



Herefordshire Big Economic Plan 5- year Delivery Plan

January 2023

This is the final draft of the Herefordshire Big Economic Plan 5-Year Delivery Plan for the January Cabinet. It is intended that the proposed Herefordshire Economy and Place Board will finalise the Delivery Plan, identify initial priorities and identify lead partners and secure resources.

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Introduction

The Big Economic Plan will be implemented through working together on a 5-year Delivery Plan. This is a living document that will evolve over time as funding opportunities emerge. For each action it sets out:

- **Next steps** – specific activities to progress each of the actions, either for one or multiple organisations.
- **Rationale** – linking back to the vision and outcomes.
- **Lead organisation(s)** – either one organisation or a group.
- **Benefits** –for communities, businesses and the local economy.
- **Deliverability status** – assessing funding, capacity, approvals (e.g. planning permission) and interdependencies with other actions, using a three-scale RAG rating.
- **Dependencies** – explaining where funding, capacity and approvals need to be secured, or where interdependencies need to be considered.
- **Timescales** – for delivery of the action.

The following acronyms are used in the table:

- TBC - To be confirmed
- FSB - Federation of Small Businesses
- HC - Herefordshire Council
- Hereford BID - Hereford Business Improvement District
- Herefordshire County BID - Herefordshire County Business Improvement District
- HCA - Hereford College of Arts
- HLC - Hereford & Ludlow College
- HSGSB - Herefordshire Sustainable Growth Strategy Board
- HWC - Herefordshire & Worcestershire Chamber of Commerce
- HVOSS - Herefordshire Voluntary Organisation Support Service

VH - Visit Herefordshire

People

A great place to grow up and to grow old, with a growing, highly skilled, population, attracting young people and families who move here and stay. A thriving university city and strong offer across our colleges and training organisations.

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
Outcome: All residents have access to training and development at all stages of their working life in skills that will enable them to access opportunities locally, with a specific focus on green economy, low carbon transition, digital and technology skills								
1	Explore the development of a Skills Brokerage Programme, targeted at micros and SMEs, to help businesses identify and solve their skills needs	1. Identify capacity and then carry out study on demand and scope building on the Local Skills Improvement Plan (LSIP)	Support businesses to understand their skills needs and identify solutions, for instance through upskilling existing staff, altering job descriptions, recruitment, or innovation / tech	HC, HWC	More scale ups & growing businesses Increased innovation Higher productivity Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Enabling activity from 2023
2	Prioritise training courses which respond to local skills demand by working with education and	1. Develop market intelligence and evidence for the LSIP to inform curriculum development	Ensure that young people and adults are equipped with the skills to access opportunities in the local economy	HWC, HLC, NMITE, training providers, with HC	Higher skills levels More people developing skills & moving into local jobs Higher earnings	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	training providers							
3	Form career and development pathways in tourism, construction, and manufacturing and engineering by encouraging SMEs, education and training providers and NMITE to work together	1. Develop and agree priorities for sectors and pathways for initial work Capacity (post) funded by HC and partners	Develop training, employment and progression pathways in major sectors in the local economy, ensuring that these are visible to young people and adults in the county	HWC, HLC, NMITE, training providers - working with priority sectors	More people moving into & progressing in local jobs Higher earnings	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	4th quarter 2023 (funding dependent)
4	Develop training in higher level technical skills, including in manufacturing and engineering and digital	1. Explore opportunities to expand provision in this area	Give residents opportunities to access higher level technical training, enabling them to access employment opportunities in high demand and growing sectors	HLC	Higher skills levels More people developing skills & moving into local jobs Higher earnings	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Enabling activity from 2023

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
5	Promote our Higher Education offer through a co-ordinated campaign between providers	1. HE institutions to scope marketing campaign and identify local and social media routes to delivery 2. HE institutions to deliver and promote campaign	Improve perceptions and visibility of higher education opportunities for residents in the county	HLC, NMITE, HCA, training providers	Higher skills levels More people developing skills & moving into local jobs Higher earnings	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding Requires dedicated resource commitment from HE comms & marketing departments Requires buy in & approval from HE institutions	Enabling activity from 2023 with delivery over 1-2 years (once funding in place)
6	Ensure the development and delivery of the Local Skills Improvement Plan	1. HWC to lead county input 2. HC and others to attend Board meetings and feed into the development of the Plan Detailed development plan including employer engagement and input in place	Place employers at the heart of local skills systems and facilitate direct and dynamic working arrangements between employers and providers	HWC working with Shropshire Chamber who are leading the Marches work HC attend Board meetings	Higher skills levels More people developing skills & moving into local jobs Higher earnings	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	Plan will be complete by May 2023, with delivery until March 2025

