; Public Space)</b>	<b>7,939</b>	<b>43,016</b>	<b>31,500</b>	<b>18,013</b>	<b>218</b>	<b>0</b>	<b>100,685</b>
Integrated Wetlands	2,676	1,686	398	0	0	0	4,760
Natural Flood Management	555	329	390	0	0	0	1,274
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	0	0	120	240	120	644	1,124
LEVI Pilot Fund Grant	24	36	60	0	0	0	120
Wye Valley National Landscape (previously AONB)	0	934	0	0	0	0	934
Solar Photovoltaic Panels	1,064	150	535	385	0	0	2,134
Yazor Brook	0	260	0	0	0	0	260
Waste	0	5,193	0	6,200	0	0	11,393
Home Upgrade Grant	0	70	0	0	0	0	70
Warm Homes Grant	0	501	1,003	982	0	0	2,485
Herefordshire Flood Risk Mitigation	0	250	1,805	0	0	0	2,055
<b>Total Economy &amp; Environment (Environmental)</b>	<b>4,318</b>	<b>9,409</b>	<b>4,311</b>	<b>7,807</b>	<b>120</b>	<b>644</b>	<b>26,609</b>
UK Shared Prosperity Fund	0	401	0	0	0	0	401
HWGTA - Development of Vocational Work Based Skills Investment	0	2,000	0	0	0	0	2,000
Employment Land & Incubation Space in Market Towns	866	3,961	5,460	8,360	0	0	18,648
Rural Prosperity Fund	0	512	0	0	0	0	512
<b>Total Economy &amp; Environment (Economic Growth)</b>	<b>866</b>	<b>6,874</b>	<b>5,460</b>	<b>8,360</b>	<b>0</b>	<b>0</b>	<b>21,561</b>
Hereford City Centre Transport Package	38,908	5,042	3,029	0	0	0	46,979
Hereford ATMs and Super Cycle Highway	0	0	1,000	0	0	0	1,000
Active Travel Fund 4	134	172	0	0	0	0	306
Active Travel Fund 5	0	0	99	0	0	0	99
Consolidated Active Travel Fund	0	0	265	0	0	0	265
Hereford Western Bypass Phase 1	356	2,100	13,584	11,700	12,560	0	40,300
Stronger Towns Fund - Greening the City	116	288	0	0	0	0	404
LUF - Active Travel Measures (north of river)	1,097	1,727	716	926	0	0	4,466



LUF - Active Travel Measures (south of river)	533	2,663	6,000	0	0	0	9,197
Local Transport Grant	0	5,837	5,975	6,966	7,775	8,584	35,137
Council school transport fleet	0	0	350	0	0	0	350
Bus Service Improvement Plan	0	1,108	0	0	0	0	1,108
<b>Total Economy &amp; Environment (Transport)</b>	<b>41,144</b>	<b>18,937</b>	<b>31,018</b>	<b>19,592</b>	<b>20,335</b>	<b>8,584</b>	<b>139,610</b>

<b>Total</b>	<b>74,508</b>	<b>115,118</b>	<b>129,494</b>	<b>70,961</b>	<b>20,673</b>	<b>9,228</b>	<b>419,982</b>
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	2025/26 Budget £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s	2029/30 Budget £000s	Total
February 2025 Council Approved Budget	155,247	87,507	38,599	218	-	281,571
Reprofile Budget	-60,332	24,979	22,029	12,680	644	0
Removal of WVT Project	-6,000	-	-	-	-	-6,000
24/25 Carry Forwards	11,708	5,978	-	-	-	17,686
Additional Grants	14,495	11,030	10,333	7,775	8,584	52,217
<b>Revised Capital Budget</b>	<b>115,118</b>	<b>129,494</b>	<b>70,961</b>	<b>20,673</b>	<b>9,228</b>	<b>345,474</b>

<b>Grant Additions since approval of Capital Programme by Council in February 2025</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>£000s</b>
MHCLG - UKSPS 25/26 Grant	401					401
DfT - Active Travel Fund 5 Grant	99					99
DfT - Additional 25/26 LTP Grant	5,882					5,882
DfT - CATF Grant	265					265
DfT - BSIP Grant	1,108					1,108
DESNZ - Warm Homes Grant	501	1,003	982			2,485
DEFRA - Rural Prosperity Fund 25/26	512					512
Sport England - Swimming Pool Fund	60					60

DfE - Additional Schools Maintenance Grant 25/26	379					379
DfE - High Needs Grant		2,466				2,466
DfE - Basic Needs Grant		1,587	1,006			2,593
DfT - Local Transport Grant 25/26	5,837					5,837
Employment Land - unsecured grant	- 2,053					(2,053)
WVNL - Welsh Gov and DEFRA Grants	889					889
HMAG - Clore Duffield			200			200
HMAG - Salix			1,075			1,075
HMAG - NHLF			104			104
DfT - Local Transport Grant 26/27 to 29/30		5,975	6,966	7,775	8,584	29,300
MHCLG - Additional DFG 25/26	615					615
<b>Total grant additions since approval by Council in February 2025</b>	<b>14,495</b>	<b>11,030</b>	<b>10,333</b>	<b>7,775</b>	<b>8,584</b>	<b>52,217</b>

Funding by Capital Grants that have to be spent in year (may be part funding)

Table C – Reprofiled budget details

	2025/26 Budgets Adj £000s	2026/27 Budgets Adj £000s	2027/28 Budgets Adj £000s	2028/29 Budgets Adj £000s	2029/30 Budgets Adj £000s	Reason
<b>Childrens &amp; Young Peoples (Including Schools)</b>						
Peterchurch Area School Investment	-78	78				
Basic Needs Funding	-6,500	2,500	4,000			Works were originally expected to commence at Aylestone school ahead of the summer holidays; however, delays in securing planning permission have significantly pushed back the programme timeline.
Childcare Expansion Capital Grant 2023-24	-130	130				Twelve childcare settings in areas of identified under-provision applied for grant funding to increase capacity. Six have been awarded a total of £151,000, with many delivering improvements over the summer. The remaining six have been asked to provide further information, with funding expected to be confirmed at the start of the academic year. While this will ensure full allocation of the grant, some settings may require Easter or summer 2026 to complete delivery.
School Accessibility Works	-500	500				The delay in spending is due to the Brockhampton Adaptation works. The works start date yet to be confirmed as the school have tendered for the works which have come in over their budget. The School have approached DfE for further funding, until the additional

						funding is confirmed we are not able to firm up the start of the works.
C & F's S106	-1,550		1550			Whilst we expect another robust delivery schedule for 2025-2026, our forecasts have been adjusted to reflect our current delivery programme. Further engagement is now required to commission new projects into the 2025-2026 schedule. It's also worth noting that some projects have been rescheduled because they can only be completed during school holidays or non-term periods. Furthermore, £2.4m of S106 Education funds are currently on hold, awaiting suitable timelines to begin on-site delivery.
<b>Total Childrens &amp; Young Peoples (Including Schools)</b>	<b>- 8,758</b>	<b>3,208</b>	<b>5,550</b>	<b>-</b>	<b>-</b>	
<b>Corporate Services (IT &amp; Transformation)</b>						
Device and Ancillary kit replacement programme	-185		185			Number of laptops that need replacing in 25/26 are less than originally expected
Planning & Regulatory Services software	-376	256	120			Delays in signing contract pushed the start of system implementation back to Sept, therefore implementation costs of consultancy, HC and Hoople have also been delayed until the project delivery commences.
IT System Upgrades & Server Replacements 2025-26	-182	182				The £68k contingency is not currently needed for any projects and the AI projects have not come forward as anticipated
<b>Total Corporate Services (IT &amp; Transformation)</b>	<b>- 743</b>	<b>438</b>	<b>305</b>	<b>-</b>	<b>-</b>	

Community Wellbeing						
Empty Property Investment & Development	-20	20				
Acquisition Fund for Housing Provision	-2,300	2,300				There have been some complexities with the completion of a building acquisition which has delayed the project. Designs have been finalised for the Buttercross building in Leominster, Building Regulations application has been submitted prior to seeking a contractor. John Venn refurbishment works contract is also out to tender.
Stronger Towns Fund - Hereford Museum & Art Gallery Redevelopment	-4,150		4,150			Budget has been revised down to realistic expectation of when the construction will actually commence (latter quarter of 25/26). It is anticipated that an early works package could be undertaken in autumn which will accelerate spend and ensure that time is utilised effectively. Grant funding is utilised first to ensure spend by deadlines is achieved.
Stronger Towns Library & Learning Centre relocation to Shirehall	-1,890	1,440	450			Being delivered as part of Shirehall Improvement Works project - see comments against that project line.
Community Capital Grants Scheme	-270	250	20			Grant notifications have been distributed, awaiting legal to seal the agreements so orders can be raised. So organisations aren't going to be in a position to deliver the works and to put grant claims in by March. Some of the applicants still need to obtain planning permission too (up to 12 weeks to receive it). The majority of the applications are quite major capital works and so again it is better to be

						realistic with timeframes and assume that it will be well in to 25/26 until they are in a position to submit grant claims.
<b>Total Community Wellbeing Including Housing</b>	<b>- 8,630</b>	<b>4,010</b>	<b>4,620</b>	<b>-</b>	<b>-</b>	

**Economy & Environment (Council Asset Investment)**

Estates Building Improvement Programme 2023-25	-1,450	1,450				Budget reprofiled due to a number of projects being underspent and projects awaiting confirmation of scope or approvals such as listed building consent.
Estates Building Improvement Programme 2024-27	-740	740				Budget reprofiled due to a number of projects being underspent and projects awaiting confirmation of scope or approvals such as listed building consent.
Building works from 2022 Condition Surveys	-860	860				Budget reprofiled due to a number of projects for delivery being reviewed by new building surveyor.
Shirehall Improvement Works	-2,685	2,685				A complex and challenging procurement process has led to some delay to contractor appointment in Q2, but this should be finalised during Q3 so that the final stage of RIBA 4 pre-construction design can begin in earnest, focused on refining and firming up project phasing scopes, costs and programme. A degree of risk until project costs and programme are moved from estimate status to contractual commitment.
Property Improvements in Care Homes	-285	285				Works have been delivered on time and under budget. Underspend has been added to phase 2 works.

Estates Building Improvement Programme 2025-28	-830	830				Budget reprofiled due to a number of projects to be delivered this financial year being under review and therefore confirmation of spend cannot be given.
<b>Total Economy &amp; Environment (Council Asset Investment)</b>	<b>- 6,850</b>	<b>6,850</b>	<b>-</b>	<b>-</b>	<b>-</b>	

#### Economy & Environment (Environmental)

Natural Flood Management	-40	40				The team remains hopeful that additional measures can be delivered this year, with Catchment Advisors continuing to collaborate with landowners to develop and submit further applications to the project's NFM Construction Grant Scheme.
Local Electric Vehicle Infrastructure Capital Fund (LEVI)	-424	-280	-60	120	644	Tender is currently out, and we are anticipating contract award in the autumn. No initial payment under this scheme so they won't get any money until charge points are delivered which is unlikely to happen this financial year
LEVI Pilot Fund Grant	-60	60				We are expecting to pay our contractor the next 30% staged payment within this financial year. It is dependant upon them delivering commissioned charge points so could be delayed depending on delivery date, but we think Q3 (December 2025) is a reasonable date by which payment has been made. This leaves the final balance to be paid in 26/27.
Solar Photovoltaic Panels	-385		385			The planned spend includes the solar PV at Shire Hall and initial works at the Plough Lane car port. The Plough Lane car port will complete in 26/27 due to the

						requirement for further ground work investigation works.
Waste	-6,200		6,200			The current forecast is based on the planned expenditure of the new Garden Waste and Food Waste services as detailed in the recent Cabinet reports. The remaining budget related to the further enhanced services, including the three weekly collections and introduction of a separate paper and card collection which is subject to a future decision.
Herefordshire Flood Risk Mitigation	-805	805				Work is currently progressing on a number of outstanding Section 19 flood investigations, and the findings (due autumn) will play a key role in guiding the most effective allocation of this funding.
<b>Total Economy &amp; Environment (Environmental)</b>	<b>- 7,914</b>	<b>625</b>	<b>6,525</b>	<b>120</b>	<b>644</b>	
<b>Economy &amp; Environment (Economic Growth)</b>						
Employment Land & Incubation Space in Market Towns	-5,304	5,304				A contractor for Ross Enterprise Park has now been appointed, following the completion of the final (RIBA 4 designs) and changes to the Section 278 agreement. It is anticipated the contractor will be on site in the autumn. The completion of the procurement will finalise the spend profile.
<b>Total Economy &amp; Environment (Economic Growth)</b>	<b>- 5,304</b>	<b>5,304</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Economy &amp; Environment (Highways &amp; Public Space)</b>						



E & E's S106	-2,403		2,403			The S106 programme forecasts have been adjusted to reflect the current delivery programme. The S106 Highways programme has encountered some setbacks including developing the necessary delivery framework, as well as adjustments required to coordinate projects with existing surface dressing and resurfacing programs. Additionally, larger schemes in the S106 Highways programme have experienced programme changes due to dependency on finalising planning applications or securing lease agreements. The S106 Off-Site Play & Sports Programmes has experienced some delays in community engagement and project scoping. Whilst we expect a robust delivery schedule for 2025-2026, further engagement is now required to commission new projects into the 2025-2026 schedule.
Play Area Investment	-250	250				Original allocation was split 50:50 over two years. Officers have been working up the proposed approach to this investment.
Road Safety Schemes	-1,180	1,180				Original allocation was split 50:50 over two years. Outline design work has been undertaken to date with designs now progressing to detailed stage (£320k forecast) in order to allow scheme delivery in 2026/27 through a new Council Highway Framework.
<b>Total Economy &amp; Environment (Highways &amp; Public Space)</b>	<b>- 3,833</b>	<b>1,430</b>	<b>2,403</b>	<b>-</b>	<b>-</b>	

**Economy & Environment (Transport)**

Hereford City Centre Transport Package	-3,029	3,029				Procurement and contract negotiation delayed construction start date, however, construction started August 25 and programme is set for delivery of the remaining element of HCCTP (Transport Hub).
Hereford ATMs and Super Cycle Highway	-711	711				Prioritising LUF grants to be spent first so match funding will be used on the construction that has slipped into 26/27
Active Travel Fund 5	-99	99				prioritising LUF grants to be spent first so match funding will be used on the construction that has slipped into 26/27
Consolidated Active Travel Fund	-265	265				prioritising LUF grants to be spent first so match funding will be used on the construction that has slipped into 26/27
Hereford Western Bypass Phase 1	-6,520	-7,740	1,700	12,560		Much of the design work has been deferred to the contractor stage as deemed better placed with the contractor and so bulk of spend will take place between Q4 25/26 and Q1 26/27. Securing of land has not been able to be completed as quickly as hoped and is more likely that options agreements will be triggered in Q2 26/27.
LUF - Active Travel Measures (north of river)	-1,326	400	926			Issues with design and procurement has meant further delay to programme. Spend is being accelerated where possible e.g. 20mph now delivered resurfacing package through resurfacing programme.
LUF - Active Travel Measures (south of river)	-6,000	6,000				Delays due to procurement have held back spend. However, the main work package (Holme Lacy Road) now

						commissioned and construction due to commence soon.
Council school transport fleet	-350	350				A review is to take place this year and once the best way forward has been decided a decision will be taken on how best to utilise this funding
<b>Total Economy &amp; Environment (Transport)</b>	<b>- 18,300</b>	<b>3,114</b>	<b>2,626</b>	<b>12,560</b>	<b>-</b>	
<b>Total</b>	<b>-60,332</b>	<b>24,979</b>	<b>22,029</b>	<b>12,680</b>	<b>644</b>	

Budgets are reprofiled in quarter 2 as recommended by External Audit to ensure finance reporting against a more deliverable capital programme. Explanations for reprofiling of the budget are given in the table above.





## APPENDIX C TREASURY MANAGEMENT QUARTER 2 2025/26 UPDATE

### Introduction

- 1.1 Treasury Management is the management of the council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 1.2 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures the council is implementing best practice in accordance with the Code.

### Economic Context

- 2.1 The first half of 2025/26 saw:
  - A 0.3% increase in Gross Domestic Product (GDP) for the period April to June 2025. More recently, the economy stagnated in July, with higher taxes for businesses restraining growth.
  - The 3-month year on year rate of average earnings growth excluding bonuses has fallen from 5.5% to 4.8% in July.
  - CPI inflation has fluctuated but finished September at 3.8%, whilst core inflation eased to 3.6%;
  - 10-year gilt yields, having fluctuated between 4.4% and 4.8%, were 4.7% in September.
- 2.2 On 7 August, the Bank of England's Monetary Policy Committee (MPC) voted to reduce the Bank Rate from 4.25% to 4.00% and held it steady in their September meeting.

## Investments

3.1 At 30 September 2025, the council held investments as shown in table 1.

**Table 1 Investment Portfolio**

Treasury investments	Term	Maturity date	Interest rate	Amount invested £m
<b>Instant Access Money Market Funds:</b>				
Federated	N/A	N/A	4.09%	10.00
Aberdeen Standard	N/A	N/A	4.08%	10.00
Deutsche	N/A	N/A	4.01%	1.09
Insight	N/A	N/A	4.04%	10.00
Morgan Stanley	N/A	N/A	4.04%	10.00
Invesco	N/A	N/A	4.07%	9.00
CCLA	N/A	N/A	4.04%	6.00
<b>Fixed Term Deposits:</b>				
Lloyds	92 days	07/11/25	4.10%	5.00
<b>Total treasury investments</b>			<b>Average 4.06%</b>	<b>61.09</b>

3.2 The council applies the credit worthiness service provided by MUFG Corporate Markets. This service employs a modelling approach utilising credit ratings from three main credit rating agencies (Fitch, Moody's and Standard and Poor's). This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system to which MUFG Corporate Markets allocate a series of colour coded bands with suggested maximum durations for investments. These are detailed in the Treasury Management Strategy for 2025/26 as approved by Council in February 2025.

3.3 The council has earned interest on its investments as shown in table 2. There is a revenue budget of £0.552 million for 2025/26, resulting in an underspend of £0.844 million within the Central budget line.

**Table 2: Interest earned**

Month	Average amount invested £m	Average rate of interest earned	Amount of interest earned £m
Apr 25	52.1	4.54%	0.194
May 25	60.9	4.39%	0.227
Jun 25	62.7	4.28%	0.203
July 25	70.7	4.54%	0.266
August 25	77.6	4.10%	0.271
September 25	71.0	4.03%	0.235
<b>Total</b>			<b>1.396</b>
<b>Budget</b>			<b>0.552</b>
<b>Underspend variance</b>			<b>0.844</b>

3.4 In addition to the investment income, the council earns interest on the provision of loan finance to the waste disposal PFI provider. This is expected to generate loan interest of £1.7 million in 2025/26 and will be credited to the waste reserve.

## Borrowing

- 4.1 The council can only borrow up to its Authorised Borrowing Limit which represents the affordable limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authorised Borrowing Limit for external borrowing (excluding PFI and leases) for 2025/26 is £350m which was approved in the Treasury Management Strategy.
- 4.2 At 30 September 2025, the council held long-term borrowing of £135.5m; no new long-term borrowing has been secured during the current financial year. The council's Capital Financing Requirement at 1<sup>st</sup> April 2025 is £320.6m, which demonstrates that the Council has significant internal borrowing when compared to the actual long-term borrowing (excluding PFI liabilities) of £135.5m.
- 4.3 It is anticipated that significant further borrowing will be undertaken in the second half of the financial year, due to actual expenditure within the capital programme and the ongoing impact of financing the DSG deficit.
- 4.4 The current capital financing budget position is shown in table 3, which includes interest payable forecasts for the anticipated further borrowing. The overspend will be managed through the use of the Treasury Management reserve.

**Table 3: Summary of borrowing budget**

	Budget £m	Forecast £m	(Surplus)/deficit £m
Minimum Revenue Position (MRP)	11.8	11.3	(0.5)
Interest Payable on loans	5.8	6.6	0.8
<b>Total</b>	<b>17.6</b>	<b>17.9</b>	<b>0.3</b>

## Compliance with Treasury and Prudential Limits

- 5.1 During the quarter ended 30 September 2025, the council has operated within the treasury and prudential indicators set out in the Treasury Management Strategy for 2025/26. Actual values for quarter 2 are shown in table 4.
- 5.2 Treasury indicators for quarter 2 are shown as actual values as at 30 September 2025, e.g. for PI4 (authorised limit for external debt), the actual value of external debt as at 30 September 2025 of £183.3 million is shown against a Treasury Indicator limit of £420.0 million as approved in the Treasury Management Strategy. This means that actual debt is lower than the approved limit and the council is operating within agreed boundaries.
- 5.3 Prudential indicators for quarter 2 are shown as updated forecasts for the financial year 2025/26, e.g. for PI1 (capital expenditure), the forecast of spend for the financial year 2025/26 of £112.1 million is shown against a Prudential indicator value approved in the Treasury Management Strategy of £155.2 million. This means that capital expenditure for 2025/26 is now forecast to be lower than was budgeted for at the start of the year.

**Table 4: Prudential and Treasury indicators for 2025/26 as at 30 September 2025**

Ref	Treasury indicators	Description	2025/26 Budget/Limit £000	Actual as at 30 Sept 2025 £000	Compliance result
PI4	Authorised limit for external debt	To set an authorised limit for its gross external debt for the forthcoming financial year (includes PFI liabilities)	420,000	183,300	Within limit
PI5	Operational boundary for external debt	To set an operational boundary for its gross external debt for the forthcoming financial year (includes PFI liabilities)	400,000	183,300	Within limit
PI8	Upper limit for principal sums invested over 364 days	To set an upper limit for total principal sums invested over 364	5,000	NIL	Within limit
PI7	Maturity structure upper and lower limits:	To set upper and lower limits for the maturity structure of its borrowing			
	Under 12 months		0-10%	5%	Within limit
	12 months to 2 years		0-10%	5%	Within limit
	2 to 5 years		0-25%	12%	Within limit
	5 to 10 years		0-35%	18%	Within limit
	10 years and above		0-80%	60%	Within limit
	Prudential indicators	Description	2025/26 Budget £000	Forecast for 2025/26 at 30 Sept 2025 £000	Compliance result
PI1	Capital expenditure	A reasonable estimate of the total capital expenditure that it plans to incur during the forthcoming financial year	155,247	112,131	Under budget
PI2	Capital financing requirement (CFR)	A reasonable estimate of the total capital financing requirement at the end of the forthcoming financial year	378,079	335,342	Under budget
PI3	Gross debt and CFR	To ensure that the total gross debt does not, except in the short term, exceed the total of capital financing requirement	64%	40% current debt only	Below 100%, within limit
PI6	Ratio of financing costs to net revenue stream	To estimate the proportion of financing costs to net revenue stream for the forthcoming financial year	10%	8%	Under budget
PI9	Ratio of net commercial and service investments income to net revenue stream	To estimate the proportion of net income from commercial and service investments to net revenue stream for the forthcoming financial year	1%	1%	Low reliance on this income



## Appendix D: Progress against 2025/26 approved Savings as at 30 September 2025 (Quarter 2)

**2025/26 Approved Savings:** Total Savings of £3.9 million for 2025/26 were approved by Council on 7 February 2025.

The status of the delivery of approved savings as at 30 September 2025 (Quarter 2) is noted below:

Directorate	Approved Savings £m	Delivered £m	Forecast £m	At Risk £m
Children & Young People	3.9	1.6	2.3	-
<b>Total Approved Savings</b>	<b>3.9</b>	<b>1.6</b>	<b>2.3</b>	<b>-</b>
	<b>100%</b>	<b>40%</b>	<b>60%</b>	<b>0%</b>

At 30 September 2025 (Quarter 2), £1.6 million (40%) of the £3.9 million approved savings for 2025/26 have been delivered with a further £2.3 million (60%) forecast to be delivered in year. The status of individual savings as per Appendix B of the Council Report approved on 7 February 2025, is shown in **Annex 1** below.

**2025/26 Brought forward Savings:** Savings not delivered recurrently in previous years have been carried forward into 2025/26. A focused review of the original proposals and planned activity has been undertaken, and revised savings plans have been developed, where appropriate, to confirm activity to deliver savings in 2025/26.

Directorate	Savings Target £m	Delivered £m	Forecast £m	At Risk £m
Community Wellbeing	3.2	1.0	2.2	-
Economy & Environment	0.4	0.1	0.3	-
Corporate Services	0.5	0.3	0.2	-
Home to School/SEN Transport	0.5	-	0.5	-
Transformation	7.3	5.0	0.9	1.4
<b>Total Brought forward Savings</b>	<b>11.9</b>	<b>6.4</b>	<b>4.1</b>	<b>1.4</b>
	<b>100%</b>	<b>54%</b>	<b>34%</b>	<b>12%</b>

At 30 September 2025 (Quarter 2), £6.4 million (54%) of the £11.9 million brought forward savings have been delivered with a further £4.1 million (34%) forecast to be delivered in year; £1.4 million (12%) remain at risk and with focused activity underway to resolve or mitigate in year. The revised savings, to be monitored for delivery in 2025/26, are detailed in **Annex 2** below.

## Annex 1: Status of delivery of approved savings at 30 September 2025 (Quarter 2)

Children & Young People 2025/26 Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
S1 Reduction and redesign in workforce	1,577	-			1,577
S2 Reduction in Placements	1,567	-	1,567		
S3 Reduction in Social Work Agency posts	785	-		785	
<b>Total Children and Young People</b>	<b>3,929</b>	<b>-</b>	<b>1,567</b>	<b>785</b>	<b>1,577</b>
		<b>0%</b>	<b>40%</b>	<b>20%</b>	<b>40%</b>
<b>Total 2025/26 Savings Targets</b>	<b>3,929</b>	<b>-</b>	<b>1,567</b>	<b>785</b>	<b>1,577</b>

### RAG Rating – to show confidence in delivery of savings

<b>Red</b>	Delivery in 2025/26 at risk. Recovery action to identify mitigations required.
<b>Amber</b>	Activity to deliver savings in 2025/26 is in progress.
<b>Green</b>	Activity to deliver savings expected to be delivered in 2025/26 is on target.
<b>Blue</b>	Savings achieved in 2025/26.

## Annex 2: Status of delivery of brought forward savings at 30 September 2025 (Quarter 2)

Brought forward prior year Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
<b>S1 (23/24)*</b> Stable Engaged Workforce - <b>Replaced</b>	-	-	-	-	-
<b>S1 (24/25)*</b> Workforce Service Review - <b>Replaced</b>	-	-	-	-	-
<b>S2 (24/25)*</b> Deletion of vacant posts - <b>Replaced</b>	-	-	-	-	-
<b>NEW target 25/26</b> - Additional income generation	965	-	667	298	-
<b>S4 (24/25)*</b> Review of high-cost packages in Adult Social Care	649	-	-	-	649
<b>S5 (24/25)*</b> Better utilisation of existing care contracts	200	-	200	-	-
<b>S3 (23/24)*</b> New Integrated Models of Care	480	-	457	16	7
<b>S5 (23/24)*</b> Digital and Technology	255	-	255	-	-
<b>S6 (23/24)*</b> Respite Provision	300	-	300	-	-
<b>S7 (23/24)*</b> Process efficiency: Block bed contracts	100	-	-	-	100
<b>S12 (23/24)*</b> Process Efficiency - Brokerage	100	-	58	-	42
<b>S16 (23/24)*</b> Supported Living	169	-	-	-	169
<b>Total Community Wellbeing</b>	<b>3,218</b>	<b>-</b>	<b>1,937</b>	<b>314</b>	<b>967</b>
<b>S6 (24/25)*</b> Inflationary Increases in Fees and Charges	267	-	267	-	-
<b>S8 (24/25)*</b> Transfer of functions from the Local Enterprise Partnership (LEP)	100	-	-	-	100
<b>Total Economy &amp; Environment</b>	<b>367</b>	<b>-</b>	<b>267</b>	<b>-</b>	<b>100</b>
<b>S3 (24/25)*</b> Oxygen Finance solution	60	-	60	-	-
<b>S5 (24/25)*</b> Automation of Council Tax and Business Rate processes	100	-	100	-	-
<b>S36 (23/24)*</b> Transformation of Programme Management Office (PMO)	300	-	-	-	300
<b>Total Corporate Services</b>	<b>460</b>	<b>-</b>	<b>160</b>	<b>-</b>	<b>300</b>
<b>S4 (24/25)*</b> SEN Transport Efficiencies	200	-	200	-	-
<b>NEW target 25/26</b> SEN Transport Efficiencies – <b>Target stretched</b>	<b>300</b>	<b>-</b>	<b>300</b>	<b>-</b>	<b>-</b>
<b>Total Home to School/SEN Transport</b>	<b>500</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>
<b>S6 (24/25)*</b> Reduction in Hoople SLA contract value and workforce service reviews	1,900	1,420	-	-	480
<b>S1 (24/25)*</b> Mutual Early Resignation Scheme (MERS24) - <b>Reduced</b>	502	-	-	-	502
<b>S2 (24/25)*</b> Transformation: Thrive Programme Savings - <b>Replaced</b>	-	-	-	-	-
<b>S3 (24/25)*</b> Transformation: Target Operating Model - <b>Replaced</b>	-	-	-	-	-
<b>NEW target 25/26</b> – Directorate Budget Efficiencies	4,929	-	839	-	4,090

Brought forward prior year Saving Targets Q2 Forecast	Target £'000	At Risk £'000	In Progress £'000	On Target £'000	Delivered Recurrent £'000
<b>Total Transformation</b>	<b>7,331</b>	<b>1,420</b>	<b>839</b>	<b>-</b>	<b>5,072</b>
<b>Total 2025/26 Savings Targets</b>	<b>11,876</b>	<b>1,420</b>	<b>3,703</b>	<b>314</b>	<b>6,439</b>
	<b>100%</b>	<b>12%</b>	<b>32%</b>	<b>2%</b>	<b>54%</b>

(S 24/25)\* - balance of 2024/25 approved savings target not delivered recurrently (no change to proposed source of activity to deliver saving in 2025/26)  
[2024/25 Approved Savings Plans](#)

(S 23/24)\* - balance of 2023/24 approved savings target not delivered recurrently (no change to proposed source of activity to deliver saving in 2025/26)  
[2023/24 Approved Savings Plans](#)



# Title of report: Risk Management Update Quarter 2 2025-26

**Meeting:** Cabinet

**Meeting date:** Thursday 20 November 2025

**Cabinet member:** Councillor Stoddart, finance and corporate services

**Report by:** Director of Finance

**Report Author:** Director of Finance

## Classification

Open

## Decision type

Non-key

## Wards affected

All Wards

## Purpose

To provide an update on the status of corporate risks at the end of Quarter 2 2025/26 (September 2025) and provide assurance that risks are being managed effectively across the council.

## Recommendation(s)

**That Cabinet:**

- a) Approves the updates to the Corporate Risk Register and actions to mitigate identified risks at Quarter 2 2025/26.
- b) Notes the activity to embed the revised risk management strategy to strengthen risk management activity across the council at Corporate, Directorate and Service levels.

## Alternative options

1. Cabinet may choose not to review the council's corporate risks. This is not recommended as risk management is an integral part of the council's governance arrangements and decision-making processes and is fundamental to the successful delivery of strategic objectives.

## Key considerations

2. The revised Risk Management Strategy 2025/26 and Risk Appetite Statement were approved by Cabinet in June 2025. The Strategy sets out the approach and principles of risk management, outlining the council's risk appetite, to inform the management of risks by Members and Officers across the council.
3. The Corporate Leadership Team (CLT) have undertaken a review of the Corporate Risk Register (included at Appendix A) at 30 September 2025 to update risk scores, consider the adequacy of control measures and mitigating actions and identify new threats and opportunities to the delivery of the objectives and priorities of the Council Plan 2024-28.
4. In addition to this quarterly update, CLT and Cabinet continue to monitor risks throughout the year to ensure appropriate and proportionate controls are in place as part of the risk management framework and internal control framework.
5. The revised Corporate Risk Register approved by Cabinet in June 2025 included 9 corporate risks. At Quarter 2, no additional risks have been identified for inclusion in the Corporate Risk Register.
6. The scores of each of the risks have been reviewed by the relevant Risk Owner, supported by discussion and oversight by CLT. Changes to risk scores of Corporate Risks are summarised below.
7. **R4:** Failure to deliver capital and major projects within identified resources and planned timeframes resulting in significant overspend and reduced project outcomes. The risk score has been updated to 12 at Quarter 2: Likelihood: 3 (Possible), Impact 4 (Major) from a previous score of 9 at Quarter 1: Likelihood: 3 (Possible), Impact 3 (Moderate). This recognises the impact of risks to project budgets.
8. **R5:** Failure to deliver a sustainable financial strategy that supports delivery of the Council Plan priorities. (Including delivery of savings, commercial income, capital receipts and ensuring resources are available to deliver statutory obligations and fund organisational development and transformation). The risk score has been updated to 12 at Quarter 2: Likelihood: 3 (Possible), Impact 4 (Major) from a previous score of 9 at Quarter 1: Likelihood: 3 (Possible), Impact 3 (Moderate). This recognises the impact of risks to the council's financial sustainability as a result of the Fair Funding Review and increasing demand and cost pressures.
9. In addition to the review of the Corporate Risk Register, CLT members are engaged in activity to review and monitor Directorate, Service and Project level risk registers and embed the revised Strategy across the council.
10. The council's 2025/26 Internal Audit Plan has been reviewed to ensure it is aligned to the refreshed Risk Strategy and risks identified in the Corporate Risk Register. The revised Plan was approved by Audit & Governance Committee in September 2025.
11. Further activity planned during 2025/26 includes:
  - i. Risk management training.
  - ii. Update of the council's Risk Management Intranet page.
  - iii. Development of Risk Management dashboard reporting.

## Community impact

12. Effective risk management is essential to the delivery of the priorities set out in the Council Plan. Specially, the Council plan commits the council to 'develop a Corporate Risk Strategy to improve the process for managing corporate and directorate risks'.

## Environmental Impact

13. 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.
14. Whilst this is a report for information and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the council's Environmental Policy.

## Equality duty

15. The Public Sector Equality Duty requires the Council to consider how it can positively contribute to the advancement of equality and good relations, and demonstrate that it is paying 'due regard' in our decision making in the design of policies and in the delivery of services.
16. The mandatory equality impact screening checklist has been completed for this activity and it has been found to have no impact for equality. It is recognised that each identified individual corporate risk may have its own individual impacts on equalities or assessed as a risk due to its effect on equality. These are monitored as part of the ongoing individual service or project delivery. Effective risk management arrangements will ensure the council complies with its equality duties.

## Resource implications

17. There are no specific resource implications from the report itself.

## Legal implications

18. Cabinet is responsible for approving the Risk Management Strategy and is accountable for ensuring that a corporate risk register is established and maintained, including details of actions to mitigate identified risks, and that this is regularly monitored.

## Risk management

19. This is a report to review the Corporate Risk Register and risk management arrangements at Quarter 2 2025/26.

## Consultees

20. None.

## Appendices

Appendix A Corporate Risk Register Quarter 2 2025/26.

## Background papers

None.

