

# Delivery Plan 2023/24



# Foreword from the Leader of the Council

Welcome to Herefordshire Council's delivery plan 2023/24. Our plan focuses on the outcomes that are important for you, the people of Herefordshire. Our priorities are to:

- Continue investing in children's services and achieve the very best for our young people and their families.
- Ensure that residents are enabled to live healthy lives within their communities and to provide support at the right time in the right place.

- Protect our environment through innovation and best practice and promote initiatives that address the environmental challenges we face.
- Maintain our highway network and plan for the necessary transport infrastructure that we need.
- Invest in our economy, create jobs and provide opportunities that will enable businesses to grow and our communities to thrive.
- Recognise and value the role of our employees by attracting and retaining a skilled and committed workforce, whilst working in collaboration with residents, communities and partners to provide the best possible life in Herefordshire.

- Secure the Council's future sustainability by transforming the way we do things to become innovative and efficient in our delivery model.

We want this plan to continue to make a difference to people's lives and give them the services they need.

Herefordshire is a very special place and we are focused on making things better for everyone.

Councillor Jonathan Lester

# County Plan **Community** Ambition

**We want to strengthen communities to ensure that everyone lives well and safely together. Our ambition is to make wellbeing inevitable here in Herefordshire by putting physical and mental health at the heart of everything we do. We will ensure that residents of all ages have the opportunity to connect to their communities and receive the right help at the right time.**

Objectives	Deliverables
<b>Improvement of Children’s Services</b>	<ul style="list-style-type: none"> <li>• To further develop and embed our restorative practice model focussed on working with families</li> <li>• To implement a service re-design intended to reduce the number of changes in case holding worker experienced by some families</li> <li>• To further develop our Engagement and Participation Strategy to ensure children and young people’s views, wishes and feelings are taken into account and remain at the heart of decision making and service delivery</li> </ul>
<b>Implement the council led Stronger Towns funded projects including the Library, Museum and Greening the City</b>	<ul style="list-style-type: none"> <li>• Progress the design and build of a new world class museum in Broad Street</li> <li>• Progress design and delivery of new library in Hereford City</li> <li>• Progress implementation of Hereford City Community Greening grants, sedum roofed top bus stops and active travel measures</li> </ul>
<b>Workforce Recruitment and Retention</b> – to ensure Herefordshire Council becomes an employer of choice with a skilled and stable workforce where staff are proud to work.	<ul style="list-style-type: none"> <li>• To launch a new ‘Spirit of Herefordshire’ recruitment programme to promote opportunities for council staff</li> <li>• To increase the stability of the children’s social worker workforce by recruiting and converting more permanent social workers</li> <li>• To retain social workers by creating the optimum conditions within which they can develop their careers in Herefordshire</li> </ul>



Objectives	Deliverables
<p><b>Commissioning and Resources</b> – to secure enough of the right accommodation and services, in the right places, to effectively support Herefordshire’s children, young people and families</p>	<ul style="list-style-type: none"> <li>• To refresh and relaunch the Children’s Sufficiency Strategy to increase the number and choice of placements and resources to meet local children’s needs. Children’s Sufficiency Strategy not mentioned in DP 2023</li> <li>• To build capacity within the Fostering Service to launch the Foster Carer Recruitment Campaign to increase the number and choice of local foster carers to care for our children in care</li> <li>• To undertake further work to develop short breaks offer for families that need care</li> <li>• Improve the way we use our data to deliver and monitor the council’s performance</li> </ul>
<p><b>Herefordshire Safeguarding Children’s Partnership</b> – to ensure there is a ‘shared and equal’ duty to coordinate local services, provide strategic leadership and implement learning to safeguard children and promote their welfare</p>	<ul style="list-style-type: none"> <li>• To work together with partners to apply existing thresholds to safeguard vulnerable children and young people and protect those suffering significant harm as a result of abuse and/or neglect</li> <li>• To implement the refreshed Neglect Strategy and promote the partnership’s use of the Graded Care Profile to a strengths-based approach to identifying and measuring the quality of care children receive and the support they require</li> <li>• To launch and implement the new partnership strategy for protecting children and young people at risk of exploitation. Partnership on risk of exploitation not mentioned in DP 2023</li> </ul>
<p><b>Corporate Parenting Board</b> – to be effective corporate parents and ensure the best quality care and outcomes for all of our children in care and care leavers</p>	<ul style="list-style-type: none"> <li>• To develop and launch an updated Corporate Parenting Strategy so all corporate parents are clear about the priorities and what need to do to deliver consistently good and better services and resources. Corporate Parenting Strategy not mentioned in DP 2023.</li> <li>• To refresh the Care Leaver’s Offer so that care experienced young people are supported and equipped to become successful young adults capable of living independently</li> <li>• To engage children in care and care experienced young people so their voices are heard and they are able to participate in decision making and planning about matters that affect them</li> </ul>
<p><b>Children and Young People’s Partnership</b> – to promote the best interests of all local children through early intervention and preventative services that avoid problems occurring or escalating and build on family and community resources and resilience</p>	<ul style="list-style-type: none"> <li>• To further develop the Early Intervention and Prevention Strategy that delivers help at the earliest point possible via a well-coordinated network of local support and provision so children, young people and their families receive the right help at the right time</li> <li>• To identify and grow existing community assets that capitalise on available family and neighbourhood strengths, support and resources</li> <li>• To develop the next iteration of children and young people’s quality of life survey to ensure that the views and lived experience of children and young people inform strategic intent and service delivery</li> </ul>