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
Outcome: Young people are empowered to shape a future for themselves in the county through a wider range of employment and training opportunities								
7	Explore the development of a Youth Enterprise programme, providing tailored support to young entrepreneurs, such as micro loans and hotdesking space	1. Explore funding options	Enable young entrepreneurs to develop their business propositions and form new enterprises	HC	Higher levels of entrepreneurship Higher earnings Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Funding identified during 2023, with delivery from 2024
8	Deliver a Careers in Cyber and Technology programme, developing a talent pipeline of young people into entry level cyber and technology careers	1. Uni. of Wolverhampton and HC to work with cyber and technology businesses to identify appetite for a new talent pipeline programme	Connect young people to opportunities in cyber and technology, and support recruitment into entry level roles	Uni. of Wolverhampton (Midlands Centre for Cyber Security)	More people moving into local jobs Higher earnings	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Early 2024 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
9	Explore the development of a Young Person's Entitlement or Passport, enabling young people to build their identity and cultural confidence by linking them to opportunities in the county	1. Explore funding options	Enable young people to build their identity, confidence and wellbeing by connecting them to events and activities in the county	HC, HVOSS	Improved health & wellbeing Higher skills	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Enabling activity from 2024
10	Run career development events for 16-24 year olds, building on the Rural Media creative industry sector events	1. Explore the potential to develop a programme of career events	Connect young people to opportunities in the county and understand the routes into careers	Rural Media, HWC, HLC, NMITE, HCA, businesses	More people moving into local jobs Higher earnings	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity may be required	Early 2024 onwards
Outcome: More young families and highly qualified professionals are attracted to live and stay in the county								
11	Develop messages and a campaign to attract families and young people to relocate to the county,	1. HC & Herefordshire County DBID to scope, linked to existing events and opportunities (festivals,	Develop a younger workforce to support the long-term sustainability and prosperity of the local economy	HC, Herefordshire County BID	Higher skills levels A younger & more resilient workforce	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding	Develop during 2023, with delivery from 2024

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	highlighting high quality schools, services and improvements to infrastructure	careers fairs, etc.)						
Outcome: Residents across all ages, particularly for children and young people and our older residents, have good physical and mental health and wellbeing								
12	Build a positive environment for children and young people, making Herefordshire a child-friendly county	1. HC to deliver Children's Social Care & Early Help Improvement Plan 2022-24 2. All partners to consider how to design and deliver their services to support a child-friendly county	Ensure that all children and young people have a positive start in life and are able to reach their potential	Public Sector Leaders Group	Improved health & wellbeing Higher skills Reduced demand on services Greater community cohesion & resilience	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards
13	Explore the development of healthy workplace standards for employers	1. Explore potential approaches and funding options	Encourage employers to develop healthy working environments for staff to reduce absenteeism	HC, HWC	Improved health & wellbeing Higher productivity	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	Enabling activity from 2024

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
14	Encourage residents to be active, getting outdoors, volunteering and using active travel	1. Deliver relevant programmes and initiatives	Support residents to participate in activities which have positive benefits for their wellbeing and the community / environment	HVOSS, VCSE sector	Improved health & wellbeing Higher skills Reduced demand on services Greater community cohesion & resilience Lower carbon emissions Lower air pollution	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards
15	Establish joint work between local employers to enable older people to remain in the workplace through adoption of health and wellbeing support and more inclusive and flexible employment practices	1. HC & WVT to identify interested employers and begin outreach / conversations	Support healthy ageing and for older residents to remain economically active, reducing demand on services and staffing pressures on employers	HC, WVT, employers	Improved health & wellbeing Reduced demand on services A more resilient workforce Better quality jobs	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards
16	Work with local business representative groups and the voluntary, community	1. Work with existing business networks / voluntary	Support healthy ageing and utilise older and retired professionals as assets with a wealth of	HC, TC, HVOSS, business representative organisations.	Improved health & wellbeing Reduced demand on services Innovation More scale ups &	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Funding and resource identified over 2023/24

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	and social enterprise sector to develop a programme for older professionals who may have taken early retirement to advise SMEs and organisations	organisations to identify scope	experience to use for mentoring and advice		growing businesses / organisations			
17	Explore the potential to become an Age-friendly Community, adapting structures and services to meet people's needs as they age	1. Begin conversations with the Centre for Ageing Better	Support healthy ageing and prevent social isolation, helping to reduce demand on services	HC/ TC, HVOSS	Improved health & wellbeing Reduced demand on services Greater community cohesion & resilience	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity Requires becoming a member of the Age-friendly Community	Scope and develop in 2023

Community and Partnerships

Strong and inclusive communities in our towns, villages and rural areas, with flourishing high streets and services. Herefordshire people working effectively together to take opportunities and solve social and environmental challenges.

