

ECONOMY

COUNTY PLAN

Ambition **EC1 – Develop environmentally sound infrastructure that attracts investment**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Increase road safety measured by: the number of people killed or seriously injured in road traffic collisions in Herefordshire

Improve the overall condition of the road network measured by: the proportion of the network in good condition

(Increase) the Gross Value Added per head of population in Herefordshire

(Reduce county carbon emissions (per head of population))

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the investment in the county from both public and private sources ★

(Increase) the percentage of overall condition of footways rated as good ★

Percentage of Category 1 defects managed within timescale ★

Percentage of Category 2a defects managed within timescale ★

Percentage of construction materials reused and recycled ★

Percentage of infrastructure proposals where climate and nature impact assessments have been completed ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC1.1: Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals

ALSO SUPPORTED BY:

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

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

CO0.3: Implement capital highway maintenance projects

CO0.4 Deliver the asset management plan to improve road conditions across the county:

CO0.5: Complete the infrastructure repair work following the flooding in winter 2019

DELIVERY PLAN

Ambition **EC2 – Use council land to create economic opportunities and bring higher paid jobs to the county**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

(Increase) the average workplace earnings in Herefordshire

(Maintain) low unemployment in all areas of the county

(Increase) the Gross Value Added per head of population in Herefordshire

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the money invested and leveraged (both public and private) by council to create economic opportunities ★

(Increase) the number of jobs created (directly and indirectly) as a result of council investment ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

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

EC2.2: Develop & implement **Market Town Economic Development Investment Plans** for each of the five market towns (Bromyard, Kington, Ledbury, Leominster and Ross) to support recovery, growth and jobs

EC2.3: Develop a **Rural Economic Development Investment Plan** to support job creation in rural areas

EC2.4: Continue to support **development of the Hereford Enterprise Zone**, including completion & successful operation of the Shell Store business incubation centre and the Midlands Centre for Cyber Security, to deliver new high-skill job opportunities

EC2.3: Develop Maylord Orchards as a key strategic site; acting as a catalyst for the **regeneration of Hereford City Centre**

Ambition **EC3 – Invest in education and the skills needed by employers**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

(Increase) the percentage of residents with skills at NVQ level 4 and above ★

(Reduce) the percentage of the population with no qualifications ★

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of HE (Higher Education) students

(Improve) the percentage qualification achievement rate of adult and community learning

(Reduce) the number of hard to fill vacancies ★

(Improve) the percentage qualification achievement rate of provision of HE (Higher Education)

(Increase) the number of apprenticeships and job placements

(Reduce) the number of 18-24 year olds in receipt of unemployment related benefits (claimant count) ★

(Increase) the number of adult and community learning students

(Improve) the percentage qualification achievement rate of apprenticeships

(Increase) the percentage of apprenticeship levy spent ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC3.1: Enable and support the development & expansion of **higher education** in the county (NMITE, HCA), including through supporting work to increase the availability of student accommodation

EC3.2: Work with partners to expand our **adult and community learning programme**, with a particular focus on those at risk of long term unemployment, and young people at risk of not being in education, training or employment

EC3.3: Provide more **apprenticeships**, including through the council's direct contracts

Ambition**EC4 – Enhance digital connectivity for communities and business****Outcome Measures**

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year..

(Increase) the percentage of people in Herefordshire using the internet ★

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the percentage of premises in Herefordshire able to access a superfast broadband service

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC4.1: Expand the Fastershire programme to increase delivery of **superfast and ultrafast broadband coverage**, including launch of Stage 5 to reach the remaining 3% of premises at the end of current contracts through Community Broadband Grant

EC4.2: Increase the number of **businesses connected to high speed broadband** by providing bespoke grant support

EC4.3: Undertake feasibility study for a low power **digital infrastructure** that delivers benefits to residents and business and reduce the impact of digital exclusion

Ambition**EC5 – Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism****Outcome Measures**

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

(Increase) the number of visitors to the county ★

(Increase) the quality of life of Herefordshire residents ★

(Increase) the money (£) spent by visitors to the county ★

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of unique visits to www.visitherefordshire.co.uk ★

The percentage of eligible businesses supporting DBID ★

(Increase) the number of people reached by tourism marketing ★

(Increase) the investment of the council on protecting and promoting our heritage, culture and natural beauty ★

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC5.1: Work with private sector partners to support the **growth of the tourism industry** across Herefordshire building on our strengths of outdoor activities, heritage & culture; and support the development of a destination business improvement district

EC5.2: Implement the **Leominster Heritage Action Zone Project**, to act as a catalyst to the regeneration of the town and to attract new visitors

Ambition**EC6 – Spend public money in the local economy wherever possible****Outcome Measures**

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

(Increase) the Gross Value Added per head of population in Herefordshire

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase the) social value attributable to council procurement ★

(Increase the) Percentage of the council procurement budget spent locally.