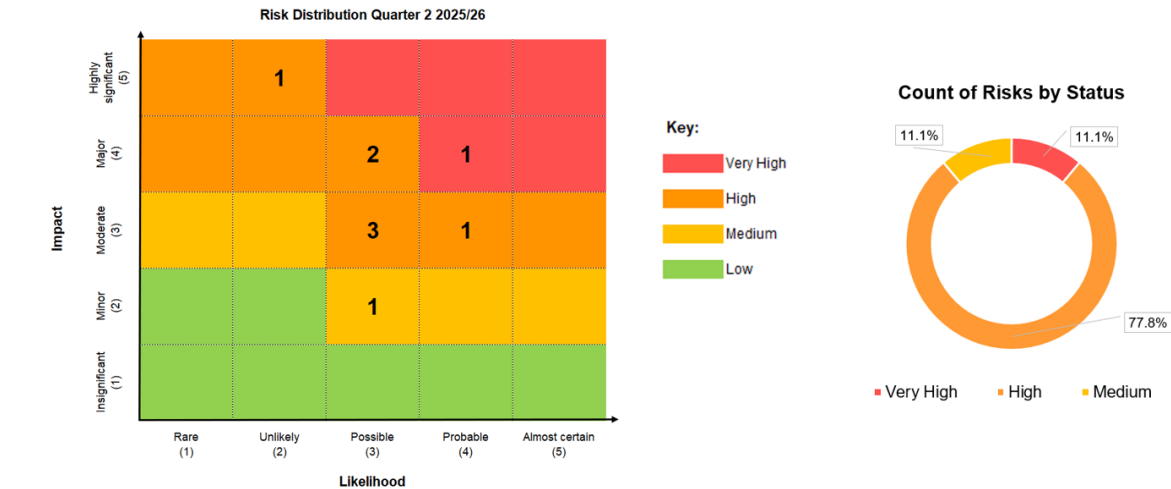




Appendix A: Corporate Risk Register Update at Quarter 2 2025/26

Ref	Corporate Risk	2025/26 Q1 Residual	2025/26 Q2 Residual	2025/26 Q3 Residual	2025/26 Q4 Residual	Current RAG
R1	Failure to discharge duty of care for a vulnerable child or vulnerable adult.	10	10			High
R2	Demand for client-based services continues to increase resulting in increased budget pressures and poor outcomes for those people in receipt of our services.	12	12			High
R3	Lack of local special educational needs and disabilities (SEND) placement provision to meet current and future levels of demand.	16	16			Very High
R4	Failure to deliver capital and major projects within identified resources and planned timeframes resulting in significant overspend and reduced project outcomes.	9	12			High
R5	Failure to deliver a sustainable financial strategy that supports delivery of the Council Plan priorities.	9	12			High
R6	Inability to attract and recruit candidates and retain staff leading to an inability to deliver services.	6	6			Medium
R7	Inability to respond adequately to a significant emergency affecting ability to provide priority services.	9	9			High
R8	Risks within the West Mercia community area.	9	9			High
R9_NEW	Risk of financial failure of major supplier.	9	9			High

Risk rating	Action
Very High	Immediate and significant management action and control required. Continued proactive monitoring of risk.
High	Seek cost effective management actions and controls. Continued proactive monitoring of risk.
Medium	Seek cost effective control improvements. Monitor and review risk regularly.
Low	Seek improvements to controls if cost effective to do so. Monitor and review risk regularly.



Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
R1	<p>Failure to discharge duty of care for a vulnerable child or vulnerable adult.</p> <p><b>Risk Owner:</b> Corporate Directors: Community Wellbeing, Children &amp; Young People</p>	<p><b>Strategic Delivery - Council Plan</b> <b>Priority: PEOPLE</b></p> <p><b>(Exception 1: Safety and wellbeing of residents)</b></p>	<p><b>Exception 1: Averse</b> Limited appetite to risk. The council is responsible for providing services to those who need it most, including vulnerable adults and children and operates rigorous safeguarding measure to ensure the health and safety of residents. The council will continually seek to avoid activities that present a threat to the safety of the public and will do everything possible to prevent the loss of life.</p>	<p><b>Services for Adults</b> There are clear processes in place for same-day triage of safeguarding concerns raised and action is taken for those at greatest risk. Outcomes are monitored by frontline managers with senior management oversight. All staff access training aligned to their job roles and responsibilities. The Principal Social Worker (PSW) led practitioner forums provide further support and embed practice for staff working with vulnerable adults. Daily case discussions take place and established processes for escalation are in place across the service. The Deprivation of Liberty Safeguards (DoLS) Service follows the Association of Directors of Adult Social Services (ADASS) guidance for case prioritisation. Continuous professional development for staff and providers, additional legal support and constant review and prioritisation of cases waiting for assessment is undertaken. Safe and well checks are undertaken for those at high risk. There are duty arrangements in place to cover emergencies and any urgent work required. Oversight and assurance of multi-agency safeguarding practice is delivered by the Herefordshire Safeguarding Adults Board (HSAB). The Complex Adult Risk Management (CARM) process has been reviewed and strengthened. There is an established process of 'Team Around Me' and 'Breaking the Cycle' forums with partners to ensure a joined-up approach by agencies to support adults with multiple complex vulnerabilities.</p> <p><b>Children's Services</b> Children's Safeguarding procedures and Practice Standards in place to guide practice.</p>	<p><b>Likelihood:</b> 3 (Possible)</p> <p><b>Impact:</b> 5 (Highly significant)</p> <p><b>Inherent Risk Score = 15</b></p>	<p><b>Likelihood:</b> 2 (Unlikely)</p> <p><b>Impact:</b> 5 (Highly significant)</p> <p><b>Residual Risk Score = 10</b></p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
				<p>An audit programme is in place to review compliance with practice standards. There is regular (monthly) supervision of social workers – KPI and Adult review compliance</p> <p>The Better Outcomes Panel is responsible for reviewing children in care placements. The Service Director receives and is the decision maker on all children received into care.</p> <p>Cases with high risk are reviewed within Legal Gateway meeting chaired by Senior Manager and attended by Legal to ensure threshold for proceedings is considered.</p>		
R2	<p>Demand for client-based services continues to increase resulting in increased budget pressures and poor outcomes for those people in receipt of our services.</p> <p><b>Risk Owner:</b> Corporate Directors: Community Wellbeing, Children &amp; Young People</p>	<p><b>Strategic Delivery - Council Plan</b> <b>Priority: PEOPLE</b></p>	<p><b>Open</b></p> <p>The council is ambitious in its aim to support children and young people to thrive within highly effective schools and flourishing communities. It seeks out opportunities to collaborate with partners to support residents to live healthy lives within connected and safe communities and is prepared to accept a level of risk to deliver against this priority.</p>	<p>A Budget Resilience Reserve was established in 2024/25 to manage the impact of in-year cost pressures and volatility in demand across social care budgets in 2025/26 and 2026/27. A balance of £7.0m has been carried forward at 1 April 2025 to be allocated by the S151 Officer and Cabinet approval to ensure that appropriate measures have been taken within Directorates.</p> <p><b>Demand for Adult Services:</b> Demand pressures are managed through a robust 'front-door' prevention strategy including: Promotion of Technology Enabled Care (TEC), Community options via Talk Community model, Monthly review of operational performance data, Pathway Redesign and Structural Reform, Community Brokerage, Case Collaboration and Peer Challenge, Complex Care Pathway Development and a Prevention-focused Culture.</p> <p>Joint working arrangements are in place and the Integrated Care Board (ICB) for complex care pathway has been established for those with high level needs.</p>	<p><b>Likelihood:</b> 4 (Probable)</p> <p><b>Impact:</b> 4 (Major)</p> <p><b>Inherent Risk Score = 16</b></p>	<p><b>Likelihood:</b> 4 (Probable)</p> <p><b>Impact:</b> 3 (Moderate)</p> <p><b>Residual Risk Score = 12</b></p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
				<p>Monthly Budget Board meetings are in place to monitor spend and progress in the delivery of savings, and opportunities for income maximisation, is monitored via a dedicated Savings Programme group.</p> <p>Monthly Directorate Budget Reports track spend against budget, identify cost pressures and highlight financial risks.</p> <p>Managing the market work programme will include a redesign of block contract beds to increase capacity.</p> <p>A feasibility review of a council-controlled care capacity for complex/dementia care is underway.</p> <p><b>Demand for Children's Services:</b> Regular meetings between Service Directors and Finance to monitor budget throughout the year and identify cost pressures in timely manner.</p> <p>There is a strong cultural message from Directorate leadership to ensure Best Value in the delivery of services.</p> <p>The Better Outcome Panel, chaired by the Service Director, oversees placement costs. A Care Placement Sufficiency Strategy has been developed. The Strategy will ensure value for money through sufficiency of safe and appropriate options for young people.</p>		
<b>R3</b>	Lack of local special educational needs and disabilities (SEND) placement provision to meet current and future levels of demand. Risk that the needs of children with SEND cannot be met in Herefordshire and/or Out of County placements will be required, leading to costs exceeding budget and poorer outcomes for children and young people.	<b>Strategic Delivery - Council Plan</b> <b>Priority: PEOPLE</b>	<b>Open</b> The council is ambitious in its aim to support children and young people to thrive within highly effective schools and flourishing communities. It seeks out opportunities to collaborate with partners to support residents to live healthy lives within connected and safe communities and is prepared to accept a level of risk to deliver against this priority.	<p>The Area SEND inspection was completed in December 2024 and an action plan has been developed to address the areas for improvement identified.</p> <p>A new SEND service manager was appointed in September 2024 to provide additional managerial oversight, scrutiny and direction to this part of the service.</p> <p>Business cases for increased Alternative Provision (AP) are in development to maximise inclusive education and reduce the use and cost of independent provision. The proposed additional provision will be delivered through the capital programme in 2026/27.</p>	<p><b>Likelihood:</b> 4 (Probable)</p> <p><b>Impact:</b> 4 (Major)</p> <p><b>Inherent Risk Score = 16</b></p>	<p><b>Likelihood:</b> 4 (Probable)</p> <p><b>Impact:</b> 4 (Major)</p> <p><b>Residual Risk Score = 16</b></p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
	<b>Risk Owner:</b> Corporate Director Children & Young People			<p>The Dedicated Schools Grant (DSG) Deficit Management Plan is monitored by the Director of Children's Services (DCS) and S151 Officer as part of monthly Budget Boards. The plan includes detailed financial modelling of the impact of current and planned increases in provision.</p> <p>The Department of Education (DfE) is providing funding to develop and deliver a new special school in Herefordshire. The new school will provide 80 places for children with Autistic Spectrum Disorder (ASD) and Severe Learning Difficulties (SLD), a cohort for which there is currently no dedicated in-county provision.</p>		
R4	<p>Failure to deliver capital and major projects within identified resources and planned timeframes resulting in significant overspend and reduced project outcomes.</p> <p><b>Risk Owner:</b>  Corporate Director of Economy &amp; Environment</p>	<b>Strategic Delivery - Council Plan</b> <b>Priority: GROWTH PLACE</b>	<b>Open</b> The council is aspirational and seeks out opportunities to attract investment, drive business growth and development of talent across the county and is prepared to accept a level of risk to deliver against this priority. The council is innovative and pioneering in its commitment to managing the effects of climate change across the county. It has ambitious plans to deliver learning and culture projects and to expand infrastructure, to support economic growth and housing, and is prepared to accept a level of risk to deliver against this priority.	<p>Each major project has an assigned Senior Responsible Officer, a dedicated Project Management Officer Project Manager and a Project Board of relevant representatives from across the council (relevant service area, legal, finance, property services etc) to lead delivery.</p> <p>Additional controls are in place to monitor expenditure in respect of capital and major projects linked to cashflow requirements via monthly Directorate Budget Boards.</p> <p>An external review of capacity and capability of Directorate teams including the Project Management Office and enabling, corporate functions (finance, procurement, legal) has been commissioned to ensure appropriate skills and resources are in place to successfully deliver capital and major projects. Where gaps are identified, additional resources will be allocated.</p> <p>A review of the council's Capital Programme is currently underway to identify opportunities to maximise resources and funding to prioritise delivery of capital projects and minimise risks to delivery and budget.</p>	<b>Likelihood:</b> 4 (Probable)  <b>Impact:</b> 4 (Major)  <b>Inherent Risk Score = 16</b>	<b>Likelihood:</b> 3 (Possible)  <b>Impact:</b> 4 (Major)  <b>Residual Risk Score = 12</b>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
R5	<p>Failure to deliver a sustainable financial strategy that supports delivery of the Council Plan priorities. (Including delivery of savings, commercial income, capital receipts and ensuring resources are available to deliver statutory obligations and fund organisational development and transformation.)</p> <p><b>Risk Owner:</b> Director of Finance (S151 Officer)</p>	Financial	<p><b>Cautious</b></p> <p>The council has a cautious appetite level towards legal and compliance risks with robust processes in place to ensure the risk of legal challenge is minimised.</p>	<p>Council set a balanced budget for 2025/26 at its meeting in February 2025.</p> <p>The forecast outturn position against budget is reported on a monthly basis to Directorates and CLT.</p> <p>Effective budget monitoring arrangements are in place via Directorate Budget Boards to monitor delivery of services against agreed budget, achievement of savings and delivery of capital and major projects.</p> <p>Expenditure controls will continue in 25/26 via Directorate Control Panels to challenge and reduce, defer or stop spend above £500.</p> <p>High quality financial reporting is achieved through additional controls to ensure forecasting informed by reliable, timely activity data.</p> <p>The Finance Team adhere to statutory deadlines; an unqualified audit opinion was achieved in 2023/24 and 2024/25.</p> <p>Additional controls are in place to monitor expenditure in respect of capital and major projects linked to cashflow requirements via monthly Directorate Budget Boards.</p> <p>A review of earmarked reserves undertaken in December 2024 and the Budget Resilience Reserve was established to manage demand pressures in 2025/26 and 2026/27.</p> <p>The outcome of the Fair Funding Review 2.0 highlights a potential reduction in funding for the council, resulting in a significant budget gap in each of year of the MTFS. Work to develop the 2026/27 Revenue Budget and Capital Programme is currently underway to resolve the gap and prioritise resources.</p>	<p><b>Likelihood:</b> 4 (Probable)</p> <p><b>Impact:</b> 4 (Major)</p> <p><b>Inherent Risk Score = 16</b></p>	<p><b>Likelihood:</b> 3 (Possible)</p> <p><b>Impact:</b> 4 (Major)</p> <p><b>Residual Risk Score = 12</b></p>
R6	<p>Inability to attract and recruit candidates and retain staff leading to an inability to deliver services. Loss of skills knowledge and experience (retention &amp; recruitment) in relation to staffing.</p>	<p>Strategic Delivery - Council Plan</p> <p>Priority: TRANSFORMATION</p>	<p><b>Open</b></p> <p>The council is committed to improving the use of technology across its services and will embrace new technologies, test ideas and develop a culture of innovation to improve services and deliver value for</p>	<p>The council's Workforce Strategy 2024-2028 was approved for implementation in April 2024. The Strategy has been developed to recruit, retain and invest in a skilled and well-trained workforce.</p> <p>A Children &amp; Young People Workforce Strategy, aligned to the Corporate Workforce Strategy with a specific focus on ambitions for staff in the C&amp;YP Directorate, is in place</p>	<p><b>Likelihood:</b> 3 (Possible)</p> <p><b>Impact:</b> 3 (Moderate)</p> <p><b>Inherent Risk Score = 9</b></p>	<p><b>Likelihood:</b> 3 (Possible)</p> <p><b>Impact:</b> 2 (Minor)</p> <p><b>Residual Risk Score = 6</b></p>

Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
	<b>Risk Owner:</b> Director of HR and OD		money. Transformation and Digital Strategies in place to support deliver of aims.	to support permanent recruitment and development of staff internally. The Spirit of Herefordshire recruitment brand has been developed to increase awareness of job opportunities within the council and county and provide relevant information to ensure a positive candidate experience and support strong applications. The council offers welcome and retention scheme payments to respond to challenges in the recruitment and retention of qualified and experienced social workers. Through the council's Learning & Organisation (L&OD) team, activity to identify and recruit to new apprenticeship programmes is underway. A leadership development programme (@LeadHC) has been developed and will be launched in 2025/26 to address gaps in the learning and development offer and strengthen leadership skills and capabilities. The Lead@HC Programme will aim to develop inspirational leaders across four themes: Grow, Aspire, Empower, Innovate.		
R7	Inability to respond adequately to a significant emergency affecting ability to provide priority services.  Including severe weather, critical damage to council buildings, loss of power or infrastructure, cyber security.  <b>Risk Owner:</b> Corporate Leadership Team/Cabinet Members	<b>Legal &amp; Compliance</b> <b>Governance</b> <b>Data &amp; Technology</b> <b>Security</b> <b>Reputational</b>	<b>Cautious</b> The council has a cautious appetite level towards these risk categories with robust processes in place to ensure the impact on service delivery is minimised.	Gold/Silver emergency planning arrangements are in place across the council. Training has been delivered to Gold/Silver level officers in 2025. An Information Directory has been set up to ensure responsible individuals can provide an effective/timely response. Training exercises are planned in 2025/26 with partner agencies to test and review the adequacy of arrangements.	<b>Likelihood:</b> 3 (Possible)  <b>Impact:</b> 4 (Major)  <b>Inherent Risk Score = 12</b>	<b>Likelihood:</b> 3 (Possible)  <b>Impact:</b> 3 (Moderate)  <b>Residual Risk Score = 9</b>



Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
R8	<p>Risks within the West Mercia community area including:</p> <ul style="list-style-type: none"> <li>• Terrorism</li> <li>• Cyber and fraud</li> <li>• Serious and organised crime (such as people trafficking)</li> <li>• Accidents and system failures (such as power failure or an interruption to water supplies)</li> <li>• Natural and environmental hazards (such as flooding or heatwaves)</li> <li>• Human and animal disease (such as flu pandemics or foot &amp; mouth)</li> <li>• Societal risks (such as riots)</li> </ul> <p><b>Risk Owner:</b> Corporate Leadership Team/Cabinet Members</p>	<p><b>Legal &amp; Compliance Governance Data &amp; Technology Security Reputational</b></p>	<p><b>Cautious</b></p> <p>The council has a cautious appetite level towards these risk categories with robust processes in place to ensure the impact on service delivery is minimised.</p>	<p>The council is a member of West Mercia Local Resilience Forum (LRF). The member organisations meet regularly to assess the risks of accidents and emergencies and put in place plans to prevent or reduce risks. The LRF has close link to government departments to share information on local risks. Members undertake training and exercises together to prepare for emergencies.</p> <p>The aim of the West Mercia LRF is to ensure there is an appropriate level of preparedness to enable an effective multi-agency response to emergency incidents in the West Mercia area and to get partners working together to ensure that preparations and plans are in place for emergencies.</p> <p>The LRF <a href="#">Community Risk Register</a> is maintained and published by West Mercia LRF. This register aims to localise some of the items included in the <a href="#">National Risk Register</a>.</p> <p>Council officers took part in Exercise Pegasus, the UK's largest national pandemic simulation, in September and October 2025. Participants engaged and contributed to a comprehensive workbook to guide future pandemic responses. This whole system approach will ensure that communities will be better protected and supported in times of crisis.</p>	<p><b>Likelihood:</b> 3 (Possible)</p> <p><b>Impact:</b> 4 (Major)</p> <p><b>Inherent Risk Score = 12</b></p>	<p><b>Likelihood:</b> 3 (Possible)</p> <p><b>Impact:</b> 3 (Moderate)</p> <p><b>Residual Risk Score = 9</b></p>
R9	<p>Risk of financial failure of major supplier resulting in disruption to the delivery of statutory services or major projects.</p> <p><b>Risk Owner:</b> Corporate Leadership Team/Cabinet Members</p>	<p><b>Strategic Delivery - Council Plan Priority: PEOPLE, PLACE, GROWTH</b></p> <p><b>(Exception 1: Safety and wellbeing of residents)</b></p>	<p><b>Exception 1: Averse</b></p> <p>Limited appetite to risk. The council is responsible for providing services to those who need it most, including vulnerable adults and children and operates rigorous safeguarding measure to ensure the health and safety of residents. The</p>	<p>Procurement activity across the council includes financial assessments, credit checks and related due diligence to monitor supplier financial health and quality of service provision. These arrangements are currently under review and will be strengthened to include wider market intelligence to mitigate the risk of potential business failure by a company bidding to contract with the council for goods/services.</p>	<p><b>Likelihood:</b> 3 (Possible)</p> <p><b>Impact:</b> 4 (Major)</p> <p><b>Inherent Risk Score = 12</b></p>	<p><b>Likelihood:</b> 3 (Possible)</p> <p><b>Impact:</b> 3 (Moderate)</p> <p><b>Residual Risk Score = 9</b></p>



Ref	Corporate Risk	Risk Category	Risk Appetite	Control Measures/Mitigating Actions	Inherent Risk Score	Residual Risk Score
			council will continually seek to avoid activities that present a threat to the safety of the public and will do everything possible to prevent the loss of life.	<p>Proactive relationships and effective collaboration with key suppliers encourage information sharing and joint risk planning to identify potential risks in a timely manner to enable prompt recovery action.</p> <p>Contractual safeguards for major contracts and suppliers including performance metrics, delivery timelines, penalties for delays and terminations arrangements are in place to protect the council's financial and legal interests in the event of business failure.</p>		





# Title: Recommending the Local Transport Plan 5 to Council for approval.

**Meeting:** Cabinet  
**Meeting date:** Thursday 20 November 2025  
**Cabinet member:** Councillor Price, Transport and Infrastructure  
  
**Report by:** Corporate Director Economy and Environment  
**Report author:** Transport Planning Services Manager

## Classification

Open

## Decision type:

**Budget and Policy Framework for the LTP (Appendix 1).**

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 purpose of this report is to seek Cabinet approval for the Local Transport Plan (LTP) 2025-2041.

## Recommendation(s)

**That:**

- a) **The Local Transport Plan 5 (LTP 5) 2025- 2041 for Herefordshire is recommended to Council for adoption.**

## Alternative options

- 1) Not to recommend the LTP 5 for adoption: Lack of an up to date, relevant LTP 5 will significantly jeopardise our ability to secure future central government funding for major transport schemes such as a bypass and rail infrastructure. Furthermore, absence of an updated plan will compound existing issues of congestion, air quality, and road safety, placing increasing strain on local infrastructure and emergency services

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Further information on the subject of this report is available from  
Ffion Horton, , email: [ffion.horton@herefordshire.gov.uk](mailto:ffion.horton@herefordshire.gov.uk)

- 2) Delay recommending adoption of the LTP 5. This is not recommended as this risks losing momentum and delaying implementation of priority schemes as well as impacting on funding deadlines from central Government and other transport agencies such as Great British Rail (GBR).

## Key considerations

4. The new Local Transport Plan (LTP 5) is not merely a procedural step but a foundational strategic decision that underpins all future transport investment, economic growth, and sustainability commitments. The LTP provides the essential long-term, statutory framework for all transport investment and strategy, its adoption, is essential for ensuring compliance with Department for Transport (DfT) requirements, maximising the opportunity to secure external grant funding for future infrastructure schemes, and providing a robust evidence base to support the emerging Local Plan.
5. The existing transport strategy requires updating, having been adopted prior to the Council's current Net Zero commitment and the latest national policy shifts (e.g., 'Gear Change,' DfT Decarbonisation Plan). The previous administration had plans to revise the LTP however due to Covid this was delayed. Reliance on this outdated strategy means:
  - 5.1. Financial Constraint: We are currently not compliant with the funding prerequisites for many multi-year DfT capital grants, due to an out of date existing LTP which does not consider current transport data.
  - 5.2. Infrastructure Stress: Traffic volumes on key corridors continue to exceed capacity, leading to increasing congestion, unreliable journey times, and negative impacts on air quality in urban Air Quality Management Areas (AQMAs).
  - 5.3. Failed Alignment: The current strategy does not explicitly support the planned new homes and associated economic growth outlined in the emerging Local Plan, risking reduced lack of capacity on the network with existing roads
6. Cabinet is asked to recommend to Council the adoption of the new Local Transport Plan 5 (LTP 5) 2025-2041. This co-ordinated approach has been brought forward to ensure total strategic and policy alignment across the Council's transport planning documents.
7. The LTP is essential to deliver council priorities and objectives:
  - 7.1. Adopting the LTP ensures that the strategy for all transport modes is fully integrated to inform the Cabinet's developing proposals around the Local Plan and its associated housing and employment site allocations. It is anticipated that the Local Plan will be proposed for adoption in late 2028 to early 2029, however it is key to note that the LTP5 does align with the current Local Plan. Crucially, the proposed and existing LTP provides the strategic context and justification for major projects like the Western Bypass in Hereford, ensuring that schemes of regional significance are not planned in isolation but are instead justified as part of a balanced, county-wide transport solution.
  - 7.2. The integrated approach ensures that transport strategy is correctly geared toward supporting the Council's overarching goals particularly
    - 7.2.1. Aligning to the current Local Plan whilst still enabling adaptation to ensure support and consistency to the next Local Plan.
    - 7.2.2. The Net Zero commitment – the Council declared a Climate Emergency in 8 March 2019 - and the focus on Public Health.

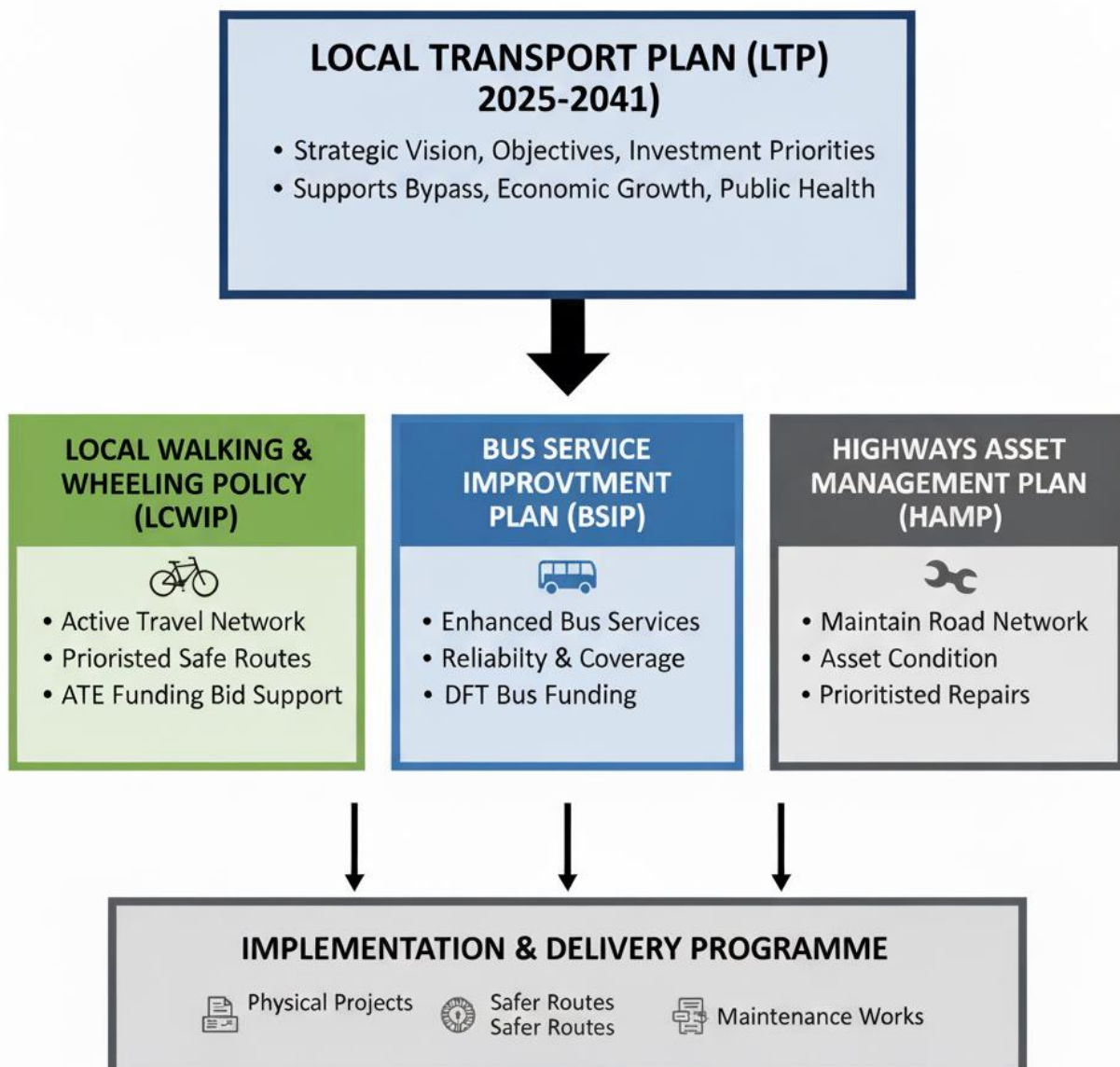
7.2.3. Enabling economic growth by focusing on strategic infrastructure investment (such as the Hereford Transport Hub and Hereford Bypass) to reduce congestion, improve connectivity for key employment sites like the Hereford Enterprise Zone, and enable the delivery of new housing and jobs as outlined in the local plan and wider economic plans.

7.2.4. Addressing low productivity and improving services for residents, business and visitors

## 8. The Policy Hierarchy between the plans is as follows:

8.1. The LTP 5 and supplementary documents are a structured hierarchy, with the supplementary plans acting as supporting policies with detailed delivery plans for the overarching LTP 5 strategy.

8.1.1. The following illustration shows the relationship of the two documents; please note this shows a small number of plans and policies that link into the LTP 5 in the same way



## 9. Implications of Non-Adoption (Risk to Service Delivery)

9.1. Failing to adopt these policies would severely compromise the Council's ability to deliver on its strategic priorities; further detail on this has been expanded to in Section 16.

## 10. Performance, Benchmarking, and Expected Outcomes

### 10.1. Benchmarking and Trends

10.1.1. Current performance data shows a clear requirement for targeted intervention:

10.1.1.1. Congestion: Over the last three years (long-term trend), average peak-time journey speeds in the main urban area have declined by 8%, placing us in the bottom quartile when benchmarked against similar Shire Authorities.

10.1.1.1.1. The City's Road network has the greatest congestion in the county, which causes economic impact to stakeholders such as Freight and Public transport.

10.1.1.2. Active Travel Mode Share: The current walking and cycling mode share for trips to work and education is 7%, which is below the regional/rural average of 9%, (it is important to ensure any targets are relative to the uniqueness of each council; ). The council is keen to allow its residents and visitors to choose their transport choice and that the network is suitable to accommodate their preferences

10.1.1.3. Air Quality: Specific corridors remain non-compliant with NO2 limits, a trend that will not reverse without the significant traffic reduction measures outlined in the LTP 5.

### 10.2. Expected Outcomes and Measurement

Benefit Category	Expected Outcome
Funding & Investment	Unlocks eligibility for competitive, strategic DfT funding (e.g., Active Travel, Bus Service Improvement Plan (BSIP) funding) and provides a strong business case for major infrastructure projects (e.g. Western Bypass). Additionally the government have been progressing with a new incentivised element to the Highways Maintenance Block with a proposed 25% funding uplift given if councils meet certain criteria such as best practice in sustainable transport and long term planning and asset management.
Sustainability	Provides a clear, measurable framework for reducing transport emissions by 40% (target), directly contributing to the Council's Net Zero objectives.
Public Health	Prioritises active travel infrastructure, supporting an increase in walking and cycling mode share, improving public health outcomes and reducing health inequalities.
Service Quality	Ensures infrastructure investment is targeted and evidence-based, improving the reliability and quality of bus services and reducing chronic road network delays.

## 11. Community Impact

The Council plan 2024 to 2028 commits Herefordshire Council to: Develop Herefordshire as a place for growth, prosperity and communities to thrive. This year The Delivery Plan has committed the Council to 'Deliver the Local Transport Plan to ensure places can prosper and thrive with the right integrated transport networks and to seek Cabinet approval to recommend the adoption of the LTP 5 to Council for agreement and Cabinet implementation thereafter.

- 11.1. The adoption of the LTP 5 is a significant decision with direct and positive community impacts, aligning with core objectives of the Council's Corporate Plan and Health and Wellbeing Strategy. The proposal contributes to a thriving Herefordshire by:
- 11.2. Improving Public Health: By prioritising safe and accessible active travel routes, the policies directly support the Health and Wellbeing Strategy's objectives to increase physical activity and improve mental health. A direct link exists between reduced car dependency and lower rates of obesity and respiratory illness. Furthermore, the plan's focus on improving air quality in key urban areas will lead to long-term health benefits for all residents.
- 11.3. Enhancing Social Connectivity: The identified priority routes, including links to key service hubs, will improve access for all community members, including those without access to a private vehicle. This supports the Corporate Plan's objective to enable independent and healthy lives by facilitating access to education, employment, and essential services.
- 11.4. The recommendations within this report are underpinned by a robust, integrated evidence base and a comprehensive community engagement process.
- 11.5. Needs Assessment: The LTP 5 has been developed in direct response to the needs identified in the Understanding Herefordshire Needs Assessment, which highlights a clear community need for reduced congestion, improved air quality, and safer, more sustainable transport options.
- 11.6. Partnerships: The plan's priorities were collaboratively shaped through engagement with key partners, including Herefordshire Public Health, local NHS trusts, and a range of community organisations. This partnership approach ensures the plan is holistic and reflects the diverse needs of our community.
- 11.7. The Council, in its role as a corporate parent, is responsible for promoting the life chances and well-being of children in care and care leavers. While the LTP 5 does not directly target this specific group, the recommended decision will have a significant positive indirect effect on their lives by promoting the same outcomes any good parent would want for their own children.
- 11.8. By creating safer routes to schools, educational establishments, and youth centres, the plan directly addresses the safety and accessibility of daily journeys for children and young people. The improvements to public transport will enhance connectivity to training opportunities and healthcare services. These measures provide a safer, more reliable, and equitable transport network that helps to remove barriers to education, health, and social engagement for children in our care and care leavers, aligning with our collective corporate parenting responsibilities.

## 12. Environmental Impact

- 12.1. 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.

- 12.2. The adoption of the LTP 5 is central to delivering the council's environmental policy commitments and achieving key success measures outlined in the County Plan. This is a direct intervention aimed at reducing our environmental footprint and improving the natural environment.
- 12.3. This proposal directly contributes to the following County Plan objectives:
- 12.4. Reduce county carbon emissions: The LTP 5 provides the strategic framework for decarbonising transport, which accounts for a significant portion of our total emissions. It sets out a pathway to shift travel from private vehicles to lower-carbon modes such as public transport, walking, and cycling. This includes a target to reduce transport emissions by 40% by 2040.
- 12.5. Improve the air quality within Herefordshire: By actively managing congestion and promoting sustainable travel, the plan is designed to reduce emissions of nitrogen oxides (NOx) and particulate matter (PM2.5) in our Air Quality Management Areas (AQMA's) and throughout the county.
- 12.6. Construction Impacts: For new infrastructure projects (e.g., cycle paths, road improvements) delivered under the plan, all designs will adhere to the Council's environmental standards. This includes measures to minimise waste, reduce material use, and source sustainable materials where possible.
- 12.7. Biodiversity: The design of new walking and cycling infrastructure will be subject to an ecological impact assessment. Where appropriate, opportunities will be taken to enhance biodiversity through the planting of native species and the creation of green corridors, particularly along new off-highway routes.
- 12.8. Flood Resilience & Phosphate Pollution: While not the primary focus, the plan's emphasis on integrated transport planning will indirectly support environmental protection. For example, the incorporation of Sustainable Drainage Systems (SuDS) in new road schemes will help to increase flood resilience and reduce surface water runoff into the river systems, which can contribute to phosphate pollution.
- 12.9. The environmental impact of all future projects within the LTP 5 will be a key consideration in their respective business cases, ensuring appropriate measures are taken to minimise negative effects and maximise environmental benefits. This will be overseen by the Transport team in collaboration with the Sustainability & Climate Change team.

