

Delivery

Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RAG
EC0 - Support an economy which builds on the county's strengths and resources	EC0.1 - Develop an engagement framework for the business sector that enables the effective coordination of advice and support	Complete as planned 2021/22	Service Director Economy and Regulatory	· Market Towns Business Summits held	On Target
	EC0.2 - Enhance engagement with the private sector through a Talk Business programme of communications, networking and events	Complete as planned 2021/22	Service Director Economy and Regulatory	· None in period.	
	EC0.3 - Provide support to businesses to enable the soonest possible recovery of the local economy from the impacts of COVID-19	Complete as planned 2021/22	Service Director Economy and Regulatory	· None in period	
EC1 - Develop environmentally sound infrastructure that attracts investment	EC1.1 - Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals	Complete as planned 2021/22	Service Director Environment, Highways and Waste	· None in period	At Risk
EC2 - Use council land to create economic opportunities and bring higher paid jobs to the county	EC2.1 - Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund	Continue as planned 2022/23	Head of Economic Development	· None in period.	On Target
	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	Complete as planned 2021/22	Service Director Economy and Regulatory	· Business case development & implementation	
	EC2.3 - Develop a Rural Economic Development Investment Plan to support job creation in rural areas	Continue as planned 2022/23	Service Director Economy and Regulatory	· Stakeholder engagement complete.	At Risk
	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	Continue as planned 2022/23	Service Director Economy and Regulatory	· Additional infrastructure to bring more sites in to use ·	On Target
	EC2.5 - Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre	Continue as planned 2022/23	Service Director Economy and Regulatory	· Consultation with key stakeholders	At Risk
EC3 - Invest in education and the skills needed by employers	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	Complete as planned 2021/22	Service Director Economy and Regulatory	· None in period.	On Target
	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	Continue as planned 2022/23	AD for Education	· Apprenticeship Plan produced. · Youth Hub Co-ordinator in post.	
	EC3.3 - Provide more apprenticeships , including through the council's direct contracts	Continue as planned 2022/23	AD People	· None in period.	
EC4 - Enhance digital connectivity for communities and business	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	Continue as planned 2022/23	AD Corporate Support	· Funding model agreed for commissioning of work to create infrastructure for all homes in tenth community.	On Target
	EC4.2 - Increase the number of businesses connected to high speed broadband by providing bespoke grant support	Complete as planned 2021/22	AD Corporate Support	· None in period.	
	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	Continue as planned 2022/23	Director Adults and Communities	· Business case delivered.	At Risk
EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism	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	Continue as planned 2022/23	Service Director Economy and Regulatory	· Tourism & Marketing campaign delivered. · Destination Business Improvement District - Business Ballot.	On Target
	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	Continue as planned 2022/23	Service Director Economy and Regulatory	· Prioritisation of Conservation Area Appraisal Reviews complete.	
	EC5.3 - Take appropriate action to ensure our historic environment data is up-to-date	Extend to 2022/23	Service Director Economy and Regulatory	· Prioritisation of Conservation Area Appraisal Reviews complete.	
EC6 - Spend public money in the local economy wherever possible	EC6.1 - Develop and implement a Social Value procurement policy to maximise the local benefit of all council spending	Complete as planned 2021/22	AD Corporate Support	· First contract awarded under new policy. · Establish social value procurement	On Target

