



Leicester
City Council

**MEETING OF THE CHILDREN, YOUNG PEOPLE AND EDUCATION
SCRUTINY COMMISSION**

DATE: WEDNESDAY, 17 JUNE 2026

TIME: 5:30 pm

**PLACE: Meeting Room G.01, Ground Floor, City Hall, 115 Charles
Street, Leicester, LE1 1FZ**

Members of the Committee

Councillor Batool (Chair)

Councillor Bonham (Vice-Chair)

Councillors Barnes, Cole, Gregg, Joshi, Dr Moore and Waddington

Members of the Committee are invited to attend the above meeting to consider the items of business listed overleaf.

For Monitoring Officer

Officer contacts:

Ed Brown and Julie Bryant (Governance Services)

governance@leicester.gov.uk

Leicester City Council, City Hall, 3rd Floor Granby Wing, 115 Charles Street, Leicester, LE1 1FZ

Information for members of the public

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- ✓ to respect the right of others to view and hear debates without interruption;
- ✓ to ensure that the sound on any device is fully muted and intrusive lighting avoided;
- ✓ where filming, to only focus on those people actively participating in the meeting;
- ✓ where filming, to (via the Chair of the meeting) ensure that those present are aware that they may be filmed and respect any requests to not be filmed.

Further information

If you have any queries about any of the above or the business to be discussed, please contact: **Julie Bryant and Ed Brown Governance Services**), Julie.Bryant@leicester.gov.uk or Edmund.Brown@leicester.gov.uk. Alternatively, email governance@leicester.gov.uk, or call in at City Hall.

For Press Enquiries - please phone the **Communications Unit on 0116 454 4151**.

PUBLIC SESSION

AGENDA

FIRE / EMERGENCY EVACUATION

If the emergency alarm sounds, you must evacuate the building immediately by the nearest available fire exit and proceed to the area outside the Ramada Encore Hotel on Charles Street as directed by Democratic Services staff. Further instructions will then be given.

1. WELCOME AND APOLOGIES FOR ABSENCE

To issue a welcome to those present, and to confirm if there are any apologies for absence.

2. DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed.

3. MINUTES OF THE PREVIOUS MEETING

[Appendix A](#)

The minutes of the meeting of the Children, Young People, and Education Scrutiny Commission held on 14 April 2026 have been circulated, and Members are asked to confirm them as a correct record.

4. MEMBERSHIP OF THE COMMISSION 2026/27

The Membership of the Commission will be confirmed and noted.

CHAIR	Councillor Misbah Batool
VICE CHAIR	Councillor Stephen Bonham
	Councillor George Cole
	Councillor Lynn Moore
	Councillor Sue Waddington
	Councillor Charleigh Barnes
	Councillor Dilip Joshi
	Councillor Mick Gregg
CO-OPTED MEMBER	Joycelin Eze-Okubuiro Parent Governor Representative Primary Schools

5. DATES OF MEETINGS FOR THE COMMISSION 2026/27

Members will be asked to note the meeting dates of the commission for 2026/27-

17 June 2026
8 September 2026
27 October 2026
27 January 2027
9 March 2027

6. TERMS OF REFERENCE [Appendix B](#)

The Commission will be asked to note the Terms of Reference.

7. CHAIR'S ANNOUNCEMENTS

The Chair is invited to make any announcements as they see fit.

8. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

Any questions, representations and statements of case submitted in accordance with the Council's procedures will be reported.

9. PETITIONS

Any petitions received in accordance with Council procedures will be reported.

10. INTRODUCTION TO CYPE [Appendix C](#)

The Lead Scrutiny Directors of the Commission to outline the service areas that form part of the commission.

11. EXECUTIVE RESPONSE TO CYPE SCRUTINY COMMISSION TASK GROUP RECOMMENDATIONS ON THE SEND HIGH NEEDS BLOCK [Appendix D](#)

An Executive Response will be provided to the recommendations made by the Task Group on the High Needs Block.

12. PRESENTATION: POST-INSPECTION IMPROVEMENT PLAN [Appendix E](#)

The Director of Children's Social Work and Early Help submits a report providing an update on the post-inspection improvement plan for Children's Social Care.

13. PRIORITIES AND PERFORMANCE AMBITIONS Q4 25/26 [Appendix F](#)

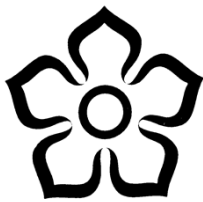
The Strategic Director of Social Care and Education submits a report providing an update on performance in social care and education and information on monitoring and improving quality.

14. WORK PROGRAMME

Appendix G

Members of the Commission will be asked to consider the work programme and make suggestions for additional items as it considers necessary.

15. ANY OTHER BUSINESS



Leicester
City Council

Minutes of the Meeting of the
CHILDREN, YOUNG PEOPLE AND EDUCATION SCRUTINY COMMISSION

Held: TUESDAY, 14 APRIL 2026 at 5:30 pm

P R E S E N T:

Councillor Batool – Chair
Councillor Bonham – Vice Chair

Councillor Cole
Councillor Singh Sangha

Councillor Gregg

* * * * *

214. WELCOME AND APOLOGIES FOR ABSENCE

It was noted that no apologies were received.

215. DECLARATIONS OF INTEREST

The Chair asked members to declare any interests in proceedings for which there were none.

216. MINUTES OF THE PREVIOUS MEETING

The Chair highlighted that the minutes from the meeting held on Tuesday 3rd March were included in the agenda pack and asked Members to confirm whether they were an accurate record.

AGREED:

- It was agreed that the minutes for the meeting on 3rd March 2025 were a correct record.

217. CHAIR'S ANNOUNCEMENTS

The Chair welcomed everyone to the meeting and explained that there were technical issues with the microphones.

218. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

It was noted that none had been received.

219. PETITIONS

It was noted that none had been received.

220. OFSTED INSPECTION - VERBAL UPDATE

The Assistant City Mayor for Children and Young People introduced the item noting the success of having received 7 mixed ratings of Outstanding and Good from the inspections of children's homes.

The Director of Children's Social Work and Early Help gave a brief update on Ofsted Inspection of Children's Homes, including inspection frequency, what was included and current gradings. The following was noted:

- All of the city children's home were inspected at least once annually.
- Among the homes visited, it was noted that Nether Hall Road, a provider for young people with disabilities and Autism, had been rated Outstanding, and Pine Lodge had been rated Good.
- Leaving Care Services had received a focussed unrated visit. Observations would be published in the following week and updates would come to the Scrutiny Commission early in the new municipal year. Ofsted had announced changes to its framework, with headline judgements being removed. Inspection activity would instead be linked to a leadership judgement. Ratings would still be issued, but there would not be an overall rating for the Local Authority.

In response to member comments and questions, the following was noted:

- A further home was pending Ofsted registration and was expected to open in the late summer. Approval for capital funding was being sought for two further homes. One site being located just outside the city boundary, and the other would be a 2 to 3 bed provision for children with liberty restrictions.
- The primary focus in relation to children placed outside the city was not financial. While the aim was to keep children close to home, some were placed outside the city to reduce risk and potential for exploitation. New homes would improve city capacity and reduce the numbers of young people being placed in private homes outside of the city. There was an emphasis on residential care assisting in independent living for young people transitioning to adulthood.
- Private provision had previously been cheaper, but this was no longer the case, with in-house provision delivering better value. A long term strategy of up to 5 to 10 years would support stability and prioritise care within the city where it was safe and appropriate.

- Strong examples of information sharing included participation in the Regional Approval Alliance, enabling the exchange of best practice across the East Midlands, involvement in a Peer Challenge event, and the application of therapeutic interventions for children on the edge of care.
- The next Ofsted report findings would be shared with the Commission.
- AGREED:
 1. That the Commission note the update.

221. MULTI AGENCY CHILD PROTECTION TEAM - PROGRESS UPDATE

The Strategic Director for Social Care and Education and the Director of Children's Social Work and Early Help submitted a report on the development of Multi-Agency Child Protection Teams (MACPTs). The Strategic Director for Social Care and Education provided an overview to the Commission. Key points to note were as follows:

- This was a part of the development of the Government Family-First development programme.
- The multi-agency child protection teams were due to go live in 2027. These would cover some of the high-level work currently in place such as independent child protection chairs, complex investigations, (often joining with the police on Section 47 investigations) and investigating allegations against professionals.
- The establishment of multi-agency teams comprising Health, Education, Police, and experienced Social Workers would support Family Help Teams by improving oversight, strengthening information sharing, and enabling more advanced investigations.
- Joint conversations were taking place with Leicestershire County Council and Rutland to create a unified model, whilst allowing for city specifics and also future proofing for the upcoming Local Government Organisation.
- A report could come back to the Commission in Autumn setting out the new model.

In response to member questions and comments, the following was noted:

- Regarding the multi-agency Child Protection teams, it would be vital for colleagues to have shared access to all core systems such as Police and Health systems, this would enable real time safeguarding work.
- The establishment of the multi-agency working teams would improve timeliness, meeting and conference attendance, and the ability to access information.
- Multi-agency work supported early intervention for those at risk of entering care. This included Family Group Conferencing, Multi-Systemic Therapy, and developing alternative family support systems. Further

updates on care interventions could come in the new municipal year.

