

Herefordshire BEP Delivery Plan: Actions Annex



About this annex to the Big Economic Delivery Plan

The [Herefordshire Big Economic Plan](#) (BEP) was launched in 2023 and sets out a vision for Herefordshire as an exemplar 21st century rural economy.

This document is an annex to the Herefordshire Big Economic Delivery Plan, which sets out a set of economic delivery priorities and refreshed priorities for the medium-term. It is a companion document, setting out actions for the next 3 years under four refocused themes.

This annex sets out detailed funding and timing considerations, with the policy detail developed in close collaboration with key delivery partners, in particular the Skills Board and the Business Growth Board.

Figure: BEP 2025 Overview

What this document is	What this document isn't
• A medium-term delivery plan for the Big Economic Plan – focused on the next 3 years • Smaller number of priorities and actions – that Herefordshire can own, partner and influence • Milestones and KPIs to monitor progress with measurable targets • Mindful of available resource (e.g., with UKSPF ending in 2026), and existing levers available at the local level	• A full reworking of the Big Economic Plan • A comprehensive new evidence base • A detailed delivery plan for the activities of the Skills Board (although it will set broad priorities)

Our three-year delivery plan

The flagship actions that will shape our county over the next three years

We will develop our physical and digital infrastructure, making Herefordshire a better place to live, to work, and to start and grow a business. **Central to this will be progressing the Hereford Western Growth Corridor.** In three years, we will have completed construction of the first phase of the bypass, linking the A49 and A465 south of Hereford. We will develop a Western Growth Corridor Masterplan, setting out our longer-term proposition to further enhance Hereford's road network, while unlocking crucial housing and employment growth in the city.

We will enrich our rural and urban places, with sustainable growth that meets housing demand, while protecting our rich natural environment. **Central to this will be refining and promoting our cultural offerings.** In three years, we will have delivered our redeveloped Hereford Museum & Art Gallery, cementing our status as a place where people want to visit.

We will prioritise our people and communities, developing pathways for our young people in meeting our ambition for a child friendly Herefordshire and meeting the needs of workers of all ages. **Central to this will be developing our Skills Strategy, shaped by partners in the Skills Board.**

We will support all businesses with the tools they need to grow, and we will make Herefordshire an attractive place for investment. **Central to this will be delivering the Ross-on-Wye Enterprise Park.** In three years, we will have completed construction of the first phase, filling plots with businesses in our key growth sectors, and creating jobs for local people. We will continue to develop our overarching inward investment offer, drawing on our unique strengths in cyber, defence and security.

The Plan on a Page

Delivering the 2050 Herefordshire Vision:
A vibrant, healthy, zero-carbon, and inclusive place to live, work, study
and visit at all stages of life

Owned and overseen by the Herefordshire Economy and Place Board

Place: Thriving places, with growth to meet housing demand while protecting our natural environment

Flagship action: Cement Hereford's status as a cultural and visitor attraction centre, accelerating delivery of the Hereford Museum and Shirehall and developing a Cultural Strategy to boost local Creative Industries

- Finalise the Local Plan and Infrastructure Strategy
- Implement the Hereford City Masterplan
- Bring forward Merton Meadow and Essex Arms development schemes
- Review process for street pavement licensing and regulatory requirements
- Support developers to bring forward private phosphate mitigation schemes
- Implement the Pride in Place Programme for Hereford South West

People and Communities: A growing, skilled and flourishing population working effectively together to solve challenges

Delivery partner:
Skills Board

Flagship action: Develop and implement an Employment and Skills Strategy, and deepen local collaboration with our local partners, including colleges, NMITE and training providers, with delivery through the Skills Board

- Establish Herefordshire as a Centre for Excellence in a local economic capability
- Modernise pathways to work for young people through apprenticeships
- Prioritise AI and digital upskilling for all generations
- Support older workers to remain in the workforce through partner working
- Review usage of planning gain (S106) and procurement levers to align with skills needs