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC6.1: Develop and implement a **Social Value procurement policy** to maximise the local benefit of all council spending

Ambition **EC0 – Support an economy which builds on the county's strengths and resources**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

EC0 does not have outcome measures. EC0 is the overarching ambition for the Economy, so the outcomes identified at EC1-6 reflect achievement in this area, so measures like Gross Value Added, Unemployment rates and visitor numbers will reflect the outcome of the overarching theme.

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of business engaged and supported ★

The value of grants paid to businesses to support viability, or enable growth ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EC0.1 Develop an **engagement framework for the business sector** that enables the effective coordination of advice and support

EC0.2: Enhance engagement with the private sector through a **Talk Business** programme of communications, networking and events

EC0.3: Provide support to businesses to enable the soonest possible **recovery of the local economy from the impacts of COVID-19**

COMMUNITY

Ambition **CO1 - Ensure all children are healthy, safe and inspired to achieve**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Improve the life chances of disadvantaged children in Herefordshire, meaning that they have a better chance of doing well at school, getting good jobs and secure housing (measured using the social mobility index)

Improve educational attainment and widen further and higher education opportunities (measured using Progress 8 and Attainment 8)

Increase the number of children that are identified as ready for school, for children with and without free school meal status (measured using Good Level of Learning Development)

Maintain a consistent rate of children with Child Protection Plans ★

Reduce the number of children requiring formal social care interventions (measured by the rate of children in need)

Reduce the number of children living with poverty, tooth decay, and obesity

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the percentage of school buildings identified as safe, appropriate and up-to-date

(Reduce) the percentage of school leavers that are (a) not in education, employment or training, or (b) not known

(Increase) the percentage of (a) primary and (b) secondary schools rated good or outstanding by OFSTED ★

(Increase) the percentage of pupil attendance in (a) primary and (b) secondary schools ★

(Maintain) the proportion of schools able to provide online learning ★

(Increase) the number of children seen as part of a 4-6 month health check ★

(Increase) the number of children accessing support with weight management support ★

(Increase) the percentage of child and family assessments completed within statutory timescales ★

(Increase) the percentage of timely (a) Children in Care (b) Child Protection and (c) Child in Need visits ★

(Reduce) the percentage of referrals which are re-referrals (within 12 months of a previous referral) ★

(Reduce) the percentage of all current child protection cases which have previously been on a CP Plan (within 2 years) ★

(Increase) the proportion of audits of children's cases rated as good or outstanding ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO1.1: Deliver **schools investment** programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools

CO1.2: Work with school leaders locally and nationally to develop and implement an **action plan to support pupils and students** to make the most of their education, particularly at Key Stage 4 and the move into the world of work

CO1.4: Improve the **oral health of children** in the county

ALSO SUPPORTED BY

CO1.3: Work with school and education leaders and other partners to minimise the impact of the pandemic by enabling and implementing a range of support including **online teaching and home learning**

CO2.1: Implement and embed a new Children's **social work model of practice** which provides a strengths based approach to child protection case work (model is known as **Signs of Safety**)

CO2.2: Continue the **improvement of the children's safeguarding system** to ensure children and families get the right support at the right time, including early help and reduce the number of children needing to be cared for by the council

Ambition**CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices**

Outcome Measures

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Aim to have no more than 320 looked after children by end of 2021

Increase the proportion of care leavers in touch, in suitable accommodation and in Education, Employment or Training (3 separate measures) – 92%, 87%, 57% respectively i.e. good statistical

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the proportion of audits of children's cases rated as good or outstanding ★

(Increase) the percentage of staff employed within children's social care that are permanent employees ★

(Increase) the percentage of children and families surveyed who reported that their social care intervention was positive and made a difference ★

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO2.1: Implement and embed a new Children's **social work model of practice** which provides a strengths based approach to child protection case work (model is known as **Signs of Safety**)

CO2.2: Continue the **improvement of the children's safeguarding system** to ensure children and families get the right support at the right time, including early help and reduce the number of children needing to be cared for by the council

Ambition**CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use**

Outcome Measures

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Improve Herefordshire's house affordability ratio, making accommodation more affordable to local people

Reduce the number of households living in fuel poverty

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of affordable houses delivered with 450 homes built by March 2022

(Increase) the number of affordable net zero carbon houses (from April 22 onwards) ★

(Increase) the number of empty properties brought back in to use ★

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO3.1: Develop feasibility and options for the development of **council owned homes and confirm the model for delivery**

CO3.2: Submit planning application for the first site of Council owned **affordable net zero carbon housing**

Ambition**CO4 - Protect and improve the lives of vulnerable people**

Outcome Measures

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce the number of people in Herefordshire identified as homeless (taken from the annual rough sleeper count)

