

AGENDA

Cabinet

Date: **Thursday 11 September 2014**

Time: **2.00 pm**

Place: **Grand Jury Room, The Shire Hall, St Peters Square,
Hereford**

Notes: Please note the **time, date** and **venue** of the meeting.

For any further information please contact:

Governance Services

Tel: (01432) 260249

Email: councillorservices@herefordshire.gov.uk

If you would like help to understand this document, or would like it in another format or language, please call Governance Services on (01432) 260249 or e-mail councillorservices@herefordshire.gov.uk in advance of the meeting.

Agenda for the Meeting of the Cabinet

Chairman

Councillor AW Johnson

**Councillor H Bramer
Councillor JW Millar
Councillor PM Morgan
Councillor GJ Powell
Councillor PD Price
Councillor P Rone**

AGENDA**Pages****HEREFORDSHIRE COUNCIL**

Notice has been served in accordance with Part 3, Section 9 (Publicity in connection with key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Item No	Title	Portfolio Responsibility	Scrutiny Committee	28 Day Notice Given
4	Local Transport Plan 4	Transport and Roads	General Overview and Scrutiny Committee	Yes

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest by Members in respect of items on the Agenda.

3. MINUTES

To approve and sign the minutes of the meeting held on 31 July 2014.

7 - 10

4. LOCAL TRANSPORT PLAN 4

To consider the approach to developing Local Transport Plan 4 (LTP4) and a proposed recommendation to Council on 26 September 2014 that the current Local Transport Plan 3 (LTP3) be extended until after the council's Core Strategy is adopted, or to 31 March 2016, whichever is the earlier.

11 - 74

5. OUTCOME OF CHILDREN'S SAFEGUARDING OFSTED INSPECTION AND ACTION PLAN

To note the outcome of the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers, which was conducted between 29 April and 21 May 2014.

75 - 142

To consider the council's response to the areas for improvement identified.

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO: -

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Public Transport Links

The Shire Hall is 10 minutes walking distance from both bus stations located in the town centre of Hereford.

HEREFORDSHIRE COUNCIL

Shire Hall, St Peter's Square, Hereford. HR1 2HX.

FIRE AND EMERGENCY EVACUATION PROCEDURE

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit.

You should then proceed to the Shire Hall car park. A check will be undertaken to ensure that those recorded as present have vacated the building following which further instructions will be given.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.



Where possible this agenda is printed on paper made from 100% Post-Consumer waste. De-inked without bleaching and free from optical brightening agents (OBA). Awarded the Nordic Swan for low emissions during production and the Blue Angel environmental label

HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Cabinet held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Thursday 31 July 2014 at 2.00 pm

Present: Councillor AW Johnson (Chairman)

Councillors: JW Millar, GJ Powell, PD Price, P Rone, and H Bramer

In attendance: Councillors , WLS Bowen, AJW Powers, TM James, F Norman, R Matthews, J Stone, M Lloyd-Hayes, J Bartlett, and CNH Attwood

Officers: Richard Ball, Helen Coombes, Jo Davidson, Steve Hodges, Geoff Hughes, Bill Norman and Peter Robinson
Mr David McCallum (Chair Herefordshire Safeguarding Children Board)
Mr Phil Kendrick, West Mercia Youth Offending Service

14. APOLOGIES FOR ABSENCE

Councillors: JA Hyde, J Jarvis, PM Morgan, R Phillips.

Alistair Neill

15. DECLARATIONS OF INTEREST

There were no declarations of interest.

16. MINUTES

RESOLVED: That the minutes of the meeting held on 3 July 2014 be approved as a correct record and signed by the chairman, subject to the addition of Cllr R Matthews as being present.

17. BUDGET MONITORING REPORT

Cabinet received a report setting out the forecast outturn position based on information as at the end of May 2014, and proposals for a number of budget virements to support centralisation of corporate budgets. It was noted that delivery of a balanced budget was projected.

The Chief Financial Officer, Peter Robinson, drew attention to two significant budget pressures which had arisen since the budget period being reported: £400,000 to support additional in year grass cuttings to be funded from the revenue contingency; and £2m to address the need for temporary accommodation at Colwall Church of England Primary School pending the outcome of works to investigate damp issues at the school to be funded from within existing repair and maintenance and capital and revenue contingencies. Mr Robinson confirmed that he remained confident in the budget forecast for a balanced budget, even should there be winter pressures. All sources of funding were being pursued.

Following issues raised by members in attendance:

- Assurance was sought that other schools premises were not likely to require additional emergency significant expenditure. The Chief Financial Officer acknowledged that the damp issues had been known for some time but had significantly worsened following the exceptional spring rains resulting in the need for some urgent response. The Cabinet Member Young People and Children's Wellbeing advised that existing conditions surveys for schools were in the process of being updated in line with the activity planned in the Corporate Plan.
- The Cabinet Member Health & Wellbeing clarified the mitigations put in place to address adult social care savings risks.
- The Director Economy, Communities and Corporate provided clarification regarding the Yazor Brook flood relief scheme costs and confirmed that some of the additional planning income (a positive indicator of economic improvement) would be reinvested in the service.
- The Leader provided assurance that the Colwall community was, and would continue to be engaged in discussions about the future of the school.
- Assurance was provided that provision had been made for legal costs; the Assistant Director Governance confirmed that any judicial reviews were managed to minimise costs.

RESOLVED THAT:

- (a) Cabinet notes the council is projected to spend within its budget for this financial year;**
- (b) Cabinet notes the capital and treasury projected outturns; and**
- (c) Cabinet agrees the virement of 14/15 budgets, including £7m of budgets from services to centralised area to improve budgetary control and improve value for money**

18. QUARTERLY PERFORMANCE REPORT

Cabinet considered performance for the first quarter of 2014/15 following the first quarterly performance review held on 15th July 2014.

The Cabinet Member Health & Wellbeing provided an update to the report that 43,000 premises had access to fibre broadband and Vodaphone /O2 had now identified 19 sites across the city identified for 4g masts.

The Director Economy, Communities and Corporate undertook to provide clarification to all members regarding the anticipated timing for neighbourhood planning referenda to access funding.

Following issues raised by members in attendance:

- The Director Economy, Communities & Corporate confirmed that the South Wye transport package would not of itself deliver the additional housing but would be a step towards unlocking that permission given the Highways Agency advice that the A49 was at capacity.
- The Cabinet Member Young People and Children's Wellbeing confirmed that Ofsted criteria applied equally to academy and maintained schools; however the ability of the council to impact on the response to issues raised differed significantly with councils having little or no duties in relation to taking action within academy status schools. That responsibility lay with the school sponsors or the Government.
- The Cabinet Member Health & Wellbeing noted that approaches had been made to both the private owners of the enterprise park in Leominster and to individual businesses offering advice and support in securing broadband at the site.

- The Cabinet Member Infrastructure confirmed that Leominster had not been prioritised for additional roads given higher priorities on the A 49 in Hereford.
- The Director for Children’s Wellbeing advised of action being taken to address the core of 16-18 year olds not in education, employment or training including those focussing on looked after children.
- The Director of Economy Communities & Corporate confirmed that progress at the Skylon Enterprise Park was good with some 40% of the land taken up.

RESOLVED THAT: the performance report be noted.

19. HEREFORDSHIRE SAFEGUARDING CHILDREN BOARD BUSINESS PLAN

Cabinet received a report outlining progress made against the Herefordshire Safeguarding Children Board (HSCB) business plan 2013-2014 at year end, and inviting comments on the board’s proposed 2014-2015 business plan.

Mr David McCallum, Chairman of the HSCB, summarised the role of the board and outlined key issues within the report, identifying areas for improvement and proposed action.

RESOLVED THAT:

- (a) the progress achieved in the 2013-2014 Business Plan at Appendix 1 be noted; and
- (b) notes the 2014-2015 Business Plan at Appendix 2

20. WEST MERCIA YOUTH JUSTICE PLAN

Mr Phil Kendrick from the West Mercia Youth Offending Service presented the draft Youth Justice Plan, setting out how youth justice services across West Mercia are structured and resourced and identifying key actions to address identified risks to service delivery and improvement. It was noted that two factors likely to be influencing offending rates in Herefordshire were the sustained higher detection rates and lower than average use of community resolution options.

In response to a question from a member in attendance Mr Kendrick advised that the evidence did not suggest that the reduction in universal youth services such as traditional youth clubs was a cause in the numbers of young people offending. It was however important to ensure that young people had access to the services they needed; the difficulties in recruiting and retaining volunteers in this area were noted.

RESOLVED THAT: the Youth Justice Plan (at Appendix A) is recommended to Council for approval

21. MARCHES LOCAL ENTERPRISE PARTNERSHIP

Cabinet considered a report setting out proposed governance arrangements for the joint exercise of executive functions in relation to the Marches Local Enterprise Partnership (the LEP). It was noted that the proposed arrangements were strongly encouraged by government.

In response to questions raised by a member in attendance the Assistant Director Governance advised:

- The governance proposals were entirely in support of democratic accountability and transparency;
- The proposals related to executive functions rather than Council functions
- Access to information requirements would apply in relation to the joint executive committee as with any other body of the local authority
- The LEP board was not itself a decision-making body
- A joint scrutiny committee had been proposed but was not currently supported by the other local authority partners; this did not preclude individual authorities' overview & scrutiny committees from fulfilling their own functions.

RESOLVED THAT:

- (a) the establishment of a joint committee to exercise executive functions in relation to the Marches LEP be approved;**
- (b) The proposed constitution for the joint committee, as outlined at appendix A, be approved; and**
- (c) Herefordshire Council provide governance support for the LEP joint arrangements.**

22. HOOPLE

Cabinet considered a report proposing the future approach to the commissioning of services provided by Hoople. Detailed timescales for developing the business case and implementation plan were being agreed with Hoople.

Cllr C Attwood declared an interest as a board member of Hoople.

In response to issues raised by members in attendance:

- It was noted that savings delivered to date against the original business case had been reported to General Overview & Scrutiny
- Assurance was given that every effort would be made to complete the necessary arrangements in such a way that Hoople's viability was not adversely affected.

RESOLVED THAT:

- (a) In considering the need to put in place arrangements for the period beyond the end of the current contract in 2016, the preferred approach to the commissioning of support services be via a Teckal compliant entity operating under control of the council and other shareholders and it's board, subject to these services offering value for money;**
- (b) A business case and implementation plan be developed, in partnership with Hoople and its board, for the establishment of appropriate legal entities to ensure that the council can continue to procure support services through a company with Teckal status and that a commercial trading company is able to continue to develop wider commercial benefits; and**
- (c) The business case and implementation plan required under recommendation (b) be the subject of a further report for consideration and approval by the Cabinet Member Corporate Services.**

The meeting ended at 4.16pm

CHAIRMAN



DECISION MAKER:	CABINET
DECISION DATE:	11 September 2014
TITLE OF REPORT:	Local Transport Plan 4
REPORT BY:	Team Leader - Transport Strategy

Classification

Open

Key Decision

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in an area comprising one or more wards in the county.

NOTICE has been served in accordance with Part 3, Section 9 (Publicity in connection with key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Wards Affected

County-wide

Purpose

To consider the approach to developing Local Transport Plan 4 (LTP4) and a proposed recommendation to Council on 26 September 2014 that the current Local Transport Plan 3 (LTP3) be extended until after the council's Core Strategy is adopted, or to 31 March 2016, whichever is the earlier.

Recommendation

THAT:

- (a) It be recommended to Council that the current Local Transport Plan 3 (LTP3) (2013/14 – 2014/15) time period be extended until after the Core Strategy is adopted, or to 31 March 2016, whichever is the earlier, to enable Local Transport Plan 4 (LTP4) to reflect the adopted Core Strategy; and that
- (b) The process to enable adoption of the LTP4, including consultation, as set out in this report, is approved.

Alternative Options

- 1 To not extend the current LTP3 beyond March 2015. This alternative is not recommended because it is a requirement of the relevant provisions of the Transport Act 2000 (as amended) that the council maintains a current LTP.
- 2 To adopt a revised LTP in advance of adoption of the Core Strategy. This alternative is not recommended because it would pre-empt the outcome of the Core Strategy adoption process and could result in the transport policy being inconsistent with the land use policy.

Reasons for Recommendations

- 3 To ensure the council complies with the statutory requirement to adopt and maintain an LTP and to avoid the premature adoption of LTP4 ahead of adoption of the Core Strategy.
- 4 The LTP forms part of the council's budget and policy framework and therefore extending the existing LTP3, pending replacement with a new LTP4, is a decision reserved to Council.

Key Considerations

Background

- 5 The current LTP3 (see appendices 1 and 2), which is a statutory requirement and sets out how the council will deliver transport improvements and maintain its transport assets, ends on the 31 March 2015. The LTP3 needs updating to ensure it is consistent with our land use policies which are contained in the Core Strategy. As the Core Strategy is not due to be adopted until late 2015 we need to extend the current LTP until such a time that the Local Development Framework is adopted. We also need to prepare the next LTP ready for adoption after the Core Strategy is adopted.
- 6 The advantages of this approach are that the council will conform to its legal requirements, it allows the LTP4 to take account of any changes in the Core Strategy and it allows the LTP4 to reflect the outcomes of the Highways Agency route study process.

Developing the next Local Transport Plan

- 7 Whilst it is proposed to recommend to Council to extend the time period for the present LTP3, the program of work will continue to thoroughly review the current LTP3 and publish an on-line draft version of LTP4 to help inform the final document.
- 8 The programme for LTP4 consultation, development and adoption (post adoption of the Core Strategy) is set out below (Figure 1) showing key milestones.
- 9 The process of developing our next LTP has been progressed alongside the development of the Core Strategy for several years. The two strategies are coordinated and a strategic linkage between them has been maintained such that the next LTP will closely support the growth proposals included within the Core Strategy. This linkage has been further strengthened through the joint review and development

Further information on the subject of this report is available from
Jeremy Callard, Team Leader (Transport Strategy) on Tel (01432) 383437

of evidence. Key supporting evidence for the Core Strategy, including various studies into the relief road and the recently completed phasing study (Strategic Prioritisation and Hereford Transport Strategy Review) will directly inform the LTP4's long term strategy.

- 10 The evidence base for the transport strategy has been developed from a number of studies and consultations. These have also helped shape the development of the Core Strategy including the delivery of the Hereford Enterprise Zone. The studies have addressed a wide range of transport issues including buses, rail, cycling and car parking.
- 11 Work is now underway to develop LTP4 which can be swiftly adopted after the Core Strategy is adopted. In order to inform the final LTP4 and avoid delay in adopting a new LTP, after the Core Strategy is adopted, this work will continue and it is proposed to carry out consultation on transport proposals likely to be included in LTP4 later this year.

Figure 1 Timetable for LTP and LDF adoption.

Task	2014						2015						2016									
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
Funding announcements	●																					
Preparation of draft LTP	■																					
LTP consultation including EIA and workshops			■																			
LTP consultation report and LTP review						■																
LTP Cabinet decision and adoption														■			■	■	■	■	■	■
LDF Submission		●																				
LDF Examination						■	■	■														
Inspector's LDF Report							■	■	■													
LDF Adoption									■	■	■											

12 Conclusion

Extending the time period of the current LTP3 until March 2016 will ensure:

- Statutory duties are met by maintaining an LTP; and also that
- A LTP4 is adopted which supports and does not pre-empt the Core Strategy.

Community Impact

- 13 The LTP4 will set out how we propose to enable economic development, reduce carbon dioxide emissions and improve health through supporting and facilitating the Core Strategy.
- 14 A Strategic Environmental Impact Assessment will be carried out on LTP4 and will help understand the impacts of the policies and plans so they can be refined if

Further information on the subject of this report is available from
 Jeremy Callard, Team Leader (Transport Strategy) on Tel (01432) 383437

necessary.

Equality and Human Rights

- 15 An Equality Impact Assessment will be carried out during the consultation process to enable us to understand the impacts of the policies and plans so they can be refined if necessary.

Financial Implications

- 16 There are no financial implications from extending the current LTP.
- 17 The costs associated with LTP4 development, consultation and adoption can be met from within existing budgets.

Legal Implications

- 18 Extending the time period of adoption of the present LTP3, until March 2016, will fulfil the statutory requirements of the council, as local transport authority, to produce and maintain an LTP under the relevant provisions of the Transport Act 2000 (as amended by the Local Transport Act 2008).

Risk Management

- 19 By extending the lifetime of LTP3 we avoid:
- Adopting LTP4 before the Core Strategy is adopted
 - Breaching the statutory duties to maintain an LTP

Consultees

- 20 None at this stage. It is proposed to undertake consultation on LTP4 later this year.

Appendices

Appendix 1 LTP3 Strategy and Delivery 2013-2015

Appendix 2 LTP3 Policy 2013-2015

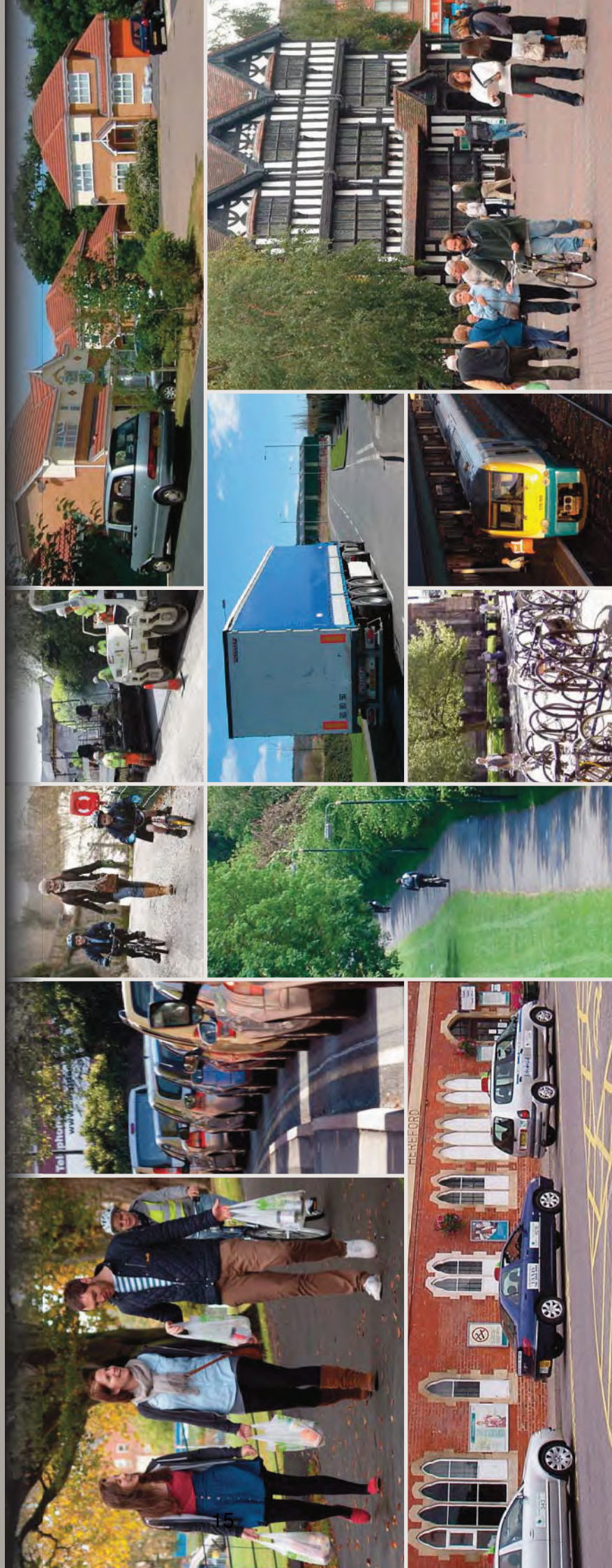
Background Papers

- None

Herefordshire Council

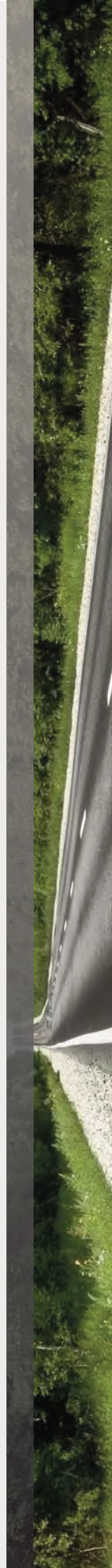
Local Transport Plan (2013/14 - 2014/15)

Strategy and Delivery



Contents

1	Strategy Overview	4
1.1	LTP Key Objectives	
1.2	Destination Hereford – Getting the Most Out of a Limited Resource	
1.3	Focus on Delivery	
2	Transport Plan for Hereford	6
2.1	Historic Core	
2.2	Wider Central Area	
2.3	Residential Areas and Urban Fringe	
3	Transport Plan for Rural Areas and Market Towns	9
3.1	Maintenance and Road Safety	
3.2	Rural Access and Service Coordination	
3.3	Access by Rail	
4	Developing Longer Term Strategy	12
5	Funding Profile and Programme	13
6	Key Performance Indicators	14



Transport is vital to the people of Herefordshire. An efficient transport network is essential for the county's economy and will support recovery from the economic downturn. The ability to access services and maintain independence is also important and particularly challenging in a large rural county with an aging population. This local transport plan (LTP) sets out the Council's strategy for supporting both economic growth and social inclusion and details the programme of investment for the period 2013/14 to 2014/15.

Recognising these major challenges, the LTP is guided by the following key objectives:

- To support a cleaner, healthier, more prosperous county; and*
- To maintain connectivity for all and to reduce social isolation for those without access to a car.*



1. Strategic Overview

The LTP works alongside other strategic plans such as the emerging Core Strategy which will set out land use proposals for sustainable growth for the next 20 years and the Economic Development Strategy which sets out proposals and approaches to support business growth up to 2016. The Marches Local Enterprise Partnership is also developing its Strategy for Growth and partnership working across the Marches area will become increasingly important in sharing resources and attracting inward investment over the next decade.

1.1. LTP Key Objectives

• Reducing congestion in Hereford City and increasing accessibility by less polluting and healthier forms of transport than the private car. We aim to:

- Reduce short distance car based trips transferring as many as possible to less polluting and healthier modes such as walking and cycling,
- Reduce the impact of car access in the historic core through traffic management and sign de-cluttering;
- Support the regeneration of the central area by facilitating city centre expansion, ensuring integration with the existing shopping area; and
- Support the successful investment in jobs at the Rotherwas Enterprise Zone by ensuring that its expansion can be accommodated within highway network constraints.

• Maintaining access for rural residents and people without access to a car. We aim to:

- Ensure that the County's extensive highway network remains fit for purpose and safe for the travelling public;
- Review passenger transport services to ensure that we can continue to provide access for those most in need; and
- Provide alternatives for longer distance commuters so that they can also reduce their car use and adopt healthier lifestyles.

1.2. Destination Hereford – Getting the Most Out of a Limited Resource

Whilst we will be investing in a range of infrastructure improvements during 2013/14 to 2014/15 we acknowledge that we need to optimise how we use the network and get the most out of the capacity it can provide. This means people adapting their travel behaviour. The Destination Hereford programme will run throughout this period providing high quality, tailored information to travellers, complementing the investment in infrastructure and helping manage how we can get the maximum benefit out of our network.

We know that many people are interested in changing how they travel for a variety of reasons: beating congestion; reducing costs of running a car; improving their health; or concerns about the environment. The Council is fully committed to supporting people in making these changes providing advice and resources for residents, businesses and schools and is leading by example through its own workplace travel plan and approach to flexible working. Whilst the programme focusses on travel into Hereford many of the initiatives will support longer distance travellers such as our countywide programme of park and share sites and promotion of the public transport network.

Types of support provided by the programme include:

- Tailored travel information for residents to help them reduce their car use
- Free cycle training for children and adults – we know that many people lack confidence in taking up cycling
- Funding for businesses and schools to provide cycle storage, changing facilities – relatively small adaptations at workplaces and schools can help people change how they travel
- Working with parishes and other local communities to develop free park and share sites for longer distance commuters – we want to reduce the cars trying to access the centre of Hereford and this community led approach is relatively cheap but very effective
- Working with health providers to support people with health problems and people receiving health checks back into active lifestyles – many people are motivated to make lifestyle changes to improve their health
- Supporting cycle hire in Hereford so that visitors and people without a bike can enjoy the city by bike

1.3. Focus on Delivery

Whilst austerity measures and the need to make year on year savings presents a major challenge for all local authorities, the Council has secured or helped secure funding of around £70M to support this strategy over the next two years.

Funding sources comprise local transport grant, local sustainable transport fund, developer contributions, pinch point funding, revenue funds and the Council's own capital programme. In addition to these sources of funding, the Council will also seek to play a central role in the emerging Marches Local Transport Body which will take over responsibility for the devolved major transport scheme programme.



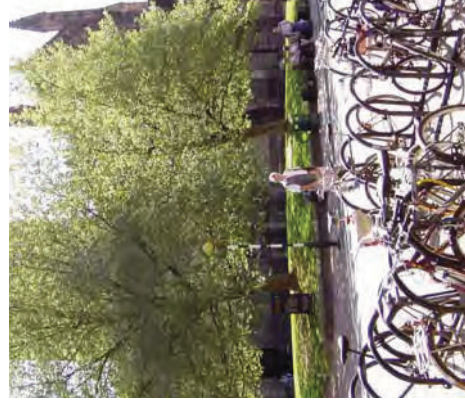
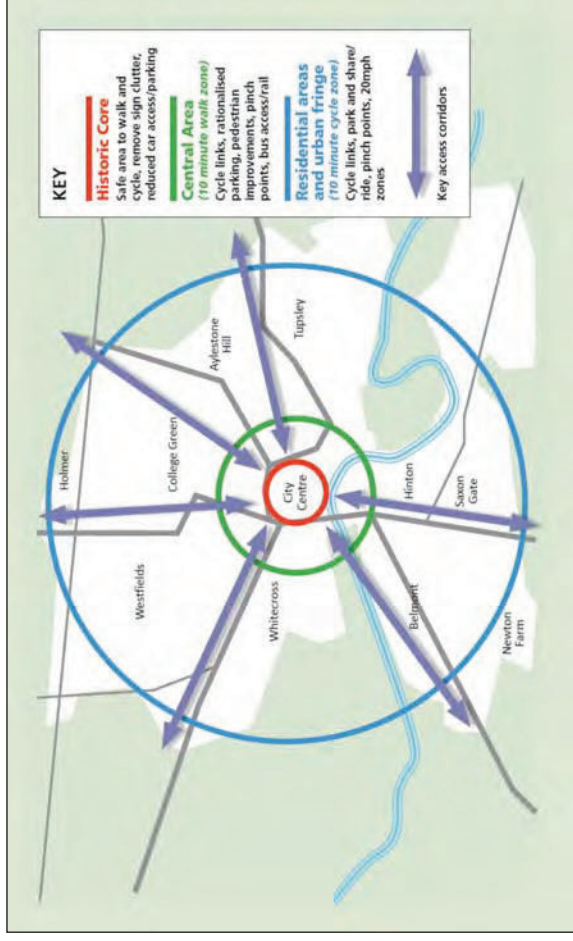
2. Transport Plan for Hereford

At the heart of the County, Hereford City provides the biggest concentration of housing, jobs and shops. This role will be further enhanced through the proposals for sustainable growth set out in the emerging Core Strategy. Supporting the growth of the City is critical not just in terms of recovery but to work towards longer term aspirations to attract and retain young families with more affordable housing and to grow the economy. Ensuring free flowing traffic and efficient access for workers, businesses, visitors and shoppers is key to achieving this wider aspiration.

The proposals for Hereford City are informed by the following factors:

- Around a third of car journeys in the morning and afternoon peaks (when congestion occurs) are less than 5km – a short distance which can be easily cycled in 20 minutes or less;
- Much of the A49 is an air quality management area, illustrating the pollution problems relating to traffic in the city;
- Some of the city's wards exhibit the highest incidents of obesity in the County and are above the national average;
- The expansion of Hereford shopping area will complement the historic central area attracting more people into the city; and
- Hereford will remain an important destination for rural residents, longer distance commuters and commercial traffic and traffic improvements are required in advance of longer term schemes such as the relief road.

The transport improvements in Hereford City are designed to reduce the number of short distance trips made by car and to reduce the overall impact of car use in the central area. The diagram below helps illustrate the basic principles. The whole urban area (enclosed in the 10 minute cycle zone) carries 30-40,000 vehicle trips each morning and afternoon – a third of these are entirely within the 10 minute cycle zone. Many of the vehicle trips into the centre (along the key access corridors) involve further circulation around the inner ring road as traffic seeks to access specific destinations including office parking, schools and public car parks. In addition, some of this is through traffic which currently has no realistic alternative other than to travel through the centre of Hereford.



2.1. Delivery – The Historic Core

Hereford central area and the historic core (within the ring road) is a special environment where pedestrians must have top priority. We want to encourage more access into this area, the County's primary shopping location, whilst reducing access by car and the impacts of traffic. How will we do this?

Schemes for 2013/14 to 2014/15:

- Introduce an area wide 20mph scheme, focusing on the gateways into the historic core so that drivers appreciate the priority for pedestrians and cyclists
- Develop comprehensive cycle access and provision in one way streets – tying into a wider network of cycle routes throughout the city and supporting cycling
- Remove redundant/duplicative signage and introduce coherent and uniform tourism/visitor signing
- Upgrading Newmarket Street to ensure safe and convenient pedestrian access between the new development and the historic core so that visitors will come to enjoy the whole city centre
- In the longer term (after 2014/15):
 - Reducing parking particularly for commuters through redevelopment
 - Introducing on street parking charges are other forms of management to further reduce traffic in the centre
 - Public realm enhancements to improve the overall quality of the environment

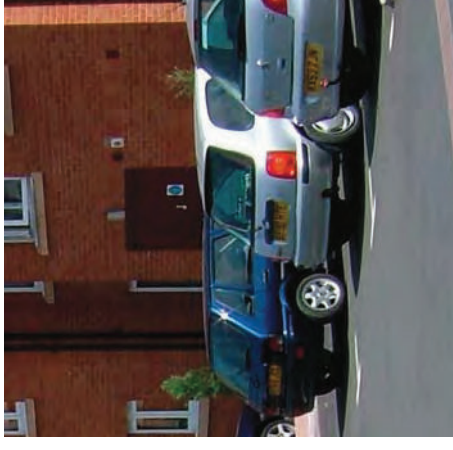
2.2. Delivery - The wider central area

The wider central area (within the 10 minute walk zone on the diagram) provides us with further opportunities to influence travel behaviour. This is the area in which the majority of publicly available parking spaces are located. We want to consolidate parking so that we can manage its use more effectively and encourage commuters to park further from the central area, utilising parking closest to the radial road along which they enter the city. This will reduce traffic overloading at a number of the

junctions in the centre of the city where congestion is most pronounced. In the short term we have identified some junction improvements which will ease traffic flows at 3 congested junctions in the city. Within this area we also need to address barriers to walking and cycling trips, which result from the relatively high volumes of traffic on the A49 trunk road and other radial routes which converge on the inner ring road.

This wider central area also includes important public transport facilities such as the rail station and country bus station.

It is likely that closer integration between rail and bus services will be delivered through the implementation of the city link road, which will open up the rail forecourt for redevelopment. However, much needed access improvements are due to be implemented at the rail station in the next two years.