■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

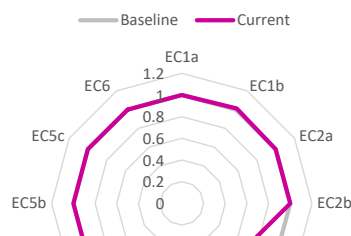
Ambition	Measure	Lead Officer	Q3	Improve-ment?	Target Met?	Comments
EC0 - Support an economy which builds on the county's strengths and resources	The number of business engaged and supported	Service Director Economy and Regulatory	3,768			MBIG, SEG grants & ARG support
	The value of grants paid to businesses to support viability, or enable growth	Service Director Economy and Regulatory	£3.219m			
EC1 - Develop environmentally sound infrastructure that attracts investment	The value of investment in the county from both public and private sources	Service Director Economy and Regulatory	£1.505m			Finalising collection methods
	Percentage of infrastructure proposals where climate and nature impact assessments have been completed	Service Director Environment, Highways and Waste	TBC			
EC2 - Use council land to create economic opportunities and bring higher paid jobs to the county	The money invested and leveraged (both public and private) by council to create economic opportunities	Service Director Economy and Regulatory	£1.505m			
	The number of jobs created (directly and indirectly) as a result of council investment	Service Director Economy and Regulatory	258			
EC3 - Invest in education and the skills needed by employers	The number of Higher Education students	AD for Education	NA			Annual data available in Feb. 2022
	The percentage qualification achievement rate of provision of Higher Education	AD for Education	NA			Annual data available in Feb. 2022
	The number of adult and community learning students	AD for Education	NA			Annual data available in Feb. 2022
	The percentage qualification achievement rate of adult and community learning	AD for Education	NA			Annual data available in Feb. 2022
	The number of apprenticeships and job placements	AD for Education	NA			Annual data available in Feb. 2022
	The percentage qualification achievement rate of apprenticeships	AD for Education	NA			Annual data available in Feb. 2022
	The number of hard to fill vacancies	AD for Education	TBC			Establishing collection from EMSI
	The number of 18-24 year olds in receipt of unemployment related benefits (claimant count)	AD for Education	435		NA	
EC4 - Enhance digital connectivity for communities and business	The percentage of premises in Herefordshire able to access a superfast broadband service	AD Corporate Support	93.60%			Whilst coverage continues in the county through suppliers, future delivery with one contractor is under review and could impact reaching the target for the year
EC5 - Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism	The number of unique visits to www.visitherefordshire.co.uk	Service Director Economy and Regulatory	251,718			Referendum in autumn. Reach of the marketing campaign.
	The percentage of eligible businesses supporting DBID	Service Director Economy and Regulatory	NA			
	The number of people reached by tourism marketing	Service Director Economy and Regulatory	65.7m			
	The investment of the council on protecting and promoting our heritage, culture and natural beauty	Service Director Economy and Regulatory	£0.285m			
EC6 - Spend public money in the local economy wherever possible	The social value attributable to council procurement	AD Corporate Support	NA			Not launched this year so will be reported in 2022/23
	The percentage of the council procurement budget spent locally	AD Corporate Support	TBC			

■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

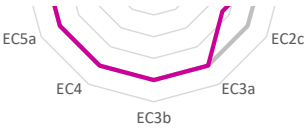
County Plan - Success Measures

Outcome Measure

EC1a - Gross Value Added
 EC1b - County Carbon Emissions
 EC2a - Average Workplace Earnings
 EC2b - Gross Value Added
 EC2c - Unemployment Rate
 EC3a - Residents with NVQ4 +
 EC3b - Residents with No Qualification
 EC4 - Internet usage



EC5a - Visitors to the county
EC5b - Money spent by visitors
EC5c - Quality of Life
EC6 - Gross Value Added



Corporate Risks

Risk		Impact				
CRR.63 - Hereford City Centre Transport Package CRR.65 - Hereford City Centre Improvement Programme			1 Insignificant	2 Minor	3 Moderate	4 Major
		5 Certain				5 Significant
		4 Likely				CRR.63, CRR.65
		3 Possible				
		2 Unlikely				
		1 Rare				

Delivery

Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RAG
EN0 - Protect and enhance our environment and keep Herefordshire a great place to live	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	Continue as planned 2022/23	Director Economy and Environment	<ul style="list-style-type: none"> Design a national template for design guidance Public consultation on strategic options, spatial strategy Public Health Evidence complete. Community engagement strategy complete Housing & Employment Land Availability Assessment complete. Design based Evidence complete 	
EN1 - Minimise waste and increase reuse, repair and recycling	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	Complete as planned 2021/22	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Year One of three year Implementation Plan 	
EN2 - Improve and extend active travel options throughout the county	EN2.1 - Complete the Hereford Transport Strategy Review and begin implementation of the preferred options	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Delays in progressing Masterplan. 	
	EN2.2 - Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> None in period 	
	EN2.3 - Significantly increase electric vehicle charging infrastructure by leveraging private sector investment through the development of a concession contract	Extend to 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Electric vehicle concession contract - procurement complete. 	
	EN2.4 - Explore feasibility for the development of a cycle super highway	Extend to 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> None in period. 	
EN3 - Build understanding and support for sustainable living	EN3.1 - Create a new countywide climate & ecological emergency partnership, strategy and action plan to improve biodiversity and achieve countywide carbon neutrality by 2030	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Partnership Board meetings commence Commence Recruitment of new Partnership Board Implementation of Countywide Strategy & Action Plan 	
	EN3.2 - Introduce supplementary planning guidance on environmental building standards to ensure all new buildings are compatible with our climate and nature goals	Complete as planned 2021/22	Service Director Economy and Regulatory Services	<ul style="list-style-type: none"> Public consultation. 	
EN4 - Invest in low carbon projects	EN4.1 - Support the most vulnerable people in our communities by providing energy efficient and more affordable heating	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Warm Homes Fund Rural Project - grant funding & installation of 50 first time central heating systems in rural & urban homes complete. 	
	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	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Contract awarded for technical advice for new retrofit strategy and business case development. Green Home Grant LA Delivery Programme 1 - Rescoped with funder due to significant national supply chain challenges with programme. 	
EN5 - Identify climate change action in all aspects of council operation	EN5.1 - Reduce the council's own carbon footprint through implementing our Carbon Management Action Plan	Continue as planned 2022/23	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> None in period. 	
	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	Continue as planned 2022/23	Chief Finance Officer	<ul style="list-style-type: none"> None in period 	
EN6 - Seek strong stewardship of the county's natural resources	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	Complete as planned 2021/22	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Design and Delivery 	
	EN6.2 - Develop & implement supplementary planning guidance on intensive livestock units to protect water quality in our rivers	Complete as planned 2021/22	Service Director Economy and Regulatory Services	<ul style="list-style-type: none"> Public consultation complete. 	
	EN6.3 - Continue to support the River Wye and Lugg pilot Natural Flood Management Project to reduce flood risk to communities within Herefordshire	Complete as planned 2021/22	Service Director Environment, Highways and Waste	<ul style="list-style-type: none"> Projects commence - subject to funding received. 	

