People Directorate Quality Strategy

Bracknell Forest Council
www.bracknell-forest.gov.uk

Version 1.1
March 2024

Document data

Document name and file location	BFC People Quality Strategy	
Document Approver	Grainne Siggins	Executive Director, People Directorate
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Document Author	Thom Wilson	Assistant Director, Commissioning
Publication Date	July 2024	
Review Date	September 2024	And then annually
Accessibility	This document can be made available in hard and electronic formats. No copies in other languages are currently available	
Destruction Date		
Circulation restrictions	No exceptions	

Version control

Date	Version	By	Comments
October 2023	Initial drafting	TW	First version of document drafting
July 2024	Full version for sign-off	KP	Complete version with appendices. Updated to reflect golden thread.

Contents

Appendices

Bracknell Forest Council - People Directorate Quality Strategy

A) Introduction

Quality is at the heart of everything we do. As a council that is ambitious in our efforts to support our residents, we believe that consistent quality across all of our services is a fundamental principle that our customers can expect. We aspire to be trusted and respected by the people we support, and this requires us to have high standards of quality in relation to customer service, consistency of practice and to deal with things in a timely way.

The strategy describes the systems, processes, and principles for maintaining and developing quality within the People Directorate. This will help us to understand the impact that we are having on the lives of residents, and to prioritise the actions we should take.

This strategy will support transparency and feedback so that all services, teams and employees are able to understand the quality of their work and the contribution they make to council objectives and improved outcomes for residents and communities.

This strategy sits alongside our Performance Management Framework and wider developments to support our journey of continuous improvement and service planning.

B) Purpose

This strategy is intended to articulate what quality means for the People Directorate and to provide a golden thread of quality expectations that run through everything that we do.

Quality is everyone's responsibility; the core purpose of this strategy is to ensure that all of our colleagues have the tools and skills necessary to excel. Achieving this involves providing clear roles and responsibilities, processes, and procedures. Quality has always been an important part of what we do, with this strategy we intend to enhance this, increase visibility and transparency, and make sure that we have a focus on quality across all services.

The council is ambitious to improve the impact of services we deliver directly or commission from external suppliers. These ambitions require a clear vision and focus on quality, and performance. In this way we can strive to ensure that when we interact with people, we get it right first time, and that we help people to achieve the best possible outcomes.

The strategy aims to support a process of continuous improvement. This will be achieved by outlining a clear vision and direction for all practitioners along with the tools and support to make systematic improvements to practice. In addition, the strategy will enable accountability and visibility of the quality of our support and the actions that we are taking to improve.

The strategy includes appendices relating to the different parts of the People Directorate. These appendices include more detailed information for people across the department including specific quality frameworks that are in place to support different services areas. These are included to provide both an overview of quality management and specific information for staff.

C) Definitions and principles

What we mean by quality

A quality service is one that is safe, effective, person centred, timely, and efficient. Quality refers to the degree to which the support we provide increases the likelihood members of the community will achieve their desired outcomes.

Within the People Directorate, quality Is everyone's business, it is at the heart of everything we do:

- We are always curious and learning from the evidence around us.
- We always listen to what you tell us, involving our communities, people who receive services and workforce in the way that we work.

Quality assurance

Quality assurance is activity undertaken to ensure work is carried out to high standards. Quality assurance provides controls to ensure that we are supporting the right people, in the right way, in the right time and to check we are making a difference to their lives.

Quality assurance is designed to support a journey of continuous improvement through a strong focus on ensuring that learning is part of our daily practice.

Principles relating to quality assurance

Our expectation is that everyone who receives support from the People Directorate should be able to expect to receive a high-quality service. Achieving this requires us to have a system with quality assurance built in, with clear processes, principles, and expectations.

The following principles relate to the way that our approach in the People Directorate needs to operate to ensure that quality assurance is embedded in the way that we work:

1. Align quality assurance efforts with the overarching strategic goals and objectives of the people directorate, ensuring a unified and purpose-driven approach.
2. Foster a culture of continuous improvement, where quality assurance is viewed as an ongoing process of refinement rather than a static compliance activity.
3. Establish systematic feedback loops that captures insights from service users, frontline staff, and other stakeholders, using this information to drive quality improvements.
4. Ensure compliance with relevant regulations and standards, integrating them seamlessly into the quality assurance framework to uphold legal and ethical standards.
5. Define and regularly review key performance indicators (KPIs) that are directly linked to quality objectives, providing measurable benchmarks for ongoing assessment.
6. Actively involve our resident, as well as internal and external colleagues in quality assurance processes, valuing their perspectives and insights in shaping and validating quality standards.
7. Develop quality assurance processes that can evolve in response to changing needs, emerging trends, and best practices.
8. Establish documentation to clearly articulate quality standards, procedures, and outcomes, ensuring transparency and accountability in quality assurance efforts.
9. Regularly evaluate the effectiveness of quality assurance measures, identifying areas for improvement.
10. Continuously develop staff involved in quality assurance, ensuring they possess the necessary skills and knowledge to uphold and enhance standards.

These principles are intended as a guide for managers and practitioners across the People Directorate shaping the way that quality assurance processes are designed and delivered at a strategic and operational level. In this way the principles influence, and should be read in conjunction with, the rest of this strategy.

D) Quality assurance tools and processes

Quality assurance cycle

Quality assurance is a cyclical process. The quality assurance cycle below shows the steps that all services should follow to embed quality practice. Through the implementation of this framework across the People Directorate, everyone working in any service should have clarity about what quality means for their service, how they are performing and the steps they are taking to improve.
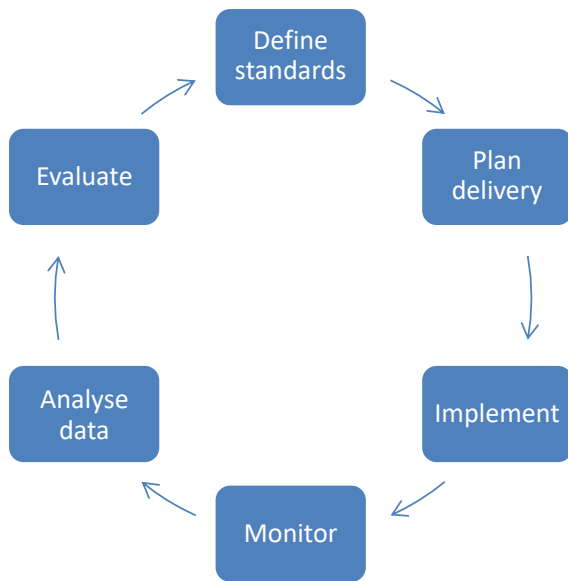
Define standards:
Each service should clearly articulate the objectives and quality standards that they aim to achieve. These standards may be based on the needs of our customers, strategic priorities, best practice, regulatory requirements or benchmarks.

Plan delivery:
The next step is to develop a clear plan for how the service will meet the defined quality standards. For existing services this might include changes to current systems, processes, or forms. For new initiatives it will include establishing processes, systems and allocating resources.

Implement:
Deliver the planned processes and activities. This involves ensuring that everyone is aware of their roles and responsibilities and that the necessary capacity is available.

Monitor:
Regularly monitor and measure key aspects of the processes to assess their performance against the predefined standards. This framework sets out tools and processes that can be used for this monitoring.

Analyse data:
Assess the quality information collected to identify trends, patterns, and areas of improvement. This step involves examination of performance compared to standards and expected outcomes, as well as feedback gained from customers and practitioners.