- There was an emphasis on maintaining consistent relationships with children and young people, with inbuilt support for existing workers to remain in place.
- Recent figures indicated that Social Workers in Children in Need teams typically managed around 18 children each. For the Single Assessment Teams, this averaged to around 22/23 children. The model would change with the progression to the Family Help Teams. 20 more experienced Social Workers were due to start in the coming weeks.
- Outcomes for the multi-agency teams would be measured by a number of factors. This would include; monitoring the number of children prevented from entering care, numbers of serious harm incidents and via Ofsted inspections.
- The Quarter 4 report would come to Scrutiny in the early municipal year and trajectories could be examined.
- The six local Family Help Teams acted as the primary case holders, supported by a single team providing additional expertise and capacity, while maintaining local knowledge and strong relationships with children and families. The Family Hubs would be crucial for connectivity.
- The Education sector would become a statutory partner, strengthening outcomes.

AGREED:

1. That the Commission note the report.

222. SCHOOLS WHITE PAPER

The Director for Send and Education submitted a report on the Schools White Paper 'Every Child Achieving and Thriving' for Leicester City. The following was noted:

An introduction was provided by the Assistant City Mayor for Children and Young People outlining the Schools White Paper as a positive and ambitious direction of travel, noting that much of the work already underway locally aligned well with government expectations, particularly in relation to inclusion and the development of DSPs.

- The White Paper covered the whole school system and was not limited to SEND, with a renewed national focus on academic standards alongside inclusion, and an expectation of further movement of schools towards academy status.
- SEND remained a key national focus, with increasing demand and rising costs over recent years creating an unsustainable system, and that the government intended to address this through a 10 year reform programme.
- The reforms aimed to ensure that more children could be supported within mainstream settings, with schools expected to develop internal provision and inclusive practices, supported by government policy and

funding mechanisms.

- It was highlighted that inclusion and high standards must be delivered together, with a stronger emphasis on early intervention, improved integration of services, and reducing reliance on specialist and independent placements over time.
- The Local Authority role was described as a system convener, with greater responsibility placed on schools to make decisions and deliver support, supported by strengthened partnerships with health and other professionals.
- Leicester was noted to be in a strong position, with existing early intervention approaches, established partnerships, and access to specialist expertise such as speech and language support, which would be built upon as part of the reforms.
- Local Authorities nationally would receive support with High Needs Block deficits, with central government indicating it would cover 90% of these deficits.
- It was acknowledged that the scale and pace of change would place significant pressure on schools and the wider system, and that supporting schools through this transition would be critical.
- Workforce development was identified as a key priority, with a focus on training and an 'experts on hand' model, noting that Leicester already had strong foundations in this area.
- Local areas were required to submit a Local SEND Reform Plan by June 2026, with Year 1 delivery commencing in the 2026 to 2027 academic year. This placed an expectation on the local system to begin implementation at pace, while further national policy and legislative detail continued to be developed.
- It was confirmed that the plan would be co-produced with a wide range of stakeholders including schools, health partners, the ICB, parents, children and young people, and education professionals, with workshops taking place across the city including within family hubs.
- Members were advised that implementation would begin in the next academic year, with delivery continuing through to 2027 alongside wider legislative changes, including reforms to EHCP processes.
- A national consultation was highlighted, consisting of 70 questions, with a closing date of 8th May, and Members were encouraged to submit responses or send over any feedback to Governance Services to support a coordinated council response.

In discussion with Members and Young Peoples Council, the following was noted:

- Support was expressed for the 'experts on hand' model, alongside concern regarding consistency across local authorities, with a request that progress and impacts be reported back to the Commission.
- It was confirmed that ongoing monitoring would take place, with regular engagement established with academy trust CEOs to support strategic discussions and address concerns.
- Positive engagement from secondary schools was noted, particularly in

relation to inclusion, belonging and improving outcomes for children and young people.

- It was highlighted that academy trusts would be subject to Ofsted inspection, strengthening accountability arrangements.
- Clarification was provided that funding and support arrangements would apply consistently regardless of whether a child attended an academy or maintained school, with increased expectations on schools to meet needs without reliance on EHCPs alone.
- It was noted that Element 3 funding would provide additional resources to schools to support children with higher levels of need.
- The importance of bringing primary schools along in the reforms was raised, with reassurance provided that strong relationships existed across the primary sector and mechanisms were in place to engage all schools
- It was acknowledged that some schools were already demonstrating strong inclusive practice and effectively prioritising the needs of children despite system challenges.
- Concerns were raised regarding sufficiency of local SEND provision, with it confirmed that while additional places were being developed, including 300 new places in mainstream schools, demand continued to exceed supply and further work was ongoing.
- Reducing demand through earlier intervention remained a key priority, alongside capital investment to expand provision and reshape the education estate.
- The Commission highlighted the scale and challenge of developing the local SEND reform plan within the required timeframe and sought clarity on the co-production approach. It was confirmed that engagement had taken place across partners and stakeholders, with a focus on capturing a wide range of views within the constrained timescales, and that further co production would continue as the programme progressed.
- Recognition was given to the scale of work already undertaken, particularly in relation to DSPs, with a request for assurance on consistency of inclusive practice across mainstream schools.
- It was confirmed that specialist teachers, quality assurance mechanisms, and inclusion reviews would support monitoring and improvement across schools.

AGREED:

1. An update on the Schools White Paper and local SEND reform plan be brought back to the Commission in September.
2. The current council response to the national consultation be circulated to Members.

223. WORK PROGRAMME

The Chair reminded Members that should there be any items they wish to be considered for the work programme then to share these with her and the senior

governance officer.

The chair thanked all commission members and officers for their support during the municipal year.

224. ANY OTHER BUSINESS

There being no further business, the meeting closed at 18:46.

SCRUTINY COMMITTEES: TERMS OF REFERENCE

INTRODUCTION

Scrutiny Committees hold the Executive and partners to account by reviewing and scrutinising policy and practices. Scrutiny Committees will have regard to the Political Conventions and the Scrutiny Operating Protocols and Handbook in fulfilling their work.

The Overview Select Committee and each Scrutiny Commission will perform the role as set out in Article 8 of the Constitution in relation to the functions set out in its Terms of Reference.

Scrutiny Committees may:

- i. review and scrutinise the decisions made by and performance of the City Mayor, Executive, Committees and Council officers both in relation to individual decisions and over time.
- ii. develop policy, generate ideas, review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.
- iii. question the City Mayor, members of the Executive, committees and Directors about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to their initiatives or projects.
- iv. make recommendations to the City Mayor, Executive, committees and the Council arising from the outcome of the scrutiny process.
- v. review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Committee and local people about their activities and performance; and
- vi. question and gather evidence from any person (with their consent). •

Annual report: The Overview Select Committee will report annually to Full Council on its work and make recommendations for future work programmes and amended working methods if appropriate. Scrutiny Commissions / committees will report from time to time as appropriate to Council.

The Scrutiny Committees which have currently been established by the Council in accordance with Article 8 of the Constitution are:

- Overview Select Committee (OSC)
- Adult Social Care Scrutiny Commission
- Children, Young People and Education Scrutiny Commission (which also sits as the statutory Education Committee)

- Culture and Neighbourhoods Scrutiny Commission
- Economic Development, Transport and Climate Emergency Scrutiny Commission
- Housing Scrutiny Commission
- Public Health and Health Integration Scrutiny Commission

The key work areas covered by each Scrutiny Commission are to be found here <https://www.leicester.gov.uk/your-council/decisions-meetings-and-minutes/overviewand-scrutiny>

SCRUTINY COMMITTEE: OVERVIEW SELECT COMMITTEE

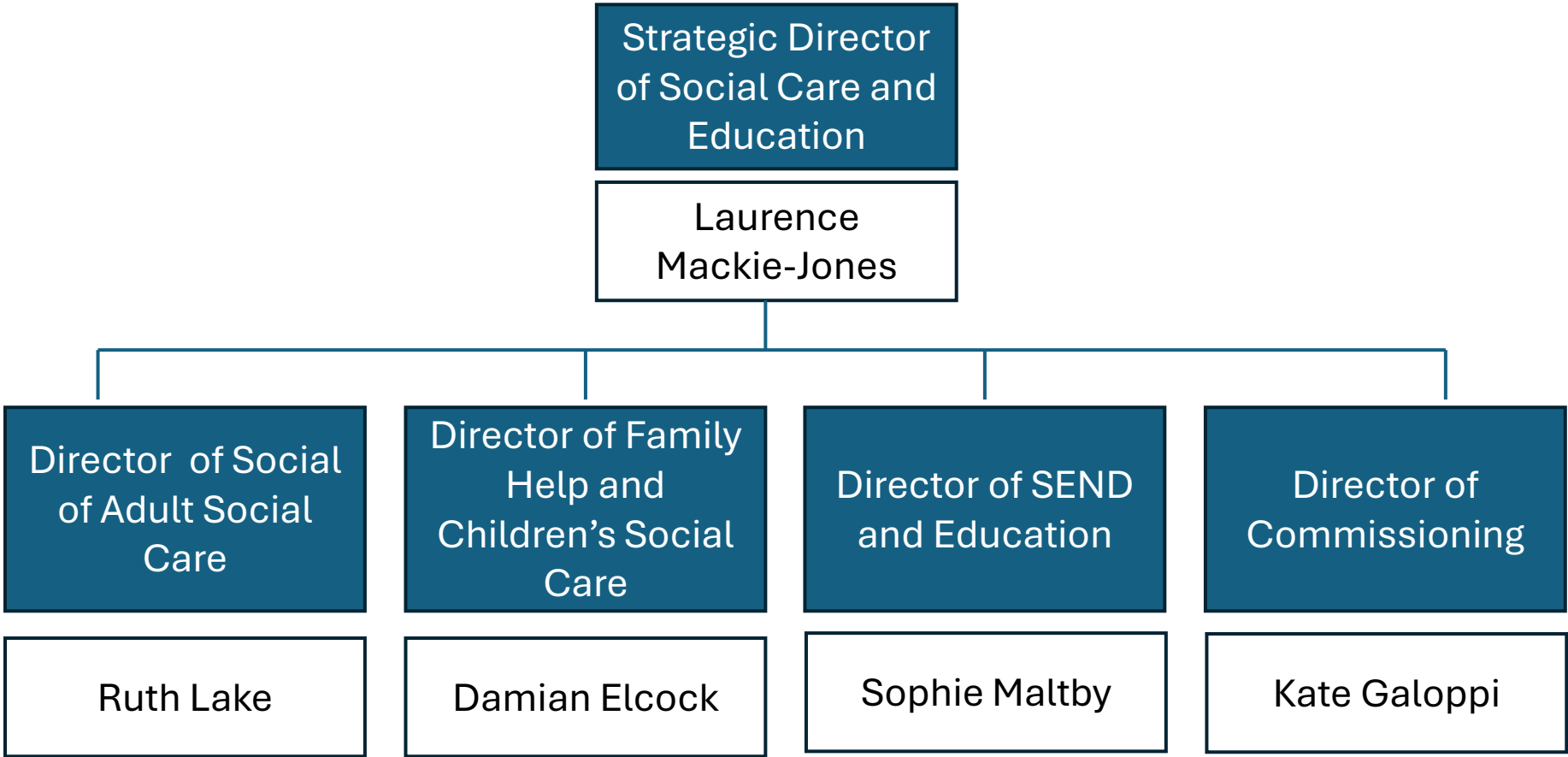
The Overview Select Committee **will**:

- Scrutinise the work of the City Mayor and Deputy City Mayors and areas of the Council's work overseen by them.
- Consider cross cutting issues such as monitoring of petitions
- Consider cross-cutting issues which span across Executive portfolios.
- Manage the work of Scrutiny Commissions where the proposed work is considered to have impact on more than one portfolio.
- Consider work which would normally be considered by a Scrutiny Commission but cannot be considered in time due to scheduling issues.
- Report annually to Council.
- Be responsible for overseeing the work of scrutiny and the commissions and to refer certain matters to particular commissions as appropriate.

SCRUTINY COMMISSIONS

Scrutiny Commissions **will**:

- Normally undertake overview of Executive work, reviewing items for Executive decision where it chooses.
- Engage in policy development within its remit.
- Normally be attended by the relevant Executive Member(s), who will be a standing invitee.
- Have their own work programme and may make recommendations to the Executive on work areas where appropriate.
- Consider requests by the Executive to carry forward items of work and report to the Executive as appropriate.
- Report on their work to Council from time to time as required.
- Be classed as specific Scrutiny Committees in terms of legislation but will refer cross cutting work to the OSC.



The SCE Departmental Vision

- At the heart of our department lies a profound mission: to support children, young people, adults, and families in living their very best lives. It's a vision that drives us every day, urging us to ensure that every individual we serve feels safe, empowered to be independent, and inspired to pursue their ambitions.



Children and Young People's Scrutiny Commission

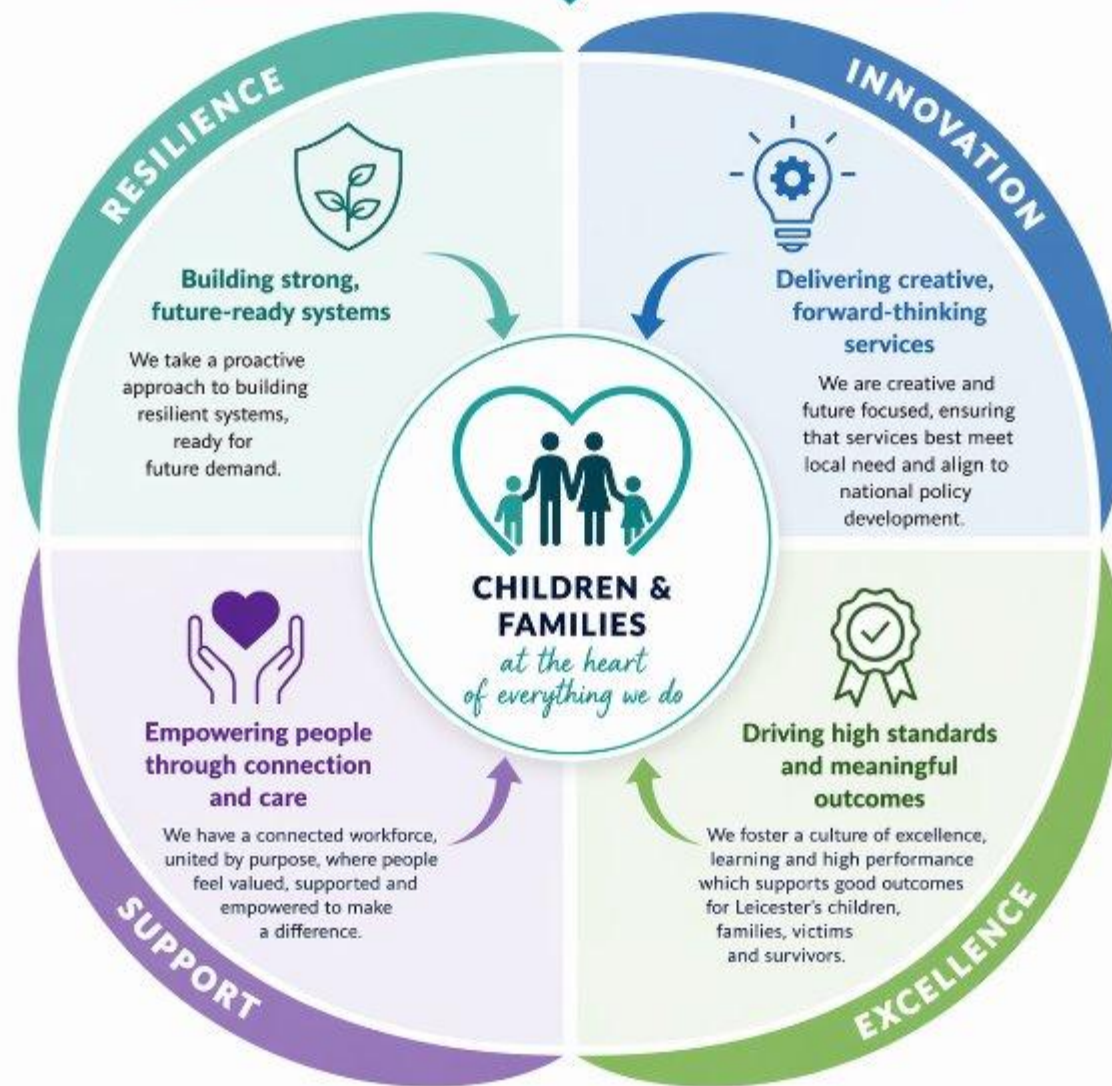
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Children's Social Care, Early Help, and Prevention

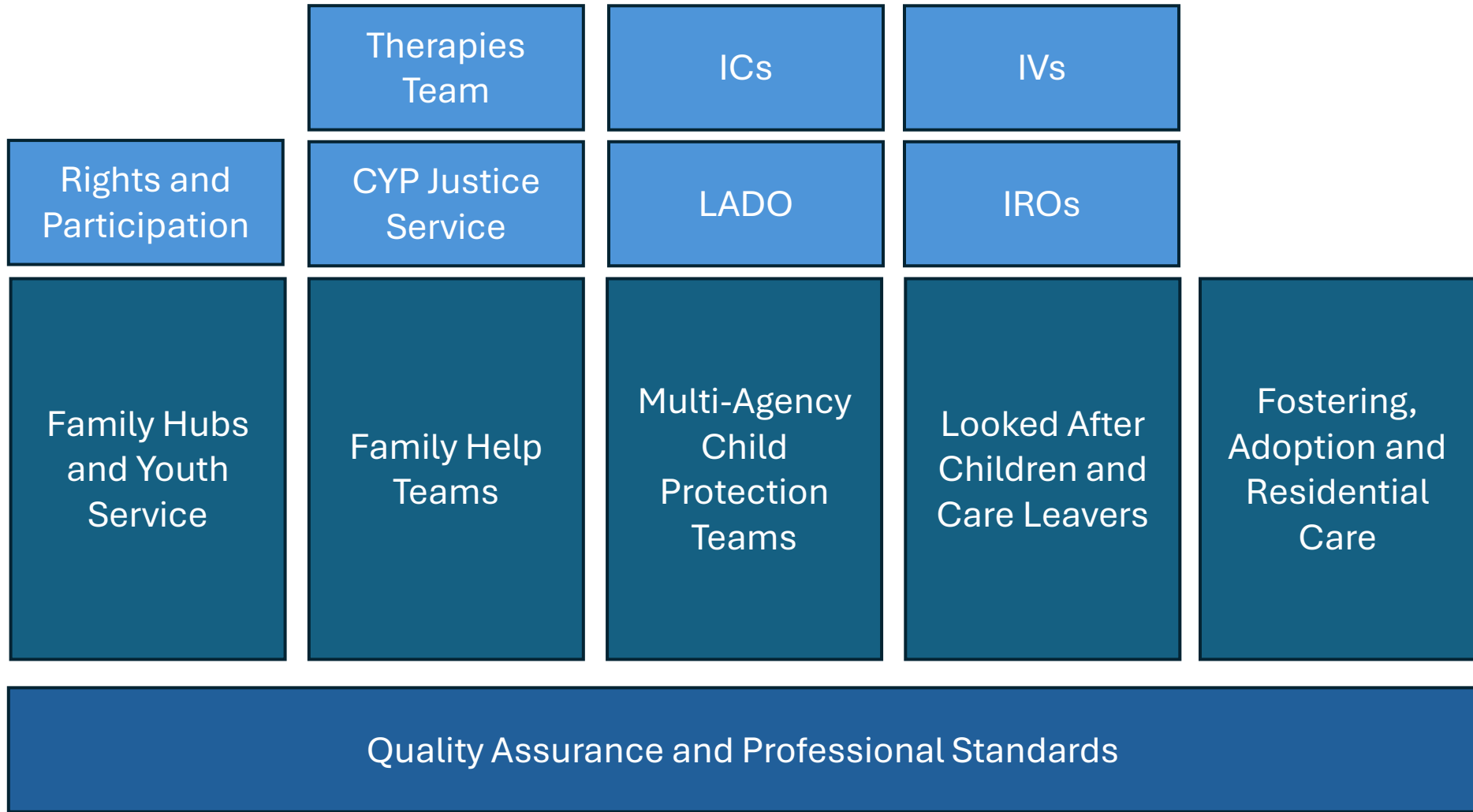
Presented by :
Damian Elcock
Director of Children's Social Care