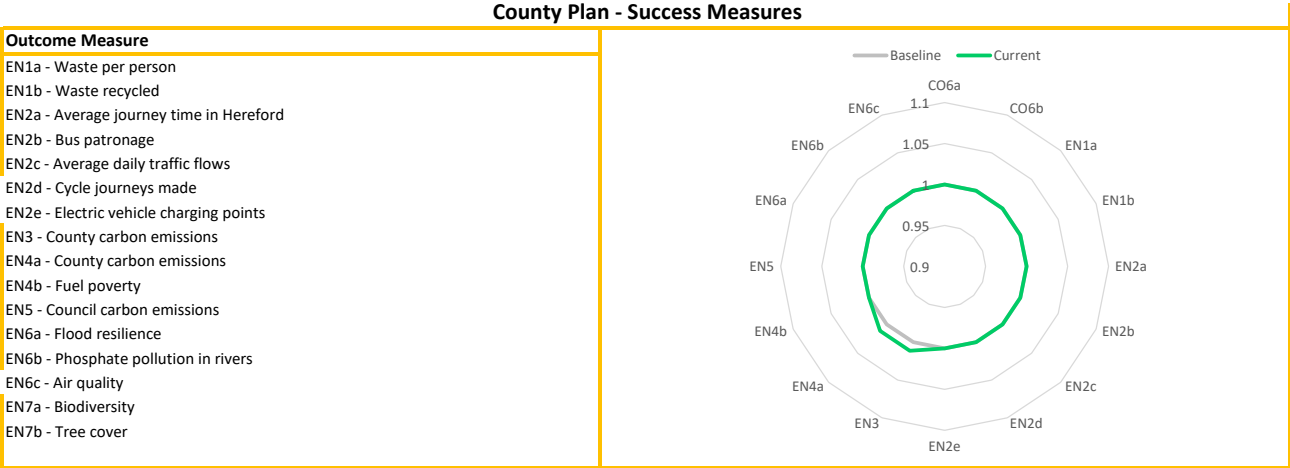
EN7 – Protect and enhance the county's biodiversity, value nature and uphold	EN7.1 - Develop & implement a new nature strategy to enhance and protect biodiversity across the Council's estate	Extend to 2022/23	Service Director Environment, Highways and Waste	· Procure Technical Support to develop Nature Strategy · Contract Award - Consultants to develop Nature Strategy.	
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■ complete
 ■ on target
 ■ at risk
 ■ compromised

