

# Social Care & Education Department

**2026-27 Priorities and Performance Ambitions**



Leicester  
City Council

# Priority 1

- **Delivery on the improvement plans following the Ofsted ILACS, Adult Social Care CQC, HMIP Youth Justice and Area SEND Inspections**
  - Post-Ofsted ILACS Improvement Plan
  - Post-Adult Social Care CQC Improvement Plan
  - Post-HMIP Youth Justice Improvement Plan
  - Post-Area SEND Inspections Improvement Plan
- Reports to LMB and EHC Board in May and October 2026
- Reports to scrutiny Commissions in June and November 2026

# Priority 2

- **Developing Leading Better Lives into a programme delivering early action across the city with cross council support and closely aligned to and supporting the delivery of neighbourhood health plans**
  - Agree the LBL “road map”
  - Develop a Leading Better Lives Board reporting to the Health and Wellbeing Board
- Report on the Road Map and establishment to of the Board to LMB and EHC Board in March 2026
- Report to Health and Wellbeing Board on progress by May 2026

# Priority 3

- **Delivering locality Family Help across all six clusters and having Multi-Agency Child Protection Teams in place**
  - Establishment of six Family Help Teams by June 2026
  - Establishment of MACPT(s) by January 2027
- Reports to LMB and EHC Board in May and October 2026
- Reports to scrutiny Commissions in June and November 2026

# Priority 4

- **To continue our financial grip on finances and seek opportunities to deliver best value and reduce growth whilst pursuing excellence in service delivery**
  - Develop and track proxy measures such as NHS income, placement and package cost, agency spend, high needs block deficit etc.
- Report to Learning and Improvement Board by April 2026, August 2026 and November 2026

# Priority 5

- **To develop a maturity matrix for our Equality, Diversity and Inclusion work and to deliver on a clear plan to advance our growth**
- Report to Learning and Improvement Board by April 2026, August 2026 and November 2026

# Priority 6

- **Having a clear school place sufficiency and SEND Capital Programme in place with Executive agreement**
  - Development of a capital strategy
- Review by strategic Directors in April 2026 (and then quarterly)
- Report to City Mayor by May 2026

# Priority 7

- **Having clear medium- and long-term strategies in place for children's residential provision and adult supported living**
  - Revised sufficiency strategies in place by May 2026
  - Engage in regional conversations about Regional Care Consortium developments
- Reports to LMBs and CMB in July 2026
- Reports to scrutiny Commissions in September 2026

# Priority 8

- **Deliver a programme to develop a performance culture across the department**
  - Deliver “Leading Performance” programme between January and June 2026  
Reports to LMBs and CMB in July 2026
- Review of programme outcomes to Learning and Improvement Board in August 2026

# Priority 9

- **Developing a consistent methodology to underpin our quality assurance processes across the department**
  - Develop revised quality assurance methodology by April 2026
- Sign off by Learning and Improvement Board in April 2026

# Priority 10

- **Making technology including artificial intelligence tools available to all practitioners to help manage workload and improve efficiency**
  - By April 2026 tools available to:
    - Support easier running record keeping in liquid logic
    - Support writing and quality assurance of assessments, plans and reports
    - Minuting meetings and supervision and support sessions
  - By Sept 2026 staff confident in using these tools to support practice and reduce administrative burdens
- Reporting to Learning and Improvement Board bi-monthly from January 2026

# Priority 11

- **To review our partnership plans around SEND to deliver on the new government strategy once this is clear**
- Reports to LMB and scrutiny once timeframes are clearer

# Priority 12

- **To develop and officially launch our Social Care Academy and our wider approach to recruitment, retention and continual professional and leadership development**
- Launch of Social Care Academy by June 2026

# Priority 13

- **Refine and begin to deliver our plans on preparing for adulthood and transition to adult services**
  - Develop, engage and launch PFA Strategy by April 2026
  - Develop implementation plan with key milestones
- Reports to LMB and EHCB Board on progress in June and December

# Priority 14

- **Begin to prepare for Local Government Reorganisation**
- Outcome expected late spring / early summer 2026