Evaluation:
Evaluate the overall effectiveness of the quality of the service. This will include an indication of whether targets and standards are being achieved, as well as reasons for any under-performance. The evaluation should include narrative from people responsible for delivering the service.
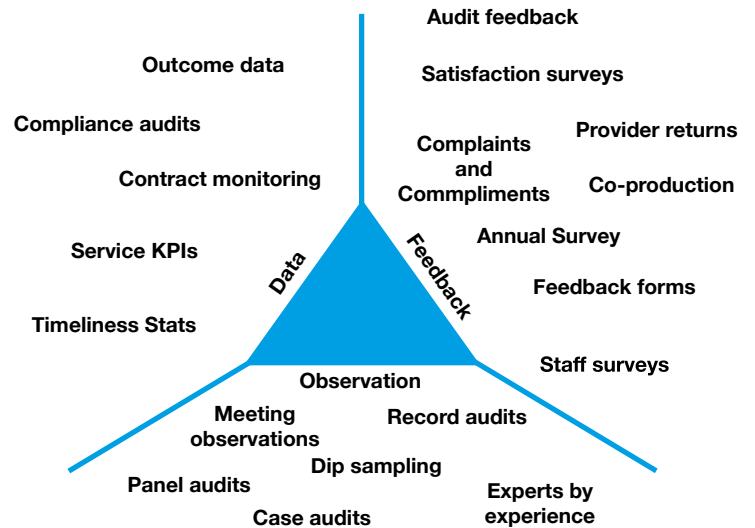
Quality assurance tools

Within the quality assurance cycle there are many ways to assess the quality of services and functions, and across the People Directorate there are a wide range of tools in operation.

Triangulation

There are three main ways in which all managers and team leaders are asked to evaluate the quality of their services. The expectation is that all services can evaluate and report on the quality of their services through the following lenses:

1. **Data** – this includes quantitative and qualitative performance data that evaluates the service against measurable quality related metrics.
2. **Feedback** – listening to the voices of customers, the public, partner organisations and other professionals working alongside the service.
3. **Observation** – sampling and auditing examples of completed work to assess consistency, effectiveness of recording, and the manner of delivery.

Audit feedback

Outcome data

Satisfaction surveys

Compliance audits

Provider returns

Complaints and Commpliments

Contract monitoring

Co-production

Annual Survey

Service KPIs

Data

Feedback

Feedback forms

Timeliness Stats

Staff surveys

Observation

Meeting observations

Record audits

Dip sampling

Panel audits

Experts by experience

Case audits

Use of data:

This quality strategy sits alongside the People Performance Framework and aligns expectations for the use of data to understand the performance and quality of services. There is an expectation that quality related performance measures are developed for all services and functions provided by or commissioned by the council.

Managers at all levels are responsible for ensuring that there are processes and measures in place to capture quantitative data about the quality of service provision. A range of scorecards, dashboards and audits are in place. The quality assurance team and the data, insights and performance team are available to support teams to consider measures and processes where further development is needed.

Quality related performance measures include – but are not limited to:
- **Timeliness of service delivery** – ensuring that there are clear service standards communicated and delivered.
- **Service user outcomes** – measuring the impact of interventions, and the outcome for the service user through qualitative audits and statistical data.
- **Equality data** – measuring service take up between different communities and populations to understand equity and fairness.
- **Capacity and through-flow data** – evaluating the time it takes to achieve outcomes and whether the service is supporting the expected numbers of people.
- **Staffing data** – whether there are vacancies, use of temporary staff, variations in staff performance, training data.

Feedback:

All services should be able to evidence the quality of their services through feedback from people who use their service, as well as through colleagues, staff and other stakeholders. This is an essential aspect of understanding the impact that services have on service users and the local population.

Feedback related quality measures include:
- **Customer surveys** – periodic surveys of user's experiences and views about the service they receive.

- **Complaints and compliments** – the People Directorate has processes in place to capture complaints and compliments. It is important that these are factored into quality assurance processes and that learning is acted upon and reported.
- **Feedback forms** – routinely capturing experiences at the end of a specific service or intervention.
- **Co-production and engagement forums** – feedback can be gained from regular forums that are asked to contribute to understanding of the way things work.
- **Case studies** – quality insights can be gained from individual case stories that explain experiences, both positive and negative, of people who have used services.
- **Staff and partner surveys** – alongside service users, people who work within and alongside services have significant insights into the effectiveness and consistency of services as well as opportunities to improve.

Observation:

The third element of the expectation for quality assurance for all services is that there should be some form of observation of practice and standards. This can be in the form of observing meetings and processes in action, or it can be reviewing records and documentation after the event.

Observation methods include:
- **Case and panel audits** – reviewing case work for individuals by reviewing relevant records, speaking to practitioners and the service user. These will usually be themed and will lead to an analytical report of findings and actions.
- **Dip sample audits** – random selections of casework that allow managers to take a snapshot of quality standards across several different individuals.
- **Meeting observations** – attending practice meetings to observe the interaction between practitioners and service users and whether intended outcomes from the meeting are achieved.
- **Experts by experience** – engaging people who have used services to engage with services and evaluating their quality and performance.

- **Internal/external/peer audit** – formal and rigorous audits of key services and processes undertaken by highly trained individuals outside of the specific service area or the People Directorate
- **Quality visits** – visits to service providers to review rotas, training logs, on-the-ground practice, to identify strengths and areas for improvement with recommendations.

Quality assurance processes

The purpose of this strategy is to establish a consistent approach to quality standards, that assures that a minimum expectation for quality assurance is in place for all teams and services. At the time of development there are variable levels of activity taking place with some key strengths (particularly in relation to regulated services) and some areas in which aspects of quality assurance are not yet in place.

This strategy is not intended to replace the existing quality assurance and audit frameworks that are in place in a number of services across the department, and so it does not set out a set of core processes that should be universally applied. Rather, the expectation is that all services adopt the most appropriate processes for their delivery that enable them to evaluate the quality of their service in relation to feedback, data and observation.

The appendices in this strategy set out quality assurance arrangements in each part of the Directorate and include details of the quality assurance procedures in place. These appendices are intended to be reviewed annually.

E) Governance and oversight of quality assurance

This section of the strategy outlines the arrangements for overseeing and reporting on quality assurance within the People Directorate.

Oversight of quality in the council:

Bracknell Forest's Council Plan for 2023-2027 aims to ensure that the council is an ambitious, resilient, and sustainable organisation. The plan identifies six foundational enablers to support this ambition – including that "we deliver quality services, seeking ways to improve". This establishes the overall focus for ensuring that all of the services that we deliver should aspire to be high quality and should seek continuous improvement.

The People Directorate Strategy 2024-2027 has been established to outline the role of the People Directorate in relation to delivering the Council Plan. The plan sets out the ways in which People Services will deliver on the council enablers. The People Strategy is part of a "golden thread" linking the Council Plan with this Quality Strategy and our Performance Framework. Together these documents provide a clear overview of expectations for employees and are intended to establish a strong sense of direction and alignment.

Directorate Service Plans will outline annual priorities for the People Directorate. These will include a range of performance and quality measures across different services that align with the Council Plan and other Directorate priorities. The Appendix at the end of this strategy will be updated annually to align with the priorities set out in the People Service Plan each time it is updated.

Business Plans and Service Delivery Plans capture the broader range of work that services undertake. Within the People Directorate there is an expectation that each assistant director has a business plan, and many teams and services also have individual ones. These plans include service aspirations and goals, alongside the annual deliverables and performance measures for the service. It is important that these plans reflect the key quality measures for the services they represent, including those that are detailed within the Directorate Service Plan.

Appraisals/personal development plans are an important element of discussion and goal setting for all staff within the People Directorate. These should connect the work of each team member into the wider planning framework – and should ensure that each member of staff, or service, is clear about how they contribute to the quality and impact of the service.

People Directorate quality governance:

Oversight of quality assurance takes place at different levels within the People Directorate. The chart below outlines expectations for quality assurance in terms of governance forums, frequency and outputs:

The frequency within the table represents the minimum frequency with which there should be a specific conversation about quality within each forum. Teams and services can increase this frequency as they choose.

Level	Forum	Frequency	Purpose
Directorate	Quality Board	Bi-Monthly	• Oversight of quality across all services • Receive reports on exceptions from each Assistant Director • Oversight of quality related risks and action plans • Discuss quality improvement processes and developments
Assistant Director	Senior Management Team (SMT) or equivalent	Bi-Monthly	• Agree exceptions and escalations to report to Quality Board • Establish plans to address exceptions and areas of under-performance • Prioritise reources for quality developments • Approval of HoS level quality reporting
Head of Service	Quality Assurance Working Group	Monthly	• Overview of quality across services • Ensure measures and processes are in place for all teams and services within responsibility • Problem solve and tackle quality concerns • Provide narrative on quality performance anomalies • Agree escalations to SMT
Team / Service	Team/Service Meeting	Bi-Monthly	• Maintain service focus on performance • Identify any performance issues and consider whether in-service fixes are available • Develop quality metrics and approaches to measure quality according to requirements of this strategy

Roles and responsibilities

Quality assurance is everyone's responsibility within the council. The council's elected members, managers and staff share responsibility for the governance, management, and delivery of services and for being ambitious about opportunities for continuous improvement and excellence.