### 13. Equality duty

- 13.1. The mandatory equality impact screening checklist has been completed for the adoption of the LTP 5 and it has been found to have moderate to high positive impact for equality. A full Equality Impact Assessment is included as appendix 3
- 13.2. The LTP 5 is considered to have a broadly positive impact as it's core aims are to deliver a more equitable, accessible, and inclusive transport network, particularly for those with limited access to private vehicles.
- 13.3. Accessibility and Disability



- 13.3.1. The existing transport network and policies often result in poor accessibility and exclusion for disabled people, particularly regarding fragmented footways and lack of suitable crossing points.
- 13.3.2. The LTP 5 commitment to enhancing public transport services (bus reliability and connectivity) will directly benefit individuals whose impairment prevents them from driving.
- 13.3.3. *Mitigation:* Ongoing detailed design of all new infrastructure will require rigorous Disability Impact Audits to ensure compliance with the Equality Act and best practice guidance on inclusive design.

#### 13.4. Income and Affordability

- 13.4.1. The cost of private car travel disproportionately affects low-income households and young people.
- 13.4.2. The LTP 5 directly address this by promoting affordable and free-to-use modes of transport (walking and cycling) and improving the reliability and affordability of bus services. This enhances economic participation and access to essential services for those experiencing poverty.

#### 13.5. Safety and Personal Security

- 13.5.1. Feelings of personal safety often deter women and girls from walking or cycling, especially during hours of darkness, and can affect their use of public transport.

#### 13.6. Age and Connectivity

- 13.6.1. The policies recognise that older people and young people are more reliant on non-car travel modes.
- 13.6.2. The improved safety and quality of footways and the enhanced bus network will significantly improve the independence and social inclusion of older residents.

## 14. Resource implications

- 14.1. Financial Implications - The LTP 5 is a strategic planning document and does not, in itself, commit the Council to any immediate capital expenditure. Their purpose is to provide a clear framework for future investment. Funding to support the development and initial implementation of these policies is already included within the Council's medium-term financial strategy. All future infrastructure projects and major schemes identified in the LTP 5 will be subject to separate review and will require future funding bids, including capital program allocations and external grant opportunities. At this stage, no significant impact on revenue budgets is anticipated as the plans do not commit to specific capital expenditure, providing flexibility in how and when schemes are delivered.
- 14.2. Human Resources and Operational Impact - The adoption of the plans does not require an increase in staffing resources. The delivery of infrastructure schemes, however, will involve coordination between various council departments and with external partners. The LTP provides a clear basis for this inter-departmental collaboration, ensuring a consistent approach to project delivery..
- 14.3. ICT and Property Implications - The ICT and property implications of this proposal are considered minimal. The plans do not require a change to the Council's property portfolio.

While digital mapping and data management tools will be used to support ongoing monitoring and reporting of the plans' progress, this is within the scope of existing ICT infrastructure.

## 15. Legal implications

- 15.1. The Council as a local transport authority is required to adopt a Local Transport Plan under section 108 to 113 of the Transport act 2000. The policies within the plan must promote 'safe, integrated, efficient and economic transport'. The Plan must review, replace or alter it when the Council considers it appropriate to do so. The act requires consultation and upon adoption of the plan it must be provided to the Secretary of State.

## 16. Risk management

- 16.1. The greatest risk is the non-adoption of these documents, which would immediately trigger the severe funding and strategic risks detailed in earlier sections of this report

- 16.2. The below table expands on the risks and opportunities these plans provide with mitigation for each identified

Risk / Opportunity	Impact if Unmitigated	Mitigation Strategy
Risk: Not adopt the LTP 5	The Council could be automatically excluded from all major active travel capital grants and de-prioritised for competitive road network funding. DfT have mandated LTP's as statutory documents and hence without the policy context of an LTP 5 funding for schemes such as a bypass would not be considered centrally.	Adopt the LTP 5
Risk: Lack of Funding for Implementation	Failure to deliver critical infrastructure, undermining the strategic goals of the LTP 5 and frustrating community expectations.	Prioritisation of schemes within the LTP 5 based on cost-effectiveness and impact. Proactive, coordinated bidding for all eligible external funding streams (DfT, ATE, regional pots, developer contributions).
Risk: Increased congestion and reduction in the efficiency of the infrastructure	Congestion will continue to worsen, and air quality will remain a concern, negatively affecting the daily lives of all 190,000+ residents who rely on the local transport network.	Adopt the LTP 5 and prioritise the delivery of projects identified in the Action Plan to address this risk such as the Hereford bypass
Risk: Equity for transport access	There would be no increase in choice for travel. This would not consider the needs of those residents that do not, for whatever reason, have access to private transport. The Equality Act 2010 ensured transport planning considers equitable access for all users, including disabled and vulnerable groups.	Ensure the priorities of the LTP 5 are consistently implemented and support the Pro-Choice objectives of the plan.
Risk: Public Opposition to Specific Schemes	Delay or cancellation of high-value schemes due to local objection, hindering progress and undermining the intended network benefits.	Continued engagement and transparent communication throughout the design and pre-delivery phases. Willingness to be flexible on minor scheme details where similar strategic outcomes

		(e.g., safety, connectivity) can still be delivered.
Risk: Failure to Meet Climate Targets	Inability to deliver the required carbon emissions reductions from the transport sector, resulting in failure to meet the Council's Net Zero commitments.	Adoption of the LTP 5 establishes the essential policy mechanism for achieving modal shift and emissions reduction. Consistent monitoring and annual reporting on transport CO <sub>2</sub> emissions.
Opportunity: Enhanced Travel Choice for Residents	Restrictive networks limit resident choice, often forcing reliance on private vehicles for short trips.	The LTP 5 focuses on creating an integrated, reliable network (bus, cycle, walk) that genuinely offers residents a viable, safe, and convenient travel choice beyond the private car.

16.3.

## 17. Consultees

- 17.1. The consultation process for the Local Transport Plan 5 (LTP 5 - 2025-2041) was highly inclusive, integrating extensive public feedback to shape the final strategic documents
- 17.2. Detailed information on the consultation undertaken can be found at Appendix 1

## Appendices

Appendix 1 – Local Transport Plan 5

Appendix 2 - Equality Impact Assessment

## Background papers

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



# **Local Transport Plan Fifth Version 2025-2041**

## **Final LTP**

October 2025

Blank page (word version only)

In Final designed version will be front cover - then 2-page layout

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## Foreword – Cllr Philip Price

As Portfolio Holder for Transport and Infrastructure, I am proud to present the fifth version of Herefordshire Council's Local Transport Plan (LTP5).

This document embodies our vision and steadfast commitment to developing a sustainable, accessible, efficient and resilient transport network. This network will connect every corner of our county and will meet the evolving needs of our residents, businesses, and visitors.

A cornerstone of this strategy is the delivery of the Western Bypass around Hereford.

The Bypass project is critical to unlocking new economic growth and opportunities, enhancing connectivity between Hereford and surrounding county, alleviating congestion in the city centre and supporting cross county movement. The Western Bypass will respond to the expressed priorities of our communities which are reflected in the LTP5's objectives. It will also improve the efficiency of freight movements, boost business and open up new opportunities for an integrated transport system in the county, particularly for public transport.

The policies set out in this Plan promote safe, integrated and coherent transport systems that will 'improve Herefordshire's transport network in every choice we make'. We are confident that through the measures set out in this Plan, Herefordshire's transport system will continue to support a high quality of life for residents, enable successful businesses, and provide enjoyable experiences for visitors.

Our LTP5 has been shaped by extensive engagement with local communities and stakeholders. Importantly, this Plan is not the conclusion - it is part of an on-going journey that will continue to evolve in partnership with local organisations based on robust evidence. We will continue to review opportunities to enhance our transport network, ensuring that it remains responsive to the rich heritage and evolving needs of our county.

I invite you to explore the Local Transport Plan and join us in shaping the future of transport in Herefordshire that supports the individual character of Herefordshire's Market Towns, City and rural hinterland. Together, we can create a multi-modal network that empowers greater choice whilst also paving the way for a bright and sustainable future.



# 1. Executive Summary

## Overview

LTP5 sets out the strategy and investment priorities for improving the county's transport network. The focus of LTP5 is to improve travel choice, alongside providing a stable long-term framework for investment that strengthens Herefordshire's position as an attractive place to live and do business.

Local priorities have been embedded throughout the Plan which have been identified through extensive engagement with communities, stakeholders and partner organisations. We are therefore confident that LTP5 reflects the distinct needs of Hereford, the Market Towns, and rural communities.

## Place Based Strategy

Herefordshire is a predominately rural county with a population of 191,000<sup>1</sup> and a population density of approximately 87 people per square kilometre.<sup>2</sup> One third of our population lives in Hereford City, with the remaining residents split between the five Market Towns, villages or hamlets.<sup>3</sup>

To reflect the unique character of Herefordshire and the varying transport needs of our residents and businesses throughout the county, LTP5 focuses on the following place types:

- **Hereford City:** Centrally positioned in the county, Hereford City is the hub for employment, retail and public transport. Hereford Railway Station and Bus Terminal provide local and cross-boundary connections, supporting movement and economic opportunities in the city. Residents of the city have the greatest travel options and the highest levels of walking and cycling but the city also experiences severe congestion due to its historic layout and corridors. A significant amount of new development is also anticipated to take place in and around the city.
- **Rural Herefordshire and Market Towns:** Outside of Hereford's boundary the rural populations are primarily concentrated around the Market Towns of Bromyard, Kington, Ledbury, Leominster and Ross-On-Wye. Due to limited connectivity with the wider transport network, residents in these areas are overwhelmingly dependent on private car usage for their basic travelling needs.
- **The transport network:** In addition to the two place types and their specific systems, these elements of the strategy will focus on aspects that apply across the whole of Herefordshire, such as strategic connectivity, freight,

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<sup>1</sup> [ONS Mid-Year Population Estimates, 2024](#)

<sup>2</sup> [Population and Household Estimates, Census 2021](#)

<sup>3</sup> [Herefordshire Bus Service Improvement Plan, 2024](#)

public transport, sustainable transport, personal safety, travel planning and alignment to the existing Highway Maintenance Plan.

## **Key priorities for transport**

Our key priorities across the three place types include:

- **Hereford City**
  - Delivering the infrastructure to unlock and support sustainable new development including the Western Bypass and city centre urban realm improvements.
  - Improving a coherent and connected walking, wheeling, cycling system between the city and new developments.
  - Improved public transport facilities, including the incorporation of real-time data technologies.
  - Reviewing car parking provision in the city centre.
  - Provision of secure cycle parking and expansion of on-street bike and electric bikes (e-bike) hire scheme.
  - Expansion of Electric Vehicle (EV) infrastructure around the city.
  - Transition of freight to sustainable modes.
  - Bus priority on key corridors through Hereford City.
  - Delivering a Transport Hub at Hereford Railway Station.
  - Safer speeds within the city centre and residential streets.
- **Rural Herefordshire and Market Towns**
  - Improving Market Towns and villages by enhancing town centre pedestrian facilities.
  - Unlocking strategic development through transport infrastructure investment in Leominster, Ledbury, Ross-on-Wye, Bromyard and Kington.
  - Improving cycling, walking and wheeling facilities and wayfinding signage across all Market Towns.
  - Supporting the delivery of EV charging facilities.
  - Improving access to railway stations, including Leominster Railway Station.
  - Improving bus stop infrastructure and waiting facilities.
  - Improved bus service frequency between Hereford City and the Market Towns.
  - Producing a Rural Mobility Strategy.
  - Safer speeds along identified routes in Market Towns.
- **Transport network**

- Improving the longevity and management of the highway network and assets.
- Reducing congestion through successful co-ordination and intelligent transport systems.
- Developing a coherent county wide parking strategy.
- Improving road safety and personal safety perceptions.
- Improving bus and coach services.
- Enhancing rail services.
- Increasing travel choices.
- Supporting transport decarbonisation and biodiversity.
- Supporting the freight and logistics sector.
- Ensuring transport is central to new development.
- Pro-active collaboration and involvement in partnership frameworks to support an integrated transport system.

### **Achieving objectives**

Together, the LTP5 strategy and measures will support a coherent, integrated transport system throughout Herefordshire and will help to achieve the following LTP5 objectives of:

- Supporting a thriving and prosperous economy.
- Enabling healthy behaviours and improving wellbeing.
- Tackling Climate Change and protecting and enhancing the natural and built environment.
- Improving accessibility and inclusivity.
- Improving transport safety and perceptions of security.

LTP5 is a living document that will be reviewed and updated as part of a continuous process. All future amendments, including those to action and monitoring plans, will be incorporated through formal addendums. This ensures LTP5 remains firmly aligned with the county's priorities and is responsive to changing needs over time.

## 2. Introduction

LTP5 sets out the overarching strategy and actions for all aspects of transport across the county. At its core is a clear commitment to transparency and alignment – ensuring that investment decisions directly support our core objectives of delivering for residents, fostering sustainable economic growth and strengthening the county’s connectivity. The objectives of LTP5 are:

### Supporting a thriving and prosperous economy

By creating a sustainable, reliable and integrated transport network through targeted investment in new infrastructure and improved access to new housing, employment land, facilities and services, education and training.



### Enabling healthy choices to improve wellbeing

By providing the right facilities and environment for a wide range of travel modes (including cycling, walking, wheeling, bus, community transport and rail) to increase readily available transport choices for everyone.



### Tackling climate change and protecting and enhancing the natural and built environment

By creating a transport system that supports informed, sustainable, and low emission travel choices, designed to complement and protect Herefordshire’s landscape and historic character.



### Improving accessibility and inclusivity

By delivering an equitable and inclusive transport system that ensures accessibility for all users and harnesses the benefits of improved digital connectivity.



### Improving transport safety and security

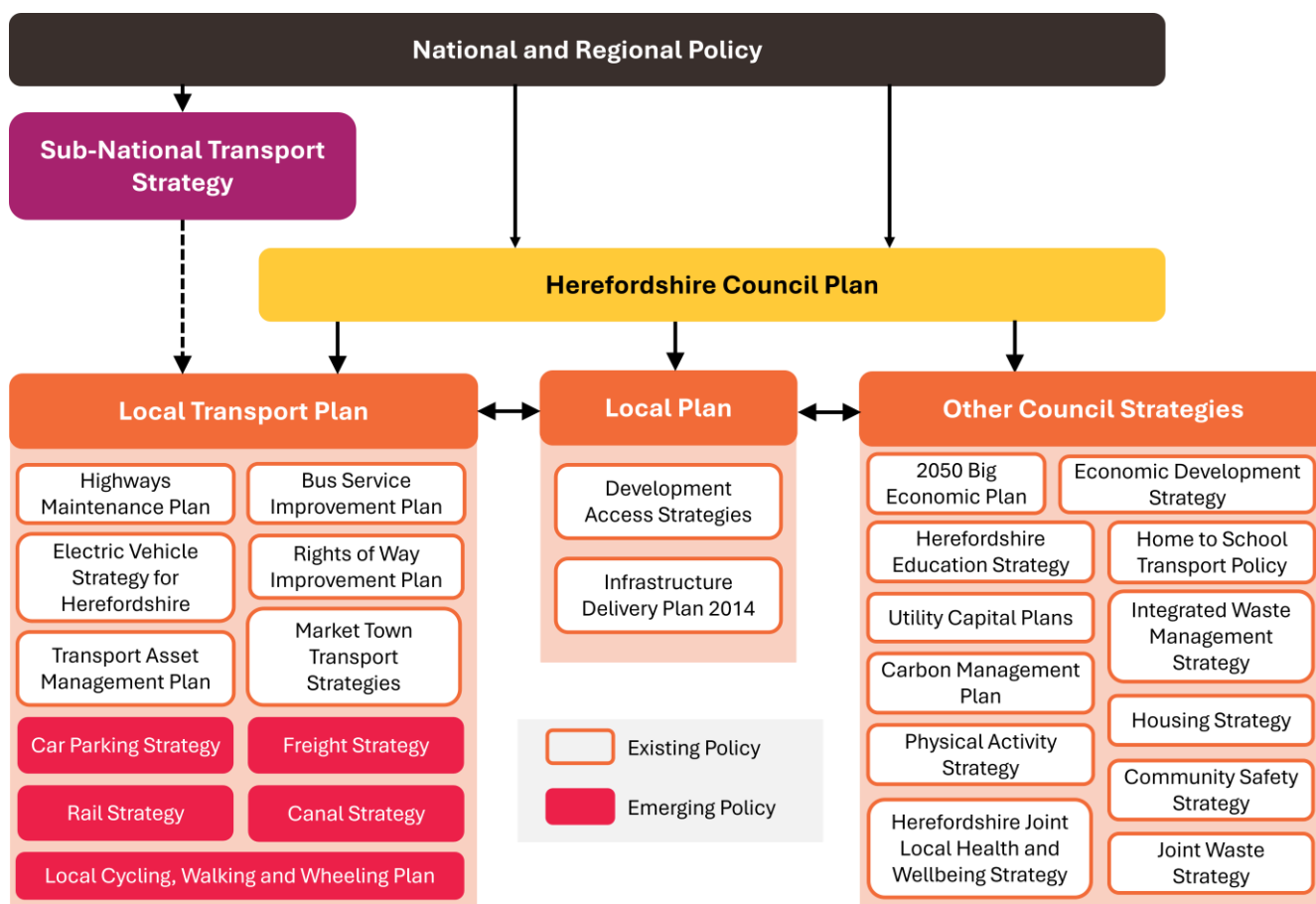
By addressing those identified impacts of transport on people, ensuring communities are safe, perceived as safe and more pleasant places to live.



## Policy context

We have worked closely with stakeholders and engaged extensively with the public to ensure that their priorities are captured. LTP5 also reflects the aspirations in national, regional and local policies and our existing council strategies as shown in Figure 1.

Figure 1: Relationship between Herefordshire's LTP and wider policies



LTP5 positions Herefordshire to achieve the priorities set out in Herefordshire Council Plan<sup>4</sup> (2024-2028) which include:

1. **People:** Enabling residents to realise their potential, to be healthy and to feel safe and supported.
2. **Place:** Protecting and enhancing the environment to ensure that Herefordshire remains a great place to live, work and visit.
3. **Growth:** Creating the conditions to deliver sustainable growth across the county; attracting inward investment, building business confidence, creating jobs and enabling housing development supported by the right infrastructure.
4. **Transformation:** Embracing best practice and delivering innovation through technology.

<sup>4</sup> [The Herefordshire Council Plan, 2024-2028](#)

As shown in Figure 1, LTP5 is also supported and complements our Market Town Strategies, Maintenance Plan and modal strategies including the Herefordshire Bus Service Improvement Plan (BSIP), Electric Vehicle (EV) Strategy<sup>5</sup> and the emerging Local Cycling, Walking and Wheeling Infrastructure Plan<sup>6</sup> (LCWWIP) and Parking Strategy for Herefordshire.

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<sup>5</sup> [Herefordshire Electric Vehicle Strategy, 2024](#)

<sup>6</sup> [Herefordshire's Emerging Local Cycling, Walking and Wheeling Infrastructure Plan, 2025](#)

### 3. Herefordshire at a Glance

#### Geographic and demographic

Herefordshire is a county that is renowned for its captivating and stunning natural landscapes along with a rich historical heritage. The county is made up of a number of historic Market Towns, the cathedral city of Hereford City and extensive rural areas.

Our population of approximately 191,000 (2024)<sup>7</sup> is spread across 840sq miles making us one of England's least densely populated counties. Over half of the population (53%) live in areas defined as 'rural', with the majority of these (43%) in the most rural "village and dispersed" areas.<sup>8</sup>

Population growth was 2% between 2011 and 2021 and was much slower than the national average (6.6%).<sup>9</sup> There were fewer births than deaths (1,500 births compared to 2,500 deaths in 2022-2023) and population growth was mostly attributed to inward migration. The population is also older than the national average with 27% aged 65+, compared to 19% for England and Wales. This is particularly prevalent in our rural areas.<sup>10</sup>

#### Economic profile

Hereford is one of the oldest cities in England. A historic hub for economic activity with a city centre that is rich in character and activity. The city centre is home to a number of employment sites, including Hereford Enterprise Zone. Adjacent military bases also house significant populations and the Royal College for the Blind located in the city centre adds to the diverse mix of people travelling into Hereford.

Our vibrant Market Towns are the largest settlements outside of Hereford City, shaped by historic streets and an array of 15<sup>th</sup> to 18<sup>th</sup> century buildings. Surrounded by beautiful countryside, they provide a mix of independent retailers, hospitality, employment and education facilities that underpin both the local economy and quality of life. Their unique heritage, setting and culture - from the bustling market days to events held in these towns - make them attractive tourist destinations, such as Ledbury's Eastnor Castle.

Enhancing safe and convenient transport links between Hereford and its Market Towns will strengthen these economic and cultural connections, in addition to supporting local commerce, tourism and those community traditions that make Herefordshire so distinct.

#### Environmental and Climate

Herefordshire is home to beautiful landscapes and habitats, such as the River Wye Special Area of Conservation. While the county's extensive rural environment is a key asset, it also presents challenges for the transport network, particularly with regard to severe weather events, such as flooding, and biodiversity pressures, all of which affect maintenance, safety and accessibility.

Herefordshire's transport system is a major contributor to carbon emissions. The number of motorised vehicles and characteristics of the highway network also leads to congestion in

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<sup>7</sup> [Understanding Herefordshire, 2024](#)

<sup>8</sup> [Population around the County, Herefordshire Council 2025](#)

<sup>9</sup> [Population Change in Herefordshire, Census 2021](#)

<sup>10</sup> [ONS Mid-Year Population Estimates, 2023](#)

Hereford City and the Market Towns. There are legislative and local commitments to reduce emissions to Net Zero.

This is supported by the presence of Air Quality Management Areas (AQMA) on the A49 in Hereford and Bargates in Leominster. The level of nitrogen dioxide at these two sites exceeds safe national standards largely due to congestion during peak hours.<sup>11</sup> Air quality is therefore annually monitored on the A49 and Bargates to protect the health and wellbeing of our residents. The air quality monitoring data that is collected is also used to support and evidence the need for future transport investment.

### **Transport characteristics and connectivity**

Travel across Herefordshire is influenced by a combination of geography, population distribution, and the characteristics of the existing transport network, leading to a comparatively higher dependency on road transport, particularly private vehicles and buses, for local and regional journeys.

#### *Limited public transport coverage*

Rail access in the county is limited, with only four railway stations (Hereford, Colwall, Ledbury and Leominster), making it an impractical option for many residents. Hereford Railway Station is the main hub for the county, providing connections to Cardiff, Manchester, London (Paddington), Birmingham (New Street), Worcester, and Oxford. The limited number of stations means rail cannot fully meet travel demand, increasing reliance on the road network for end-to-end journeys which go beyond Herefordshire's County boundaries. Further investigation is needed to explore the potential for investment in new rail facilities.

Journey times can vary, with local journeys to the county's other stations being time-favourable when compared to driving (Hereford to Ledbury takes 17 minutes by train in comparison to 25 minutes by car – and 40 minutes by bus). Similarly, rail journeys to other national urban centres are also feasible, including:

- Birmingham New Street takes 90 minutes.
- Manchester takes just over two hours.
- London Paddington takes three hours.

The limitations of the railway infrastructure further amplifies pressure on local bus services. Herefordshire's bus network is operated by nine independent companies, which presents both challenges and opportunities. Only 43% of the population has access to an hourly service, and just 8% can access a service every 30 minutes or better. Similar to rail, the local and regional bus network is concentrated in Hereford, with services permeating out towards the Market Towns. Frequencies vary, but this core network generally provides hourly connections from Hereford Monday to Saturday, until the early evening.

From the Market Towns, some services are severely limited, with only five of 115 registered local bus services operating at frequencies under an hour.<sup>12</sup> Additional rural services link

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<sup>11</sup> [AQMA Sites in Herefordshire, DEFRA](#)

<sup>12</sup> [Herefordshire Bus Service Improvement Plan, 2024](#)



villages to Hereford or other Market Towns but are often infrequent and only operate on certain days.

Low bus frequencies and practical difficulties in interchanging between modes, particularly in the evenings and on Sundays, make public transport challenging for many residents. National coach services are also limited, with only National Express service 445 linking Hereford and Ross-On-Wye to London, operating three times a day with a journey time of just under five hours.

Connectivity between different modes can be difficult. Hereford has two separate bus stations, neither co-located with the railway station. We are progressing with our partner organisations the construction of a new Transport Hub at Hereford Railway Station. The aim of the new transport hub is to facilitate multi-modal integration and provide a seamless transition between bus and rail services.

### *Varying levels of car dependence*

The rural character of Herefordshire, dispersed settlement pattern and limited public transport options means that accessibility can be relatively limited without a car. Reflecting this, 86% of households own at least one car compared to 75% nationally.<sup>13</sup>

### *Walking, wheeling and cycling*

Despite high car use, 18% of residents commute by walking, wheeling or cycling (compared to the national average of 14%).<sup>14</sup> This is particularly evident in Hereford, Leominster and Ross-on-Wye. However, existing infrastructure is inconsistent between urban and rural areas, presenting a significant constraint on the perceived safety and feasibility for short-distance journeys.

### *Congestion*

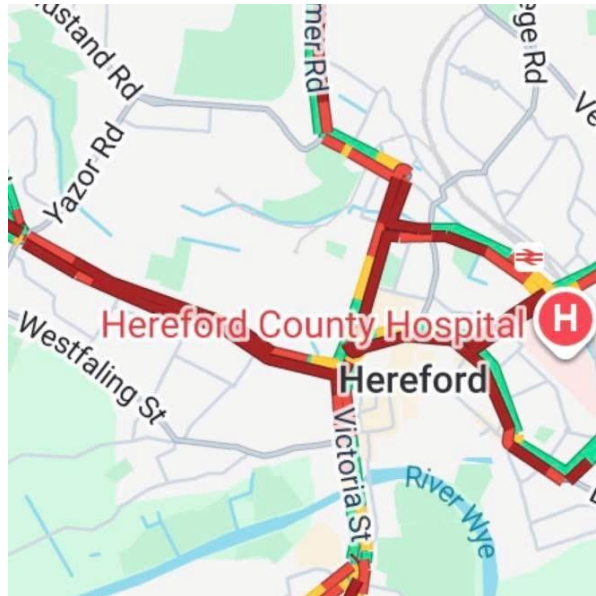
Hereford City is a key employment, education, and service hub, drawing people from across the county and beyond. A number of key routes converge through Hereford and, as a result, congestion is a persistent issue across the county but is most pronounced in Hereford City, particularly on the A49 corridor, impacting air quality and journey reliability as shown in Figure 2.

Figure 2: Congestion through Hereford City (Source: Google Maps)

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<sup>13</sup> [ONS Car and Van Availability TS045, Census 2021](#)

<sup>14</sup> [ONS Travel to Work TS061, Census 2021](#)



### *Development pressures*

The government has set Herefordshire with targets which will deliver substantial housing growth. National policy changes have increased the county's housing target to 27,260 new homes over 20 years. This is a 70% increase compared to the previous target of 16,100 in our current Local Plan. This scale of growth is unprecedented locally and will require major investment in infrastructure and facilities to support the rising population.<sup>15</sup>

### *Transport-related social exclusion*

Increases in the cost of living, the legacy of COVID-19 pandemic and cuts to local bus services have exacerbated transport related social exclusion, particularly in rural areas across the UK.<sup>16</sup>

For residents affected by transport related social exclusion, challenges in public, private and sustainable transport systems have a fundamental impact on their everyday lives. These individuals are further pushed into poverty by rising transport costs and have limited access to healthcare and other essential services due to the transport options available. Many also face social isolation, anxiety and poor mental health through having to cope with delays and uncertainty over the lack of choice they have to travel. These effects particularly fall on disabled people, those living in rural areas, low-income households or carers, who generally face greater constraints on their transport choices and greater consequences from the transport challenges.<sup>17</sup>

Rural isolation is a significant challenge in Herefordshire, particularly for older residents and those without a car. Limited public transport can restrict access to jobs, education, healthcare, and social opportunities, increasing the risk of social exclusion.<sup>18</sup>

<sup>15</sup> [Herefordshire Council, 2025](#)

<sup>16</sup> [Transport and social exclusion in the North in 2023/24, 2024](#)

<sup>17</sup> [Transport and social exclusion in the North in 2023/24, 2024](#)

<sup>18</sup> [Rural Livelihoods and Transport, The Countryside Charity Herefordshire](#)

Rural communities are often isolated by limited coverage and low frequency bus services. Thereby often requiring multiple bus journeys to reach a destination, making a return journey impossible or sufficiently time-consuming excluding them from other aspects of everyday life. This also contributes to forced car ownership and a high degree of car dependency in rural communities to allow them to maintain basic levels of social inclusion<sup>19</sup>.

## **Transport delivery**

LTP5 provides a framework that best positions Herefordshire to pursue external investment opportunities to transform the existing transport system. The majority of funding for new transport interventions has traditionally come from external sources, including new development, grant funding from the DfT or other transport bodies. The new government has indicated a shift towards more guaranteed allocated funding. This is evidenced by the allocation of £4.76 million from the Local Transport Grant (LTG) to support transport enhancements and maintenance over the next four years in Herefordshire.<sup>20</sup>

LTP5 has been produced while land-use allocations are still in development through our emerging Local Plan. The use of developer contributions and aligning our emerging Local Plan with the LTP5 will be critical in providing funding to design and develop schemes. While transport infrastructure improvements, such as the planned bypass, are already a necessary to address existing transport issues, the scale of these projects is now commensurate with the need to meet government housing targets. This growth presents a considerable delivery challenge, yet it simultaneously creates a financial opportunity to fund the required transport infrastructure provision. LTP5 will be reviewed and updated once the Local Plan is completed to ensure alignment between the two core policy documents.

Having an up-to-date LTP will ensure that we are best placed to seek future funding opportunities. We will also continue to bid for other funding sources and periodic updates to LTP5 will reflect this.

We will need to continue be a proactive partner and work in collaboration with external regional transport bodies such as Great British Railways and National Highways to encourage and co-ordinate investment, helping to improve the transport network across Herefordshire.

## **Conclusion: challenges and opportunities**

Herefordshire's transport and infrastructure challenges are shaped by its rurality, demographics, economic structure and ambitious growth targets. The county must:

- Deliver increased travel choices.
- Improve equitable access and inclusivity for residents.
- Encourage economic growth alongside environmental protection and climate resilience.
- Align the planning of new development with transport aspirations.

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<sup>19</sup> [Transport-related social exclusion in the North of England, 2022](#)

<sup>20</sup> [Local Transport Grant Allocation, 2025](#)

- Attract and target external investments to finance identified improvements on the transport system.
- Improve the transport network through every choice we make.

Meeting these challenges will require co-ordination and partnership working with our partner organisations and neighbouring Local Authorities to ensure that we continue to meet the needs of local people and businesses.

## 4. Engagement

The views of residents and stakeholders are vital in shaping local transport. The LTP5 draws on feedback from other projects and has been developed over an 18-month period through extensive engagement with key stakeholders and public consultation. An overview of this is provided below.

### Prior engagement on transport priorities

We have sought feedback and insights on a number of transport policies and plans in recent years that have been considered in the development of LTP5. These have included:

- **Herefordshire Bus Service Improvement Plan (BSIP) (2021)**<sup>21</sup>: Public consultation provided views on the local bus network and priorities for improvement.
- **Market Town Strategies (2022)**<sup>22</sup>: Consultation to gain insight on the local issues and priorities for enhancing the Market Towns.
- **Electric Vehicle (EV) Strategy (2024)**<sup>23</sup>: Targeted workshops and events held to gauge views and identify priorities for supporting for the switch to EVs.
- **Local Cycling, Walking and Wheeling Infrastructure Plan (LCWWIP)**<sup>24</sup>: Public consultation undertaken during Summer 2025 on proposed walking, cycling and wheeling improvements.

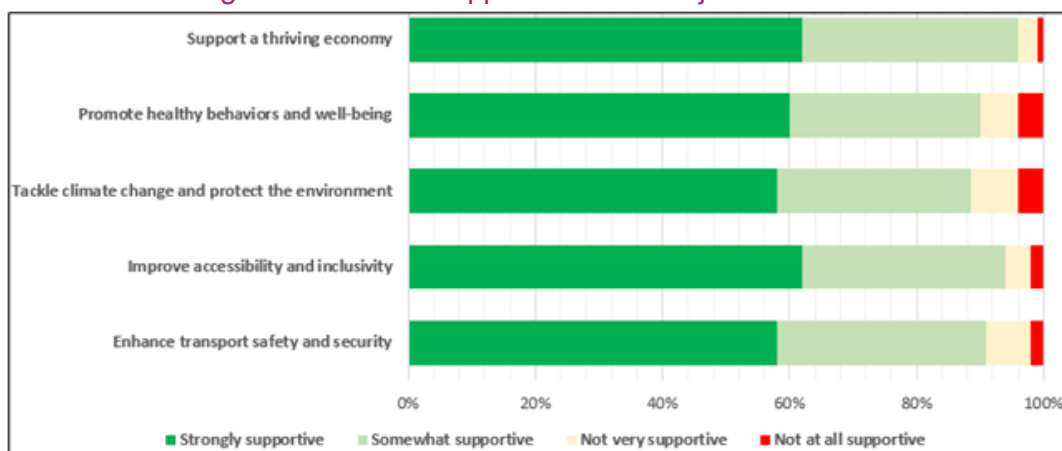
### Engagement on LTP5 objectives – March to May 2024

Engagement was undertaken with stakeholders and the public to gather their views on emerging themes, priorities and proposed LTP5's objectives. This included:

- In-person roadshows where 873 people attended.
- An online survey which gained 578 responses.

As presented in Figure 3, feedback showed consistent positive support for the proposed LTP5 objectives, with all of them either strongly or somewhat supported by 90% of respondents.

Figure 3: Level of Support for LTP5 Objectives



<sup>21</sup> [Herefordshire Bus Service Improvement Plan, 2024](#)

<sup>22</sup> [Herefordshire Council Market Town Investment Plans](#)

<sup>23</sup> [Herefordshire Electric Vehicle Strategy, 2024](#)

<sup>24</sup> [Herefordshire's Emerging Local Cycling, Walking and Wheeling Infrastructure Plan, 2025](#)

## Draft LTP5 public engagement feedback – May to June 2025

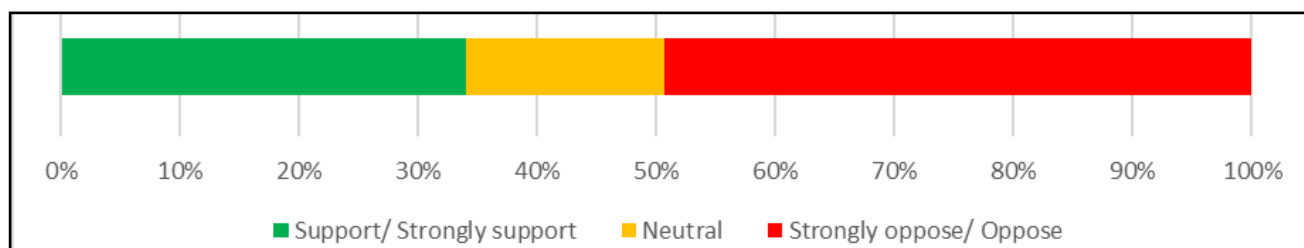
An eight-week consultation on the draft LTP5 took place over summer 2025. Various activities were undertaken including an online survey, an in-person event at Hereford College and copies of the draft LTP5 were also made available in libraries across the county.