# Performance Ambitions

- **Simplified high level “ambitions”**
- **Will form our high-level reporting to EHC Board, CMB, Scrutiny commission etc from Q1 2026-27 (but aim to have a sample / draft report in mid-May for Q4 2025-26)**
- **Will replace the existing dashboards**
- **Adult ambitions have already been to ASC Scrutiny in November 2026**

# Adult Key Performance Ambitions – To be measured at November 2026

- **Assessing Needs**
- **Reduction in median and longest waiting times for assessments and reviews**
  - median wait for a Care Act assessment across all teams reduced from 135 days to 90 days
  - for reviews: proportion of people overdue for a 12-monthly review by more than 6 months falls from its current level (706 median delay) to less than 10% of cases.
- **Equitable waiting times across teams / client groups**
  - The disparity between locality teams and specialist teams in waiting times should narrow to less than 5%.

# Adult Key Performance Ambitions – To be measured at November 2026

- **Care provision, integration and continuity**
- **Increased uptake of direct payments**
  - Increase the uptake of personal budgets from 45% to 50% and to reduce the number of people ceasing direct payments for avoidable reasons (e.g. administrative issues) to nil.

# Adult Key Performance Ambitions – To be measured at November 2026

- **Supporting people to live healthier lives**
- **Improved accessibility and responsiveness of information, advice, and guidance (IAG)**
  - 90 % of users report (via survey) that they can “easily find information and advice about support in a way that suits me (language, format, channel).”
  - All core care planning, assessment, and safeguarding documents should routinely be available in easy-read and the top 5 local non-English languages (or as requested) within 7 days of request.
  - Corporate web pages should be capable of easy digital translation

# Adult Key Performance Ambitions – To be measured at November 2026

- **Stronger prevention, early intervention, and support for non-eligible needs and for Carers**
  - Measurable increase in “prevention contacts” (e.g. care navigators, minor adaptations, self-help referrals) used before more intensive support is needed.
  - A reduction in new referrals to long-term support where earlier intervention could have avoided escalation.
  - A rising proportion of people supported to avoid entering higher-cost packages (e.g. hospital readmissions, institutional care) through reablement or enablement.
  - Increase the % of Carers accessing support groups or someone to talk to in confidence from 18.52% (SACE 2023/24)
  - Reduction in the % of Carers facing financial difficulties and an increase in the % of Carers in paid employment

# Adult Key Performance Ambitions – To be measured at November 2026

- **Safe pathways, systems and transitions; Safeguarding**
- **Better safeguarding process performance and oversight**
  - All safeguarding alerts should have an initial outcome decision within 5 working days with full enquiry closure within 3 months (unless complexity and multi-agency involvement dictates otherwise).
  - Governance and audit mechanisms ensure 100 % of safeguarding enquiries are routinely reviewed and lessons logged, with “no cases left without oversight.”

# Childrens Services Performance Ambitions – To be measured at March 2027

- **Looked After Children and Edge of Care**
- To ensure our unregulated placements do not exceed 1% of all children in care across the financial year
- The average number of placement moves decreases year-on-year
- Number of children entering care to have reduced by 8% by 2028 (from the 2024-25 baseline) based on rates per 10,000 of population
- **Children Subject to Child Protection Plans**
- Number of new CP Plans – to have reduced by 8% by April 2028 (from the 2024-25 baseline)

# Childrens Services Performance Ambitions – To be measured at March 2027

- **Attainment and NEET**
- The number of 16-17 years olds classified as NEET / Not Known to have reduced by April 2028 (from the 2024-25 baseline)
- The proportion of children in Leicester City Council achieving a Good Level of Development at the end of the 2027/28 academic year is at least 72.0%; and
- b) Disadvantaged children have benefitted at least equally from this improvement; that is, that the
- proportion of children eligible for Free School Meals (FSM) and achieving a Good Level of Development at the end of the 2027/28 academic year is at least 63.7%ii
- The attainment of looked after children to have increased by September 2027

# Childrens Services Performance Ambitions – To be measured at March 2027

- **SEND**
- EHCP initial timeliness to improve by 15% by April 2027 (based on the 2024-25 baseline)
- EHCP Reviews to be improved by 25% by April 2027 (based on the 2024-25 baseline)
  
- **Quality of Childrens Social Work / Family Help Practice**
- Case audit quality – by Q2 2027-28 85% of overall cases audited to be good or better