Schemes for 2013/14 to 2014/15:

- Potential relocation of parking with the disposal of Merton Meadow car park – this is dependent on the urban village housing development progressing
- Improve walking and cycle access and overcoming barriers at King Street, Edgar Street, Barton Road and St Owen Street
- Traffic improvement measures at Edgar Street roundabout, Asda roundabout and Starting Gate roundabout
- Construct the city centre link road providing access to the urban village development and supporting city centre affordable housing and opportunities to improve access to the rail station and integration with bus services
- Provision of lifts at Hereford Rail Station, providing fully accessible platforms

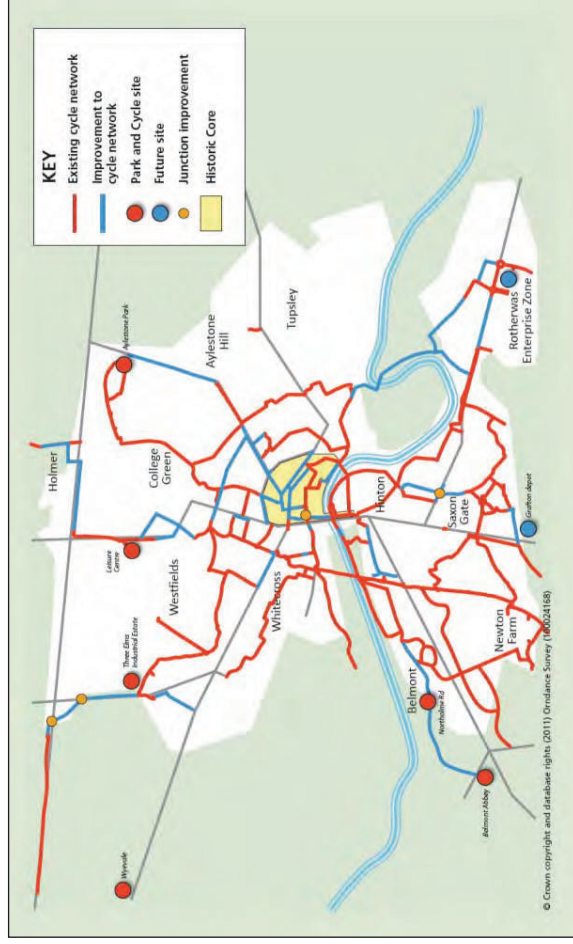
2.3. Delivery – Residential Areas/Urban Fringe

The residential areas and urban fringe (within a 10 minute cycle ride of the city centre) are where most people live in Hereford and a lot of people work and attend schools, colleges and hospitals. It includes the arterial 'A' roads, which converge on the city centre and carry large volumes of commuting and commercial traffic but also provides local access for pedestrians, cyclists and public transport. Our strategy for our residential areas is to put in place measures that will give people more confidence to walk and cycle rather than use the car for short distance journeys.

Schemes for 2013/14 to 2014/15:

- Utilising the additional funding secured through the Local Sustainable Transport Fund and developer contributions we will deliver a comprehensive programme of cycle schemes and pedestrian improvements to provide better connectivity for local residents. These are identified on the plan below.
- Construct the Connect 2 scheme and new river crossing which will provide direct access to Rotherwas, supporting the investment in jobs in the Enterprise Zone.
- To assist longer distance commuters coming into Hereford we will expand our range of park and share/cycle sites, connecting up with the cycle network and also linked in to local bus services.
- Implement further 20mph schemes in residential areas, to encourage walking and cycling.

Extending the walking and cycling network in Hereford



3. Transport Plan for Rural Herefordshire and the Market Towns

Rural Herefordshire is characterised by a very low population density and an extensive road network. For most people the car is and will remain the main mode of transport, and road freight has a fundamental role in our economy, so maintaining the quality and safety of our road network is vitally important to ensure connectivity and reduce the risk of accidents. However, with an increasing elderly population, families on low incomes and young people without their own transport many people are reliant on public transport and other transport services to access education, work, shopping and health care. We are particularly aware that transport services are vital in helping elderly people and people with disabilities to remain independent and that this is very important for their wellbeing and helps reduce overall costs of healthcare.

Our resources to maintain the network and deliver public transport are stretched and this is further compounded by current funding pressures.

In this context our plan for rural Herefordshire and market towns focuses on the key priorities of network maintenance and safety and accessibility for the most vulnerable. This plan also acknowledges the emerging Core Strategy proposals which will support limited development in over a hundred rural settlements, helping sustain rural communities and support rural services.

3.1. Delivery – Maintenance and Road Safety

Herefordshire has an exceptional track record in reducing the most serious road traffic casualties over the past decade. This has been achieved through a combination of targeted safety improvements, based on intelligent analysis of accident locations, education and training and integration of safety improvement measures within standard maintenance works. We have reviewed rural speed limits and are designing a more streamlined process for implementing changes which will be rolled out across the County over the next two years.

Schemes and initiatives for 2013/14 to 2014/15:

- Deliver over 20 safety improvement schemes
- Provide targeted road safety information to school children, young drivers and older drivers
- Work with the Safer Roads Partnership to deliver targeted speed enforcement and support speed awareness training for those caught speeding
- Implement 100 speed limit changes and regulation orders
- Support Speed Indicator Device programme in villages

Maintaining the overall network to a high standard will be a challenge – our capital allocations have reduced over the past 5 years and revenue funding is under severe pressure. It is critical in this context that we invest the available funding in the most effective way we can. This will mean focussing more of our efforts on preventative maintenance and shifting the balance away from reactive works. This shift in approach will not affect our standards for treating the most serious defects promptly so that safety will be maintained. We are also exploring opportunities to secure investment through the re-procurement of the highways services contract.

We already have a well established parish lengthman scheme which provides resource and support to local communities to deliver some highways services locally. This is a rewarding approach which has seen local communities take control over issues such as local gritting in severe weather, clearing drainage to help reduce flooding problems and verge clearance to improve safety at junctions. We want to develop local delivery of schemes further and will work with local communities to assess what other highways services can be delivered more effectively by local people.

Schemes for 2013/14 to 2014/15:

Treatment	Target
Patching	71 km
Surface Dressing	45 km
Resurfacing	13.5 km
Footway Reconstruction	12 km
Additional Funding	16 km



3.2. Delivery – Rural Access and Service Coordination

We have carried out a number of consultations about the future role of the public transport network in the County. It has been clear from the variety of responses that people value the service and wish to see transport services retained. In the consultation on the LTP autumn 2012 there was support for the retention of a 'core network' of bus services which focus on journeys between Hereford and the market towns along main transport corridors with larger rural settlements. People acknowledged that bus services are difficult to sustain in the more sparsely populated areas outside of this core network and that the Council should explore opportunities around connecting services and community led services. This view was echoed in the Your Community Your Say consultation autumn 2012.

In view of this feedback we have widened the review to incorporate the full range of services supported by the Council:

- Local buses
- Community transport
- Home to school transport
- Special educational needs transport
- Adult social care transport

We have carried out a number of consultations about the future role of the public transport network in the County. It has been clear from the variety of responses that people value the service and wish to see transport services retained. In the consultation on the LTP autumn 2012 there was support for the retention of a 'core

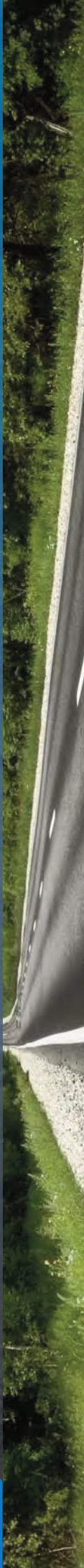
network' of bus services which focus on journeys between Hereford and the market towns along main transport corridors with larger rural settlements. People acknowledged that bus services are difficult to sustain in the more sparsely populated areas outside of this core network and that the Council should explore opportunities around connecting services and community led services. This view was echoed in the Your Community Your Say consultation autumn 2012.

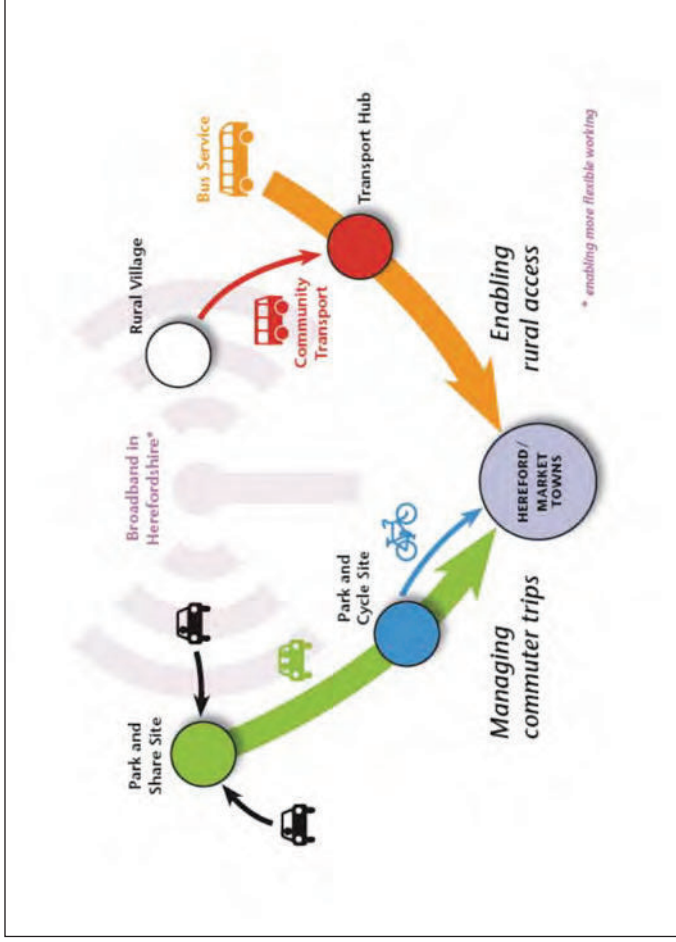
In view of this feedback we have widened the review to incorporate the full range of services supported by the Council:

- Local buses
- Community transport
- Home to school transport
- Special educational needs transport
- Adult social care transport

In addition to the review of passenger transport services we will also be developing rural access improvements around rural hubs and park and share sites. We are developing a network of locations where car drivers or connecting transport services (such as community transport) can meet other drivers to car share or transfer to other modes such as bus, cycling or rail. Typically, these locations will provide free parking and where possible will be located in rural settlements or businesses increasing opportunity to help sustain the rural economy. For users, this initiative can deliver a number of benefits:

- Reduce costs of parking at the eventual destination and reduce petrol costs on the shared part of the journey
- Provide access to the bus/rail network for those who are not within walking distance of a bus stop/rail station (OAPs and disabled people would then be able to complete their journey for free using their bus pass)
- Enabling rural commuters to incorporate cycling/walking into their trip and avoiding congestion (relates to park and share on the outskirts of Hereford and market towns)
- Free up time for parents and others who might normally drive friends and family all the way to a destination. Similarly, could enable community transport drivers to provide more journeys in rural areas if they make shorter trips to hubs rather longer distance door to door journeys.





3.3. Supporting Access by Rail

Whilst our approach to maintaining access for the rural community focuses on the highway network, we appreciate the limited but important role that rail travel plays in the County. Rail services provide good access to Hereford from Leominster and Ledbury (and Colwall) and support longer distance commuting and school/college trips into and out of the County.

Significant investment went into Leominster Station in 2012 with the provision of lifts to provide full access to both platforms and similar provision is planned for Hereford Station in 2013/14. Investment is also planned to upgrade signalling between Newport and Shrewsbury and this will bring additional capacity at Hereford Station, helping to reduce cancellations on trains between Hereford and Ledbury.

We were keen to assess the costs and benefits of proposals to provide rail access in to Rotherwas and completed a study in early 2013 in consultation with Network Rail (NR) and Arriva Trains. The study concluded that the construction costs of the scheme would be over £10M and more significantly an on going subsidy of over £10 for every journey would be required to fund a regular service. This would not represent good value for money, particularly in the context of severe pressures on rural bus services. However, following further discussion with NR it has emerged that there might be potential to increase parking at Leominster Station and this would support park and ride for longer distance commuters travelling in to Hereford. We will explore this opportunity in partnership with NR during the LTP period with a view to increasing parking subject to demonstrating sufficient demand and securing funding contributions.

Outside of infrastructure improvements, the Council continues to lobby for basic service improvements including greater capacity on rail services on the Wales and Borders line. The ability to influence current services is very limited as a result of the current franchise agreements with DfT and Welsh Assembly Government. The Council will fully engage in re-franchising opportunities to secure further service improvements for the County.

Schemes and initiatives for 2013/14 to 2014/15:

- Develop rural transport hubs and park and share sites, working with local communities to promote car sharing, connecting services and park and cycle/walk
- Implement review of passenger transport services, including public consultation
- Work with local communities to develop community led transport services
- Introduce new services from September 2014
- Work with network rail and train operating companies to explore opportunities to increase park and ride at Leominster Station
- Continue to lobby Arriva Trains Wales for increased capacity on Wales and Border services and engage in re-franchising consultation as they arise.

4. Developing longer term strategy

This LTP is firmly focussed on delivering transport improvements for the period 2013/14 to 2014/15. However, during this period we will be developing a longer term transport strategy for the County in the light of proposals for growth which will be set out in the Core Strategy and other local strategies such as the Local Enterprise Plan's Strategy for Growth.

We will be working closely with local authority partners and the LEP to establish the Marches Local Transport Body (MLTB) which will assume responsibility for the major scheme funding programme. Initial indications are that the MLTB will have an allocation of around £16M to prioritise for the Marches area for the period 2015-19. In working within the MLTB we will seek to secure funding for schemes which will help us deliver our growth and regeneration proposals focused on Hereford and the Rotherwas Enterprise Zone. A number of significant infrastructure projects are already progressing to detailed design and local consultation in support of these strategies including the Belmont Transport Package which will assist the Rotherwas Enterprise Zone, the city link road which will enable regeneration and housing development in the city centre and further development of the Hereford Relief Road and complementary sustainable transport measures which supports the strategic housing proposals for the City and wider county.

We anticipate reviewing this LTP in the light of these emerging strategies and are likely to be consulting on a refreshed LTP in 2015.



5. Funding Profile and Programme

The table opposite sets out the indicative capital funding allocations for transport schemes and project development for the period 2013/14 to 2014/15. The overall allocation comprises:

- £19.58M - LTP integrated transport and maintenance grant,
- £2.441M - additional maintenance funding announced in the autumn statement
- £2.109M - remaining LSTF capital grant
- £1.032M - Capital programme (Connect 2 scheme)
- £0.90k - Cycle Safety scheme

The Council also allocates significant revenue funds towards routine and reactive highway maintenance and public transport (including concessionary fares). Typical annual revenue spend on both totals of around £10M. The Council is currently reviewing all revenue budgets in order to manage significant reductions and hence it is not possible to identify indicative revenue budgets for 2013/14 to 2014/15 at the time this LTP was printed.

- * The Council is finalising costs for the city centre link road and will seek to secure funding from a range of sources including capital programme. Total cost for remainder of project estimated at £22.7M.
- ** Additional funds have been secured by the Highways Agency to deliver 3 'pinch point' schemes
- *** Developer funding will pay for the upgrading of Newmarket Street and access improvements on Edgar Street
- **** Network Rail has secured Access for All funds to provide new lifts at Hereford Station. Additional expenditure is allocated for signal upgrading through the County on the Manchester/Cardiff line.

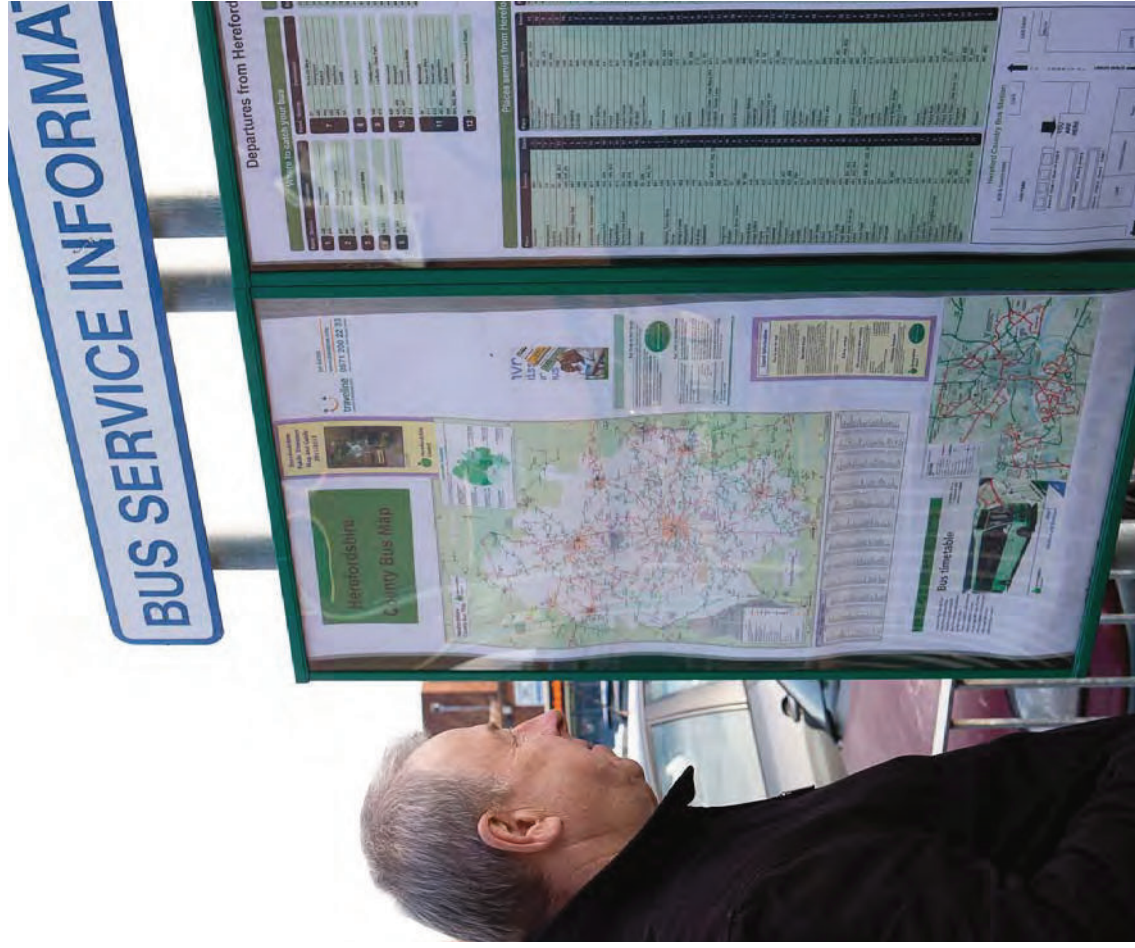
Table 1 Indicative Capital Allocations £000's

Delivery	Scheme	2013/14	2014/15
Hereford Transport Plan	Edgar Street Link Road*	TBD	TBD
	A49 junction improvements**	-	-
	Newmarket Street/Edgar Street Pedestrian Scheme***	-	-
	Rail lifts and signal upgrading ****	-	-
	Holme Lacy Traffic Management Scheme	0	200
	Hereford Cycle Schemes (inc Connect 2) inc. signage	2,227	1,104
	Hereford Pedestrian Schemes	30	30
	Hereford 20mph zones and street de-cluttering	63	115
	Hereford bus passenger facilities	30	50
	Hereford Transport Review	0	80
Rural Herefordshire & Market Towns Plan	Park and Share	10	10
	Rural Cycle schemes inc. signage	60	60
	Rural Pedestrian Schemes	40	40
	Safer Routes to Schools & 20mph zones	60	70
	Rural Residential 20mph zones	20	40
	Public Rights of Way	20	20
	Rural bus passenger facilities	150	100
Rural Transport Review	0	80	
Transport Safety	Minor Highway Safety Improvements	250	250
	Speed Management and SIDs	95	95
Highways Maintenance	Highway maintenance (capitalised costs)	9,548	8,405
	Rights of Way Improvement Plan	25	25
	Bridgeworks	900	900
Other	LTP Monitoring	25	25
Total Indicative Allocations		13,553	11,699

6. Key Performance Indicators

Key performance indicators which will help us assess the progress we are making with the LTP are:

Performance Indicator	Aim	Target by 2014/15
People killed or seriously injured on the highway network	Reduce numbers of people killed or seriously injured from base line number of 119.	Less than 85 KSI casualties
Highway Condition - Principal Road	Improve condition of principal road network	5% of network needing treatment from 9%.
Countywide passenger transport use (bus and rail)	Increase in bus users	1.3% increase to 4,700 passenger journeys
Average weekday car flows on highways accessing Hereford city centre (peak periods 07:00 to 09:00 & 16:00 to 18:00)	Reduction in car journeys to city centre.	3% reduction to 28,200 car trips
Reduce NOx $\mu\text{g}/\text{m}^3$ in Hereford AQMA	Improve air quality	5% reduction to 46.9 $\mu\text{g}/\text{m}^3$
Number of weekday cycle journeys in Hereford	Increase in cycling	6% increase to 3,600 journeys





If you would like help to understand this document, or would like it in another format or language, please call 01432 260500 or email info@herefordshire.gov.uk



Herefordshire Council

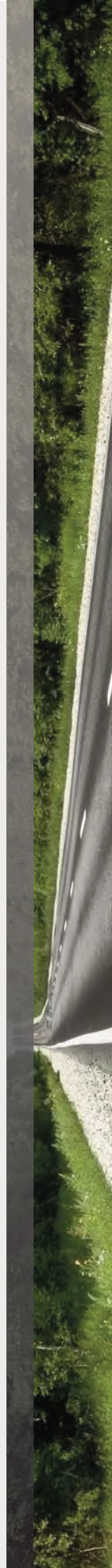
Local Transport Plan (2013/14 - 2014/15)

Policy



Contents

Introduction	3
Asset Management	5
Road Safety	11
Speed Management	14
Passenger Transport	17
Highway Network Development	24
Car Parking	26
Freight	28
Active Travel (walking and cycling)	29
Streetscape Management	31
Smarter Travel Choices	33
Development Control (Transport)	37
Public Rights of Way	40
Air Quality and Noise	41
Zero and Low Emission Vehicles	42



Introduction

The purpose of our Local Transport Plan (LTP) is to ensure the council has a clear plan for investment in the transport network to support economic growth, encourage healthier lifestyles, maintain connectivity, maintain the safety of our transport network and improve the quality of our roads and other transport assets.

This LTP Policy Statement document details our policies to support the delivery of our transport plans identified in our LTP. They will be reviewed periodically to ensure they remain relevant and fit-for-purpose.

The LTP has two main focuses:

- Reducing congestion in Hereford City and increasing accessibility by less polluting and healthier forms of transport than the private car. We aim to:
 - Reduce short distance car based trips transferring as many as possible to less polluting and healthier modes such as walking and cycling,
 - Reduce the impact of car access in the historic core through traffic management and sign de-cluttering,
 - Support the regeneration of the central area by facilitating city centre expansion, ensuring integration with the existing shopping area; and
 - Support the successful investment in jobs at the Rotherwas Enterprise Zone by ensuring that its expansion can be accommodated within highway network constraints.
- Maintaining access for rural residents and people without access to a car. We aim to:
 - Ensure that the County's extensive highway network remains fit for purpose and safe for the travelling public;
 - Review passenger transport services to ensure that we can continue to provide access for those most in need; and
 - Provide alternatives for longer distance commuters so that they can also reduce their car use and adopt healthier lifestyles.

Where recurring congestion is an issue we will use our Network Capacity Management Hierarchy to address the problem.

- Step 1 - Demand Management - Use smarter choices to promote alternatives to solo car use. For more information see our Health and Wellbeing Travel Strategy.
- Step 2 - Network Management - Specific local congestion issues which can often be improved through improvement, monitoring or enforcement of highway restrictions. See Policy LTP HNZ.
- Step 3 - Targeted engineering improvements – Engineering improvements at specific junctions to improve their operational capacity.
- Step 4 - Road Widening - Widening the existing highway thereby increasing the capacity of individual highway links.
- Step 5 – New Road Building - Construction of new road links.



LTP Objectives

Table 1 identifies the links between our LTP themes and objectives.

Theme	Objectives
Passenger Transport	<ul style="list-style-type: none"> • Maximise accessibility and connectivity within Herefordshire by increasing awareness of all travel options available especially for those without access to a private car; and • Increase efficiency of passenger transport through greater coordination of services.
Walking and Cycling	<ul style="list-style-type: none"> • Reduce the number of short distance car journeys within Herefordshire by providing practical transport choices to support sustainable travel behaviour; • Support everyday physical activity to improve the health and wellbeing of Herefordshire's residents; • Encourage sustainable travel choices by reducing the safety risks associated with their use; and • Improve Herefordshire's streetscape for residents, shoppers and visitors.
Transport Safety	<ul style="list-style-type: none"> • Reduce the number and severity of accidents in Herefordshire by reducing the conflicts between different modes of transport, and reducing speeding and drink/drug driving; and • Provide a transport network that is safe and efficient and that provides a positive journey experience
Highway Network Development	<ul style="list-style-type: none"> • Support economic growth within Herefordshire by reducing congestion and improving journey time reliability; • Ensure access to housing and employment sites including the Rotherwas Enterprise Zone; • Reduce the environmental impacts of traffic particularly CO₂, air quality and noise; and • Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes.
Highways Maintenance	<ul style="list-style-type: none"> • Protect Herefordshire's transport network from extreme weather; and • Improve the condition of our roads, footways and cycle-ways, bridges, milestones, signage and street furniture and sustain their condition.

Our LTP contains two delivery plans:

- **Hereford Transport Plan**, which includes Hereford City and its adjacent rural area including the Rotherwas Enterprise Zone and the villages of Clehonger, Hampton Bishop, Lugwardine and Withington;
- **Rural Herefordshire and Market Towns Transport Plan**, which includes the market towns of Bromyard, Kington, Ledbury, Leominster, Ross-on-Wye and the villages and rural areas not covered by the Hereford Transport Strategy.

This policy statement contributes towards the delivery of the following LTP Objectives

- Support economic growth within Herefordshire by reducing congestion and improving journey time reliability;
- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Encourage sustainable travel choices by reducing the safety risks associated with their use;
- Provide a road network that is safe and efficient and that provides a positive journey experience;
- Protect Herefordshire's highway network from extreme weather; and
- Improve the condition of our roads, footways and cycle-ways, bridges, milestone, signage and street furniture and sustain their condition.

Asset Management covers the following assets:

- Roads with associated verges and drains
- Public Rights of Way
- Bridges and other structures
- Streetlights
- Drainage gullies and highway drainage systems
- Traffic signal sets including Urban Traffic Management Control (UTMC) equipment
- Pedestrian crossings
- Road signs
- Road markings
- Safety fences
- Trees
- Footways and cycleways
- Park and Ride facilities (once developed)
- Bus stops

This policy statement sets out our policies to ensure, through sound asset management, the safety, availability, reliability and long-term integrity of our public highway network. The public highway consists of any verge, footway, cycleway, carriageway, bridleway or footpath over which the public has a right of way. We will take every opportunity to increase the wider benefits of highway asset maintenance by integrating improvements and the core maintenance activity.

In line with best practise we are working towards ensuring that our highway assets are valued along the same lines as commercial assets and that the disciplines of replacement value and depreciation are applied. Consequently the management, maintenance, renewal and replacement of our transport assets must be subject to prioritisation based on sound asset management practices, planning our actions, focusing resources and measuring the impact of what we do.

Asset management facilitates better decision-making by supporting engineering judgement with financial, economic and engineering analysis. It helps us to better understand and manage the relationship between whole life cost and performance and provides the evidence base for our investment decisions.

Policy LTP AM1 Accounting and Managing the Value of our Transport Assets

In line with Government policy, we will adopt a set of accounting and management principles which will ensure that the value, depreciation and investment of the transport assets are effectively managed.

Cost-Effective Asset Management

Resource constraints make it essential that we direct resources towards the highest priorities and the most effective ways to address these.

We will undertake highway surveys each year to measure various elements of highway condition. This includes a SCANNER survey, which measures the road condition, cracking, rutting, and other deformation, and a SCRIM survey which measures the texture of the road and the likelihood of vehicles skidding in wet weather.

We also analyse results from the annual Highways and Transportation Public Satisfaction Survey, the Highway Safety Inspection Survey and the views of parish councils and locality areas.

The data produced by these surveys is analysed by engineers to identify the work required to maintain the highway.

Policy LTP AM2 Cost-Effective Asset Management

We are moving to a system of planned interventions designed to preserve, maintain and enhance our transport assets, combined with the use of a whole-life cost/benefit approach to determine the most effective approach to delivery based on:

- The collection and analysis of good-quality, timely information on the condition, function and past record of all assets.
- Timely intervention to correct defects before they cause more fundamental problems
- Research into more effective asset management approaches
- Being clear on service levels across the network and at each locality, matching asset condition to need.



Delivering effective maintenance

Policy LTP AM3 Deliver effective maintenance

We will deliver effective maintenance across the different asset categories:

- Maintain each asset class in the light of their function, characteristics, opportunities and risks:
- Carriageways (including Byways Open to All Traffic (BOATS) but not unbound byways). Maintenance of carriageways will be planned and implemented according to the function of the road, information on its condition and the likely usage.
- Road markings and studs which are a key element of the efficient and safe operation of the highway. Following a comprehensive survey and review in 2009, the system of identifying problems has been improved, and we will build upon this as we improve the system of proactive and preventative maintenance.
- Vehicle safety fences which mitigate risks posed to highway users by hazards or to protect assets from damage. Covers reactive maintenance (e.g. vehicle strikes) as well as routine and preventive maintenance and improvements as part of wider maintenance schemes.
- Traffic calming, primarily to reduce the adverse effects of traffic around schools and in urban areas. Inspected, managed and maintained as part of the general inspection process.
- Structures, including bridges and structures which impinge in any way within the footprint of the highway or which affect the support of the highway or adjacent land. As well as the structures themselves, there are key components with finite lives such as bridge bearings. Regular inspection and maintenance is critically important.

- Footways and cycle routes. These are segregated facilities, excluding on-carriageway cycle lanes (part of the carriageway and associated assets) and footpaths as detailed in the Rights of Way Improvement Plan (ROWIP). Although the primary purpose of these assets may be used by pedestrians and cyclists, categorisation, inspection and maintenance processes must take into account other uses, including vehicular access to premises.
- Highway drainage, including the drainage of the highway itself and the drainage of land or premises onto or adjacent to the highway. This is a critical aspect in terms of safety, serviceability and sustainability. The Land Drainage Act provides specific powers and responsibilities as does the Highways Act, and the Flood and Management Act, which the council is the lead local flood authority.
- Public Rights of Way are detailed in the Public Rights of Way Improvement Plan
- Lighting and illuminated signs, with specific emphasis on the role in community and road safety and the potential to make significant energy, whole-life cost and environmental improvements.
- Traffic signals and signalised crossings, with significant emphasis on maximising safety and capacity.
- Bus stops and shelters. A process of inspecting and rating shelters according to condition has been recently introduced.
- Soft estate and highway trees. Soft estate consists of verges and boundaries to the highway. We will ensure that these areas and all highway trees are actively and effectively managed.