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
Outcome: Businesses, anchor institutions and voluntary, community and social enterprise organisations are working together to deliver this vision for our communities								
1	Establish a Herefordshire Economy and Place Board with a clear remit to oversee delivery of our vision and Economic Plan	1. Convene partners to carry out further work on governance, including role & purpose of the Board 2. HC to support set up Board, including recruitment of members and Terms of Reference	A new county-wide public and private partnership to oversee delivery of major priorities in the Big Economic Plan	HSGSB	Greater public & private sector collaboration Strategic & joined up working & delivery	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional capacity - requires secretariat to organise & manage Approval required from Council	2023 onwards
Outcome: Local voluntary, community and social enterprise sector networks and capacity has grown and strengthened, with increased involvement in service design and delivery								

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
2	Develop a new Commissioning and Procurement Framework, building on the Council's Social Value Policy, to support the diversification of supply chains and service delivery, focusing on health and care	1. HC develop scope of potential Commissioning and Procurement Framework 2. HC engage with partners, business representative groups and voluntary & community sector on scope of the Framework and design / implementation process	Support businesses and voluntary and community sector organisations to access local procurement opportunities, delivering high quality services, strengthening local supply chains and creating new jobs & value in the local economy	HC, Wye Valley Trust, HWC, FSB, HVOSS	Improved service delivery Public service innovation Stronger local supply chains Lower carbon emissions More scale ups & growing businesses Job opportunities Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Enabling activity from 2023 for 1 year, with delivery starting in 1-2 years
3	Strengthen the relationships between anchor institutions and the voluntary, community and social enterprise sector to codesign solutions and codevelop services	1. Convene partners to identify potential future commissioning and service design points	Improve service delivery and innovation in public services, developing capacity in the voluntary and community sector	HC / Talk Community, Wye Valley NHS Trust, HLC, NMITE, HVOSS	Improved service delivery Public service innovation Stronger voluntary & community sector Job opportunities Value creation & retention Greater community resilience	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Programme to begin in early 2023

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
4	Invest in capacity building and infrastructure support for local civil society and community groups, drawing on UKSPF and RPF investment	1. HC/ TC to commission & deliver projects / programmes through UKSPF and RPF investment	Strengthen community groups, delivering benefits for residents locally	HC/ TC, HVOSS	Stronger voluntary & community sector Job opportunities Value creation & retention Greater community resilience	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023
Outcome: Quality of work has improved, especially in lower paid roles								
5	Collaborate as a group of anchor institutions to commit to a set of shared employment practices around diverse and inclusive recruitment, wages and conditions, training and development, and health and wellbeing, and promote this through a	1. Scope and explore support for development of shared employment practices 2. Form a partnership and agree a set of shared employment practices 3. Adopt these and promote county-wide	Utilise the role of anchor institutions as large employers to raise employment standards locally	Public Sector Leaders Group	More people moving into & progressing in local jobs Better quality jobs Higher earnings Higher skills levels Improved health & wellbeing	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity Buy-in at strategic level Co-ordination support	Funding and capacity identified in 2023, with delivery for 2-3 years initially

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	county-wide campaign							
6	Encourage people to develop and progress their careers in social care through the growth and recognition of this as a profession	1. Explore campaign and initiative	Encourage more people to work in social care by recognising this work as a profession	HC, care sector	More people moving into & progressing in local jobs Better quality jobs	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards
Outcome: Local firms have access to strengthened peer to peer support and business networks								
7	Develop a Herefordshire business directory, supporting local supply chains and invest in increased peer to peer networks and events	1. All partners to explore development of a local business directory	Better connect business and organisations in the county, strengthen local supply chains and create value	HWC, FSB, Herefordshire Means Business, HC	Stronger local supply chains Lower carbon emissions More scale ups & growing businesses Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	2024 onwards

Environment and Climate

A zero carbon and nature rich county, with a leading reputation for local energy solutions, enhanced natural landscapes, clean rivers and improved biodiversity.

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
Outcome: The phosphate pollution crisis in our rivers has been resolved and the moratorium on planning has been removed								
1	Explore public and private sector solutions to protecting and restoring the biodiversity and health of the River Lugg and River Wye	Provide advice a guidance to enable developers to bring forward their own schemes. Develop a joined up pre application advice service with statutory partners	Due to high phosphate levels In the River Lugg, housing development In the north of the county is severely affected, reducing housing availability and affordability and the construction sector.	Nutrient Management Board	Enable the development of housing to address critical shortage, and support recover of the construction sector.	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	National legislative developments Developers bringforward viable schemes Partner cooperation to develop joint pre-app advice	2023
2	Continue to invest in developing and restoring wetlands to reduce pollution and support biodiversity	Bring forward additional wetland schemes to reduce phosphates, creating additional credits to enable development	Due to high phosphate levels In the River Lugg, housing development In the north of the county is severely affected, reducing housing availability and affordability and	HC	Enable the development of housing to address critical shortage, and support recover of the construction sector.	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	Availability of suitable and appropriate advice	TBC