A total of 578 people and a number of organisations (discussed later in this section) responded to the public consultation. Responses were received across several age groups, in particular:

- Over 35% of respondents were aged under 24 years old.
- 40% of respondents were aged between 25-64 years old.
- Just under 25% were aged over 65.

As part of the consultation, respondents were also asked to provide views on their choice of travel options and priorities for transport. Figure 4 highlights that 49% of respondents felt they did not have a good choice of travel options, compared to 34% who felt they did. It was observed that respondents who live in rural areas to the west, south-west and north-east of the county were more likely to respond that they did not have good travel options, whereas those living in the south of Hereford City were more likely to agree that they had a good choice of travel options. This demonstrates the importance of the identifying measures in LTP5 which improve travel choices, particularly for residents in rural areas of the county who have reported that they have limited travel options.

Figure 4: Level of agreement to the statement 'I have a good choice of travel options'



Respondents were also asked how important certain aspects relating to transport were to them. Among all respondents, 91% identified 'pedestrian facilities' as important or very important, followed by 89% for 'clean air'. 'access to public transport' (87%) and 'access to a car' (84%) were also considered important by most respondents. Priorities did vary by where residents live, including:

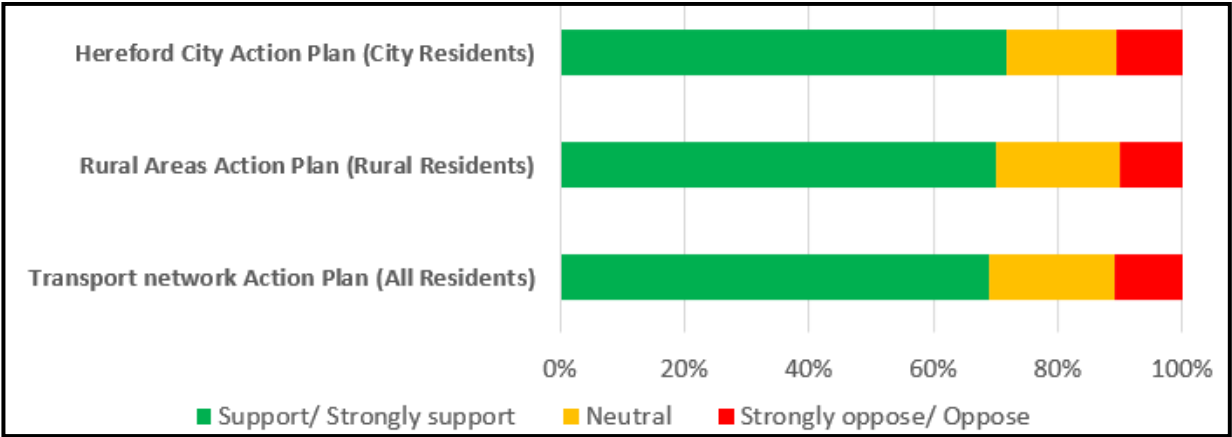
- 'Clean air' was the most important to respondents who lived in Hereford City.
- 'Access to a car' was more important to rural residents than in Hereford City.
- 'Access to cycle facilities', 'access to a car' and 'car parking' were all of similar level of importance to residents of Hereford City.

Pedestrian facilities were consistently stated to be the most important element to residents and therefore LTP5 identifies a number of specific interventions as well as an approach that could help improve provision across rural areas of the county.



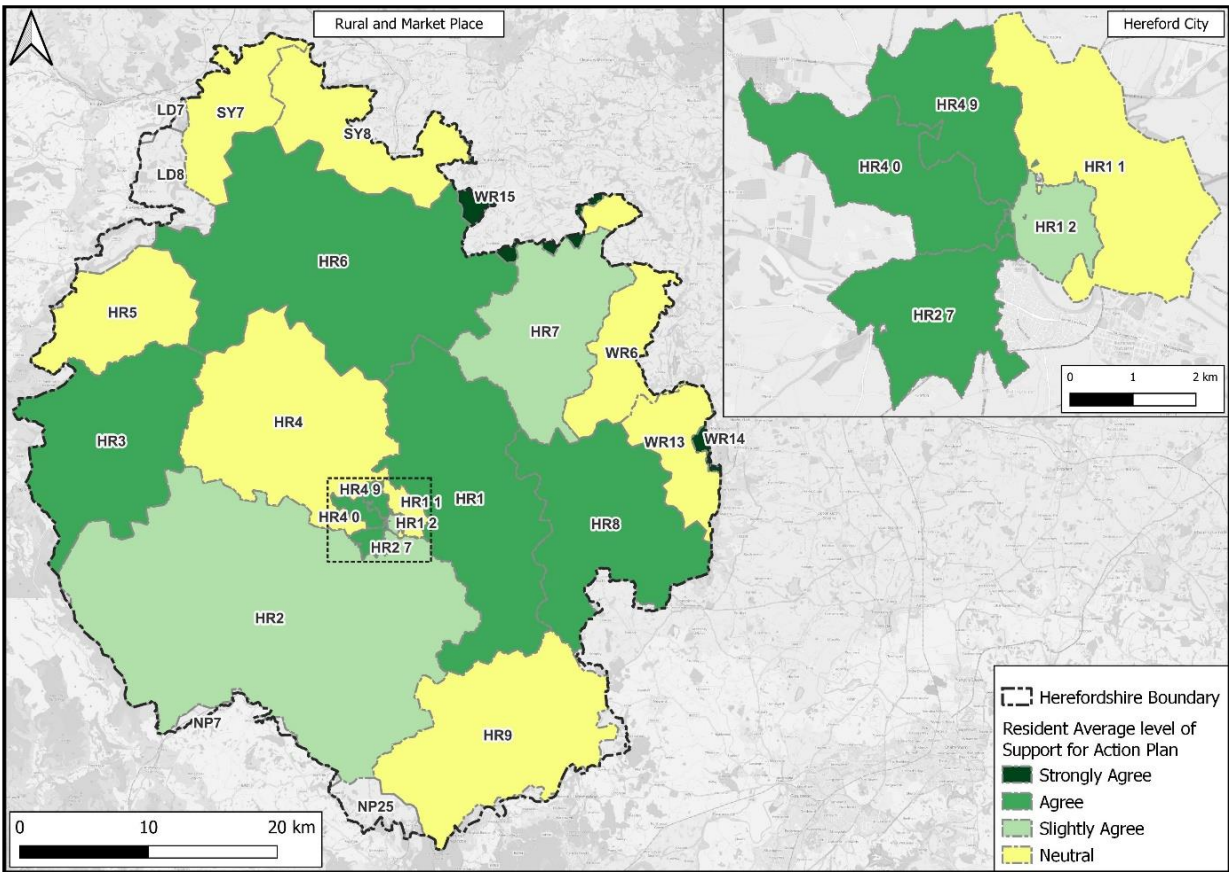
Across the three place-based strategies, at least 80% of respondents expressed support for each of the five strategy objectives. Figure 5 shows that 72% of respondents supported the Hereford City Action Plan, 70% supported the Rural Areas Action Plan and 69% supported the Transport Network Action Plan. This compares to 10% who opposed or strongly opposed to each of place-based action plans.

Figure 5: Level of Support for Action Plan in each place-based Strategy



These responses are complemented by Figure 6 which highlights the greatest levels of agreement for the LTP5’s Action Plans were residents from Hereford City and the larger Market Towns of Leominster and Ledbury.

Figure 6: Level of Support for actions plan based on where residents live



## Stakeholder and partner organisations

Key stakeholders, including regulatory bodies with statutory obligations, participated in the consultation on the draft LTP5. Their participation ensures that the LTP5 is compliant with the relevant legislation, including the Strategic Environmental Assessment (SEA) and Habitats Regulation Assessment (HRA).

The stakeholders and organisations who responded to the LTP5 documents included:

- Partner transport bodies including National Highways, Midlands Connect, the Environment Agency, Natural England, Historic England and Canals & Rivers Trust.
- Neighbouring Local Transport Authorities including Worcestershire, Gloucestershire and Monmouthshire.
- 4 Parish Councils, 5 Town Councils and 1 City Councils.
- 20 other interest groups, including the Hereford Enterprise Zone, Herefordshire Mencap, Hereford College of the Blind and Visually Impaired, Herefordshire Civic Society and a number of schools and business across the county.
- 5 County Councillors.

Across these responses, the following themes were most frequently raised:

- **Public Transport:** A desire for improved frequency, information operating hours and interchange between different sustainable travel choices.
- **Safety:** Safety for vulnerable road users, school travel, impact of HGVs, support for lower traffic speeds and facilities for pedestrians.
- **Resilience and the Western Bypass:** Improving the resilience of the network, access and the opportunities the Western Bypass creates to prioritise sustainable travel in the city centre.
- **Freight:** The impact of larger vehicles and improving provision for drivers.
- **Rural Areas:** Request for more solutions to address the unique needs of rural communities and to reduce rural inequalities.
- **Monitoring:** Request to provide more detail on what the impact of improvements will be and how it supports the Council's objectives.

## Refining the LTP

The feedback from consultation has informed the revisions made to create LTP5. This includes additional detail around plans and aspirations for supporting public transport, priorities for freight and road safety.

A monitoring plan has also been included post consultation to provide a range of multi-modal targets that reflect the key priorities of LTP5.

These refinements have helped to shape a strategy that reflects the priorities of local residents, businesses and visitors. Any future changes and updates will be included as addendums to LTP5, ensuring the document remains reactive and appropriate to Herefordshire's transport systems.



## 5. Hereford City Strategy

### Overview

Hereford is home to approximately 60,000 residents, representing roughly one third of the total population of Herefordshire.<sup>25</sup>

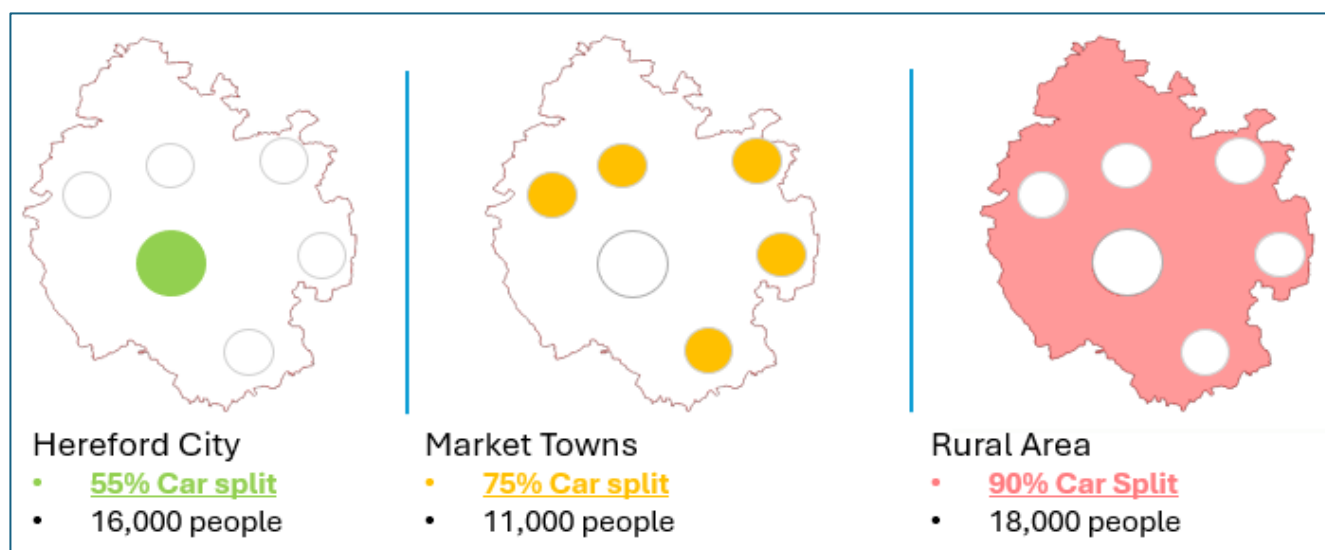
The city has a younger, and more varied demographic than the rest of Herefordshire<sup>26</sup>. There are also significant social variations across the city. For example, the central and south-eastern areas have high levels of productivity and low levels of deprivation. In contrast, some areas to the south-west of the River Wye fall within the top 10% most deprived areas in England.<sup>27</sup>

Hereford Enterprise Zone is a significant employment site with 45,000 jobs, on the south-eastern edge of Hereford. There are also a number of large employers to the north of the city centre.

A third of jobs in Hereford are filled by residents of the city. The rest, representing around 30,000 people, commute into the city from surrounding towns and rural areas within Herefordshire and neighbouring areas.<sup>28</sup>

The majority of commuting into the city is by car, although the percentage that drive varies by origin as shown in Figure 7. Just over half of those that live and work in Hereford City commute by car, with around 40% walking, cycling or wheeling. For journeys into the city, car travel is higher at 75% of trips from the Market Towns, rising to 90% from rural areas where there are more limited travel choices.<sup>29</sup>

Figure 7: Commuting trips split by place (2021 Census Travel to Work Data)



<sup>25</sup> [ONS Mid-Year Population Estimates, 2023](#)

<sup>26</sup> [Population around the County, Herefordshire Council 2025](#)

<sup>27</sup> [Indices of Multiple Deprivation, 2019](#)

<sup>28</sup> [ONS Travel to Work TS061, Census 2021](#)

<sup>29</sup> [ONS Travel to Work TS061, Census 2021](#)

## Supporting a thriving and prosperous economy

Hereford will be the focus of new housing and employment growth to meet government targets. New development will require significant transport infrastructure investment in the city and surrounding area to unlock the proposed growth. The priorities to support this growth include:

- Delivery of a **Western Bypass** to the west of the city, providing access for new development areas and helping to take traffic away from the city centre.
- Enhancements to **city centre urban realm** to improve attractiveness and boost the local and visitor economy.
- Enhanced **cycling, walking and wheeling** facilities across the city to maximise the number of short distance trips within Hereford City that are chosen to be made by active travel.

### Western Bypass

New infrastructure including vehicular routes will be vital for providing access for all users and mitigating the impact of new travel demand on the historic city centre.

The exact alignment of a new bypass to the west of the city and connecting the A49 south of Hereford to the A49 in the north will be developed in co-ordination with National Highways and linked to the positioning of new development in the city centre.

The Western Bypass will help to take through traffic away from the city centre, reducing congestion and helping to improve air quality along key corridors. As well as improving the journey time reliability of travel for freight and visitors into the city, it will enable the existing route through Hereford to be de-trunked and unlock a number of new opportunities to enhance the city centre's connectivity and grow our economy.

### Changes to the City Centre

The Western Bypass will divert traffic away from the city centre and enable improvements to the public realm in the city centre, providing a more vibrant area and boost local business.

Reduced congestion will also enable faster and more reliable bus journey times, and scope to provide dedicated bus priority. In turn this will support the viability of the city and inter-urban bus services to the Market Towns. It will create opportunities to provide more travel choice through dedicated facilities for people to cycle, walk and wheel in the city centre and support more reliable bus journeys.

Further improvements to sustainable travel options will also help to increase accessibility to employment sites, including nearby military sites, and support the high-tech industries within the Hereford Enterprise Zone. The focus of these improvements will be bus services and walking, wheeling and cycling infrastructure. Subject to the future development proposals throughout the city, the feasibility and viability of potential rail or bus connection points will be further detailed in the emerging Herefordshire Rail Strategy.

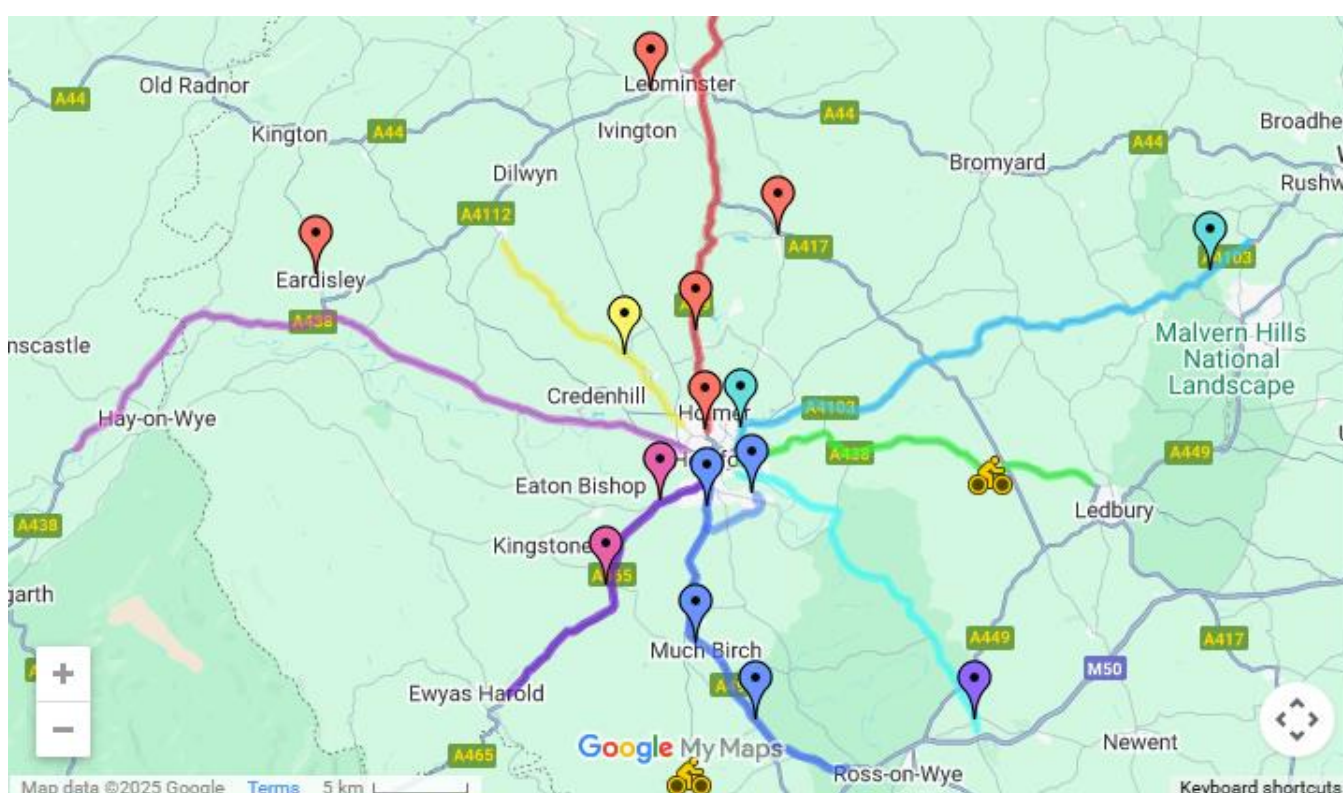
### Parking

The city is served by a mix of council-owned and privately-owned car parks. These provide essential parking capacity, manage demand and support footfall in the city centre. However, with limited capacity, car parks can exceed demand during peak periods, contributing to localised congestion in the city.

We will develop a new Car Parking Strategy for Herefordshire. This will identify opportunities to better manage parking demand, including formalising on-street parking arrangements and consolidating car parks where feasible.

There are fifteen Park and Choose sites that increase choice and capacity for travel into the city as shown in Figure 8.<sup>30</sup> We will explore the potential for new developments to provide more Park and Cycle sites to serve key corridors into the city.

Figure 8: Park and Cycle Sites



<sup>30</sup> [Herefordshire Park and Cycle Sites, Herefordshire Council](#)

### Case Study: Leominster High Street Heritage Action Zone (HAZ)

The Leominster High Street Heritage Action Zone (HAZ) was part of Historic England's national programme to reinvigorate high streets by restoring historic character, supporting local identity, and creating more accessible and inclusive town centres. Between 2020 and 2024, Leominster received £1.3 million from Historic England alongside £1.8 million of Council match funding to deliver improvements to buildings, streets and public spaces in the town centre.

The heritage buildings grant scheme successfully restored historic shopfronts and listed facades along High Street, Corn Square and surrounding streets. These works enhanced the town's distinctive character, strengthened its sense of place, and helped support local businesses by improving the appeal and visibility of the town centre.

Alongside this, community and cultural events delivered in partnership with Leominster Town Council helped reconnect residents with their local heritage and encouraged greater use of public spaces.

The public realm improvement programme focused on creating safer, more welcoming pedestrian environments. Footway widening, improved surface treatments, clearer crossing points and raised features have made key streets easier and safer to move through, particularly for people walking, wheeling or using mobility aids. Renewal of ageing drainage infrastructure has also improved street resilience and reduced the need for future reactive maintenance.

Overall, the programme has supported placemaking centred on people, strengthening the town's unique identity while improving equitable access to its high street and public spaces.

Figure 9: Leominster High Street HAZ



## Enabling healthy choices to improve wellbeing

The city benefits from a number of attractive routes for walking, wheeling and cycling and recent public realm improvements funded through the Active Travel Fund have enhanced the overall pedestrian environment on key streets in the city centre. In addition to an attractive pedestrianised city centre environment, there are a number of leisure routes surrounding the city such as Great Western Way and a riverside walking, wheeling and cycling route.

Around 40% of commuting trips in Hereford City are under 1.2 miles and 70% under 3 miles.<sup>31</sup> Approximately half of those trips under 1.2 miles are undertaken by car.<sup>32</sup> Therefore, further improvements to walking, wheeling and cycling facilities represent the most efficient means of offering alternative choices to the car for short distance trips in Hereford City thus reducing congestion and improving air quality.

Our aspiration is to improve facilities for walking, wheeling and cycling to make it easier for individuals to choose sustainable travel. We will achieve this by:

- Delivering **connected, comprehensive and safe** walking, wheeling and cycling routes across the whole city.
- Ensuring high quality cycling, wheeling and walking facilities from areas of **new development into the city** and joining to **existing active travel networks**.
- Expanding the number of **low traffic streets** across the city centre and residential areas as supported by consultation responses.
- **Connecting surrounding rural settlements** to Hereford City, including by extending the riverside active travel network.
- Expanding the successful **on-street bike and e-bike hire** scheme in the city.

We will also look to increase the provision of secure cycle parking stands, for standard and non-standard bikes, at key destinations around the city centre and at key interchanges such as the railway and bus station in Hereford City.

Delivering complete cycling, walking and wheeling routes will encourage and enable more people to choose sustainable modes of travel for their everyday journeys. This will provide an alternative travel option to cars and also have wider benefits for health, air quality and productivity. These ambitions align to the approach that will be set out in our emerging Herefordshire LCWWIP<sup>33</sup>, a sister document to the LTP5.

An overview of the LCWWIP priority measures for delivery that will form the basis to develop a pipeline of sustainable transport schemes for the city are shown in the Figure 10 and listed in the Hereford City Action Plan.

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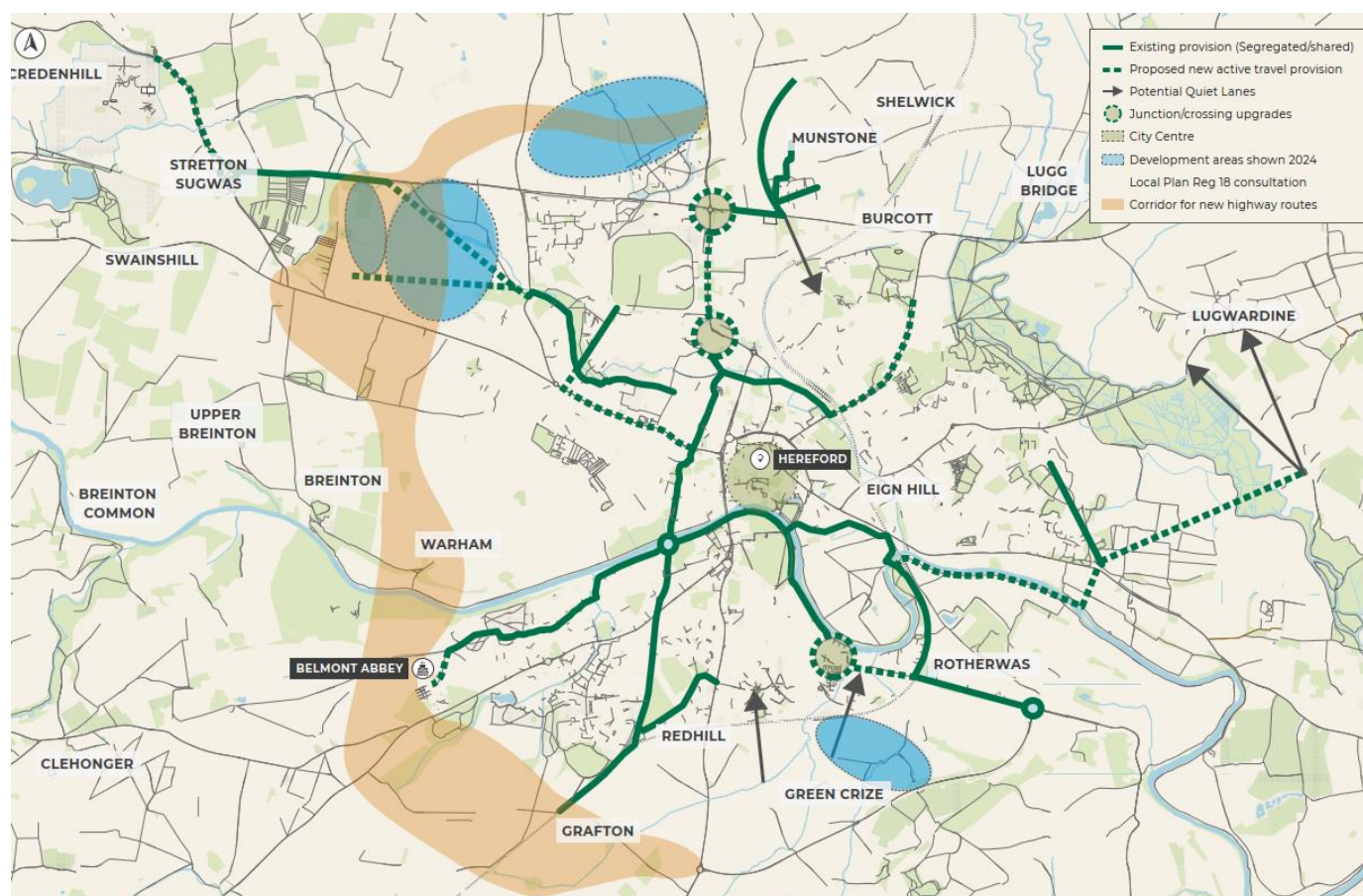
<sup>31</sup> ONS Travel to Work TS061, Census 2021

<sup>32</sup> ONS Travel to Work TS061, Census 2021

<sup>33</sup> [Herefordshire's Emerging Local Cycling, Walking and Wheeling Infrastructure Plan, 2025](#)



Figure 10: Hereford City Network Map



### Tackling climate change and protecting and enhancing the natural and built environment

The high number of vehicles that drive in and through the city centre contributes to congestion and associated environmental impacts such as carbon emissions, noise and poorer air quality. This is most prevalent along the A49 corridor, from Holmer Road in the north to Belmont Road in the south.

Addressing these impacts will help to create a better place to live, work and visit. To achieve this, we will need to:

- Reduce the amount of motorised traffic **travelling through** the city centre through delivering the bypass.
- Transition to **less polluting types of propulsion** through:
  - Provision of more **EV charging points**.
  - Roll out **zero emission buses in Hereford City**.
- **Support transition of freight to sustainable modes** in the city centre.
- Monitor future **transport related trends** and **associated emissions**.

There are a number of existing EV charging points in Hereford. A significant increase in EV charging points across the city will be required to cater for future demand and help reduce the environmental impacts of transport. The initial priority as set out in the EV Strategy are sites being delivered through LEVI funding. The first on-street installations will begin in 2025

with roll out continuing until at least 2030. Rapid charge points hubs are also planned to be further rolled out across car parks in the county.

As the hub for bus services, Hereford City is also the most suitable location to begin the roll out of zero emission buses in Herefordshire. While previous funding bids have been unsuccessful, we will continue to work with operators to transition the city's bus fleet to zero emission vehicles.

These changes will also help to provide safer and more welcoming spaces for pedestrians and cyclists and to support improved bus reliability, which in turn will also help to encourage greater choice to travel by less polluting modes.

### Improving accessibility and inclusivity

Hereford City is the focal point for the county's bus connections. The local city bus services serve the main residential areas at a half hourly frequency. This level of provision is such that buses can provide many residents an attractive sustainable travel option.

However, with limited river crossings and significant through traffic, the city centre highway network suffers from congestion. Buses get delayed in the same congestion hotspots, in particular at Belmont Road, Whitecross Road, Commercial Road, Aylestone Hill, Newmarket Road and St Peter's Square. The delay caused by congestion on these key city centre roads reduces the attractiveness of buses for passengers and increases the operating costs of public transport.

The high population density, number of amenities in the city and that many trips in the city are too long a distance to walk means that bus could play a greater role in moving people in the city. To help achieve this, we will deliver the following bus improvement schemes which align to the ambitions set out in our BSIP:

- **Bus priority measures** within Hereford City centre on key bus corridors.
- **Improved frequency** on Hereford City services.
- **Using developer funding to extend bus services** to ensure sustainable travel choices are provided at an early stage of new developments.
- **Half-hourly frequency** buses on the core county services between Hereford City and Ross-on-Wye and Leominster.

We will work with public transport operators and undertake a Bus Network Review to identify where further improvements could be made to bus journey times within the city centre and to and from our Market Towns.

There are existing rail connections from Hereford City to key urban centres such as Manchester, Birmingham, Cardiff and London. Future enhancements to these services would help to further boost the economy and attractiveness of Hereford City as a destination.

The delivery of a Transport Hub at Hereford Railway Station will help to enhance the transfer between rail, bus, cycle and taxi. The Transport Hub will create a new gateway and arrival point in Hereford City for our visitors. The new hub will be complimented with improvements to the signage and routes into the city centre and to key destinations.

Taxis play an important role in supporting access for all and as part of multi-modal journeys. In liaison with operators, we will explore opportunities to enhance taxi rank provision and potential external funding opportunities that would help to decarbonise the taxi fleet.

Hereford City benefits from an existing bike and e-bike share scheme which encourages sustainable travel for short distance journeys around the city centre. We will work with operators to grow this bike share network. We will also explore how shared e-cargo bikes may become part of the transport mix for businesses and residents.

To complement the shared bikes, we will explore the potential for a citywide a car club scheme. This would improve travel choice by giving people ad-hoc access to a vehicle and provide a cost-effective alternative to single or multiple car ownership. Over time, shared cars with zero emission vehicles, and in combination with bikes, buses and rail form part of a single new transport ticketing offer.

### **Improving transport safety and security**

In Hereford City where there are the highest levels and concentration of people cycling, walking and wheeling, the priority will be on enhancing the safety of vulnerable road users. Formal crossing facilities and segregation on priority corridors will be central to this and will be supported by the actions delivered as part of the Herefordshire LCWWIP.<sup>34</sup>

To improve the viability of walking, wheeling and cycling for short-distance journeys in Hereford, it will be necessary to ensure that the design and delivery of projects are in accordance with the appropriate regulations and guidance. Adhering to these standards will ensure economical infrastructure that supports accessible, safe and expedient movements.

Supporting the review and implementation of appropriate speed limits bespoke to local requirements. The implementation of appropriate speed limits including 20mph outside identified schools and city streets has multiple benefits, including improved road safety and air quality, create safer and more attractive environments and ease congestion.

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<sup>34</sup> [Herefordshire's Emerging Local Cycling, Walking and Wheeling Infrastructure Plan, 2025](#)



### **Case Study: Hereford Transport Hub to improve integration**

Hereford Transport Hub will improve integration transport through redevelopment of forecourt of the historic Hereford Railway Station. This will incorporate a new and improved bus interchange adjacent to the station, facilitating sheltered transfers between trains and local/regional bus services as shown in Figure 11.

New facilities include an enclosed waiting room, a covered waiting area protected by a canopy sensitive to the heritage station building, driver restrooms and real-time information boards. Accessibility is a central focus, incorporating tactile paving, dropped kerbs, and signage with braille and audible assistance. The project also incorporates extensive provision for active travel, including generous pedestrian and wheeling access, covered cycle storage and rental hubs.

The scheme is funded by a mix of sources, including the Government's Levelling Up Fund, Active Travel Fund and Herefordshire Council.

Construction for this £10 million scheme, contracted to McPhillips, officially began in August 2025. Upon completion, the Hub will significantly boost accessibility and inclusivity, health and wellbeing and, by encouraging a shift to sustainable travel, help to improve city congestion and air quality.

**Figure 11: Hereford Transport Hub Forecourt Design**



## Strategy for Hereford City

### Supporting a thriving and prosperous economy

- Deliver the infrastructure to unlock and support sustainable new development including:
  - A Western Bypass.
  - Enhancements to the city centre urban realm.
  - Enhanced cycling, walking and wheeling facilities across the city.
- Improved sustainable transport links to major development areas.
- Review of car parking provision in the city centre.

### Enabling healthy choices to improve wellbeing

- Delivery of comprehensive walking and cycling network across the city.
- Ensure sustainable transport facilities are provided within and connect to new development.
- Explore the potential to expand the number of low traffic streets across the city centre.
- Connect neighbouring rural settlements to the city centre.
- Expand the on-street bike and e-bike hire scheme in the city.
- Increase the provision of secure cycle parking stands at key destinations and transport interchanges.

### Tackling climate change and protecting and enhancing the natural and built environment

- Expansion of electric vehicle infrastructure around the city.
- Bypass to remove through traffic from the city
- Explore the potential for zero emission buses.
- Transition of freight to sustainable modes.
- Monitor future transport related trends and associated emissions.

### Improving accessibility and inclusivity

- Investigate and deliver bus priority on key corridors.
- Provide bus services at early stages of new developments.
- Half hour frequency and later running buses between Hereford City, Ross-on-Wye and Leominster.
- County wide bus network review.
- Delivery of the Transport Hub at Hereford Railway Station.
- Enhance taxi rank provision and potential decarbonisation of the taxi fleet.
- Roll out of shared cars across the city.
- Work towards multi operator integrated ticketing for sustainable transport modes.

### Improving transport safety and security

- Segregated facilities for pedestrians and cycles and improved crossing facilities.

- Safer speeds within the city centre and residential streets.
- Embrace new opportunities to improve the county through new technologies such as autonomous vehicles and Variable Message Signage.

## 6. Rural Herefordshire and Market Towns Strategy

### Overview

Herefordshire is a predominantly rural county covering a number of Market Towns, villages, hamlets and dwellings across a varied landscape. Combined, the rural areas and Market Towns are home to approximately 70% of the county's population<sup>35</sup>.

Residents in rural areas are typically older, more reliant on a car and are likely to have greater disposable income.<sup>36</sup> The travel requirements and relationship with transport infrastructure of rural residents is fundamentally different to the younger demographic who typically live in urban, better-connected areas.