Our staff, elected members, and external providers have differing but complementary roles to play in ensuring that we deliver high quality services and support positive outcomes.

At the core of this quality framework is an intention to ensure that everyone involved is clear about their role in delivering high quality services to our residents, and providing the tools, processes, and support to enable them to achieve this.

Elected Members	Departmental Management Team	Heads of Service and Managers	All Staff and Providers
• Constructive challenge and support • Agree strategic direction and core quality improvement initiatives • Strategic oversight of quality arrangements • Holding senior leaders to account	• **Set quality targets and standards** • **Ensure robust processes** • **Promote quality culture** • **Hold managers to account for quality delivery**	• **Analyse and improve quality** • **Develop quality measures and processes** • **Lead through team meetings and 121s** • **Ensure targets and standards are met** • **Prepare for inspections**	• **Manage own/ service practice and quality** • **Record work in accurate and timely way** • **Seek opportunities for service improvements** • **Be aware of quality objectives**

People Directorate quality roles

Whilst responsibility for quality assurance rests with all managers, there are a small number of quality assurance specific roles within the People Directorate. The Head of People quality assurance role has a supportive and championing role for quality assurance. The Directorate also has a children's social care quality assurance officer and an adult social care quality assurance officer. These roles have been developed to support quality assurance and auditing of specific statutory regulated services. They will be available to provide advice and support to managers in considering measures and processes for quality assurance within their teams. The principal social worker for adults and for childrens services also has responsibility for quality assurance through supporting policy and practice development.

Quality assurance reporting

Bi-monthly reporting

Assistant Directors will provide an update on quality assurance activity completed within their services at the Quality Board. This will include reports and analysis from completed quality assurance processes as well as a highlight report detailing progress in the period and plans for the next two months. Please see appendix 6 for report template.

Quarterly reporting

Quality measures included within the Directorate Service Plan will be reported on each quarter through Quarterly Service Reporting (QSR). The report includes both qualitative and quantitative updates and is provided by the Departmental Management Team. This report forms the basis of the Council Plan Overview Report which is reported to the Corporate Management Team and the Executive.

Annual reporting

Each Assistant Director will be asked to provide an annual quality report that includes evaluation across all teams and service in their responsibility. These should include evaluation using data, observation and feedback and should include analysis of learning and priorities. This should be presented to the People Quality Board in accordance with dates agreed in the forward planning for the year.

F) Working in partnership

Services across the People Directorate work with a range of other council services and those of local public and private sector partners. Delivering high quality support to our residents requires us to work in a co-ordinated way in order that the interface between services can be seamless and practice can be integrated in multi-agency teams where this is best for the users of services. In order to achieve this, it is important that our quality and performance measures are aligned and consistent, and that these are considered in the development of quality assurance within the People Directorate.

Key partner agencies outside the council include NHS agencies, police service, housing providers and the community and voluntary sectors. Many services are commissioned by the council from partner agencies, through various forms of contracts.

Legislation and guidance relevant to the People Directorate including the Care Act 2014, the Children Act 1989, Working Together to Safeguarding Children 2023, also requires councils to collaborate and integrate their functions to promote the wellbeing and safety of local communities. Key legislation is set out in the appendix.

Partnership board and groups

Bracknell Forest Safeguarding Board - Safeguarding performance and quality are routinely investigated through our Quality Assurance Sub-group and our Independent Chair and Scrutineer. Partner agencies share their key performance with the Safeguarding Board Business Unit for oversight and challenge.

Place Committee – Quality information across health and social care services is reported and discussed in the Bracknell Forest committee. The committee support the development and understanding of integrated pathways and has oversight of the use of the Better Care Fund.

Regional Sector Led Improvement Partnerships – The People Directorate shares information with local authorities in the South East to benchmark and understand quality related performance, trends, and opportunities for improvement.

Bracknell Forest Health and Wellbeing Board - promoting closer integration with the NHS supports the establishment of common objectives and standards. The Board also governs and plans for the Better Care Fund – and receives standardised monitoring reports which will be made available.

Integrated Social Care Teams – adult mental health, older person's mental health, intermediate care, and community learning disability teams are delivered through integrated teams with Berkshire Health Foundation Trust. The council's social work staff are employed in multi-disciplinary teams and share quality and performance management arrangements across the NHS and the Trust.

Children and Young People's Partnership Board – local agencies have a statutory duty to collaborate to improve outcomes for children. The Board brings together performance and quality information, plans and strategies to make a positive impact on children's lives. A new Children's and Young People's Plan was developed in 2023.

Through the implementation of this framework, we will continue to develop increasingly effective use of quality information and alignment of processes across our local partnerships. This will be used to support boards and other groups to understand opportunities for improved quality through collaborative actions.

G) Linked policies, plans and developments

Quality assurance is an important element of everything that we do within the People Directorate and is a thread that runs through our core processes and strategies.

Safeguarding

Quality assurance is fundamental to our effectiveness in safeguarding residents. High quality, consistent and well-managed practice is at the cornerstone of safeguarding. This is supported by highly effective quality assurance. The relationship between quality assurance and safeguarding extends to the policies, procedures, and practices that we design to protect vulnerable individuals from abuse, harm, and neglect.

The borough has a range of governance processes in place that bring quality and safeguarding together – through service specifications, formal partnership boards such as the Safeguarding Board, and reviews of practice in the event of serious harm to individuals.

Performance framework

Performance management and quality assurance are interlinked processes; the two combine to create a robust framework ensuring services not only meet but exceed established standards and expectations. Our People Performance Framework sets out how we will continue to measure and improve outcomes including those that relate to quality, safeguarding and the impact of service delivery.

The People Directorate has a range of dashboards, scorecards and audit programmes in place to measure and report on quality related performance such as timeliness, audit scores and adherence to statutory processes.

Workforce development/training

Workforce development and training are key to effective quality assurance, highlighting the critical role of skilled and knowledgeable staff in delivering high-quality services and practice. Workforce development is critical for the ongoing education and professional growth needed to equip staff with the competencies required to meet the diverse needs of service users. By aligning workforce development and quality assurance, our aim will be to ensure that teams are not only competent but also confident in their abilities to provide consistently high-quality care.

The council has a Workforce Development Board in place. Through the implementation of this strategy, it will be important to ensure that quality is built into the work of this board including through recruitment and selection considerations and the way that we support and reward continuous professional development.

Service improvement

The People Directorate has ambitious plans to continue to develop and improve in the coming years, having a record of successful service transformation in many areas in recent years. Planning for quality and quality assurance is an essential aspect of any programme of service improvement and re-design in order to ensure that the impact of new approaches can be understood, and that quality can continue to evolve and improve through design.

Commissioning and market management

Quality assurance and commissioning are intricately linked through their shared goal of ensuring the provision of high-quality, effective, and person-centred services. This relationship is pivotal in the development and maintenance of a robust care market, where quality assurance principles guide the commissioning process to identify, select, and contract services that meet stringent quality criteria.

Quality assurance is essential to effective commissioning in that it provides the standards and benchmarks against which services are evaluated, fostering a culture of continuous improvement and accountability among providers. By integrating quality assurance into commissioning and market management, commissioners can ensure that services are not just fit for purpose but also have clear

expectations for growth and improvement. Robust commissioning and quality assurance together can ensure that services demonstrate value, effectiveness, and a consistent commitment to enhancing the well-being of service users.

H) Service level appendices

Appendices A through to G provide details of quality assurance arrangements for departments across the People Directorate. These detail specific legislation requirements, regulations, roles and reporting arrangements in order to provide clear direction for staff in each service.