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
			the construction sector.					
Outcome: Sustainable and low carbon energy, and improved energy efficiency has primed our transition to a zero carbon economy								
3	Deliver the Herefordshire Zero Carbon and Nature Rich county-wide action plan	1. Implement action plan	Deliver the county's aspiration to be zero carbon by 2030, focusing on action in housing & buildings, energy, transport, food consumption, land use & farming, and waste management	Climate and Nature Partnership Board	Lower carbon emissions Lower air pollution Higher biodiversity Improved health & wellbeing	Funding ● Capacity ● Approvals ● Interdependencies ●	No interdependencies	2023 onwards
4	Support businesses to transition to low carbon through a programme of targeted support	1. HC to commission & deliver projects / programmes through UKSPF and RPF investment	Support businesses to adopt practices to transition to net zero and reduce carbon emissions	HC, HWC	Lower carbon emissions Lower air pollution	Funding ● Capacity ● Approvals ● Interdependencies ●	No interdependencies	2023 for 2 years
Outcome: Herefordshire is a leading place in innovative approaches to land management and use to improve biodiversity, soil quality, energy use and efficiency, including in agriculture and food production								
5	Work with agricultural communities and farmers to pilot small scale land-based	TBC	Provide support to farmers in their role as environmental stewards, supporting	NFU, CLA, Rural Hub	Lower carbon emissions Higher biodiversity	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	TBC	TBC

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	businesses and restore land as a net carbon sink, whilst still retaining productive land for farming		carbon sequestration					
Outcome: The county has driven transformational change as a national leader in modern, low carbon agriculture and food production								
6	Build on recent investments at Holme Lacy Campus to establish a Low Carbon Technology Centre, alongside provision of training in low carbon agriculture	1. Deliver the development of the Centre's physical infrastructure 2. Explore capital and revenue funding to continue to develop the facility, working with partners across the county	Create opportunities for innovation, training, jobs and new enterprises in low carbon agriculture, building on the county's distinctive strengths and assets	HLC	Lower carbon emissions Higher biodiversity Increased innovation Job opportunities More start-ups	Funding ● Capacity ● Approvals ● Interdependencies ●	No interdependencies	2023 onwards
7	Deliver the Marches Regional Food Hub, connecting local food producers to public bodies	1. Work with Monmouthshire County Council to deliver the initiative	Bring together food producers and public bodies to procure local food for local consumption	HC, with Monmouthshire, Powys, Shropshire and Telford & Wrekin Councils	Lower carbon emissions Improved health & wellbeing Stronger supply chains More scale ups	Funding ● Capacity ● Approvals ● Interdependencies ●	No interdependencies	2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
					& growing businesses			
Outcome: Our nature, environment and habitats are protected, restored and enhanced								
8	Explore establishing a Shires National Park, delivering a park-wide strategy for the recovery of nature and improvement to habitat focused on the Wye and Severn	1. Explore appetite amongst local partners to develop a campaign and proposition to establish a Shires National Park	Create and protect the landscape and natural environment of Herefordshire and surrounding counties, improving biodiversity and supporting the visitor economy	TBC	Higher biodiversity Protected habitats Job opportunities More start-ups More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity Would require National Park status	TBC

Enterprise

Innovative businesses, increasing value and productivity, including in cyber and technology, cultural and creative industries, tourism, construction, agriculture and food production, manufacturing and engineering, and health and care. Resilient local supply chains, with a circular, sustainable economy.