Maintaining a safe efficient highway network

We will focus resources through the use of a clearly defined roads hierarchy (based on the different classes of road) combined with information on network condition. This will enable us to meet the expectations of our communities, businesses and road users on different classes of road, providing Herefordshire with a reliable and safe highway network.

Hierarchy Description	Type of Road General Description	Detailed Description
Strategic Route	Principal 'A' roads between Primary Destination.	Routes for fast moving long distance traffic with little frontage access or pedestrian traffic. Speed limits are usually in excess of 40mph and there are few junctions. Pedestrian crossings are either segregated or controlled and parked vehicles are generally prohibited.
Main Distributor	Major Urban Network and Inter-Primary Links. Short - medium distance traffic (A and B Class).	Routes between Strategic Routes and linking urban centres to the strategic network with limited frontage access. In urban areas speed limits are usually 40mph or less, parking is restricted at peak times and there are positive measures for pedestrian safety.
Secondary Distributor	Classified road (B and C class) and unclassified urban bus routes carrying local traffic with frontage access and frequent junctions.	In rural areas these roads link the larger villages and HGV generators to the Strategic and Main Distributor Network. In built up areas these roads have 30mph speed limits and very high levels of pedestrian activity with some crossing facilities including zebra crossings. On street parking is generally unrestricted except for safety reasons.
Link Road	Roads linking between the Main and Secondary Distributor Network with frontage access and frequent junctions.	In rural areas these roads link the smaller villages to the distributor roads. They are capable of varying width and not always capable of carrying two-way traffic. In urban areas they are residential or industrial interconnecting roads with 30mph speed limits, random pedestrian movements and uncontrolled parking.
Local Access Road	Roads serving limited numbers of properties carrying only access traffic.	In rural areas these roads serve small settlements and provide access to individual properties and land. They are often unsuitable for HGV. In urban areas they are often residential loop roads or cul de sac.
Rural Access Lanes	Partially unmetalled roads serving occasional rural properties and providing access to the countryside carrying only access traffic.	



Policy LTP AM4 Maintaining a safe, efficient highway network

We will maintain a safe, efficient highway by:

- Ensuring that the prioritisation of maintenance works on carriageways and associated assets is based on the road function as set out in the roads hierarchy.
- Using the Skid Resistance Policy to manage the risk of wet-road skidding.
- Using effective inspection and information management to target resources.
- Undertaking winter maintenance in line with the winter service plan for carriageways, footways and cycleways.
- Managing drainage to keep surface water from the carriageway.
- Maintaining and where necessary strengthening bridges and structures to ensure that they meet their functional requirements.
- Providing and maintaining street, footway and cycleway lighting and illuminated signage.
- Maintaining and improving traffic signals and signage to improve highway capacity, road safety and to meet the accessibility requirements of our communities.

Reducing our Environmental Impact and Responding to Climate Change

Highway maintenance requires significant natural resource, including energy. It also generates large amounts of waste and can affect heritage sites and the natural environment. We will work to reduce the negative impact of these activities and, where possible, support environmental enhancements. In addition, climate change is likely to bring about new demands in terms of more extreme weather events, more intense rainfall, snowfall and landslides.

Policy LTP AM5 Reducing our Environmental Impact and Responding to Climate Change

Whenever possible, we will adopt practices which reduce demands for natural resources and which minimise negative local environmental impacts. We will also take advantage of any suitable opportunity to deliver environmental improvements as part of our maintenance activities. We will also adapt our maintenance planning to take account of the likely impacts of climate change.

This will include:

- Use early interventions, such as surface dressing, to preserve assets and avoid having to take more resource-intensive intervention.
- Use recycled materials where possible to reduce resource and energy demands.
- Dispose of waste with regard to environmental impacts and the potential to enable environmental improvements.
- Investigate new and innovative approaches to maintenance.
- Reduce the energy consumption of street lighting, illuminated signs and traffic signals through the use of LED technology and appropriate 'trimming and dimming' approaches.
- Actively review the resilience of our assets and networks in the light of climate change and adjust the maintenance regimes to meet these challenges.
- Ensure that the needs of sustainable travel modes are given sufficient priority to help encourage their use.
- Consider the potential for environmental improvements to be linked to our maintenance activities.

Managing Changing Demand, including new developments

Demand on the highway network is not static. New developments can change the volumes and types of vehicle using a section of route or junction significantly. We will be mindful of planned developments to ensure that we can meet such changes in demand.

Where developments significantly alter the nature of an area and it requires the use of different maintenance materials and techniques, we will require developers to pay a commuted sum towards the maintenance of these items. Where appropriate, Section 278 and Section 38 Agreements will include the provision for commuted sums towards the maintenance of such items.



Policy LTP AM6 Managing Changing Demand, including new developments

Whenever possible, we will be mindful that our maintenance planning acknowledges planned developments to ensure that we can maintain the highway network to an acceptable standard where it meets future demand originating from changes in highway use.

This will be achieved by:

- Working with spatial planners, developers and communities on appropriate approaches to materials and their on-going maintenance requirements, including the adoption of enhanced standards
- Requirement for commuted sums will be assessed for each site prior to the drafting of Section 278 and Section 38 Agreements
- Consulting with and engage local communities and businesses to better understand their requirements
- Publishing the forward maintenance programme and consult with other agencies and communities to enable additional funds to be sourced to bring about further enhancements alongside planned maintenance activities
- Preparing 'packages' of schemes which incorporate maintenance elements alongside other components in order to deliver network capacity, safety and environmental improvements



This policy statement contributes towards the delivery of the following LTP Objectives

- Support economic growth within Herefordshire by reducing congestion and improving journey time reliability;
- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Encourage sustainable travel choices by reducing the safety risks associated with their use;
- Reduce the number and severity of road traffic accidents in Herefordshire by reducing the conflicts between different modes of transport, and reducing speeding and drink/drug driving;
- Provide a road network that is safe and efficient and that provides a positive journey experience; and
- Improve the condition of our roads, footways and cycle-ways, bridges, milestones, signage and street furniture and sustain their condition.

We will continue to use a combination of education, enforcement and engineering approaches. We will focus particularly on the following, taking into account national guidance but focusing on specific local issues:

- Tackling all incidences of killed or seriously injured casualties on the county road network including:
 - Reducing risk amongst young and older drivers
 - Continued reduction in child casualties
 - Reducing pedestrian and cyclist casualties
 - Reducing motorcyclist casualties
- Tackling illegal and inappropriate speeds
- Targeting poor road user behaviour such as drink and drug drivers
- Tailoring treatments to address localised issues

Minor Safety Improvements

Maintaining the county's highway asset is a key determinant for a safe highway network. There are a number of improvements that can be made to road environments to reduce the risk of accidents or the severity of accidents if collisions occur. The close working relationship and shared delivery teams programme between highway maintenance and minor safety improvements ensures the road network is of high quality and schemes are delivered in a cost effective manner. A variety of methods are used to identify areas of the network requiring attention and treatment. These include:

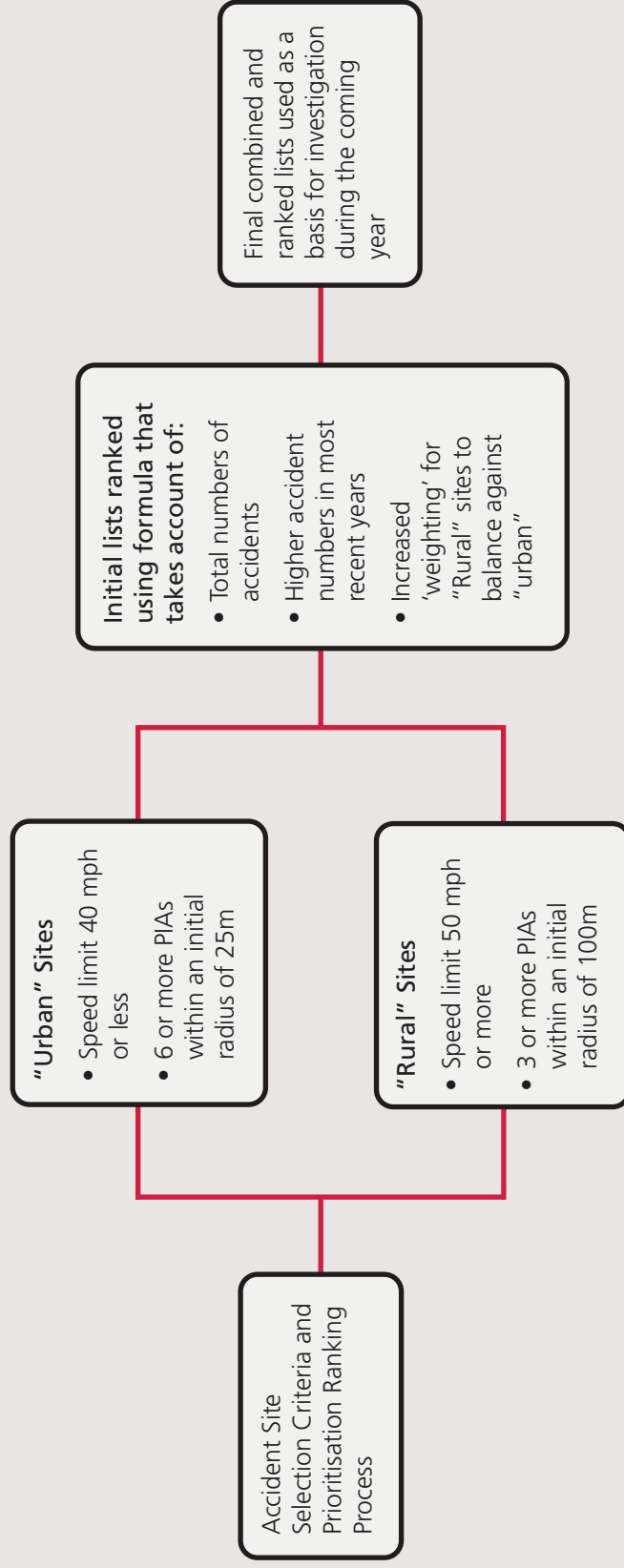
- Cluster Site Identification
- Route Investigations
- Mass Action Treatments
- Safety Audits



Policy LTP RS1 – Minor Safety Improvements

We will analyse our KeyACCIDENT database to identify the geographical areas or routes with the highest levels of personal injury collisions, undertake detailed collision site/route investigations to identify specific areas of concern as well as establish solutions at these sites and implement cost effective safety improvements on a prioritised basis using our scheme prioritisation process.

Accident Site Selection Criteria and Prioritisation Ranking Process



Education, training and publicity

We recognise the importance of raising awareness of behaviour that can increase risk. Activities to raise awareness are generally low cost and provide good value for money having the combined benefit of increasing road user confidence as well as helping to reduce the risk of accident and injury. Education and training for walking and cycling, and targeted campaigns and events particularly with school pupils, assists in expanding road safety knowledge, reducing fear, and encourages more active travel.



Policy LTP RS2 – Road Safety Education, Training and Publicity

We will work in partnership with schools and emergency service providers to deliver road safety education, training and publicity activities. Activities will include:

- Providing three levels of 'Bikeability' cycle training to primary and secondary school level pupils as well as adults.
- Undertaking road safety presentations to pre-school children and parents to help them understand the importance of pedestrian safety and in-car safety measures.
- Distributing road safety packs at schools to parents of all children who are starting school for the first time and provide all primary schools the opportunity to join the road safety officers' scheme.
- Contacting each school within the county and when requested carry out road safety presentations including pedestrian and cycle safety.
- Undertaking and supporting targeted road safety events at schools across the county including 'Crucial Crew' events with Year 6 pupils.
- Targeted road safety campaigns linking with national and regional initiatives, focusing on tackling high risk minority road user behaviours including drink driving and drug use.
- Managing the School Crossing Patrols service.
- Providing pedestrian road safety training with Year 3 pupils.
- Providing 'Pass Plus' and Older Driver Refresher training programmes, where budget is available, to provide further road safety training to improve driver's skills.
- Assistance for schools and parents to set up 'walking buses' as a means of encouraging sustainable travel to school and also as an alternative in rural areas where School Crossing patrols are not justified.

This policy statement contributes towards the delivery of the following LTP Objectives

- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes;
- Encourage sustainable travel choices by reducing the safety risks associated with their use;
- Reduce the number and severity of road traffic accidents in Herefordshire by reducing the conflicts between different modes of transport, and reducing speeding and drink/drug driving; and
- Provide a road network that is safe and efficient and that provides a positive journey experience

In 2010 we undertook a review of speed limits on all A and B class roads throughout the County. This was in the context of a Department for Transport (DfT) request that highway authorities review the suitability of all the prevailing speed limits along the entire length of all of their A and B class roads. This encompassed all 60 mph national speed limits and all 70 mph national speed limits on dual carriageways. Our review was carried out in accordance with the DfT Circular 01/2006 Setting Local Speed Limits.

In setting speed limits in urban areas, the DfT guidance retains a standard speed limit of 30mph. 40mph speed limits may be considered on higher quality suburban roads or those on the outskirts of urban areas where certain other criteria are met. In areas where there is a risk to vulnerable road users, 20 mph limits and 20 mph zones will be considered.

In exceptional circumstances 50 mph speed limits may be considered where certain criteria are met. Similar approaches have been taken within the DfT guidance on rural roads and in villages. Clearly some flexibility is required in defining a village. DfT guidance requires that a 30mph limit would be set if the village has 20 or more houses on one or both sides of the road; and a minimum length of 600 metres and

an average density of at least 3 houses per 100 metres. Where a community is less built up, consideration should be given to the presence of key buildings such as a shop, church or school, otherwise a 40mph or 50mph limit may be considered. When villages are less than 600m apart the 30mph limit may be extended to cover both sections.

We are currently reviewing the contents of the latest Department of Transport circular – Setting Local Speed Limits 01/2013 - and the implications for setting speed limits.

Policy LTP SM 1 – Setting Appropriate Speeds Limits

We will implement the 2010 Speed Limit Review across urban and rural roads and in our village communities. This will involve:

- Publicising widely the rationale for the review, its methodology and overall recommendations.
- Consulting with and actively engaging our communities in implementing the review recommendations, with regard for wider community concerns and aspirations.
- Prioritising the introduction of the review on the basis of evidence, including the use of accident data and identifying the contribution which will be made in each case towards key policies such as the promotion of walking and cycling.
- Implementing the modified limits, or strengthening the emphasis on unchanged limits, according to Traffic Signs Regulations and best practice from the UK and elsewhere.



Residential 20mph zones

Policy LTP SM 2 – Residential 20mph Zones

We aim to work with local communities to reduce the default speed limit within residential areas to 20mph.

Changes to speed limits will only occur where there is support from the local community and the occurrence of speeding traffic is evidenced.

Compliance with Speed Limits

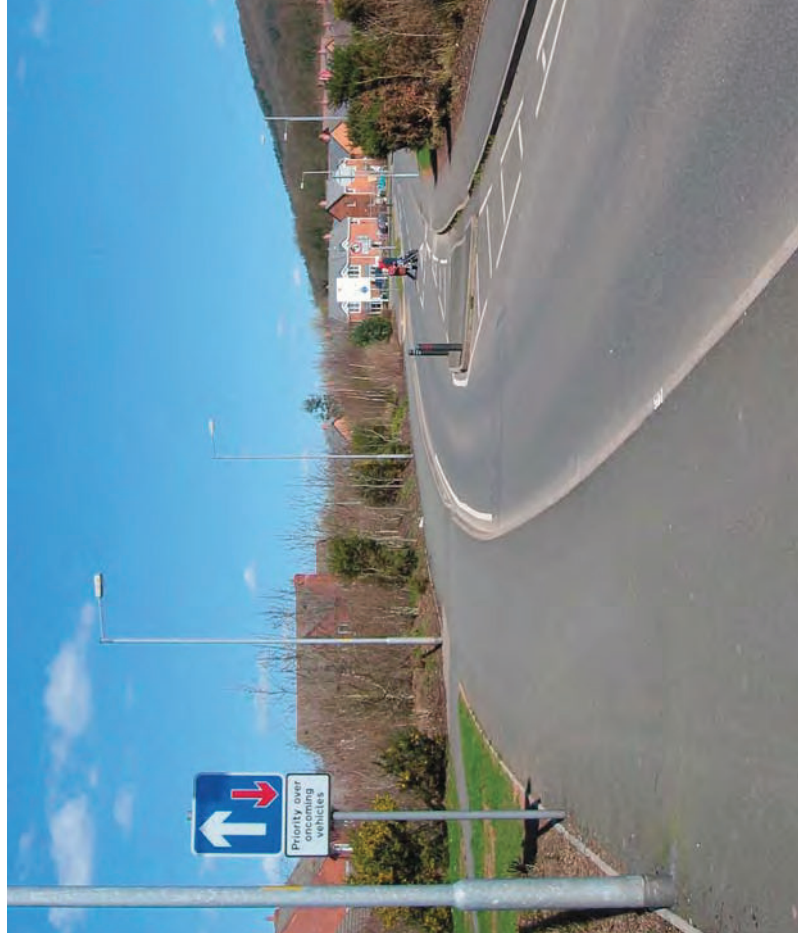
Compliance with speed limits is fundamental in ensuring the safety of both drivers and other road users. However there are a number minority groups and individuals that exceed speed limits and risk endangering not only themselves but other road users.

We currently work in close partnership with the Safer Roads Partnership and local communities to help increase compliance with speed limits through a combination of encouragement and enforcement measures. We will focus efforts on sites where there is a demonstrated problem with speeding and additional priority will be given where there is also a significant accident history.

In order to spread limited resources widely we will prioritise the use of low cost methods to encourage speed limit compliance such as Vehicle Activated signage. The introduction of physical traffic calming itself can be expensive and we therefore anticipate its use to be limited.

The Safer Herefordshire Community Safety consultation in November 2011 highlighted excessive speeding and road safety as high priority issues for local communities in Herefordshire. Where there is public concern over excessive speeds in local communities but where intervention cannot be prioritised based on speed and accident data we will continue to work with local communities through their Parish Council to deploy Speed Indicating Devices (SIDs). These are a low cost and effective way of raising drivers' awareness of their speed.

Where speeding poses significant concern to the community, the Safer Roads Partnership can declare them a community concern site or the local police may provide local speed enforcement. These sites may not have a collision history, but have a significant speeding problem to warrant enforcement before accidents occur. The enforcement involves monitoring speeds through mobile speed enforcement cameras and is an extremely effective method at reducing speeding vehicles.

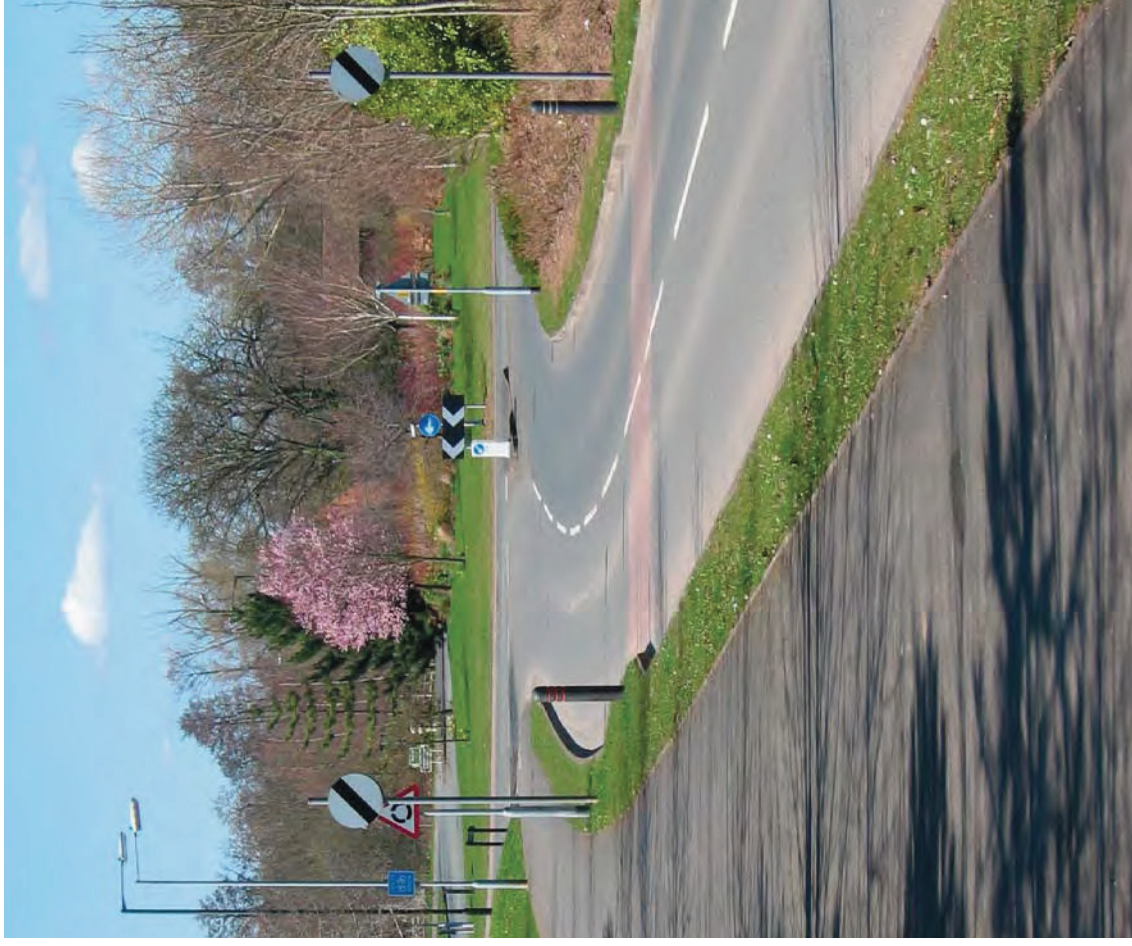


Policy LTP SM 3 – Speed Limit Compliance

We will work with our partners, local communities and Parish Councils to use a variety of cost effective techniques to encourage and enforce compliance with speed limits through a combination of encouragement and enforcement measures.

This will be achieved through:

- Using clear signage, including vehicle activated signs (SIDS).
- Using fixed and mobile speed cameras where these can contribute towards greater compliance and road safety.
- Integrating sound design and engineering alongside speed limit signage to encourage drivers to recognise and comply with speed limit changes. These may be introduced as part of enhanced routine maintenance activities.
- Working with communities to develop realistic approaches to managing speed, recognising the economic importance of road traffic.
- Considering the use of physical measures such as road humps where these are justified by accident data and have a high degree of community support.
- Continuing with measures such as speed indicator devices where these can be shown to increase community satisfaction.
- Providing driver education, including speed awareness training and young/pre driving training.
- Using shared space and other innovations where appropriate.
- Working with the Safer Roads Partnership and local police teams where engineering solutions can't be delivered or where informal measures have not reduced speeding.



This policy statement contributes towards the delivery of the following LTP Objectives

- Support economic growth within Herefordshire by reducing congestion and improving journey time reliability;
- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes;
- Reduce the number of short distance car journeys within Herefordshire by providing practical transport choices to support sustainable travel behaviour;
- Support everyday physical activity to improve the health and wellbeing of Herefordshire's residents;
- Encourage sustainable travel choices by reducing the safety risks associated with their use;
- Improve Herefordshire's streetscape for residents, shoppers and visitors.
- Maximise accessibility and connectivity within Herefordshire by increasing awareness of all travel options available especially for those without access to a private car; and
- Increase efficiency of passenger transport through greater coordination of services.

Passenger transport covers all aspects of transport services delivery that are available for public use where the service is paid for at the point of use.

Bus Travel

Our core bus network consists of services viewed as essential to the transport network within Herefordshire and are designated route priorities. These operate along the main corridors to ensure connectivity for commuter and social demand between Hereford and the Market Towns and larger village settlements.

In addition to the core bus network we will continue to support other rural bus services which may link into our core bus network at suitable bus stops or rural transport hubs, thus developing a hub and spoke passenger transport model for the county. A hub would provide a high quality waiting facility located in close proximity to local services to minimise any risk associated with their use. Cycle and car parking will also be available in the vicinity to encourage bus use by people who currently do not use public transport.

To maintain the core network we rely on a combination of commercial and supported (subsidised) services. The supported bus network is designed to complement commercially-operated services where these do not provide an adequate level of service. Supported bus services provide the following functions:

- Enhancement of commercial services by the provision of additional journeys that extend the operating day;
- Frequency enhancements of commercial services within the operating day;
- Evening and Sunday services;
- Service provision on routes where no operator is prepared to provide a commercial service; and
- Bespoke services catering for specific journey purposes and tailored to meet the needs of a specific market.

Subsidy is allocated to services on the basis of the relative costs of providing the service and ridership (cost per passenger). A service qualifies for subsidy if the cost per passenger is at or below a standard amount. This standard amount alters in line with budget availability. At the time of writing (2012) the rate is £4 per passenger.



Supported services are provided only where commercial services do not meet the public need. The size and shape of the network has developed over time in response to changing demand and available funding. It will be difficult to sustain the existing level of public transport coverage in rural areas due to the non-commercial viability of operating these services.

Policy LTP PT1 - Supported bus network

In addition to supporting our core bus network, we will support additional services in order to enhance accessibility, support the economy and encourage modal shift where it is affordable to do so. This will be achieved by:

- Supporting bus services where it is affordable, provides good value for money and delivers clear accessibility or modal shift benefits including providing a reasonable alternative to car travel.
- Supporting bus services in rural areas which would enable residents to access essential services and reduce social isolation. These services may not be provided on a daily basis and may be delivered through a combination of conventional and community transport services.
- Where supported services can no longer be provided we will work with commercial bus operators and community transport schemes to explore the possibility of funding smaller feeder services which would link into the core network at suitable locations.
- Working with local communities and parish councils to develop services which would be funded locally.

To help comply with the Code of Conduct on Bus Service Stability, routine tendering of contracts is restricted to one of two dates each year. Tenders are invited individually, although operators are invited to submit discounted prices for batches of one or more contracts. This procedure allows the authority to benefit from economies of scale and the more efficient operational solutions available from such an approach without restricting competition for contracts.

In a limited number of cases, such as diversions of, or minor extensions to otherwise commercial services, where competitive tendering is not appropriate, advantage is taken of the de-minimis provisions of the Transport Act to negotiate a contract with the commercial operator. The regulations concerning de-minimis agreements allow the Council to spend up to 25% of its public transport budget for bus service support in this way.

The Council invites tenders from operators on either a minimum cost or minimum subsidy basis. This maximises the competition for tenders given that operators have differing approaches to managing risk. Minimum cost contracts give the authority greater control over fares and may be more appropriate in areas where fares set by operators are rising significantly above inflation. The revenue risk, however, lies with the Council and may involve additional cost in ensuring that revenue is correctly collected and allocated. Currently approximately 27% of contracts are let as 'minimum cost'.

Minimum-subsidy contracts offer an incentive to the operator to develop the service as the additional revenue is retained. Such contracts are simpler and cheaper for the Council to administer and the revenue risk lies with the operator. The Council however, has less control over fares. Approximately 73% of current contracts are let in this way.



Bus fares and ticketing

The cost of using bus travel for paying passengers has increased significantly above general inflation over recent years and is viewed as a barrier to its use. We will work with operators who set the price of travel to look at ways of making bus use more affordable and competitive when compared to the cost of using the car. Increasing the cost of parking for commuters in Hereford has a role in this process.

The English National Concessionary Bus Travel scheme is administered by the Council within Herefordshire. This scheme provides free bus travel for older and disabled people. The Government wants to ensure that bus travel, in particular, remains within the means of those on limited incomes and those who have mobility difficulties. With an aging population the amount of concessionary travel within the county is likely to continue to have impact on budgets unless additional financial support can be provided by central government.

Policy LTP PT2 – Bus fares and ticketing

We will work with operators and the DfT to maintain the affordability of using and delivering public transport. We will target financial assistance where it is affordable to do so and where there is greatest need. This will be achieved by:

- Administering the English National Concessionary Travel Scheme for older and disabled people.
- Undertaking regular fare reviews.
- Where the fare structure is issued and managed by Herefordshire Council we will set fares with reference to contract costs and commercial fares.
- Working with operators to explore ways of addressing the affordability of public transport for low income groups, including young people and job seekers.
- Exploring the development of multi-operator smartcard ticketing technology with local operators.

Bus infrastructure improvements

The scale of bus infrastructure improvements range from low cost improvements undertaken at individual bus stops to aid mobility and understanding of service availability, to high-cost bus priority measures designed to provide buses with a competitive advantage over queuing traffic in urban areas.

Policy LTP PT3 – Bus infrastructure improvements

We will work in partnership with passenger transport operators and Parish Councils to improve the quality of bus infrastructure available to bus users within Herefordshire. This will be achieved by:

- Continuing our programme of low-cost bus stop upgrades in the short term, including improved passenger information, comfort, and delivery of raised kerbs to meet Disability Discrimination Act requirements. This programme will continue to be delivered based on a corridor/route based approach with priority to our core network.
- Working with Parish and Town Councils to improve bus shelters.
- Reducing the age of the fleet by setting quality standards within contract renewals. We aim to ensure all contracted bus services comply with Euro 5 emission standards by 2018
- Undertaking a review of bus infrastructure requirements in the medium to long-term within Hereford to inform our medium to long term investments. This review will consider the value for money case for investing in bus lanes and other priority measures including the Hereford Transport Hub.
- Undertaking a review of rural bus stops to identify potential Rural Transport Hubs and develop a medium to long-term investment programme to upgrade suitable sites.



Passenger Transport Information

Printed bus timetables are published by Herefordshire Council and will continue to be provided at the majority of bus stops. It is proposed, where feasible, to provide information at all stops to increase awareness of the services available.

Printed rail service timetables are published by Train Operating Companies as part of their franchise agreements, and are displayed at all railway stations in Herefordshire. Unlike the bus operators, all railway companies are required to provide printed timetable leaflets which are available at manned stations.

Where community transport operators provide printed information this is provided by local scheme operators.

The Council's website provides the primary portal for travel information within Herefordshire. The website provides an electronic copy of all printed timetables, guides and maps in addition to information relating to different modes of transport. It is also used to publicise the range of transport-related services provided by the Council.

In response to the growth in demand of social networking sites (Facebook and Twitter) we will expand their use, in line with our corporate communication policies and guidelines. Such sites can be very effective in communicating dynamic travel information including the occurrence of unplanned events causing congestion or updates on the progress of gritting vehicles.

Policy LTP PT4 – Passenger Transport Information

We will continue to provide and work in partnership with passenger transport operators to disseminate printed passenger transport information to ensure it remains consistent with best practice. This will be achieved by:

- Providing printed timetables where display cases are available at bus stops and bus stations, in partnership with bus operators. We will increase the number of bus stops with display cases.
- Developing a countywide passenger transport timetable booklet and making it available at a minimal cost through a variety of outlets.
- Distributing County Travel Guides, covering the north and south of the county, and Hereford city.
- Work with train operators and voluntary sectors to enhance the availability of passenger timetable information.
- We will continue to work in partnership with passenger transport operators to provide printed passenger transport, walking and cycling information maps and guides to promote sustainable travel choices.
- We will continue to provide multi-modal travel information on the Herefordshire Council transport website. All pages will be periodically reviewed and updated to ensure the information provided remains relevant. We will also enhance the scope of information available to ensure ease of use and promote delivery of the LTP Strategy objectives.
- We will use social networking sites when disseminating dynamic travel information including links with our SCOOT traffic management system in Hereford to relay travel information via Twitter etc.