Performance Measures

Ambition	Measure	Lead Officer	Q3	Improve-ment?	Target Met?	Comments
EN1 - Minimise waste and increase reuse, repair and recycling	The average kilograms of waste per person (YTD)	Service Director Environment, Highways and Waste	290.37kg			
	The percentage of waste sent for recycling	Service Director Environment, Highways and Waste	38.17%			
EN2 - Improve and extend active travel options throughout the county	The total kilometres cycled using Beryl's Bikes	Service Director Environment, Highways and Waste	193,963km			
	The number of children trained through Bikeability	Service Director Environment, Highways and Waste	436			
	The total kilometres of cycle route within the county	Service Director Environment, Highways and Waste	63km			This will be used as the baseline going forward.
	The total number of bus journeys within the county	Service Director Environment, Highways and Waste	NA			Data being collated.
	The total number council installed charging points	Service Director Environment, Highways and Waste	15		TBC	
EN3 - Build understanding and support for sustainable living	The KWh in business emissions through the provision of grant assistance from Business Efficiency Programme	Service Director Environment, Highways and Waste	4,920,683			BEEP has met all of its targets for Herefordshire and the scheme has been extended. Total Energy Savings to date: 4,920,683 kWh; Greenhouse gas savings: 1,542 tonnes of CO2e.
	The total number of signatories to the Herefordshire Climate and Nature Partnership	Service Director Environment, Highways and Waste	NA			Partnership will launch during COP26. Targeting 50 signatories.
EN4 - Invest in low carbon projects	The number of households that have had a significant impact on their carbon footprint as a result of council intervention	Service Director Environment, Highways and Waste	73 (Q2)			Household energy efficiency and heating installs on-going across a number of schemes. Delays have been experienced due to price increases, supply chain issues and elongated procurement across both Green Homes Grant (LAD) and Warm Homes Fund schemes, however further activity is expected on these between December and March following extended governance and new contract awards.
	The £ and percentage of investment that contributes significantly to climate and nature goals	Service Director Environment, Highways and Waste	TBC			Annual performance measure. Data due at year-end.
EN5 – Identify climate change action in all aspects of council operation	The energy consumption across all council operations	Service Director Environment, Highways and Waste	59.60%			This is the reduction for 2020/21. Data is available in July retrospectively.
	The KWh saved as a result of capital investment and grants	Service Director Environment, Highways and Waste	44,124kWh			This is the reduction for 2020/21. Data is available in July retrospectively.
EN6 – Seek strong stewardship of the county's natural resources	Phosphate reduction as a result of the introduction of new wetlands	Service Director Environment, Highways and Waste	NA			This will be reported after the completion of the first of the wetlands
	The number of properties with a reduced risk of flooding as a result of the council's support and intervention	Service Director Environment, Highways and Waste	54		NA	HC continue to support those wishing to access the Property Flood Resilience Recovery Support Scheme 2020 and are arranging property surveys for those interested in installing measures. The deadline for applications is 31/12/21.
EN7 – Protect and enhance the county's biodiversity, value nature and uphold environmental standards	The percentage of road verges managed for wildlife	Service Director Environment, Highways and Waste	TBC			
	The number of trees planted as a result of direct council intervention	Service Director Environment, Highways and Waste	TBC			

	The percentage of planning applications submitting a full ecology checklist	Service Director Economy and Regulatory	TBC	
<div> <div></div> on target/improvement <div></div> within 10% of target/small decline <div></div> missed target by more than 10% /significant decline <div></div> Not Available </div>				



Corporate Risks						
Risk		Impact				
		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Significant
Likelihood	5 Certain					
	4 Likely					
	3 Possible					
	2 Unlikely					
	1 Rare					

Delivery

Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RAG
CO0 - Strengthen communities to ensure everyone lives well and safely together	CO0.1 - Improve the overall mental and physical health and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices	Continue as planned 2022/23	AD Talk Community Operations	· Implementation / mobilisation · Phase 3 Christmas holiday delivery	Green
	CO0.2 - Improve the capacity and capability of data management and use of systems to drive efficiencies and maximise user experience	Continue as planned 2022/23	AD Corporate Support	· Project kick-off and planning for CRM system.	
	CO0.3 - Implement capital highway maintenance projects	Complete as planned 2021/22	Service Director Environment, Highways and Waste	· None in period	
	CO0.4 - Deliver the asset management plan to improve road conditions across the county	Complete as planned 2021/22	Service Director Environment, Highways and Waste	· Ongoing updates to 22/23 plan	
	CO0.5 - Complete the infrastructure repair work following the flooding in winter 2019	Extend to 2022/23	Service Director Environment, Highways and Waste	· Delivery of Whitney repairs and remaining repair works	Red
	CO0.6 - Complete the review of governance arrangements and implement new arrangements and constitution	Complete as planned 2021/22	Solicitor to the Council	· None in period	Blue
	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	Complete as planned 2021/22	AD Corporate Support	· None in period	Green
	CO0.8 - Development and delivery of the SafeHerefordshire campaign to support the fight against the pandemic and ensure key messages are being targeted effectively	Complete as planned 2021/22	AD Corporate Support	· None in period	Blue
	CO0.9 - Effectively manage COVID-19 outbreaks through the development and implementation of the Outbreak Control Plan	Continue as planned 2022/23	Director of Public Health	· None in period	Green
CO1 - Ensure all children are healthy, safe and inspired to achieve	CO1.1 - Deliver schools investment programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools	Extend to 2022/23	AD for Education	· None in period.	Green
	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	Continue as planned 2022/23	AD for Education	· None in period	
	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	Continue as planned 2022/23	AD for Education	· None in period	
	CO1.4 - Improve the oral health of children in the county	Continue as planned 2022/23	Director of Public Health	· None in period.	
CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices	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)	Extend to 2022/23	AD Children's Safeguarding Quality and Improvement	· Staff training. · Signs of Safety systems and processes fully aligned to Signs of Safety	Yellow
	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	Continue as planned 2022/23	AD Children's Safeguarding and Family Support	· Design an Implementation Plan ready for fostering project · Redraft of Outline Business Case to be more comprehensive to identify all possible options. · Action Plan progress review done.	
CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use	CO3.1 - Develop feasibility and options for the development of council owned homes and confirm the model for delivery	Complete as planned 2021/22	Assistant Director All Ages Commissioning	· Detailed feasibility of first phase of proposed sites - in progress. · Review financial impact of schemes - Delayed against achievement of previous milestone - now ongoing.	Blue
	CO3.2 - Submit planning application for the first site of Council owned affordable net zero carbon housing	Extend to 2022/23	Assistant Director All Ages Commissioning	· Detailed design, pre-development including planning approval.	Pink
CO4 - Protect and improve the lives of	CO4.1 - Develop and adopt new models of care accommodation to support vulnerable young people, people with learning disabilities	Continue as planned 2022/23	AD All Ages Commissioning	· Planning & Design stage commence	Green