Business Growth: Growing and innovative businesses increasing investment, productivity and prosperity for residents

Delivery partner:
Business Growth Board

Flagship action: Deliver and attract investment into Ross-on-Wye Enterprise Park, concluding construction and developing a Placement Strategy to attract firms in high-value, high-growth sectors like agri-technology

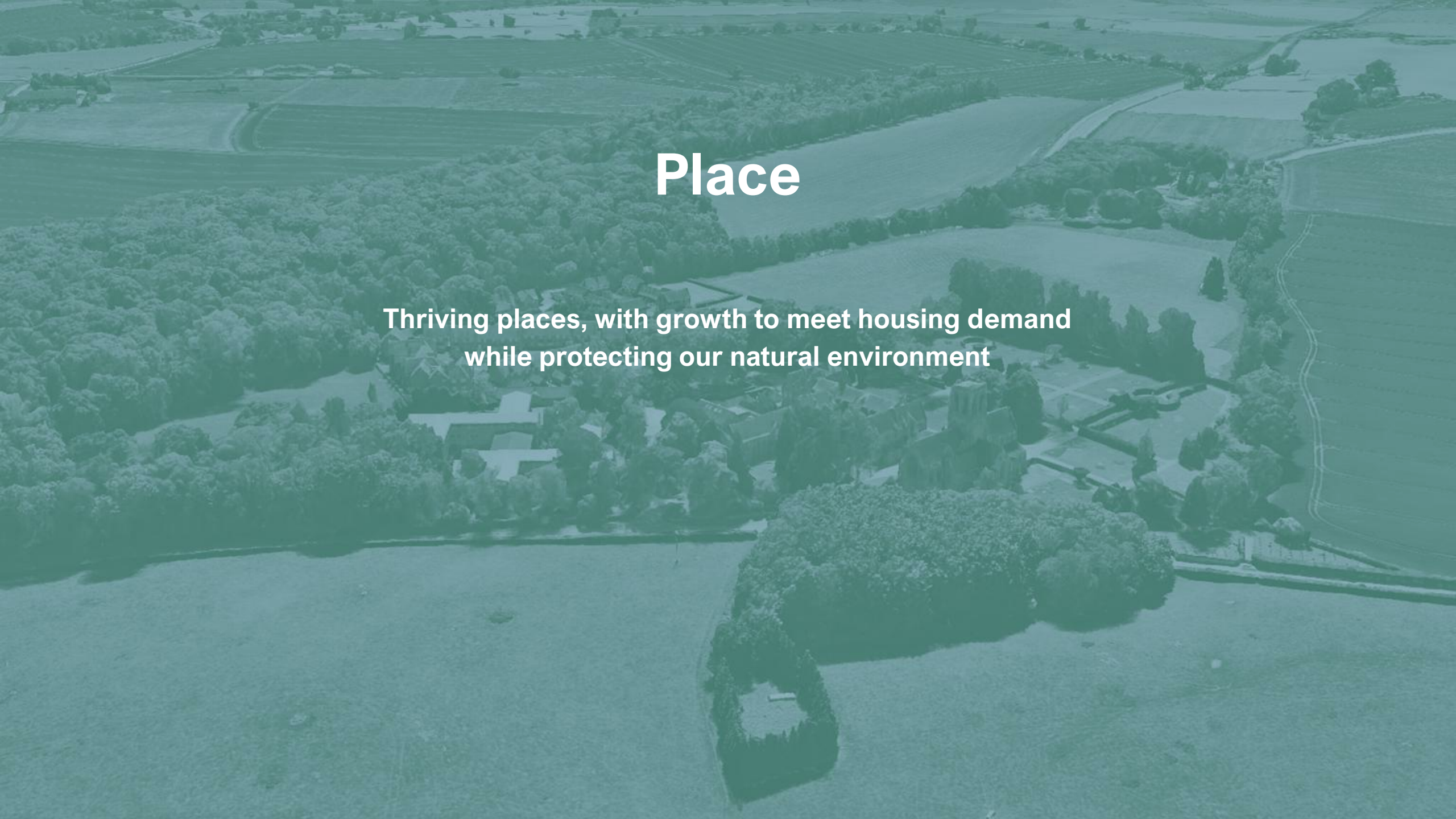
- Develop our local inward investment offer and maximise the value of the Enterprise Zone
- Support the growth of Agri-Tech businesses through innovation adoption programmes
- Secure Government Investment in Defence & Security
- Support Herefordshire's businesses to scale up, including through AI activities