Community and Voluntary Transport

Community Transport and Voluntary Transport services exist throughout the county for people who are unable to use other public transport services or who live in areas where no such services are provided. Community Transport is provided by the voluntary sector with funding from Herefordshire Council through Service Level Agreements as well as other funding sources.

Services cater for a wide range of journey purposes including health, work, learning, social and leisure. Health related journeys account for up to 40% of trips, a far higher proportion than on conventional bus services. Currently Community Transport provision is mostly provided during weekday daytimes, although there is limited service available in the evenings and at weekends where necessary.

Herefordshire Council part funds seven different Community Transport schemes:

- Bromyard Community Transport;
- Community Wheels and Hereford Car Scheme (based in Leominster);
- Dore Community Transport;
- Hay and District Dial-A-Ride;
- Hereford Dial-A-Ride;
- Ledbury Ring and Ride; and
- Ross Area Transport.

Several voluntary organisations provide transport as an addition to their core services such as Age UK and the Red Cross.

The future of Community Transport delivery is being considered through a 'Root and Branch' review of passenger transport within Herefordshire. The strategic objectives of the review include:

- Increasing capacity
- Increasing awareness
- Integration with other transport services
- Financial sustainability
- Meeting the needs of all who are eligible

Policy LTP PT5 – Community and Voluntary Transport

We will work in partnership with Community and Voluntary Transport providers to enable access to essential services for those unable to use public transport either because of incapacity due to ill health or disability, or because public transport is not available.



Taxis and Private Hire Vehicles

Taxis and Private Hire Vehicles make a valuable contribution to providing transport within the county. These vehicles offer 24 hours a day demand responsive service, which provides a door to door service. Taxis and Private Hire Vehicles also provide a valuable service for public transport interchange, by allowing certain groups access to services they otherwise could not reach. For many cases they provide the only accessible link to long distance transport, for example by rail or air. Taxis and Private Hire Vehicles are also used on a regular basis for social care and education requirements.

The Taxi Licensing and Enforcement Policy have a number of regulations in place which ensure a high quality, safe journey for every passenger. This policy ensures taxi drivers and operators are licensed correctly and therefore carry out their trade in accordance with the relevant regulations. The policy also enables taxi fare tariffs to be set that represent the maximum, rather than an exact fare so as to allow for competition between the taxi companies.

We currently licence 260 taxis, 100 Private Hire Vehicles and 534 dual drivers. Since 2002 no quantity restrictions have been in place. Approximately 30% of the taxi fleet are wheelchair accessible.

Taxis and Private Hire Vehicles are often the only means of accessible local transport available for disabled and elderly people. The DfT recognises the importance of taxi drivers having the relevant training in order to assist disabled passengers appropriately, consequently Herefordshire taxi drivers are required to undertake such training. All Taxis and Private Hire Vehicles also adhere to the Disability Discrimination Act's requirements to carry guide and hearing dogs without any additional charge.

We acknowledge the important role taxis and private hire vehicles have in providing access to shopping, leisure, employment and health services for many members of our community. It is therefore essential that taxi ranks are easily accessible, and located close to amenities. The needs of taxi users must be taken into account when considering proposals for traffic management and access restrictions in town centres and other areas with important amenities. It is also essential that taxis are built into our public transport infrastructure, and have dedicated space allocation to allow interaction with the services they provide.

Policy LTP PT6 – Taxis and Private Hire Vehicles

We will perform our licencing duty for Hackney Carriages and private hire vehicles to ensure accessibility, safety and passenger comfort. This includes:

- Require by licence conditions that all applications for Hackney Carriages are wheelchair accessible.
- Require through licence conditions that drivers are aware of legislation in respect of carrying disabled passengers and assistance dogs.
- Ensure that wheelchair vehicles are suitably equipped at all times to carry persons whilst remaining seated in their wheelchairs.
- Vehicles will have an annual compliance test and additional MOTs dependent on the age of the vehicle.
- Enforcement will be undertaken to review the condition and appearance of licenced vehicles.
- All drivers of licenced vehicles will have Enhanced DBSs upon application and every three years after.
- All drivers of licenced vehicles will have a Medical Examination to Group 11 standard upon application and every five years after. Upon reaching the age of 65 the requirement is for an annual medical.
- Limiting the age and emission standards of Hackney Carriages and private hire vehicles to ensure passenger safety and minimise environmental impact.



Rail

Rail has an essential role to play in providing access to local and national centres. Demand for rail use has steadily increased since 2003. The Council is committed to working with the train operating companies and Network Rail to ensure the best possible service is provided within the county. Active participation at the Regional Rail Forum, Marches Rail group and the Cross Border Forum ensures that rail issues for the county are discussed and actions taken to eliminate timetable service gaps.

Rail franchises are managed by the DfT. The dates of the rail franchise renewals which will affect Herefordshire include:

- 2013 Great Western
- 2015 London Midland
- 2018 Arriva Trains Wales



Policy LTP PT7 – Rail improvements

We will support the DfT and train operating companies in improving the frequency, quality, reliability, comfort and affordability of rail services within Herefordshire.

We would particularly support:

- Joint working on the franchises due for renewal particularly to protect services between Hereford and London via Ledbury.
- Passing bays to increase service reliability and frequency on the Hereford to Malvern line (impacts for Ledbury and Colwall).
- The elimination of timetable service gaps through the delivery of additional services between Abergavenny, Hereford, Leominster and Shrewsbury.
- Improvements in service timetabling to limit inconsistent gaps in service times and develop a regular clock-face timetable.
- Additional rolling stock on services to Birmingham and explore new services accessing Birmingham International Airport.
- Greater provisions for cyclists at stations and on services.
- Access improvements at Hereford and Leominster railway stations by 2014 to ensure both stations are fully accessible and meet requirements under the Disability Discrimination Act 2005.

This policy statement contributes towards the delivery of the following LTP Objectives

- Support economic growth within Herefordshire by reducing congestion and improving journey time reliability;
- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes;
- Reduce the number and severity of road traffic accidents in Herefordshire by reducing the conflicts between different modes of transport, and reducing speeding and drink/drug driving;
- Provide a road network that is safe and efficient and that provides a positive journey experience;
- Protect Herefordshire's highway network from extreme weather; and
- Improve the condition of our roads, footways and cycle-ways, bridges, milestones, signage and street furniture and sustain their condition.

This policy statement covers improvements to road infrastructure. Herefordshire generally has a highly reliable road network with recurring congestion in Hereford and the A44 Bargates junction in Leominster where journey time reliability is a widely recognised problem.

Policy LTP HN1 - Network Capacity Management Hierarchy

Where recurring congestion is an issue we will use our Network Capacity Management Hierarchy to address the problem.

Step 1 - Demand Management

Use smarter choices to promote alternatives to solo car use. For more information see our Health and Wellbeing Travel Strategy.

Step 2 - Network Management

Specific local congestion issues which can often be improved through improvement, monitoring or enforcement of highway restrictions. See Policy LTP HN2.

Step 3 - Targeted engineering improvements

Engineering improvements at specific junctions to improve their operational capacity.

Step 4 - Road Widening

Widening the existing highway thereby increasing the capacity of individual highway links.

Step 5 – New Road Building

Construction of new road links.



Policy LTP HN2 - Network Management

We will improve the management of the highway network to reduce and prevent recurring congestion. This will be achieved by considering a range of specific local congestion management tools to improve the operation of the highway network. This will be achieved by:

- Using existing and new Traffic Regulation Orders to better target enforcement to prevent parking that restricts traffic flows resulting in unacceptable traffic delays or safety concerns.
- Reviewing the existing hierarchy of priority routes for key modes of travel to ensure the classification, management and maintenance of the local highway network reflect their existing function.
- Developing driver information systems using variable messaging systems and internet based software including information on car parking availability, planned events and the occurrence of congestion that might impact journey time reliability.
- Considering the enforcement of moving traffic offences where it causes congestion or impacts road safety including enforcement of yellow boxes.

Motorway and Trunk Road Network

Of the 2,072 miles of highway within Herefordshire 56 miles or 3% form part of the Motorway and Trunk Road Network and is managed by the Highways Agency. Routes include the A49(T), A449(T), A40(T) and M50.

Policy LTP HN5 - Motorway and Trunk Road Network reliability improvements

We will work in partnership with the Highway's Agency to improve the reliability, safety and efficiency of the Motorway and Trunk Road Network within Herefordshire.

We would particularly support:

- Improved junction capacity on the A49(T) in Hereford to reduce congestion.
- The development of funding and delivery of driver information systems using variable messaging systems including information on car parking availability, planned events and congestion.

Highway Network Expansion

Where demand and network management measures have been proved to be insufficient to reduce congestion, we will develop engineering solutions to increase capacity on our existing highway network.

To deliver the growth identified for Hereford and in line with our Network Capacity Management Hierarchy, new highway infrastructure is required. The Hereford Relief Road including a second river crossing is vital to Hereford's transport network to provide additional traffic capacity and access to development.



This policy statement contributes towards the delivery of the following LTP Objectives

- Support economic growth within Herefordshire by reducing congestion and improving journey time reliability;
- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes;
- Reduce the number and severity of road traffic accidents in Herefordshire by reducing the conflicts between different modes of transport, and reducing speeding and drink/drug driving;
- Provide a road network that is safe and efficient and that provides a positive journey experience;
- Support everyday physical activity to improve the health and wellbeing of Herefordshire's residents; and
- Improve Herefordshire's streetscape for residents, shoppers and visitors.

The availability and pricing structure of car parking spaces plays a major role in supporting the development of a sustainable and integrated transport system. The availability and price of parking space is a key factor in determining people's choice of mode for a particular journey. Together with improvements in alternative modes to provide the "carrot", strategies for parking supply and control can offer an important tool to manage demand to encourage a modal shift away from the private car towards more sustainable modes.

Hereford

Car parking will play a key role in supporting the regeneration of the city centre, reducing the impact of commuter traffic and congestion and ensuring access through effective enforcement. Our approach to managing car parking sites will also assist with the Council's aspirations to improve the townscape quality of the city through managed redevelopment of smaller car parks in the historic core and redistribution of public parking to the edge of the central area, close to key transport corridors and the eventual relocation of parking to park and ride sites outside the urban area.



Policy LTP PS1 – Hereford Parking Policy

We will work in partnership with Hereford City Council, Highways Agency and other stakeholders to continually review the supply and quality of car parking facilities within Hereford. Activities will include:

- Setting of car park charges will be in line with the council's charging principles with long stay parking charges to be increased annually to match those of comparable centres;
- Phased reduction over the period to 2031 of long-stay commuter parking supply within the city centre;
- Park and cycle and park and share facilities to be free to registered users with secure cycle storage provision at park and cycle sites;
- Good quality signing to make more efficient use of parking supply;
- Work in partnership with developers and the Highways Agency to introduce real-time signing to reduce unnecessary car movements within the city centre and reduce driver search times;
- Work in partnership with the Freight Transport Association, Road Haulage Association and local businesses to identify alternative lorry parking following the closure of Merton Meadow;
- Pedestrian access routes connecting public off-street parking with urban centres will be examined for potential environmental improvements to ensure they are safe and pleasant to use;
- Establish the feasibility of installing electric vehicle charging points in selected car parks;
- Review the operation, management and charging of Residents Parking Schemes to ensure residents can park within a reasonable distance of their home and that commuters and short stay users are discouraged from using residential streets;
- Parking allocations for new and re-developments must comply with Herefordshire Council's Highways Design Guide for New Developments

Countywide

Ensuring adequate parking supply is available to meet demand is fundamental to support the local economy and future growth. The following principles are to be applied:

- There must be adequate parking supply to meet demand in each of the market towns.
- There should be at least 10% spare capacity within each town to efficiently manage parking demand, limit search times and reduce unnecessary car use.
- Long-stay parking arrangements should be located further from the town centres to enable short-stay parking supply is easy accessible and available.

Policy LTP PS2 – Countywide Parking Policy

We will work in partnership with town and parish councils to manage car parking in Herefordshire.

- Public off-road parking supply should be appropriate to meet demand, accommodate planned growth and be located in convenient locations accessed by main distributor roads to ensure parked vehicles do not obstruct the public highway;
- Good quality signing to be provided to make more efficient use of parking supply;
- Charges will apply for all off-street parking, unless there is a clearly defined economic reason for providing free parking;
- Charges for car parks closer to the centre are set to encourage short stay and a turnover of spaces to support the local economy with longer term parking allocated to car parks further from the centre;
- On-street parking to be free in the Market Towns; and
- On-street parking is controlled by the use of limited waiting restrictions to ensure the efficient turnover of short-stay parking for shoppers and visitors.



This policy statement contributes towards the delivery of the following LTP Objectives

- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes;
- Reduce the number and severity of road traffic accidents in Herefordshire by reducing the conflicts between different modes of transport, and reducing speeding and drink/drug driving; and
- Provide a road network that is safe and efficient and that provides a positive journey experience

Freight transport is an essential part of business, enabling and supporting enterprise and local employment. At a local level freight enables the transport and delivery of goods to businesses, construction sites, retail premises and households. However, freight movement, particularly by road, also gives rise to a range of environmental problems.

Rail freight currently plays only a limited role, notably with the Tarmac quarry in the west of the county making use of a railhead north of Hereford. There is also rail freight traffic running through the county. Consequently the key strategic requirements concern the management of road-based freight movement within Herefordshire as part of our network management duty.

Policy LTP FR1 - Managing Freight Movements

We will plan for and enable the efficient movement of freight to, from, through and within Herefordshire whilst, where possible, reducing the negative impacts of freight movements on the environment and our communities. This will involve:

- Developing a freight strategy to support the Marches LEP and local businesses which takes account of Herefordshire's connections with the West Midlands and Wales.
- Working with the DfT and neighbouring authorities to ensure that freight routes are clearly identified on signs and maps and that these routes are fed into information portals for access by the freight industry and those served by it.
- Ensuring suitable inspections, maintenance intervals and interventions for those routes and junctions which carry significant freight traffic.
- Investigating and, where appropriate, encouraging the use of rail freight.
- Ensuring that the potential impact of new developments on freight movements are fully identified through the Development Control process including restricting delivery vehicle access to specific times.
- Engaging with local communities affected by freight movements to develop and agree suitable mitigation measures.



Active Travel (walking and cycling)

This policy statement contributes towards the delivery of the following LTP Objectives

- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes;
- Reduce the number of short distance car journeys within Herefordshire by providing practical transport choices to support sustainable travel behaviour;
- Support everyday physical activity to improve the health and wellbeing of Herefordshire's residents;
- Encourage sustainable travel choices by reducing the safety risks associated with their use; and
- Improve Herefordshire's streetscape for residents, shoppers and visitors.

Within this LTP Policy Statement the term 'Active Travel' refers to pedestrians and cyclists.

Walking is the most important mode of travel at the local level and offers the greatest potential for replacing car trips of less than one mile. Cycling offers an alternative for short trips of up to five miles. Within this policy statement both modes are to be considered together as they share a range of positive benefits including:

- Reduced congestion, particularly if focused on peak hour trips. At peak times along radial routes in many urban areas, cycling will typically be faster than using a car or bus.
- Improved health through increased physical activity – particularly major chronic diseases such as coronary heart disease, stroke, diabetes and some cancers.
- Low cost accessibility for many groups with or without access to a car.
- No local air pollution or carbon emissions.

Policy LTP AT1 - Maintaining and extending our active travel infrastructure

We will continue to maintain and improve our active travel infrastructure (footways and cycleways) to reduce any physical barriers by providing a high quality active travel network that is convenient, accessible, comfortable and attractive to use.

This will be achieved by:

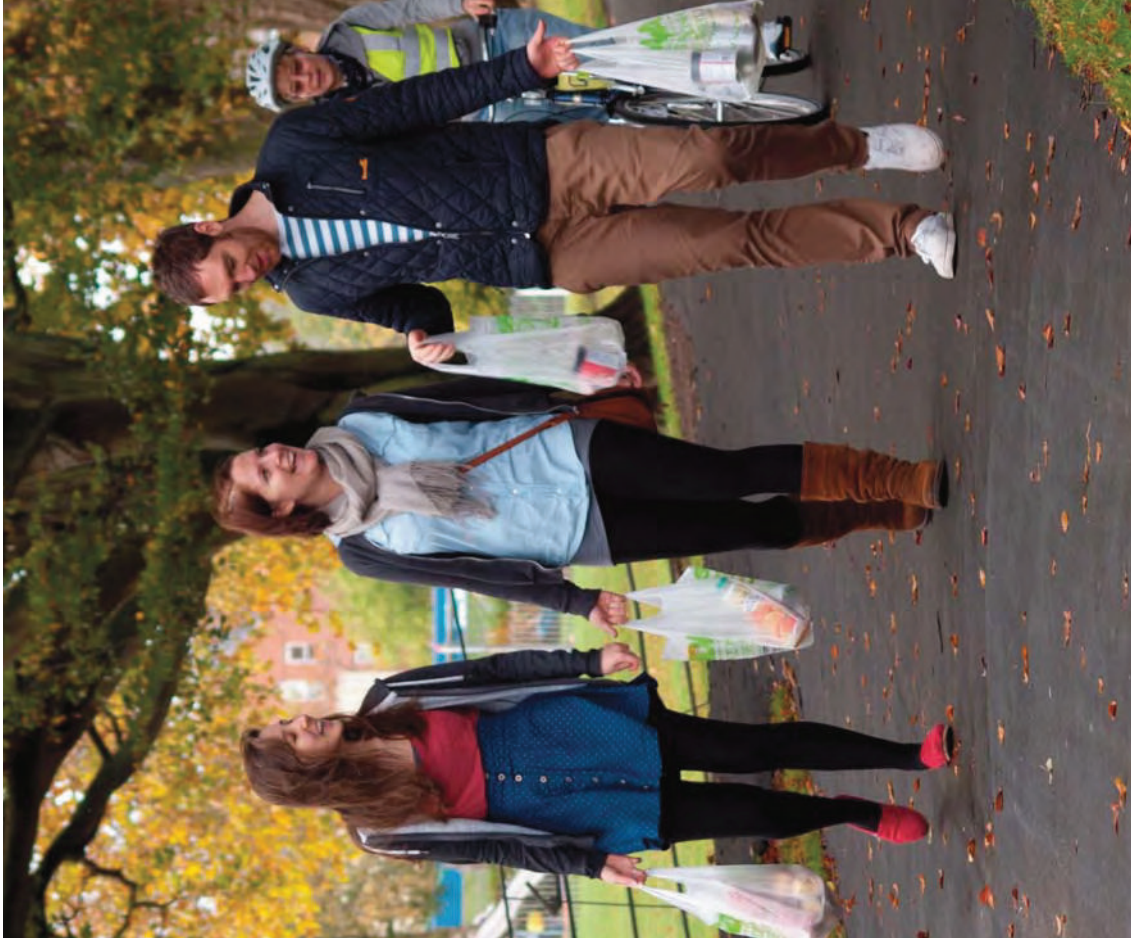
- Minimising the occurrence of defects on active travel routes.
- Investigating changes in Traffic Orders to promote increased cycle use including the development of cycle contra flows in one-way streets.
- Delivering accessible active travel enhancements including dropped kerbs and crossings for non-motorised modes.
- Providing clear and concise active travel signage to raise awareness of safer routes which avoid high volumes of traffic and of the national cycle network. All signage provided must respect the character of the environment where it is used.
- Expand the number of 20mph residential zones in residential areas (see policy LTP SM2)
- Delivering more secure cycle parking spaces or storage at educational establishments, retail centres, public transport interchanges, leisure facilities, workplaces and other major journey attractors where demand requires it.
- Integrating cycle parking with public transport at rural transport hubs to facilitate cycle use as part of longer distance journeys.
- Recognising the needs of active travel users within our winter maintenance programme and ensure that heavily-used off-road routes are gritted.
- Investigating the conversion of disused railway lines and other traffic-free rural routes for active travel, where feasible and where funding is available.



Policy LTP AT2 - Extending our active travel network in new developments

We will work with developers to prioritise active travel access which is convenient, accessible, comfortable and safe. Consideration to active travel access must be given during the design of new residential and commercial developments and re-development to maximise the potential for active travel. This will be achieved by:

- Designing new developments, including residential, business and retail facilities in ways which prioritise access by walking and cycling and provide access to the existing active travel network.
- Ensuring all active travel schemes designed within new developments are consistent with the guidance provided in Herefordshire Council's Highways Design Guide for New Developments and other relevant guidance.
- Working with developers to ensure that new developments avoid severing routes used by cyclists or pedestrians or prejudice accessibility by walking or cycling. If development proposals do impact on the walking or cycling network then an alternative route must be provided by developers. The quality of alternative routes must be of equal or better quality than the option affected by development without incurring on-going additional revenue costs to Herefordshire Council.
- Protecting and incorporating historic transport routes such as dismantled railways into new designs, where appropriate.
- Encouraging and promoting the provision of green infrastructure, where appropriate, in new and existing developments, to provide enhanced access to natural environments and support ecosystems to improve biodiversity.



This policy statement contributes towards the delivery of the following LTP Objectives

- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes;
- Reduce the number of short distance car journeys within Herefordshire by providing practical transport choices to support sustainable travel behaviour;
- Support everyday physical activity to improve the health and wellbeing of Herefordshire's residents;
- Encourage sustainable travel choices by reducing the safety risks associated with their use;
- Improve Herefordshire's streetscape for residents, shoppers and visitors.
- Reduce the number and severity of road traffic accidents in Herefordshire by reducing the conflicts between different modes of transport, and reducing speeding and drink/drug driving;
- Provide a road network that is safe and efficient and that provides a positive journey experience; and
- Improve the condition of our roads, footways and cycle-ways, bridges, milestones, signage, and street furniture and sustain their condition.

Herefordshire has many high quality natural and historic assets which instil local pride and supports the county's tourism 'offer'. The Local Transport Plan has a strong role in supporting the county's tourism potential by easing the movement of people around the county, managing the public rights of way network and regenerating Herefordshire's urban streets and public spaces.

This policy statement fully supports the principles outlined in the Hereford Streetscape Design Strategy and the aims of the Hereford City Centre Regeneration Strategy which identify the importance of 'quality' in creating the right impression, using the right materials for public spaces next to new build and renovation schemes.

Our Hereford City Centre Streetscape Vision and Priorities document sets out proposals for investment priorities for the Hereford city centre public realm. The proposals contained in the document, which look further to reduce the dominance of vehicles in the city centre, will provide the basis for on-going development of the city centre public realm strategy.

We also acknowledge the importance of reducing traffic and vehicle speeds in rural villages and combining the principles contained within national public realm guidance documents such as 'Manual for Streets' and 'Traffic in Villages'.



Policy LTP ST1 – Improving the public realm

We will seek to enhance Herefordshire's public realm in a sensitive and sustainable way which will maximise the convenience and comfort of all travellers increasing footfall and enhancing accessibility. This will be achieved by:

- Design of the public realm to be based on low speed traffic flows reinforced by 20 mph speed limits using the minimum of signage.
- Promoting a barrier-free public realm, allowing free movement for people with limited mobility and, through the avoidance of pedestrian barriers, excessive street furniture and sudden changes in level.
- Designing measures that allow the form and patterns of the city centre to be easily read and understood by pedestrians, cyclists and drivers. This will include navigational and guidance clues for people with visual impairment and infrequent visitors to the city such as coach drivers. Clear gateways and transition points will be encouraged that define the boundaries of the public realm.
- Designing streetscapes as a whole, rather than as a series of separate components. All components of the streetscape, including paving materials, trees and highway signing, will be co-ordinated as far as possible.
- Minimising energy use through the use of durable and locally sourced paving materials. Decisions on the use of materials and components are likely to have enduring effects on the quality of the locality and its public realm. We will seek to avoid measures that require replacement in the short-term, and seek to promote elements that will minimise the long-term costs and maximise long-term benefits.
- Designs should reflect the distinctive qualities of Hereford and the market towns, and avoid repetition of standard solutions applied elsewhere. Wherever possible, design principles will be informed by an understanding of the history, context and particular character of the locality.



This policy statement contributes towards the delivery of the following LTP Objectives

- Support economic growth within Herefordshire by reducing congestion and improving journey time reliability;
- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Reduce the number of short distance car journeys within Herefordshire by providing practical transport choices to support sustainable travel behaviour;
- Support everyday physical activity to improve the health and wellbeing of Herefordshire's residents; and
- Maximise accessibility and connectivity within Herefordshire by increasing awareness of all travel options available especially for those without access to a private car

Smarter travel choices are low cost techniques for influencing people's travel behaviour towards more sustainable options such as walking, cycling and public transport use. Building on best practice from the Department for Transport's Sustainable Travel Towns, we have developed an easily recognisable brand for use in our marketing campaign to promote the use of sustainable transport.

The 'Choose how you move' brand (Figure A) is central to the Destination Hereford project and our wider marketing campaign. We undertake market on the Destination Hereford project and this will inform the future delivery of marketing campaigns in the medium to long term.



Figure A – Choose how you move branding

Best practice suggests that isolated marketing campaigns are generally not successful and campaign messages are soon forgotten. Consistent communication is important to maintain campaign awareness but targeted promotional activity and practical support are critical to encourage and sustain behaviour change.

Policy LTP SC1 – Smarter Travel Choice Marketing Campaigns and Branding

We will use the 'Choose how you move' branding to coordinate all transport-related marketing and information activities undertaken by Herefordshire Public Services to promote Smart Choices measures.

We will co-ordinate our promotion of Smarter travel choices by building on our core values, tone and style to deliver communication that will motivate, inform and support behaviour change.

Campaigns developed to promote the use of sustainable travel modes will use a variety of media and other elements including:

- Bus Backs on city centre services and refuse fleet countywide.
- Local radio.
- Local press and posters displayed in public buildings.
- Accessible and attractive information on all sustainable modes available in print and online.
- Calendar of targeted promotions to encourage trial of sustainable modes.
- On-going access to advice and help to support new users.
- Sustainable Travel Events including Bike week and Walk to School week.

Travel Plans

A travel plan is a package of measures produced by developers, employers and education facilities to encourage alternatives to solo car use for those individuals that access a specific location on a regular basis. Travel plans are central to the delivery of Smarter Choices and are prepared as a condition of a planning process or on a voluntary basis.

In general travel plans include a combination of initiatives both 'hard' (physical engineering) and 'soft' (non-physical engineering) measures. A travel plan could include: car sharing schemes; a commitment to improve cycling facilities; a dedicated bus service or restricted car parking allocations. It might also promote flexible-working practices such as remote access and video conferencing.

Workplace Travel Plans

Herefordshire Council has sought to establish its Workplace Travel Plan as the exemplar for all other Workplace Travel Plans in the county including the use of electric vehicles for use as pool vehicles to reduce the use of its 'grey fleet'.

Grey fleet is a term used to describe the use of employee's own vehicles for business use, for which a mileage rate is paid for claims made.

Other than those secured through the planning process we incentivise the adoption of Workplace Travel Plans through a travel grant scheme for businesses. This allows businesses with travel plans to apply for grant funding to provide sustainable travel infrastructure (cycle parking, lockers, showers etc) to encourage increased sustainable travel to work and reduced business travel.

Our primary focus is to work with major employers that do not have an existing travel plan or those that have a travel plan which requires updating.

Policy LTP SC2 – Workplace Travel Plans

We will continue to work with employers with the aim of reducing solo car use, promoting employee sustainable travel behaviour and reducing the need to travel by developing and reviewing Workplace Travel Plans and through the Travel for Work Hereford network. We will achieve this by:

- Focusing on major employers we will undertake site visits to audit existing sustainable travel infrastructure, provide a template travel survey and on-going guidance and advice regarding how the travel plan could be updated.
- Incentivising engagement by providing small-scale grants for sustainable travel infrastructure.
- Developing the Travel for Work Hereford network for disseminating travel promotions and providing personal travel advice direct to employees, and providing enhanced support to Hereford businesses.
- Encouraging smaller employers sharing sites to work together and develop shared resources to encourage sustainable travel.
- Encouraging reductions in grey fleet (employees own vehicle) mileage and promote measures to provide alternative means of travel.

School Travel Plans

The journey to and from school by car is a major contributor to peak hour car use within Hereford. Monitoring of morning peak vehicle flows in 2009 indicated a 20% reduction in traffic flows during non-term times within Hereford.

School Travel Plans promote the use of sustainable modes of travel to pupils and parents via soft measures, such as cycle training and promoting walking buses and car sharing. School Travel Plans contain targets for modal shift and a commitment to monitor travel patterns and revise and update the Action Plan.



Policy LTP SC3 – School Travel Plans

We will continue to encourage schools to develop and review established school travel plans that aim to reduce car use and promote sustainable travel behaviour.

Personalised Travel Plans

Personal Travel Planning (PTP) is typically delivered across large residential areas. It is a well-established method that informs and supports individuals that want to make sustainable travel choices.

Policy LTP SC4 – Personalised Travel Plans

We will deliver Personalised Travel Planning in the short term as part of the Destination Hereford project. Personalised Travel Planning will only be available to households within Hereford and will be delivered using best practice tools and techniques developed in other UK towns and cities including:

- One-to-one conversations, either at the doorstep or by telephone, between residents and trained field officers to encourage and motivate a change in behaviour.
- The provision of information on how to travel sustainably (for example, maps or guides about the local bus network, walking and cycling routes).
- Incentives to encourage the use of sustainable modes (for example, free prize draws, pedometers, water bottles and bus tickets).

The impact of Personalised Travel Planning in altering travel behaviour will be assessed through the Destination Hereford project and if successful consideration will be given to expanding this process to the market towns in the medium and long term.

Smarter Travel Choice Initiatives

To raise the level of awareness individuals have regarding their travel choices, we will deliver a range of Smarter Choice Initiatives designed to raise the profile of certain travel modes.

- **Choose Cycling:** Love to Ride, Adult and child cycle training, improved signage, encouragement for new cyclists through a series of led rides and promotion of bike hire
- **Choose Walking:** Walking Challenge and promotion of walking for health led walks
- **Choose Bus:** New travel information targeting new users and Try the Bus promotions involving local operators
- **Choose Smart Car Use:** Targeted promotions to encourage increased sign-up to twoshare.co.uk and also integration of Park & Share/ Park and Cycle to help more people to find a successful match



Policy LTP SC5 – Smarter Choice Initiatives

We will deliver and continue to develop the range of Smarter Choice Initiatives provided to enhance and promote smarter choices within Herefordshire including:

- **Supporting and Promoting Events**

We will continue to support and promote key national events and initiatives within Herefordshire, working with user groups to broaden awareness and encourage participation from the general public. We will also promote events via our network of Travel Plan contacts and will encourage employers and Head Teachers to support employees and schools to become involved. Examples of our supported events include:

- **Love to Ride website**

We will continue to support our on-line cycling community through our Love to Ride website which provides a range of information for new and returning cyclist.