vulnerable people	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	Complete as planned 2021/22	AD Talk Community Operations	- None in period.	
	CO4.3 - Develop Right Support, Right Time for Families through our Talk Community approach and building on strengths within local communities	Extend to 2022/23	Director of Children and Families	- Agreement for work to be re-scoped as part of Improvement Plan and DfE bid submitted to provide additional resources	
	CO4.4 - Embrace the principles of “no second night out” and “housing first” through developing a model of delivery that prevents homelessness	Continue as planned 2022/23	Head of Prevention Adults & Communities	- Winter response planning complete and implemented. - Blackfriars Street complete.	
	CO4.5 - Develop the council owned Hillside Care Centre to be a fully digital, dementia friendly and environmental care home	Continue as planned 2022/23	AD All Ages Commissioning	- None in period.	
	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	Continue as planned 2022/23	AD All Ages Commissioning	- None in period	
CO5 - Use technology to support home care and extend independent living	CO5.1 - Develop a new Independent Living Services offer for Herefordshire residents	Continue as planned 2022/23	Director of Adults and Communities	- Changes to Home Improvement Agency to support offer complete. - Independent Living Services offer fully implemented.	
	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	Continue as planned 2022/23	AD All Ages Commissioning	- None in period.	
CO6 - Support communities to help each other through a network of community hubs	CO6.1 - Support communities to improve community resilience through development of a network of community led hubs throughout the county	Continue as planned 2022/23	AD Talk Community Operations	- 40 hubs launched across 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	Extend to 2022/23	Director of Adults and Communities	- None in period.	

■ complete
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Performance Measures

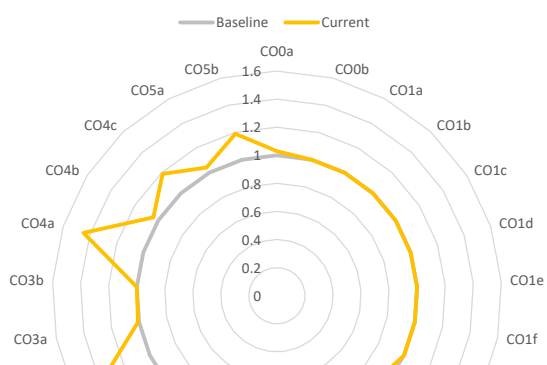
Ambition	Measure	Lead Officer	Q3	Improve-ment?	Target Met?	Comments
CO0 – Strengthen communities to ensure everyone lives well and safely together	Employee engagement index (council workforce)	AD of People	NA			Employee opinion survey to be run in early 2022.
	Resident engagement and overall satisfaction with the council	AD of Strategy	TBC			Regular mechanism to be confirmed
	Percentage of Category 1 defects managed within timescale	Service Director Environment, Highways and Waste	100%			1,322 defects responded to.
	The percentage of overall condition of footways rated as good	Service Director Environment, Highways and Waste	TBC			Annual performance measure will be reported at year-end.
	Percentage of Category 2a defects managed within timescale	Service Director Environment, Highways and Waste	88.80%			
	Percentage of construction materials reused and recycled	Service Director Environment, Highways and Waste	TBC			Annual performance measure will be reported at year-end.
CO1 - Ensure all children are healthy, safe and inspired to achieve	The percentage of school buildings identified as safe, appropriate and up-to-date	Director of Children & Families	<u>TBC</u>			Data related to Spring term. Comparison not drawn due to difference in conditions between yrs due to COVID
	The percentage of school leavers that are (a) not in education, employment of training, or (b) not known	Director of Children & Families	(a) 3.8% (b) 1.1%			
	The percentage of (a) primary and (b) secondary schools rated good or outstanding by OFSTED	Director of Children & Families	(a) 97.4% (b) 86.7%			
	The percentage of pupil attendance in (a) primary and (b) secondary schools	Director of Children & Families	(a) 96.1% (b) 87.2%			
	The proportion of schools able to provide online learning	Director of Children & Families	100%			
	The number of children seen as part of a 4-6 month health check	Director of Public Health	73 families			This new scheme started in July, so reporting will be in future quarters. 73 families as at end October. Target is all children 4 - 6 months so RAG target is green as on track.
	The percentage uptake of childrens 2.5yr ages and stages review	Director of Public Health	100.0%			
	The number of early years settings signed up to and implemented a supervised brushing programme	Director of Public Health	20			
	The percentage of children looked after/children with a child protection plan offered a health assessment	Director of Children & Families	100% CiC			