The appendices relate to adult social care, children's social care, education and learning, early help and communities. They provide information about regulations, statutory reporting and quality measures within the Council Plan and Directorate service plan – as well as details about reporting arrangements within the service.
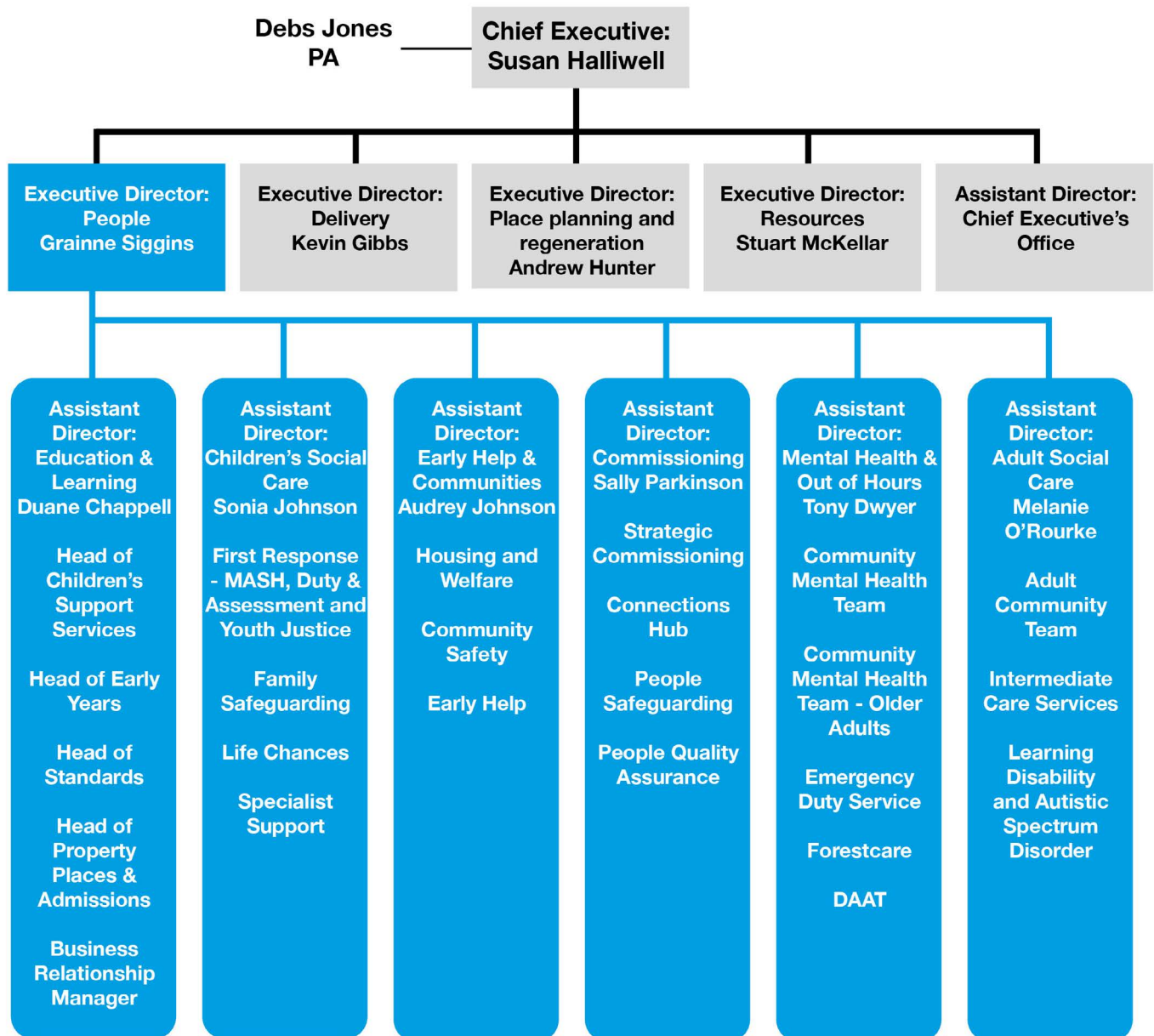
Appendices
Appendix 1: People Directorate structure

Our leadership and governance

Our directorate management team structure

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Debs Jones ──── Chief Executive:
   PA            Susan Halliwell
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Executive Director: People Grainne Siggins	Executive Director: Delivery Kevin Gibbs	Executive Director: Place planning and regeneration Andrew Hunter	Executive Director: Resources Stuart McKellar	Assistant Director: Chief Executive's Office

Assistant Director: Education & Learning Duane Chappell

Head of Children's Support Services

Head of Early Years

Head of Standards

Head of Property Places & Admissions

Business Relationship Manager

Assistant Director: Children's Social Care Sonia Johnson

First Response - MASH, Duty & Assessment and Youth Justice

Family Safeguarding

Life Chances

Specialist Support

Assistant Director: Early Help & Communities Audrey Johnson

Housing and Welfare

Community Safety

Early Help

Assistant Director: Commissioning Sally Parkinson

Strategic Commissioning

Connections Hub

People Safeguarding

People Quality Assurance

Assistant Director: Mental Health & Out of Hours Tony Dwyer

Community Mental Health Team

Community Mental Health Team - Older Adults

Emergency Duty Service

Forestcare

DAAT

Assistant Director: Adult Social Care Melanie O'Rourke

Adult Community Team

Intermediate Care Services

Learning Disability and Autistic Spectrum Disorder

Appendix 2: Adult Social Care

A) Key Officers in Adults Social Care quality assurance

Post
Assistant Director, Adult Social Care Ops
Assistant Director, Mental Health and Out of Hours
Head of Learning Disabilities and Autistic Spectrum Disorder
Head of Emergency Duty Service
Locality Manager
Head of Adult Community Team
Head of Forest Care
Head of Drug and Alcohol Service
Adult's Principal Social Worker
Head of People Safeguarding
ASC Quality Assurance Officer
Head of Quality Assurance

B) Key Regulation and Regulatory Frameworks related to Quality in Adult Social Care

In England, the legislative and regulatory framework for adult social care and children's social care outlines the responsibilities of local authorities (LAs) and their integration with the National Health Service (NHS) and partner agencies. They aim to ensure the provision of support and care services to children and adults with various needs. Below are key pieces of legislation and regulatory frameworks governing these responsibilities:
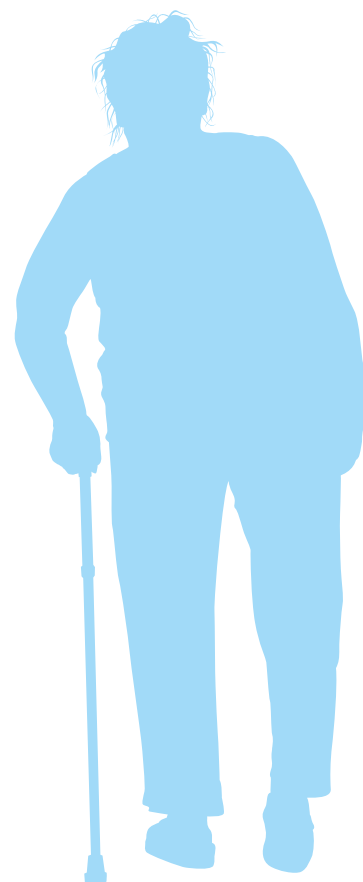
Care Act 2014

Summary: The Care Act 2014 is a cornerstone of legislation regarding adult social care in England. It sets out the duties of local authorities regarding the assessment and provision of support for adults with care and support needs, and their carers. The Act emphasises the importance of safeguarding adults from abuse or neglect, establishing a legal framework for how social care should be delivered.

Council Responsibility: Councils are required to assess anyone who appears to have any level of care and support needs, regardless of their financial status. They must provide or arrange services that help prevent people's care needs from becoming more serious or delay the impact of their needs. Councils are also tasked with providing information and support, preparing care and support plans, and making safeguarding enquiries if an adult is at risk of abuse or neglect.

Health and Social Care Act 2008 (Regulated Activities) Regulations 2014

Summary: These regulations specify the fundamental standards below which care must not fall. They cover a wide range of activities provided by health and social care services, including personal care and residential care. The regulations are underpinned by the Care Quality Commission's (CQC) registration requirements.