Infrastructure: Reliable and resilient infrastructure supporting economic growth and investment across our county

Flagship action: Progress delivery of the Western Growth Corridor; commencing work on Bypass Phase 1, and securing funding for subsequent phases, unlocking of substantial additional housing growth through the Local Plan

- Support delivery of the Midlands Rail Hub, doubling Hereford to Worcester frequency
- Deliver Electric Vehicle charging facilities across the county
- Mobilise partners to improve energy access and digital connectivity in rural areas
- Deliver BSIP Funding and review public transport access to employment opportunities
- Complete construction of the Hereford Transport Hub

Underpinned by our delivery principles: Sustainability,
investment and partnership working

An aerial photograph of a village, likely in a rural European setting. The village features a prominent church with a tall, square tower. The surrounding landscape is a mix of green fields, dense forests, and some residential buildings. The image is overlaid with a semi-transparent teal color.

Place

**Thriving places, with growth to meet housing demand
while protecting our natural environment**

Cement Hereford’s status as a cultural and visitor attraction centre

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Cement Hereford’s status as a centre for cultural and visitor attraction Relevant BEP priorities: 	- Herefordshire Council - VCSE and cultural partners - Herefordshire Culture partnership	- Herefordshire Council - Stronger Towns Fund - National Heritage Lottery Fund - Arts Council - Clore Duffield Foundation	Accelerate on-site regeneration work of Hereford Museum & Art Gallery, and of Shirehall Library	- Support delivery of a Cultural Strategy - Have opened Hereford Museum and Shirehall	- Improved attraction as a visitor destination - Increased tourism numbers - Increased growth in the Creative Industries sector

Finalise the Local Plan and Infrastructure Strategy, delivering growth in Hereford and in our market towns

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Finalise the Local Plan and Infrastructure Strategy, delivering growth in Hereford and in our market towns Relevant BEP priorities: 	Herefordshire Council	Herefordshire Council Statutory responsibilities	- Finalise our call for sites - Open the plan's gateway 1 consultation	- Take the draft Local Plan to Gateway 2 consultation in September 2027 - Examination and adoption of the plan in 2028	- A county-wide strategy that responds to government changes and Herefordshire's priorities - Supports accelerated delivery of key infrastructure projects

Implement the Hereford City Masterplan

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Implement the Hereford City Masterplan Relevant BEP priorities: 	Herefordshire Council	- Local resources - Private investment in site development	- Finalise, launch and promote the Hereford City Masterplan - In parallel, begun engagement with market town stakeholders on their place-making priorities ahead of significant housing growth	After three years we will have made a visible difference in the town centre.	- Improved public realm - Increased private investment

Bring forward Merton Meadow and Essex Arms development schemes

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Bring forward Merton Meadow and Essex Arms development schemes Relevant BEP priorities: 	Herefordshire Council	£2m central Government grant to support flood prevention	- Complete the flood alleviation works - Develop area masterplan - Procure a development partner	Have delivered the first phase of housing and developed a multi-story carpark	400 new inner-city homes (Merton Meadows) - New multi story carpark - Creation of city centre wetlands and park area, yielding biodiversity benefits

Review process for street pavement licensing and regulatory requirements on high street businesses