- **Child and Adult Cycle Training**

We will support all Travel Plans by co-ordinating a programme of child and adult cycle training and providing advice on route selection and cycle maintenance classes. Child cycle training will be delivered via the school. Adult cycle training will be delivered across the county through our team of fully qualified Bikeability cycle training instructors.

- **Active Travel Signage Upgrade**

We will undertake a comprehensive review of signage for the city's transport network and will overhaul signing for pedestrians, cyclists and public transport. Raising awareness and informing travellers of the options they have, such as short cuts and safer routes is a key motivator to behaviour change.

- **Hereford Cycle Hire**

Hereford's first bike hire and loan scheme will be in operation from 2012/13 and is managed by our partner, HALO. The scheme will support those looking to trial cycling to work or college and enable us to directly market cycle training.

- **Walking Challenge**

To encourage increased walking, we will create Choose Walking challenge packs with hints and tips to boost regular walking, including a pedometer and a record sheet to track progress. In addition we will promote led walks and the annual Herefordshire Walking Festival.

- **Car Sharing – including Park and Share / Park and Ride**

We will promote our countywide car share scheme (www.twoshare.co.uk) as a core support for all Workplace Travel Plans and as a means of improving rural access. Herefordshire has a well-established car-sharing scheme available to all residents and people who work in or visit the county. The LTP will continue to support Twoshare as part of the national Liftshare network.

Building on Twoshare we will deliver a number of Park and Share sites which will provide rural commuters with more flexible options for car sharing, cycling and access to public transport. For many rural residents car sharing is not a viable option due to the large detours required to meet up. Park and Share will identify a network of hubs for car sharers to meet, en-route to their destination, enabling more people to match journeys.

In addition, Park and Share comprises a series of parking hubs on the fringes of Hereford to provide an even greater opportunity for sharing as journeys converge on the city. Many of these hubs, especially those near to Hereford and other settlements, will enable Park and Ride where users can integrate with existing bus services, and Park and Cycle hubs where users can complete journeys by bike. We have engaged with a wide range of private sector partners to identify a network of parking hubs and spaces which are donated free of charge for use by sharers. The Council is also providing spaces from its own property assets.

- **Car Clubs**

We will support the development of community led car clubs by facilitating the provision of parking spaces for car club cars. Allocated parking will only be provided following community consultation.



Development Control (Transport)

This policy statement contributes towards the delivery of the following LTP Objectives

- Support economic growth within Herefordshire by reducing congestion and improving journey time reliability;
- Ensure suitable access to housing and employment sites including the Rotherwas Enterprise Zone;
- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes;
- Encourage sustainable travel choices by reducing the safety risks associated with their use;
- Improve Herefordshire's streetscape for residents, shoppers and visitors;
- Reduce the number and severity of road traffic accidents in Herefordshire by reducing the conflicts between different modes of transport, and reducing speeding and drink/drug driving; and
- Provide a road network that is safe and efficient and that provides a positive journey experience

As a statutory consultee in the planning process, Herefordshire Council as the Local Highway Authority has a duty to ensure that the transport network is fit for purpose.

We encourage a partnership-led approach in the design of new developments which are sustainable in transport terms and which mitigate their impact on the existing network. To deliver these outcomes new developments must be planned, designed and constructed in accordance with the National Planning Policy Framework and local policies. We encourage early consultation to maximise the development's sustainable potential, while minimising the impact of new and redevelopment of existing sites and minimising costs to the developer.



Policy LTP DC1 – Planning for Sustainable Developments

We will ensure that the impacts of development on the transport network are fully considered for new or re-development of existing sites. This will be achieved by working with developers to ensure:

- Those planning new developments' must follow locally adopted guidance, including Herefordshire Council's Highways Design Guide and Specification for New Developments.
- The hierarchy of transport modes is used to inform the design for new and re-development of sites. This hierarchy is not an order of precedence for actual provision, but simply an order of consideration that seeks to ensure that decisions regarding development design are consistent with delivering the objectives of the LTP.

Highest 1 Pedestrians and people with mobility difficulties

2 Cyclists and public transport users

3 Commercial / business users and powered two wheelers

4 Car borne shoppers / visitors and coach borne visitors

Lowest 5 Car borne commuters

- New development and redevelopment of existing sites should always avoid severing routes used by cyclists or pedestrians or prejudice accessibility by walking or cycling. If development proposals do impact on the walking or cycling network then an alternative route must be provided by developers. The quality of alternative routes must be of equal or better quality than the one impacted by development without incurring on-going additional revenue costs to Herefordshire Council. Protect and incorporate into the design, historic transport routes such as dismantled railways to be used as sustainable transport links.
- Sustainable Urban Drainage principles will be applied to all developments where they are practical and technically feasible to manage surface water runoff and alleviate the risk of flooding.

- New and re-developments are designed and located to minimise the impacts on the transport network, such that journey times and journey time reliability do not deteriorate. Measures to achieve this will include: locating new developments on existing walking, cycling, passenger transport and highway routes and services; maximising the use of non-car modes such that the impact on congested sections of the highway network are minimised and investing in walking, cycling and passenger transport infrastructure and services enabling new developments to be accessed without incurring on-going additional revenue costs to Herefordshire Council.

- New and re-development of existing sites are to be designed and constructed in a way that does not impact on the safety of highway users, and where located adjacent to existing problematic sites, incorporate solutions into the design.
- The inclusion of sustainable transport infrastructure is to be encouraged within the design of new and re-developments.



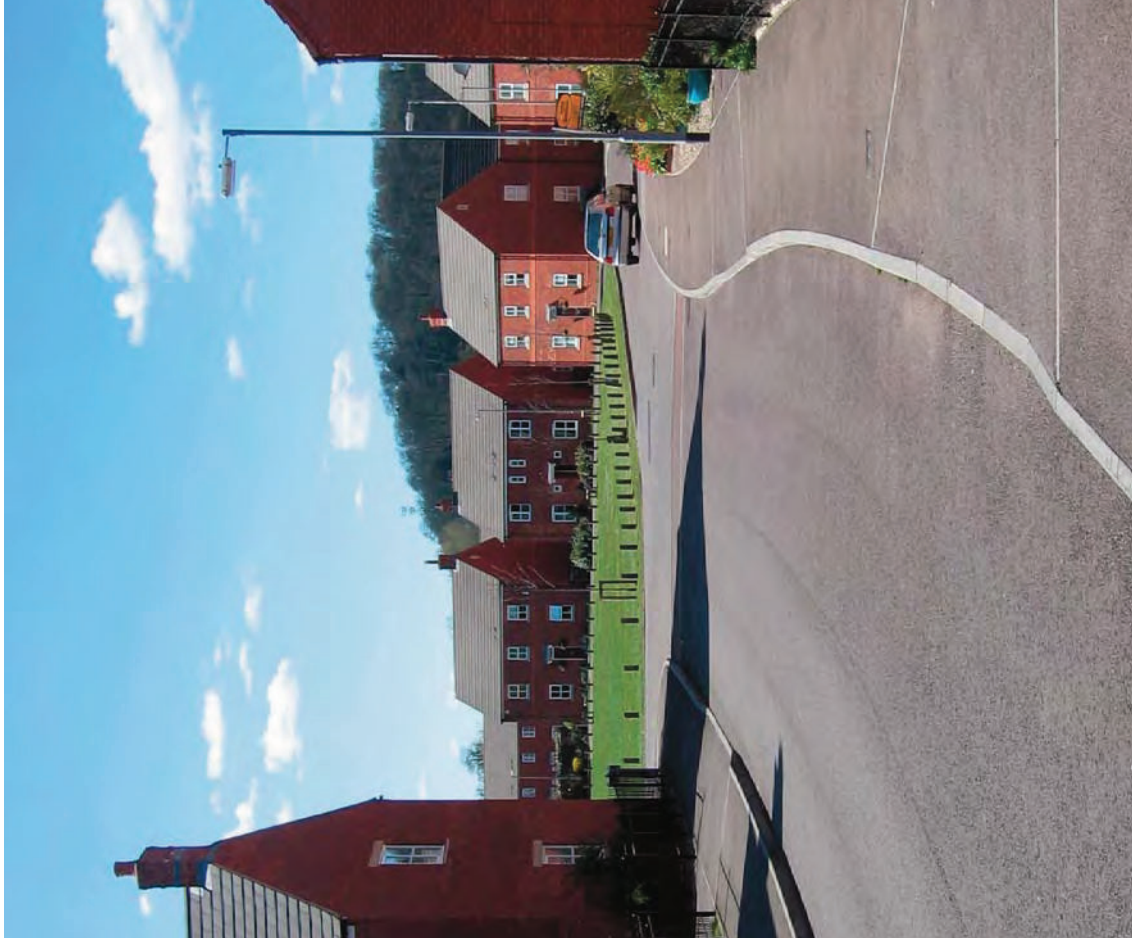
Investment in transport infrastructure and services cannot be met solely from public funds. Financial contributions from the private sector and in particular the promoters of new land use developments, are required to reflect the impact placed on the capacity and operation of the transport network by new and re-developments.

Policy LTP DC2 – Developer contributions to mitigate the impacts of new and re-developments on the transport network

We will ensure that the impact of development on the transport services and network are fully considered when planning new land use developments and appropriate transport infrastructure and services are delivered to ensure accessible, sustainable safe, environmentally friendly and maintainable developments. This will be achieved by:

- Ensuring that the appropriate levels of financial contributions are provided by developers towards the capital and on-going maintenance costs of on and off-site transport infrastructure and services considered necessary to mitigate their impacts to the transport network.

For more information on developer contributions please refer to Herefordshire Council's Planning Obligations Supplementary Planning Document.



This policy statement contributes towards the delivery of the following LTP Objectives

- Reduce the number of short distance car journeys within Herefordshire by providing practical transport choices to support sustainable travel behaviour;
- Support everyday physical activity to improve the health and wellbeing of Herefordshire's residents;
- Encourage sustainable travel choices by reducing the safety risks associated with their use;
- Improve Herefordshire's streetscape for residents, shoppers and visitors;
- Protect Herefordshire's highway network from extreme weather; and
- Improve the condition of our roads, footways and cycle-ways, bridges, milestones, signage, street furniture and sustain their condition

Public Rights of Way include footpaths, bridleways, restricted byways and byways open to all traffic as part of the overall transport and access facilities of Herefordshire. Although these routes are managed through a Rights of Way Improvement Plan it is important to recognise their broad function in:

- Providing local access to bus and rail services and facilities such as schools, workplaces and local services.
- Encouraging and enabling people to use sustainable travel modes.
- Enabling people to take healthy exercise through walking, cycling and equestrian activities.
- Encouraging tourism.
- Providing access to countryside and green spaces.
- Improving community cohesion and safety through high levels of use of public space.

Parish Councils have statutory powers and also devolved funds through schemes such as the Parish Paths Partnership which they can use to undertake maintenance of our Rights of Way network. This opportunity will be enhanced through the provisions of the Localism Act.

Policy LTP PRW1 – Policy B3 Managing Public Rights of Way

We will develop, promote, manage and maintain our public rights of way network. This will involve:

- Ensuring that the value of these assets and the links which they enable are identified and built into our planning, decision making and scheme appraisal processes.
- Developing our asset management processes, as set out in the Transport Asset Management Plan, to provide for planned, proactive maintenance of public rights of way.
- Developing and deploying the categorisation and prioritisation system in consultation with stakeholders, including local communities and organisations representing rights of way users.
- Consulting with all local communities, as part of our accessibility planning process, to identify key route improvements which will enhance their access to a range of destinations and to public transport.
- Building key strategic and local links into our Local Development Framework and infrastructure lists in order to ensure that they can be safeguarded and improved through the Planning and Development Control processes.
- Working with landowners, developers and designers to ensure that developments (including roads) do not fragment the rights of way network and that every opportunity is taken to introduce enhancements.
- Developing and agreeing with all relevant stakeholders a mechanism to address the maintenance of bridges on the rights of way network.



This policy statement contributes towards the delivery of the following LTP Objectives

- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise;
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes; and
- Improve Herefordshire's streetscape for residents, shoppers and visitors.

Air Quality

Local authorities have a duty under the Environment Act 1995 to review and assess local air quality within their areas. Generally air quality in Herefordshire is very good. The exceptions occur in central Hereford, Leominster and on the A40 at Pencraig.

In 2001 an Air Quality Management Area (AQMA) was declared along the A49 (T) corridor through Hereford City Centre. The Hereford City Air Quality Action Plan was developed in 2008 and identified 15 actions designed to improve air quality in the city. Changes to the existing AQMA boundary are being considered as pollution levels at Holmer Road are improving whilst pollution levels at Whitecross Road are deteriorating.

In 2005 an AQMA was declared along the A44 in Leominster covering the environment around the Bargates Junction, and an Air Quality Action Plan is in the process of being agreed. Monitoring of the A40 between Wilton to Pencraig indicates that the annual mean nitrogen dioxide threshold will be surpassed (greater than 40 NO₂ug/m³), but no formal AQMA has been designated. The extent of an A40 AQMA requires liaison with the Highway Agency who manage this trunk road.

Policy LTP AQ1 - Improving Air Quality

We will aim to reduce air pollution from traffic through measures to manage traffic and emissions levels. This will be achieved by:

- Developing and prioritising transport schemes which encourage the use of less-polluting transport modes, including walking, cycling and passenger transport within urban environments and in particular for journeys to, from or through Air Quality Management Areas.
- Developing Air Quality Management Plans, as appropriate; to mitigate the transport related causes of poor air quality.
- Working in partnership, particularly with the Highways Agency, developers and Town Councils to implement the mitigation measures identified in Air Quality Management Plans to ensure that air quality does not further deteriorate.
- Ensuring that Transport Assessments provided in support of planning applications for new developments take account of the impact on air quality of traffic generated by new developments.
- Monitoring air quality, particularly on traffic sensitive streets, to identify at an early stage, potential air quality deterioration, and understand the transport related causes of the air quality determination and designate as appropriate Air Quality Management Area.

Noise

Noise maps showing noise levels from road, rail and industry are currently being produced for areas around the UK including the West Midlands as part of a study undertaken by Department for Environment Food and Rural Affairs. Noise maps for Herefordshire are not currently available but when produced they will highlight areas of concern so that future Action Plans can be developed.



This policy statement contributes towards the delivery of the following LTP Objectives

- Reduce the environmental impacts of traffic particularly CO₂, air quality and noise; and
- Minimise the impact of transport on biodiversity, water quality, heritage landscapes and townscapes.

The majority of rural journeys in Herefordshire will continue to be made by motorised vehicles due to the distances travelled and the cost of providing passenger transport alternatives. The long-term future regarding how the car will be powered is not certain. Development of Zero and Low Emission Vehicles will be informed by market conditions governing world oil prices and technological advances particularly batteries.

Policy LTP ZLV 1 – Zero and Low Emission Vehicles

We will work with transport providers and businesses to encourage the use of more efficient vehicles:

- Aiming for all contracted services including bus services and for licensed taxis and private hire vehicles to comply with Euro 5 emission standards by 2018
- Demonstrating best practice by ensuring all Herefordshire Public Services fleet vehicles comply with the latest Euro Emission Standards
- Encouraging businesses through Work Place Travel Plans to limit 'grey fleet' business mileage and purchase and use more efficient fuel efficient vehicles as a pool fleet.
- Promoting more efficient driving styles and practices through training courses and awareness campaigns.
- Considering, where appropriate, increasing the availability of refuelling/charging points for electric vehicles on Herefordshire Public Services owned premises.



If you would like help to understand this document, or would like it in another format or language, please call 01432 260500 or email info@herefordshire.gov.uk





MEETING:	CABINET
MEETING DATE:	11 September 2014
TITLE OF REPORT:	Outcome of children's safeguarding Ofsted inspection and action plan
REPORT BY:	Director for children's wellbeing

Classification

Open

Key Decision

This is not a key decision.

Wards Affected

County-wide

Purpose

To note the outcome of the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers, which was conducted between 29 April and 21 May 2014.

To consider the council's response to the areas for improvement identified.

Recommendation(s)

THAT:

- (a) note the outcome of the inspection attached at Appendix 1;**
- (b) approve the action plan attached as Appendix 2 as the response to the areas for improvement identified;**

Alternative Options

- 1 No alternative options listed as this is a report to enable Cabinet to consider and approve the proposed actions in response to Ofsted's identified areas for improvement and make further recommendations.

Reasons for Recommendations

- 2 The council is required to submit an action plan to Ofsted within 70 days of the publication of their report (which is 7 October 2014), outlining how it intends to address each of the identified areas for improvement, the timescales for action to be undertaken, and the monitoring and evaluation arrangements.
- 3 In order for Cabinet to comment and approve its submission to Ofsted regarding the proposed actions to address the areas for improvement identified by Ofsted.

Key Considerations

- 4 The previous Ofsted inspection of children's safeguarding in Herefordshire took place in September 2012, at which time services were found to be inadequate, with children potentially left at risk of significant harm in the county. The Department for Education (DfE) placed Herefordshire under an improvement notice, and has overseen the council's improvement plan implementation and associated actions since, through the Herefordshire Safeguarding and Protecting Children's Improvement Board.

The inspection

- 5 Ofsted returned on 29 April 2014 to undertake a combined inspection of services for children in need of help and protection, children looked after and care leavers, which also incorporated an inspection of fostering and adoption services, under the terms of their new inspection framework, implemented in November 2013.
- 6 The outcomes of the inspection were as follows:
 - The experiences and progress of children who need help and protection – Requires Improvement
 - The experiences and progress of children looked after and achieving permanent homes and families for them – Requires Improvement, including:
 - Adoption performance – Good
 - Experience and progress of care leavers – Requires Improvement
 - Leadership, management and governance – Requires Improvement
 - The Effectiveness of the Local Safeguarding Children's Board (LSCB) – Requires Improvement
- 7 Overall Judgement: Requires Improvement. (See Appendix 1 for full report)
- 8 As part of the inspection, Ofsted identified a number of strengths including the following:
 - Councillors and senior managers show commitment to improving services to children and families – backed by resource allocation
 - Social work caseloads are now more manageable, linked to investment in the project team to address work backlog

Further information on the subject of this report is available from
Jo Davidson, Director for children's wellbeing on Tel (01432) 260039

- Children and families are able to receive a wide range of early help support to prevent problems escalating
 - Children in need of protection are identified and assessed well.
 - Most children who are looked after live in high quality local foster placements
- 9 Ofsted also reported that at the time of the inspection there were no widespread or serious failures that create or leave children being harmed or at risk of harm.
- 10 These outcomes represented recognition from Ofsted as to the progress made by the council and its partners since September 2012. It also recognised that progress had in some areas been very recent, and need to be able to demonstrate sustainability. There are 28 specific areas for improvement, detailed in Appendix 1. Whilst many relate to specific operational and practice improvements, there are a number of strategic recommendations, including:
- Ensure elected members understand and effectively undertake corporate parent role
 - Ensure manageable caseloads
 - Robust audit and performance management
 - Ensure diversity issues assessed and addressed
 - Ensure partners and communities are aware of private fostering

The review of the Herefordshire Safeguarding Children Board (HSCB)

- 11 Under the new framework, the HSCB was reviewed by Ofsted. The Board is an important component of the governance arrangements for safeguarding work in Herefordshire. Details of findings are included in Appendix 1. Key findings for the Board include:
- Governance arrangements between the LSCB and the local authority are well established.
 - The terms of reference for the LSCB are clear, as are the roles and responsibilities of the Chair and board members. The role of the LSCB Chair is sufficiently independent. However the respective roles of the Improvement Board and the LSCB are not sufficiently clear, with no protocol established between them.
- 12 The Board also needs to submit an action plan, and Cabinet are invited to make any recommendations for change to the plan for the Board.
- 13 Whilst the council is no longer judged as being inadequate, the council remains in Government intervention. This is in recognition of the recent nature of many of the improvements and needed to be able to demonstrate sustainability.
- 14 However, the DfE are committed to a formal review of progress prior to the end of the calendar year, to establish whether progress has by that point been sufficiently embedded and sustained that they can recommend the lifting of the intervention notice to the minister. It is the progress against the attached action plans by both the Council and the HSCB which will be central to the DfE review and recommendation to the minister.
- 15 The council and its partners have made good use of external challenge and support to secure improvement, and the HSCB has commissioned a peer challenge for the

autumn to provide further input to strengthen and improve so that it is ready to take over fully from the Improvement Board.

The council's action plan and performance monitoring

- 16 The action plan, attached at Appendix 2 is iterative and will continue to be refreshed and updated. Cabinet will be kept informed of progress against the action as part of the performance reporting process. The plan includes clear responsibilities and where changes are made this will only be following evidence of the reason for the changes.
- 17 As the Ofsted inspection took place in May, work has both continued and in some areas already commenced in connection with some of the actions as follows:
- A Looked After Children Pledge will be presented to Council in September for formal adoption.
 - The Cabinet member for children's services and cabinet support member have been speaking to local business leaders about apprenticeships and work experience for our looked after children.
 - A commissioning exercise has been undertaken and a contract awarded with respect to the development of the Herefordshire Intensive Placement Support Service (HIPSS) and Therapeutic Intensive Support Services (TISS), which will support vulnerable children and young people to remain in local placement settings as appropriate to their needs and reduce the need for high cost external placements.
 - The council has been quite clear that its ambition and expectation is for safeguarding services to be good by 2016/17. The Ofsted report and these action plans are important staging posts in monitoring progress to achieve this expectation and ensure that where child protection services are needed, they are of high quality.
 - The Council has established its longer term strategy to secure good child protection services within an environment of reducing resources. The priorities for change are to build independence and self-support within families and communities, including the use of volunteer activity; to target support services proactively in areas of need; and to change the models of delivery. These activities are set out in the children's transformation programme, Children of Herefordshire Improvement and Partnership Plan (CHIPP)
 - Governance of the Ofsted action plans lie on a multi-agency basis with the Herefordshire Safeguarding Children Board; Council oversight will be through the performance framework, specifically the monthly children's performance monitoring and the cross council quarterly performance reviews. Final challenge and assurance will occur through Cabinet, Scrutiny and the Health and Wellbeing Board, as appropriate. For the period that the Council remains in intervention, the Improvement Board will continue to monitor and secure assurance that change is continuing to take place and become embedded.

Community Impact

- 21 The successful implementation of the action plan will bring about further improvement towards achieving the council's priorities of keeping children and young people safe

Further information on the subject of this report is available from
Jo Davidson, Director for children's wellbeing on Tel (01432) 260039

and giving them a great start in life and enabling residents to live safe, healthy and independent lives; improving access to learning opportunities at all levels and improved outcomes for children and young people .

- 22 Vulnerable children and young people, their families and carers, will experience different approaches to service delivery as a consequence of the implementation of the actions set out in the plan and in the context of the plan's status within the wider children's change programme.

Equality and Human Rights

- 23 As the action plan is implemented, equality impact assessments will be carried out where relevant to ensure that due regard is paid to the public sector equality duty as set out below:
- "A public authority must, in the exercise of its functions, have due regard to the need to -
 - eliminate discrimination, harassment, victimisation and any other conduct ... prohibited by or under this Act;
 - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - foster good relations between persons who share a relevant protected characteristic and persons who do not share it."

Financial Implications

- 24 The actions included in the plan in appendix 2 can be contained within the current year's budget. Each of the areas for improvement is being progressed within the context of the directorate's transformation programme, the Children of Herefordshire's Improvement and Partnership Programme (CHIPP). As the transformation programme develops, detailed financial planning will be taking place with regard to the actions and where appropriate further reports will be presented to Cabinet or the cabinet member.

Legal Implications

- 25 Section 137 of the Education and Inspections Act 1996, requires the Council following an inspection report to prepare a written statement of the action and the period within which they propose to take that action. The attached action plans comply with this.
- 26 The report must be published within 70 working days of receiving the inspection report and a copy must be available by either inspection at Council offices or by providing a copy upon payment of a reasonable fee.

Risk Management

- 27 Risks associated with the failure to implement the action plan are:
- Reputation - should the council remain under an improvement notice. In particular, this has the impact of adversely affecting the recruitment and retention strategy and associated caseload management problems, which in turn have the

Further information on the subject of this report is available from
Jo Davidson, Director for children's wellbeing on Tel (01432) 260039

potential to negatively impact on performance and quality of service for children and families.

- The council returns to a position where there are widespread failures to protect children and young people from harm.
- The HSCB is unable to demonstrate to the Minister its ability and capacity to effectively govern the improvement of the multi-agency response to safeguarding children, to enable him to be sufficiently reassured to lift the improvement notice.
- Delays in implementing the necessary structural changes to the HSCB business unit will undermine the Boards ability to demonstrate its effectiveness.

Consultees

28 All members of the Herefordshire Safeguarding and Improvement Board, management board, children's wellbeing directorate senior management team, HSCB board members and staff within children's wellbeing directorate have been consulted and their views have been incorporated within the action plan.

Appendices

Appendix 1- Ofsted inspection of services for children in need of help and protection, children looked after and care leavers. Published 30 June 2014

Appendix 2- Ofsted inspection May 2014 action plan

Background Papers

None identified.

Herefordshire Council

Inspection of services for children in need of help and protection, children looked after and care leavers

and

Review of the effectiveness of the local safeguarding children board¹

Inspection date: 29 April 2014 – 21 May 2014

Report published: 30 June 2014

The overall judgement is **requires improvement**

There are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. However, the authority is not yet delivering good protection and help and care for children, young people and families.

It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

1. Children who need help and protection		Requires improvement
2. Children looked after and achieving permanence		Requires improvement
	2.1 Adoption performance	Good
	2.2 Experiences and progress of care leavers	Requires improvement
3. Leadership, management and governance		Requires improvement
<p>The effectiveness of the Local Safeguarding Children Board (LSCB) requires improvement</p> <p>The LSCB is not yet demonstrating the characteristics of good.</p>		

¹ Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspection Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

Contents

Section 1: the local authority	3
Summary of key findings	3
What does the local authority need to improve?	5
Information about this inspection	8
Information about this local authority area	9
Inspection judgements about the local authority	11
What the inspection judgements mean: the local authority	31
Section 2: The effectiveness local safeguarding children board	32
What the inspection judgments mean: the LSCB	36

Section 1: the local authority

Summary of key findings

This local authority requires improvement and is not yet good because

1. Services for safeguarding children and young people in Herefordshire have only recently improved since they were judged to be inadequate in the Ofsted inspection of child protection in 2012. No widespread or serious failures were identified by this inspection that currently left children being harmed or at risk of harm. However, progress to improve how children are safeguarded has been slow and many improvements are very recent. Too many of the areas for development from the inspection in 2012 continue to be areas that require improvement.
2. Services for looked after children have not improved since they were judged to be good in 2012 and some of the work has got worse because many staff have left and the local authority has found it difficult to recruit experienced permanent social workers and managers. This has meant that many looked after children have experienced too many changes of workers and some have not received good quality support or been able to form relationships with their social workers.
3. In 2013 children's services in Herefordshire experienced many difficulties, such as high numbers of referrals, high caseloads for social workers, many social workers and managers moving jobs and poor electronic recording systems. As a result children and their families often received services that were not good enough.
4. Staffing remains fragile and a major challenge to maintaining improvements in the quality of work. More permanent social work and management staff have been recruited and many of the high number of agency staff who are being employed are on long term contracts. The use of agency social work staff is beginning to reduce from the September 2013 high of 50%.
5. During 2013 the local authority and other agencies joined together to form a multi-agency safeguarding hub to receive contacts and referrals about children and to decide what action needed to be taken. At first this did not function properly, but from the beginning of 2014 it has improved and now assesses the needs of children and families well; it is better managed and improves how staff from different agencies share information. However, the service is still at an early stage of development.
6. The authority's children's services have developed electronic systems to record details about children and families to allow managers and other agencies to understand what services are needed and how well they work. However, the information they contain is not accurate enough and managers often are not able to get the information that they need.

7. Herefordshire has a relatively small number of children and families from diverse ethnic and cultural backgrounds. Few services have been developed in the area tailored to their needs. The diverse cultural and ethnic needs of many children and families who are known to children's social care services are not properly assessed or met.
8. Child protection conferences are not well managed and child protection plans made at conference are too vague. Most agencies attend conferences, but few children are invited. People who attend conferences often do not get the reports or minutes quickly enough.

The local authority has the following strengths

9. From the beginning of 2014 the quality of social work and operational management has significantly improved and the morale of staff has risen.
10. Children and their families are able to receive a wide range of early help to prevent any difficulties that they experience from getting worse.
11. Children in need of protection are identified and assessed well. Many more children have been helped through child protection plans than in previous years, and not many are subject to a second or subsequent plan.
12. Most children who are looked after live in stable and supportive foster placements or in high standard residential accommodation that is in or close to Herefordshire. They are supported well by their carers and are helped to maintain positive contact with their families where this is best for them.
13. Where children cannot live with their families, adoption is promptly considered and court proceedings are rapidly completed so that the children can quickly settle into new permanent families. People interested in adopting children are well prepared and supported throughout and following the adoption process.
14. Local authority councillors and senior managers show commitment to improving services for children and families and have secured extensive financial and staffing resources. They have worked closely with partner agencies to improve how staff work together to prioritise the needs of children and young people in the area. The senior staff team in children's social care services is now established and increasingly has gained the confidence and commitment of staff.
15. Social work caseloads are now more manageable because an external agency has been temporarily brought in, until July 2014, to finish off work with some children and families. This has given space for the authority's social work teams to improve their work.

What does the local authority need to improve?

Priority and immediate action

16. There are no areas of priority action.

Areas for improvement

17. Ensure that caseloads in children in need and looked after children's teams remain manageable and reduce caseloads within the Children with Disabilities service so that all social workers have sufficient time to provide children with the level of service they require.
18. Ensure that the electronic case and performance management system in children's social care provides accurate performance information.
19. Ensure that audit and performance management is robustly and routinely undertaken by managers across children's services and is effectively used to develop services and to improve the quality of practice.
20. Ensure that consistent and high quality formal supervision of social care staff is provided and that all staff have regular supervision that provides reflection and challenge.
21. Ensure that regular case file audits and re-audits within social work teams are undertaken and are used to identify areas of strength and development and to measure the effectiveness of actions taken to improve performance.
22. Ensure that thresholds for access to children's services are understood and consistently applied by local authority staff and partner agencies, so that children and families get the right help at the right time.
23. Ensure that the independent reviewing officers effectively structure and manage child protection conferences and develop specific and measurable child protection plans. Ensure that there is effective leadership, practice, quality assurance and capacity within the Independent Reviewing Officer service.
24. Ensure that all children with a disability known to children's services are rigorously assessed to ensure that their needs are met and that the local authority is fulfilling its statutory functions.
25. Ensure that information about children who go missing is effectively shared and robustly analysed between partner agencies.
26. Ensure that the partner agencies and the community are aware of the need to notify children's social care services of private fostering arrangements.
27. Ensure that the Emergency Duty Team effectively supports young people held in police custody out of hours and that appropriate alternative

accommodation is available to prevent young people being held in police custody overnight.