	The percentage of child and family assessments completed within statutory timescales	Director of Children & Families	64%			
	The percentage of timely (a) Children in Care (b) Child Protection and (c) Child in Need visits	Director of Children & Families	(a) 85% (b) 72% (c) 86%			CIN represents a significant improvement since the end of the last quarter,
	The percentage of referrals which are re-referrals (within 12 months of a previous referral)	Director of Children & Families	TBC			
	The percentage of all current child protection cases which have previously been on a CP Plan (within 2 years)	Director of Children & Families	7.5%			
	The proportion of audits of children's cases rated as good or outstanding	Director of Children & Families	TBC			Internal audit process is currently on hold
CO2 - Ensure that children in care, and moving on from care, are well supported and make good life choices	The numbers of children being referred into children's social care for specialist support after an assessment	Director of Children & Families	57%		TBC	Proportion of children remaining open post assessment
	Increase the timeliness of the number of children who are adopted and/or has a permanency plan by the second looked after review	Director of Children & Families	202 days			A20 adoption measure
	Increasing the numbers of children in receipt of edge of care support that have not entered the care system	Director of Children & Families	92%	NA	NA	Plan at second review
	Increase the percentage of children that have timely health assessments and completed SDQ's	Director of Children & Families	23	NA		this is a new service, with limited comparable data
		Director of Children & Families	23% initial 87% review		NA	Health checks in timescale
	The percentage of children and families surveyed who reported that their social care intervention was positive and made a difference	Director of Children & Families	60%		NA	SDQ's complete
			TBC			
CO3 - Build publicly owned sustainable and affordable houses and bring empty properties back in to use	The number of affordable houses delivered with 450 homes built by March 2022	Strategic Housing Manager	201			
	The number of affordable net zero carbon houses (from April 22 onwards)	Strategic Housing Manager	-			These are scheduled for delivery from April 2022 onwards
	The number of empty properties brought back in to use	Strategic Housing Manager	9			4 new properties in the last quarter.
CO4 - Protect and improve the lives of vulnerable people	The number of people engaging with the Healthy Lifestyle Trainer Service	AD Talk Community Operations	883			Improved engagement this year, partly driven by increased demand post-pandemic.
	The number of new tenancies developed for independent living	AD All Ages Commissioning	33 (to October)			
	The number of new dwellings of extra care developed	AD All Ages Commissioning	TBC			Future measure as this becomes a priority for Herefordshire
	The local count of Herefordshire homelessness	Head of Prevention Adults & Communities	3			
	The number of cases where homelessness has been (a) prevented and (b) relieved	Head of Prevention Adults & Communities	(a) 56 (b) 65			
CO5 - Use technology to support home care and extend independent living	The rate of admissions to care homes for clients aged under 65	AD for Adult Social Care Operations	16.49			The rate provided is cumulative, additional 2.8 admissions in the quarter. Very low levels of admissions were noted during the same period last year due to the pandemic.
	The rate of admissions to care homes for clients aged over 65	AD for Adult Social Care Operations	338.44			Very low levels of admissions were noted during the same period last year due to the pandemic. But we remain below the anticipated level of permanent residents.
CO6 - Support communities to help each other through a network of community hubs	Establish a baseline for the volunteer capacity in Herefordshire	AD Talk Community Operations	23%			Based on the talk community survey outputs.
	The number of talk community hubs active in the county to 50 by March 2022	AD Talk Community Operations	35			
	The number of people engaging with Talk Community hubs	AD Talk Community Operations	TBC			Mechanism for this measure is being established
	The number of hits on the Talk Community Directory (previously WISH)	AD Talk Community Operations	47,771			

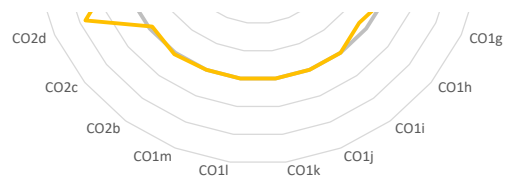
■ on target/improvement
 ■ within 10% of target/small decline
 ■ missed target by more than 10% /significant decline
 ■ Not Available