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Review process for street pavement licensing and regulatory requirements on high street businesses Relevant BEP priorities: 	- Herefordshire Council <i>Partner:</i> Hereford Business Improvement District	Local resources and planning tools	After one year, we will have a clear view on barriers and opportunities, with a developed internal business case for change	- After three years, if the review is supportive, we will have carried out a pilot scheme and have reviewed impacts - We will continue to review other regulatory burdens on high street businesses.	- Attracting new developments - Creation of lively centres across Herefordshire, supporting Hereford and the market towns to thrive as they grow

Support developers to bring forward private phosphate mitigation schemes and wetlands while continuing to progress council-led schemes

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Support the development of phosphate mitigation schemes to unlock essential housing growth Relevant BEP priorities: 	- Private Developers - Herefordshire Council	- Local resources - Seek national resources for additional council-led interventions	- Review potential for BNG trading scheme on model of current successful phosphate trading scheme - Have worked to influence national policymaking and agency actions on wider regulatory rules - Take forward Council-led nutrient neutrality phosphate projects	- Support joint delivery of phosphate mitigation initiatives - Leverage opportunities for national funding resources for council-led and grant-backed schemes	- New housing units - Ensuring Herefordshire’s land is sustainable for future generations - Lifting the phosphate restrictions

Implement the Pride in Place Programme for Hereford South West

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Implement the Pride in Place Programme for Hereford South West Relevant BEP priorities: 	- Herefordshire Council on behalf of Hereford South West neighbourhood - Consultation with VCSE and local stakeholders	National Government resources – £20m over 10 years	- Establish a neighbourhood board representing Hereford South West - Submit a Pride in Place Plan to MHCLG for assessment - Receive our first delivery funding payment, and begin to implement community improvements	Continue to deliver Pride in Place funding over the next 10 years	- Better opportunities for residents - Reduced spatial deprivation and inequalities - Community-led change in our most deprived neighbourhood

An aerial photograph of a suburban neighborhood, showing a mix of residential houses with varying rooflines and colors, interspersed with lush green trees and lawns. A road with a roundabout is visible on the right side of the image. The overall scene depicts a peaceful, established community.

People and Communities

A growing, skilled and flourishing
population working effectively together
to solve challenges

Develop and implement an Employment and Skills Strategy, and deepen local collaboration through the Skills Board

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Develop and implement an Employment and Skills Strategy, and deepen local collaboration through the Skills Board Relevant BEP priorities: 	- Herefordshire Council - Facilitation and oversight from Skills Board - Local education and employment partners; e.g. NMITE, colleges and training providers	- Herefordshire Council - Marches LSIP, Get Britain Working, Connect to Work - Prospective devolved resources such as ASF	- Clear priorities agreed through skills strategy by Autumn 2026, and begin to implement from the following autumn - Have developed and began to implement our post-16 skills strategy	- Have made significant progress implementing measures set out in the skills strategy - Have strengthened our relationships with partners, including deeper engagement with NMITE, colleges and training providers - Continue to provide skills and workforce planning support to businesses through the Growth Hub	- A skilled workforce, flexible to local needs - Businesses can undertake workforce-planning more effectively - Integrated funding and plans that work together to support the needs of the county

Establish Herefordshire as a Centre for Excellence in a local economic capability

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Establish Herefordshire as a Centre for Excellence in a local economic capability Relevant BEP priorities: 	Skills Board	- Potential devolved resources - Potential national funding resources and Industrial Strategy opportunities (e.g., Technical Excellence Colleges)	- Support ongoing bid from Herefordshire and Ludlow Colleges for a Clean Energy Technical Centre of Excellence - Review opportunities and specialisms for opportunities on technical skills - Explore funding opportunities, and if appropriate develop bids	Have progressed a proposition to full outline business stage and capitalised on any available funding opportunities.	A new innovation or skills assets for Herefordshire

Modernise pathways to work for young people through apprenticeships and the Youth Employment Hub