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
<p>Outcome: Our cyber and technology, culture and creative industries, construction, food production, and manufacturing and engineering clusters have developed and grown</p>								
1	Maximise the opportunities for applying research and enabling innovation within our local businesses from the NMITE Centre for Advanced Timber Technology and Centre for Automated Manufacturing	1. Seek opportunities to expand impact of the two centres	Create opportunities for local firms to access and test new technologies and methods, and support business to innovate	NMITE	Increased innovation Higher productivity	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies (UKSPF)	2023 onwards
2	Grow our cyber and technology specialisms by maximising the	1. Seek opportunities to expand impact of the Centre	Support the creation of higher value jobs and grow sectoral	Uni. of Wolverhampton (Midlands)	More scale ups & growing businesses Increased	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies (UKSPF)	2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	impact of the Midlands Centre for Cyber Security through our collaboration with the University of Wolverhampton	for Cyber Security	strengths in cyber	Centre for Cyber Security)	innovation Higher productivity Higher earnings			
3	Consider location support and incentives, including additional Enterprise Zones / extension	1. Progress plans for additional Enterprise Zones / extensions and seek funding	Support growth of county-based businesses and encourage inward investment and businesses to relocate to Herefordshire in priority sectors	HC / HSGSB	More scale ups & growing businesses Increased inward investment More business relocations	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding Planning approval and Secretary of State sign off required	Develop proposal in 2023 onwards, with delivery no earlier than 2024
4	Invest in activity to develop networks and connect assets across our business strengths, in particular relationship management with key sectors (such as but not limited to cyber, tourism, agriculture,	1. Review and extend existing networks 2. Establish relationship managers	Support development of specialisms, collaboration, peer learning and improved communication.	Herefordshire Business Board/ HC	Stronger collaboration Stronger sector specialisms	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies (UKSPF)	2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	food and drink engineering).							
5	Develop collaboration and career pathways between the Hereford College of Arts Digital Skills Centre and Hereford's Digital Culture Hub and local businesses	1. Deliver Digital Skills Centre and Digital Culture Hub through the Towns Fund 2. Create pathways	Connect HCA leavers with digital skills to local businesses	HCA	Higher skills levels More people developing skills & moving into local jobs Higher earnings	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards
Outcome: Herefordshire is further strengthened as an arts and heritage destination, celebrating our artisanal rural skills and crafts								
6	Deliver the £18m Hereford Museum and Art Gallery	1. Deliver project	Establish a world-class contemporary facility to accommodate nationally significant heritage assets	HC	Increased inward investment Community cohesion & engagement Job opportunities	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards
7	Create a cultural quarter in Hereford, bringing together our cultural assets, the Cathedral and museums, together with	1. Complete and deliver masterplan	Create an attractive, vibrant city centre to support businesses and encourage people to stay longer when they visit	HC, Hereford BID	Improved pride of place Higher visitor numbers Increased footfall Increased visitor spend Improved connectivity &	Funding ● Capacity ● Approvals ● Interdependencies ●	Masterplan needs to be approved	Masterplan completion in early 2023, with delivery from 2024 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	public realm improvements				access Lower congestion			
8	Enable our cultural, historical and heritage institutions and activities to thrive	1. HC to commission & deliver projects / programmes through UKSPF and RPF investment	Encourage more people to visit and move to Herefordshire	Herefordshire Cultural Partnership	Improved pride of place Higher visitor numbers Increased footfall Increased visitor spend Community cohesion & engagement	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards
9	Develop and expand the county's programme of festivals through a new strategy	1. Identify funding and resource to develop a Strategy 2. Explore place marketing strategy purpose & aims and begin development	Increase the impact of existing festivals and develop a programme of new ideas, attracting and enriching the experience of residents and visitors	Herefordshire Cultural Partnership	Improved pride of place Higher visitor numbers Increased footfall Increased visitor spend More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Enabling activity from 2023 onwards
10	Support the Herefordshire Cultural Partnership and other collaborative groups in bid	1. Explore a mechanism to provide centralised support for collaborative bids	Support collaborative bids for investment, expanding the collective capacity / resource and	Herefordshire Cultural Partnership, creative businesses / organisations	Increased investment Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity may be required	Enabling activity from 2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	development for investment		ability to deliver of organisations					
11	Strengthen collaboration and networking between commercial, public and cultural businesses, building on Business and Culture Working Together	1. Explore opportunities to build on Rural Media's LEP funded Business and Culture Working Together films	Strengthen networks in cultural and creative industries to develop growth and opportunities for all	Herefordshire Cultural Partnership, Rural Media, creative businesses / organisations	Increased innovation Stronger local supply chains More scale ups & growing businesses Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity may be required	Enabling activity from 2023 onwards
Outcome: A dynamic and year-round tourism offer supports our place branding and inward investment strengths								
12	Promote the county through a place marketing strategy, building on our strong visitor economy offer and the work of the Hereford Business Improvement District (BID) and	1. All partners to explore place marketing strategy purpose & aims and begin development	Develop a compelling proposition to attract visitors to Herefordshire, supporting the growth of the tourism sector	HC, Hereford BID, Herefordshire County BID	Higher visitor numbers Increased footfall Increased visitor spend Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding	Activity from 2023 for 2 years initially