28. Fully utilise Family Group Conferences to inform care planning, particularly where care proceedings are being considered.
29. Ensure that diversity issues and the ethnic and cultural identity of children and their families are thoroughly assessed and addressed.
30. Implement and monitor a robust system for making timely decisions to ensure there are no delays in accommodating children when they need to be looked after.
31. Ensure that plans for permanency are made and clearly recorded at children's second looked after review in line with national guidance.
32. Develop specific assessment methods to inform decisions about whether siblings should be permanently placed together or apart. Record assessments and decisions in detail to reflect the significance of the decision being made.
33. Ensure that regular analysis and reporting from the advocacy service provides an accurate account of emerging themes.
34. Ensure that the virtual school develops and implements a strategy to narrow the gap in attainment between looked after children and all other children in Herefordshire.
35. Ensure that all looked after children and young people make consistently good or better progress at every stage of their education and close the attainment gap between looked after children and all children in Herefordshire.
36. Ensure effective joint working with the police and youth offending services to routinely record and analyse information about looked after children engaged in offending behaviour.
37. Develop and implement working arrangements with local Child and Adolescent Mental Health Service providers to enable better access to treatment for looked after children.
38. Ensure that the children in care council is effective, is representative of the range of looked after children and has membership of the council's corporate parenting group.
39. Ensure all local authority elected members understand and effectively undertake their role as a corporate parent.
40. Refresh and re-launch the recruitment strategy to increase the number of adopters for children with complex needs and for larger sibling groups.

41. Ensure that all pathway plans are up to date, are of good quality, are based on a robust analysis of need, with clear and agreed goals and are regularly reviewed.
42. Ensure that all care leavers receive a copy of their health records.
43. Ensure that all looked after children and care leavers understand their rights, responsibilities and entitlements and receive the guidance, support and resources to realise them.
44. Ensure that learning from complaints and representations from children and young people, parents and carers and service users is systematically collated and analysed and is used to improve service delivery and development.

Information about this inspection

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people who it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the local safeguarding children board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of seven of Her Majesty's Inspectors (HMI) from Ofsted and an additional inspector (AI).

The inspection team

Lead inspector: Pietro Battista

Team inspectors: Shirley Bailey, Brenda McLaughlin, Susan Myers, Lynn Radley, Judith Nelson, Lisa Williams (AI) and Steven Gauntley.

Information about this local authority area²

Children living in this area

- Approximately 36,000 children and young people under the age of 18 years live in Herefordshire. This is 19% of the total population in the area.
- Approximately 10% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
 - in primary schools is 10.5% (the national average is 19.2%)
 - in secondary schools is 9% (the national average is 16.3%).
- Children and young people from minority ethnic groups account for 6.3% of all children living in the area, compared with 20.2% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are White other (1.62%).
- The proportion of children and young people with English as an additional language:
 - in primary schools is 6% (the national average is 18.1%)
 - in secondary schools is 4.3% (the national average is 13.6%).

Child protection in this area

- At 31 March 2014, 1,269 children had been identified through assessment as being formally in need of a specialist children's service. This is a reduction from 1,444 at 31 March 2013.
- At 31 March 2014, 237 children and young people were the subject of a child protection plan. This is an increase from 208 at 31 March 2013.
- At 31 March 2014, four children lived in a privately arranged fostering placement. This is an increase from two at 31 March 2013.

Children looked after in this area

- At 31 March 2014, 242 children are being looked after by the local authority (a rate of 67.24 per 10,000 children). This is an increase from 216 (60 per 10,000 children) at 31 March 2013. Of this number:
 - 65 (27%) live outside the local authority area
 - 14 live in residential children's homes, of whom 92.86% live out of the authority area

² The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

- None live in residential special schools³
 - 148 live with foster families, of whom 11.5% live out of the authority area
 - 11 live with parents, of whom one is living out of the authority area
 - There are no unaccompanied asylum-seeking children.
- In the last 12 months:
- there have been 17 adoptions
 - nine children became subjects of special guardianship orders
 - 95 children have ceased to be looked after, of whom three subsequently returned to be looked after
 - 19 children and young people have ceased to be looked after and moved on to independent living
 - No children and young people have ceased to be looked after and are now living in houses of multiple occupations.

Other Ofsted inspections

- The local authority does not operate children's homes.
- The previous inspection of Herefordshire's arrangements for the protection of children was in October 2012. The local authority was judged to be inadequate.
- The previous inspection of Herefordshire's services for looked after children was in October 2010. The local authority was judged to be good.
- The previous inspection of Herefordshire's fostering services was in March 2013. The local authority was judged to be adequate.
- The previous inspection of Herefordshire's adoption services was in July 2011. The local authority was judged to be good.
- The previous inspection of Herefordshire's services for private fostering was in March 2009. The local authority was judged to be inadequate.

Other information about this area

- The Director of Children's Services has been in post since January 2012.
- The chair of the LSCB has been in post since February 2012.

³ These are residential special schools that look after children for fewer than 295 days.

Inspection judgements about the local authority

The experiences and progress of children who need help and protection requires improvement

45. Children and their families who need early help are able to access a wide range of services that offer support to prevent their problems escalating. The recent reconfiguration of early help services into a more holistic family support service for children and young people up to 19 years of age is enhanced by co-location with children's social care teams.
46. The stability of the workforce in Families First enables children to build relationships with workers and to make positive changes in their lives; for example, to improve school attendance and to improve relationships at home. In the majority of cases seen, age-appropriate direct work with children was undertaken and used to inform case planning. Preventive work with children and young people is appropriately targeted to those at risk of becoming looked after. A large proportion of these children are subject to child protection plans or have recently been removed from such plans.
47. The Common Assessment Framework (CAF) is embedded across the county and its use is slowly increasing. At the time of the inspection there were 950 active CAFs. A further 400 CAFs had been completed and were waiting to be closed. Practitioners engaged in CAFs understand their roles and staff from many partner agencies take on the role of the lead professional. Information sharing at monthly Multi Agency Meetings (MAGS) ensures that children receive additional support when they need it from a range of agencies.
48. The Multi-Agency Safeguarding Hub (MASH) has contributed to the recent improvement in multi-agency information sharing across the partnership. This enables partners to better identify children in need of help and protection. Currently the local authority and Herefordshire's Safeguarding Children's Board (HSCB) are reviewing their thresholds for services as they are not being consistently applied by staff across partner agencies, resulting in some inappropriate referrals to children's social care services.
49. Since January 2014, decisions by managers on contacts and referrals in the MASH are timely and in the majority of cases are appropriate with clear case direction. The process for managing referrals has been clear and most decisions to take action are made within 24 hours. Referrals that meet the threshold for an assessment are allocated to social workers promptly.
50. Assessments of children's needs by social workers in the MASH are prompt in the majority of cases, and most assessments result in the delivery of appropriate services. However, in a small number of cases, assessments focused primarily on mothers and failed to sufficiently consider adult males in the households. A few assessments were overly optimistic about what can be achieved by some families, leading to re-referrals and delay in understanding

the children's experiences. In some cases, inconsistent use of chronologies and recording resulted in key information not being effectively used to inform the analysis.

51. In nearly all cases seen by inspectors, assessments did not demonstrate any meaningful consideration of the religious, ethnic or cultural needs of children or their families. Planning is not informed by the child's diverse needs and children and their families are often treated as having the same needs.
52. Neglect was a major factor in most cases seen by inspectors. Recent improvements in early help services have enabled early recognition of signs of neglect in families and more timely work to tackle the causes. However, in a few cases where management oversight was poor, delay in recognising the impact of chronic neglect on children resulted in an approach that was too focused on the needs of adults or on the presenting incident. The local authority's own audits identify the need to improve the quality of assessment for children and young people who suffer neglect. Staff are beginning to be trained in a variety of methods to measure the impact of neglect.
53. Since January 2014 management oversight of casework has become more robust. This has resulted in some improvement in practice and in the timeliness of work undertaken with children and families. However, inspectors saw many cases where the standards of social work assessment, support and case planning and management oversight were inadequate throughout 2013. This was confirmed by audits undertaken by the local authority, LSCB and partners in that period.
54. Since January 2014 referrals that meet the threshold for a child protection enquiry have been appropriately undertaken by suitably qualified social workers. Child protection strategy discussions that include relevant partner agencies are timely. Follow-up strategy meetings are fully recorded and result in well coordinated arrangements to protect children. No cases were seen of children and families being subjected to child protection investigations unnecessarily and none where children were left at risk of harm. Two cases were brought to the attention of children's social care services by inspectors where necessary child protection enquires had not been undertaken. Appropriate immediate action was taken to ensure that the children were safe.
55. The majority of child protection case conferences are appropriately held within timescales, are quorate and have good multi-agency attendance by partners. This results in the timely progression of child protection plans by core groups. However, conferences observed were poorly managed and meetings were too long and unfocused. Lack of capacity in administrative support for conferences results in unacceptable delays in distributing invitations to meetings, minutes and plans. In one case a parent reported receiving the conference minutes and child protection plan at the review conference six months later.

56. Outline plans made at initial child protection conferences are not sufficiently specific and measurable. They are too long and lack clarity on actions and timescales. However, most core groups are developing more robust child protection plans. Core groups are regularly held and are well attended by a range of agencies. Children subject to child protection plans are seen regularly and are seen alone where appropriate.
57. The local authority has taken decisive action to reduce social work caseloads to a manageable level. Caseloads have reduced from an average of over 30 in October 2013 to an average of 18 at the time of the inspection. This has been achieved by commissioning an external agency social work team to complete some work, provisionally until July 2014. The impact has been positive on staff morale and now social workers have time to spend with children which enables them to improve the quality of direct work with children and families. Improvements in practice are evident, particularly in the last three months, but have yet to be sustained.
58. Management oversight of social work practice and clarity of managers' decision making and direction in cases has begun to improve slowly. However management decisions and the reasons were not recorded well enough in the majority of cases. Supervision of social work staff is improving in regularity, but remains inconsistent in its quality. The local authority has recognised this and has recently provided supervision training to managers.
59. Children and their families have experienced frequent changes in social workers, often at short notice. For example, in two cases seen there had been eight different social workers in a two year period. This negatively affects the development of meaningful relationships with their social workers and has led to drift and delay. Where relationships with social workers have been sustained, inspectors saw examples of effective work leading to good outcomes for those children.
60. Inspectors reviewed 11 cases where children were living in households where there are concerns about parental mental health, domestic abuse and substance abuse. Similar significant improvement was evident from January 2014, with good child-focused direct work and assessment using research-based analysis and risk assessment. Collaborative partnerships working with the Drug & Alcohol Services, the adult mental health service and police in these cases resulted in timely intervention and better outcomes for those families.
61. The Multi-Agency Risk Assessment Conference (MARAC) is well established to consider children in families where domestic violence is known, with good representation and input from partner agencies. Inspectors saw evidence of appropriate communication between the police and children's social care services through the MARAC with strong links to the Multi-Agency Public Protection arrangements.

62. Arrangements for identifying and tracking individual young people who are missing from home are now managed and progressed well by the MASH team. A return interview takes place within 48 hours by staff from the early help service. Interviews are recorded and address issues of safety and vulnerability to sexual exploitation. However, information from return interviews is not routinely collated or analysed to understand trends, and is not shared with the police to enable them to develop local intelligence.
63. Effective work is undertaken to identify and respond to individual young people at risk of child sexual exploitation. In most cases seen, strategy meetings and child protection conferences were held where it was appropriate to do so.
64. Children who are missing from care, particularly those children placed in the area by another authority, do not receive a consistent response. Data on the number and type of incident is not robustly maintained or analysed. The number of reported missing episodes of looked after children is rising, as are the number of children who go missing three or more times in a 90-day period. The lack of a robust multi-agency approach means that for most children this is being managed on a case-by-case basis without consistent collaborative information sharing.
65. At the time of the inspection 17 children were missing from education. Clear protocols are in place between schools, the fair access panel and children's social care services. As a result, children missing from education receive a consistent response and any children not found within 14 days are referred to the MASH and are appropriately assessed. There are currently 100 children home educated, who are subject of robust safeguarding consideration.
66. The eligibility criteria for children with disabilities (CWD) lacks clarity and this means that children who have a disability are not always appropriately identified. Some children in receipt of respite care who meet the criteria are not currently being reviewed by the Independent Reviewing service. In one case, a young person in a joint-funded placement had not been reviewed by the local authority for five years. Inspectors reviewed all the current children with disabilities where there were child protection concerns, and recent risk assessments are robust. However, in one case child protection concerns had not been properly considered in 2013, and the local authority acknowledged this.
67. Few children are enabled or encouraged to attend child protection conferences. Advocates are available for children over ten who do effectively represent their views, although this support is not extended to representation at core groups. The voice of younger children is not independently represented as there is no advocacy service offered to children under ten years old.

68. Arrangements to identify and support children who are privately fostered are underdeveloped and issues identified in previous inspections of Herefordshire's private fostering have not been fully addressed. During the inspection the local authority reported they were aware of seven private fostering arrangements. All four cases seen by inspectors had a private fostering assessment and appropriate visits had been undertaken. There is an on-line private fostering training module and a poster campaign in schools and children's centres, but little evidence that awareness raising initiatives are having any impact.
69. Arrangements for managing and responding to allegations of abuse or mistreatment of children by professionals and carers, through the Local Authority Designated Officer (LADO) have recently been reviewed. All cases seen by inspectors were responded to appropriately. Outcomes of referrals to the LADO are reported to the Local Safeguarding Children Board.
70. The Emergency Duty Team (EDT) for children is commissioned from a neighbouring authority. Effective systems are in place which ensure good communication between the EDT and the social work teams and access to electronic case files. However, arrangements for young people detained in police custody needing alternative accommodation out of office hours are poor. There is no local authority emergency accommodation for children held by the police. The EDT do not always sufficiently explore all options, resulting in young people being detained in police cells overnight unnecessarily. This was identified in previous inspection by HMIC in September 2013 and has not been resolved.

The experiences and progress of children looked after and achieving permanence requires improvement

71. For children where family breakdown is likely, intensive support services provided by the early help team work well and improve outcomes for the majority of children. Targeted youth support working in partnership with social workers also provides help for those at risk of becoming looked after. Edge of care services are located within the children in need service. The placement panel provides routine oversight, case guidance and monitoring of edge of care work.
72. Where legal processes are required to secure a safe future for children improvements have, in most cases, resulted in effective use of the public law outline (PLO) and legal planning meetings. However, in four cases out of six seen children did not become looked after promptly enough as a result of delay in taking assertive action prior to 2014.
73. Family Group Conferences (FGC's) are not used to inform legal planning. The service is under-resourced and poorly developed, and generally staff in children's services are unaware of the benefits that FGC's bring to effective care planning. Early identification of children requiring permanence is

achieved by adoption managers' routine attendance at legal planning meetings.

74. The development of the court team over the last year is positive, and where children need the protection of legal orders work is timely and delays are the exception. Nearly all cases are completed within 30 weeks and performance in the timeliness of court proceedings continues to improve. The Judiciary and CAFCASS report that Herefordshire is raising its practice standards, although they acknowledge that some social work court reports are still insufficiently analytical.
75. Where looked after children are returned to their families, reunification plans are not consistently robust. In three cases out of the 15 seen work was well planned and structured to support children's return home. However, in others children returned home in an unplanned way, without planned support, and in one case a young person moved in and out of care several times in a short period.
76. Enabling children to maintain positive contact with their families is a priority in care planning, and social workers take a flexible approach to ensure that children benefit from and enjoy contact. When contact is being planned or reviewed children's views are sought and taken into account. They are able to influence how often they see their relatives and for how long. Resourcing supervision of contact remains a challenge for the local authority, and recent improvements include the provision of additional staffing and an in-house manager to oversee and co-ordinate arrangements.
77. The vast majority of the 65 children who are placed outside of Herefordshire are not disadvantaged and their needs are currently met. 42 are placed in adjoining authorities. Children are only placed at distance to meet their individual, specific needs, for example to be with family members or because of complex disabilities. Social workers visit children regularly and routine monitoring of provider standards is undertaken by a contracting team. A young person living out of the area reports very good care, access to specialist help and high levels of satisfaction with the support that they receive.
78. Permanence plans are not always made as promptly as they should be. Managers acknowledge that these plans are not always made at the second review and can be significantly delayed. A small number of plans were seen which were not prompt or focused where young people were accommodated on an emergency basis.
79. Care plans are reviewed in a timely way and the views of children and young people are sought and are included. An advocacy service is available and either a young person or their carer can make a referral. The number of times advocacy is used for children looked after appears high at 116 in the last year; no analysis has been undertaken to determine how effective the

service is or what issues it helps to address. In addition young people report there can be a long wait to see an advocate.

80. Independent Reviewing Officers (IROs) routinely see children prior to their review and very occasionally between review dates. Where plans for permanence are not made promptly enough or use of the PLO is prolonged, IROs do not always challenge practice. Some reviews are chaired well by IROs, who are sensitive to the needs and emotions of children and family members. Managers acknowledge that substantial work is required to fully implement the requirements of the IRO handbook. The quality assurance role of IROs is underdeveloped and currently the IRO team does not have sufficient capacity to progress and develop its work as swiftly as it needs to. The drive and leadership required to ensure the IRO service becomes fully effective is not evident.
81. For some brothers and sisters with permanence plans a specialist therapist within the adoption team provides good quality assessments of whether they should live together or separately. For other children, placement planning meetings make these decisions and the minutes seen were poorly recorded and did not reflect the significance of the decisions made. Where children achieve permanence through long-term fostering the match to their carer is thoroughly considered at Placement Panel. Matching reports are good and the significance of the event is marked by a letter and certificate for the child from the Head of Service.
82. The vast majority of children live in good quality, stable foster care and appropriate use of Independent Fostering Agencies ensures that there is sufficient placement choice. Placement stability is good, with only 7% of children having three or more placement moves in a year in 2012–13 compared to a national average of 11%. Children seen understand why they are in care and what their care plans mean for them. They all say that they feel safe at home and school. Whilst children make meaningful and positive relationships with their carers, often they experience many changes in social worker without any warning or reason being given. Further, they are not always made aware of and sure of their rights and entitlements.
83. Performance in securing permanent arrangements for children through the use of special guardianship (SGO) is good. In 2012–13, 21% of children left care through SGO compared to statistical neighbours at 9%. Currently 65 children are subject to special guardianship and a full review of their placements and support plans is taking place. Plans are well advanced to implement a kinship and special guardians' unit to centralise and improve standards of support.
84. The local authority meets its duty to ensure that there are sufficient suitable placements to meet children's needs through the use of in-house and purchased placements. A well-planned sufficiency strategy is in place and future projections of need are realistic. Placement costs are benchmarked

against both neighbouring authorities and national averages. Managers have appropriate plans to increase their in-house provision and demonstrate success through an additional 14 carers in the last year. Kinship care is routinely used, underpinned by appropriate assessments, and numbers are steadily increasing.

85. Family-finding strategies for children who require permanence through long-term fostering are effective and are informed by a detailed knowledge of children's needs. Placement support is good and meets the child's and carer's needs. Fostering files are clear and well-maintained. Training for carers is good, wide-ranging and easily accessible. Children receive effective individual support when needed from a specific family support worker who is a member of the fostering team. Delegation of day-to-day authority to enable foster carers to make decisions about children is clear. Foster carers receive good management oversight. Routine reviews of foster carers, unannounced visits, and required reference checks are all undertaken and are recorded well in case files.
86. An experienced, independent chair of the Fostering Panel works well with the Agency Decision Maker (ADM) to ensure that safe decisions are made about the approval and review of foster carers. The panel is appropriately constituted, has a measured approach and provides robust quality assurance of the work it oversees.
87. The majority of looked after children are now making the educational progress expected of their age, taking into account their often low starting points when they enter care. In 2012/3, however, progress and attainment at Key Stage 2 dropped well below the national average for looked after children because only 5 out of 15 children achieved as expected. At Key Stage 4, most made good progress and seven out of 14 gained five or more good GCSEs, following improvement on the previous two years performance. Most of the remainder gained at least five A-G grades at the same level. The proportion achieving good grades in English and mathematics remains in line with the national average for looked after children and, therefore, the gap in attainment with all children in Herefordshire is not closing.
88. School attendance of looked after children is good. Those with a history of persistent absence prior to coming into care improve their attendance rapidly. Behaviour of looked after children at school is good and resulted in a low level of fixed-term exclusions that has fallen further this year, with 20 incidences to date. There were no permanent exclusions of looked after children in the two school years to 2013, however, one child has been excluded this year.
89. The virtual school has had a positive impact on raising the profile of looked after children, in partnership with a well-established network of designated teachers. The large majority of looked after children are in schools judged to be good or outstanding by Ofsted. Additional support has been put in place

for the 24 children already attending two local schools when they were not judged good by Ofsted. Progress in all education placements is monitored, including for the seven children receiving alternative education or less than 25 hours education for medical reasons. No looked after child was missing from education at the time of the inspection. The virtual school's active involvement in care placement planning enables suitable education to be found swiftly, in or outside the county, and most children enjoy good continuity in schooling throughout their time in care.

90. Good quality personal education plans (PEP) underpin the tracking of individual pupil attendance, behaviour, progress and attainment. Children play an active part in PEP meetings and plans are readily available to social workers and IROs to use in looked after children reviews. Nine of 12 plans seen by inspectors were good, comprehensive and meaningful for all concerned, including children and young people. Suitable attention is paid to personal and social development as well as behaviour and learning goals. However, academic target setting does not always focus sufficiently on rapidly improving the progress of children who are, or are at risk of, falling behind.
91. The virtual school's capacity to directly provide targeted support to children has been strengthened this year by retaining a proportion of the pupil premium which is delegated to schools. There is keen awareness that more needs to be done to close the attainment gap and additional education psychology support, group and individual tuition and activities to raise aspirations are underway. Children benefit from a diverse range of recreational activities and opportunities in and outside of school. The participation project within the virtual school runs popular weekly Fun Clubs and recently enabled a group of young people to make an excellent hard-hitting film about bullying, working alongside professionals in the media industry.
92. Improving the health outcomes for looked after children is appropriately prioritised. Within the last six months, very rapid improvement in the capacity to offer timely appointments for initial health assessments means that 82% of looked after children were seen promptly. General practitioners are now notified when a child becomes looked after, facilitating the prompt sharing of information if a child has an existing medical condition. Improved performance is also demonstrated, with 92% of immunisations completed and clear reasons for those not completed. Partnerships with health professionals work well to provide specific examinations and assessments that contribute to child protection processes.
93. Access to Child and Adolescent Mental Health Service (CAMHS) treatment is inconsistent. While many referrals are made to CAMHS very few looked after children and young people meet the threshold for treatment so do not receive the help requested. Managers are placing reliance on the Therapeutic Intervention Support Service due to be operational in September 2014 to fill

the gap in support for the emotional and mental wellbeing of looked after children.

94. The children in care council is underdeveloped, but the recent appointment of a dedicated participation worker as part of the virtual school has brought new direction, commitment and energy to developing the council. Over the last six to nine months a small but enthusiastic group of young people are starting to make a difference in representing looked after children and have engaged in revising the pledge, staff recruitment and the development of a website.
95. The quality of management oversight in the looked after children team is too variable. Case records demonstrate some improvements in recording manager's directions in the last few months. Managers in the fostering and adoption teams demonstrate good oversight, clearly recorded on case files. The placement panel provides an additional and beneficial layer of oversight to managing looked after children's work. The complex needs panel meets routinely and oversees and makes decisions about joint-funded placements for children requiring the highest levels of support and care.
96. Performance management across looked after children services is poor, and is not supported by effective management information. This means that strategic and operational managers do not have an accurate overview or contemporaneous knowledge of what is happening in their services. The adoption and fostering teams have compensated for this through the use of effective manual systems and benefit from an in-depth knowledge of their service.

The graded judgment for adoption performance is good

97. When children cannot live with their parents, or within their extended family, adoption is appropriately considered as a permanence option. Adoption plans were made within six months of the child coming into care for the vast majority of the 15 children who are currently waiting for adoption. For seven of those children a potential match has been identified but has not yet progressed to the adoption panel. Legal planning meetings thoroughly consider the thresholds for legal proceedings. The decision for adoption and seeking a placement order by the agency decision maker (ADM) is made in a timely way, which helps children move into their adoptive placement as quickly as possible.
98. The local authority's improving performance in relation to the Adoption Scorecard is good. Court timescales currently average 30 weeks and make a good contribution to helping children move in with their adoptive family as soon as possible once their placement orders are granted. Good performance is also demonstrated in the time it takes for children to move to their prospective adopter from coming into care. In January 2014 Herefordshire was one of only 36 authorities meeting its target in this area. Since then,

based on the local authority's unvalidated data to March 2014, performance has improved further with the time taken now standing at 15 months. This is significantly better than the current national average of 21 months and, if performance is sustained, is in line to achieve the DfE target for 2016 of 14 months.

99. When there are delays in adoption these are clear and appropriate, for example in some cases the reason for delay relates to legal processes such as an appeal against the placement order. In other cases evidence clearly demonstrates that there is continued and persistent family finding activity. The adoption team do not like to 'give up' and their commitment, combined with their expertise in family finding, means that only three children have had their plans changed away from adoption in the last year. In those cases children have remained with existing carers or moved to extended family.
100. Applicants are routinely informed during their training about the benefits for children of concurrent planning and fostering to adopt. They are encouraged to consider this during their assessment and good evidence was seen of this in Prospective Adopter Reports and panel minutes. However, no concurrent or foster to adopt placements have been made.
101. Co-location and good information sharing between the adoption and fostering teams helps social workers to build a detailed knowledge of the children who may need an adoptive family. Information gathered is used well to develop children's profiles which are circulated within the team, neighbouring authorities, the Adoption Register and more widely as the family finding process progresses.
102. Adoption service managers effectively oversee the progress of family finding for all children who are waiting for an adoptive placement. This is supported by effective (manual) management information systems. Monthly progress reports are made to adoption panel and six monthly reports to senior managers which set out progress and the local authority's performance against the adoption scorecard.
103. Rates of recruiting adopters are satisfactory and numbers have increased year on year. The authority acknowledges that more targeted recruitment is needed to better meet the needs of children who are waiting too long. Some progress has been made but continued negotiations to develop a regional approach, through the West Mercia project, has added delay.
104. Prospective adopters have good, prompt access to preparation and training. Stage 1 of the application process is completed promptly and within required timescales. The content of the training is appropriate and applicants report positively about the learning they have gained, particularly in relation to attachment issues. Stage 2 is also timely and compliant with national guidance. Assessments are thorough; reports are of good quality and increasingly analytical.

105. The adoption panel and the panel chair ensure good standards of practice, robust quality assurance of reports and constructive feedback to applicants. The panel chair provides challenge to improve assessment practice and to ensure appropriate levels of adoption support for children. A strong working relationship between the adoption panel chair and the ADM ensures that the matches between children and prospective adopters are thorough and timely.
106. Adopters spoken to said that adoption social workers are professional, approachable and very skilled in making the assessment process feel thorough, probing but not intrusive and a 'two way process'. Case files are compliant with regulations and case recording is up to date and detailed. Adoption team social workers provide good, highly-valued support to adopters throughout the process and this is evidenced in routine post-adoption order feedback. The part-time child and adolescent therapist attached to the team provides good individual support for children and families from assessment to post-adoption. One adopter said that work done with their child had made the difference between having 'a happy family and one that was just about coping'.
107. Post-adoption order support is good. The service is responsive to all parties in post-adoption arrangements. Adopters appreciate being able to access advice and more extensive support when they need it. 21 children have received adoption support in the past year, not including children who have been in receipt of financial support only. A dedicated Letterbox coordinator provides a good service to support contact with birth relatives post-adoption for 125 children. The adoption team also provides valued counselling for birth parents and, in the last year, for 22 adopted adults. Good use is made of learning from this aspect of their practice by enriching preparation of adopters and undertaking life story work with children.

The graded judgment for the experiences and progress of care leavers is requires improvement

108. The 16+ team, which provides services for older looked after young people and care leavers, is emerging from a long period of instability, management changes and a legacy of under-resourcing, well below the national average. Over the last year, clear direction from a new team manager, development of the No4 centre as a team base and centre for young people, and additional qualified staff, have all had a positive impact on the service. Staff morale is now high and a strong team ethos is developing. However, many policies, procedures and practices are new and their impact on improving outcomes for care leavers has not yet been fully demonstrated.
109. In the last six months, improvements in transition arrangements from looked after children teams to the 16+ service are helping to support young people as they progress through and out of care. All young people, including those with learning difficulties and disabilities, have named personal advisors who

provide good continuity at key stages towards independence or transition to adult services. Care leavers with learning disabilities also have a lead worker in the adult learning difficulties service to facilitate joint planning.

110. The majority of young people have a pathway plan based on an assessment of their needs. However, nine of the 12 plans seen required improvement and two were inadequate or were out of date. This was a key area for improvement at the last inspection of looked after children's services and remains so. Different planning and risk assessment tools, for example in relation to drug use or sexual exploitation, are used but do not link together coherently. A much-improved interactive electronic planning tool is being developed to address this. Young people contribute to their plans and reviews, but few plans reflect their aspirations or individual needs sufficiently. Partner agencies, who often provide key services and support to care leavers, are not routinely involved in plans.
111. The quality of plans contrasts sharply with the views that young people expressed to inspectors, which were positive about the care, support and practical help provided by the 16+ team. One young person said 'They go the extra mile for you'. Workers build trusting relationships over time through regular contact and reviews.
112. Young people are encouraged to live healthy life-styles and make informed choices about their health, relationships and behaviour. The looked after children nurse runs a weekly drop-in session at No4, with the option of a full health assessment for all aged under 18. The take-up is currently low but is improving and non-attendance is followed up. Young people have good access to youth counselling, substance misuse and sexual health services. Ten young people make regular use of the free gym membership that is available to all care leavers. Personal advisors ensure that young people have relevant identity documents, national insurance numbers and birth certificates. Only three young people currently have a copy of their full health record and action is being taken to ensure that they all do.
113. A range of suitable accommodation and housing meets the needs of young people and this includes supported housing, foyer provision and tenancies. 91% of care leavers are in suitable accommodation, which is above the national average of 88%. Young people told inspectors that they felt safe where they lived and benefited from practical support and regular contact with personal advisors and housing workers, helping them to develop independent living skills. The Staying Put policy has increased choice for those who want to remain in foster care with a level of support well matched to individual need. Eleven young people have chosen this so far, with carers trained for three more. The 16+ team works well with the youth offending service to meet the needs of young people in custody in preparation for their return to the community.

114. As a result of learning in 2013 from a local serious case review, no young people are placed in bed and breakfast accommodation. Improved partnership work and information sharing between children's social care, the housing department and key partners ensures that 16 and 17 year-olds who present as homeless and cannot return home safely are found suitable accommodation which meets their needs. However, a gap remains in specialist provision locally for the small number of highly vulnerable care leavers with complex needs and often chaotic life-styles, who are more likely to be placed out of the area at a greater distance from support networks. The local authority is exploring how to meet this need locally.
115. The virtual school supports all young people well in their initial transition into further education. A post-16 personal education plan is available, but only a few are currently in place and arrangements are informal and ad hoc. Although the majority of care leavers are engaged positively in education, training or work, 14 out of 50 aged 16 to 19 years are not. Care leavers in Herefordshire are four times more likely to be out of work, not in education or training than their peers locally. The local authority recognises that more targeted and independent information, advice and careers guidance is needed. Work experience, mentoring opportunities and two apprenticeships have been identified specifically for care leavers and are being developed as part of the local authority's New Belongings programme.
116. Care leavers attending university are well supported. Seven young people are currently on degree courses and four more have places in September 2014. The virtual school is working with foster carers, linked to a number of other new activities, to raise young people's aspirations in relation to higher education.
117. Care leavers are not always aware of their legal entitlements and this is not a routine part of pathway planning. A small, committed and active group of care leavers are supported well to raise the profile of care leavers and to champion their views within the local authority, partner agencies and with other young people. Care leavers are involved in recruitment and selection processes, support the work of the children in care council, and undertake voluntary work in the community. They are engaged in the development of a new website designed to provide helpful information and advice.