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Modernise pathways to work for young people through apprenticeships and the Youth Employment Hub Relevant BEP priorities: 	- Herefordshire Council – Skills Board - Employment and Apprenticeship partners - Education partners - Youth Employment Hub	- Local resources, overseen by the Skills Board - Partner resources, including the continued expansion of NMITE, and inward investment that creates local job opportunities. - Prospective devolved resources	- Continue to provide the apprenticeship award - Work to secure long-term funding to ensure the continuation of the Youth Employment Hub	- Secure long-term funding for the Youth Employment Hub, ensuring we can continue to help vulnerable young people into work - Increase the number of apprenticeships offered in the county, working with neighbours (i.e. Worcestershire), and with local firms	- Greater retention of our young people - Greater attraction of young people into our county - Lower numbers of NEETs - Secure support systems in place from education into local workplaces

Prioritise AI and digital upskilling for all generations

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Prioritise AI and digital upskilling for all generations Relevant BEP priorities: 	- Herefordshire Council – Skills Board - Employment and Apprenticeship partners - Education partners - Youth Employment Hub	- Local resources, overseen by the Skills Board - Prospective devolved resources - Potential government grants by leveraging skills needs in nationally important IS-8 sectors.	- Digital skills mapping and promotion campaign - AI skills to be embedded in the LSIP, provision defined and shaped by local employers - Clear offer for businesses on where to go for digital and AI upskilling	- Review potential to offer short Training courses as well as provision at L2-7 - Digital & AI skills improvement plan & partnership, overseen by the Skills Board	- Increased digital proficiency amongst all residents - Improvements in productivity through AI usage - Future workforces are better matched with business needs

Support older workers to remain in the workforce through partner working

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Support older workers to remain in the workforce through partner working Relevant BEP priorities: 	- Herefordshire Council – Skills Board - Employment partners - Health partners	- Local resources, overseen by the Skills Board - Prospective devolved resources - NHS / ICB	- Provide information and guidance to support older people looking for work - Anchor coalition convened to review job roles that can form part of an older worker opportunity package	- Work with the ICB to build a healthy workplace programme - Reviewed potential for an anchor employers employer network, piloting older worker project - Integrated workplace wellbeing offer	- Increased employee satisfaction - Lower old-age unemployment

Review usage of planning gain (S106), procurement levers and strategies to align with skills needs

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Review usage of planning gain (S106), procurement levers and strategies to align with skills needs Relevant BEP priorities: 	Herefordshire Council	- Local resources and levers, such as the Community Infrastructure Levy - Social value commitments from public sector - VCSE and partner bodies	Review current use of planning gain, S106, and CIL	Explore pooling of social value commitments from public sector contracts in partnership with workers	- Local residents can benefit from good jobs - A workforce to support emerging housing and infrastructure development



Business Growth

Growing and innovative businesses
increasing investment, productivity
and prosperity for residents

Attract and deliver investment into Ross-on-Wye Enterprise Park

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Deliver and attract investment into Ross-on-Wye Enterprise Park Relevant BEP priorities: 	Herefordshire Council	Phase 1: £7.25 million allocated capital funding from Herefordshire Council	- Commence construction of Phase 1 of the enterprise park - Hold events to increase awareness and interest in opportunities of the Enterprise Park - Begin to develop a Placement Strategy to define the types of businesses we will look to attract, which could include a specific sectoral focus	- Complete construction of the enterprise park, with newly developed plots home to high-value businesses in our target sectors - Phase 2: To be commenced within this time period.	- Greater productivity - Employment and business opportunities outside of Hereford - Sustainable growth and investment in our market towns

Develop our local inward investment offer and capacity and maximise value of Enterprise Zone