Increase the proportion of adults requiring formal care services who are supported in their own homes

Reduce the number of people admitted to hospital for unplanned events

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of people engaging with the Healthy Lifestyle Trainer Service

Reduce the rate of admissions to care homes for clients aged under 65

(Reduce) the rate of admissions to care homes for clients aged over 65

(Increase) the number of new tenancies developed for independent living★

(Increase) the number of new dwellings of extra care developed★

(Reduce) the local count of Herefordshire homelessness★

(Increase) the number of cases where homelessness has been (a) prevented and (b) relieved★

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO4.1: Develop and adopt **new models of care accommodation** to support vulnerable young people, people with learning disabilities and older people

CO4.2: Develop and deliver a community meal offer (**Talk Community Kitchen**) that provides healthy meals to the local community and offers skills and training opportunities for young people and those at risk of long term unemployment

CO4.3: Develop **Right Support, Right Time for Families** through our Talk Community approach and building on strengths within local communities

CO4.4: Embrace the principles of "no second night out" and "housing first" through developing a model of delivery that prevents homelessness

CO4.5: Develop the council owned **Hillside Care Centre** to be a fully digital, dementia friendly and environmental care home

CO4.6: Develop and implement an **all ages, whole system commissioning strategy** that improves outcomes for people and families and maximises the use of resources

Ambition **CO5 - Use technology to support home care and extend independent living**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Increase the proportion of adults requiring formal care services who are supported in their own homes

Reduce the number of people admitted to hospital for unplanned events

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

Reduce the rate of admissions to care homes for clients aged under 65

Reduce the rate of admissions to care homes for clients aged over 65

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

CO5.1: Develop a new **Independent Living Services** offer for Herefordshire residents

CO5.2: Develop our **assistive technology** offer to enable people to maximise independent living including the delivery of a demonstration centre at Hillside Care Centre and an online catalogue

Ambition	CO6 - Support communities to help each other through a network of community hubs
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Outcome Measures	These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.
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Improve community resilience in Herefordshire (measured by the community wellbeing survey)

Improve the mental wellbeing of Herefordshire residents (measured by the community wellbeing survey)

Output Measures	There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above
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Establish a baseline for the volunteer capacity in Herefordshire

Increase the number of talk community hubs active in the county to 50 by March 2022

(Increase) the number of people engaging with Talk Community hubs ★

Increase the number of hits on the Talk Community Directory (previously WISH) ★

Deliverables	These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.
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CO6.1: Support communities to improve community resilience through development of a network of **community led hubs** throughout the county

CO6.2: Develop **integrated service hubs** within communities to tackle inequalities, meet the needs of the local community and that make best use of council and community assets

ALSO SUPPORTED BY

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

Ambition	CO0 – Strengthen communities to ensure everyone lives well and safely together
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Outcome Measures	These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.
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CO0 does not have outcome measures. CO0 is the overarching ambition for the Community, so the outcomes identified at CO1-6 reflect achievement in this area, so measures like the rate of children in need, house affordability and community resilience will reflect the outcome of the overarching theme.

Output Measures	There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above
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(Increase) employee engagement (council workforce)

(Improve) the resident engagement and overall satisfaction with the council

Deliverables	These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.
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CO0.1: Improve the overall **mental and physical health** and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices

CO0.2: Improve the capacity and capability of **data management** and use of systems to drive efficiencies and maximise user experience

CO0.3: Implement **capital highway maintenance** projects

CO0.4: Deliver the **asset management plan** to improve road conditions across the county

CO0.5: Complete the **infrastructure repair** work following the flooding in winter 2019

CO0.6: Complete the review of **governance arrangements** and implement new arrangements and constitution

CO0.7: Development of a **communication strategy and engagement framework** that supports the delivery of the County Plan and improves the involvement by residents and key stakeholders in the development of services and ongoing direction of travel

CO0.8: Development and delivery of the **SafeHerefordshire** campaign to support the fight against the pandemic and ensure key messages are being targeted effectively

CO0.6: Effectively **manage COVID-19 outbreaks** through the development and implementation of the Outbreak Control Plan

Ambition**EN1 – Minimise waste and increase reuse, repair and recycling**

Outcome Measures

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce the average kilograms of waste per person

Increase in the percentage of waste sent for recycling

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Reduce) the average kilograms of waste per person

(Increase) the percentage of waste sent for recycling

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN1.1: Develop a new **waste strategy** that drives the environmental ambition of the council, delivers value for money and meets residents' expectation. The new strategy will inform the future commissioning of waste collection and disposal in Herefordshire

Ambition**EN2 – Improve and extend active travel options throughout the county**

Outcome Measures

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Improve average journey time in Hereford during the morning peak ★