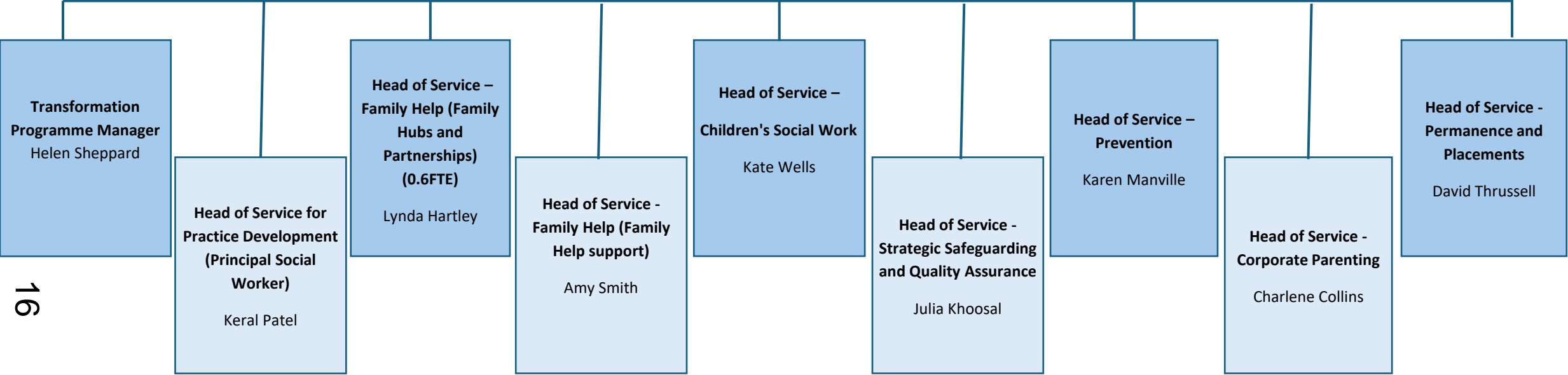
Our Vision for Children and Families



≡ *Everything we do starts and ends with them.* ≡



Divisional Director
Damian Elcock



Snapshot – 15th May 2026

- Children in the City – 91,000
- Children receiving early help - 892
- Children “In Need” (all) – 2305
- Children on a Child Protection Plan – 446
- Children “Looked After” – 630
- Care leavers age under 21 - 444
- Care leavers aged 21-25 - 234

Children and Young People's Scrutiny Commission

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SEND and Education

Presented by :
Sophie Maltby
Director of SEND and Education

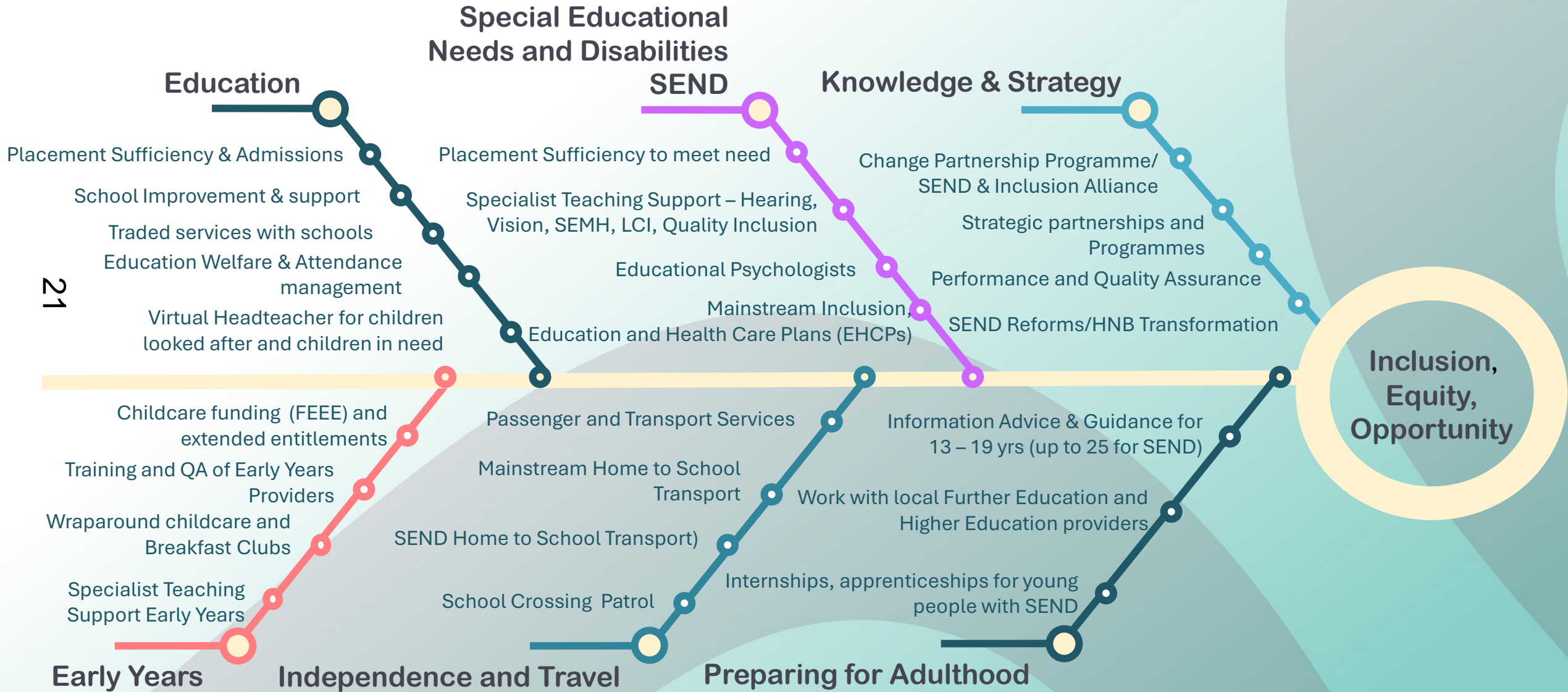


Structure

Sophie Maltby Director of SEND and Education

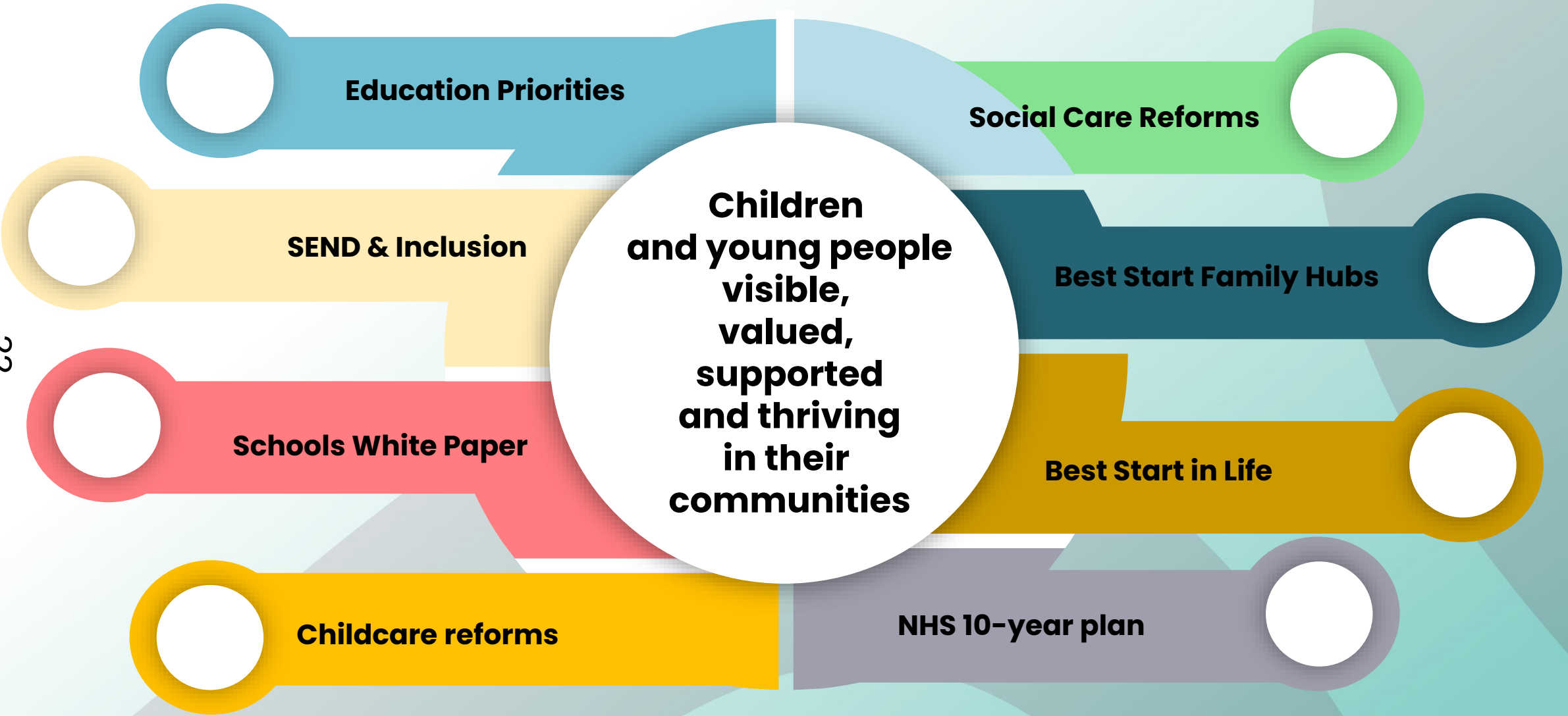
Kevin O'Brien Head of Systems, Quality and Performance	Caroline Jolliffe Head of SEND Integrated Services (0-25)	Jessica Nicholls Head of SEND Support Services	Michael Wilsher Head of Education Sufficiency and Admissions	Melanie Gaiderman Lead Raising Achievement Advisor	Claire Lakin Head of Early years and Childcare	Ellen Collier Education Welfare Service Manager (Reports to Michael Wilsher)	Esther Popp Virtual Head Teacher (Reports to Jessica Nicholls)
Partnerships and Programmes	Special Education Service	Social, Emotional and Mental Health Team	Pupil Place Planning	Governor Services	Early Education Development Officers	Education Welfare Officers	Virtual School Officers
20 SEND Reforms/HNB Transformation	Passenger and Transport Services	Early Years Support Team & Pindar Nursery	Development Consultant Officers	Raising Achievement Consultants	Early Years Entitlements	Home Education Officers	
Quality Inclusion Team	Connexions	Education Psychology	Admissions		School Aged Childcare	Exclusions Officers	
Family Information, Early Years	Preparing for Adulthood	Learning, Communication & Interaction Team	Education Welfare		Good Levels of Development (GLD)		
Schools Portal/communication Websites	Independence and Travel	Hearing Support Team					
	SEND Local Offer	Vision Support Team					
		Virtual School Team					