Where residents do not have access to required services locally, they are forced to travel further afield, such as into Hereford City or into neighbouring authority areas. This is particularly apparent with young people leaving the county for economic opportunities, creating a skills gap in the workforce<sup>37</sup> but also a loss to the local economy.

The local character and availability of services varies significantly across rural Herefordshire and can be broadly categorised as follows:

- Market Towns of **Bromyard, Kington, Ledbury, Leominster and Ross-on-Wye** include employment, retail, tourism, leisure and other services. They serve as a hub for local residents, surrounding parishes and some who live in neighbouring areas of Shropshire, Gloucestershire and Worcestershire. In terms of transport provision, Ledbury and Leominster both have railway stations. Leominster provides a frequent service to Hereford City, with a journey time competitive to that of the private car, whereas Ledbury has limited services to Hereford City and caters more for trips to locations such as Worcester and Birmingham. There is also a network of core bus corridors that provide hourly connections between Hereford City and each Market Town except Bromyard.
- Rural hubs such as the villages of **Colwall, Kingstone, Peterchurch and Weobley** have a range of local facilities including primary and secondary schools, local shops and doctor's surgery. Colwall is the only rural hub with a railway station which mostly caters for low levels of rail passengers travelling to Worcester and Birmingham and has limited services to Hereford City. In terms of bus provision, services are more infrequent and inconsistent across much of the rural parts of Herefordshire.
- Other service villages, such as **Cradley, Ewyas Harold and Holme Lacy** which have some local facilities, but it is likely that private travel is required to access a range of daily facilities and as well as wider parts of the county, such as Hereford City or nearby Market Towns.

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<sup>35</sup> [ONS Mid-Year Population Estimates, 2023](#)

<sup>36</sup> [South West Rural Mobility Strategy, 2022](#)

<sup>37</sup> [Herefordshire Council Plan, 2024](#)

- **Hamlets and individual houses** with limited local facilities and as a result, residents tend to travel longer distances to access their daily needs and this is likely to be undertaken by private vehicles.

Low population density in rural areas means public transport provision is often limited and economically unviable. Where it does exist, services can be infrequent and bus stop facilities can also be limited. This can lead to greater car dependency and higher travel costs. For those without access to a car, it is more difficult to access key services such as employment and education and there is an increased risk of isolation and loneliness.

A core aim of LTP5 is to support rural mobility and to connect people and services by providing them with greater transport choices. This includes supporting more localised activity, online services and community led proposals. As set out in our BSIP, improvements to public transport will focus on delivering a number of core bus services that provide a 'hub and spoke' network of key routes through the rural areas from Hereford City.

This multi-faceted approach will help to improve the quality of life for our rural residents and boost a sense of community by creating more vibrant towns and villages.

### Supporting a thriving and prosperous economy

To support the economic attractiveness of the Market Towns, suitable High Street improvements to create better pedestrian facilities, improved access and more space for town centre businesses will be delivered. This includes exploring the feasibility for one-way streets, particularly where it also supports improvements to air quality, increased parking provision and an enhanced pedestrian environment through public realm works.

Outside of the Market Towns, local services and job opportunities are varied. Nevertheless, typically 1 in 5 residents in rural areas work within their local area (less than 3 miles from their home).<sup>38</sup> This is coupled with more people now working from home, leading to higher daytime populations in the county's rural areas.

We will seek to support the vitality and facilities of these rural areas. This includes enhancing the walking, wheeling and cycling environment, providing additional transport facilities including EV charging, and offering more localised services for residents, such as parcel lockers and cycle parking to support their role as a community hub.

New development and an increasing population will provide a significant boost for the vitality of some of our towns. However, it could also increase levels of motorised traffic which would have a negative impact on the historic layout of the Market Towns which were not designed for high volume traffic flows. We will need to manage the anticipated increase in traffic volumes in the Market Towns from proposed new development.

### New Development

The LTP5 action plans will be updated in the future to reflect the proposals in our emerging Local Plan when this has been published.

The Market Towns are areas that are likely to include some new development. In particular, the larger towns of Leominster, Ledbury and Ross-on-Wye. These towns already have

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<sup>38</sup> [Herefordshire Council, 2025](#)

services and an employment base, and as such they are considered to be sustainable locations for future development.

The new Local Plan will identify specific sites for development, and this will be supported by an Infrastructure Delivery Plan to ensure that infrastructure keeps pace with development. Transport infrastructure to support future development sites in rural areas is likely to include:

- **Leominster South-West Urban Extension.** A new Southern Link Road. High quality walking, wheeling and cycling infrastructure to the town centre, such as along Ryelands Road which would benefit both new and existing residents.
- **Ledbury.** Extension of the traffic-free spine to new developments, improvements to crossing facilities in the town centre and enhancements to the routes leading to the railway station and bus stops across the town centre.
- **Ross-on-Wye.** Eastern Access Road. Improvements to local sustainable transport networks, improving public transport infrastructure including half hourly frequency to Hereford City. Development will also likely require significant expansion of existing education facilities or the delivery of new education facilities.
- **Bromyard.** New homes which are connected by safe and convenient walking, wheeling and cycling routes. Opportunity for further expansion of education facilities
- **Land south of Kington.** Supported by new access and local pedestrian and cycle connections.

We anticipate development across rural Herefordshire, focused upon those areas where there are some existing local sustainable transport services. The proposed development will help to further boost the vitality of these local communities.

All new development will be required to comply with the provisions in LTP5 Policy TN12 Transport in New Developments which sets the requirements and standards for walking, wheeling, cycling, public transport and EV provision in all new developments delivered in Herefordshire.

### Enabling healthy choices to improve wellbeing

Outdoor activities play an important role in improving mental and physical wellbeing as well as reducing loneliness and stress.

The rural landscape includes a range of public footways, byways and bridleways. Sustainable transport routes include the Wye Valley Walk, Herefordshire to Gloucestershire Canal, Mortimer Trail, Herefordshire Trail and Offa's Dyke Trail. These create spaces for residents and visitors to enjoy the outdoors on foot, wheel, cycle or horse.

We will seek to improve the quality of bridleways to remove restrictive infrastructure, such as stiles or staggered barriers, which prevent people with limited mobility or equestrians from being able to fully access routes. This will enable more people to access the benefits of outdoor exercise, boost usage and natural surveillance along these routes making them safer for all users. Further details on our approach to this are set out in our Rights of Way Improvement Plan (RoWIP)<sup>39</sup>, a sister document to LTP5.

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<sup>39</sup> [Herefordshire Council Rights of Way Improvement Plan, 2018-2028](#)

In many smaller villages there are not consistent footways, street lighting or crossing facilities. This can be a deterrent to cycling, walking or wheeling for local journeys with many made by car instead. We will explore the viability of developing traffic-free greenways, subject to land ownership agreement and engagement. We will also develop an approach to trial quiet lanes which are minor roads shared by motorists, walkers, cyclists and horse riders but with low volumes of motorised traffic.

We will develop and deliver, using developer contributions, improvements to the facilities in each of the Market Towns. These opportunities are outlined below:

- The aspiration in **Leominster** is to build upon the number of existing links to develop a network of cross-town routes which link the town centre to the railway station, schools, sports centre and new development. Routes include Ginhall Lane/Green Lane, Ryelands Road, the B3461 and across Worcester Road.
- **Ross-on-Wye** has high levels of cycling and walking, but dedicated facilities are lacking or constrained by narrow historic streets and parking. The aspiration is to improve links and signage to leisure routes in the vicinity of the town centre, extend the low traffic route along the old railway line to the west and east to Weston under Penyard/Bollitree Castle and to enhance routes by the river.
- **Ledbury** benefits from a route along the former railway line and many quiet roads. The priority is to extend the Ledbury Loop, an existing traffic-free spine to new developments, improve crossing facilities and enhance the routes to the railway station and bus stops across the town.
- **Bromyard** is a smaller market town where improving crossing facilities, cycle parking and space for pedestrians will have the greatest benefit. This includes improved crossings on the A44 to enhance access to bus stops.
- **Kington** benefits from a network of public footpaths, including Offa's Dyke Path, and rural cycle tracks of Hergest Ridge and Gladestry Gravel Loop. We will seek to improve connections between and to the existing National Cycle Network and local cycle paths. We will also explore improvements to the High Street to help to make walking, wheeling and cycling in Kington easier. Our emerging Car Parking Strategy for Herefordshire will also help to support the current on street parking challenges in Kington.

### **Case Study: Offa's Dyke Path – Connecting people with nature**

The Offa's Dyke Path is a scenic 177-mile walking trail that links Sedbury Cliffs on the banks of the River Severn estuary to Prestatyn, a town that overlooks the shores of the Irish Sea.

Outdoor activities are important in improving our physical and mental wellbeing, and Offa's Dyke Path provides a vital space for rural residents and visitors to connect with nature and reduce stress.

Additionally, Offa's Path is a wonderful option for sustainable tourism, the Wye Valley in Herefordshire is recognised as an Area of Outstanding Natural Beauty and the National Trail is well-marked all year round.

Trails, such as the Offa's Dyke Trail, highlight the benefit that these routes can have by connecting communities to nature and the benefits that this can create for health and wellbeing. This also directly aligns to the LTP5 objectives which include enabling healthy behaviours and improving wellbeing and tackling climate change and protecting and enhancing the natural environment.

### **Tackling climate change and protecting and enhancing the natural and built environment**

It is recognised that for a large rural area, travel by private car is likely to remain the most popular method of travel. Therefore, switching to EV's and increasing digital access will play a key role in decarbonising travel within our rural areas.

To support the transition to EV's, and in line with our EV Charging Strategy, we will work with operators to deliver charging points across Herefordshire. In the short term, this will include EV charge point hubs in Council car parks and on-street chargers across the county. The plan to deliver this will be further detailed in our emerging Car Parking Strategy for Herefordshire.

Lower population and demand in rural areas can make providing EV charge points more challenging and expensive. Sharing chargers, also known as peer-to-peer charging, can supplement public charge points. Therefore, we will also promote peer-to-peer charging, raise awareness of and encourage individuals, businesses and community buildings to consider making their chargers available to others.

Digital access and connectivity can play a key role in reducing the need to travel and bringing resident's daily needs to their doorsteps through home working, online services and deliveries. Many residents in the Market Towns, work from home. Therefore, we will work with partners to support and improve digital accessibility to enable people to easily access online services.

### **Improving accessibility and inclusivity**

Improvements to the existing 'hub and spoke' bus network has the greatest opportunity to improve accessibility for all and maintaining a consistent standard of public transport between the Market Towns and Hereford City is a priority. To support this, we will help to make buses easier by:

- Providing **half-hourly service frequency** between our Market Towns and Hereford City.
- **Improving access** to bus stops, including crossing facilities and cycle parking.



- **Improving bus stop infrastructure and waiting facilities** through the implementation of real time information, lighting and Wi-Fi at stops.
- **Improving perceptions of safety** through the installation of CCTV.
- Providing **bus priority** or **bus only** access on certain streets to make bus services faster and more reliable.
- Tackling delays caused by informal **on-street parking** through the development of a county wide car parking strategy. For example, Cantilupe Road, Gloucester Road and the High Street in Ross-on-Wye.
- **Integrating bus times** with opening hours of leisure/social facilities and events.

Leominster is accessible from a wide catchment area with bus and rail services to Kington, Hereford City and the wider county available. As trains cross at Leominster, it offers potential to provide bus to rail interchange. We will work with partners to re-develop the station forecourt, expand parking and improve interchange. This will enhance the attractiveness of the railway station and further enhance its role as a public transport hub for the town and surrounding areas.

Colwall and Ledbury railway stations provide two to three trains an hour to Hereford City, and direct services to larger settlements. Improving facilities at Ledbury to improve accessibility for all is a priority, both for interchange but also facilities at the station. Pedestrian access to these railway stations, including better crossings facilities and signage to the town centres and key services is also priority for us to make rail travel more convenient.

Community transport can also play a key role in improving access in rural areas where other transport services may not be commercially viable. There are several existing voluntary community transport organisations operating buses or car club vehicles. We will continue to support these operators and reduce barriers to introducing new services. As the offer of community transport evolves, it will allow more people to benefit from these services in a quick, convenient and accessible way.

These rural challenges occur within the backdrop of uncertainty about future funding, changing technology and travel patterns. We will further explore how new and existing transport modes can be best delivered to meet the needs of our residents, businesses and visitors in rural areas. This will provide a valuable tool for understanding where we prioritise investment and to identify interventions which will create the best benefit for people that live, work and visit Herefordshire.

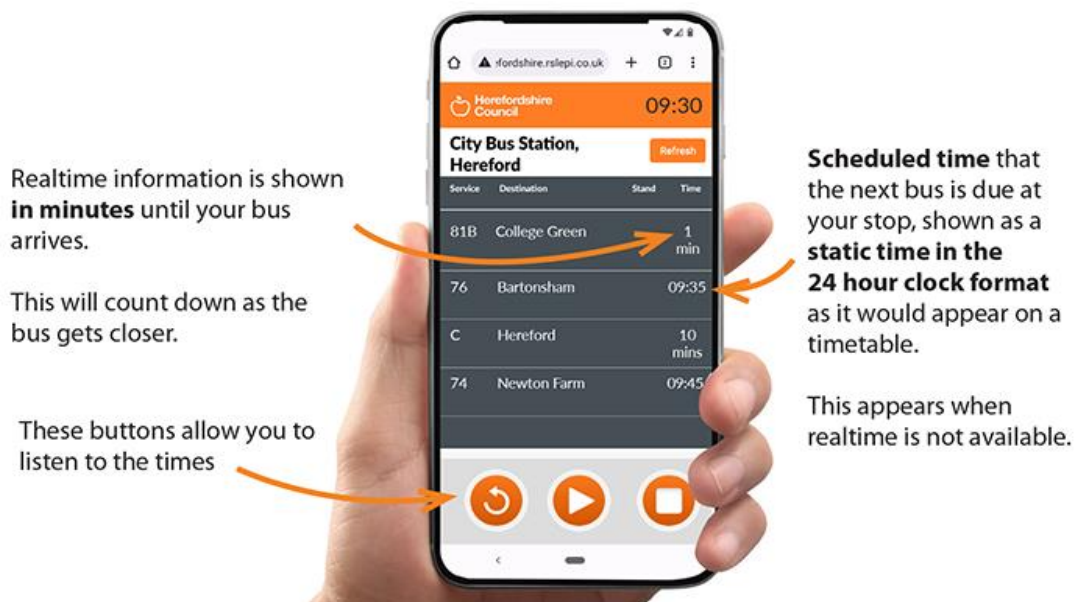
### Case Study: Investment in improved real-time information at Bus Stops

The council has introduced QR codes at over 500 bus stops throughout the county as shown in Figure 12. The core aim is to provide instant, accurate and easily accessible bus arrival information. By simply scanning the unique QR code, the passenger is presented with live information showing exactly when the bus will arrive at that stop, without needing to download any dedicated app.

This easy to access information provide greater certainty and confidence to passengers. It enables them to check arrival times before leaving home, therefore helping to reduce time spent waiting at the stop, a major convenience, especially on rainy days.

This cost-effective digital solution help to make public transport a more attractive and stress-free choice. It supports strategic objectives related to customer experience, greater accessibility and inclusivity, and service modernisation across the entire county network, thereby encouraging greater ridership.

Figure 12: Webpage showing real time infromation from scanning QR code



### Improving transport safety and security

Approximately two thirds of collisions resulting in serious injury occur on the county's rural roads.<sup>40</sup> Acknowledging that collisions can involve a range of contributory factors, including driver behaviour, geometric highway layout, level of illumination, and weather conditions.

The Market Towns tend to have a higher number of people cycling, walking and wheeling, and therefore there will be a greater focus on improvements for the most vulnerable road users including school children and the elderly. Each of the Market Towns have an A-road with high traffic flows passing through it which can be unattractive and dangerous for pedestrians as well as people cycling and wheeling. Improving crossing facilities and, where appropriate, lower speed limits will help to both improve safety but also unlock new travel opportunities for all users.

<sup>40</sup> [Herefordshire Council, 2025](#)

## Strategy for Rural Herefordshire and its Market Towns

### Supporting a thriving and prosperous economy

- Improving Market Towns and Villages by:
  - Enhancing walking, wheeling and cycling facilities.
  - Providing additional transport facilities such as EV charging.
  - Offering localised services for residents.
- Unlock strategic development through:
  - Southern Link Road and active travel facilities in Leominster.
  - Extension of traffic-free spine to new developments in Ledbury, enhanced crossing facilities and improved routes to the railway station and bus stops.
  - New access road and improved bus services to Ross-on-Wye.
  - Attractive walking and cycling access from new developments in Bromyard and land south of Kington.

### Enabling healthy choices to improve wellbeing

- Improve cycling, walking and wheeling facilities and signage across all Market Towns, to local centres and public transport hubs.
- Traffic-free greenways or quiet lanes in smaller villages across the county.

### Tackling climate change and protecting and enhancing the natural and built environment

- Work with partners and support delivery of EV charge points on-street and in council car parks.
- Promote and encourage Peer-to-Peer charging.
- Continue to improve rural broadband and digital connectivity.

### Improving accessibility and inclusivity

- Improve bus stop infrastructure and waiting facilities
- Improve perceptions of safety through the installation of CCTV.
- Tackle delays caused by informal on-street parking through delivery of a county wide car parking strategy.
- Integrate bus times with the opening hours of leisure and social facilities.
- Focus on improvements to bus service frequency and operating hours on core interurban routes.
- Improved passenger facilities and access to Colwall and Ledbury railway stations.
- Support community transport operators to increase provision.
- Produce a Rural Mobility Strategy.

### Improving transport safety and security

- Improve the safety of the pedestrian environment and crossing facilities in the Market Towns.
- Lower speed limits along key routes in the Market Towns.

## 7. The Transport Network Strategy

### Overview

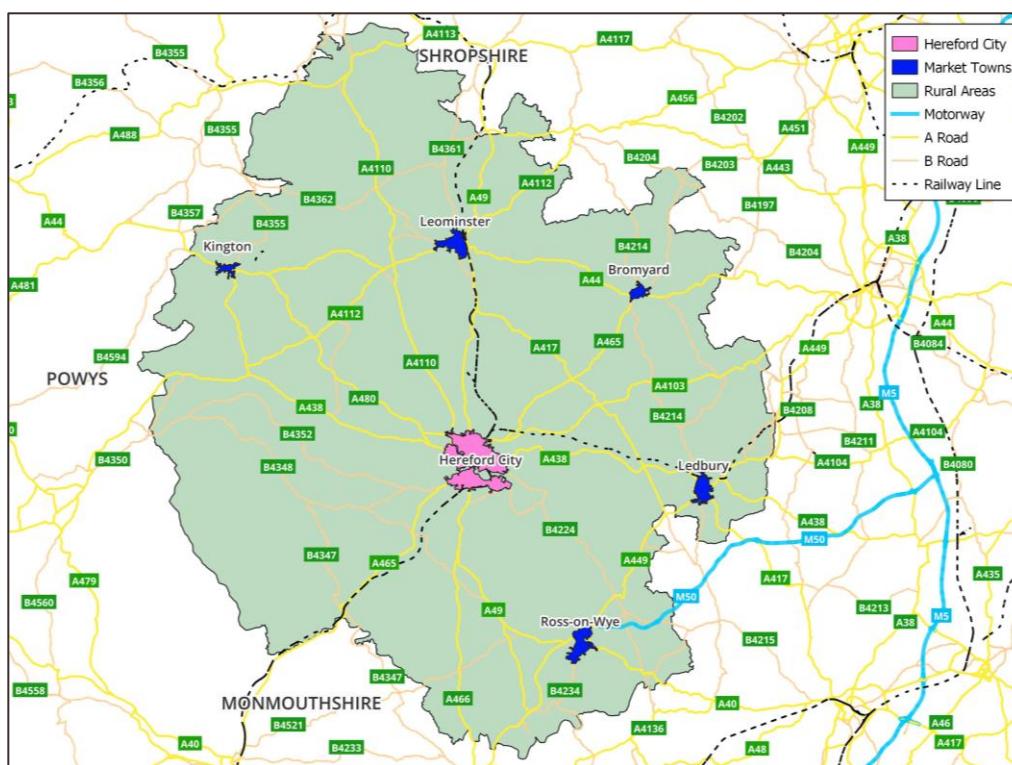
The transport network enables people to travel, work, exercise and engage with services and employment. It can also shape the environment and the quality of life of residents. Maintaining and enhancing the transport network therefore plays a key role in helping to achieve our objectives set out in the Council Plan.

The majority of travel in Herefordshire is made on the highway network. This includes by car (79%), bus or coach (1%), motorcycle (1%), other modes (1%) as well as people walking (14%), wheeling and cycling (4%)<sup>41</sup>.

As illustrated in Figure 13, key routes on the highway network include the A40, A44, A49, A465, A417, A438, A449, A4103, A4110 and M50. These serve as vital arteries linking Herefordshire to neighbouring areas, and national markets. Herefordshire Council are the local Highways and Transport authority, responsible for managing and maintaining the public highway and its assets, including 1,988 miles 3,200 kilometres of publicly maintained highways, 2100 miles of public rights of way, over 700 bridges and 14,000 streetlights. We do not manage motorways or trunk roads. The Strategic Road Network including the A49, A40 and M50 in Herefordshire is maintained by National Highways.

The railways and four rail stations (Hereford, Leominster, Ledbury and Colwall) across Herefordshire are operated and maintained by train operating companies and Network Rail.

Figure 13 Herefordshire's Strategic Transport Network



<sup>41</sup> [ONS Travel to Work TS061, Census 2021](#)

## **Congestion**

Congestion in Herefordshire—most notably in Hereford city—remains a persistent and increasingly problematic issue that affects multiple facets of daily life and strategic planning. It undermines travel reliability, contributes to poor air quality, and hampers economic productivity by delaying the movement of goods and people. The impact is felt not only by private motorists but also by public transport users, with bus services particularly vulnerable to unpredictable delays. This unreliability makes it difficult to maintain consistent timetables, eroding public confidence in the network and discouraging modal shift away from private car use.

The nature of congestion in Hereford is often random and inconsistent, which presents a significant challenge for transport operators and planners. Unlike predictable peak-hour traffic, the sporadic nature of delays means that even off-peak journeys can be severely affected, making it difficult to plan and deliver reliable services. This unpredictability also complicates efforts to improve efficiency and reduce emissions, as idling vehicles contribute to poor air quality and increased carbon output.

### **A49 and Greyfriars Bridge**

A major contributor to congestion in the city is the A49, a strategic route managed by National Highways. It runs directly through the city centre and crosses the River Wye via Greyfriars Bridge—the only significant vehicular river crossing in Hereford. This single point of passage creates a critical bottleneck, especially during peak travel times, when average speeds can drop to as low as 5 mph. The bridge's central location and lack of alternative crossings mean that any disruption—whether due to maintenance, accidents, or flooding—has a disproportionate impact on the entire transport network.

When Greyfriars Bridge is closed, the lack of redundancy in the network becomes starkly apparent. The only viable diversion spans approximately 38 miles, which is not only inefficient but also economically damaging, particularly for freight and logistics operations. This situation highlights the fragility and lack of resilience in Hereford's transport infrastructure. Without alternative routes or investment in additional crossings, the city remains vulnerable to gridlock and isolation during incidents.

Moreover, the A49's dual role as both a local and strategic route exacerbates congestion, as it must accommodate long-distance traffic alongside local journeys. This mix of vehicle types and journey purposes adds complexity to traffic management and increases the likelihood of delays. Addressing this issue will require coordinated action between local authorities and National Highways, with a focus on improving infrastructure, enhancing public transport options, and exploring alternative routes to reduce dependency on a single crossing.

### **Case Study: Proposed bypass in Hereford - Unblocking Congestion, Unlocking Growth, Unleashing Potential** **Image to be confirmed**

The Hereford Western Bypass represents a once-in-a-generation opportunity to transform the city and wider county by addressing long-standing congestion challenges and enabling sustainable economic and housing growth. More than just a road, the bypass is a strategic infrastructure investment that will reshape Herefordshire's transport network, economy, and communities for decades to come.

At the core of the scheme is a clear ambition: to unblock the A49 corridor, which currently divides the city and suffers from severe congestion, particularly at Greyfriars Bridge. The bypass will provide a vital second crossing over the River Wye, improving journey times, reducing disruption, and enhancing network resilience. Its benefits extend far beyond traffic relief. The scheme is central to allowing the council to meet the new government housing targets of up to 14,000 new homes, delivering 150 hectares of employment land, and supporting the creation of approximately 10,000 new jobs—making it a catalyst for regeneration and inclusive growth.

Phase one of the bypass is already progressing, with planning permission secured and land acquisition underway. Construction is expected to begin by December 2026, supported by a £35 million investment. This phase will connect key industrial areas south of the city, removing barriers to development and laying the groundwork for the more extensive second phase around the western perimeter of Hereford.

Phase two, which is expected to require a significantly larger investment, will be delivered through a blended funding model. While inclusion in the Department for Transport's Road Investment Strategy 4 (RIS4) remains a priority, the Council will also pursue infrastructure grants, regeneration funding, and public-private partnerships. A Strategic Outline Business Case will demonstrate the scheme's value for money, alignment with national priorities, and readiness to deliver.

The bypass forms a central component of the Western Growth Corridor, a wider vision to attract inward investment, support housing delivery, and improve connectivity across the region. It will reduce congestion on key radial routes, improve road safety, and enable more reliable and attractive public transport services. By reallocating road space in the city centre, the scheme will also support active travel, cleaner air, and better public health outcomes.

The Council is working closely with a wide range of partners—including National Highways, West Mercia Police, the NHS, the Environment Agency, local businesses, and communities—to ensure the bypass delivers maximum benefit. It will strengthen the resilience of the transport network, reduce accident-related costs, and protect heritage assets from the impacts of heavy traffic.

The Hereford Bypass is not just a transport project—it is a strategic enabler of Herefordshire's future. It is time to move forward with confidence, to unblock congestion, unlock opportunity, and unleash the full potential of our county.



As identified in the New Road Strategy report approved by Cabinet in March 2024,<sup>42</sup> congestion contributes to poor air quality, with the A49 corridor designated as an Air Quality Management Area (AQMA) due to excessive nitrogen dioxide (NO<sub>2</sub>) levels.

The Understanding Herefordshire data platform and annual Air Quality Status Reports further confirm that traffic-related emissions are a primary source of pollution in the city, affecting public health and deterring economic investment

Addressing congestion is therefore essential to improving network resilience, enabling sustainable development, and supporting the county's wider environmental and economic objectives.

### **LTP5 Policy TN1: Managing Congestion**

To address congestion in Hereford's transport network through an Integrated Congestion Management Strategy focused on infrastructure delivery, smarter traffic control, and sustainable mobility will be adopted. This includes prioritising the Hereford Bypass and to divert through-traffic and reduce pressure on the A49 and Greyfriars Bridge, while enhancing east-west connectivity.

### **Maintenance**

A well-maintained network is vital to enable safe and efficient travel. It supports Herefordshire's residents to access services and allows businesses to operate efficiently.

The Highway Maintenance Plan<sup>43</sup> sets out how we will deliver our objectives for maintaining the public highway and associated assets including footways, cycleways and bridleways to ensure the safety, availability, reliability and integrity of transport assets.

To ensure maintenance is focused on where it is most needed, the Highway Maintenance Plan identifies a network hierarchy. The Plan details that the maintenance of A and B roads is prioritised, followed by main urban roads. These are the routes with the highest levels of vehicular and freight movement, which are most utilised by both commercial and public transport vehicles. Other routes include those deemed to have particular significance for the local economy, such as those linked to agricultural business or visitor destinations.

The Highways Maintenance Plan sits alongside our Transport Asset Management Plan<sup>44</sup> (2016) and details our strategy for managing and maintaining highway infrastructure.

Both these documents were developed in conjunction with the previous Local Transport Plan 4 and will be updated to reflect the objectives and policy updates set out within this Local Transport Plan and will sit as sister documents to LTP5.

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<sup>42</sup> [New Road Strategy 2024](#)

<sup>43</sup> [Herefordshire Highway Maintenance Plan, 2024](#)

<sup>44</sup> [Herefordshire Transport Asset Management Plan 2016](#)

### **LTP5 Policy TN2: Maintaining the highway network**

The approach to maintenance and reinstatement works of the local highway network, including footways, cycleways and bridleways will be set out and regularly updated in Herefordshire Council Highway Maintenance Plan and Transport Asset Management Plan (TAMP).

### **Contingency Planning**

Ensuring the resilience of Herefordshire's transport network is vital to maintaining public safety, economic continuity, and access to essential services during emergencies.

A coordinated approach to disaster and contingency planning, working closely with a wide range of partners including National Highways (particularly in relation to the A49), West Mercia Police, Hereford & Worcester Fire and Rescue Service, the NHS and local health trusts, the Environment Agency, utility providers and other stakeholders, is vital to ensuring the transport network can remain operating efficiently at all times.

The Hereford Western Bypass is a key component of this resilience strategy, offering an alternative route to reduce dependency on Greyfriars Bridge and improve emergency response capabilities. Measures such as real-time network monitoring, business continuity planning, and multi-agency coordination ensure that the transport system remains operational and responsive during critical events.

### **LTP5 Policy TN3: Contingency Planning**

To ensure resilience of the transport network there will be focus on developing disaster management and contingency plans for key routes/junctions on the network, identifying and implementing required infrastructure such as a bypass around the city.

### **Traffic Management**

Congestion is a prevalent issue throughout the county but is most pronounced in Hereford City particularly along its key corridors. The proposed housing growth in Herefordshire will exacerbate existing congestion issues and associated air, noise and health issues and therefore smarter traffic management needs to be a priority.

In Hereford City a Western Bypass is being delivered in order to take traffic away from the city centre and help to target reduced congestion in the city.

Targeted junction improvements and investment in digital tools to optimise traffic flow such as Urban Traffic Control will complement the larger scale infrastructure and help to further manage the network. Under the Green Light Fund, the traffic signals at Grimmer Road, Commercial Square, Union Walk and Aylestone Hill will be completed by the end of 2025/2026.

These traffic management measures will help to reduce delays, improve air quality and make journeys more predictable for residents, businesses and freight. They will also help to



prioritise walking, cycling, wheeling and bus infrastructure by reducing congestion and delay on the highway network.

#### **LTP5 Policy TN4: Traffic management**

- We will continue to successfully co-ordinate and manage the highway network through collaborative working with statutory undertakers via Herefordshire's permitting systems and participation in Highways and Utility Authorities Committee (HAUC).
- Drive improvements with congestion and waiting times at identified junctions through investment in smart technologies

#### **Car parking**

Car parking plays an important role in enabling people to access shops and services across Herefordshire, encouraging footfall and supporting wider sustainability ambitions. Improved and better managed car parking provision will play an important role in supporting the key economic and service functions across the county, particularly where car represents the only feasible way for some people to access their local centre.

To achieve this, we are developing a Car Parking Strategy for Herefordshire which will provide a consistent approach to car parking across the county. The emerging strategy will manage and control car parking across the county to ensure efficient and formal use of car parking spaces, promote safety for all users including vulnerable road users and blue badge holders, manage footfall demand and support user convenience. It will also consider technology changes including the growth of EV's and how this will be managed in car parks across the county.

#### **LTP5 Policy TN5: Car Parking Strategy**

We will develop a new Car Parking Strategy for Herefordshire which will provide a consistent, coherent and uniform approach to car parking across the county.

#### **Safety and security**

The number of reported personal injury collisions on the highway network has decreased throughout the county by more than 25% over the last decade. However, approximately 300 recorded injury collisions still occur each year and 100 people are killed (approximately 10 per year) or seriously injured (KSI) on the network each year.<sup>45</sup>

In Herefordshire, 112 people were killed or seriously injured on the county's roads in 2025. This corresponds to a rate of 49.8 per hundred thousand residents, which is similar to the

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<sup>45</sup> [STATS19 Collision Data, Department for Transport 2023](#)

rate in Shropshire (49.2) but noticeably higher than the West Midlands region as a whole (37.1).<sup>46</sup>

We will continue to improve safety and further reduce the number of people injured across the transport network by investing in road safety interventions including engineering, training and enforcement. To achieve this, our efforts will be focused on:

- Road user training, for younger and older drivers who are more likely to be involved in an injury collision.
- Education and training for vulnerable road users, such as motorcyclists and school children (i.e. Bikeability training).
- Infrastructure designed to improve the safety of vulnerable road users, such as children, pedestrians, cycles and motorcycles.
- Safer speed limits, where locally supported, to improve safety for people walking, wheeling and cycling.
- Delivering a programme of safer routes to school.
- Greater traffic enforcement to reinforce road safety engineering and education strategies.

For infrastructure improvements, our focus will be on targeted interventions where collisions have most frequently occurred. This work will be done in partnership with the West Mercia Police who work within the Road Safety team at Herefordshire Council and provide advice on highway and traffic legislation and safety matters.

There are two sites in the county at Locks Garage, Allensmore and at High House, Upper Sapey that require fundamental changes in operation such as the signalisation or physical re-alignment. These will require significant improvements to change their configuration and improve safety. Initial work to identify options is underway with a view to completing both schemes in the next few years.

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<sup>46</sup> [Road Safety, Herefordshire Council 2025](#)

### **Case Study: Proposed junction improvements in Herefordshire – Lock's Garage junction and High House junction**

Correct signalling plays an important role in keeping the transport network safe and secure, particularly at junctions. An example of this is the A465/B4384 Locks Garage crossroads in Herefordshire that had nine personal injury collisions occur, including one fatality, between January 2020 and May 2025. Despite implementing numerous low-cost safety interventions, factors of collisions were attributed to driver errors such as failure to look properly or misjudging vehicle speed. Multiple options were considered to address these issues such as the design of a roundabouts and implementation of Vehicle Activated Signs (VAS).

However, using the cost-benefit analysis of the Department for Transport's Value of Prevention metrics, the return on investment was highest when using signalisation. Previous signalisation projects in Herefordshire demonstrated schemes becoming cost-neutral within one to two years.

Another junction that is identified for safety improvements via traffic signalling is the B4203 junction with B4204 High House Crossroads in Upper Sappey, a site with a history of frequent road traffic collisions. In comparison with non-signalised junctions in rural Herefordshire, evidence of improved road safety conditions following similar arrangements of signalised junctions have shown reductions of reported collisions by 66% to 92%, simply by incorporating modern technology such as Microprocessor Optimised Vehicle Activation (MOVA) technology.

Road policing across Herefordshire is undertaken by West Mercia Police. Policing deters dangerous behaviour on the road, identifies the causes of crashes and helps to educate road users. The police also operate a Community Speed Watch initiative across Herefordshire. This enables volunteers to address concerns about inappropriate traffic speed on local roads in their area. The initiative is co-ordinated with our Road Safety team.

### **LTP5 Policy TN6: Improving road safety**

To reduce the number of people being killed or seriously injured on the highway network we will:

- Deliver education programmes and road user training.
- Work with charities.
- Deliver infrastructure to improve safety for vulnerable road users.
- Support safer speeds to improve perceived and actual road safety. This could include reducing speed limits where they are justified and locally supported.
- Deliver safer routes to school.
- Take targeted action and enforcement to further reduce fatalities and injuries on our network.