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Further develop our local inward investment offer and capacity and maximise value of the Enterprise Zone Relevant BEP priorities: 	Herefordshire Council	Local resources	- Launch a dedicated inward investment website - Continue to promote opportunities on Hereford Enterprise Zone - Have developed a complementary sectoral oriented prospectus - Review the finalised hotel demand study - Identify calendar of upcoming trade events	- Have developed a coordinated, targeted investment offer to promote our key opportunities - Engage with hotel and conferencing space providers, aiming to encourage new developments in our county - Complete sale of development-ready plots on Hereford Enterprise Zone to encourage high-value opportunities. - Have delivered the Marches LSIP to improve supply of skills in key sectors	- Greater investment into the county - Increasing economic growth and productivity - Creating multiplier effects and spreading prosperity throughout the economy - Fostering high-value job creation

Support the growth of Agri-Tech businesses through innovation adoption programmes

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Capitalising on local strengths in automation and robotics within the agri-food and agri-tech sector through innovation adoption programmes, working with neighboring places and higher education institutions Relevant BEP priorities: 	- Herefordshire Council - Business Growth Board	- Local resources - Opportunity to leverage in national funding sources (eg UKRI, Innovate UK)	- Have reviewed alternate funding routes outside of the LIPF process to progress proposals for innovation delivery - Continue to deliver existing R&D programmes - Review scope to progress partnerships with regional higher education institutions and innovation assets	<i>Subject to funding</i>, we be delivering key innovation activities for Herefordshire agri-tech firms	- Increased agri-tech business spend and investment - Deeper engagement with academic institutions - Increased productivity for Herefordshire firms

Secure Government Investment in Defence & Security

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Secure Government Investment in Defence & Security Relevant BEP priorities: 	- Herefordshire Council - National Government - NMITE - Local defence sector businesses - Regional partners; cyber triangle with Gloucestershire and Worcestershire	- Local resources - National lobbying	- Finalise the Defence and Security Prospectus - Promote Defence and Security within key development and policy forums, including attending SSDC trade events and other relevant events - Review use of Herefordshire Council assets to promote business growth opportunities, including testbeds for new technologies (eg autonomous vehicle) - NMITE to launch drone engineering qualification	- Demonstrate and communicate clearly Herefordshire's position and capability in the sector - Secure significant Government investment in the sector - Have secured national recognition of our capabilities in this sector, including potentially a Defence Deal with Government	- IS-8 funding to support the defence and security sector - Employment opportunities for residents - Future-proofing Herefordshire's economy

Support Herefordshire’s businesses to scale up – such as through AI activities – through the continued delivery of business growth support

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Support Herefordshire’s businesses to scale up – such as through AI activities – through the continued delivery of business growth support Relevant BEP priorities: 	- Herefordshire Council - Growth Hub - Business Growth Board - Growth Hub	Herefordshire Council Business Support Resources	- Review existing AI uptake within Herefordshire businesses - Continue to deliver business growth support - Review specific opportunities for accelerated sectoral implementation, such as the use of AI and robotics in agri-food/agri-tech - Test and develop a scalable model for scale-up angel investment with neighbouring areas	- Have developed specific programme of support based on review of needs and opportunities - Increased profile of Herefordshire businesses - Supported Herefordshire businesses to bid for UKRI grants	- Local businesses in our rural and urban areas can grow sustainably - Workforce planning is informed by future skills needs - Increased percentage of Herefordshire businesses using AI

An aerial photograph of a city, likely in the UK, showing a river flowing through it. A large bridge with multiple arches spans the river. The city is densely packed with buildings, including residential houses and larger commercial or institutional structures. There are green spaces and trees interspersed among the buildings. The overall scene depicts a well-developed urban area.