Leadership, management and governance requires improvement

118. Progress has been made in improving the quality of front-line practice since Ofsted judged the local authority as inadequate in an inspection of local authority arrangements for the protection of children in October 2012. However, until very recently this has been too slow and erratic. Many of the improvements in front line practice are as recent as January 2014.
119. Services for looked after children and care leavers have deteriorated since the child protection and children looked after inspection in 2010 which

judged the services as good. In contrast, adoption services have been maintained at a good level.

120. Following the issue of an improvement notice by the Department for Education (DfE) in February 2013 the local authority engaged in a comprehensive improvement plan which was subsequently refined and more sharply focused as a result of learning from a rigorous peer review undertaken in October 2013.
121. Despite high levels of self-knowledge and activity demonstrated at every level in the local authority, too many areas for improvement identified in the child protection inspection of 2012 have not resulted in positive progress prior to January 2014. Throughout 2013 there were significant concerns in relation to poor standards of practice and management throughout children's services which left children at risk.
122. Ensuring that the senior leadership team within the local authority has sufficient capacity and skill to lead organisational change has been a key challenge that has slowed the pace of improvement. Since the appointment of a permanent Chief Executive in March 2013 and a lead member with specific responsibility for children's services the pace of change has accelerated. Senior management capacity has been increased by separating the previously combined role of Director of Children's Services and Director of Adult Services in August 2013. Other key posts in the current children's services senior leadership were filled in October 2013 and the team in its current establishment has been fully operational since January 2014.
123. Senior leaders in the local authority, strategic partners and key elected members now demonstrate a detailed and consistent understanding of the service's strengths and weaknesses based on learning from the inspection of 2012, a rigorous Local Government Association (LGA) peer review conducted in October 2013 and reviewed in February 2014, and on-going monitoring and evaluation of its progress by the independent Improvement Board. However, progress has been hampered by the persistently poor quality of performance management information available within the children's services, from electronic case file and data systems which are still being developed. Also, many of the plans that have been developed to improve services are in draft form or have only recently been implemented, making it too early to evaluate their effectiveness.
124. Protecting children and giving them a great start in life is a key priority for the local authority and across partnerships, who now ensure that the focus on protecting children is not lost in the light of competing priorities in a time of severe financial austerity. Despite challenging reductions required in the council expenditure over the next three years, children's services as a whole has been largely protected in the savings identified for other council services and there are no plans to cut front-line social care services. Efficiency savings in other parts of the organisation, such as in business support, have

had a negative impact, for example resulting in delayed distribution of invitations and minutes of child protection conferences. This was identified in recent multi-agency audits and is being closely monitored by the senior leadership team.

125. Leadership, management and governance arrangements comply with statutory guidance and are well understood by all key stakeholders including elected members, the Chief Executive and other members of the senior management team. They discharge their individual and collective responsibilities diligently and with effect. The Chief Executive meets regularly with the Director of Children's Services (DCS), the chair of Herefordshire Safeguarding Children's Board (HSCB) and the lead member for children's services. There is mutual constructive debate and challenge within these meetings that shapes the development of children's services.
126. The local authority makes good use of its links with the LGA and is active in seeking out new opportunities to learn from good practice elsewhere. For example a group of councillors recently visited another local authority to explore how to improve their role as corporate parents.
127. The establishment of a Multi- Agency Safeguarding Hub (MASH) during early 2013 for the contact, referral and assessment service was ineffectively overseen and significant practice, management and resource issues amongst the contributing partner agencies were not recognised or resolved. A Peer review of October 2013 identified that significant urgent changes were required in relation to the consistency, timeliness, and the quality of partnership working within the MASH. This resulted in the local authority and its partners taking prompt, decisive remedial action. As a result, since December 2013, more timely and effective assessment and safeguarding of children has been supported by increasingly effective partnership working at the front door in the MASH. Since January 2014 there is evidence of appropriate management oversight of cases within the MASH in almost all cases. However, the quality and regularity of management oversight in the rest of children's services remains too variable.
128. The local authority invested in supervision training for all frontline managers in April 2014. Staff report that they receive regular formal and informal supervision. However, the use of regular formal written supervision as a tool for reflection, support and management of performance is inconsistent. In 13 of 26 supervision records seen there were gaps in the frequency of supervision and records were brief. Inspectors saw few examples of good supervision records, demonstrating appropriate challenge and support. Prompt recording of supervision is not prioritised in all teams. The Local Authority had already identified this issue prior to this inspection and an audit of supervision is planned for July 2014.
129. Staff report that senior managers are visible and supportive. The Chief Executive and elected members visited social care teams following the last

Ofsted inspection and members of the senior leadership team regularly visit teams. A staff forum has been held to consult with staff formally and to keep them apprised of developments. Another, which was planned for the time of this inspection, was postponed. Staff told inspectors that senior managers, after a period of many changes, are now making an 'emotional investment' in the authority as well as a financial investment in improving and developing their service. As a result staff express confidence and commitment to the service.

130. Almost all the areas for improvement identified in the inspection of child protection services in 2012 have been addressed, albeit at a slow pace, and some, such as the screening and prioritisation of referrals in the MASH, are now working well. However, performance monitoring and quality assurance arrangements continue to pose significant challenges, as does the number of changes of social worker experienced by children and their families. Both were identified as areas for development in that inspection.
131. Performance management is not embedded in management culture. The local authority's ability to evaluate its own performance is compromised at every stage of the child's journey due to inaccuracies and gaps in its data collection. The local authority struggled to provide prompt, accurate data to inspectors during the course of this inspection.
132. Improvements and adjustments to the authority's electronic systems were identified as an area for further improvement by the DfE following the twelve month review meeting on the 12 March 2014. There is a clear work plan to address the issues by July 2014.
133. There has been improvement since January 2014 in the accuracy of data within the MASH team which enables managers to monitor the timeliness of work. However, across the rest of the service accuracy of data remains poor. The most easily accessible and accurate data seen by inspectors were those held in the adoption and fostering teams, which is collected manually.
134. The quality of case file audits undertaken by the local authority for the purpose of this inspection was good, using a comprehensive audit tool. Findings were aspirational, and where deficits in practice had been identified appropriate plans with clear priorities had already been put in place. However, routine case auditing at a team and service level is not sufficiently established and learning from those audits that have taken place has not been used to collate themes.
135. Learning from complaints is anecdotal, and insufficiently robust. The local authority identified in October 2013 that the complaints process in relation to children's services was ineffective and required fundamental changes to ensure it is meeting statutory guidance. There are plans to transfer responsibilities to the quality assurance team in June 2014 in order to streamline the process and improve robustness of investigation and

response. The current arrangements, although improving, remain insufficiently detailed to assist analysis of themes arising from complaints. Similarly, qualitative evaluation of the impact of the advocacy service across looked after children and child protection provision is not undertaken, and there is no collation of themes to inform organisational learning.

136. The local authority acknowledges that until very recently corporate parenting was not given sufficient priority. The creation of a dedicated health and social care overview committee, supported by a permanent operational safeguarding group, has resulted in increased focus on children's services. This group has made a series of key recommendations to strengthen elected members' understanding of the role of corporate parent, including mandatory training as part of the induction process for newly elected members. This has not yet taken place. The number of cross-party councillors in the corporate parent group has been increased. This newly reconstituted group has made some progress. They have refreshed the Pledge which is now written by young people, and held events to raise awareness of children in care, including the planning of a looked after children celebration event. Many recent developments are standard practice in most local authorities and much further work is required for the local authority to achieve its goal of becoming 'good' corporate parents.
137. There has recently been substantially increased investment in the leaving care service, which was significantly under-resourced compared to statistical neighbours and national averages. This was the result of learning from a recent serious case review. Expenditure on care leavers has increased from 2% to 7% of the children's services budget this year, which is now in line with the national average. The leaving care grant has been increased and a contract for commissioned services to improve levels of support to young people with complex needs in supported accommodation is being tendered.
138. The retention and recruitment of a suitable workforce with sufficient capacity to deliver good quality services for children remains a key risk to the sustainability of improvements in practice and management of the local authority children's services. Until as recently as March 2014 caseloads were too high, in part due to increased referral rates. Attempts to address the balance by transfer of cases between teams were ineffective. This, combined with high staff turnover, caused delay and uncertainty for some children. Leaders took decisive and effective action and, in March 2014, engaged a short-term project team provided by an external agency to reduce caseloads and to ensure that children now receive a prompt and effective service. Caseloads in the Children with Disabilities team remain too high and have been compounded by an increase in children subject to child protection processes within that service as a result of improved recognition of risk.
139. A period of destabilisation and high turnover of staff followed the findings of the Ofsted inspection in 2012. The ratio of agency staff to permanent rose sharply due to a variety of factors, including positive moving on of both

permanent and agency staff who were unable to provide the standard or work required. As a result, many children have had too many changes of worker and this has negatively affected the quality and consistency of practice in the past two years. Some workers report that they have had up to three changes of manager in a year. This has begun to stabilise through securing more permanent staff and through securing suitable agency staff on longer-term contracts.

140. The local authority workforce strategy is comprehensive, realistic, and is based on a detailed analysis of local market forces. It incorporates financial and professional development incentives to make working in the authority competitive. It acknowledges the inevitability of use of interims and minimises disruption to children by the use of long-term contracts with skilled agency staff. Finance to support sustainability is agreed. The current ratio of agency to permanent staff is improving, but remains high. The local authority has recently recruited a further eight newly qualified social workers as part of a 'grow our own' initiative.
141. The local authority has developed effective strategic partnerships with the Children and Court Advisory Service (Cafcass) and the judiciary and protocols with health partners which have resulted in a substantial reduction of timescales in court proceedings to avoid delay in securing outcomes for children. Targets set under the Public Law Outline of within 26 weeks are nearly met. A member of the judiciary commented that the local authority has done 'astonishingly well' to reverse the position they were in 2009–10, when Herefordshire had nine out of ten of the longest running cases placed before courts locally to now having the fewest.
142. The Children and Families Joint Commissioning Group, with the local authority and health partners, commissions services based on the priorities of the Children and Young People's Partnership forum. The priorities are consistent across strategic groups and ensure that vulnerable children and those known to children's social care services remain at the forefront of joint commissioning arrangements. Priorities drawn from the Joint Strategic Analysis (JSNA) are recognised by the group to have insufficient detail about children, and this is being addressed through a further analysis of the needs of vulnerable children commissioned to report in June 2014. The local authority and partners are improving the targeting of services through more robust analysis of need. For example, a domestic abuse needs analysis resulted in increased services commissioned from Women's Aid and a review of the effectiveness of the CAHMS service, which has recently been completed.
143. The looked after children commissioning strategy is robust. It is based on trend analysis and an understanding of gaps in provision, and good team level knowledge of the young people known to children's services. It is informed by best practice considerations, statutory requirements and case law.

144. Within local authority commissioned services recent consultation with service users and other interested stakeholders have enabled young people and their carers to be actively involved in the drawing up of service specifications and evaluation panels, ensuring that the tendering process is fully inclusive and relevant to the needs of specific groups. Monitoring of contracts across services that are commissioned is informed by unannounced visits to providers, user feedback and short-term evaluation of impact based on case studies which, whilst appropriate and informative, is insufficiently robust.
145. Current services commissioned are relevant to the local authority's statutory duties. Stakeholder events with third sector providers and private business have been held to promote development of alternative funding to maintain services which, whilst helpful and enriching to children's lives, do not meet the threshold for statutory intervention. Events were well attended but it is too early to measure effectiveness.
146. Commissioning of short breaks for children with disabilities to move from a medical model of respite care has been too slow. The identified service in place since January 2014 has so far recruited only one carer and received two referrals neither of which was suitable. Currently, therefore, there is insufficient choice and flexibility of provision available to support disabled children and their families.
147. The local authority has not effectively addressed the diverse needs of the children and families that its supports at either a strategic level or when assessing or meeting the diverse needs of individual children. Strategic planning is hampered by poor information collection and by the relatively small number, but wide range, of families from cultural and ethnically diverse groups. This also poses a challenge for staff to gain knowledge and experience to understand and engage with children and young people from diverse backgrounds. However, inspectors saw two good examples of careful and sensitive work that took into account children's individual identity needs.

What the inspection judgements mean: the local authority

An **outstanding** local authority leads highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** local authority leads effective services that help, protect and care for children and young people and those who are looked after and care leavers have their welfare safeguarded and promoted.

In a local authority that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the authority is not yet delivering good protection, help and care for children, young people and families.

A local authority that is **inadequate** is providing services where there are widespread or serious failures that create or leave children being harmed or at risk of harm or result in children looked after or care leavers not having their welfare safeguarded and promoted.

Section 2: The effectiveness of the Local Safeguarding Children Board (LSCB)

The effectiveness of the LSCB requires improvement

Priority and immediate action

148. There are no areas for priority or immediate action.

Areas for improvement

- 149. Ensure that governance arrangements between the LSCB and the Improvement Board are clarified.
- 150. Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire.
- 151. Ensure that the LSCB receives accurate and relevant performance information from its partners to enable it to assure itself on the quality of safeguarding work.
- 152. Ensure that the work of the LSCB operational groups is manageable and prioritised.
- 153. Ensure that learning from multi-agency case audits is actioned and the impact is reviewed through repeat audits.
- 154. Ensure that robust strategies and intelligence in relation to specific vulnerable groups are developed and implemented, in particular missing children and those at risk of child sexual exploitation.
- 155. Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.
- 156. Ensure that the LSCB business unit is effectively able to support the work of the LSCB.

Key strengths and weaknesses of the LSCB

- 157. Governance arrangements between the LSCB and the local authority are well established, with the LSCB chair regularly meeting with the Director of Children's Services and Chief Executive Officer, to ensure that the authority is fulfilling its safeguarding responsibilities. The LSCB Chair is a member of the Children and Young People's Partnership, which helps to ensure that safeguarding children is appropriately considered in the wider context of services for children and families and is incorporated into the Children and Young People's Plan. Whilst the LSCB Chair has made presentations on safeguarding children to the Health and Wellbeing Board, safeguarding of children is not clearly prioritised by this board.

158. The LSCB complies with its statutory responsibilities. The LSCB minutes and the last published annual report provide sufficient account of the challenges faced by the Board and its partners in developing and promoting safeguarding issues and of the activity of the board. The 2013–14 report has not yet been completed. The board and its sub-groups have developed detailed actions plans which are specific and measurable. However, the extensive range of practice, policy and procedural issues that need to be addressed, revised or updated poses a significant challenge to partners on how well, quickly or systematically actions that have been agreed are progressed.
159. The terms of reference for the LSCB are clear, as are the roles and responsibilities of the Chair and board members. The role of the LSCB Chair is sufficiently independent. However the respective roles of the Improvement Board and the LSCB are not sufficiently clear, with no protocol established between them. The LSCB is described by members as 'reporting to' the Improvement Board and, particularly in the period following the last Ofsted inspection 2012, aspects of the LSCB work programme were established by the Improvement Board plan. Engagement by the LSCB in the Improvement Board has strengthened and enhanced the profile of the LSCB and secured commitment from senior officers from partner agencies. However, as the LSCB increases its effectiveness its lead statutory role in safeguarding children needs to be realigned with that of the Improvement Board.
160. The LSCB has received reports on the range of early help provision in the area, and in April 2014 began to consider proposed changes to early help services and to explore its governance role in relation to these. However, this is very recent and the Board has exerted little influence in the development or targeting of early help services or in the evaluation of the effectiveness of early help services in preventing the need for safeguarding children or children being subject to repeat plans of protection. The LSCB has appropriately maintained an overview of the safeguarding of looked after children, including those placed outside the area, and has challenged children's services to report to the Board on the effectiveness of these services.
161. The LSCB has focused appropriately on performance management, primarily through enhancing the role of its Quality Assurance sub-group, which has undertaken regular multi-agency audits of safeguarding practice. An extensive programme of themed audits has been scheduled, focused on key practice issues. However, repeat audits of the same themes, to ascertain whether actions resulting from the learning have improved practice, have not been achieved due to the extensive and overambitious work programme for this sub-group. One repeat audit on child protection conferences did not demonstrate significant improvements in the areas identified by the previous audit. The sub-committee also considers performance information from partner agencies, and is particularly dependent on data from the local authority children's services. Partners recognise that repeated inaccuracies in

performance data provided by children's services severely undermine their ability to robustly analyse safeguarding practice. The Board and its partners have continually challenged the local authority to provide accurate data. The LSCB and its sub-groups and partners had not identified the issues of concern in relation to practice in the Multi-agency Safeguarding Hub (MASH) as it was becoming established in 2013, which were identified by the Peer Review. The LSCB now more rigorously monitors the effectiveness of the MASH through an LSCB governance group.

162. The LSCB has responded to developments in child sexual exploitation through a case discussion group and working group tasked to develop local plans. A new sexual exploitation and trafficking strategic group was established in March 2014 to review local policies and to develop a new action plan, intelligence and information sharing. A new operational group is to be established to consider individual cases and themes arising from these. Similarly, strategic planning for missing children is underdeveloped. Whilst the LSCB uses the West Mercia Police joint protocol, this was last reviewed in 2011, is outdated and does not include local issues. The LSCB developed a missing children action plan in 2013. Whilst work with individual children who are vulnerable, at risk of going missing or of sexual exploitation is appropriate, this is not yet well supported by strategic oversight and intelligence sharing and is not sufficiently joined up.
163. The Child Death Overview Panel and the Joint Case Review Sub-Group are well-established, well-represented by partner agencies and robustly consider detailed information. One Serious Case Review has been recently completed and several single and multi-agency reviews have been appropriately undertaken, with learning shared at the Board and with partner agencies. Due consideration has been given to joining these groups with similar groups in neighbouring authorities, as the work programmes are low, commensurate with the size of the area, but the LSCB has decided to retain locally focused groups.
164. Safeguarding is appropriately prioritised by partner agencies and this is confirmed through the safeguarding audits that agencies completed in 2013, under Section 11 of the Children Act 2004. Partners from all agencies are well-represented at the right level on the Board and its sub-groups. Strong commitment and enthusiasm to work collaboratively to improve safeguarding services is now evident. The LSCB has implemented a range of safeguarding policies and procedures, many based on regionally agreed policies. However, few have been reviewed and updated to incorporate local and national emerging issues, and an LSCB policies and procedures sub-group has now been tasked to undertake this.
165. Board members recognise the need to engage with children, young people, families and the community to secure their views to influence the development of its work and safeguarding practice. However, little progress has been made in obtaining the views of children and their families who have

contact with safeguarding services. Several lay members have been appointed to the LSCB to represent the views of the community and are actively engaged in the LSCB and its sub-groups. The voluntary sector is extensively and well engaged in the work of the Board, which is currently considering how to ensure that third sector organisations in the area take responsibility for safeguarding children.

166. The LSCB is appropriately funded by contributions from member agencies. A significant proportion of funding is used to maintain the LSCB business unit that facilitates the operation of the Board. However, the business unit has a significant challenge in meeting the widespread demand of the ambitious LSCB work programme and supporting the LSCB and its operational groups. The business unit also supports the Adult Safeguarding Board in the area, whose business has significantly expanded. As a result, the business unit has struggled to effectively support both boards and this has been exacerbated by staff and role changes in the unit. The local authority and both boards are currently considering how to reconfigure and resource the unit.

167. The LSCB has an established multi-agency training programme, which underpins safeguarding training provided within individual partner agencies. This has recently been revised and commissioned from an external provider following the departure of the LSCB training officer. Significant effort has been put into developing e-learning for partners. However, there has been low take-up or completion of e-learning. For example, e-learning on leadership for representatives engaging in the work of the LSCB has had poor take-up, with the exception of voluntary sector representatives, even though there are increasing numbers of new representatives on LSCB groups. Evaluation of the quality and impact of training on improving practice and the experience of children is significantly underdeveloped. This is primarily based on basic feedback from training participants through short questionnaires, which are not effectively used to ensure the quality, content or relevance of training or to enable the strategic development of multi-agency training. A number of awareness raising seminars have been delivered on behalf of the board, for example on learning from case reviews. These have been well received and enhanced awareness and understanding of safeguarding issues across partners.

What the inspection judgements mean: the LSCB

An **outstanding** LSCB is highly influential in improving the care and protection of children. Their evaluation of performance is exceptional and helps the local authority and its partners to understand the difference that services make and where they need to improve. The LSCB creates and fosters an effective learning culture.

An LSCB that is **good** coordinates the activity of statutory partners and monitors the effectiveness of local arrangements. Multi-agency training in the protection and care of children is effective and evaluated regularly for impact. The LSCB provides robust and rigorous evaluation and analysis of local performance that identifies areas for improvement and influences the planning and delivery of high-quality services.

An LSCB **requires improvement** if it does not yet demonstrate the characteristics of good.

An LSCB that is **inadequate** does not demonstrate that it has effective arrangements in place and the required skills to discharge its statutory functions. It does not understand the experiences of children and young people locally and fails to identify where improvements can be made.

Any complaints about the inspection or the report should be made following the procedures set out in the guidance 'raising concerns and making complaints about Ofsted', which is available from Ofsted's website: www.ofsted.gov.uk. If you would like Ofsted to send you a copy of the guidance, please telephone 0300123 4234, or email enquiries@ofsted.gov.uk.

The Office for Standards in Education, Children's Services and Skills (Ofsted) regulates and inspects to achieve excellence in the care of children and young people, and in education and skills for learners of all ages. It regulates and inspects childcare and children's social care, and inspects the Children and Family Court Advisory and Support Service (Cafcass), schools, colleges, initial teacher training, work based learning and skills training, adult and community learning, and education and training in prisons and other secure establishments. It inspects services for looked after children and child protection.

If you would like a copy of this document in a different format, such as large print or Braille, please telephone 0300 123 4234, or email enquiries@ofsted.gov.uk.

You may copy all or parts of this document for non-commercial educational purposes, as long as you give details of the source and date of publication and do not alter the information in any way.

To receive regular email alerts about new publications please visit our website and go to 'Subscribe'.

Piccadilly Gate
Store St
Manchester
M1 2WD
T: 0300 123 4234
Text phone: 0161 618 8524
E: enquiries@ofsted.gov.uk
W: www.ofsted.gov.uk
© Crown copyright 2014

OFSTED INSPECTION MAY 2014 - ACTION PLAN

Key:

- Ofsted Para Number refers to the Area of Improvement identified in the Ofsted Inspection Outcome of 30 June 2014
- Children of Herefordshire's Improvement and Partnership Programme (CHIPP) is the transformation programme for children's wellbeing and associated partners which will be the vehicle through which all the Ofsted areas for improvement will be delivered. Each area for improvement therefore has been allocated within the programme to ensure a clear lead and consistent approach to its delivery.

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
1.	17. (57, 138)	Ensure that caseloads in children in need and looked after children's teams remain manageable	Head of Fieldwork	Review of Medicare contract	August 2014	Completed. All cases now transferred back to the fieldwork teams.	Weekly caseload reports. Monthly reports to Monthly Children's performance challenge meeting with Leader, CX, Cabinet Member and Group Leaders.
2.			Head of Fieldwork	Profile caseloads to establish what a reasonable caseload would look like across the service	August 2014	Weekly reports now developed to enable trend analysis and ensure that action can be taken quickly if peaks emerge.	Safeguarding and Family Support Heads of Service
3.			Head of Direct Work Services	Forecasting of support services medium term staffing requirements based on assessment of performance data to inform direct work service development.	August 2014	A new Head of Direct Work Services post has been created and will be in post from September 2014.	Monitored through CHIPP. Health and Social Care Overview and Scrutiny Committee.
4.			Assistant Director: Safeguarding & Family	A review and evaluation of the whole service which will be undertaken to establish whether the infrastructure is right and to inform service staffing and	September 2014	The reconfiguration of senior management arrangements in Safeguarding and Family Support has been agreed and will be implemented as from 1	Directorate Leadership Team

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
			Support	management arrangements.		September. Heads of Service / Project Leads are currently reviewing budgets to inform service delivery for the next 3 financial years.	CHIPP Programme Board and Directorate Leadership Team
5.	17. (138)	Reduce caseloads within the Children with Disabilities service so that all social workers have sufficient time to provide children with the level of service they require.	Head of Fieldwork	Two additional social workers to be employed in the service	June 2014	Completed as at June 2014	
6.			Lead Manager for Children with Disabilities and Practice Development	An interim review of the CWD service to take place to ensure that there is sufficient capacity in light of the Children and Families Act 2014 and the Care Act 2014	October 2014		Childcare Managers
7.			Lead Manager for Children with Disabilities and Practice Development	A comprehensive review of the CWD service to be undertaken over a 12 month period to consider the potential for an integrated service model in the context of the Care Act 2014 and the Children's and Families Act; the innovation programme, personalization, adults wellbeing transformation programme and health organisations and the potential for a different integrated service model.	September 2015	A lead manager for Children with Disabilities Review has been appointed and will be in post from 1 September 2014.	Directorate Leadership Team Children and Young People Partnership Health & Wellbeing Board Cabinet
8.				To support the CWD review, external expertise and/or consultation will be needed. The lead manager for the CWD review will investigate best practice to incorporate within the review.	September 2015		Safeguarding and Family Support Heads of Service
9.	18. (96, 122, 130,	Ensure that the electronic case and performance management system in children's social care provides	Framework Transformation Manager in conjunction	Framework Transformation Manager is implementing the project plan, with full system revision to be completed by end 2014/15. Development of FWI and	March 2015	Completion of the reports repository in Framework took place 20 June 2014.	QA Framework and performance management reports will focus on impact of

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
	131,132, 133)	accurate performance information.	with Service Manager – ICT Strategy and Commissioning	integrated data sharing across health, social care and public health. Development and upgrades of FWI will take place		Install of 5 outstanding reports for Framework repository have been tested and are now live. 8 outstanding upgrades to Framework care management system went live at the beginning of August 2014. Reconfiguration of the CP model is due to be finalised and implemented during August 2014.	changes to practice Service Manager – ICT Strategy and Commissioning
10.			Framework Transformation Manager in conjunction with Service Manager – ICT Strategy and Commissioning	As the project is reaching closure a benefits review will be undertaken to establish the skills and capabilities required to maintain and develop the system	December 2014		CHIPP Joint Senior Management Team Service Manager – ICT Strategy and Commissioning
11.			QA and Compliance Manager	Children's social care QA and performance framework is being integrated within the HSCB's framework following the journey of the child through the partnership and its systems and services	December 2014	HSCB QA sub group on 19 July 2014 agreed draft framework.	HSCB Steering Group HSCB QA sub group
12.	19. (134)	Ensure that audit and performance management is robustly and routinely undertaken by managers across children's services and is effectively used to develop services and to improve the quality of practice.	QA and Compliance Manager	Children's social care QA Framework has been approved and is being implemented. Any irregularities in the performance reports will be routinely audited by the QA and Compliance Team and relevant corrective action will be taken. Quarterly reports will be presented to Heads of Service and DLT. An action	September 2014	QA Managers presented the holistic draft QA Framework/Strategy to Head of Service on 14 July and will go to Directorate Leadership Team meeting September 2014 QA and Compliance Managers have joined HSCB	Quarterly reports to Improvement Board HSCB QA Sub Group HSCB Steering Group Safeguarding & Family Support Heads of Service

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
13.				<p>plan with respect to deficit issues identified will be incorporated into the report.</p> <p>Learning from audit to inform training and development needs of service through integration of QA and Compliance Team with Social Work Academy</p>	2014	<p>QA sub-group and joint framework agreed (19 July 2014).</p> <p>Thematic Audit of children subject to CP Plans for 2nd/Sub time completed and presented to HoS Meeting on 14 July 2014</p> <p>Overview Analysis Reports completed for 13/14 Audit Activity – to be used as a baseline from which to measure progress and impact through 14/15. Audit report presented to HoS meeting on 14 July 2014</p> <p>Overview and Analysis Report completed for 'As If' Ofsted Audit and for actual Ofsted Audit – presented to HoS on 14 July 2014.</p> <p>Tracking of recommendations (i.e. have been implemented / progressed) has been completed for As If and Ofsted audits and evidenced in children's files.</p> <p>Overview Audit Issues Log has been introduced so that themes can be captured from monthly case audit activity.</p>	<p>Quarterly Performance Cabinet Reports</p>
13.	20. (58, 128)	Ensure that consistent and high quality formal supervision of social care staff is provided and that all staff have regular supervision that provides reflection and challenge.	Head of Fieldwork	All managers to be trained in reflective supervision and in line with the expectations of the supervision policy.	September 2014	<p>Training for all social care managers took place in March/April.</p> <p>Further training will take place in late 2014. As part of a new manager's induction</p>	QA Framework

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
14.			QA and Compliance Manager	Supervision survey commissioned with Bristol University taking place in June 2014 and will be in September to Childcare Management and joint senior management team	September 2014	33 social workers have completed the survey and a sample of 8 social workers are being formally interviewed.	Childcare Managers Joint Senior Management Team
15.			QA and Compliance Manager	Supervision Audit as part of annual cycle of audits is due to take place in July/August 2014, reporting in Sept 2014. As part of the outcome, there will be recommendations as to required actions and further audit activity with respect to supervision.	September 2014		HSCB QA Group HSCB Steering Group Safeguarding and Family Support Heads of Service Directorate Leadership Team
16.	21. (134)	Ensure that regular case file audits and re-audits within social work teams are undertaken and are used to identify areas of strength and development and to measure the effectiveness of actions taken to improve performance.	QA and Compliance Manager	QA Framework has been approved and is being implemented, for Safeguarding and Family Support which will be refreshed on an annual basis. Learning from audit to inform training and development needs of service through integration of QA and Compliance Team with Social Work Academy is underway.	July 2014	Audit analysis is shared at operational team meetings. QACM's meet with the social work academy to share audit findings. For example, the social work academy is looking at improving support to social workers undertaking parenting assessment where parents have additional learning needs resulting from childhood abuse.	Quarterly reports to Improvement Board HSCB QA Sub Group HSCB Steering Group Safeguarding & Family Support Heads of Service
17.			Head of Safeguarding and Review	QA and Compliance service capacity increased.	September 2014	Completed	
18.			Lead Manager for Children with Disabilities and Practice	The creation of a new lead manager will oversee QA and the Social Work Academy integration, including its training and development function. This post holder will have lead responsibility for	September 2014	Lead Manager will be in post from 1 September 2014	HSCB QA Group HSCB Steering Group Safeguarding and Family