County Plan - Success Measures

Outcome Measure
CO0a - Killed or seriously injured on roads in Herefordshire
CO0b - Road network condition
CO1a - Social Mobility Index
CO1b - Progress8
CO1c - Attainment8
CO1d - Good Level of Learning Development: FSM
CO1e - Good Level of Learning Development: Non-FSM
CO1f - Rate of Child Protection Plans
CO1g - Rate of Children In Need
CO1h - Children living in poverty
CO1i - Children with tooth decay
CO1j - Overweight/obese children: Reception
CO1k - Overweight/obese children: Year 6
CO2a - Rate of Looked After Children



CO2b - Care leavers in touch
 CO2c - Care leavers in suitable accommodation
 CO2d - Care leavers in education employment or training
 CO3a - House affordability ratio in Herefordshire
 CO3b - Households living in fuel poverty
 CO4a - Homelessness numbers
 CO4b - Adults receiving social care in their own home
 CO4c - Unplanned hospital admissions
 CO5a - Adults receiving social care in their own home
 CO5b - Unplanned hospital admissions
 CO6a - Community resilience in Herefordshire
 CO6b - Mental wellbeing in Herefordshire



Corporate Risks

Risk

CRR.60 - Development of Sufficiency strategy to support best value model
 CRR.61 - Market workforce economy
 CRR.64 - Inability to recruitment and retain social care staff and other key roles within the service

		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain					
	4 Likely				CRR.61, CRR.64	CRR.60
	3 Possible					
	2 Unlikely					
	1 Rare					

Performance Measures

Measure	Lead Officer	Q3	Improve- ment?	Target Met?	Comments
Average days sickness per FTE	AD of People	7.63 days			<p>Work is underway to manage non-completion. By the end of the year it is anticipated that the target will be met.</p> <p>Establishing final collection methods in order to provide an accurate position</p> <p>Only 1 reportable incident this year, in August.</p> <p>Detail provided in Appendix A</p> <p>Detail provided in Appendix D.</p>
Percentage of mandatory training completed	AD of People	87%			
Percentage of permanent staff	AD of People	TBC			
Number of RIDDOR reportable incidents	AD of People	1			
Revenue outturn	Chief Finance Officer	£899k overspend			
Percentage of capital budget spent	Chief Finance Officer	71%			
Percentage of savings delivered, or on track to be delivered	Chief Finance Officer	74%			
Percentage of invoices paid on time	Chief Finance Officer	92.66%			
Percentage of projects delivered on time	AD of Strategy	TBC			
Percentage of projects delivered on budget	AD of Strategy	TBC			
Percentage of complaints responded to within timescales	AD Corporate Support	93.3%			
Percentage of FOIs & EIRs responded to within timescales	AD Corporate Support	96.2%			
<div> <div></div> on target/improvement <div></div> within 10% of target/small decline <div></div> missed target by more than 10% /significant decline <div></div> Not Available </div>					

Corporate Risks

Risk		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain					
	4 Likely					
	3 Possible					
	2 Unlikely					
	1 Rare					

Recovery Plan

Quarter 3 - 2021/22

Business viability and resilience: enabling businesses to restart and recover trade as quickly and effectively as possible whilst meeting national Covid 19 guidelines. Providing opportunities to kickstart trade, adding value to existing products and services, or to diversify into new market opportunities. As well as providing support for people to start a new business revitalising the local economy.

Action	What	When	Lead Officer	Progress in period	RAG
Revive and Thrive	· Grants to support first few month rent in vacant retail units and business space · Access to business advice through the Marches Growth Hub · Encourage business start-ups, pop up shops, cultural and creative use of space · Utilising the Shell Store and Midlands Centre for Cyber Security · Focus on encouraging young entrepreneurs, providing access to premises and support services.	August 21 - March 22	Head of Economic Development	Proposal agreed and grant scheme launched in September. 42 Expression of Interest forms received and 13 grants awarded totaling £85k	
Visit Herefordshire	· Promote Herefordshire as a fantastic staycation destination, building on the current campaign into the autumn, Christmas and spring 2022 · Focus on festivals and events.	July 21 - March 22	Head of Economic Development	Marketers appointed and online traffic and other engagements being regularly monitored.	
Love Going Out Locally	· Incentivise residents to spend locally on a wide range of local activities · Track and analyse use to understand people's interests and trends.	July 21 - March 22	Head of Economic Development	Scheme went live on 29th November £228,000 spent from cards in over 21, 000 different transactions with over 1050 different businesses benefiting	
Shop Local Love Local	· Marketing and PR campaign to encourage people to support local businesses, making people aware of products and services and any offers · Developing content for the Herefordshire Loyal Free app	July 21 - December 21	Head of Economic Development	Marketing and comms to support local businesses by encouraging people to shop local / love local.	

Safe and Welcoming Places: encouraging people to safely return to a more normal way of life, through creating safe, attractive and vibrant places for events, leisure and hospitality, visiting, studying, culture, re-engaging with friends and family generating spend in our towns, city and wider rural county.