Objectives	Deliverables
<p><b>Special Educational Needs and/or Disabilities (SEND)</b> – to ensure education, health and care services work collaboratively and supportively with families to ensure children and young people with special education needs and/or disabilities achieve their full potential</p>	<ul style="list-style-type: none"> <li>• To further develop the work and impact of the new Special Educational Needs and Disabilities Strategic Board to agree strategic priorities and drive improvements</li> <li>• To work collaboratively with children and young people with Special Educational Needs and Disabilities and their parents and carers to co-produce</li> <li>• To ensure Education, Health and Care Plans are completed in a timely manner and are of consistently good quality to deliver improved outcomes with children, young people and their parents/carers</li> </ul>
<p><b>Roll out delivery of the ambitions of the Herefordshire Joint Local Health and Wellbeing Strategy 2023-2033</b></p>	<ul style="list-style-type: none"> <li>• Deliver 22-23 Food Alliance action plan to focus on key areas such as food procurement</li> <li>• Support implementation of system health inequalities plan; strengthening provision &amp; uptake of health literacy training</li> <li>• Complete review of community based support roles with partners</li> <li>• Coproduce with communities and the community and voluntary sector the future strategy for Talk Community, aligned with the community paradigm approach and strengthening the early help offer</li> </ul>
<p><b>Support and enable adults to lead healthy, independent and fulfilled lives</b></p>	<ul style="list-style-type: none"> <li>• Ensure that the council is ‘inspection ready’ for the Care Quality Commission assurance of local authority adult social care services</li> <li>• Complete the roll out of the five technology pilots within the ‘proactive and preventative’ care model</li> <li>• Deliver the Hillside Independent living demonstration centre</li> <li>• Support the delivery of at least 250 affordable properties in the county, through registered providers and developers</li> <li>• Complete business case in relation to investing in, and building, the council’s own care facility</li> </ul>
<p><b>Securing the Council’s future sustainability by transforming</b></p>	<ul style="list-style-type: none"> <li>• Continue to develop the “spirit of Herefordshire” approach to attracting and retaining workforce through celebrating the positives of the county</li> <li>• Develop the Thrive transformation programme to deliver a digitally enhanced operating model</li> </ul>

# County Plan **Environment** Ambition

We want to protect and enhance our environment and maintain Herefordshire as a great place to live and work. The council recognises that healthy, connected and vibrant ecosystems strongly support the local economy, improve health and wellbeing and make the county an attractive place to live and to visit. It is essential that we protect and enhance the natural environment and be proud to pass it on to future generations.

Objectives	Deliverables
<b>River Quality</b> - Securing a partnership approach to achieve river restoration	<ul style="list-style-type: none"> <li>• Following the cabinet decision in March 2023 to commissioning river restoration, to review the proposed mitigation strategy to address housing backlog and proposed growth in the Lugg catchment</li> <li>• Continue to work with the Nutrient Management Board and all partners to deliver improved river quality</li> </ul>
<b>Waste strategy</b> - Moving further up the waste hierarchy	<ul style="list-style-type: none"> <li>• Procure the new waste collection contract and realign to the Government priorities on waste</li> <li>• Encourage use of re-usable nappies through development of permanent incentive scheme</li> </ul>
<b>Environment</b> – Continue to lead a local response, aspiring for the county to become carbon neutral by 2030	<ul style="list-style-type: none"> <li>• Continued delivery of the Citizens Climate Assembly programme (multiyear programme)</li> <li>• Expansion of the electric vehicles charging network in council owned cars parks and additional points through the LEVI funded project</li> <li>• Support residents with home energy efficiency measures</li> <li>• Development of a new Climate Adaptation and Resilience Strategy</li> </ul>
<b>Update planning policy for the council</b> – change to the review and development of the Local Plan	<ul style="list-style-type: none"> <li>• Draft Local Plan 2021-2041 consultation (Reg18)</li> <li>• Adoption of the Minerals and Waste Local Plan</li> <li>• Integrate the Environmental Building Standards and Agricultural draft planning documents into the policies of the Local Plan 2021-2041 and the mandatory Herefordshire Design Code</li> </ul>

# County Plan **Economy** Ambition

We need a local economy that will build on the county’s strengths and resources.