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
19.	22. (48, 50, 52, 54)	Ensure that thresholds for access to children's services are understood and consistently applied by local authority staff and partner agencies, so that children and families get the right help at the right time.	Development Head of Safeguarding and Review	ensuring the review and revision of the quality assurance framework and will track progress against the QA action plan in accordance with the agreed governance arrangements. Review and revision of Levels of Need / thresholds guidance	September 2014	Currently under consultation across Children and Young People's Partnership and HSCB	Support Heads of Service Directorate Leadership Team HSCB P&P Group HSCB Steering Group Children & Young People's Partnership Health and Wellbeing Board
20.			Head of Safeguarding and Review	Launch and implementation of new guidance.	October 2014	HSCB Strategic Board has agreed funding to support thorough implementation.	HSCB Strategic Board Children & Young People's Partnership
21.			QA and Compliance Managers	Regular thematic audits will be undertaken to establish the embedding and effectiveness of the guidance.	January 2015		HSCB QA Sub Group HSCB Steering Group
22.	23. (55, 56)	Ensure that the independent reviewing officers effectively structure and manage child protection conferences and develop specific and measurable child protection plans.	Head of Safeguarding and Review	Introduction of an ongoing parental feedback mechanism. The feedback will be analysed and used to inform service delivery. This will also enable an ongoing check back as to the success of the plans to improve CP Plans detailed below.	October 2014	Parental ICPC and RCPC Feedback forms introduced on 14th July 2014.	HSCB LGA Diagnostic
23.			Head of Safeguarding and Review	Introduction of time limited agency feedback mechanism. This will provide critical feedback on the quality and effectiveness of CP Conferences to secure a strong evidence base to establish the scale of any issues identified and pinpoint the developmental needs.	October 2014	Agency Feedback Questionnaires forms implemented from 14 July 2014 for a one month period.	HSCB LGA Diagnostic

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
24.			Head of Safeguarding and Review	Improve the quality of the formulation of the Outline CP Plan by benchmarking what a good "Outline" CP Plan from other local authorities		Chair's role and responsibility in formulating specific and measurable outline CP Plans in ICPCs discussed in Team Meeting of 2nd July. Revised Outline CP Plan templates circulated to Team for comment 3rd July. These will be trialed and inform the development of the revised CP Process module in FWi	HSCB LGA Diagnostic
25.			Framework Transformation Manager	Improve Framework to better support the formulation of a quality Outline CP Plan at Conference	December 2014	This will be delivered within the framework performance project plan	Performance framework
26.			Head of Safeguarding and Review	Direct observations of conference by service managers and key partner agencies (Named Nurse)	December 2014		HSCB LGA Diagnostic
27.				The HSCB diagnostic has been commissioned through the LGA to support the evaluation of the successful implementation of the above.	December 2014	LGA will be conducting their diagnostic on 17-19 November 2014 Health and Social Care Scrutiny will be asked to receive the results of the diagnostic and consider the outcome and further actions which may be needed.	HSCB Steering Group QA Framework Health and Social Care Scrutiny Committee
28.	23. (67?, 80)	Ensure that there is effective leadership, practice, quality assurance and capacity within the Independent Reviewing Officer service.	Head of Safeguarding and Review	Review of Safeguarding and Review service (incorporating conference chairs and IROs) underway and action plan as above to be developed.	September 2014	Ofsted feedback shared with the Safeguarding and Review Team and key priorities shared with the Team in writing 27th June in writing and discussed in Team Meeting of 2nd July.	Safeguarding and Family Support Heads of Service HSCB Steering Group Directorate Leadership Team

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
29.			Head of Safeguarding and Review	The business plan for the service will be reviewed to ensure that all the issues are contained within the business plan.			
30.			Head of Safeguarding and Review	Immediate recruitment to current vacancy underway.	August 2014	Completed	
31.			Head of Safeguarding and Review	Secondment of SM into the service with specialist expertise in LAC from August.	August 2014	Completed	
32.			Head of Safeguarding and Review	Self-assessment against IRO Handbook and Care Planning Regulations to be undertaken to establish where the gaps are and to prioritise the actions needed in order to ensure the service improvement.	April 2015		Childcare Managers Joint Senior Managers Directorate Leadership Team
33.			Head of Direct Work Services	Improve business process so that minutes are distributed in accordance with agreed timescales	September 2014	Completed. Full implementation as from September 2014	Joint Senior Managers
34.	24. (66)	Ensure that all children with a disability known to children's services are rigorously assessed to ensure that their needs are met and that the local authority is fulfilling its statutory functions.	Lead Manager for Children with Disabilities and Practice Development	An audit of all high cost placements is being undertaken to establish the quality of assessments and that needs have been correctly identified. The outcome of the audit will inform prioritisation as to practice issues and any relevant training and development.	August 2014	This Ofsted recommendation will effectively be an action within the wider CWD service review and development	Complex Needs Panel Joint Group Commissioning Directorate Leadership Team
35.			Lead Manager for Children with Disabilities and Practice Development	A comprehensive review of the CWD service to be undertaken in the context of the Care Act and the Children's and Families Act; Adults Wellbeing Transformation Wellbeing; health organisations; the innovation programme, personalization and the potential for a different integrated service model. .	September 2015	A lead manager for Children with Disabilities Review has been appointed and will be in post from 1 September 2014.	Directorate Leadership Children and Young People Partnership Health & Wellbeing Board Cabinet

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
36.	25. (62, 64, 65)	Ensure that information about children who go missing is effectively shared and robustly analysed between partner agencies.	Head of Safeguarding and Review	Develop HSCB mechanism for the ongoing strategic oversight of coordinated multi-agency responses for children who go missing. The CSAR sub group will ensure the analysis of missing children data and identify specific themes, groups and trends which may identify risk areas within the county and regionally and develop an appropriate response.	September 2014	The HSCB Missing Action Plan has been signed off by the Board and is in the process of implementation. The analysis of the data will feed into the joint strategic needs assessment (JSNA)	HSCB Business Plan 2014/15 HSCB Strategic Board HSCB Sexual Exploitation and Trafficking Strategic Group
37.			Framework Transformation Manager	Develop a reporting mechanism within framework to ensure best identification and best practice in respect of missing children and enable performance reporting including return interview outcomes.	October 2014	Missing episode in FWi drafted and due to be discussed with key stakeholders 10th July with view to implementation during October 2014. Quick Reference Guide drafted and will be launched in line with the new FWi Module.	Performance framework
38.	26. (68)	Ensure that the partner agencies and the community are aware of the need to notify children's social care services of private fostering arrangements.	Head of Looked After Children	Training of frontline staff around private fostering. Refresh of private fostering awareness raising strategy. This to include local press, schools (exchange students) and children's centres early years settings and the public at large.	December 2014	Practice standards drafted by QA and Compliance Manager which need to be signed off. Meeting has taken place with Communication Unit to update current posters and publications.	HSCB Steering Group Scrutiny
39.			Head of Looked After Children	Refresh of current posters and information leaflets and consider wider strategy as to information sharing and awareness sharing.	December 2014		Childcare Managers
40.			Head of Looked After Children	Analysis of data from comparator and good performing authorities as to what number of private fostering arrangements	December 2014		Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
41.			Children	would be expected in Herefordshire and learn from approaches they take.			
42.			Head of Looked After Children	Clarification of what a private fostering arrangement is as part of the practice standards for kinship and private arrangements.	December 2014		Internal Policy and Procedures Group
			Head of Looked After Children	To provide sufficient leadership and capacity to achieve above actions, responsibility for private fostering to move into the Kinship and SGO hub	December 2014	Monitoring of Private fostering added to the roles and responsibilities of SGO and Kinship Team Manager role to report to Childcare Managers at six monthly. But process of referral will need to be agreed with the MASH in the interim.	Childcare Managers monthly
43.			Head of Looked After Children	Update private fostering workflow on framework as currently not fit for purpose to enable effective monitoring and performance reporting of such arrangements.	December 2014	This will be delivered within the framework performance project plan.	Performance framework
44.	27. (70)	Ensure that the Emergency Duty Team effectively supports young people held in police custody out of hours and that appropriate alternative accommodation is available to prevent young people being held in police custody overnight.	Head of Looked After Children and Head of Fieldwork	Review of EDT operational protocols	October 2014	Lead Commissioner, HoS LAC and HoS Fieldwork have reviewed operational protocol. Updated draft to be discussed with EDT in August 2014. Once protocol has been agreed, then new functionality needs to be developed within framework.	Joint Senior Managers HSCB Steering Group
45.			Head of Children's Commissioning	Review with YOS and police colleagues as to expectations and practice	November 2014	YOS Commissioning, Performance and Quality Assurance Manager is currently investigating issues around overnight detention of young people work with the West Mercia EDTs	HSCB Steering Group YOS Management Board
46.			Head of Children's Commissioning	Identify providers of appropriate accommodation	November 2014	Exploring Worcestershire's existing "Safe Base" contract as a potential model to follow, or as an option the EDT	Joint Senior Managers

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
47.			Head of Looked after Children	Reporting arrangements to be discussed and agreed with police	October 2014	should already have access to.	Childcare Managers
48.			Head of Looked After Children	Develop clear strategy with police to trouble shoot such issues locally including definition of 'secure'.	October 2014		HSCB Steering Group
49.			Framework Transformation Manager	Develop performance report to monitor and evaluate progress in reducing frequency of use of custody inappropriately.	December 2014	This will be delivered within the framework performance project plan	HSCB Steering Group YOS Management Board
50.	28. (73)	Fully utilise Family Group Conferences to inform care planning, particularly where care proceedings are being considered.	Head of Direct Work Services and Head of Fieldwork	Review and resource FGC service to ensure robust response to requirements of Public Law Outline, and case law implications.	December 2014		Childcare Managers
51.			Framework Transformation Manager	Performance reporting on FGC activity and outcomes developed.	December 2014	This will be delivered within the framework performance project plan	
52.	29. (51 , 147)	Ensure that diversity issues and the ethnic and cultural identity of children and their families are thoroughly assessed and addressed.	Lead Manager for Children with Disabilities and Practice Development	Council and partnership wide strategy to be developed which will include actions and monitoring and evaluation mechanisms.	January 2015		Cabinet Children and Young People's Partnership Health & Wellbeing Board
53.			Head of Safeguarding and Review	Engage with Equalities Manager to ensure that children's diversity issues are fully embedded within the council's diversity strategy.	November 2014		Management Board
54.			Lead Manager for Children with Disabilities and Practice Development	Develop enhanced reporting and QA of assessments to evaluate quality of awareness of diversity issues to inform training needs.	January 2015		QA Framework

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
55.			Lead Manager for Children with Disabilities and Practice Development	Identification of good practice examples where diversity issues have been thoroughly considered.	October 2014		QA Framework
56.	30.	Implement and monitor a robust system for making timely decisions to ensure there are no delays in accommodating children when they need to be looked after.	Head of Looked After Children	Review of processes for decision making including resource panel, legal planning and CNS.	November 2014		Childcare Managers Directorate Leadership Team
57.			Head of Looked After Children	As part of review, reporting arrangements to be developed to evidence timeliness of decisions and escalation process if delay is identified.	November 2014	Work on the looked after children module within Frameworki started at the beginning of August.	Childcare Managers
58.			Head of Looked After Children	Continued joint working between Edge of Care and resource panel. Direct work service development to ensure dedicated edge of care response to ensure all actions have been taken to support the child remaining within the family.	December 2014		Childcare Managers
59.	31. (78)	Ensure that plans for permanency are made and clearly recorded at children's second looked after review in line with national guidance.	Head of Looked After Children	Development and roll out of permanency policy and its implementation.	November 2014	Currently in progress.	Policy approval: Cabinet/Cabinet Member
60.			Frameworki Transformation Manager	Performance measurement reports to be developed to evidence compliance	December 2014	Work on the looked after children module within Frameworki started at the beginning of August.	Performance to be reported within the broader performance framework
61.			Head of Safeguarding and Review	Secondment of SM into the service with specialist expertise in LAC will lead on self-assessment against Care Planning regulations and LAC Review Process improvement agenda.	August 2014	Completed	
62.			Head of Safeguarding	Revised LACR Records drafted and due to be trialed – these give greater focus to permanency planning and better	September 2014	Documents completed and are being trialed.	QA Framework

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
63.	32. (81)	Develop specific assessment methods to inform decisions about whether siblings should be permanently placed together or apart. Record assessments and decisions in detail to reflect the significance of the decision being made.	and Review Head of Looked After Children	evidence QA by IROs Refresh guidance documentation and share best practice examples across the service.	September 2014	Guidance documentation ready for dissemination within timescale.	QA Framework
64.			QA and Compliance Manager	Ensure QA processes incorporate analysis of impact of use of this guidance in improving outcomes	August 2014	Completed	Safeguarding and Family Support Heads of Service
65.	33. (79)	Ensure that regular analysis and reporting from the advocacy service provides an accurate account of emerging themes.	Head of Children's Commissioning	Review of the contract to ensure analysis of information gathered informs future commissioning, good practice and most effective means of service delivery Agree outcomes for the service that demonstrate the difference advocacy has made to the experience of the child	November 2014	Contract is formally monitored on a quarterly basis with the provider. Continuous discussions about operational aspects, themes emerging as to how we capture and use intelligence to improve services.	Joint Senior Management Team Corporate Parenting Panel
66.			Head of Children's Commissioning	Specific developments of advocacy arrangements for younger children and CWD as part of contract refresh.	November 2014	The contract has been reviewed and provision for younger children and CWD; this has been addressed with the provider and awareness now needs to happen with internal staff to make referrals	Joint Senior Management Team Corporate Parenting Panel
67.			Head of Children's Commissioning	Analysis of resource required to achieve expectations of voice of child strategy	November 2014	Service specification for Voice of the Child Coordinator function has been drafted.	Joint Senior Management Team Corporate Parenting Panel
68.	34.	Ensure that the virtual school develops and implements a strategy to narrow the gap in attainment between looked after children and all	Virtual Head Teacher	Increase our understanding of the educational needs of the current LAC cohort to identify barriers to learning and to include the strengths and weaknesses	September 2014	Analysis session with Education Liaison for LAC service planned for 12 th September	Joint Senior Management Team Corporate Parenting

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
69.		other children in Herefordshire.	Virtual Head Teacher	in core curriculum subjects. Develop a core data package for Education Liaison for Looked After Children Service to ensure that all information required to understand the barriers to learning of the individual child coming in to the care system is gathered and used to develop appropriate packages of support.	December 2014		Panel Joint Senior Management Team Corporate Parenting Panel
70.			Virtual Head teacher	Identification of critical friend to act as challenge to ensure robust strategy.	September 2014	The School Improvement Advisor will act as a critical friend. Regular series of meetings established and started. Role of critical friend to be developed formally provide agenda for meetings.	Joint Senior Management Team Corporate Parenting Panel
71.			Virtual Head teacher	Conduct review of ELL Service working practices and workloads, including exploration of extending remit of Virtual School from 0 – 25.	October 2014	Review underway, initial draft to Head of Service by 30 th September	Joint Senior Management Team Corporate Parenting Panel
72.			Virtual Head teacher	Develop ICT monitoring to allow closer tracking of progress and attendance.	September 2014	Looked After Call engaged to provide data for those placed out of county. Set up meeting arranged for week commencing 14 th September.	Joint Senior Management Team Corporate Parenting Panel
73.			Virtual Head teacher	Develop intervention strategies at county, school, group and individual level	November 2014	To follow from session on 12 th September.	Joint Senior Management Team Corporate Parenting Panel
74.			Virtual Head	Use of EP time, commissioned with Pupil Premium money to help with	December	Dependent on recruitment, advert placed with closing	Joint Senior Management

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
			teacher	understanding and planning for those LAC with particularly challenging needs	2014	date 3 rd September.	Team Corporate Parenting Panel
75.			Virtual Head teacher	Develop intervention strategies at county, school, group and individual level	September 2014	Initial trawl of strategies recommended by team planned for session on 12 th September.	Joint Senior Management Team Corporate Parenting Panel
76.			Virtual Head teacher	Develop data on comparative effectiveness of interventions by demonstrating progress to support decision making in choice of appropriate interventions for LAC.	January 2015		Joint Senior Management Team Corporate Parenting Panel
77.			Virtual Head teacher	Demonstrate good progress for all and accelerated progress for the majority	September 2015		Joint Senior Management Team Corporate Parenting Panel
78.			Virtual Head teacher	Assess immediate impact of Letterbox Club on initial cohort	December 2014	Project to be offered to Trainee Educational Psychologist when she starts.	Joint Senior Management Team Corporate Parenting Panel
79.	35. (87, 88, 89)	Ensure that all looked after children and young people make consistently good or better progress at every stage of their education and close the attainment gap between looked after children and all children in Herefordshire.	Virtual Head teacher	Analyse current LAC cohort to identify barriers to learning and to include the strengths and weaknesses in core curriculum subjects.		Analysis session with Education Liaison for LAC service planned for 12 th September	Joint Senior Management Team Corporate Parenting Panel
80.			Virtual Headteacher	Annual report to Corporate Parenting Panel on LAC attainment	November 2014		November Corporate Parenting Panel
81.				Develop termly report for Looked after Children Placement Operation Group	December		Joint Senior Management

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
82.				(LACPOG) to show progress against key strategic targets and identifying key cases causing concern	2014		Team Corporate Parenting Panel
83.	36.	Ensure effective joint working with the police and youth offending services to routinely record and analyse information about looked after children engaged in offending behaviour.	Head of Looked After Children	Audit of cohort of young people with history of offending and reoffending.	October 2014		YOS Board Corporate Parenting Panel
84.			Framework Transformation Manager	Review of recording and analysis arrangements to ensure robust and regular reporting and response to issues is in place	December 2014	Performance and Framework Transformation Manager to liaise with the police and YOS to ensure there are robust reporting arrangements in place. This will be linked to the review of the LAC module within Framework which commenced in August.	Performance framework arrangements
85.			Head of Looked After Children	Scoping of Prevent and deter work with LAC young people 11+	October 2014		YOS Board Corporate Parenting Panel
86.			Head of Looked After Children	Development of Northumberland Risk Model.	October 2014		YOS Board Corporate Parenting Panel
			Head of Looked After Children	Development of integrated youth approach with YOS/ 16+/ Youth Contract/Police/ Health.	October 2014	LAC and Care Leavers Group meeting on 11 July 2014 chaired by DCS to plan partnership working moving forward and resources needed across West Merca.	Directorate Leadership Team Children & Young People's Partnership Health & Wellbeing Board

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
87.	37. (93)	Develop and implement working arrangements with local Child and Adolescent Mental Health Service providers to enable better access to treatment for looked after children.	Assistant Director: Education and Commissioning	Refresh of CAMHS Strategy which will then feed into wider recommissioning of mental health services. Strategy will contain actions for 12 months to improve emotional health and wellbeing	December 2014	Strategy in draft for completion in September 2014 and then to be taken forward through the Children and Young People's Partnership	Cabinet Cabinet Children and Young People's Partnership provide monitoring Health & Wellbeing Board
88.			Assistant Director: Education and Commissioning	Ensure CAMHS Strategy includes early years component	December 2014	NHS England Arden Herefordshire and Worcestershire has ensured that emotional wellbeing already forms part of the contractual requirements of the health visiting service specification. In this way work on the 0 – 2 years initiative forms part of tier 1 universal offering and hopes to impact on future generations development of mental health problems	Cabinet Children and Young People's Partnership provide monitoring Health & Wellbeing Board
89.			Head of Looked after Children	Ensure relationship between CAMHS Strategy and services and the HIPPS and TISS developments are clearly defined.	December 2014	Intensive placement support service commissioned based on therapeutic model. First LAC cases expected to be supported from December 2014. Fieldwork LAC services working with the contracted provider to develop operational relationships with all CAMHS providers in Herefordshire	Children and Young People's Partnership provide monitoring Health & Wellbeing Board Joint Commissioning Group
90.	38. (94)	Ensure that the children in care council is effective, is representative of the range of looked after children and has membership of the council's	Head of LAC	Head of LAC, chair of corporate parenting, chair of CiC council and care leavers champion to develop approach	September 2014	Meeting booked with Cabinet Support Member Children & Young People's and care	Corporate Parenting Panel

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
91.		corporate parenting group.		to inform corporate parenting strategy.		champion.	
92.			Head of LAC	As from September 2014, young people will have membership of corporate parenting panels	September 2014	Completed	Corporate Parenting Panel
93.			Head of LAC	Head of LAC to be sent minute from CiC for information and action when required.	September 2014		
			Head of LAC	Adopt and publish the Pledge for Looked after Children, as a demonstration of the commitment of the Corporate Parent to our Looked After Children.	September 2014	This will be signed at the fete on 9 August 2014 and then go to Council for adoption on 26 September.	Corporate Parenting Panel
94.			Head of LAC	Develop CiCC website to ensure it is representative of the voice of our LAC and is a useful resource for them	October 2014	Mentoring and Participation Manager has met with Communications Unit to develop webpages	Corporate Parenting Panel
95.	39. (125, 136)	Ensure all local authority elected members understand and effectively undertake their role as a corporate parent.	Head of LAC	Members' Seminar in October/November re Corporate Parenting.	October 2014	Seminar organised for 15 September 2014	Corporate Parenting Panel Joint Senior Management Team
96.			Head of LAC	Programme of Members' Seminars in place up until February 2015. New rolling programme to be developed after 2015 local elections.	February 2015		Corporate Parenting Panel Joint Senior Management Team
97.			Head of LAC	Survey of Members' understanding of their corporate parenting role to be undertaken and repeated following programme of seminars to evaluate impact.	March 2015		Corporate Parenting Panel Joint Senior Management Team
98.			Cabinet Member: Children's Services	Work being undertaken by Cabinet Member Children's Wellbeing to make proposals to the Group Leaders re mandatory training for all Councillors at the start of each administration year to	August 2014 with effective from May	Note to Group Leaders is in draft form and will be completed by the end of August.	Cabinet

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
				attend safeguarding and corporate parenting seminars. The proposal will recommend that failure to attend will result in members allowances not being paid.	2015		
99.			Cabinet Support Member Children's Services	Cabinet Support Member is liaising with various local business leaders about apprenticeships and work experience for looked after children.	November 2014		Cabinet Corporate Parenting Panel
100.	40. (103?)	Refresh and re-launch the recruitment strategy to increase the number of adopters for children with complex needs and for larger sibling groups.	Head of Looked After Children	Recruitment to a marketing and recruitment post within the adoption and fostering service with particular investment in social media.	July 2014	Job description has been sourced and is being progressed. Role will be financed by Adoption Reform Grant.	Childcare Managers
101.			Head of Looked After Children	The recruitment strategies across the West Mercia have been developed and are due to be signed off in September.	October 2014		Childcare Managers
102.	41. (110, 111)	Ensure that all pathway plans are up to date, are of good quality, are based on a robust analysis of need, with clear and agreed goals and are regularly reviewed.	Head of Looked After Children	Development of Pathway plan with young people and partners	July 2014.	Pathway plan is now at point of sign off through Corius.	QA Framework
103.			QA & Compliance Manager	Audit activity with respect to the impact and quality of pathway plans will be undertaken as part of the QA framework and any learning will be incorporated.	March 2015		QA Framework
104.				In conjunction with the above process a survey of young people will take place to understand their experience of the pathway planning process.	March 2015		QA Framework
105.	42. (112)	Ensure that all care leavers receive a copy of their health records.	Head of Looked After Children	Development of health passport for care leavers.	January 2015	Best practice example identified and being adapted for Herefordshire. Children and young people moving from foster care are continuing to use the full	Childcare Care Managers QA Framework

No.	Ofsted Para No	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
106.	43. (82, 117, 137)	Ensure that all looked after children and care leavers understand their rights, responsibilities and entitlements and receive the guidance, support and resources to realise them.	Head of Looked After Children	Refresh of Corporate parenting strategy to include the rights and children and young people, incorporating monitoring and evaluation arrangements to ensure all children are enabled to understand their rights.	January 2015	health passport, care leavers will be more condensed but will include advice and medication details for life limiting illnesses. A monitoring mechanism will be incorporated with the review of the LAC review of framework module and will also link to the Voice of the Child Group.	Corporate Parenting Panel
107.	44. (135)	Ensure that learning from complaints and representations from children and young people, parents and carers and service users is systematically collated and analysed and is used to improve service delivery and development.	QA & Compliance Manager	Children's social care complaints procedure and guidance has been revised and incorporated within the QA and Compliance Service to strengthen accountability, knowledge, understanding, learning and dissemination of learning	March 2015	Operational from 2 June 2014.	Quarterly reports to Heads of Service Half yearly report to Joint SMT and members Statutory Annual Complaints Report will be produced for year end March 2015 and presented to Audit and Governance Committee, HSCB Steering Group
108.			Lead Manager for Children with Disabilities and Practice Development	New integrated QA and SW academy service will enable learning from complaints to be built into training and development plan.	March 2015	QA and SW Academy services are now integrated as from 1 September and will be co-located as from 1 October 2014.	Childcare Managers

HSCB OFSTED INSPECTION MAY 2014 - ACTION PLAN

Key:

- HSCB is the Herefordshire Safeguarding Children's Board
- Ofsted Para Number refers to the Area of Improvement identified in the Ofsted Inspection Outcome of 30 June 2014
- Children of Herefordshire's Improvement and Partnership Programme (CHIPPP) is the transformation programme for children's wellbeing and associated partners which will be the vehicle through which all the Ofsted areas for improvement will be delivered. Each area for improvement therefore has been allocated within the programme to ensure a clear lead and consistent approach to its delivery.

	Ofsted Para No	CHIP P Ref	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
1.	149		Ensure that governance arrangements between the LSCB and the Improvement Board are clarified.	Independent Chair of HSCB	Agree protocol which sets out the governance arrangements between HSCB and Improvement Board.	October 2014		Chairs of HSCB Strategic Board and Improvement Board
2.	150		Ensure that LSCB policies and procedures are up to date and incorporate issues specific to Herefordshire.	Chair of Policy and Procedures	West Mercia independent chairs to agree sub regional approach to policy and procedure development	October 2014		HSCB Policy and Procedures Sub Group
3.					In consultation with Tri-x, three year work plan to be agreed on a regional basis for a systematic review and update of bespoke policy and procedures in consultation	November 2014		HSCB Policy and Procedures Sub Group
4.					Priority to be given to child sexual priority and Children Missing procedures on the basis of Ofsted recommendations.	October 2014		HSCB Policy and Procedures Sub Group
5.	151		Ensure that the LSCB receives accurate and relevant performance information from its partners to enable it to assure itself on the quality of safeguarding work.	Chair of the QA Sub Group	Develop a multi-agency child's journey scorecard. This will clearly define what data will be received, the format and the frequency.	September 2014	Three meetings have taken place and a draft scorecard which is clear about sources and triangulation is being developed on a multi-agency basis.	HSCB QA Sub Group
6.					Provide the opportunity for triangulation across the multi-agency data set and further assurance on accuracy to be			

	Ofsted Para No	CHIP P Ref	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
7.	152		Ensure that the work of the LSCB operational groups is manageable and prioritised.	Chair of Steering Group	measured through audit activity. Terms of reference for the steering group and sub groups to be reviewed to ensure appropriate governance compliance and prioritisation.	October 2014		HSCB Steering Group
8.				Chair of Steering Group	Strengthening the governance role of the steering group	October 2014		HSCB Steering Group
9.					Establish a quarterly sub group chairs meeting to ensure that activity and priorities across the sub group are in line with business plan prioritized and steering group directives.	September 2014		HSCB Steering Group
10.					Supporting the chairs of the steering group and sub groups set agendas to ensure compliance with terms of reference and business / Ofsted improvement priorities.	September 2014		HSCB Steering Group
11.	153		Ensure that learning from multi-agency case audits is actioned and the impact is reviewed through repeat audits.	Chair of QA Sub Group	HSCB QA Sub Group is reviewing its terms of reference, scope of responsibilities, its work programme and is refreshing the HSCB quality assurance framework, in revised data set and scorecard and having completed it will revised the audit activity that needs to form part of the triangulation activity.	October 2014	A draft data set has been finalised and the key triangulation points are being discussed.	HSCB QA Sub Group
12.				Chair of QA Sub Group	At QA Sub, the learning to go to steering group so that Steering group asks the relevant sub group to action the learning.	October 2014	The new governance arrangements and reporting mechanisms will ensure that learning is reported into Steering Group and SG holds the responsibility for directing next steps and who is responsible.	Chair of Children at Specific Additional Risk
13.	154		Ensure that robust strategies and intelligence in relation to specific vulnerable groups are developed and implemented, in particular	Chair of Children at Specific Additional Risk	Undertake a self assessment against the requirement of the National SET Action Plan and develop a new Strategic Plan	October 2014	The self assessment has been completed. Work is in progress to develop a strategic plan and	Chair of Children at Specific Additional Risk

	Ofsted Para No	CHIP P Ref	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
			missing children and those at risk of child sexual exploitation.	Risk	and Disruption Plan for Herefordshire.		disruption plan.	
14.				Chair of children at Specific Additional Risk	Establish a SET Operational Group to drive forward the SET agenda in Herefordshire through the implementation of the Strategic Plan.	November 2014		Chair of Children at Specific Additional risk
15.				Head of Fieldwork	Leading and ensuring effective contributions across the partnership in connection with the West Mercia Joint Protocol on Missing (Runaway and Missing from Home or Care Protocol).	October 2014	A number of pan West Mercia meetings have been held and the protocol is in development with a target completion date of October 2014	HSCB Steering Group
16.				Chair of children at specific additional risk	HSCB's Missing Children Action Plan to be fully implemented to ensure a high quality joined up approach to incidences of children missing from care or home.	October 2014	Work on the missing action plan will be built into the work plan for the Children at Specific Additional Risk sub group	HSCB Steering Group
17.				Chair of children at specific additional risk	Develop HSCB mechanism for the ongoing strategic oversight of coordinated multi-agency responses for children who go missing.	September 2014	A Children at Specific Additional Risk sub group has been established and the terms of reference agreed.	HSCB Steering Group
18.	155		Ensure that multi-agency safeguarding training is sufficient, taken up by partners and is robustly evaluated.	Chair of Training and Development	Course evaluation processes, including Impact evaluations, will have been developed and implemented to provide improved quality of information to HSCB to inform the development of its multi-agency safeguarding training offer.	October 2014	The training and workforce development sub group are currently progressing this and will report to the HSCB Steering Group in October 2014	HSCB Steering Group
19.				Chair of Training and Development	A standard process for engaging the workforce in the development of HSCB training will have been implemented and used to inform the development of training for the education workforce and then applied to other courses later in the year.	March 2015	The board will commit to a periodic systematic evaluation of all courses led by the Workforce Development Advisor (or equivalent post) with the process engaging workforce representatives	HSCB Steering Group
20.	156		Ensure that the LSCB business unit is effectively able to support the	Head of Safeguarding	Undertake a review of the Business Unit, the expectations upon it, and the	August	The review has been completed and the options papers has been	HSCB Strategic

Ofsted Para No	CHIP P Ref	Ofsted Area for Improvement	Lead	Action	By When	Progress	Monitoring and Evaluation
		work of the LSCB.	ng and Review/Head of Adults Safeguarding	resource available to it to ensure it is able to support an increasingly effective Board	2014	drafted and is currently with the Commissioning Officer (Independent Chair of the HSCB) for comment and authorisation and next steps (August 2014)	Board
21.			Independent Chair of the HSCB & Chair of HSAB	Agree and implement the response to the report ensuring that a developed Business Unit is in place	October 2014		HSCB Strategic Board