Action	What	When	Lead Officer	Progress in period	RAG
Great Places to Visit	· Revitalised places offering high quality experiences such as 'dressing'/presentation/greening of market town centres · Grants for shop front enhancements · Infrastructure for events · Improvements to public rights of way/cycling routes.	July 21 - March 22	Head of Economic Development	Agreements in place with the 5 town councils. It is anticipated that most of the activities will be implemented from January to June 2021.	
Return to Towns & City	· Incentivising people to get back to leisure/social activities · Working out of home and exploring new places · Helping people to access new jobs through providing periods discounted bus fares, access to the Hereford bike scheme · Possible roll out of services elsewhere, developing car pools, utilising e-cargo (people carrier) bikes, and feasibility for future cycling connectivity routes · Monitor and analyse take up to understand trends, and inform incentivisation of modal shift.	July 21 - March 22	Head of Economic Development	Free bus travel launched September; nearly 50000 free bus journeys during the third quarter. New e-bikes delivered, and 3 communities signed up to community car clubs, with a further 2/3 communities identified.	

Supporting Local People: stem the rise in unemployment, support people who have been made or are at risk of redundancy to return to work including through opportunities to re-skill/change career path, and find new job opportunities. Consider the impact of the pandemic on people's wellbeing, and the support required to enable recovery

Action	What	When	Lead Officer	Progress in period	RAG
Joined Up for Jobs: NEET Prevention	· Additional support for complex Not in Education and Employment (NEET) cases		Post 16 Senior Advisor	NEET Prevent contract mobilised; a number of referrals made and nearly 30 people being supported with education and employment	
Joined Up for Jobs: Youth Employment Hub	· Launch of the Herefordshire Youth Employment Hub		Post 16 Senior Advisor	Youth Employment Hub Co-ordinator post out to advert Building work tender being drawn together	
Joined Up for Jobs: One Stop Shop Advice	· One stop shop advice (contact point, local events, proactive engagement) to guide people to the right location to access the wide range of available support.		AD Talk Community Programme	Recruitment attempt was unsuccessful in finding 2 CSO roles and a person to lead the development of the website. Alternative options also being explored	

Supporting Whole Population Physical and Mental Wellbeing: to encourage, facilitate and develop opportunities for the whole population to improve physical and mental wellbeing, including those most affected fastest.

Action	What	When	Lead Officer	Progress in period	RAG
Community and Personal Resilience	· Supporting individuals, families and communities to connect through free events, activities and targeted support · Increased activities within libraries, children's centres and schools · Providing funding to the VCSE that supports community and personal resilience.	July 21 - March 22	AD Talk Community Programme	Provider appointed to review of VCSE sector; online survey and focus groups completed. Report on current provision/gaps due shortly Grant scheme live to VCSE sector; 32 applications received to date totalling £226k.	
Get Active	· Increased opportunities to encourage individuals to become more active · Supporting physical activity through improved infrastructure and access to green space · scaled up preventative and behavioural support, including workplaces.	July 21 - March 22	AD Talk Community Programme	HALO contract mobilised Childrens swimming lessons delivered, with further dates planned in Feb half term. 115 adult learning to swim 2470 young people signing up to free gym membership 24 grants approved to support communities to improve their access to green space. Further grants are being reviewed to improve the range of activity options to Herefordshire communities, including yoga and dance. 11 Arts & Cultural grants approved Additional behavioural change posts for recruitment	

Mental Health Awareness and Support	· Online mental and wellbeing toolkits and campaigns at key times of the year.	July 21 - March 22	AD Talk Community Programme	Qwell MH wellbeing toolkit, launched with positive early engagement "Now we're talking in the community" mental health programme developed and due to launch in January. Training for solihull parenting scheme started
Early Awareness and Identification of excessive/harmful drinking	· Early detection of high risk alcohol consumption · assertive outreach for complex drinkers	August 21 - March 22	Director of Public Health	Contract mobilised. Website development and recruitment to existing posts underway. Some training likely to be delayed until April 2022.
Education Catch Up	· Catch-up/Mentor programmes for education · Support for schools and teachers	August 21 - March 22	AD Education	£60k committed to support educational catch up in schools. ECER grant not running as planned due to insufficient interest. Assessment of late bids and request to review and re-submit to those unsuccessful bidders, with a view to ensuring opportunities can be realised
Digital Poverty & Exclusion	· Acceleration and scale up of existing support to improve access for digital inclusion through existing community assets and infrastructure.	July 21 - March 22	AD Talk Community Programme	Digital Inclusion co-ordinator in post, with second due to start early 2022. Delivery of support underway, predominantly in the south, with new co-ordinator due to focus in the north of the county

■ complete
 ■ on target
 ■ at risk
 ■ compromised