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	Herefordshire County BID							
13	Develop a cohesive tourism offer across our city, network of towns, villages and rural areas, building on our Market Town Investment Plans	1. Review visitor economy plan	Ensure that all parts of the county have a distinctive and complementary offer that comes together within a strong county brand	Hereford BID, Herefordshire County BID	Higher visitor numbers Increased footfall Increased visitor spend More scale ups & growing businesses Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	UKSPF	2023 onwards
Outcome: Enterprise and entrepreneurship levels have increased, particularly for those who otherwise miss out								
14	Deliver a meanwhile use scheme, connecting entrepreneurs and social enterprises with vacant units	1. HC to identify town centres / high streets to deliver scheme 2. HC to identify elements of UKSPF to potentially fund space in town centres / high streets	Support enterprises and organisations to access space, whilst enhancing town centres and increasing footfall	Hereford BID, Herefordshire County BID	More start-ups More scale ups & growing businesses Improved pride of place Fewer vacant shops Increased footfall	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding (may be required) Approval of intended duration or interim / meanwhile use Potential further post required	Activity from 2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
15	Establish a start-up programme and private sector led incubation space, potentially drawing on UKSPF investment and building on the success of the Shell Store	1. Explore existing available and suitable premises which could be utilised or repurposed for incubator space 2. Commission & deliver projects / programmes through UKSPF investment	Support new businesses to start in Herefordshire by providing appropriate space	HC / HSGSB	More start-ups Job opportunities Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Progress of local delivery at development sites	Activity from 2023 for 2 years
Outcome: Our existing businesses have grown and scaled								
16	Ensure our business support programmes prioritise investment in workforce development / skills, tech, financial planning, project / product design, bid writing, business models, leadership and	1. Ensure business support programmes are tailored in this way	Help existing businesses to grow and develop within the county, improving their productivity, profitability and competitiveness	HC / HSGSB	More scale ups & growing businesses Higher skills levels Higher earnings Increased innovation Higher productivity	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	Activity from 2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	management, including for sole traders and freelancers							
17	Establish a scale up programme to support businesses to grow in the county, in light of forthcoming UKSPF investment	1. HC to commission & deliver projects / programmes through UKSPF investment	Enable county-based businesses to achieve their growth aspirations within Herefordshire	HC / HSGSB	More scale ups & growing businesses Higher earnings Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	Activity from 2023 for 2 years
Outcome: More established commercial and research strengths, including in health and care, particularly for our rural communities								
18	Continue to develop links with major regional universities and bodies such as the Applied Research Collaborations (ARCs) and Academic Health Science Networks (AHSN) around health improvement	TBC	Support innovation in service delivery and improve outcomes for recipients in the health and care sector	Wye Valley NHS Trust	Improved service delivery Public service innovation Improved health & wellbeing	Funding ● Capacity ● Approvals ● Interdependencies ●	TBC	ongoing

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No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
19	Work with the health and care sector to develop, invest in and deliver digital health solutions and skills to service our rural and older communities	TBC	Improve the use of digital technologies and improve outcomes for recipients in the health and care sector	Wye Valley NHS Trust	Improved service delivery Public service innovation Improved health & wellbeing	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	TBC	ngoing

Infrastructure

A great place to grow up and to grow old, with a growing, highly skilled, population, attracting young people and families who move here and stay. A thriving university city and strong offer across our colleges and training organisations.

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
More reliable and resilient road, rail, active travel and public transport infrastructure. Rapid EV transition. High quality, energy efficient housing, with local construction suppliers and supply chains. Super-fast mobile and broadband coverage and stronger energy networks.								
1	Deliver the integrated modern public transport interchange at Hereford Station, supporting modal shift	Awaiting outcome of Levelling Up Fund bid.	Improve the ability for residents, workers and visitors to move in/out and around Hereford, encouraging modal shift from car to public transport and active travel, and reducing carbon emissions and air pollution	HC	Improved connectivity & access Lower congestion Lower carbon emissions Lower air pollution	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	Central Gov funding Hereford Masterplan	2023 onwards
2	Progress the eastern link road and river crossing	Commission investigation and design works to further develop proposed	Reduce congestion in Hereford by developing another river	HSGSB / HC	Improved connectivity & access Lower congestion	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	Capital funding by central Government	ongoing

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No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
			crossing in the east of the city				Local Plan and Hereford Masterplan	
3	Develop the case for investment in a new Hereford Parkway Station at Rotherwas	1. Develop initial business case 2. Lobby Department of Transport and rail network operators	Improve connectivity into Hereford and access to the Enterprise Zone, and reduce congestion in the city centre	HC / HSGSB	Improved connectivity & access Lower carbon emissions Lower air pollution	Funding ● Capacity ● Approvals ● Interdependencies ●	Funding and capacity Planning approval required	Enabling activity from 2023 onwards
Outcome: A shift to a more sustainable transport network through local active travel, improved public transport and faster EV rollout								
4	Rollout EV charging points across the county	1. Include in Hereford Masterplan and Local Plan	Support residents to adopt EVs, reducing carbon emissions and air pollution	TBC	Improved connectivity & access Lower carbon emissions Lower air pollution	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	Delivered through private investment Local Plan needs to be formally adopted and Masterplan approved	Late 2023 onwards
5	Enable modal shift by delivering current active travel programmes	1. Implement active travel programmes and Hereford Masterplan	Encourage more residents to travel via walking or cycling, reducing carbon emissions and air pollution	HC	Improved connectivity & access Lower congestion Lower carbon emissions Lower air pollution Improved health & wellbeing	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	Local Plan needs to be formally adopted and Masterplan approved	Late 2023 onwards