Reduction in the Annual Average Daily Traffic flows (in Hereford, and rural) ★

Increase the level of bus patronage ★

Increase the number of cycles journeys made (taken from cycle network) ★

Increase the usage of electric vehicle charging points in Herefordshire ★

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the total kilometres cycled using Beryl's Bikes ★

(Increase) the number of children trained through Bikeability ★

(Increase) the total kilometres of cycle route within the county ★

(Increase) the total number of bus journeys within the county ★

(Increase) the total number council installed charging points ★

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

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

EN2.3: Significantly increase **electric vehicle charging infrastructure** by leveraging private sector investment through the development of a concession contract

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

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

Ambition **EN3 – Build understanding and support for sustainable living**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce county carbon emissions (per head of population)

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

Reduction in KWh in business emissions through the provision of grant assistance from Business Efficiency Programme ★

Increase the total number of signatories to the Herefordshire Climate and Nature Partnership ★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN3.1: Create a **new countywide climate & ecological emergency partnership, strategy and action plan** to improve biodiversity and achieve countywide carbon neutrality by 2030

EN3.2: Introduce supplementary planning guidance on **environmental building standards** to ensure all new buildings are compatible with our climate and nature goals

Ambition**EN4 – Invest in low carbon projects**

Outcome Measures

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Reduce the county's carbon emissions (per head of population)

Reduce the number of houses living in fuel poverty

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Increase) the number of households that have had a significant impact on their carbon footprint as a result of council intervention ★

(Increase) the £ and percentage of investment that contributes significantly to climate and nature goals ★

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN4.1: Support the most vulnerable people in our communities by providing **energy efficient** and more **affordable heating**

EN4.2: Develop new domestic building retrofit programmes to further improve the **energy efficiency** of Herefordshire's housing stock, reducing carbon emissions, improving wellbeing and tackling fuel poverty

Ambition**EN5 – Identify climate change action in all aspects of council operation**

Outcome Measures

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Reduce the council's carbon emissions

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above

(Reduce) the energy consumption across all council operations ★

(Increase) the KWh saved as a result of capital investment and grants ★

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN5.1: Reduce the council's own carbon footprint through implementing our **Carbon Management Action Plan**

EN5.2: Improve the **environmental and energy efficiency standards** of Council buildings through the introduction of:

- a) new minimum standards for energy efficiency
- b) a plan for investing in energy efficiency and renewable energy measures for existing buildings
- c) a plan for achieving net zero carbon for all council new-build buildings

Ambition **EN6 – Seek strong stewardship of the county’s natural resources**

Outcome Measures These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Increase flood resilience

Reduce levels of phosphate pollution in the county’s river (measured by the number of rivers meeting phosphate tolerance levels)

Improve the air quality within Herefordshire

Output Measures There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

Phosphate reduction as a result of the introduction of new wetlands★

The number of properties with a reduced risk of flooding as a result of the council’s support and intervention★

Deliverables These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN6.1: Construct the first of up to eight **integrated wetlands** as tertiary treatments for waste water treatment works to reduce phosphate levels within the River Lugg catchment area

EN6.2: Develop & implement **supplementary planning guidance** on intensive livestock units to protect water quality in our rivers

EN6.3: Continue to support the River Wye and Lugg pilot **Natural Flood Management Project** to reduce flood risk to communities within Herefordshire

Ambition**EN7 – Protect and enhance the county’s biodiversity, value nature and uphold environmental standards**

Outcome Measures

These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.

Increase & protect biodiversity★

Increase tree cover in the county ★

Output Measures

There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council’s performance and would give us an indication that progress is being made towards the outcome measures above

(Increase the) percentage of road verges managed for wildlife ★

Increase the number of trees planted as a result of direct council intervention★

(Increase the) percentage of planning applications submitting a full ecology checklist ★

Deliverables

These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.

EN7.1 Develop & implement a new **nature strategy** to enhance and protect biodiversity across the Council’s estate

Ambition	EN0 – Protect and enhance our environment and keep Herefordshire a great place to live
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Outcome Measures	These are the things that we measure to see the difference on the population of Herefordshire. We may not be solely accountable for these measures, but will work with partners and communities to support improvements. This information may not be available every year.
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EN0 does not have outcome measures. EN0 is the overarching ambition for the Environment, so the outcomes identified at EN1-7 reflect achievement in this area, so measures like the rate of Herefordshire's carbon footprint, air quality and fuel poverty will reflect the outcome of the overarching theme.

Output Measures	There are measures of the direct changes resulting from our activities. These measures should be a reflection of the council's performance and would give us an indication that progress is being made towards the outcome measures above
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Deliverables	These are the programmes of work and projects identified in the delivery plan that we plan to deliver which will support the overarching ambitions of the county plan, measured by the outcome measures and the output measures above.
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EN0.1: Develop the evidence base for the update of the **Core Strategy** and confirm programme for new plan following enactment of the planning white paper