Our support to children and their families



National reforms context

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Education Priorities

Social Care Reforms

SEND & Inclusion

Best Start Family Hubs

Schools White Paper

Best Start in Life

Childcare reforms

NHS 10-year plan

Children and young people visible, valued, supported and thriving in their communities

Executive response to CYPE Scrutiny Commission Task Group Recommendations on the SEND High Needs Block

27 May 2026

Background

The Children, Young People and Education Scrutiny Commission identified the need for an in-depth evaluation of the efficiency and effectiveness of the SEND High Needs Block (HNB) (of the Dedicated Schools Grant). They formed a Task Group which took evidence across three sessions towards the end of 2024.

The findings of the review and recommendations have been referred to the Executive for consideration. The recommendations are attached for reference as an appendix at the end of this response.

Executive response

The Executive welcomes the constructive and well-evidenced recommendations set out by the High Needs Block Task Group and would like to thank all those involved for their diligence and hard work. The work undertaken between March and May 2025 provides a robust assessment of local pressures, good practice and opportunities for improvement within a SEND system operating in an extremely challenging national context.

Since the Task Group concluded its evidence gathering, there have been two significant developments which materially shape the council's response to the recommendations.

Firstly, the Department for Education published the schools White Paper *Every Child Achieving and Thriving* on 23 February 2026. This White Paper sets out a renewed national direction for education and SEND reform, with a strong emphasis on early intervention, inclusive mainstream practice, strengthened accountability, and a more sustainable approach to SEND funding. Many of the Task Group's recommendations strongly align with this national policy direction, particularly in relation to prevention, better use of mainstream provision, improved collaboration between partners, and clearer expectations around what should ordinarily be available in schools.

The White Paper also makes clear that reform of the SEND system cannot be delivered by local authorities alone and requires shared responsibility between government, education, health, and care partners. This reinforces the Task Group's emphasis on partnership working, co-production with families and young people, and integrated approaches across agencies.

Secondly, Leicester City Council, working jointly with system partners including schools, the Integrated Care Board (ICB), parents, carers and young people, is in the final stages of developing the Leicester City Local SEND Reform Plan. This plan is

required to be submitted to government in June 2026 and builds directly on learning from local scrutiny, inspection findings, the SEND Transformation Programme and national reform priorities.

If the Local SEND Reform Plan is accepted by government, it will provide a proposed route out of the current High Needs Block deficit. In particular, the plan is predicated on government meeting approximately 90% of the existing High Needs Block deficit, alongside a clear commitment that national government will assume full responsibility for funding the system from 2028 onwards. This represents a fundamental shift in the financial landscape and directly addresses the Task Group's concerns about the long-term sustainability of the High Needs Block once the statutory override ends.

In this context, the Executive views the Task Group's recommendations as complementary to, and reinforcing of, both the national reform agenda and the emerging Local SEND Reform Plan. Work is already underway, or planned, to strengthen early intervention, expand local provision, improve transparency and confidence in funding arrangements, reduce reliance on tribunals, and embed inclusive practice across mainstream schools. These actions are being taken forward through existing transformation governance and in partnership with schools, health services and families.

We therefore consider that the most effective response to the Task Group's recommendations is through their integration into the Local SEND Reform Plan and associated delivery arrangements where appropriate, rather than through isolated or short-term initiatives. This approach provides the best opportunity to align local ambition with national policy, secure financial sustainability, and ensure lasting improvement in outcomes and experiences for children and young people with SEND in Leicester.

We are grateful to the Task Group for its contribution and are committed to ongoing dialogue with scrutiny as national reforms are finalised and the Local SEND Reform Plan moves into implementation.

Cllr Elaine Pantling
Assistant City Mayor for Children and Young People

Appendix: recommendations of the Task Group

Improve Transparency of HNB Funding Allocation

- Develop a clear, accessible funding guidance document for schools on the national guidance outlining what HNB can and cannot cover, with practical case study examples - Feedback indicated confusion among schools regarding HNB usage. Improved clarity will support better planning, equitable distribution, and accountability.
- Publish clear and accessible summaries of HNB spending, including tribunal costs, consultant fees, the percentage of the HNB funds used to fund support services and provision categories.
- Ensure clear access for the public and schools to the annual public report on HNB allocation, outcomes, and value-for-money analysis.

Prioritise Early Intervention and Prevention

- Scale up early intervention models such as the Rainbow Room (Stokes Wood) and Beaumont Leys' pilot internal provision - Preventative approaches help avoid EHCP escalation, reduce long-term costs, and improve inclusion outcomes.
- Continue to allocate a proportion of HNB to fund early intervention strategies that prevent escalation of needs.
- Updates on the long-term savings and impact of earlier support to continue.

Support Bespoke Support Models Across Schools

- Facilitate and fund locally tailored support models in schools to better meet student needs - Evidence shows a "one-size-fits-all" approach is not effective.
- Bespoke interventions have led to improvements in attendance, behaviour, and cost efficiency.
- Continue to offer training to schools on cost-effective inclusion practices and alternative provision models.
- Increase support for parents and carers to navigate the EHCP process and access support earlier.

Promote Inclusive Practice in Mainstream Education

- Encourage sharing of best practice between Leicester Schools, including positive behaviour policies such as those at Crown Hills and Beaumont Leys Schools that adjust behaviour policies and provide SEND-focused staff training have seen reduced exclusions and better student engagement.

Strengthen Tribunal and Mediation Services

- Maintain robust monitoring of tribunal related costs and outcomes. Expand support for early mediation services and SENDIASS Mediation is cost effective and reduces adversarial conflict. SENDIASS has demonstrated success in resolving disputes early and supporting families through the system.
- Implement a formal review mechanism for tribunal outcomes to understand root causes and reduce future litigation.
- Set criteria for appointing external consultants to ensure cost effectiveness and impact assessment.

Increase Designated Specialist Provision (DSP) Capacity

- Invest in expanding DSP units in mainstream schools across the city - Demand for specialist places is growing. Local DSPs reduce out-of-city placements, improve inclusion, and are a more cost-effective use of HNB resources.
- Use current and projected demand data to assess sufficiency of SEND provision across Leicester.
- Prioritise investment in local capacity (e.g. SEN units in mainstream settings, targeted interventions) to reduce reliance on out-of-area or independent placements.

Enhance Co-Production and Parental Engagement

- Embed parent and carer voice more formally in strategic planning, through Family Hubs and the SEND Local Area Partnership - Co-production leads to services that better reflect need. Stronger communication channels will also increase public trust in SEND provision.
- Create an advisory group including parents, young people, headteachers, SENCOs, and finance leads to review HNB pressures and advise on allocation decisions. o Use this forum to promote co-production and community accountability.

Promote Best Practice and Success Stories

- Create a communications strategy to showcase successful models and outcomes (e.g., Rainbow Room, Big Mouth Forum video) via websites and social media. Sharing good practice helps build confidence and encourages other schools to replicate successful models.

Embed Monitoring and Evaluation Frameworks

- Introduce clear KPIs to monitor the impact of HNB-funded provisions on learner outcomes and well-being.

- Review outcomes annually and feed insights into future planning cycles.

Promote Integrated Working Across Services

- Strengthen links between education, health, and social care teams to ensure joined-up support and better use of pooled budgets.
- Use joint commissioning approaches where possible to achieve efficiency.