Council Responsibility: While direct compliance with these regulations is the responsibility of service providers, councils play a pivotal role in monitoring and ensuring that the services they commission for adult social care meet these standards. Councils need to maintain oversight and engage in continuous dialogue with service providers to address any areas of concern highlighted by CQC inspections or reports. Additionally, councils should use CQC resources and guidance to inform their commissioning strategies and practices, ensuring that contracted services provide safe, effective, compassionate, and high-quality care. These regulations apply to services provided by the council as well as through external providers.

Mental Capacity Act 2005

Summary: The Mental Capacity Act 2005 provides a framework for making decisions on behalf of individuals who lack the mental capacity to make those decisions for themselves. This includes decisions about health care, welfare, and financial matters. It introduces a statutory right for adults to make advance decisions about refusing treatment.

Council Responsibility: Councils have a duty to appoint Independent Mental Capacity Advocates (IMCAs) to support individuals who lack capacity and have no one else to support them during decision-making processes. Councils must ensure their staff are trained to apply the Act's principles correctly when carrying out their duties.

Safeguarding Vulnerable Groups Act 2006

Summary: This Act was established to prevent unsuitable individuals from working with children and vulnerable adults. It includes provisions for a vetting and barring scheme and sets out duties for employers to refer individuals who pose a risk of harm to vulnerable groups.

Council Responsibility: Councils must ensure they have safeguarding policies in place that align with this Act. They are responsible for carrying out necessary checks on employees and contractors to prevent unsuitable people from working with vulnerable adults. They also have a duty to make referrals to the DBS (Disclosure and Barring Service) when they identify individuals who may pose a risk.

Equality Act 2010

Summary: The Equality Act 2010 protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It covers nine protected characteristics, including age, disability, and race.

Council Responsibility: Councils must ensure all services, including adult social care, are delivered in a manner that does not discriminate against any of the protected characteristics. This includes making reasonable adjustments for disabled people and ensuring that all aspects of care and support services are accessible and equitable.

Mental Health Act 1983 (and subsequent amendments, including those from the 2007 Act)

Summary: The Mental Health Act 1983, with amendments from the 2007 Act, provides a legal framework for the treatment and care of individuals with mental health conditions, including when involuntary treatment is necessary. It emphasises the importance of considering patients' views and rights, as well as the need for services to work together to provide holistic care.

Council Responsibility: Councils, through their social services and in collaboration with health partners, have responsibilities for the care and treatment of individuals subject to the Act. This includes providing support for community treatments orders (CTOs) and ensuring that there are sufficient practices in place for the assessment and treatment of individuals in a way that minimizes the need for detention.

C) Key Regulators and Regulatory Bodies

Care Quality Commission (CQC)

Regulated services: The CQC regulates all health and adult social care services in England, including hospitals, GP practices, care homes, and home care agencies. It also covers services provided by the NHS, local authorities, private companies, and voluntary organisations. In 2023 the CQC began a programme of Adult Social Care Assurance activities that will assess the quality and performance of each local authority with social work responsibilities in England.

Regulation/inspection process: The CQC uses a comprehensive set of standards to inspect services, focusing on five key questions:

Are they safe, effective, caring, responsive to people's needs, and well-led? Inspections can be announced or unannounced and result in ratings from 'Outstanding' to 'Inadequate'. Providers must register with the CQC and meet fundamental standards of quality and safety.

Health and Care Professions Council (HCPC)

Regulated services: The HCPC is responsible for regulating health and care professionals in the UK, including occupational therapists, paramedics, physiotherapists, and social workers in England. It sets standards for professionals' training, professional skills, behaviour, and health.

Regulation/Inspection Process: The HCPC does not inspect services but regulates individual professionals through registration, setting standards for their training and practice, and handling complaints and concerns about professionals who may not meet these standards. It can take action if professionals do not meet its standards, including suspension or removal from the register.

Royal College of Psychiatrists (RCPsych)

Regulated Services: While not a regulatory body, the RCPsych plays a significant role in setting standards and providing guidance for the practice of psychiatry in the UK. It is involved in the education and training of psychiatrists and the promotion of excellence in mental health care.

Regulation/inspection process: The RCPsych does not regulate or inspect services directly. Instead, it offers accreditation schemes, such as the Accreditation Scheme for Mental Health Services (ACHS), where mental health services can volunteer to be reviewed by peers. Achieving accreditation signifies that a service meets high standards of care and treatment.

Nursing and Midwifery Council (NMC)

Regulated services: The NMC regulates nurses and midwives in the UK. It sets standards for education, training, conduct, and performance, ensuring that nurses and midwives have the skills and knowledge to deliver consistent, quality care to their patients.

Regulation/inspection process: The NMC does not inspect services but maintains a register of all nurses, midwives, and nursing associates eligible to practice in the UK. It can investigate concerns about nurses and midwives who may not be fit to practice, with actions ranging from advice to removal from the register.

Social Work England

Regulated Services: Social Work England is the specialist regulator for all child, family, and adult social workers in England. It sets professional, education, and training standards for social workers, ensuring they are equipped to deliver safe and effective practice throughout their careers.

Regulation/Inspection Process: Social Work England maintains a register of social workers and sets standards for their training, professional development, and ethics. It investigates concerns about social workers who may not meet these standards, with the power to take action if necessary, including suspending or removing individuals from the profession.

Local Safeguarding Board

Regulated services: To coordinate and ensure the effectiveness of local arrangements for safeguarding and promoting the welfare of vulnerable adults. To facilitate collaboration between agencies, oversee serious case reviews, and monitor safeguarding practices.

Regulation/inspection process: Assessing local safeguarding needs, developing policies and procedures, conducting reviews, and providing training and support to safeguard vulnerable adults.

D) Regulated services provided by the council (and responsible person)

The council currently directly provides a small number of regulated services. These are subject to inspection and quality assurance regimes set out above.

Integrated Care Service

- **What the service does:** The ICS aims to enable adults to improve, maintain or manage changes in levels of independence, health, and wellbeing, through a process of care, reablement and recuperation. The service is multi-disciplinary and person-centred.
- **Registered Manager:** Linda Wise

Waymead

- *What the service does:* Waymead provides short-term care for adults with learning disabilities who live at home with a main carer. The service provides short-breaks from one night to a maximum of two weeks.
- **Registered Manager:** Sarah Faulkner

Forest Care

- **What the service does:** Forestcare is the councils call monitoring and assistive technology service dedicated to supporting individuals with care needs in their community. The service aims to promote independent living and enhance the quality of life for individuals by leveraging technological solutions tailored to their needs.
- **Registered Manager:** Hannah Doherty

Breakthrough

- **What the service does:** Breakthrough supports people with Autism and Learning Disabilities into employment or other meaningful opportunities. The team support people through a range of vocational profiling and provide job coaching services.
- **Registered Manager:** Sarah Faulkner

E) Commissioned services

The council commission a range of adult social care services to meet the diverse needs of the community. These services are regulated to ensure they meet specific standards of care, safety, and respect for the rights of those who use them. Below is a list of key types of adult social care services commissioned by the council, along with a summary of how they are regulated:

Domiciliary care (Home care)

Summary: Domiciliary care services provide support and care to people in their own homes, ranging from assistance with daily activities, personal care, medication management, to meal preparation and companionship.

Regulation: These services are regulated by the Care Quality Commission (CQC) in England. Providers must register with the CQC and adhere to its fundamental standards, which include ensuring services are safe, effective, caring, responsive to people's needs, and well-led. The CQC inspects services regularly, rating them from "Outstanding" to "Inadequate."

Residential care homes

Summary: Residential care homes offer accommodation and personal care for people who may not be able to live independently. This includes assistance with daily activities, personal care, and sometimes nursing care.

Regulation: Residential care homes are regulated by the CQC. Providers must register with the CQC and meet the same fundamental standards as domiciliary care providers. Inspections assess how well these standards are being met, focusing on the quality and safety of care provided.

Nursing homes

Summary: Nursing homes provide residential care along with full-time nursing care for individuals with significant health needs due to disability, chronic illness, or frailty.

Regulation: Like residential care homes, nursing homes are regulated by the CQC. The registration and inspection process is designed to ensure that residents receive safe, effective, and high-quality nursing care, in addition to meeting their personal care and social needs.