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No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
6	Deliver Hereford 'City Zipper', connecting the city's transport, cultural, retail and hospitality hubs	1. Following approval of the Stronger Towns Funding, move to implementation phase.	Provide access to key tourism and retail assets through enhanced, zero-emission public transport	Hereford City Council	Improved connectivity & access Lower congestion Lower carbon emissions Lower air pollution	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	Hereford Masterplan	Preliminary work in 2024 onwards
7	Explore the case for reopening Pontrilas Station in Herefordshire	1. Develop a compelling business case 2. Lobby Department of Transport and rail network operators	Improve connectivity between Hereford & Abergavenny for passengers, with the potential for use by freight	HC, Monmouthshire County Council, Network Rail, Transport for Wales	Improved connectivity & access Lower carbon emissions Lower air pollution	Funding ● Capacity ● Approvals ● Interdependencies ●	Funding and capacity Planning approval required	Enabling activity from 2023 onwards
Outcome: High quality, low carbon, energy efficient, mixed tenure housing, suitable for our changing demographic needs, has been delivered, focussing on our market towns (and growing villages), and there has been investment in retrofit								
8	Work with local developers to identify and prioritise locations for the most energy efficient, sustainable homes, prioritising	1. Adopt and implement Local Plan 2. Develop implementation plan for strategic sites and small sites programme	Improve the availability of high quality and low carbon housing for existing residents and to attract professionals and families to the county, ensuring that housing developments	HC, construction sector	Improved access & availability of housing Higher energy efficiency Lower carbon emissions Strengthened local supply chains Job opportunities Value creation &	Funding ● Capacity ● Approvals ● Interdependencies ●	Local Plan needs to be formally adopted	2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	local supply chains and talent		are connected to services and local infrastructure, and that this provides contracts and opportunities for local construction firms		retention A younger, more resilient workforce			
9	Deliver retrofit of existing housing, including through developing an evergreen investment fund	1. Explore options for investment and develop a compelling business case	Improve the energy efficiency of existing housing, reducing carbon emissions and fuel poverty	HC / HSGSB, construction sector	Higher energy efficiency Lower carbon emissions Strengthened local supply chains Job opportunities Value creation & retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Funding and capacity Approval for financing required	Enabling activity from 2023 onwards
Outcome: Increased private sector investment in and successful delivery of employment space for county-based and new businesses, including start-up space, small units and grow on space								
10	Develop and deliver a pipeline of developable employment land and sites across the county, reflecting demand, including building out	1. Adopt and implement Local Plan 2. Develop implementation plan for strategic sites and small sites programme	Support the growth of county-based businesses and attract new businesses to relocate in Herefordshire by providing appropriate space	HC, Skylon Park	More start-ups More scale ups & growing businesses Increased inward investment More business relocations	Funding ● Capacity ● Approvals ● Interdependencies ●	Funding and investment Local Plan needs to be formally adopted	2023 onwards

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	Skylon Park and delivering Ross-on-Wye Enterprise Park							
11	Deliver employment space schemes included in the Local Plan and Market Town Investment Plans, where funded	1. Adopt and implement Local Plan 2. Develop implementation plan for strategic sites and small sites programme	Ensure that employment space and sites are developed across the county, providing opportunities for business growth and relocations	HC, Town Councils	More start-ups More scale ups & growing businesses Increased inward investment More business relocations	Funding ● Capacity ● Approvals ● Interdependencies ●	Funding and investment Local Plan needs to be formally adopted	2023 onwards
Outcome: All parts of the county have access to high quality digital connectivity								
12	Deliver the Fastershire Broadband Strategy	1. Continue with implementation	Bring superfast broadband to homes and businesses in Herefordshire and Gloucestershire	HC	Fast & reliable broadband Higher productivity More start-ups More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 for 2 years
13	Explore new investment and commissioning routes to speed up rollout	1. Identify where there are gaps in provision or potential to improve coverage / speed 2. Explore funding /	Improve the quality and speed of digital infrastructure across the county	HC	Fast & reliable broadband Higher productivity More start-ups More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ●	Funding	Enabling activity from 2023 onwards, delivery from 2024

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
		investment opportunities						
Outcome: Grid capacity and access has improved in the long term								
14	Prioritise major sites and work with regulators and National Grid to ensure the long term improvement needed, including additional private investment where feasible	Complete Local Plan review	Increase grid capacity, removing a barrier to business growth and enabling more renewable energy generation	Ofgem, National Grid	Increased grid capacity More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	Local Plan process National Grid	End 2023 onwards
15	Increase the resilience of electricity and gas networks, and storage capacity of the energy grid to enable more distributed renewable energy generation	Early discussions with National Grid	Increase grid capacity, removing a barrier to business growth and enabling more renewable energy generation	National Grid	Increased grid capacity Higher renewable energy generation Lower carbon emissions More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	National energy policy National Grid plans Local Plan	ongoing