Infrastructure

Reliable and resilient infrastructure supporting
economic growth and investment across our county

Progress delivery of the Western Growth Corridor; commencing work on Bypass Phase 1, and securing funding for subsequent phases

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Progress delivery of the Western Growth Corridor; commencing work on Bypass Phase 1, and securing funding for subsequent phases Relevant BEP priorities: 	Herefordshire Council	- National Government resources – DfT’s RIS4 (from 2031) - Local resources - Prospective devolved resources	- Have included the Western Growth Corridor as part of the draft local plan to unlock more housing growth - Begin construction of Phase 1 of the Western Bypass - Make the business case for Bypass Phase 2	- Complete construction of Phase 1 of the Western Bypass - Develop a masterplan for the Western Growth Corridor - Secure funding for subsequent phases	- Reduced congestion - Improved travel times - Unlocking housing growth (in line with 27,260 home target over the next 20-years)

Support delivery of the Midlands Rail Hub to double frequency between Hereford and Worcester, and continue to lobby for local rail improvements

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Support delivery of enhanced rail services such as double frequency between Hereford and Worcester Relevant BEP priorities: 	- National government - Key partner – Midlands Connect	- National Government resources - Prospective devolved resources	- Establish a Rail Strategy - Seek a commitment from national Government to a rail programme	- Ensure prioritisation of Herefordshire components within delivery and sequencing - Increase visibility of investment into inward investment offer	- Better opportunities for residents - Reduced congestion - Improved travel times - Increased labour market integration with Worcester

Complete construction of the Hereford Transport Hub

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Complete construction of the Hereford Transport Hub Relevant BEP priorities: 	Herefordshire Council	- Levelling Up Fund and Active Travel Funds - Local resources (£3.5m)	Completed construction of the Transport Hub (targeting Nov. 2026)	- Have integrated the investment with BSIP funding delivery on services - Monitor impact on new Transport Hub on local bus services and key outcomes	- Reduced congestion (within Hereford) - Improved public transport times and availability (reduced travel time) - Improved gateway to county

Deliver EV charging facilities across the county

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Deliver EV charging facilities across the county Relevant BEP priorities: 	- Herefordshire Council - Private investors	- National funding route – LEVI funding - Private funding	- Private-led delivery of charging points in car parks across the county - Council-led rollout of on-street charging points (LEVI)	Review progress and develop more ambitious bid for following Spending Review Period	- Increased number of EV charging points delivered - Improved air quality

Mobilise partners to improve energy access and digital connectivity in rural areas, prioritising business growth constraints

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Mobilise partners to improve energy access and digital connectivity in rural areas, prioritising business growth constraints Relevant BEP priorities: 	- Herefordshire Council – strategic pressure and lobbying - Herefordshire Council Planning Department <i>To work with:</i> - RESP owner - National Grid Electricity Distribution (NGED)	- National Grid Electricity Distribution (NGED) resources - Partner resources – renewable energy owners	- Continue Partner-based delivery of 5G and broadband infrastructure - Develop evidence base to improve strategic pressure by providing evidence of unmet energy demand and connectivity cold-spots	Accelerate delivery of new energy and digital connectivity components to rural areas, including 5G masts	- Improved connectivity - Increased inward investment - Rural areas can grow into hubs for modern business activity

Deliver BSIP Funding and review public transport access to local employment and skills opportunities

Action	Owner	Funding route	After one year, we will	After three years, we will	Associated outputs and outcomes
Deliver BSIP Funding and review support for public transport access to local employment and skills opportunities Relevant BEP priorities: 	Herefordshire Council	- National Government resources - Local resources	- Deliver BSIP funding through 2026 - Review accessibility between our market towns - Review public transport access to key employment growth sites; Ross, Skylon EZ, Cyber Quarter	- Prepare for delivery of BSIP+ and successive funding bids to improve bus connectivity (potentially including devolved funding opportunities) - Ensure the continuation of the Hereford city bike share scheme and wider encouragement of alternative travel options	- Reduced congestion - Improved travel times - Increased frequency, accessibility and availability of bus services - Increased inward investment

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

We are an **independent** organisation, **curious** about our work, and **collaborative** in our approach. We strive to **make a difference** in all that we do.



3 Waterhouse Square
138 Holborn
London
EC1N 2SW

020 3865 3082

1 St Peter's Square
Manchester
M2 3DE

0161 8833736