Supported living

Summary: Supported living services enable people with disabilities, including those with learning disabilities or mental health conditions, to live independently in their own home with support tailored to their needs. This can include help with budgeting, social activities, and personal care.

Regulation: While the housing aspect of supported living is not regulated by the CQC, the care and support provided within these settings are subject to CQC regulation. Providers must ensure that their services respect users' rights and choices, promoting independence while ensuring safety and wellbeing.

Day care services

Summary: Day care services offer social activities, meals, and sometimes personal care and therapeutic activities during the day, providing respite for carers and social opportunities for individuals.

Regulation: Day care services that provide personal care are regulated by the CQC, requiring registration and adherence to the fundamental standards of care. Services focusing solely on social activities without personal care may not fall under CQC regulation but still need to meet local authority standards.

F) Governance for managing quality in the Adult Social Care department

The council has meetings and frameworks currently in place to oversee and coordinate quality assurance and quality oversight activities. These include:

Process/ Mechanism	Type	Responsible Officer	Frequency
ASC Cell	Meeting	AD: ASC Operations	fortnightly
ASC Quality and Performance Cell	Meeting	AD: ASC Operations	fortnightly
ASC Quality Assurance Audit Framework	Framework document	QA Officer ASC	Monthly
Audit Briefing Sessions		QA Officer ASC	Monthly
ASC Quality Assurance Working Group (AQA-WG)	Meeting	Head of QA	Monthly
Audit Moderation Panel	Meeting	QA Officer ASC	Monthly
Learning Event	Meeting	QA Officer ASC	Twice yearly
People Quality Board	Meeting	Executive Director-People	Bi-monthly
People Performance Board	Meeting	Executive Director-People	Monthly

Appendix 3: Childrens Social Care

A) Key Officers in Children's Social Care Quality Assurance:

Post
Assistant Director, Children Social Care
Head of First Response
Head of Family Safeguarding
Head of Life Chances
Head of Childrens Specialist Support Services
Children's Principal Social Worker
CSC Quality Assurance Officer
Head of People Quality Assurance

B) Key Regulation and Regulatory Frameworks related to Quality in Children's Social Care:

Regulations and regulatory frameworks related to quality in children's social care for a local authority can vary depending on the country or region. Below are some of the common ones related to services in England:

Children Act 1989

Summary: This act is the cornerstone of child protection in England, establishing the responsibilities of local authorities, parents and other agencies to ensure children's welfare. It covers care and supervision orders, child protection, and parental responsibility. It establishes the legislative framework and sets out the duties of local authorities regarding the safeguarding and well-being of children at risk of significant harm and in need of care. The Acts aims to positively impact the lives of children through focusing on five key areas: Being Healthy, Staying Safe, Enjoying and Achieving, Economic Well-being.

Council responsibility: Councils are required to ensure that children are healthy, given the freedom they need to be happy and enjoy their lives, spend their time in safe and protected environments, are provided with the tools they need to succeed in life, are raised in environments that are economically as stable as possible and to make a positive and significant contribution to the lives of children.

Children Act 2004

Summary: This act builds on the 1989 Act, introducing measures to improve and integrate children's services, and enhancing accountability and service delivery through the creation of the Children's Commissioner and local children boards (LSCBs)

Council responsibility: To ensure the well-being, safety, and effective service delivery for children. By fostering collaboration, promoting early intervention, and ensuring accountability, the act aims to create a comprehensive and effective framework for child protection and welfare.

Children and Families Act 2014

Summary: This act focuses on improving services for vulnerable children, including those with special educational needs and disabilities (SEND). It also includes provisions on adoption, family justice, and the welfare of looked-after children.

Council responsibility: To ensure the welfare, education, and support of children and families, particularly those with special educational needs and disabilities, looked-after children, and those undergoing adoption or fostering processes. Councils must ensure coordinated service delivery, involve families in decision-making, and provide timely and effective support to meet the diverse needs of children and their families.

The Children and Social Work Act 2017

Summary: This act introduces the regulation and improvement of social work in England, establishing Social Work England as the regulator for social workers. It enhances the regulation and standards of social work, establishing corporate parenting principles, restructuring safeguarding arrangements, extending support for care leavers, and ensuring robust adoption processes.

Council responsibility: Councils must ensure compliance with the responsibilities set out in the Act to improve the welfare and outcomes for children, young people, and families in their care.

The Children's Homes (England) Regulations 2015

Summary: These regulations set out the requirements for the operation and management of children's homes in England, including standards related to staffing, premises, and care planning.

Council Responsibility: Local authorities ensure that children's homes meet regulatory requirements, conducting inspections and providing support to improve the quality of care.

Fostering Services (England) Regulations 2011

Summary: These regulations govern the provision of foster care services in England, covering areas such as recruitment and assessment of foster carers, support for children in foster care, and monitoring of service quality.

Council Responsibility: Local authorities register and monitor fostering agencies, assess and support foster carers, and ensure that children receive safe and nurturing care in foster placements.

Local authorities are typically responsible for implementing these regulations and ensuring that children's social care services within their jurisdiction comply with the relevant standards.

The Adoption Agencies Regulations 2005

Summary: These regulations set the framework for the approval, review, and conduct of adoption agencies.

Council Responsibility: To maintain high standards in recruiting and approving adopters, ensuring the well-being of children throughout the adoption journey, and providing ongoing support and reviews to secure successful adoptions.

The Special Educational Needs and Disability Regulations 2014

Summary: These regulations support the Children and Families Act 2014, detailing the duties of local authorities and other bodies in providing support for children with SEND.

Council Responsibility: To ensure that children and young people with special educational needs and disabilities receive appropriate and timely support. Councils must conduct thorough assessments, prepare and review EHC plans, offer personal budgets, maintain a comprehensive local offer, facilitate mediation, and provide clear information and advice.

The Care Planning, Placement and Case Review (England) Regulations 2010

Summary: These regulations outline the procedures for care planning, placement, and case reviews for looked-after children. These regulations ensure that children in care receive appropriate placements and that their welfare and progress are regularly monitored.

Council Responsibility: To ensure that care plans are created and regularly reviewed for children in their care, that placements are suitable and meet the child's needs, and that regular case reviews are conducted to monitor the child's progress and welfare

Working Together to Safeguard Children 2023

Summary: This sets out the duties of organizations and agencies to work together to safeguard and promote the welfare of children, including the provision of early help.

Council Responsibility: To lead the co-ordination of safeguarding efforts and ensure that services are provided to children in need, including those in need of child protection.

The Children (Leaving Care) Act 2000

Summary: This focuses on children and young people who have been looked after by a local authority. Its main purpose is to help the young people transition from care to independent living in a stable manner.

Council Responsibility: For a whole council approach to support young people who are leaving and have left care. This includes championing their rights and supporting with education/employment, housing needs and supporting them to make a positive contribution

C) Key Regulators and Regulatory Bodies

In the context of children's social care within a local authority, the key regulators and regulatory bodies are as follows:

Local Safeguarding Board

Regulated services: To coordinate and ensure the effectiveness of local arrangements for safeguarding and promoting the welfare of children. To facilitate collaboration between agencies, oversee serious case reviews, and monitor safeguarding practices.

Regulation/ Inspection Process: Assessing local safeguarding needs, developing policies and procedures, conducting reviews, and providing training and support to safeguard children.

Childrens Commissioner for England

Regulated services: Established by the Children Act 2004, the Commissioner's role is to promote and protect the rights of children, ensuring that their voices are heard in decisions affecting them.

Regulation/ Inspection Process: To assess the impact of legislation and policy on children, conducting investigations, and reporting findings to Parliament.

Ofsted (Office for Standards in Education, Children's Services and Skills)

Regulated services: Ofsted is responsible for inspecting and regulating services that care for children and young people in the United Kingdom. This includes children's social care services provided by local authorities, as well as services such as children's homes, fostering agencies, and adoption agencies.

Regulation/ Inspection Process: Ofsted conducts regular inspections of children's social care services provided by local authorities in England. These inspections evaluate the effectiveness of services in safeguarding and promoting the welfare of children, assessing factors such as the quality of care planning, support for children in care, and partnership working with other agencies. Inspectors gather evidence through interviews, observations, and reviews of case files, and they rate services based on a four-point scale ranging from "Outstanding" to "Inadequate." Inspection reports highlight areas of strength and areas for improvement, and local authorities are required to respond with action plans to address any identified shortcomings.