We want to achieve a thriving and prosperous economy that will provide sustainable, well-paid and rewarding job opportunities. We will strive for a vibrant local economy that improves quality of life for everyone and also generates the economic growth that will bring prosperity and enable the Council to provide local services.

Objectives	Deliverables
Deliver the Herefordshire Transport Strategy	<ul style="list-style-type: none"> <li>Progressing the initial stages of the Local Transport Plan to deliver a document for adoption by Council prior to submission</li> </ul>
Investment in infrastructure	<ul style="list-style-type: none"> <li>Develop a framework for future investment in infrastructure</li> <li>Delivery of the £2.5m pothole funding received from Government</li> </ul>
Employment Land - Develop employment sites and identify way forward for wider sites to enable growth	<p><b>Hereford Enterprise Zone</b></p> <ul style="list-style-type: none"> <li>Continue the sales of development ready plots such as the North Magazine</li> </ul> <p><b>Other Employment</b></p> <ul style="list-style-type: none"> <li>Implement programme to bring forward critical employment land space within Hereford and Market Towns (as per the Market Town Investment Plans)</li> <li>Develop up to 3 full business cases for any Council intervention required to progress chosen priority projects</li> </ul>
Review priorities on Major infrastructure	<ul style="list-style-type: none"> <li>Receive and consider the strategic outline business case for the Eastern River Crossing</li> <li>Consider alternative investment strategies to support the initiatives in the County Plan</li> </ul>
Deliver improvements to the infrastructure of public realm	<ul style="list-style-type: none"> <li>Deliver improvements to:               <ul style="list-style-type: none"> <li>✓ Structures – to include for the repair of the Wilton rock face</li> <li>✓ Parish Safety Schemes</li> <li>✓ Drainage and street lighting</li> <li>✓ Work to appoint contractor to commence construction of the new Transport Hub at Hereford Station, subject to planning approval</li> <li>✓ PROW Structures</li> <li>✓ Using the £2.585m of the Highway Infrastructure Fund allocated for this financial year</li> </ul> </li> </ul>

Objectives	Deliverables
<b>Implementation of the Hereford City Levelling up funding</b>	<ul style="list-style-type: none"> <li>• Continue to work with designers to progress and deliver community led designs for school streets</li> <li>• Continue design and delivery of cycle routes and quiet streets in the north and south of the city</li> <li>• To progress with work on Blue School Street and Commercial Street to improve bus and cycle connectivity</li> </ul>
<b>Implement the Big Economic Plan</b>	<ul style="list-style-type: none"> <li>• Form an economy and place partnership board</li> <li>• Board to develop an initial 5 year delivery plan</li> </ul>
<b>Support economic opportunity through business support</b>	<ul style="list-style-type: none"> <li>• Transfer of Marches Local Enterprise Partnership led services to the council</li> <li>• Develop a Marketing/Inward Investment Strategy</li> <li>• Implement the UK Shared Prosperity Fund and Rural Prosperity Fund grant schemes</li> <li>• Launch start up programme to support businesses to become enterprise ready</li> <li>• Develop and hold business engagement events, enabling businesses to access council</li> </ul>
<b>Work with partners to increase the Skills and Workforce in the county</b>	<ul style="list-style-type: none"> <li>• Develop a Herefordshire Skills Forum</li> <li>• Hold a skills provider/ employer engagement event, with a focus on workforce planning</li> <li>• Support the development and delivery of the Marches local skills investment plan</li> <li>• Establish a Herefordshire Employment Forum</li> <li>• Invest UKSPF/Multiply funding to support skills development</li> <li>• Continue to support the development of skills provision to meet the needs of the economy</li> <li>• Work in partnership with Wye Valley Trust with a view to developing a new Education Centre at Hereford County Hospital</li> <li>• Explore options of a strategic investment partnership with Herefordshire and Worcestershire Group Training Association to establish a new centre of excellence at Skylon Park</li> </ul>



# Future Planning and Delivery

The activities detailed in this plan will be delivered and includes the financial period 2023/24 and are aligned to the themes of the current County Plan 2020-2024, which are Community, Environment and Economy.

The new County Plan is now in development and will reflect the aims and ambitions of the Council. The plan will focus on improving the County's infrastructure, protecting the environment and putting the needs of our residents first. We want economic growth, better paid jobs, improved air quality, and a council that will thrive and demonstrate great value for money.





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