Prepare Financially for the 2026 Statutory Override Expiry

- Develop a clear post-2026 financial contingency plan, including modelling of deficit scenarios and options for service continuity. The override's removal poses a serious budgetary risk. Proactive planning can help mitigate the potential for drastic cuts or Section 114 notices.
- Ensure recovery strategies are informed by long-term needs planning,

Appendix E



Presentation: Post-inspection Improvement Plan

CYPE Scrutiny Meeting date: 17.6.2026

Lead director: Damian Elcock

Useful information

- Ward(s) affected: All
- Report author: Damian Elcock
- Author contact details: damian.elcock@leicester.gov.uk

1. Purpose of report

To provide an update on the post-inspection improvement plan for Children's Social Care.

2. Summary

Directors will deliver a presentation on the post-inspection improvement plan, progress made and priorities for the next 12 months for Children's Social Care following a full Ofsted inspection in September 2024 and an Ofsted Focused Visit reviewing services and support for Care Leavers in March 2026

3. Recommendations

That the CYPE Scrutiny Commission note the report and make any recommendations for future improvements or service development.

5. Financial, legal and other implications

5.1 Financial implications

This report is an update report and is not seeking any additional funding. Therefore there are no direct financial implications arising from it.
Mohammed Irfan, Head of Finance
01 June 2026

5.2 Legal implications

There are no direct legal implications arising from this report.

Susan Holmes – Head of Law for Social Care & Safeguarding
1st June 2026

5.3 Climate Change and Carbon Reduction implications

Whilst there are no significant climate emergency implications directly associated with this update report, service delivery by the council and partners generally contributes to the council's carbon footprint. Any impacts could be considered within delivery of

service action plans, such as encouraging the use of sustainable travel options, using buildings and materials efficiently and following the council's sustainable procurement guidance, as appropriate and relevant.

Phil Ball, Sustainability Officer, Ext 372246
4th June 2026

5.4 Equalities Implications

There are no direct equality implications arising from this report, as it provides an update on the post inspection improvement plan. However, it is important that equality considerations remain embedded throughout the implementation of the plan, ensuring that the needs and experiences of the city's diverse communities are reflected in ongoing improvements to Children's Social Care.
Sukhi Biring, Equalities Officer 4 June 2026

6. Background information and other papers:

N/A

7. Summary of appendices:

Appendix A: Post Inspection improvement plan update presentation

Post-inspection Improvement Plan Update

CYPE Scrutiny Commission
17th June 2026

Short inspection September 2024

What needs to improve	
The range and accuracy of information used by leaders to evaluate service performance and the quality and impact of management oversight and supervision.	
33 What we have done in response	<ul style="list-style-type: none"> • Restructured senior management arrangements to provide clearer focus on business performance and quality assurance, supported by standardised reporting and a service-by-service review cycle • Begun to clarify strategic performance expectations at departmental level, providing a foundation for the development of clearer performance thresholds aligned to Families First • Strengthened the practice and recording of management oversight through updated guidance, refreshed supervision and recording expectations, and improvements to LiquidLogic forms to better evidence decision making • Completed collaborative quality assurance activity with Team Managers to identify strengths and areas for improvement, supported by targeted spotlight audits • Enhanced workforce support through the introduction of reflective buddying and 1:1 support for new managers • Strengthened oversight of high-risk activity, including pre-proceedings, placements and escalation routes, through clearer tracking, panel oversight and senior management assurance
Where we are now	Leadership oversight has improved through structured reporting and SMT focus, providing better line of sight, however, performance information remains fragmented and performance thresholds and exception reporting are not yet embedded. Clear guidance now exists for management oversight, supervision and recording however, impact is variable and not yet consistently evidenced across practice. Workforce support has strengthened the overall culture, with early positive impact from buddying and reflective support, including improved retention and a growing focus on learning, challenge and support for managers. Changes to LiquidLogic and recording processes are beginning to support stronger documentation and clearer evidence of decision-making in some areas.
Priorities for further improvement	<ol style="list-style-type: none"> 1. Strengthen performance management and system grip, supported by a defined core data set aligned to Families First practice expectations, providing a single, coherent view of performance, quality and outcomes 2. Introduce clear performance thresholds and minimum expectations and embed exception reporting to ensure leaders focus on areas of risk, drift and underperformance

	<ol style="list-style-type: none"> 3. Develop SMT-level performance clinics, creating structured opportunities for Director-level challenge, support and recognition, building on existing reporting templates Performance thresholds 4. Deliver targeted spotlight activity on management oversight, to test practice and drive improvement where required 5. Finalise and launch the case recording template and guidance, ensuring clear expectations for quality, clarity and impact 6. Develop a clear communications approach to share learning from audit and QA, including good practice, distance travelled and areas requiring further improvement
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What needs to improve	
The timeliness and robustness of responses to contacts and referrals.	
What we have done in response	<ul style="list-style-type: none"> • Put in place process for reviewing all re-referrals and NFAs at regular intervals, improving oversight and understanding of patterns • Reinforced key expectations around professional curiosity, consideration of history and risk, focus on day-to-day lived experiences and the child's voice • Strengthened oversight of Early Help offer and pathways
Where we are now	There is now greater confidence in understanding re-referrals and NFA decisions, supported by regular review activity and evidence shows a reduction in re-referral rates, indicating early signs of improved decision-making. Step up/step down processes are more clearly defined and consistently applied, with increased awareness of the Early Help offer and service structure improving the appropriateness of referrals and allocations. QA activity shows improvement and data input improvements have increased accuracy of information, but impact on practice is not yet fully embedded or consistent.
Priorities for further improvement	<ul style="list-style-type: none"> • Strengthen the quality of decision-making at the front door, ensuring decision making consistently reflects a full consideration of history and risk • Build on existing oversight to ensure it drives improved practice quality, not just compliance • Ensure findings from spotlight audits and dip sampling are systematically translated into practice development, manager oversight and supervision

What needs to improve	
The quality and consistency of care plans and pathway plans.	
What we have done in response	<ul style="list-style-type: none"> • Strengthened the local offer and practitioner understanding • Improved practice guidance and workforce support • Delivered additional support and challenge to staff, particularly around recording and planning quality • Reviewed systems and tools to support practice
Where we are now	The Local Offer is now clearer and better understood by practitioners, supported by external validation from the March 2026 focused visit. Practice guidance and expectations are more clearly defined however, the quality and impact of pathway plans remains variable, with improvement slower than expected. This continues to remain an area of focus, to further develop the quality and consistency of practice in this area. Key system and form changes have been identified and are in development, but changes have not yet been implemented within systems and therefore, impact on frontline practice is not yet evident.
Priorities for further improvement	<ul style="list-style-type: none"> • Embed consistent application of revised guidance across all practitioners • Strengthen use of audits to drive sustained improvement in practice quality, ensuring learning from audits leads to tangible changes in practice • Increase management oversight and challenge of pathway planning quality • Improve ability to track the impact of plans on outcomes, not just completion • Progress implementation of revised forms and assessments • Explore and implement digital/AI solutions to improve efficiency and quality

What needs to improve	
Arrangements to identify, safeguard and support the most vulnerable children in care and care leavers, including children in unregistered children's homes.	
What we have done in response	<ul style="list-style-type: none"> • Strengthened governance and oversight of unregulated and unregistered placements • Improved clarity of expectations and guidance, setting clearer expectations around practice relating to new placements • Enhanced quality assurance and scrutiny, testing adherence to expectations and processes
Where we are now	The number of unregistered placements remains relatively low and any such arrangements remain under regular review with management oversight. Oversight is now embedded at director and Head of Service level, with routine monitoring in place. Where used, unregulated placements are subject to increased scrutiny and management oversight. Despite efforts, there is some variation in practice remaining – particular in visiting frequency and consistency of assurance across all cases so further improvement is required. We have increasing numbers of vulnerable adult care leavers with complex health and social care needs. Further consideration needs to be given to how these adults can best be supported in the community on a multi-agency basis, including ASC, adult mental health, housing, police and probation.
Priorities for further improvement	<ul style="list-style-type: none"> • Thematic audit of unregulated/unregistered • Consider panel for vulnerable adult care leavers – consider how there is oversight of the improvements needed with regards to adults • Continue work with providers to increase registered capacity

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What needs to improve	
Support for care leavers who may be more reluctant to accept help, including those in custody and those facing homelessness.	
What we have done in response	<ul style="list-style-type: none"> • Strengthened partnership working and system alignment: established stronger multi-agency collaboration with prisons, NPS, CYPJS, Virtual School, Connexions and regional partners • Improved access and engagement with young people: taken a more proactive approach to accessing young people, including use of consent processes and escalation where access is blocked and promoted opportunities and services to improve engagement (e.g. EET offers, job fairs, communication channels) • Enhanced capacity and targeted support: invested in additional dedicated roles to support vulnerable groups (e.g. NEET care leavers), increased visiting activity, including for those in custody and those living out of area and strengthened connections to specialist programmes and services
Where we are now	<p>Extending our local offer to the care leavers living outside the city has improved access to this support. Further improvements have been seen with the appointment of a dedicated EET advisor and the development of a joint protocol with the housing department. Oversight of care leavers in custody has strengthened through managerial auditing of pathway plans, supported by the update of operating standards and the identified of a single point of contact within the probation service. Levels of NEET remain a challenge but this is true for the broader cohort of all young people and not just care leavers.</p>
Priorities for further improvement	<ul style="list-style-type: none"> • Complete a thematic audit on care leavers living out of area • Strengthen performance reporting and data accuracy to give leaders better grip • Embed clear escalation routes where access or engagement is challenged • Improve routine oversight of access, visits, and engagement, including where partners control access • Support further management oversight • Review practice standards in respect to young people living out of area • Develop a corporate NEET action plan with appropriate governance, with clear accountability and measurable outcomes