Perceptions of safety for all users is also extremely important to consider alongside specific road safety interventions. How safe people feel impacts on travel experience, choice and quality of life. Factors such as infrastructure design, societal attitudes and fear of personal

safety are all factors that contribute to the transport network not meeting safety needs for all users.

There is a growing awareness that user groups, such as women and girls, are more likely to feel unsafe when using the transport network. For example, a survey carried out in 2021 with 628 female participants showed that 52% felt unsafe walking to a bus stop or station and 62% felt unsafe waiting at a bus stop.<sup>47</sup> As a result of these challenges, affected users are disproportionately forced to either avoid certain areas, change routes, pay higher transport costs for private transport or travel in an environment that they feel unsafe.

Inclusive design must be a fundamental principle when planning transport networks and designing public spaces. Capturing people perception of a space and their previous experiences early in the design process and embedding a gender-inclusive design approach from the earliest stages of every scheme will help to ensure an inclusive and accessible design that helps create environments that feel safer and more welcoming for everyone.

#### **LTP5 Policy TN7: Improving real and perceived personal safety**

We will ensure that all transport and public realm schemes within our responsibility undergo an inclusive design review with relevant interest groups to ensure that they appropriately consider the needs of all users. In doing so, this will help to remove, reduce and/or mitigate the risk of people, particularly vulnerable road users, about personal safety.

#### **Public Transport: Buses and coaches**

Public transport is essential for many residents to access services, jobs, education, training and cultural and social activities throughout Herefordshire and beyond. This is primarily provided by buses and rail, although taxis, community transport and the on-street cycle scheme in Hereford City also help residents to access key services and increase travel choice. Across all these modes, Herefordshire provides coverage to all residents, however, only 43% of all residents have access to an hourly bus service (in the morning peak and early daytime off peak periods). This falls to only 8% of residents with access to services that run every 30-minutes (mainly residents in and around Hereford City).<sup>48</sup>

Despite these statistics, buses are the most used form of public transport in Herefordshire, with 1.5 million trips made in 2023 and 2024, rising from 1.1 million in 2022. Whilst recovery rates in all bus markets have seen a level of recovery, the number of local bus trips made by people across the county have not yet recovered to the pre-Covid levels of around 2.4 million trips per year.

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<sup>47</sup> Leadbetter, S. (2021) 'A study of women's personal safety on public transport in London: Assessing women's safety perceptions and the impacts of unwanted sexual behaviour', unpublished [BA Hons], London South Bank University, London.

<sup>48</sup> [Herefordshire Bus Service Improvement Plan, 2024](#)

In many settlements bus represents the only form of public transport opportunity. Herefordshire only has four railway stations and only one national coach network service. As a result, bus is likely to be required for local, inter-county travel as well as a connection to regional modes (bus, coach and rail). However, most of the local bus network operates at best an hourly service, with this level of service falling short in most rural communities.

Hereford City is the hub of the local core bus network. Services to and from the Market Towns generally operate to Hereford City (as a destination or a point of interchange between services) on hourly or two-hourly frequencies. There are also several bus services that provide connectivity to neighbouring counties and beyond. This is demonstrated by the schematic bus network diagram in Figure 14.

Figure 14: Herefordshire’s Core Bus Network

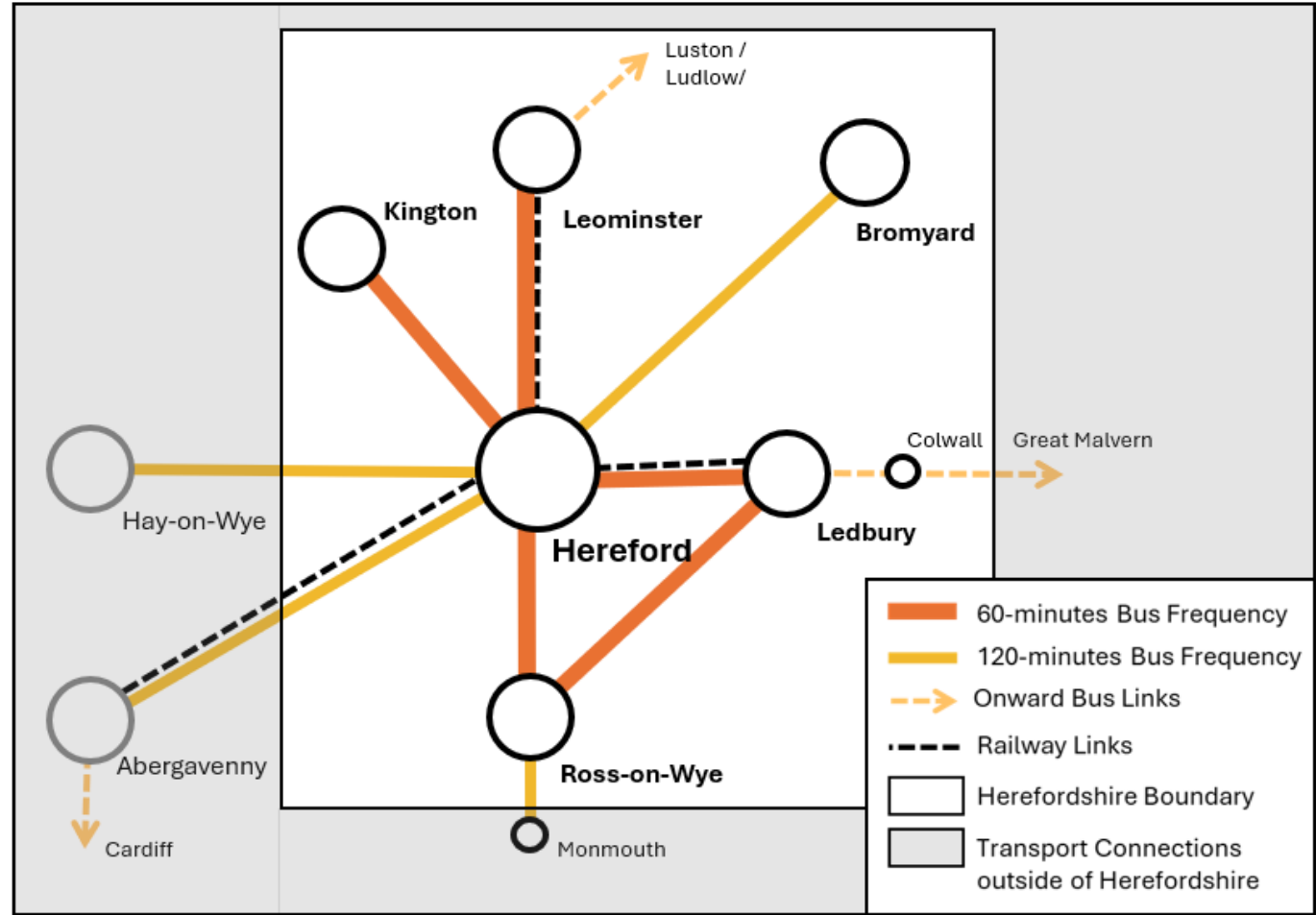


Figure 15 demonstrates that the core local bus network provides hourly connections from Hereford City to Kington, Leominster, Ledbury and Ross-on-Wye. There is only one hourly route that does not include Hereford City, this being Ross-on-Wye to/from Ledbury, with all other services every two hours. This presents challenges in terms of journey time and the perceived attractiveness of bus, as access between the Market Towns largely requires travel in and out of Hereford City and a change of buses. However, there is an opportunity to work with different service providers and modes to bridge gaps in the service network and

shorten journey times or by using dynamic services such as demand responsive transport (DRT).

Outside of these core routes between Hereford City and the Market Towns, services are infrequent or inconsistent across many rural parts of Herefordshire. In these areas, community transport can and does provide a vital transport link. There are also local coach companies that offer a range of services including school transport, private hire and leisure travel. We will continue to work with community transport and coach operators to explore potential enhancements and any scope to improve links between school transport and other services.

Many of the bus services between the Market Towns and Hereford City have been enhanced with BSIP funding, which is guaranteed until 2027. Our initial priority for LTP5 will be to continue to underpin these improvements as long-term enhancements and ensure that a consistent standard of connectivity is retained between our largest settlements.

Our aspiration is to develop this further into a consistent and reliable bus network across the whole county. To achieve this, we will undertake a comprehensive bus network review, identify the remaining gaps in the network and appropriate solutions. We will improve infrastructure and facilities for buses and passengers and work with operators through our already established Enhanced Partnership (EP) process.

We will deliver an improved local and regional integrated bus network across Herefordshire as set out in our ambitious BSIP through the following:

- Improved inter-county bus links and interchange.
- Improved bus stop facilities including real time information.
- Bus priority routes.
- Integrated ticketing between operators and modes.
- Improved consistency for travel that crosses the boundary between England and Wales.
- Exploration of new powers and direction from DfT to Local Authorities.

Increasing public transport can play a role in supporting sustainable leisure and tourism. These are a key part of the Herefordshire economy and one of the few journey purposes where demand is growing. We will work with partners to identify opportunities for enhancing and promoting sustainable travel for leisure trips into the county, access to events and ensuring a warm welcome to Herefordshire for visitors travelling by bus, rail and coach.

Long-distance coach services provide a regular service between Hereford and London up to three times each day. More widely, coaches are also integral to many leisure operators and offer sustainable tourism that can provide a big boost for local economies. Recent work by the Confederation of Passenger Transport (CPT) has demonstrated that one additional coach per day can generate up to £1 million in economic value for a destination annually.<sup>49</sup> The CPT's Coach Friendly Accreditation Scheme can be a valuable tool in promoting coach tourism and we will work with the CPT and operators to identify potential locations, and

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<sup>49</sup> [The Economic Impact of Coaches, CPT and KPMG, 2024](#)

suitable enhancements, to increase the number of accredited coach stops across Herefordshire.

### **LTP5 Policy TN8: Buses and coaches**

We will work with operators and other partners to enhance public transport services and facilities. Key measures we will investigate and/or support to achieve this include:

- A coherent, consistent and integrated bus service standard between Hereford City and our Market Towns - by undertaking a bus network review and options for dynamic modes.
- A local bus network that is seen as value for money, well understood, attractive, easy to use and which portrays a positive image locally, across Herefordshire and regionally to support access, independent living and wellbeing.
- Improvements to vehicles and mobile connectivity on public transport services that contribute positively to Herefordshire's ambitions for decarbonisation and environmental improvement.
- Improvements to bus stop and rail station facilities, access and interchange to allow a greater multimodal offer to be developed.
- Enhancements to rail services into and across the county, including additional services through Hereford City to other major centres linked to progressive improvements in the connecting local bus network.
- Support enhanced and better integrated public transport ticketing, within Herefordshire and across its borders, both within England and in Wales.
- Improving transport provision for leisure travel and events.
- Work with CPT and operators to identify potential locations for accredited coach stops



## Case Study: Event management – subsidised coaches from Hereford to Hay Festival.

Major events, such as the Hay Festival are vital economic drivers and tourist attractors. Supporting their continued success is a framework that prioritises Traffic Demand Management (TDM) and proactively facilitates public transport to increase travel choice, safeguard the local environment and protect the county's transport network from peak surges.

Figure 15: Hay Festival



This approach aims to influence traveller behaviour by actively promoting sustainable modes, rather than just accommodating peak private vehicle movements. Key objectives include:

- **Network resilience:** Minimising the adverse impact of major events on the strategic highway network to maintain normal operations for residents and businesses.
- **Sustainable tourism:** Shifting visitor travel towards public and shared transport to reduce carbon emissions and pollution in sensitive areas, such as the Wye Valley.
- **Integrated connectivity:** Ensuring that event transport is fully integrated with regional rail services, leveraging Hereford Railway Station as the primary multimodal gateway.

The council implements its event strategy through a combination of policy, infrastructure linkage, and operational support:

1. **Direct bus service coordination:** The council actively coordinates and/or commissions dedicated event transport links, such as the bus service connecting Hereford Rail Station directly to the Hay Festival site. This ensures a seamless continuation of the journey for visitors arriving by train while also helping to alleviate the influx of traffic on the A438.
2. **Traffic management:** For events held on or near the highway, the council mandates the development of detailed Traffic Management Plans (TMPs). This requires events to plan for clear signing, off-road queuing space and access for emergency services, with the goal of preventing congestion from spilling back onto the main county roads.
3. **Encouraging Park-and-Ride and Sustainable travel options:** Our general event guidance promotes the use of designated off-site parking facilities with shuttle services (Park-and-Ride) and encourages walking and cycling routes where feasible. This helps to promote and encourage a range of travel choices and reduce reliance on private vehicles for event access.

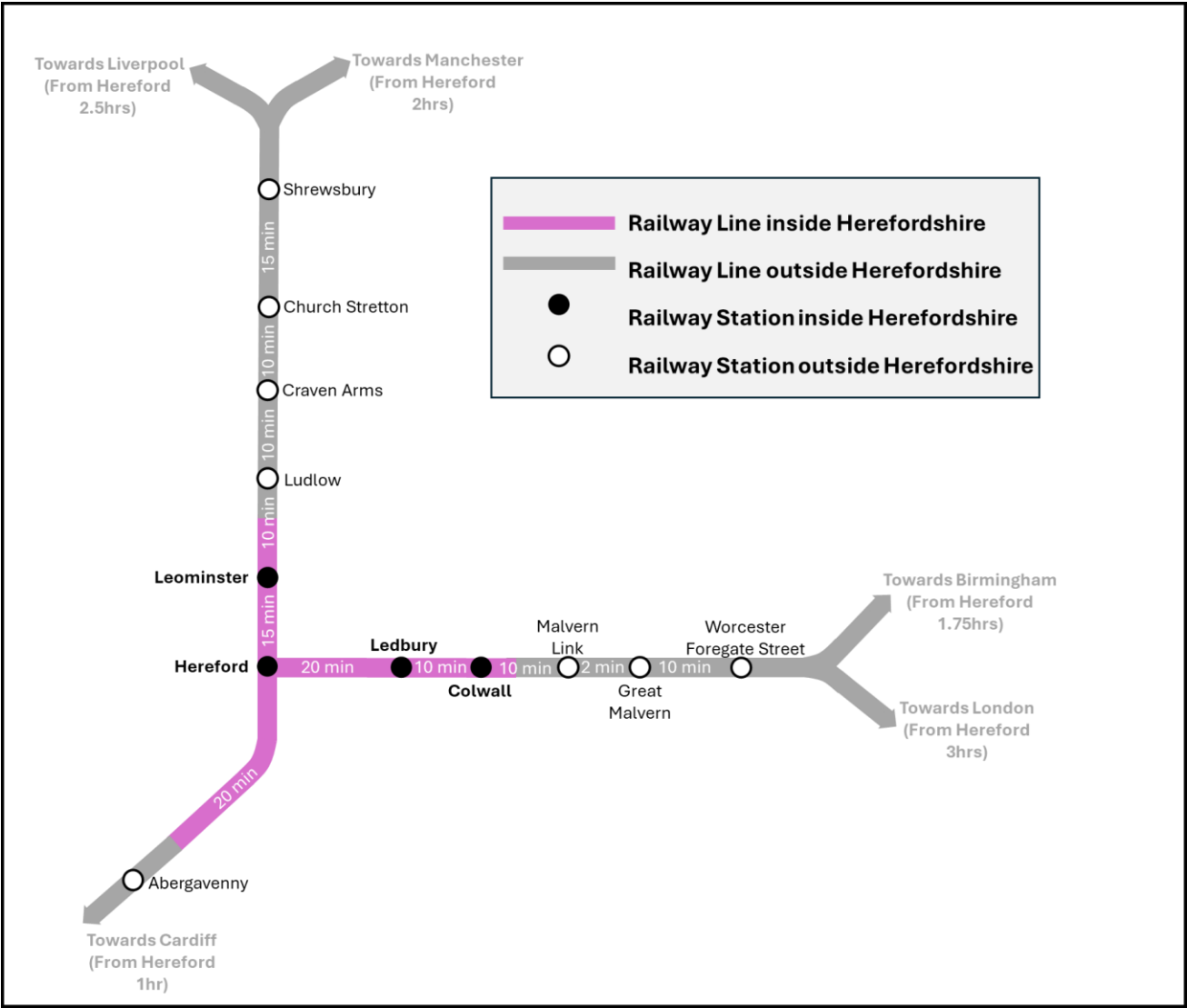
By adopting this strategic TDM approach, Herefordshire Council helps to support major events and contribute to our objectives for a sustainable, accessible, and resilient transport network



Public Transport: Rail

There are four railway stations in Herefordshire (Colwall, Hereford, Ledbury, and Leominster) from which there were approximately 1.64 million entries and exits in 2023/2024.<sup>50</sup> In addition, stations in neighbouring areas, such as Abergavenny (Powys), Great Malvern (Worcestershire) and Ludlow (Shropshire) also provide rail access for some residents of Herefordshire due to their proximity (driving distance) to the border. Figure 16 summarises the railway network through Herefordshire.

Figure 16: Map of Rail Services and Time to Destinations



Hereford railway station is the principal station amongst the four stations in the county. It alone saw 1.16 million entries and exists in 2023/2024, accounting for around 71% of all rail passenger trips in Herefordshire. It is also ranked 439 out of 2,581 stations in England and Wales for passenger entries and exists, putting it in the top quartile for station footfall.<sup>51</sup>

<sup>50</sup> [Office of Rail and Road Estimates for Station Usage, 2024](#)

<sup>51</sup> [Office of Rail and Road Estimates for Station Usage, 2024](#)

Hereford is an important connection point for Leominster based communities, with over half (152,964) of all its rail passengers travelling between the town and Hereford City.<sup>52</sup> The rail journey time between Leominster and Hereford is competitive with car and nearly 10-minutes faster. This compares to the hourly bus service with a journey time of 40-minutes. There are around 46 trains a day between the two locations, but frequencies can vary between every 30-minutes and every hour, making unplanned travel harder for people to navigate.

Colwall and Ledbury railway stations do not provide many trips through Hereford City and instead cater for lower levels of rail passengers travelling to further afield locations as Worcester and Birmingham (New Street).

Birmingham, Cardiff and London are all important destinations to residents of Herefordshire for both leisure and employment. Therefore, we will seek to work proactively with partners at a regional strategic level and participate in the appropriate forums to advocate for improved services, including those to Birmingham, Cardiff and London.

There is also an aspiration for an enhanced rail frequency between Hereford and London and between Hereford, Worcester and Birmingham. This will support both leisure and commuter trips, giving residents, and visitors a better range of travel options due to a higher frequency.

Additionally, we know that improvements to services to the east can be unlocked by the delivery of upgrades to strategic rail infrastructure, such as signalling at Worcester and new passing loops as part of the Midlands Rail Hub project. These form a vital part of the Midlands Rail Hub project that is essential to deliver significant socio-economic benefits from a boost in rail travel across the region and which we will actively pursue through LTP5.

Future changes to north-south rail services on the Marches Line are understood to include additional 'fast' services calling at the busiest stations, such as Hereford. These will help to reduce journey times and improve the attractiveness and use of rail for travel between Hereford and major settlements including Cardiff, Manchester and Shrewsbury. The remaining services could offer greater flexibility to serve any new stations on the Marches Line, such as in the south of the city.

In addition to the frequency, speed and reliability of rail services, we will support improvements to the travel experience and ease of interchange. Central to this is delivery of the Transport Hub at Hereford Railway Station. This project will significantly enhance the multi-modal integration between different travel modes in the city centre by providing better bus and rail interchange, strengthening the travel offer across the county and between sustainable modes. However, the full value of this investment will only be realised if we actively progress improvements in both the rail and bus networks.

Herefordshire Council are advocating for improvements to the standard of facilities and arrival experiences at the other stations across Herefordshire. This includes the re-

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<sup>52</sup> [Office of Rail and Road Estimates for Station Usage, 2024](#)

development of Leominster station forecourt and improved access at Ledbury and Colwall to help to further improve multi-modal integration, access for all and travel choice.

The ability to access the internet is an important element in promoting rail travel. We will continue to work with the industry both locally and regionally to improve mobile connectivity as the rolling stock is modernised and transitions from diesel. This will make rail travel a more attractive and sustainable choice, supporting our environmental objectives

The combined effect of our partnership approaches and proposed improvements to rail services through LTP5 including potential new sites to support additional rail infrastructure will support a target to more than double rail use, to over 3 million trips (station entries and exists) per year.<sup>53</sup> The improvements will also help boost the local and regional economies by making Herefordshire a more attractive destination to visit and do business.

### **LTP5 Policy TN9: Rail**

We will work with partners to support our aspirations to enhance rail services across Herefordshire. These aspirations include:

- Delivery of the Hereford Railway station transport hub – bringing rail, bus and information together in one place.
- Improvements to access and interchange at stations, including
  - Re-development of Leominster station forecourt.
  - Access and interchange at Ledbury station.
  - Pedestrian walking routes to and from Colwall station.
- A new railway station to the south of Hereford City – strengthening the city’s place in the top quartile for rail station use across England and Wales.
- Investigate feasibility of further new railway stations linked to new development across Herefordshire to reduce the impacts of car travel across the county.
- Faster rail services between Hereford City, Cardiff and Manchester.
- Enhancements to long distance rail services between Hereford, London and Birmingham.
- Setting out a programme to investigate and evaluate the case for further peak and off-peak rail service improvements through Herefordshire.
- Working with industry partners and national government to deliver improvements to rolling stock (switching from diesel to electric or battery/electric trains) and mobile connectivity to elevate the passenger experience and reduce the localised environmental impacts of rail.

### **Sustainable Travel**

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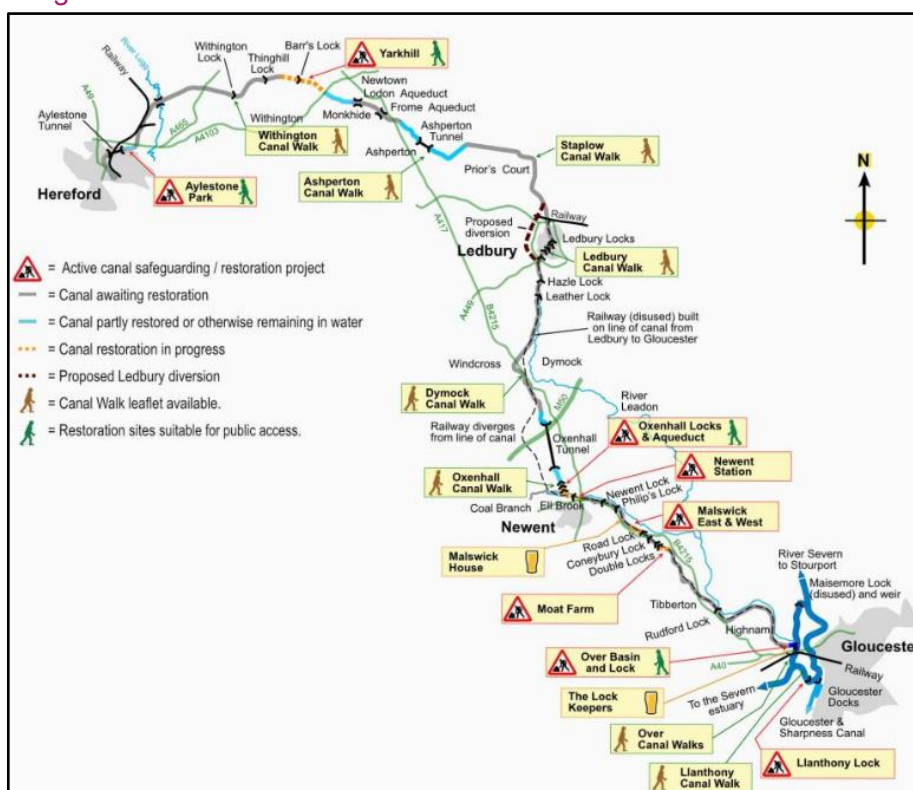
<sup>53</sup> [Office of Rail and Road Estimates for Station Usage, 2024](#)

The priorities for improving sustainable travel across the county will be set out in Herefordshire LCWWIP.<sup>54</sup> Reflecting on the areas where there are the highest number of pedestrians and cycles, most of the investment set out in the LCWWIP is focused upon the largest urban areas of Hereford City, Leominster and Ross-on-Wye. These are also the locations with the highest concentration of jobs and services, and where many residents work and shop within the town they live. It is these areas where cycling, walking and wheeling improvements represent the most achievable and best value way of reducing short distance car trips and promoting healthier travel.

With a lower number of pedestrian and cycle movements across with across a wide geographic and rural area it will be challenging to provide segregated facilities everywhere. We will however look to expand our network of lower traffic lanes, to increase the network of routes people feel safe to walk, wheel, cycle and ride horses. This reflects an approach outlined in the emerging rural active travel guidance and was supported by British Horse Society in our LTP5 engagement.

The Herefordshire and Gloucestershire Canal is a historic waterway. Although no longer used for commercial transportation, it provides a popular route for walking, recreation and access to the natural environment. As shown in Figure 17, sections of the canal are being restored and will help to increase opportunities for walking, wheeling and cycling for residents and visitors.

Figure 17: Overview of the Current Status of Sections of the Canal



Alongside improvements to routes, we will deliver a range of secure cycle parking spaces across Herefordshire to support those who wish to travel by bike. We will also identify where

<sup>54</sup> [Herefordshire's Emerging Local Cycling, Walking and Wheeling Infrastructure Plan, 2025](#)

sustainable travel improvements could help provide safer routes to school and where informal designations of roads such as play streets could be delivered in Herefordshire.

We will provide information and support to further healthy travel and choices. This includes travel planning to increase awareness, promote and encourage sustainable travel choices, with an initial focus on schools, employment and healthcare facilities.

The shared cycle scheme in Hereford City provides a convenient on-demand option for travel, improving access to a range of longer-distance destinations including the city centre, railway station, racecourse and Hereford Enterprise Zone. Approximately 130,000 trips were made last year on the bike share.<sup>55</sup>

We will seek to expand the network of bikes in Hereford, including exploring the addition of e-cargo bikes to the fleets. This will help to boost usage and provide more people with more travel choice. In time, we will also investigate if it is feasible to extend the scheme to other towns.

### Case Study: Beryl Bikes in Hereford – increasing travel choice

Herefordshire Council's implementation and continuous support for the Beryl Bike Share Scheme represents a success in increasing transport choice for short journeys in the city.

The scheme provides an attractive sustainable transport choice for trips too long to comfortably walk and ensures a convenient and reliable alternative to private car ownership for short journeys. By partnering with Beryl, the council achieved three key objectives:

1. **Accessibility:** A large fleet of pedal and e-bikes are strategically deployed across the city, ensuring that 90% of the population live within a five-minute walk of a 'Beryl Bay.'
2. **Overcoming barriers:** E-bikes help to remove constraints of hills and Hereford's topography making cycling a viable choice for a wider demographic, regardless of fitness level. They also provide access to a bike without the need to own or store their own bike.
3. **Multimodal integration:** It provides a simple, quick option for those transferring from rail or bus services at key hubs like Hereford Station, reinforcing the concept of a connected, choice-driven journey. Those who drive to the city and wish to cycle the last part of their journey they have the choice to use the numerous Park and Choose car parks.

The Beryl bike hire scheme in Hereford embodies investment in accessible, and high-quality micromobility options that actively enables the public to choose sustainable travel options.

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<sup>55</sup> [Beryl Bikes, 2024](#)

Regular physical activity can significantly improve health outcomes and reduce the risk of dementia, depression, diabetes and certain cancers. It can also help to extend life expectancy, which is particularly important in Herefordshire where there is a higher elderly population compared to the national average.<sup>56</sup> By investing in sustainable travel infrastructure and working with communities to identify priorities for safer streets, we will improve the opportunities for walking, wheeling, cycling and horse riding and support healthier communities for all ages.

We will also improve how new streets and projects are designed to ensure they reflect best practice. This includes the Manual for Streets 1 and 2, Gear Change, Healthy Streets principles and the use of Active Travel England Design tools in projects above a certain value and new development layouts. This will help to provide streets that are safer and more attractive for our residents and put us in a better position to secure external funding.

#### **LTP5 Policy TN10: Design standards**

To support the provision of streets that encourage cycling, walking and wheeling all improvement schemes of significant value (including 3rd party works) will need to demonstrate how they:

- Link to existing cycling, walking and wheeling networks.
- Have considered the Healthy Streets principles.
- Align with Active Travel Design Standards (i.e. Active Travel England tools).

#### **Travel and the environment**

To support de-carbonising travel and to achieve our legal targets, LTP5 identifies a range of improvements to low carbon travel choices, promoting the role of digital access and supporting the use of cleaner fuels.

The growing role of digital access has had a significant impact on how people travel. The impact of future enhancements in technology could also lead to significant change in travel demand and choices.

The emissions from motorised vehicles can impact on the environment. A quarter of Herefordshire's total carbon emissions are generated from transport with 90% of these from trips that start or end within Herefordshire. There are also two Air Quality Management Areas (AQMAs), which have been designated on the A49 through Hereford and Bargates Road junction in Leominster. In these locations unsafe transport emissions have resulted in annual monitoring of air quality levels.<sup>57</sup>

We will work with our partners to deliver a range of EV charging points across the county utilising available external funding opportunities, including central government and private sector investment. The priorities for investment across the county are set out in our EV

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<sup>56</sup> [Zero Carbon and Nature Rich, Herefordshire Council 2025](#)

<sup>57</sup> [AQMA Sites in Herefordshire, DEFRA](#)

Strategy which supports future EV delivery to residents and visitors across all parts of Herefordshire.

Our EV Strategy will be updated regularly to ensure we can respond to changing technologies, the capacity of the grid and develop a comprehensive charging network that meets the demands of residents, businesses and visitors in rural and urban areas. This will be supported with promotion of EV's and engagement with residents and businesses.

#### **LTP5 Policy TN11: Electric Vehicle Strategy**

We will regularly update our Electric Vehicle Strategy to respond to changing technologies, the capacity of the grid and demands from residents, businesses and visitors to Herefordshire.

### **Decarbonisation**

The transition to lower emission fuels and new emerging technologies such as EV, alongside enhanced digital access and greater choice of sustainable travel options, will help to support the decarbonisation of transport in Herefordshire. These actions will support our ambition to achieve net zero by 2030 and a 75% carbon reduction over the next five years as set out in our Carbon Management Plan.<sup>58</sup>

We will also work with our partners to identify opportunities to de-carbonise bus, freight and rail travel in Herefordshire. Initially the focus will be on buses within Hereford City, but in time this will be implemented across the whole county as technology and vehicle range increases. We will also work with other authorities to identify the most suitable locations for other low carbon transport opportunities across the region and also how public procurement can be a lever for decarbonising supply chains.

We will continue to reduce the carbon impact of maintaining the network to help achieve a reduction in whole life carbon of maintenance through considering the treatments and materials used in scheduled maintenance.

#### **LTP5 Policy TN12: Considering Carbon**

The carbon impacts of different approaches will be taken into account when:

- Creating low-emissions vehicle strategies.
- Using low carbon, and where possible, locally sourced materials
- Targeting supply chains to ensure carbon is a key consideration in scheme optioneering and procurement.
- Continuing to update and renew streetlights and traffic signals to minimise electrical grid demand.

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<sup>58</sup> [Herefordshire Carbon Management Plan 2020/21 - 2025/26](#)



## Biodiversity Net Gain

The Herefordshire Council Plan commits to ‘protect and enhance the county’s biodiversity, value nature and uphold environmental standards’<sup>59</sup>. Therefore, as part of our response to the Climate Emergency and our 2022-2023 Delivery Plan we have invested £250,000 to support highways biodiversity net gain across public open spaces and the verges alongside our roads throughout the county.<sup>60</sup>

### Case Study: Boosting nature and biodiversity in Herefordshire – community grants

Herefordshire Council, in collaboration with FCC Environment, has introduced the Nature and Biodiversity Community Grant Scheme to support local environmental initiatives. This scheme is designed to empower community groups, schools, and parish councils to deliver projects that enhance biodiversity, support local ecosystems and create resilient green spaces across Herefordshire.

**Examples of what the grant can be used for may include, but are not limited to:**

- Tree and hedge planting or management.
- Creation of wildlife corridors and habitats (e.g., hedgehog corridors, bird/bat/bug boxes).
- Protection, rescue and rehabilitation of wildlife.
- Planting wildflower areas.
- Purchasing equipment for planting and ongoing maintenance.
- Wetland or pond creation.
- Creating or enhancing community nature areas.

The grants are expected deliver tangible environmental benefits whilst also empowering communities to take ownership of their local environment.

Figure 18: Community Grants



We will continue to support local groups and volunteers to keep the Herefordshire Biodiversity Action Plan (the Biodiversity Action Plan is not a Herefordshire Council document) updated to ensure our maintenance works are in accordance with the action plan.

### LTP5 Policy TN13: Biodiversity Net Gain

We will support local groups and volunteers to keep the Herefordshire Biodiversity Action Plan updated.

<sup>59</sup> [Herefordshire Council Plan, 2024-2028](#)

<sup>60</sup> [Enhancing Biodiversity, Herefordshire Council 2025](#)



## Freight and logistics

Every single person relies on goods transported by freight. Organisations depend on the transport network for supply and distribution. This is not limited to products and includes how property is serviced, and waste management is conducted. Sustainable, efficient and safe freight activity is intrinsically linked with a thriving and prosperous economy and needs to be considered both county wide and at a local scale.

In Herefordshire, the majority of freight is moved by road, and these movements are focused upon the strategic trunk and A roads, particularly the A40, A49, A438 and A465. This is for both strategic freight traffic moving through the county across rural hinterlands as well as for more local trips to and from our largest settlements and large-scale industrial areas, such as Hereford Enterprise Zone. The condition and reliability of these core highway routes is paramount for enabling the distribution of different types of goods, from receiving animal feed stock through to parcel traffic, to meeting local servicing requirements and managing the impacts of future construction (development) activity across the county.

Our Highways Maintenance Plan<sup>61</sup> sets the priorities for maintenance in the county including supporting the efficient movement of freight. At a strategic level, a Western Bypass around Hereford will also help to improve access for freight and reduce congestion and delays on the A49 corridor through Hereford. More locally, this will explore how to minimise road degradation where freight traffic (especially larger vehicles) is a particularly prominent and identifying where the network will need to enable future freight being generated.

Alongside a focus on enhancing key freight corridors, we will also look at opportunities to better manage and support routes for freight and larger vehicles in rural areas with industries that rely on the import and export of commodities. This includes a review of strategic signage and responding to seasonality (traffic mixing during peak tourism seasons). Restrictions on certain routes will be reviewed, especially where safety (actual and perceived) and environmental damage is a concern.

We appreciate the opportunity to work with partners to support improvements to existing lorry driver facilities at Leominster and Ross-on-Wye, as well as exploring possibilities for a new site in the vicinity of Hereford City. The latter could be linked with delivery of a new vehicular route around the city and host a range of added value service provision to enable industry to decarbonise. This will need to involve other partners to secure investment and tailor the fuel mix to industry and business needs.

The freight and logistics sector also needs to be supported in its shift to cleaner fuels and more sustainable modes of travel. The focus on road freight ranges between smaller commercial vans operating short trips around Market Towns, to larger HGV fleets associated with rural industries. We will play an enabling role by creating the conditions for investment in alternative fuel infrastructure alongside key partners in the energy sector and in close partnership with local operators in the county.