Social Work England

Regulated service: As the specialist regulator for social workers, Social Work England ensures that social workers meet professional standards, promotes improvement in social work practice, and handles fitness-to-practice cases.

Regulation/Inspection Process: Setting standards for education and practice, monitoring continuous professional development, maintaining a register of social workers, and investigating concerns about social workers' fitness to practice.

D) Regulated services provided by the council (and responsible person)

Larchwood

- **What the service does:** Larchwood is a short break Children's Home, providing personalised short breaks for children with severe and complex disabilities who require co-ordinated health, social and education services. Larchwood is registered with Ofsted to provide care and accommodation for up to five children under short breaks arrangements, from the age of 5, up to their 18th birthday.
- **Registered Manager:** Clare Turner

E) Governance for managing quality in the Children Social Care department

The council has meetings and frameworks currently in place to oversee and coordinate quality assurance and quality oversight activities. These include:

Process/ Mechanism	Type	Responsible Officer	Frequency
CSC Senior Leadership Team (CSLT)	Meeting	AD-CSC	Weekly
CSLT with managers	Meeting	AD-CSC	Monthly
CSC Quality Assurance Audit Framework	Framework document	QA Officer CSC	
CSC Quality Assurance Working Group (CQAWG)	Meeting	HoS QA	Monthly
Audit Briefings	Meeting	QA Officer CSC	Monthly
Moderation Panel	Meeting	QA Officer CSC	Monthly
Learning Event	Meeting	QA Officer CSC	Twice yearly
People Quality Board	Meeting	Executive Director-People	Bi-monthly
People Performance Board	Meeting	Executive Director-People	Monthly
Improvement Board	Meeting	Executive Director-People	Monthly
Corporate Parenting Panel	Meeting	Councillor	Quarterly
Safeguarding Monitoring Meeting	Meeting	Chief Executive	Bi-monthly

Appendix 4: Early Help and Communities

A) Key Officers in Early Help and Communities Quality Assurance:

Post
Assistant Director, Early Help and Communities
Head of Housing
Head of Welfare and Benefits
Head of Youth Justice and Community Safety
Head of Early Help

B) Key Regulation and Regulatory Frameworks related to Quality in Early Help and Communities:

In the UK, the key regulations and regulatory frameworks relating to quality in a local authority for Early Help and Communities include:

United Nations Convention on the Rights of the Child

Summary: this sets out the local authority's duty to protect children from all forms of maltreatment or exploitation and to do this by supporting children and their carers through 'pro-active prevention' work. It emphasises early intervention and prevention to improve outcomes for children and families.

Council responsibility: to identify the child and family's needs early, provide targeted support, co-ordinate services, promote awareness, monitor and review impact and outcomes for the child.

Children Act 1989

Summary: This act is the cornerstone of child protection in England, establishing the responsibilities of local authorities, parents and other agencies to ensure children's welfare. It covers care and supervision orders, child protection, and parental responsibility. It establishes the legislative framework and sets out the duties of local authorities regarding the safeguarding and well-being of children at risk of significant harm and in need of care. The Acts aims to positively impact the lives of children through focusing on five key areas: Being Healthy, Staying Safe, Enjoying and Achieving, Economic Well-being.

Council responsibility: Councils are required to ensure that children are healthy, given the freedom they need to be happy and enjoy their lives, spend their time in safe and protected environments, are provided with the tools they need to succeed in life, are raised in environments that are economically as stable as possible and to make a positive and significant contribution to the lives of children.

Children Act 2004

Summary: This legislation provides the legislative framework or improving children's well-being and safeguarding in the UK. It places duties on local authorities to promote the well-being of children and families, including through early help services.

Council Responsibility: Local authorities are responsible for promoting the well-being of children and families within their jurisdiction, including through the provision of early help services. They must identify and assess the needs of children and families, coordinate services to meet those needs, and take action to safeguard and promote the welfare of children at risk of harm or in need of support.

Children and Families Act 2014

Summary: This act introduced reforms to the system of support for children and families in England and Wales. It includes provisions for early intervention and the integration of services to improve outcomes for children and families, including those facing challenges such as poverty or domestic violence.

Council Responsibility: Under this act, local authorities have a duty to work with partner agencies to provide integrated support for children and families, including early intervention services. They must assess the needs of children and families in their area, develop local offers of support, and ensure that services are accessible, coordinated, and effective in improving outcomes for children and families.

Working Together to Safeguard Children 2023

Summary: This statutory guidance sets out the responsibilities of key agencies, including local authorities, in safeguarding and promoting the welfare of children. It emphasizes the importance of early help and collaboration between agencies to identify and address concerns at the earliest opportunity.

Council responsibility: Local authorities are required to work collaboratively with other agencies, such as health, education, and the police, to safeguard and promote the welfare of children. They must have effective systems in place for identifying and responding to concerns about children's welfare, including providing early help services to prevent problems from escalating.

The Domestic Abuse Act 2021

Summary: This act includes measures to protect and support victims of domestic abuse, including provisions for early intervention.

Council Responsibility: To ensure early intervention and support to prevent further harm and address the needs of victims including children affected by domestic abuse; be pro-active in responding and collaborate with other agencies to safeguard children.

Supporting Families Programme 2022-2025

Summary: This is an initiative aimed at helping vulnerable families with complex needs. The primary objectives are: integrated support, early intervention, outcome focus, whole family approach, data driven.

Council Responsibility: Ensure families receive the help they need. They must do this through various means including: identification and engagement, co-ordination and delivery of services, partnership working, safeguarding.

The Early Help System Guide

Summary: this is a framework for the council and partners for the delivery of effective early help services to children, young people and their families.it aims to assist in the development and implementation of a cohesive and comprehensive early help system that can identify and address issues before they escalate.

Council Responsibility: to ensure the effective delivery of early help services to children, young people and their families. This includes establishing clear governance structures and driving the early help agenda.

C) Key Regulators and Regulatory Bodies

Ofsted (Office for Standards in Education, Children's Services and Skills)

Summary: Ofsted is the independent regulator for services that care for children and young people in England. It inspects and regulates early help services, children's social care, education providers, and more.

Inspection Process: Ofsted conducts regular inspections of early help services provided by local authorities. Inspectors evaluate the effectiveness of services in supporting children, families, and communities, assessing factors such as the quality of interventions, partnership working, and outcomes achieved. Inspection reports highlight areas of strength and areas for improvement, guiding local authorities in enhancing their early help provision.

His Majesty's Inspectorate for Probation (HMIP)

Summary: HMIP inspects and reports on the work of youth offending teams and the broader youth justice system. Its involvement in Early Help services is relevant through inspection of Youth Offending teams, promoting best practices by promoting high standards in the delivery of Early Help. This ensures young people receive the support they need at an early stage to avoid entering the criminal justice system.

Inspection Process: The HMIP carries out pre-inspection analysis and on-site inspection of the youth offending team and through this will assess the delivery, quality and impact of early help.