Focused visit March 2026

What needs to improve	
The quality and consistency of pathway plans to ensure that they are ambitious and aspirational for young people	
What inspectors found 38	<ul style="list-style-type: none"> • Most pathway plans for children aged 16 and 17 are co-produced with them, contain their wishes and feelings and are contributed to by other professionals Plans are written with transition in mind but some are too long and do not clearly set out what needs to happen and why, to prepare children for independence • The quality of pathway plans was identified as an area for improvement at the last inspection. Leaders are aware that insufficient progress has been made in this area of practice and the quality of plans for care leavers is still variable. Most plans acknowledge identity and cultural needs well and reflect young people’s social and family networks. For some young people, their plans contain too much historical information and do not accurately capture their current experiences, unique aspirations and the risks they are exposed to. Actions in pathway plans are not consistently timebound and this includes reviewing employment, education and training targets for young people. • The health and emotional wellbeing needs of care leavers are well considered in their pathway plans. • The identification and response to vulnerable care leavers at risk is inconsistent. Pathway plans do not sufficiently identify young people’s vulnerabilities and safety needs and do not evidence how risks will be reduced

**What we are doing
in response**

- Providing stronger routine management oversight of pathway plans to improve the quality, timeliness and ambition of pathway plans
- Scaling use of AI-enabled quality assurance tools for pathway plans to support more consistent quality assurance and earlier identification of weak plans
- Commissioning targeted training for staff on high-quality pathway planning to improve staff confidence and competence and ensure that pathway plans meet statutory guidance

What needs to improve	
The quality of support to care leavers over the age of 21	
What inspectors found	<ul style="list-style-type: none"> • Most care leavers in Leicester cease to have a LCA when they reach the age of 21. Young people are advised to contact a duty worker should they have support needs after the age of 21. The rationale as to why young people no longer have an allocated LCA is not sufficiently recorded. For some young people, the decision is made to move them to the duty system even when they have requested continued support and this increases their vulnerability. For others who have disengaged from the service, their support needs are not known at the point their LCA is deallocated. When care leavers over the age of 21 approach the service for help, they are usually supported with the presenting concern or worry but are not quickly reallocated a LCA when this might be needed. As a result, some young people over the age of 21 are left in situations of unassessed need and risk.
What we are doing in response	<ul style="list-style-type: none"> • Develop a central, informal drop-in space for care leavers to improve emotional and practical support and increase engagement with services

What needs to improve	
The quality and effectiveness of management oversight and supervision, including the identification and management of risk	
What inspectors found	<ul style="list-style-type: none"> • There is insufficient management oversight and supervision of young people at high risk. All care leavers are RAG (red, amber, green) rated by managers in line with their perceived level of risk. This risk rating does not always adequately reflect the complexity of young people's needs. Managers have recognised that more needs to be done to ensure that there is robust oversight of these vulnerable young people at high risk, to assure themselves of their safety. • There is insufficient management oversight of decision-making for care leavers. This has led to plans for some young people not being driven forward effectively, risks not always being recognised, and to reactive rather than proactive practice. Supervision records, although detailed, are mostly completed by LCAs and do not consistently evidence reflection on young people's circumstances, vulnerabilities and needs. Actions from supervision are brief and compliance focused, with an absence of management direction, challenge and reflection.
What we are doing in response	<ul style="list-style-type: none"> • Appointing a new Head of Service for Children in Care and Care Leavers to improve leadership capacity, support clearer accountability and improve Ofsted confidence in senior oversight

	<ul style="list-style-type: none"> • Recruiting a dedicated Service Manager for Leaving Care to support improved service grip and consistency, providing focused operational management for Leaving Care • Securing additional funding to recruit an additional Team Manager to reduce caseload pressures and improve management oversight
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What needs to improve	
The clarity of the overarching strategic plan for care leavers, to ensure a cohesive approach across aspects of improvement work	
What inspectors found	<ul style="list-style-type: none"> • The absence of an overarching, cohesive strategy setting out Leicester City Council's commitment to care leavers means that ambitions for care leavers are not currently captured or communicated effectively
What we are doing in response	<ul style="list-style-type: none"> • Reviewing service structure, considering feasibility of a post-16 team with a mixed workforce to better align service delivery • Develop a single, stand-alone Leaving Care strategy to provide clear strategic direction and improve the visibility and ownership of priorities • Strengthen strategic planning for health and education outcomes to support improved outcomes for care leavers in health and education, formally challenging health partners to respond to Ofsted findings • Review whether current structures sufficiently address NEET care leavers to develop clearer corporate accountability and a stronger focus on disengaged young people



***Presentation: Social Care and Education
Quarter 4 Priorities and Performance Ambitions
2025-26 (January to March) and Quality
Assurance***

Meeting date:
Lead director: Laurence Mackie-Jones

Useful information

- Ward(s) affected: All
- Report author: Laurence Mackie-Jones
- Author contact details: Laurence.jones@leicester.gov.uk

1. Purpose of report

To provide an update on performance in social care and education and information on monitoring and improving quality.

2. Summary

Directors will deliver a presentation on performance in the relevant divisions of the Social Care and Education Department services in Quarter 4 of 2025-26. This is a developing format and this quarter is being used as a pilot to refine the presentation of this information ready for a formal launch for the framework for the 2026-27 and 2027-28

3. Recommendations

That the CYPE /ASC Scrutiny Commission note the report and make any recommendations for future improvements or service development.

5. Financial, legal and other implications

5.1 Financial implications

There are no financial implications arising directly from this report. However it is noted that in line with Priority 4, the relevant divisions of the Social Care and Education department are committing to continue our grip on finances by seeking opportunities to deliver best value and reduce growth whilst pursuing excellence in service delivery. The other priorities will also contribute to delivering financial sustainability across the division and the wider council. Social Care and Education services are a large part of the total council spend so it is important for them to remain in control of their costs.

Mohammed Irfan, Head of Finance
05 June 2026

5.2 Legal implications

The report is provided to note developments and consider future recommendations. There are no direct legal implications from a childcare perspective at this stage.

Amy Owen-Davis Principal Solicitor – Childcare, Social Care & Safeguarding
4th June 2026

Social Care and Safeguarding There are no direct legal implications to this report.

Vicky Sowah Principal Solicitor 4 June 2026

5.3 Climate Change and Carbon Reduction implications

There are no climate emergency implications arising from this report.

Phil Ball, Sustainability Officer, Ext 372246
3rd June 2026

5.4 Equalities Implications

Our Public Sector Equality Duty (PSED), requires us to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic as defined by the Equality Act 2010 (sex, sexual orientation, gender reassignment, disability, race, religion or belief, marriage and civil partnership, pregnancy and maternity, age) and those who do not. The report and presentation provide an update on performance across social care and education, including progress on quality monitoring and improvement activities. The presentation focuses on the thirteen identified priorities, with priority five dedicated to developing an Equality, Diversity and Inclusion maturity matrix and delivering a clear action plan to support continuous improvement and organisational growth. Key equality considerations should include embedding equality throughout service delivery and decision-making, understanding and responding to the city's demographic profile and monitoring services to identify and address inequalities and improve outcomes for all communities. If changes are proposed in the way services are delivered, it is recommended that Equality Impact Assessments are undertaken, in order to demonstrate that the consideration of equalities impacts has been taken into account in the development of proposals and as an integral part of the decision-making process.

Sukhi Biring, Equalities Officer
5 June 2026

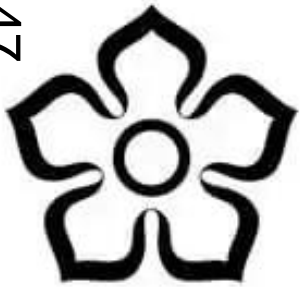
6. Background information and other papers:

N/A

7. Summary of appendices:

Appendix A: Priorities and Performance Ambitions Q4, 2025-26

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Leicester
City Council

SOCIAL CARE AND EDUCATION

PRIORITIES AND PERFORMANCE AMBITIONS

QUARTER 4 2026-27 (**Pilot Quarter**)

Priority X: A slide for each priority updated each quarter

"I and We Statements" focus us on why this is a priority

Area(s) of action or reference

A RAGB rating based on progress on plans (rather than assessed impact)

I Statements

What this means for Leicester residents

We Statements

What it means for us as an organisation and our staff and leaders

A narrative in terms of progress and any obstacles and how we will overcome them.

There is also an action sheet later in the presentation for the coming quarter

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

Some Obstacles

I Statements
I experience services that are improving, consistent, and meet expected standards.
I feel confident that concerns identified by inspections are being addressed.
I see real changes that improve my outcomes and safety.

We Statements
We act on inspection findings quickly and transparently.
We monitor progress and report openly on improvements.
We ensure learning leads to sustained, measurable change.

Sector Led Improvement Programme (SLIP) support from Islington for our improvement work was delayed in commencing due to staff sickness in their team. Since commencement there has been some significant progress, especially in terms of coaching support for front-line and middle manager to better equip them to lead with high support and high challenge, a precursor for good quality practice. There has also been active engagement between the leadership teams in Islington and Leicester in Care Leaver services and Domestic Abuse services. There is some future risk as the SLIP programme has been subject to national review and a new delivery model established - there have been delays in existing SLIP partners having future funding confirmed and they now know they will not get this confirmation until end of June 2026. Care Leavers focused visit by Ofsted has highlighted that whilst in some areas there has been good progress, in other areas progress has been too slow.

C4

Priority1: Delivery on the improvement plans following the Ofsted ILACS, Adult Social Care CQC, HMIP Youth Justice and Area SEND Inspections

I Statements

I experience services that are improving, consistent, and meet expected standards.

I feel confident that concerns identified by inspections are being addressed.