There is an aspiration from Transport for Wales, Midlands Connect and local authorities to deliver additional routes for freight trains on the Marches Line. This would increase capacity

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<sup>61</sup> [Herefordshire Highway Maintenance Plan, 2024](#)

and reduce freight traffic between Wales and the Midlands. There are few rail terminals in the county and the volume of commodity types suited to rail is uncertain at this stage and requires further investigation to warrant investment in facilities and new rail paths.

The greatest potential for shifting deliveries and servicing activity to sustainable modes will be in Hereford City, followed by the larger Market Towns. The aspiration is to create the right conditions within Hereford City that will enable greater use of sustainable modes for the last part of a delivery and servicing journey which can then be replicated across the wider county. This will include developing logistics infrastructure, as well as using policy levers, such as procurement and business collaboration to reduce local freight 'footprints'. We alongside our public sector partners will need to play a proactive, leading role in reviewing our own fleet mix and activity.

These aspirations for freight and logistics will be set out in an emerging multistage Freight Strategy for Herefordshire. The Strategy will provide a comprehensive freight evidence base (the 'what'), followed by defining the actions required (the 'why') and the role that we will play in positively influencing freight through collaboration with local, regional and national partners (the 'who'). The vehicle for taking an action plan forward to delivering change will then be defined (the 'how').

#### **Case Study: The Marches and Mid Wales Freight Strategy**

The Marches and Mid-Wales Freight Strategy is a collaboration by the Marches Local Enterprise Partnership, the Welsh Government, and several English and Welsh local authorities that sets out a unified approach to managing freight across the region.

The core context is a regional economy, heavily reliant on a road freight network, which is predominantly comprised of single carriageways. Key challenges identified include persistent congestion in Market Towns, bottlenecks at strategic junctions and traffic disruption caused by slow-moving agricultural vehicles. This infrastructure deficit leads directly to slow journey times and poor reliability for logistics operators.

To sustain economic growth and job creation, the strategy had to devise solutions that manage this high dependency on the road network while mitigating its negative effects. For example, major schemes like the Hereford Western Bypass would help to divert Heavy Goods vehicles (HGVs) away from congested urban centres, thereby reducing delays and improving air quality.

This comprehensive approach will help move towards an efficient and more predictable network, while also aligned with broader environmental and planning controls.

The resulting estimated £149 million in benefits for HGV traffic underscores the strategy's success in directly supporting business competitiveness and logistics costs.

Figure 19: Freight



### **LTP5 Policy T14: Freight and sustainable movement of goods**

We will work with operators and both private and public sector partners to support the efficient movement of freight, minimise the impact of freight on our transport network and support more sustainable delivery methods. Measures we will investigate as part of the emerging Freight Strategy will include:

- Improving facilities for lorry drivers, including existing provision at Leominster and Ross-on-Wye and scoping new facilities in Hereford City with added value provision to decarbonise operations.
- Review strategic and rural freight routes aligned to the largest freight generating industries across the county to minimise the impact of heavy goods vehicles whilst enabling businesses to receive and distribute goods.
- Identifying suitable locations and the appropriate fuel mix to support alternative fuel infrastructure with partners across the energy and logistics industry as well as with investors. The needs vary depending on several factors being assessed.
- To work with partners in advocating for the shift of road-based freight movements passing through the county to transfer to rail and for exploring the feasibility of better utilising existing terminal facilities for constituent businesses/industries.
- Explore, promote and create opportunities for sustainable last mile delivery through logistics infrastructure, policy levers and local collaboration.

### **New Development**

A new Local Plan is currently being progressed to reflect the new mandatory housing requirements set by government for Herefordshire, as published by the government in December 2024. The specific location of new development for Herefordshire will be identified in the emerging Local Plan.

Those areas with the highest number of jobs, local services and facilities and which are not constrained by environmental factors, such as flooding, are anticipated to be the focus of any new development.

It will be essential that the planned new developments are embedded from the beginning with high quality walking, wheeling and cycling facilities that are safe and suitable for all users. This includes ensuring suitable connections to existing networks and facilities and, where practical, improving public transport infrastructure and services.

New development creates additional travel and infrastructure requirements, but also supports the vitality of local shops, business and public transport services. To ensure the operation of our existing transport networks is protected, we will ensure developments are designed to improve and contribute to local infrastructure, including delivery and servicing needs. This will require an update to existing Highways Development Control guidance to ensure adherence and consistency with Herefordshire Council's Design Standards.

## **LTP5 Policy TN15: Transport in new developments**

New development will be required to:

- Provide coherent, direct, safe, comfortable and attractive walking, wheeling and cycling provision within and to the edge of the development.
- Adequate provision of off-road car parking - Herefordshire Design guide e National Planning Policy Framework (NPPF) guidance
- Show, and where appropriate provide, walking, wheeling and cycling links to existing networks, key destinations and public transport routes.
- Evidence that development layouts and any off-site works align with best practice design principles and standards (i.e. Active Travel England design tools).
- Provide direct routes to public transport facilities and, where appropriate, bus stop facilities and provision for public transport routes.
- Ensure appropriate electric vehicle and cycle parking facilities are provided.
- Provide appropriate contributions to identified infrastructure, including for logistics (including working with industry such as parcel locker commerciality).
- Ensure that suitably robust construction management plans and delivery and servicing plans are in place to minimise the externalities from freight during the build and post build phases.

Herefordshire Council recognises that due to inherent constraints, opportunities may be more limited in rural areas of the county compared to the Hereford City.

Alongside appropriate infrastructure, the requirement for travel planning to promote sustainable travel choices and healthy travel is established in national policy. LTP5 advocates for a system of travel planning that follows the principles set out by Mode Shift, the nationally recognised body for promoting sustainable travel. We will adopt a consistent and proportionate approach that gives developers greater clarity and ensures that small and large developments contribute to sustainable travel outcomes.

For small developments, investments will be focused on localised improvements such as secure cycle parking, information on local bus services, or promotion of walking and wheeling routes. For larger developments, comprehensive travel plans must be undertaken, setting out measures to ease congestion and encourage greater choice in transport options, including investment in sustainable transport infrastructure, public transport connections, and mobility hubs. Logistics infrastructure, from servicing yards and loading bays through to information materials on parcel locker locations and shared use e-cargo bikes, need to be considered.

Within the largest areas of new development, it is more efficient for travel plans to be produced by a single party. It is therefore proposed that travel planning within our strategic development areas is secured by financial contribution for us to deliver. This will provide a

simplified process, focused upon a handful of areas that will be more efficient and deliver better outcomes.

#### **LTP5 Policy TN16: Travel Planning in Large Developments**

Developments within the largest Local Plan allocations will be required to contribute towards a site Travel Plan that provides measures to promote and encourage the use of sustainable travel arrangements. A comprehensive series of Construction Management, Delivery and Servicing Plans are also required to mitigate the impact of freight pre and post build.

## **Transport Network Strategy**

### **Supporting a thriving and prosperous economy**

- Hereford Bypass
- Contingency Planning allowing for a proactive not reactive approach to unforeseen issues on the network
- Regular update of Herefordshire Council Maintenance Plan and Transport Assessment Management Plan.
- Continue to assess and improve the road network through focused traffic management.
- Develop a new Car Parking Strategy for Herefordshire.
- Develop Freight Strategy for Herefordshire.
- Update to existing Highways Development Control guidance to ensure consistency with Herefordshire Council's Design Standards.

### **Enabling healthy choices to improve wellbeing**

- Manage network of lower traffic lanes across rural areas.
- Restoration of Herefordshire and Gloucestershire Canal.
- Deliver secure parking for a range of different cycles.
- Expand bike sharing scheme (including scope for e-cargo bikes).
- Use of healthy streets principles and best practice active travel design guidance in new projects.
- Reduce on pavement car parking

### **Tackling climate change and protecting and enhancing the natural and built environment**

- Support the delivery of EV charging and alternative fuel infrastructure.
- Work with businesses to support the switch to EV's.
- Monitor and update EV Charging Strategy.
- Support the transition to zero-emission buses and low carbon railways.
- Manage the carbon impact of maintaining the network.
- Encourage low carbon procurement and consideration of carbon in scheme design.
- Support the update of Herefordshire Biodiversity Action Plan.

### **Improving accessibility and inclusivity**

- Explore the use of dynamic services such as demand responsive transport.
- Work with community transport and coach operators to improve links between school transport and other services.
- Undertake a comprehensive bus network review to identify gaps in the network and solutions.
- Improve bus journey times and stop facilities.
- Work with business and public transport operators to promote leisure travel.

- Increase the number of accredited coach stops in the region.
- Work with partners to advocate and support enhanced rail services and frequency to London, Birmingham, Cardiff, Hereford and Worcester.
- Delivery of Hereford Railway Station Transport Hub.
- Redevelopment of Leominster railway station forecourt and improved access to Ledbury and Colwall railway stations.
- Support improved digital connectivity on public transport services.
- Inclusive design review on all transport and public realm schemes.
- Travel Planning in large development sites to encourage sustainable travel arrangements.

### Improving transport safety and security

- Continued programme of road user training.
- Education and training for vulnerable road users.
- Improve safety for vulnerable road users.
- Improve safety on rural roads.
- Safer speed limits to improve safety for people walking, wheeling and cycling.
- Enforce traffic restrictions to improve road safety.



## 8. Monitoring and evaluation

Monitoring the effectiveness of the LTP5 will help to track progress against our objectives and we will regularly report progress against the metrics in Table 1.

Table 1: Monitoring and evaluation of LTP5

KPI Indicator	Metric	Baseline	Target
<b>Supporting a thriving and prosperous economy</b>			
Condition of the most important roads	DfT Road Condition Index (RCI): % motorways and A roads in green or amber condition	71% (2023/24)	Improve from baseline.
Journey Time Reliability	Reliability of journeys along A49 through Hereford City	TBC	TBC
New homes built per annum	Annual council monitoring reports (3-year average)	675	1,375
<b>Enabling healthy choices to improve wellbeing</b>			
Adult physical activity levels	OHID: % of physically active adults (19+ yrs)	70.1% (2022/23)	Improve from baseline.
% of residents of Hereford City who travel to work by foot or cycle	Census Travel to Work data	40% (2011)	50% of trips to be made by foot or cycle by 2041.
% of residents of Market Towns and rural areas who travel to work by foot or cycle	Census Travel to Work data	15% (2011)	25% of trips to be made by foot or cycle by 2041.
<b>Tackling climate change and protecting and enhancing the natural &amp; built environment</b>			
Number of locations that exceed legal NOx limit	Air Quality annual monitoring reports	2 (2024)	No locations exceeding limit.
Carbon emissions from transport	BEIS - Local Authority annual greenhouse gas emissions	377 kt CO2e (2023)	Net Zero by 2050
Number of publicly available EV charge points	DfT – public EV charge points by LA	104 (2024)	2,000 by 2041.
<b>Improving accessibility and inclusivity</b>			
Bus Patronage	DfT – total passengers carried	1.5 million (2024)	2.5 million by 2041.
Total rail patronage	ORR estimates of station usage	1.64 million (2023/24)	3.3 million by 2041.



Improving transport safety and security			
Safer Streets	Killed and Seriously Injured (KSIs) (3-year average)	100.3 KSI's (2022-24)	0

In addition to the above KPI's officers will be undertaking an annual review of the performance of the LTP and how the council is delivering its key projects and objectives.

## 9. Action Plan: Hereford City

Objective	Sub theme	Measure
Thriving and Prosperous Economy	Unlocking Development	Hereford Western Bypass
Thriving and Prosperous Economy	Unlocking Development	Investigate feasibility of Hereford South Railway Station
Thriving and Prosperous Economy	Access and Parking	Car Parking Strategy
Thriving and Prosperous Economy	Connecting Communities	Explore feasibility of Park and Cycle Sites at new developments
Thriving and Prosperous Economy	Connecting Communities	Enhance Bus Services to Hereford Enterprise zone
Thriving and Prosperous Economy	Connecting Communities	Railway Station to City Centre route
Thriving and Prosperous Economy	Connecting Communities	Hereford to Credenhill active travel route
Thriving and Prosperous Economy	Connecting Communities	Feasibility study of routes from Tidnor Lane to Hampton Park Road
Health & Wellbeing	Key Pedestrian Corridors	Aylestone Park walking and cycling accessibility improvements
Health & Wellbeing	Key Pedestrian Corridors	Aylestone Hill walking and cycling accessibility improvements
Health & Wellbeing	Key Pedestrian Corridors	Holme Lacy Road walking and cycling improvements
Health & Wellbeing	Key Pedestrian Corridors	Priory Place/Newtown Road Roundabout Crossing facilities
Health & Wellbeing	Key Pedestrian Corridors	A49/Holmer Road Roundabout Crossing facilities
Health & Wellbeing	City wide Cycle Network	Whitecross Road
Health & Wellbeing	City wide Cycle Network	Holmer Road to Great Western Way
Health & Wellbeing	Riverside Routes	Extend the riverside route from Canary Bridge to the east
Health & Wellbeing	Riverside Routes	Pedestrian/Cycle bridge on River Wye to north east of Rotherwas
Health & Wellbeing	Quiet Lanes	Lower Bullingham Lane
Health & Wellbeing	Quiet Lanes	Bullingham Lane
Health & Wellbeing	Sustainable Travel	Expand the on-street bike and e-bike hire scheme in the city
Health & Wellbeing	Sustainable Travel	Expand the number of low traffic streets across the city centre core

Objective	Sub theme	Measure
Health & Wellbeing	Sustainable Travel	Provision of secure cycle parking at key destinations and transport interchanges
Tackling Climate Change	Net Zero Emissions	Roll out zero emission buses in the city centre
Tackling Climate Change	Electric Vehicles	Delivery of LEVI funded on street and city centre car park EV charge points
Tackling Climate Change	Sustainable Freight	Freight Strategy (including last mile schemes/pilots)
Tackling Climate Change	Sustainable Freight	Work with industry, businesses and anchor institutions on a Freight Strategy
Improving accessibility and inclusivity	Better Buses	Deliver bus priority measures on key bus corridors
Improving accessibility and inclusivity	Bus Improvements	Deliver a 15-minute frequency on city core bus network services. Operating 7 days of the week and Monday-Saturday evenings.
Improving accessibility and inclusivity	Better Buses	Half hourly bus frequency Leominster to Hereford City
Improving accessibility and inclusivity	Better Buses	Half hourly bus frequency Ross-on-Wye to Hereford City
Improving accessibility and inclusivity	Better Buses	Undertake a Bus Network Review
Improving accessibility and inclusivity	Rail Interchange	Transport Hub at Hereford Railway Station
Improving accessibility and inclusivity	Shared Travel	Decarbonisation of taxi fleet
Improving accessibility and inclusivity	Shared Travel	Expansion of bike share scheme in city centre
Improving accessibility and inclusivity	Shared Travel	Delivery of Mobility Hubs that offer shared cars and bikes
Transport Safety and Security	Safer Routes to School	Walnut Tree Avenue crossing improvements
Transport Safety and Security	Safer Routes to School	Safer routes to school packages

## 10. Action Plan: Rural Herefordshire and Market Towns

Objective	Sub theme	Measure
Thriving and Prosperous Economy	Unlocking Development	Leominster Southern Link Road
Thriving and Prosperous Economy	Unlocking Development	Ross-on-Wye: Eastern Access Road
Thriving and Prosperous Economy	Unlocking Development	Ross-on-Wye: A40 Crossings and active travel facilities
Thriving and Prosperous Economy	Unlocking Development	Bromyard Access Road and Pedestrian/Cycle facilities
Thriving and Prosperous Economy	Unlocking Development	Kington Development Access and Pedestrian/Cycle facilities
Thriving and Prosperous Economy	Access and Parking	Kington High Street Improvements
Thriving and Prosperous Economy	Town Centre Pedestrian Facilities	Bromyard: High Street junctions crossing upgrades
Thriving and Prosperous Economy	Town Centre Pedestrian Facilities	Ledbury: High Street/Market House pedestrian improvements
Thriving and Prosperous Economy	Town Centre Pedestrian Facilities	Leominster: Worcester Road crossing and links to railway station
Thriving and Prosperous Economy	Town Centre Pedestrian Facilities	Leominster: Rainbow Street / A44 New Street / Green Lane crossing
Thriving and Prosperous Economy	Town Centre Pedestrian Facilities	Ross-on-Wye: Brampton Road/B4324 crossings
Thriving and Prosperous Economy	Town Centre Pedestrian Facilities	Ross-on-Wye: Town centre pedestrian improvements package
Health & Wellbeing	Rural Networks	Accessibility improvements bridleways
Health & Wellbeing	Rural Networks	Develop proposal to identify and implement traffic free greenways
Health & Wellbeing	Rural Networks	Trial quiet lanes
Health & Wellbeing	Town Networks	Leominster Ryelands Road
Health & Wellbeing	Town Networks	Leominster B3461 Ryelands Road to South Street
Health & Wellbeing	Town Networks	Ross-on-Wye: Riverside routes feasibility Study
Health & Wellbeing	Town Networks	Ross on Wye to Weston under Penyard/Bollitree Castle active travel route
Health & Wellbeing	Town Networks	Ledbury: Improve and extend town trail and crossings of Leadon Way
Health & Wellbeing	Town Networks	Improved crossings on the A44 in Bromyard to improve access to bus stops

Objective	Sub theme	Measure
Health & Wellbeing	Town Networks	High Street improvements in Kington
Tackling Climate Change	Transition to lower emission fuels	Delivery of LEVI funded on street charge points in all Market Towns
Tackling Climate Change	Transition to lower emission fuels	Delivery of EV charge points in council car parks
Tackling Climate Change	Digital	Improve digital connectivity in rural areas to enable easier access to online services
Improving accessibility and inclusivity	Better Buses	Improve access at the busiest bus stops in rural areas
Improving accessibility and inclusivity	Better Buses	Improve bus stop infrastructure and waiting facilities in rural areas
Improving accessibility and inclusivity	Better Buses	Improve perceptions of safety through installation of CCTV in rural areas
Improving accessibility and inclusivity	Better Buses	Provide bus priority or bus only access along key routes
Improving accessibility and inclusivity	Better Buses	Review of and address delays arising from on-street parking in a Car Parking Strategy
Improving accessibility and inclusivity	Better Buses	Half hourly bus frequency Ross-on-Wye to Hereford City
Improving accessibility and inclusivity	Better Buses	Half hourly bus frequency Leominster to Hereford City
Improving accessibility and inclusivity	Rail Interchange	Leominster Station Forecourt Redevelopment
Improving accessibility and inclusivity	Rail Interchange	Improved pedestrian and cycle access and signage to Colwall Station
Improving accessibility and inclusivity	Rail Interchange	Ledbury Station Access for all Improvements
Improving accessibility and inclusivity	Collaborative Working	Work with organisations to support community transport services
Improving accessibility and inclusivity	New Opportunities	Produce a Rural Mobility strategy
Improving accessibility and inclusivity	Collaborative Working	Develop rural partnerships to deliver rural mobility improvements
Improving accessibility and inclusivity	Rural Crossing Facilities	Footpath and crossing improvements at Wilton Roundabout.
Improving accessibility and inclusivity	Rural Crossing Facilities	Improved crossing facilities of A49 at Peterstow,
Transport Safety and Security	Safer Routes to School	Improved crossing facilities of A49 at Bridstow
Transport Safety and Security	Safer Routes to School	Archenfield Road crossing, Ross-on-Wye

Objective	Sub theme	Measure
Transport Safety and Security	Reducing Collisions	Continued delivery of safer place initiative in rural settlements

## 11. Action Plan: Transport Network

Theme	Sub theme	Measures
Thriving and Prosperous Economy	Highway Maintenance	Regular update of Highways Asset Management Plan and Transport Assessment Management Plan to align with LTP5
Thriving and Prosperous Economy	Highway Maintenance	Continue to assess and improve the road network through focused traffic management.
Thriving and Prosperous Economy	Access and Parking	Develop Herefordshire Parking Strategy
Thriving and Prosperous Economy	Facilities for Freight	Develop Herefordshire Freight Strategy
Thriving and Prosperous Economy	Congestion Management	Integrated Congestion Management Strategy
Thriving and Prosperous Economy	Design Guidance	Update Highways Development Control guidance to ensure consistency with Herefordshire Council's Design Standards
Health & Wellbeing	Access to Cycle	Expand network of lower traffic lanes across rural areas.
Health & Wellbeing	Access to Cycle	Deliver secure parking for a range of different cycles
Health & Wellbeing	Access to Cycle	Expand bike sharing scheme, starting in Hereford City and potentially expanding across rural areas
Health & Wellbeing	Sustainable Travel	Restoration of Herefordshire and Gloucestershire Canal
Health & Wellbeing	Design Guidance	Ensure use of healthy streets principles and best practice active travel design guidance in new projects
Tackling Climate Change	Transition to lower emission fuels	Increased provision of public EV chargers
Tackling Climate Change	Transition to lower emission fuels	Promote the use of peer-to-peer charging networks
Tackling Climate Change	Transition to lower emission fuels	Regular update of EV Charging Strategy
Tackling Climate Change	Transition to lower emission fuels	Support transition to zero emission buses and low carbon railways
Tackling Climate Change	Decarbonising maintenance	Production of a Low Carbon Procurement Strategy
Tackling Climate Change	Decarbonising maintenance	Develop an approach to considering carbon in scheme design

Theme	Sub theme	Measures
<b>Tackling Climate Change</b>	Biodiversity	Support the update of Herefordshire Biodiversity Action Plan
<b>Improving accessibility and inclusivity</b>	Demand Responsive	Explore the use of dynamic services such as demand responsive transport
<b>Improving accessibility and inclusivity</b>	Community Transport/Coach	Work with community transport and coach operators to improve links between school transport and other services
<b>Improving accessibility and inclusivity</b>	Better Buses	Undertake a comprehensive bus network review
<b>Improving accessibility and inclusivity</b>	Better Buses	Improve bus journey times and stop facilities
<b>Improving accessibility and inclusivity</b>	Better Buses	Work with business and public transport operators to promote leisure travel
<b>Improving accessibility and inclusivity</b>	Coaches	Increase the number of accredited coach stops in the region
<b>Improving accessibility and inclusivity</b>	Rail services	Work with partners to advocate and support enhanced rail services and frequency to London, Birmingham, Cardiff, Hereford and Worcester
<b>Improving accessibility and inclusivity</b>	Rail services	Delivery of Hereford Railway Station Transport Hub
<b>Improving accessibility and inclusivity</b>	Rail services	Redevelopment of Leominster railway station forecourt and improved access to Ledbury and Colwall railway stations
<b>Improving accessibility and inclusivity</b>	Digital Connectivity	Support improved digital connectivity on public transport services
<b>Improving accessibility and inclusivity</b>	Inclusive Design	Inclusive design review on all transport and public realm schemes to capture people's perception of a space including people with additional needs such as autism
<b>Improving accessibility and inclusivity</b>	Travel Planning	Travel Planning in large development sites to encourage sustainable travel arrangements.
<b>Improving accessibility and inclusivity</b>	Access to Rail	Investigate feasibility of new rail stations
<b>Transport Safety and Security</b>	Safer Travel	Road safety training for older and younger drivers
<b>Transport Safety and Security</b>	Safer Travel	Improve safety on rural roads particularly for vulnerable roads users
<b>Transport Safety and Security</b>	Targeted Improvements	Locks Garage, Allensmore junction enhancement
<b>Transport Safety and Security</b>	Targeted Improvements	Digitise Traffic Regulation Orders



Theme	Sub theme	Measures
Transport Safety and Security	Targeted Improvements	Creating a digital map-based asset management system and public-facing record of highway information
Transport Safety and Security	Targeted Improvements	High House, Upper Sapey junction enhancement
Transport Safety and Security	Access to Education	Safer routes to schools' study and route improvements
Transport Safety and Security	Traffic Enforcement	Delivery of traffic restrictions

## 12. Appendix A

### Introduction

The Local Transport Plan 5 (LTP5) sets out the strategy, investment priorities and how Herefordshire Council will work with partners on transport and help to achieve its economic, environmental and social ambitions for Herefordshire. Public consultation forms an integral part of developing LTP5.

This note provides an overview of the consultation on the draft Herefordshire LTP5 (2025-2041), who took part, their views and how the LTP has been evolved in response to feedback.

### Methodology

An eight-week consultation on the draft LTP5 took place over Summer 2025 (1<sup>st</sup> May 2025 to 30<sup>th</sup> June 2025). The consultation utilised both in-person and online forums to maximise its reach and engage with a diverse range of residents in Herefordshire. It was primarily hosted on the Council's online webpage, [Herefordshire Consultations](#). A Young Adults Survey was also shared online and hard copies of the draft LTP5 were made available in libraries across Herefordshire. There were also a handful of events, such as engagement with schools and colleges across the area, including Hereford Sixth Form College. Feedback from Herefordshire Council's Connected Communities Scrutiny Committee meeting of the 3<sup>rd</sup> June has also been considered.

### Overview of General Public Respondents

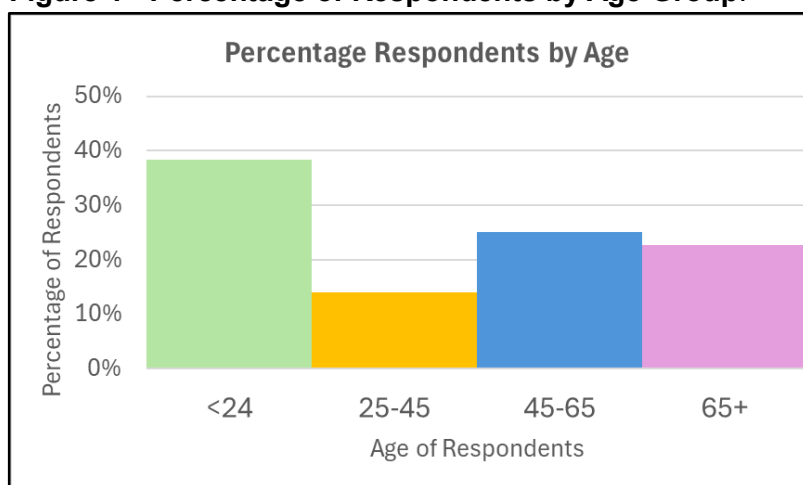
A total of 578 people responded to the public consultation. Of the respondents,

- 43% were male
- 52% were female
- 5% did not state their gender

There was representation across age groups, as shown in **Figure 1**. In particular:

- Over 35% of respondents were aged under 24 years old
- 40% of respondents were aged between 25-64 years old
- Just under 25% were aged over 65

**Figure 1 - Percentage of Respondents by Age Group.**

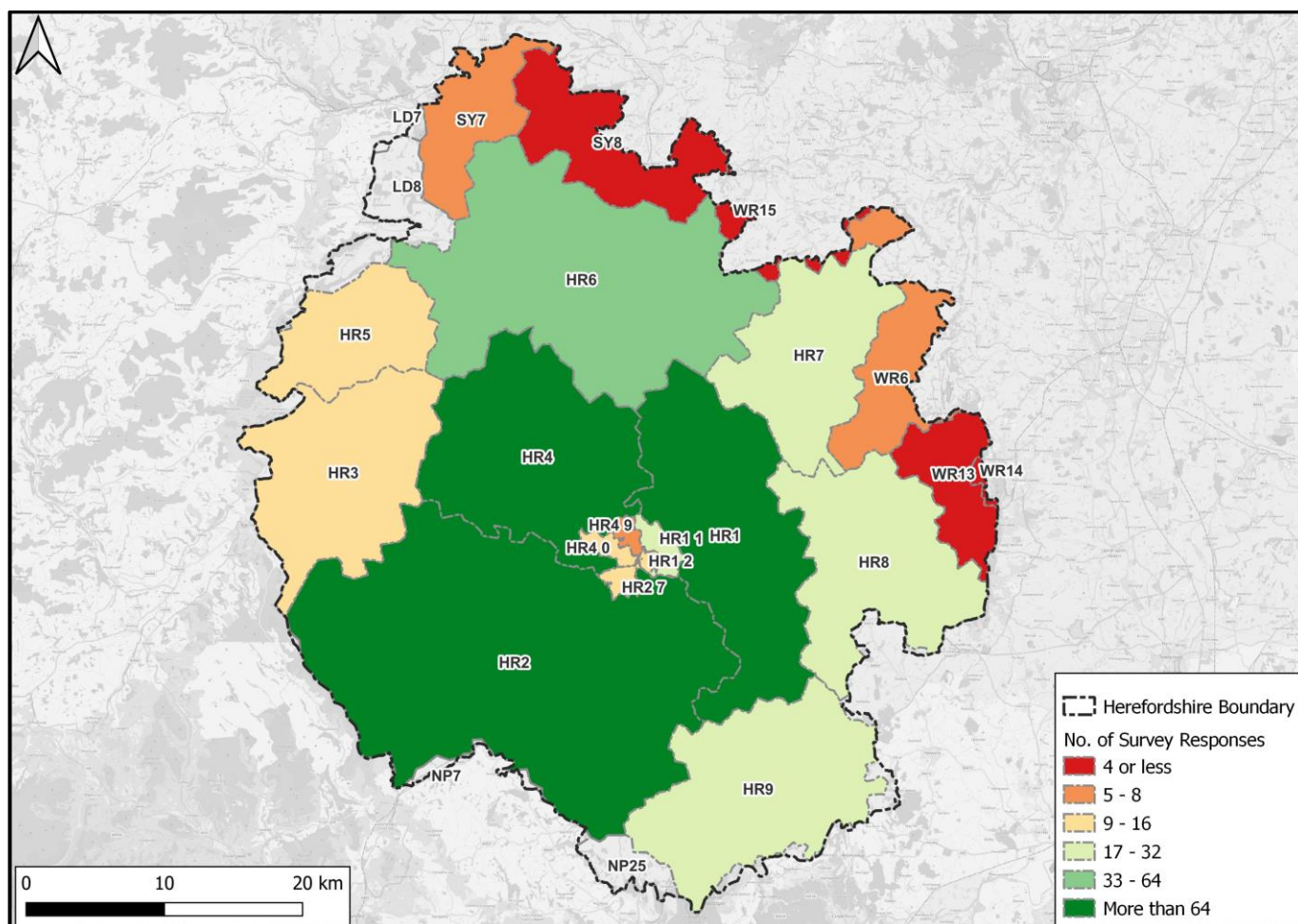


Responses across the different age bands minimised the likelihood of people of certain ages being under-represented. The number of responses received during the consultation is deemed statistically representative of the wider population. It should also be noted that relative to comparable sized local authorities, there was a greater level of engagement with the community.

Responses were received from nearly all the postcode areas within Herefordshire, as shown in **Figure 2**.

The areas with the highest number of responses were those that immediately surround Hereford City. The least number of responses were received from the rural areas north of Leominster and Ledbury.

**Figure 2 - Number of Survey Responses by Postcode Area in Herefordshire.**



### Overview of Stakeholder Respondents

A number of organisations also responded to the draft LTP5 and draft Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA) Screening. These included:

- Partner Transport Bodies including National Highways, Midlands Connect, the Environment Agency, Natural England, Historic England, Great British Rail and Canals & Rivers Trust.
- Neighbouring Local Transport Authorities including Worcestershire, Gloucestershire and Monmouthshire.
- 4 Parish Councils, 5 Town Councils and 1 City Councils.
- 20 other interest groups, including the Hereford Enterprise Zone, Herefordshire Mencap, Hereford College of the Blind and Visually Impaired, Herefordshire Civic Society and a number of schools and business across the county.
- 5 County Councillors.

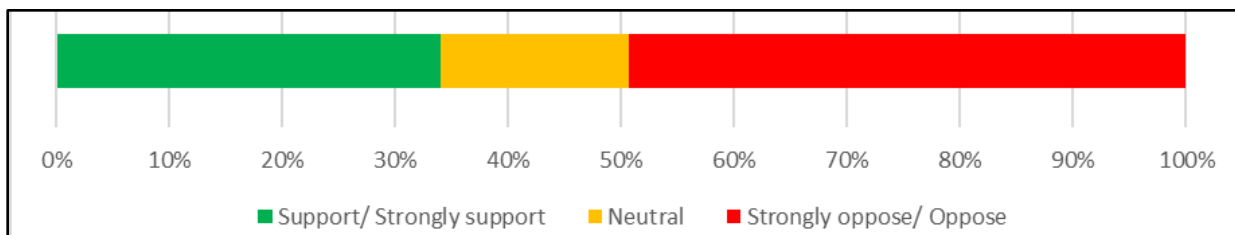
## Public and Stakeholder Responses

### Views on Transport: Choice of Travel Options

The consultation questionnaire asked respondents if they felt that they had a good choice of travel options available. An overview of all responses is shown in **Figure 3**, and a breakdown by location in **Figure 4**.

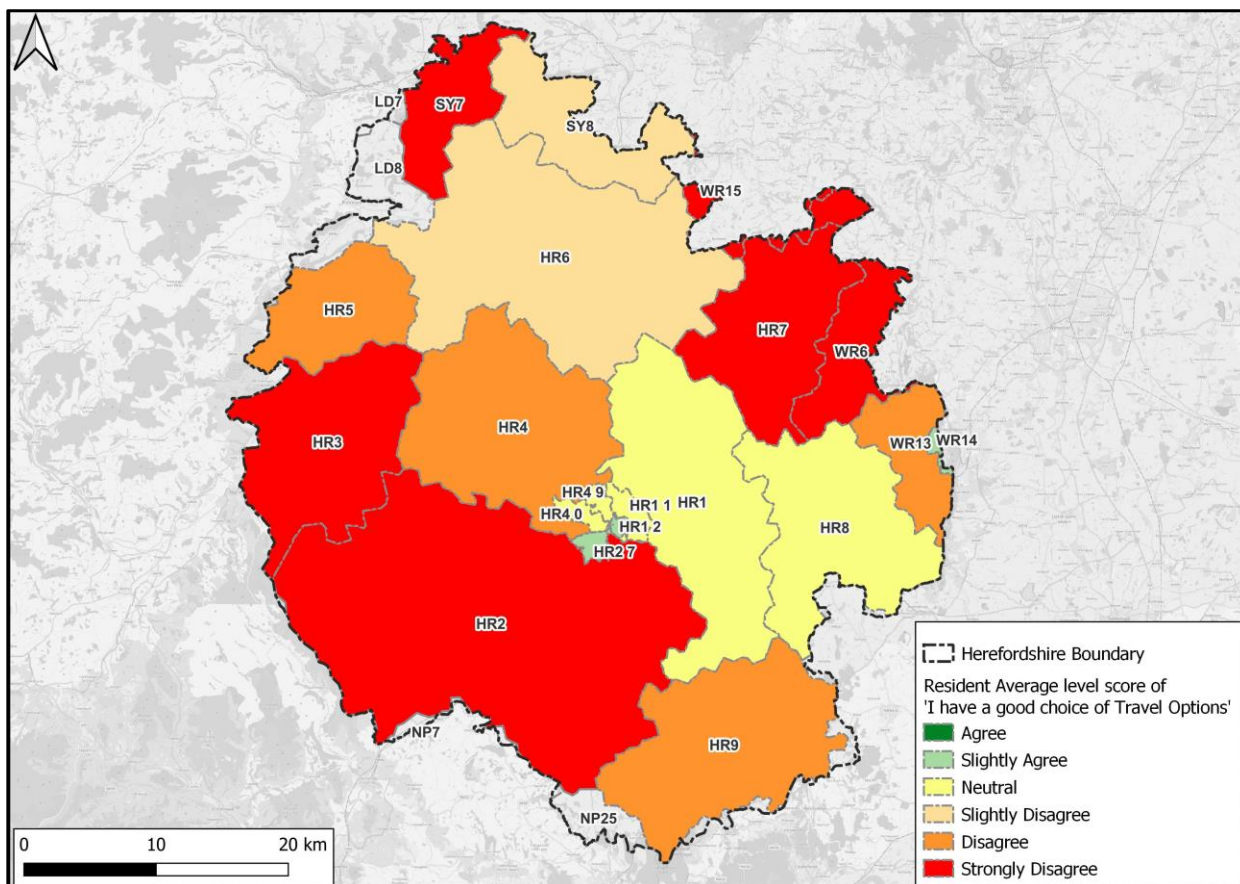
Views were mixed. Approximately a third of respondents agreed, or strongly agreed, that they had a good choice of travel options. By comparison, just under 50% of respondents did not believe they had a good choice of travel options. Around 15% of respondents (1 in 6) neither agreed nor disagreed.