Metro — Dynamics

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
16	Maximise potential for renewable energy generation by working with WPD and Cadent	Continue scoping conversations	Increase grid capacity, removing a barrier to business growth and enabling more renewable energy generation	WPD, Cadent	Higher renewable energy generation Lower carbon emissions More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ● TBC	Company investment plans Planning	From 2023 onwards
Outcome: High streets and town and local centres are vibrant and diverse								
17	Deliver town centre and high street improvements proposed in the Local Plan and Market Town Investment Plans, where funded	1. Deliver projects where there is funding in place 2. Seek funding for non funded projects	Improve the perception and experience of town centres and high streets to support local businesses	HC, City and Town Councils, Stronger Towns Board	Improved pride of place Fewer vacant shops Increased footfall	Funding ● Capacity ● Approvals ● Interdependencies ●	Funding and investment Local Plan needs to be formally adopted	2023 onwards
18	Explore potential to improve youth service activities across Hereford city and towns, working with partners	1. Explore options for delivering youth service models from work led by HVOSS and Rural Media, and identify funding opportunities	Improve the quality and availability of youth services, supporting health and wellbeing, and encouraging young people to stay in the county	HVOSS, Rural Media, HC	Improved health & wellbeing Greater community resilience Young people retention	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity	Enabling activity from 2023 for 1 year with delivery over 2 years

Investment

Increased investment in infrastructure alongside increased inward and business investment, throughout the county.

No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
Outcome: Increased levels of private sector inward investment, focusing on our priority sectors and our environmental challenges								
1	Develop a Capital Investment Plan, linked to our housing, employment and natural capital delivery plans, and underpinned by a Herefordshire Investment Fund	<ol style="list-style-type: none"> 1. Explore Capital Investment Plan purpose & aims and begin development 2. Begin exploring development of an Investment Fund 	Develop a strategic plan for capital investment in the county, bringing together a range of sources	HC / HSGSB	Increased inward investment Higher productivity Job opportunities	Funding ● Capacity ● Approvals ● Interdependencies ●	Funding and capacity Approval for financing required	Enabling activity from 2023 onwards
2	Deliver a new Inward Investment Strategy for the county promoting our quality of life and culture,	<ol style="list-style-type: none"> 1. Identify funding and resource to develop a Strategy 2. Explore place marketing strategy 	Develop a compelling proposition to attract inward investment to the county	HC / HSGSB	Increased inward investment Higher productivity Job opportunities More business relocations More start-ups	Funding ● Capacity ● Approvals ● Interdependencies ●	UKSPF feasibility allocation	End of 2023 onwards

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No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	as well as our sectoral strengths and assets into a range of new markets – link to specific cluster development with e.g. Midlands Cyber	purpose & aims and begin development			More scale ups & growing businesses			
3	Develop a Herefordshire pitchbook with worked up propositions to engage the private sector, and an established route to delivery	1. Identify funding and resource to develop a pitchbook 2. Explore pitchbook purpose & aims and begin development	Develop a set of propositions and projects to attract private investment into the county	HC / HSGSB	Increased inward investment Higher productivity Job opportunities More business relocations More start-ups More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ●	Additional funding and capacity (HC)	End of 2023 onwards
Outcome: Additional investment and growth in existing businesses								
4	Strengthen business support services through greater information sharing, relationship	1. HC to commission & deliver projects / programmes through UKSPF investment	Encourage businesses in the county to make investments and achieve their growth ambitions through tailored support	HC, HWC	Job opportunities More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards

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No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
	management with major firms, advice and signposting, and remove barriers to investment							
Outcome: Greater success in Herefordshire businesses securing innovation funding								
5	Promote opportunities for innovation through business support and networks, and ensure support is in place to assist businesses with innovation project development and bid writing	1. HC to commission & deliver projects / programmes through UKSPF investment	Enable businesses to invest in and deliver innovation	HC / HSGSB, business representative groups	Increased innovation Higher productivity More scale ups & growing businesses	Funding ● Capacity ● Approvals ● Interdependencies ●	No dependencies	2023 onwards
Outcome: Government investment in our transport, housing growth areas and high street regeneration has been secured								

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No.	Action	Next steps	Rationale	Lead org/ Board	Benefits	Deliverability status	Dependencies	Timescales
6	Develop and manage an investment pipeline of sites and projects, potentially in partnership with a major institutional investor and strengthen our partnership with Homes England	1. To be developed alongside Hereford Masterplan and the Local Plan	Enable delivery of transport, housing and regeneration	HC / HSGSB	Improved connectivity & access Improved access & availability of housing Improved pride of place Fewer vacant shops Increased footfall	Funding ● Capacity ● Approvals ● Interdependencies ●	Local Plan needs to be formally adopted and Masterplan approved	2023 onwards

At Metro Dynamics, we **care** about places, our clients, and our colleagues.

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