D) Governance for managing quality in the Early Help and Communities department

The council has meetings and frameworks currently in place to oversee and coordinate quality assurance and quality oversight activities. These include:

Process/Mechanism	Type	Responsible Officer	Frequency
Early Help Quality Assurance Audit Framework	Framework	AD- EH&C	
Housing and Welfare Management Team Meeting	Meeting	Head of Housing and Head of Welfare and Benefits	Monthly
Early Help Management meeting	Meeting	Head of Early Help	Monthly
Community Safety Team Meeting	Meeting	Head of Youth Justice and Community Safety	Monthly
Whole service meeting	Meeting	AD- EH&C	Quarterly
Senior Leadership meeting	Meeting	AD- EH&C	Fortnightly
Early Help Partnership Board	Meeting	AD- EH&C	Quarterly
People Quality Board	Meeting	Executive Director-People	Bi-monthly
People Performance Board	Meeting	Executive Director-People	Monthly
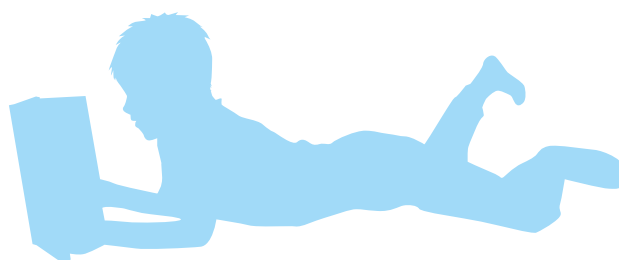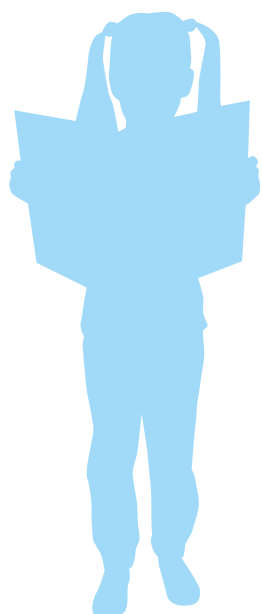
Appendix 5: Education and Learning

A) Key Officers in Education and Learning Quality Assurance

Post
Assistant Director, Education and Learning
Head of Early Years and Childcare
Head of Standards and Effectiveness
Head of SEND and Specialist Support Services
Business Relationship Manager
Virtual School Headteacher

B) Key Regulation and Regulatory Frameworks related to Quality in Education and Learning

Children Act 2004

Summary: This legislation provides the legislative framework for improving children's well-being and safeguarding in the UK. It places duties on local authorities to promote the well-being of children and families, including through early help services.

Council Responsibility: Local authorities are responsible for promoting the well-being of children and families within their jurisdiction, including through the provision of early help services. They must identify and assess the needs of children and families, coordinate services to meet those needs, and take action to safeguard and promote the welfare of children at risk of harm or in need of support.

Education Act 2005

Summary: This act made amendments to the Education Act 2002 and other education related legislation. It relates to governance of maintained schools and the regulation of independent schools, focuses on improving children services including arrangements for children in need and children in care, strengthens provisions on behaviour and discipline in schools and established the Learning and Skills Council to improve education and training opportunities for young people and adults.

Council Responsibility: To ensure effective management and administration of maintained schools, provide sufficient education and school places for all children in the area, that children receive appropriate educational support and provision, promoting school improvement and standards.

Special Educational Needs and Disability Act 2001

Summary: The act promotes equality of opportunity for individuals with disabilities. It is aimed at reducing discrimination against individuals with disabilities and ensure they have equal opportunities to access education and training.

Council Responsibility: To ensure children with special education needs and disabilities (SEND) are identified, carry out assessment to determine the nature of SEN and supports required, develop and maintain EHCPs, promote accessibility, work in partnership with parents, schools, health services and other agencies to provide co-ordinated support.

Education Act 2011 (England and Wales)

Summary: The Education Act 2002 sets out the legal framework for education in England and Wales. It covers a wide range of areas, including the organization and governance of schools, curriculum requirements, and standards of education. The act establishes the duties and powers of local authorities, schools, and other educational institutions to ensure the provision of high-quality education and learning opportunities for all children and young people.

Council Responsibility: Local authorities have a duty to promote high standards of education and achievement in their areas. They are responsible for ensuring that schools and educational settings within their jurisdiction comply with statutory requirements, meet national standards, and provide a broad and balanced curriculum. Local authorities support schools in their improvement efforts, provide guidance and oversight, and intervene where necessary to address underperformance or safeguard children's educational welfare.

Children and Families Act 2014

Summary: this provides a framework for supporting children and young people with SEND, including Education, Health and Care Plans (EHCPs).

Council Responsibility: To improve the support provided to children and special educational needs and disabilities as well as to enhance family support services

Working Together to Safeguard Children 2023

Summary: This statutory guidance sets out the responsibilities of key agencies, including local authorities, in safeguarding and promoting the welfare of children. It emphasizes the importance of early help and collaboration between agencies to identify and address concerns at the earliest opportunity.

Council responsibility: Local authorities are required to work collaboratively with other agencies, such as health, education, and the police, to safeguard and promote the welfare of children. They must have effective systems in place for identifying and responding to concerns about children's welfare, including providing early help services to prevent problems from escalating.

Keeping Children Safe in Education

Summary: This details school's responsibilities in safeguarding and promoting the welfare of children

Council responsibility: to ensure a safe environment for children, proactively addressing potential risks and responding effectively to safeguarding concerns.

Promoting the Education of Looked-After Children and Previously Looked-after children – Statutory guidance for Local Authorities (February 2018)

Summary: The statutory guidance sets the framework through which local authorities discharge their statutory duty under s22(3A) of the Children Act 1989 to promote the educational achievement of children looked after. That includes those children placed out of authority. The guidance also sets the framework through which local authorities discharge their statutory duty under 23ZZA of the Children Act 1989 (added by section 4 of the Children and Social Work Act 2017) to promote the educational achievement of previously looked-after children.

Council responsibility: to promote the educational achievement of children looked after (CLA) and previously looked after children (PCLA) so that their attainment and achievement is similar to those of children not looked after.

C) Key Regulators and Regulatory Bodies

Ofsted (Office for Standards in Education, Children's Services and Skills)

Summary: Ofsted is responsible for inspecting and regulating education and children's services in England. It evaluates the quality of education, early years provision, and social care services provided by local authorities and other providers.
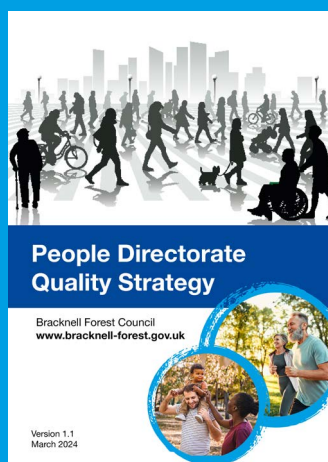
Inspection Process: During inspections, Ofsted assesses the effectiveness of local authority services in meeting the needs of children and young people, including those with SEND. Inspectors gather evidence on the quality of provision, outcomes for learners, and the effectiveness of support for children with SEND. Inspection reports highlight strengths and areas for improvement, including the effectiveness of SEND provision, and local authorities are required to respond with action plans to address any identified weaknesses.

The regulatory body plays crucial roles in ensuring the quality of education and learning within local authorities, including provision for children and young people with SEND. Through their inspection processes, they help identify strengths and areas for improvement in SEND services, supporting continuous improvement and ensuring that all learners receive the support they need to succeed.

D) Governance for managing quality in the Education and Learning department

The council has meetings and frameworks currently in place to oversee and coordinate quality assurance and quality oversight activities. These include:

Process/Mechanism	Type	Responsible Officer	Frequency
Early Years Management team meeting	Meeting	Head of Service - Early Years and Childcare	monthly
CDC team meeting	Meeting	EY SEND and Inclusion Manager	Monthly
Early Years Business Support team meeting	Meeting	EY Business Support Manager	Monthly
Early Years Quality Assurance Audit Framework	Framework Document	Early Years Quality Improvement Manager	
Early Years Quality Improvement team meeting	Meeting	Early Years Quality Improvement Manager	monthly
People Quality Board	Meeting	Executive Director-People	Bi-monthly
People Performance Board	Meeting	Executive Director-People	Monthly
Proof reading reports	Dip sampling	Head of SEND and Managers	Monthly
Decision aking Group - multidisciplinary professional meeting awarding education, health and care plans including advising on their quality and content	Panel	Head of Service	Weekly during term time
EHCP writing training	Training	Head of Service, SEND, service lead and Tribunal Officer	Annually
Staff supervision	Supervision meetings	SEND Service managers and senior officers	Monthly
Complaints management including quality assuring investigations and complaint responses and identifying issues and themes suggesting training needs	Meeting	Corporate Complaints; Complaints Officer; Head of SEND (for SEND andSpecialist Support Service)	Weekly

People Directorate
Quality Strategy

Bracknell Forest Council
www.bracknell-forest.gov.uk

Version 1.1
March 2024

If you need a reasonable adjustment to communicate with us, please call 01344 352000 or email: customer.services@bracknell-forest.gov.uk.