**Figure 3 - Level of agreement to the statement 'I have a good choice of travel options'**



People living in the rural areas to the west, southwest and northeast of Herefordshire disagreed with this question. Those living in Hereford City responded that they had a good choice of travel options. This is consistent with national trends which show that people in rural areas travel further and rely more on private cars whilst city residents make more short trips by walking, cycling or public transport.

**Figure 4 - Survey responses by postcode area based on perception of travel options.**



## Views on Transport: Transport Priorities

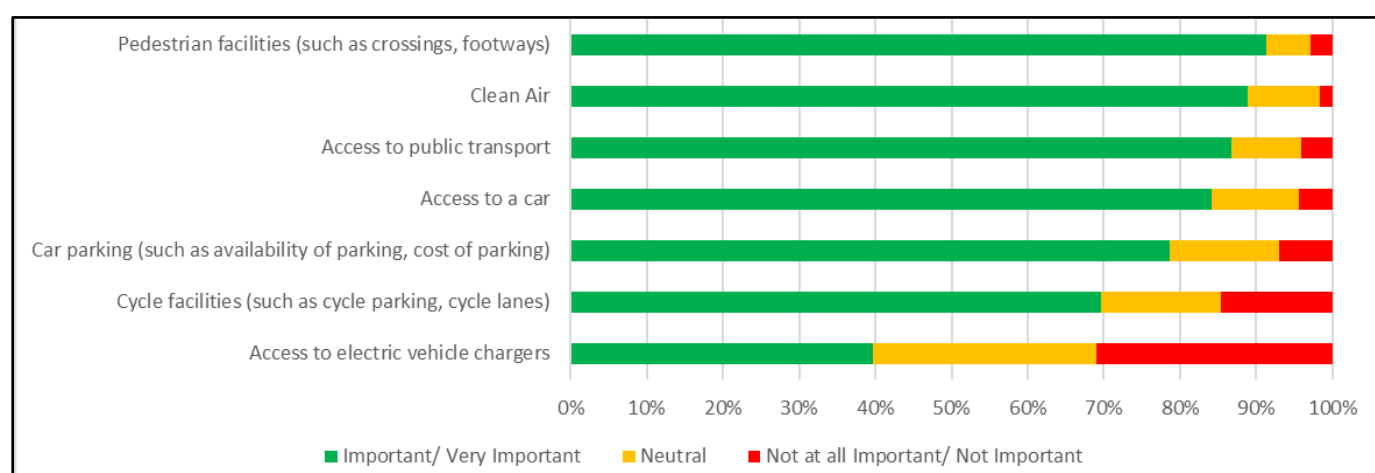
Respondents were also asked to identify the importance of a number of points regarding transport. The results are summarised in **Figure 5**.

For all respondents, pedestrian facilities, followed by clean air were considered most important, with approximately 90% of respondents stating that these are important or very important.

Access to public transport and access to a car were considered important or very important by almost 85% of respondents.

Access to Electric Vehicle (EV) chargers was the option considered least important. This may reflect that it is still a maturing area and EV ownership is still growing. In 2025, there is estimated to be between 7,100-24,000 registered battery EVs in Herefordshire based on different prediction methods. Although the different methods are credible, uptake is thought to be lower in rural areas, so the rural character of Herefordshire makes it reasonable to assume that ownership is in the lower end of the predicted range<sup>62</sup>.

**Figure 5 - Survey responses on how important different transport aspects are.**



The importance of certain transport themes also varied by resident geography. Some of these variations are summarised below:

- 'Clean air' was the most important to respondents who lived in Hereford City.
- 'Access to a car' was more important to those living in rural areas than in Hereford City.
- 'Access to cycle facilities', 'Access to a car' and 'Car parking' were all of similar level of importance to residents of Hereford City.

## Views on the LTP Place Based Strategies

LTP5 is made up of three place based strategies including:

- Hereford City
- Rural Herefordshire and Market Towns
- The Transport Network

**Figure 6** summaries the level of support for each of the place type strategies by objective. This highlights that there was a high level of support across all the objectives for each place-based strategy, with each theme receiving support from 75% of respondents.

<sup>62</sup> [Electric Vehicle Strategy for Herefordshire, 2024](#)

The strategy for Hereford City received the highest levels of support, with over 85% of respondents either supporting or strongly supporting each of the objectives. This included approximately 88% of respondents stating support for the ‘Supporting a Thriving and Prosperous’ objective, within which were proposals for a new vehicle route to the west of the city and improved walking, cycling and wheeling across the city and to new developments.

‘Enabling healthy behaviours’ and ‘Improving transport safety and security’ received the strongest support across all the objectives. This objective typically included proposals for improving facilities for walking, wheeling and cycling.

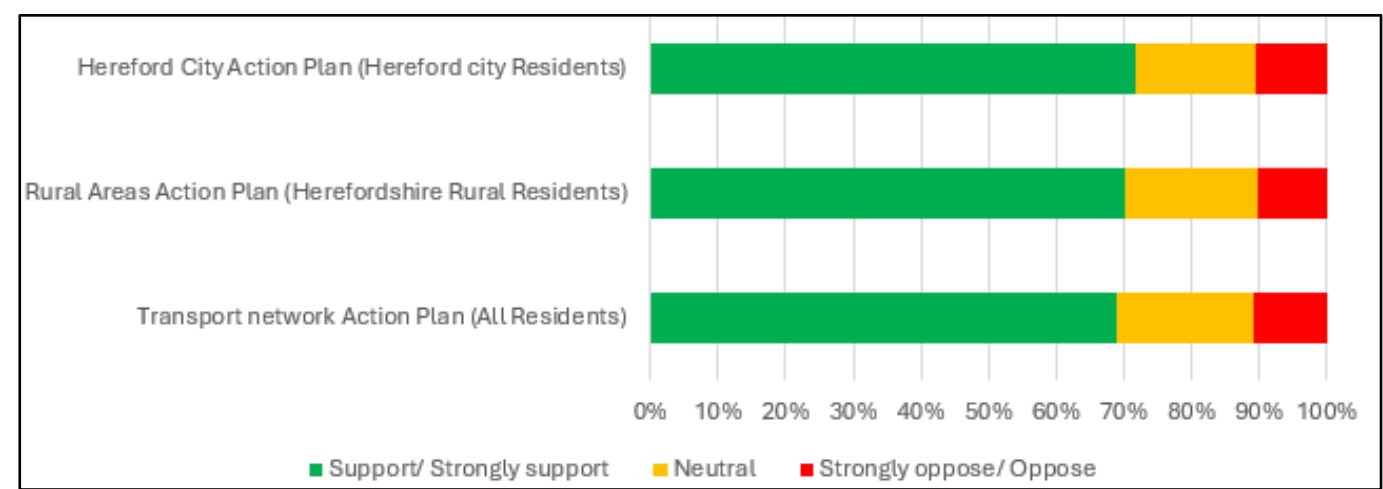
**Figure 6 - Level of support for objectives in each LTP place based strategy**





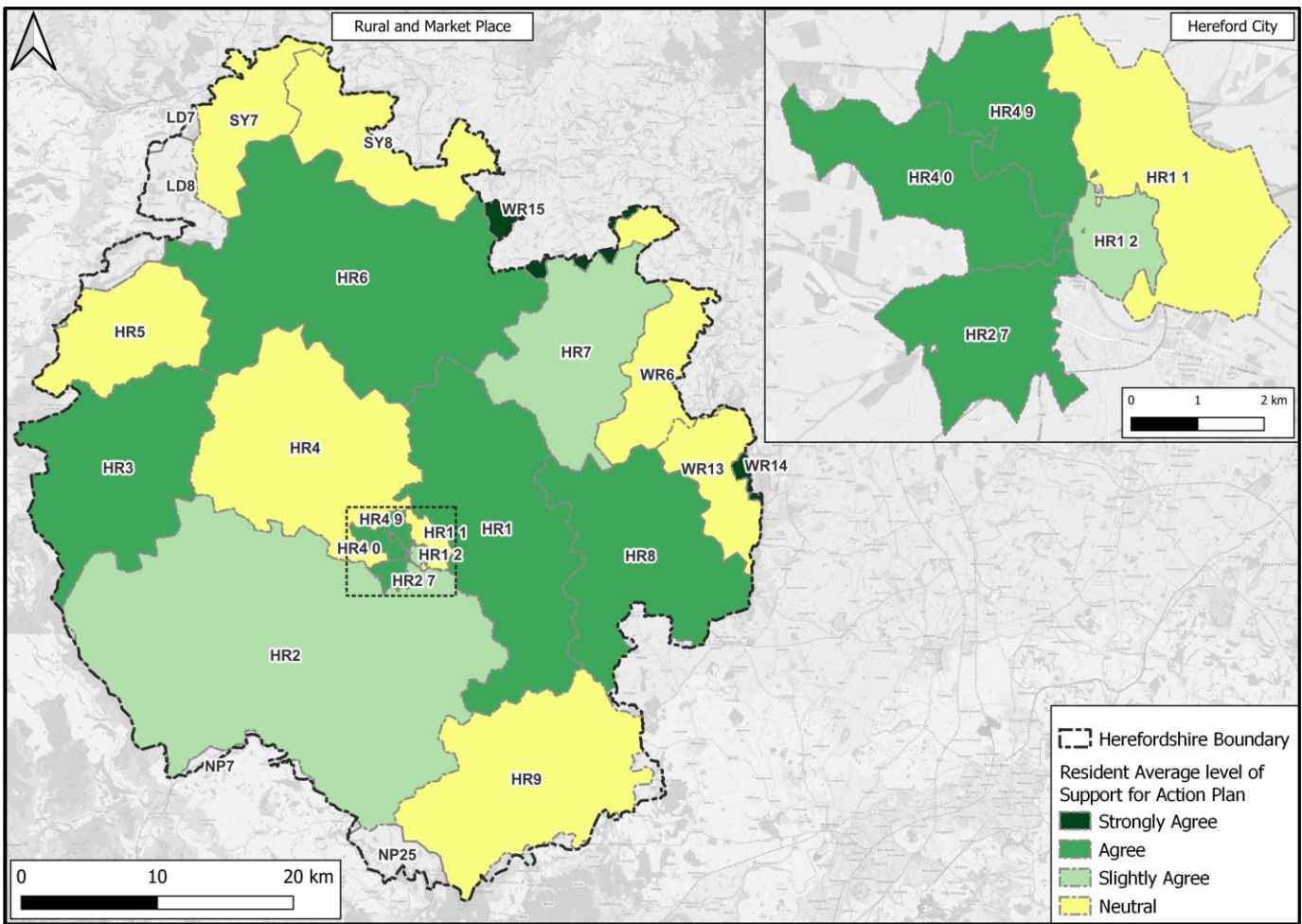
Respondents were also asked to indicate their level of support for the place based action plans, as shown in **Figure 7**. This highlighted a good level of support for each, with 65% to 75% of participants expressing support for each action plan compared to 10% who opposed or strongly opposed.

**Figure 7 - Level of support for the action plan for each place type.**



The level of support by geographic area is shown in **Figure 8**. This highlights the greatest levels of agreement for the LTP action plans were residents from Hereford City and the larger Market Towns of Leominster and Ledbury.

**Figure 8 - Level of support for Rural Areas and Market Towns Action Plan by postcode area.**



## Public Text Responses and Suggestions

### Public Responses

Public participants were also invited to provide written feedback in open text questions with regards to any specific points that were missed in the draft LTP5 and if there was anything further they would like to add.

Respondents provided a number of comments across a range of themes and modes. These included comments relating to public transport, active travel and parking, as well as wider themes such as environment, sustainability and new development.

**Figure 9** provides an overview of the most frequently raised points. **Table 1** then provides a more extensive list of the wide range of points raised in the open text questions.

**Figure 9 - Level of support for Rural Areas and Market Towns Action Plan by postcode area.**



An overview of how the LTP has been updated to reflect the points raised for the different place-based strategies is further provided in at the end of this note.

**Table 1 - Summary of Frequently raised comments or suggestions in open text questions.**

Primary Theme	Secondary Theme	Description
Public Transport	Cost	Public transport perceived as too expensive, and comments relating to cheaper, subsidised or free travel.
Public Transport	Integration	Improved integration between buses, trains, park and ride and better planning of public transport networks.
Public Transport	Strategic Connectivity	Call for links between towns, not just to Hereford.
Rail	Rail Services	Poor frequency, and desire for more direct services (especially to London).
Rail	Rail Reliability	Trains not running consistently.
Rail	Additional Railway Stations	Call for better rail access across the city, need for additional services or to reopen railway stations.
Buses	Bus Station	Support for existing locations of bus station.
Buses	Hub Concern	Criticism of new hub proposal.
Buses	Bus Frequency / Late Services	Requests for more evening services and a higher bus frequency in general.
Buses	Bus Connectivity	Poor links between towns, colleges and services.



Buses	Rural Bus Services	Need for investment in rural buses.
Buses	Bus Lane – Concerns	Negative views on impact of bus lanes.
Buses	Bus Infrastructure – Missing Features	Lack of real-time info, timetables, cycle storage on busses and more leg room.
Buses	Alternative Modes – Zipper/Tram/Park & Ride	Proposals for other forms of transport such as trams or zipper buses.
Roads	Bypass	Support and opposition for bypass development and new bridges/river crossings.
Roads	Road Layout	Mix of specific comments praising and criticising current road infrastructure design due to congestion.
Roads	Maintenance	Suggestion that priority should be potholes and resurfacing.
Roads	Rural Roads	Call for more road maintenance in rural areas.
Roads	Speed Limit Changes	Call for changes to be made to speed limits.
Roads	Vehicle Reliance	People forced to drive due to lack of options.
Parking	Preserve Parking / Improve Parking	Resistance to losing spaces and suggestions for better/more parking generally.
Parking	Parking Costs	Complaints that parking charges are too high or unfairly placed.
Safety & Crossings	Road Safety - General	Roads too dangerous for cycling and walking.
Safety & Crossings	Crossings – Missing/Unsafe	Pedestrian and cyclist crossings missing or unsafe.
Active Travel	Walking Safety	Comments on need to improve walking infrastructure and safety.
Active Travel	Improve Cycle Infrastructure	Need for safer, better-connected cycling routes.
Active Travel	Cycle Infrastructure – Specific Projects	Targeted suggestions for new cycling infrastructure.
Active Travel	Cycle Route Location	Dislike for current cycle lane placement and safety concerns.
Active Travel	Greenways	The strategy should reference and consider Greenways.
School Travel	Safe School Travel	Needs to consider safe walking and cycling routes to schools.

Rural Investment	Urban / Rural Imbalance	Rural areas often overlooked and should be a greater focus for investment.
Other Modes	Horse Riding	LTP5 should consider the needs of horse riders.
Other Modes	Motorcyclists	LTP5 should consider the needs of motorcycles.
Other Modes	Shared Car Scheme	LTP5 should consider shared car schemes.
Electric Vehicles	Funding	Mix of comments on supporting EVs for climate action. The Council should not fund EV infrastructure.
Environment / Sustainability	Flood Risk	The strategy does not include or assess flood risk.
Environment / Sustainability	Landscape / Heritage	Concerns about impact on local landscape and heritage sites
Environment / Sustainability	Green Spaces / Public Realm Improvements	Support for more green spaces and public realm improvements such as trees and litter picking.
Environment & Sustainability	Climate & Pollution – General Concern	Need to reduce congestion and associated emissions.
Enforcement	Enforcement Needed	General enforcement infrastructure needed, such as speed cameras and illegal parking.
LTP Document	Detail and Ambition	Strategy/action plan is lacking detail and could be more ambitious.
LTP Document	Transparency	Want more transparency and public scrutiny of proposals.
Behavioural Change Focus	Too much emphasis on Behaviour	Perception that the plan over-emphasises changing behaviour rather than infrastructure.
Cost / Value Concerns	Infrastructure	Scepticism over expensive infrastructure.
New Development	Opposition to Planned Housing	Concerns raised that the strategy will be used to justify and support large scale housing development to meet government targets.
Other Modes	Horse Riding	LTP should consider the needs of horse riders.
Other Modes	Motorcyclists	LTP should consider the needs of motorcycles.
Other Modes	Shared Car Scheme	LTP should consider shared car schemes.

## Stakeholder Responses

### *Transport Authorities and/or Operators*

Midlands Connect, Worcestershire County Council and Monmouthshire County Council indicated their support towards improvements in regional public transport and rail connectivity along with broader connectivity to Birmingham and London. Monmouthshire also expressed a desire to promote and improving bus services between Monmouth and towns within Herefordshire including Ross-on-Wye and Hereford.

Gloucestershire County Council expressed support for improving public transport links that integrate with the Local Nature Recovery Strategies and enhancing sustainable tourism and the economy through mutual partnerships between the counties as Gloucester is a key neighbouring destination for Herefordshire. They also wanted to see reference to active travel links into Gloucestershire (i.e. to Newent) and supports the extension of the 20mph speed limits in rural areas.

National Highways supported the LTP's objectives regarding active travel improvements, freight and EV infrastructure schemes. National Highways also welcomed collaborating with Herefordshire Council on the proposed Hereford Bypass and future planning applications impacting the Strategic Road Network, and potential funding sources for infrastructure improvements on their network (should there be a gap in funding).

National Highways would like to have more detail on proposals that could impact the Strategic Road Network, such as new active travel facilities, improvements to bus stop facilities and access relating to new development, although it was noted some of these are emerging proposals that will be developed further alongside the next Local Plan.

Natural England noted that LTP5 was positive and had a lot to be commended. They were satisfied with the Strategic Environmental Assessment and noted that the objectives were comprehensive for this assessment and demonstrated an understanding of key issues including biodiversity, net gain and water. They also agreed with the overall conclusions in the Habitat Regulation Assessment that further, more detailed assessment would be needed at Appropriate Assessment Stage.

Historic England were pleased to see feedback on the Scoping report had been taken on board and requested an additional Strategic Environment Assessment indicator relating to Historic Environment.

### *Parish Councils*

A total of nine parish, town and city councils responded to the consultation. Each response provided insight into the issues, priorities and opportunities of their respective local areas. There were also three common themes which emerged across all the responses which included:

- (i) **School Travel** – The LTP5 needs to provide greater clarity regarding school travel.
- (ii) **Addressing Heavy Good Vehicles (HGV) and Freight Impact** – There is a need to address the negative impact that HGV and freight vehicles have on the rural lanes, market towns and villages.
- (iii) **Expanding Low-Speed Areas** – There is a desire for 20mph or low speed areas to be expanded to more areas (raised by Bromyard, Brinton and Leominster).

### *Councillors*

Five councillors responded to the consultation. Each Councillor provided comment across a range of themes and included comments specific to their ward as well across the LTP more widely.

Points that were most frequently raised from the Councillor responses include:

- (i) **Prioritising Young People and Children** – There is a need for stronger consideration of the needs of younger people and children within the LTP's text and policies.

- (ii) **Addressing Rural Inequalities** – More bespoke solutions are needed to address the unique needs of rural communities and to reduce rural inequalities.
- (iii) **Clarification of Key Actions** – There is a call for greater clarity around key actions within the LTP to ensure these are easily understood, deliverable and help to develop a pipeline of shovel ready schemes.

#### *Other Stakeholders*

A wide range of community groups, councils and organisations suggested more inclusive, accessible, and better-connected transport services across Herefordshire.

Key concerns include disconnected bus and train services in Leominster, inadequate public transport access in rural areas and misalignment of bus schedules with college timings. These issues have had a negative impact on the ability for residents to access education, work and local services. Common responses raised included:

- (i) Later operating hours of bus services to support businesses and provide an alternative option to driving.
- (ii) Safer active travel infrastructure.
- (iii) Improved accessibility for disabled residents.

Several groups have advocated for rural active travel networks, use of disused rail lines, and canal corridors for off-road travel. Some also stressed the importance of environmental protection and biodiversity integration in transport planning.

#### *Overview of College Engagement*

The consultation received a number of responses from college students and young people, including from a targeted engagement event at Hereford Sixth Form College. The four key themes emerging from the college students included:

- (i) **Public Transport Services** – Current services are perceived as unreliable, infrequent and inadequate for young people's needs. In particular respondents highlighted the importance of providing Wi-Fi on all services, better maintenance of vehicles and prioritising public transport on the road network.
- (ii) **Cost of Travel** – Public transport was considered expensive for the level of service provided.
- (iii) **Access Constraints** – Access issues including physical access to services, digital access to up-to-date timetables and ticketing, and urban design that does not favour pedestrian movement.
- (iv) **Safety of the Transport Network** – A number of safety concerns were also raised including the safety of the railway station, cycle lanes, and the overall feeling on safety on roads in rural and urban environments.

## Conclusions and Recommendations

Consultation on the draft Herefordshire LTP ran from 1<sup>st</sup> May 2025 to 30<sup>th</sup> June 2025. Consultation was primarily hosted online with a handful of additional events and hard copies of the LTP in local libraries.

A total of 578 people responded to the consultation. There was a broadly even split by male and female. There was a good representation across age bands, including 35% of respondents aged under 24.

Views on current transport in Herefordshire highlighted mixed views on the quality of existing transport provision. People living in rural areas to the west, southwest and northeast were the most dissatisfied, whereas those in Hereford City provided a more positive response to this question.

Respondents also highlighted that pedestrian facilities, followed by clean air were most important to them. Access to public transport was stated to be as important as access to a car, albeit access to a car was more important for rural residents than residents of Hereford City. Conversely, facilities for cycling were more important to residents of Hereford City.

Respondents were supportive of the LTP Action Plans. Approximately 70% of respondents agreed or strongly agreed with each of the place based strategies, compared to 10% opposed or strongly opposed. Support was highest for residents of Hereford City, and in the areas in and around the market towns of Leominster and Ledbury.

A number of organisations also responded to the consultation. Across these responses, the following themes were most frequently raised:

- **Public Transport** - Including improved frequency, information operating hours and interchange.
- **Safety of the Transport Network** - Including for vulnerable road users, school travel, impact of HGVs, support for lower traffic speeds and design to favour pedestrians.
- **Freight** – The impact of larger vehicles and improving provision for drivers.
- **Rural Investment** – Request for more solutions to address the unique needs of rural communities and to reduce rural inequalities.
- **Action Plan measures** – Request to provide more detail on proposed interventions.

Overall, the feedback from the consultation has shown support for the strategy and measures in the draft Herefordshire LTP.

The feedback also identifies areas to consider further and that could further enhance the LTP. This feedback has informed the update to create the final LTP strategy and Action Plan.

## Summary of Hereford City Strategy Comments

An overview of the key comments provided relating to the strategy and action plan for Hereford City, and how they have been actioned is summarised below.

Stakeholder Suggestion	Work Planned
Support for building Hereford bypass to reduce congestion and support growth.	Already included within LTP.
Highlight that a bypass will reduce HGV traffic in Hereford and improve conditions for sustainable transport.	Already included within LTP.
Increase number of cycle lanes to and from Aylestone School.	Included in LTP, and further detail added within the LTP action plan.
Insufficient transport links between transport hubs and Hereford Enterprise Zone	Number of schemes to do this included in LTP and will continue to work with operators to secure further improvements.
Include better bus and cycle connectivity west towards Hereford MOD community.	Enhanced cycle routes included in LTP action plan and will work with operators to explore how to further enhance bus links.
Deprioritise Eastern Bypass for road vehicles needs to be made clearer.	Eastern bypass not included in LTP.

Table Key	
Included in LTP or plans in progress	
Will assist stakeholders to progress	
To be investigated further	
No immediate plans/not feasible	

## Summary of Comments on Rural Areas and Market Towns

An overview of the key comments provided relating to the strategy and action plans for the Rural areas and Market towns, and how they have been actioned is summarised below.

Stakeholder Suggestion	Work Planned
Bus and rail services are Leominster are disconnected and should be enhanced.	Improvements to Leominster station Forecourt and improved bus/rail links to Leominster included in LTP.
Reflect growth in Ledbury, including improved crossings on Leodon Way.	Updated wording in LTP to reflect this, and crossings of Leodon Way included in LTP action plan.
Extend 20mph speed limits in rural centres and market towns	Increased clarity about where appropriate included in the LTP.
Provide more detail on active travel priorities across rural areas & market towns.	Increased detail in Action Plan to reflect the priorities from the Herefordshire LCWWIP.
Provision of enhanced parking facilities in Bromyard.	Included in the LTP Action Plan.
Include reference to Ledbury town centre enhancement scheme.	Included in the LTP Action Plan.
Include walking and cycling routes between Ross and Ledbury, Newent and surrounding villages into neighbouring areas.	Partially included so that routes to new developments, for example from Ross-on-Wye heading east.
Include Greenways on disused rail lines.	Will support community proposals to progress Greenways where there is landowner support.
Later bus services between Hereford and Ross-on-Wye are needed.	Included as an aspiration within the LTP, but to be explored further with operators.
Extension of e-bike scheme to market towns and villages.	Included as an aspiration within the LTP, but to be explored further with operators.
Re-opening of railway stations	Work with communities to support the potential re-opening of railway stations.
Include half hourly bus services to/from Ledbury, Kington and Bromyard.	Not considered feasible. These have financial support to run at hourly/two hourly, and unlikely to be sufficient demand to enable higher frequencies.

Table Key	
Included in LTP or plans in progress	
Will assist stakeholders to progress	
To be investigated further	
No immediate plans/not feasible	

## Summary of Transport Network Comments

An overview of the key comments relating to the Transport Network, and how they have been actioned is summarised below.

Stakeholder Suggestion	Work Planned
Promote home charging and peer-to-peer charging networks for electric vehicles.	Already included within LTP.
Support welfare improvements for lorry drivers.	Sites to improve facilities now included in LTP5 Transport Network.
Include measurable targets for the LTP.	Monitoring and evaluation added into LTP.
Safer routes to school.	Added as a key measure and further detail on improvements included in LTP action plans.
Proposals for Road Investment Strategy 3 (RIS3) should be included.	Schemes identified by National Highways includes in LTP Action Plan.
Recognise bridleways in LTP.	LTP updated to include reference to bridleways.
Reference the proposed rail infrastructure upgrades needed to improve services.	Included in the LTP and wording updated to reflect this more clearly.
Improve provision for coaches	LTP updated to include actions to improve coach parking facilities in key locations and support tourism.
Include additional policy about ambitions for public transport/buses	Additional policy around public transport added into the LTP.
Include greater reference to canal and river assets in the LTP.	Reference to the canal and river assets have been added to the LTP.
Better align bus services with college student schedules.	To be explored further with operators and review of current bus network going forward.
Integrate biodiversity and carbon goals and habitat protection into LTP.	Metric for Carbon included in monitoring plan and will work with partners to support environmental improvement. Biodiversity policy added into the Transport Network.
Recommended for there to be a 24/7 disabled bus pass.	Noted, no further action as this time. Would require further funding, but priority is increasing service frequency.
Use insurance collision data to monitor road safety.	No action required. Current STATS19 data considered most suitable dataset to measure this.

Table Key	
Included in LTP or plans in progress	
Will assist stakeholders to progress	
To be investigated further	
No immediate plans/not feasible	





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LTP5 Final





# Equality Impact Assessment (EIA) Form

## 1. Service Area/Directorate

Name of Head of Service for activity being assessed: Dr David Land

Directorate: Economy and Environment

Name of lead person for this activity: Ffion Horton

Individual(s) completing this assessment: Ffion Horton

Date assessment completed: 27/10/2025

## 2. What is being assessed

Activity being assessed (eg. policy, procedure, budget, service redesign, strategy etc.)

Local Transport Plan (LTP)

What is the aim, purpose, or intended outcome of this activity?

The LTP provides the essential long-term, statutory framework for all transport investment and strategy, its adoption, is essential for ensuring compliance with Department for Transport (DfT) requirements, maximising the opportunity to secure external grant funding for future infrastructure schemes.

Who will be affected by the development and implementation of this activity?

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Service users  | <input checked="" type="checkbox"/> Visitors to the county  |
| <input checked="" type="checkbox"/> Communities  | <input checked="" type="checkbox"/> Carers  |
| <input checked="" type="checkbox"/> Children   | <input checked="" type="checkbox"/> Patients  |
| <input checked="" type="checkbox"/> All staff  | <input checked="" type="checkbox"/> All part-time staff   |
| <input checked="" type="checkbox"/> Staff at a particular location working in the county | <input checked="" type="checkbox"/> Other: The LTP impacts anyone visiting, living or working in the county |

Is this:

- ☐ Review of an existing activity/policy
- ☒ New activity/policy
- ☐ Planning to withdraw or reduce a service, activity or presence?

## 3. Background information and findings

What information and evidence have you reviewed to help inform this assessment? (name your sources, eg. demographic information, usage data, Census data, feedback, complaints, audits, research)

LTP5 has been supported by various forms of primary and secondary data subsets, including official sources (2021 Census, DfT's STATS19 Collision data) and council policies. Data is both quantitative and qualitative.

Summary of engagement or consultation undertaken (eg. who you've engaged with, and how, or why do you believe this is not required)

LTP5 – The principles and priorities of LTP5 have been informed through an 18-month public consultation that was supported by a combination of in-person and online forums.

Summary of relevant findings (it is possible that you will have gaps in your evidence. You must decide whether you need to fill in the gaps now, and if it is feasible to do so. It might be that collecting robust information forms part of your action plan below)

Acknowledging that both documents were produced in parallel, it should be noted that their individual objectives, consultations/engagement exercises and interpretation of data, reached similar conclusions. The overwhelming feedback in both reports is that there is a genuine desire and requirement for Herefordshire Council to invest in a resilient and accessible highway network, that empowers individuals with a pro-choice agenda, whether that is by private vehicle, public transport or walking, wheeling & cycling.

#### 4. The Public Sector Equality Duty

Will this activity have a positive, neutral or negative impact on our duty to:

Equality Duty	Positive	Neutral	Negative
Eliminate unlawful discrimination, harassment, victimisation?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Advance equality of opportunity between different groups?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foster good relations between different groups?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Explain your rationale here, and include any ways in which you could strengthen the capacity of this activity to promote equality (remember to add anything relevant into your action planning below)

LTP5 advocates the necessity to reimagine the public highway, not as a means of movement, but of empowering equitable access – where traditional barriers, such as poor lighting at bus stops, are identified as opportunities for improvement.

#### 5. The impact of this activity

Consider the potential impact of this activity on each of the equality groups outlined below and explain your rationale. Please note it is possible for the potential impact to be both positive and negative within the same equality group. Remember to consider the impact on staff and service users (current and potential) and partner organisations. It may be useful to include data within these sections if you know the diversity make-up of the people likely to be affected.

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Rationale
<b>Age</b> (include safeguarding, consent and child welfare)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Herefordshire has a significantly older population profile, with higher rates of rural isolation and reduced access to services. Improving transport connectivity, active travel options, and safe, more accessible public realm will support independence and reduce risk of social isolation among older residents. Improvements also support younger people by offering safer routes to education, employment and leisure activities.
<b>Disability</b> (consider attitudinal, physical, financial and social barriers, neuro-diversity, learning disability, physical and sensory impairment)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Traditional transport and infrastructure design often creates barriers for disabled users, particularly those with mobility impairments, visual impairments or neurodiversity. Enhancing accessibility, legibility, seating provision, crossing facilities, and public transport reliability increases participation and independence. Written in alignment with the principles of Inclusive Mobility and TFL's Pedestrian Comfort guidance.
<b>Gender Reassignment</b> (include gender identity, and consider privacy of data and harassment)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No direct impact is anticipated. However, improvements that increase feelings of personal safety and security in public spaces may provide indirect benefits.
<b>Marriage &amp; Civil Partnerships</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No direct impact is anticipated. Improvements to access, mobility and personal safety may apply equally, regardless of marital status.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Rationale
<b>Pregnancy &amp; Maternity</b> (consider working arrangements, part-time working, infant caring responsibilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Improved accessibility, safer pedestrian infrastructure and increased travel choice benefit individuals during pregnancy and those travelling with young infants/children. Flexible and accessible transport options can help reduce dependency on private car usage and improve convenience for those balancing care responsibilities.
<b>Race</b> (including Travelling Communities and people of other nationalities)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No direct impacts identified. However, ensuring consultation and co-design opportunities are undertaken in an inclusive manner – culturally appropriate and accessible to non-English speakers – will help avoid indirect exclusion.
<b>Religion &amp; Belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No direct impacts identified. However, ensuring consultation and co-design opportunities are undertaken in an inclusive manner – culturally appropriate and accessible to non-English speakers – will help avoid indirect exclusion.
<b>Sex</b> (consider issues of safety, sexual violence, part-time work, and single-sex provision – especially in light of the legal definition of “sex”)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Acknowledging that women are statistically more likely to experience safety concerns when travelling, particularly when walking or using public transport after dark. Opportunities to address system components – such as poorly lit streets/bus stops – can positively impact perceptions and experiences of personal safety, supporting equitable access.
<b>Sexual Orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No direct impact is anticipated. However, improvements that increase feelings of personal safety and security in public spaces may provide indirect benefits.
<b>Others: carers, care leavers, homeless, social/economic deprivation</b> (consider shift-patterns, caring responsibilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Enhanced transport access and reduced dependency on private vehicles support those with lower disposable incomes or limited mobility. Improved connectivity can increase access to employment, education, healthcare and community support services. Strong alignment with reducing transport-related exclusion.
<b>Health Inequalities</b> (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from unequal distribution of social, environmental & economic conditions)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The proposals support a shift towards active travel, reduced air pollution exposure, and greater access to health-supportive environments. This aligns with Gear Change and other Public Health documentation regarding health/climate frameworks. Benefits are greatest in areas currently experiencing poorer health outcomes and air quality challenges.

Where a negative impact on any of the equality groups is realised after the implementation of the activity, the activity lead will seek to minimise the impact and carry out a full review of this EIA.

## 6. Action planning

What actions will you take as a result of this impact assessment? (you will need to include actions to mitigate any potential negative impacts)

Potential negative impact	What action will be taken	Who will lead	Timeframe
Actions are included in the plans	Outlined in the plan	Transport Planning Team	tbc

## 7. Monitoring and review

How will you monitor these actions?

Key Performance Indicators will be created and regularly updated to monitor the performance of the LTP in achieving its strategic and legislative objectives and obligations


When will you review this EIA?

Biannually

## 8. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to give due regard to how they can improve society and promote equality in every aspect of their day-to-day business. This means that they must consider, and keep reviewing, how they are promoting equality in decision-making, policies, services, procurement, staff recruitment and management.
- 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 population, ensuring that none are placed at a disadvantage over others.

Signature of person completing EIA



Date signed

27/10/2025