I see real changes that improve my outcomes and safety.

We Statements

We act on inspection findings quickly and transparently.

We monitor progress and report openly on improvements.

We ensure learning leads to sustained, measurable change.

**Post-Adult Social Care
CQC Improvement Plan**

On Track

Action plan in place and progress overseen by steering group, with updates provided to Partners in Care and Health (PCH) and ASC Scrutiny. Scheduled to report to June Scrutiny. There has been some minor slippage in the safeguarding actions but with a new post of Adult Safeguarding Lead now filled we expect to catch up on these actions

Priority 1: Delivery on the improvement plans following the Ofsted ILACS, Adult Social Care CQC, HMIP Youth Justice and Area SEND Inspections

I Statements
I experience services that are improving, consistent, and meet expected standards.
I feel confident that concerns identified by inspections are being addressed.
I see real changes that improve my outcomes and safety.

We Statements
We act on inspection findings quickly and transparently.
We monitor progress and report openly on improvements.
We ensure learning leads to sustained, measurable change.

Post-HMIP Youth Justice Improvement Plan

Some Obstacles

The Youth Justice Board have moved the service from quadrant 3 to 2 (effectively "good") recognising the improvements in the service. Issues remain in respect of the "NEC" electronic case recording system which is hampering some progress in recording good practice. This is being addressed with the provider.

Priority 1: Delivery on the improvement plans following the Ofsted ILACS, Adult Social Care CQC, HMIP Youth Justice and Area SEND Inspections

I Statements
I experience services that are improving, consistent, and meet expected standards.
I feel confident that concerns identified by inspections are being addressed.
I see real changes that improve my outcomes and safety.

We Statements
We act on inspection findings quickly and transparently.
We monitor progress and report openly on improvements.
We ensure learning leads to sustained, measurable change.

Post-Area SEND Inspections Improvement Plan

Some Obstacles

Generally progressing on track, but with some challenges around staff capacity to improve the Education, Health and Care Plan (EHCP) Annual Review backlog, which will be mitigated with agency but has taken time to implement. The government White Paper on SEND reforms has increased national demand for EHCPs which has made staff recruitment more challenging as there is competition.

NC

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

I statements
I get help early, before my situation worsens.
I feel supported in my community to stay healthy and independent.
I experience joined-up support across services.

We statements
We work together across the council and health partners to intervene early.
We design services around prevention, not crisis.
We align our work with neighbourhood health plans.

Agree the LBL “road map”

On Track

Develop a Leading Better Lives Board reporting to the Health and Wellbeing Board

On Track

LBL Roadmap has been drafted following the October workshop, using the insights from this mapped against the framework of the "4 Pillars of Prevention". Governance to Health and Wellbeing Board agreed, and first Board meeting being arranged for June.

Board: Terms of Reference drafted; communication to Directors has gone out. First meeting in the process of being arranged for June.

Priority 3: Delivering locality Family Help across all six clusters and having Multi-Agency Child Protection Teams in place

I statements
 I receive timely, coordinated support for my family.
 I feel safe, and professionals work together to protect me.
 I only have to tell my story once.

We statements
 We collaborate across agencies to safeguard children effectively.
 We provide consistent support through Family Help teams.
 We share information appropriately to protect children.

Establishment of six Family Help Teams by June 2026

On Track

Establishment of MACPT(s) by January 2027

Some Obstacles

Family Help: Due to be operational by mid-July following extended pilot.

MACPT: LLR wide meetings have taken place to establish a unified Multi-Agency Child Protection Team model across the whole region as we share ICB and Police partners. A SWOT (strengths, weaknesses, opportunities, threats) analysis of three proposed models undertaken and findings discussed across the LLR partnership. Meeting to agree final model scheduled for 23rd June.

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

I statements
I receive high-quality support that makes best use of resources.
I trust that funding is used fairly and effectively.
My support is sustainable over time.

We statements
We manage public funds responsibly and transparently.
We seek best value while maintaining quality.
We monitor spending and outcomes closely.

Develop and track proxy measures such as NHS income, placement and package cost, agency spend, high needs block deficit

Not Yet Commenced

These proxy measures will be developed by the end of Quarter 2 (end of Sept 26). Outturn for the financial year 3.1% underspend in ASC and 2.6% underspend in children's services. Benchmarking shows that residential placement costs for children have risen 38% in Leicester since 2019, the lowest in the region (Derby City +104%, Nottingham City +72%, Notts +149%).

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

I statements
I am treated fairly, with respect for my identity and background.
I can access services that meet my cultural and individual needs.
I feel included and heard.

We statements
We actively reduce inequalities in access and outcomes.
We embed EDI in all areas of practice.
We listen to diverse voices and adapt services accordingly.

Development of maturity matrix

Development of plan for first phase of changes to increase maturity

On Track

On Track

Mission Diverse has completed analysis staff views to aid the development of an SCE focused “maturity matrix” which builds on the corporate model. (A maturity matrix is a self-assessment tool used to evaluate an organization’s progress in a specific)

The “Diverse by Design” toolkit has provided a self-assessment, which acts as a basis of a maturity assessment (in the absence of a corporate maturity matrix). The department is delivering an action plan against this.

Priority 6: Having a clear school place sufficiency and SEND Capital Programme in place with Executive agreement

I statements
I can access a suitable school place that meets my needs. I don't face long delays or travel far for education. My SEND needs are supported in the right environment.

We statements
We plan effectively for school places and SEND provision. We invest in infrastructure to meet future demand. We ensure sufficiency strategies are evidence-based.

Development of a capital strategy

On Track

The Designated Specialist Provision (Support Bases for children with SEDN in mainstream schools) Phase 3 proposal is due to be presented to the City Mayor in Quarter One (May/June) alongside a paper on long term plans for SEND capital in light of the White Paper and potential for Local Government Reorganisation impacting the city.

Priority 7: Having clear medium- and long-term strategies in place for children’s residential provision and adult supported living

I statements
I live in a place that is safe, stable, and meets my needs. I have choices about where and how I live.
I feel supported to live as independently as possible.

We statements
We develop sustainable, high-quality care provision. We reduce reliance on unsuitable or distant placements. We work regionally to improve options and capacity.

Revised children’s placement sufficiency strategies in place by May 2026

On Track

Revised supported living strategies in place by May 2026

On Track

Placements Hill View children’s home is in the process of being registered with Ofsted. Capital has been agreed for the build / conversion for two further homes. A workshop on the shape of the new sufficiency strategy took place with more planned. Joint work has been completed with planning to help shape the role of independent children’s homes in the city. / **Supported Living** Innercircle consultancy commission underway, to provide a refreshed demand analysis; market engagement; site analysis; and delivery of implementation plan, June. / **Regional Care Cooperative (RCC)** Expression Of Interest due for submission in late June.

Priority 8: Deliver a programme to develop a performance culture across the department

I statements
I experience consistently high-quality services.
I benefit from services that improve over time.
I see accountability when things go wrong.

We statements
We use data to drive improvement and decision-making.
We set clear expectations and monitor performance.
We create a culture of learning and accountability.

Deliver programme between January and June 2026

On Track

All relevant managers have attended initial sessions and been issued with a reflective workbook. All have completed a day with the Art Of Brilliance on motivation and resilience. Dates are set for sessions on Value Based leadership. Using Data sessions are being commissioned. Phase two is being planned for the autumn with a focus on quality assurance and managing change.

Priority 9: Developing a consistent methodology to underpin our quality assurance processes across the department

I statements
I receive support that is regularly reviewed and improved.
My feedback contributes to better services.
I feel confident in the quality of care provided.

We statements
We apply consistent quality assurance across services.
We learn from audits, feedback, and outcomes.
We ensure continuous improvement is embedded.

Deliver programme between January and June 2026

On Track

The revised quality assurance methodology has been approved and adopted. The summaries from a range of QA activity will now be summarised so we can look at learning across the department and more closely monitor resulting actions and impact. This will be marked as complete once this has been embedded.

Priority 10: Making technology including artificial intelligence tools available to all practitioners to help manage workload and improve efficiency

I statements
I experience more responsive services and less delay.
Professionals spend more time supporting me, not on paperwork.
My information is handled efficiently and securely.

We statements
We use technology to improve efficiency and quality.
We support staff to confidently use digital tools.
We reduce administrative burden to focus on people.

By April 2026 tools available to support easier running record keeping in liquid logic, easier running record keeping in liquid logic, Minuting meetings and supervision and support sessions

Staff confident and capable to use these tools by Nov 2026

Some Obstacles

On Track

AI Policy and Training released by Information Governance during April 2026. Co-Pilot is expected to be released at the end of May. AI project Manager now in post and is conducting three key initial workstreams:

- 1) Preparing guidance for workers across SCE
- 2) Approaching and Working with service areas & DMTs to understand key pinch points / issues / with business processes to identify where AI (or other digital transformation opportunities) can be used to support the service area.
- 3) Working to develop AI Impact Assessments with those service areas and working with DDAT / Info Governance to approve the extended use of Co-Pilot Chat or secure other AI / Digital tools) Planning to create as few of these impact assessments as possible with generic assessments used where possible.

Audio Transcription work is awaiting further progress by DDAT

Priority 11: To review our partnership plans around SEND to deliver on the new government strategy once this is clear

I statements
I receive coordinated support for SEND needs.
My education, health, and care plans are timely and effective.
I feel my needs are understood and met.

We statements
We work in partnership to deliver SEND reforms.
We improve timeliness and quality of EHCP processes.
We involve families in planning and decision-making.

Deliver programme between January and June 2026

On Track

The SEND white paper has been published and is being consulted on. A coordinated response from the Council has been submitted. There have also been announcements of SEND High Needs Block (HNB) funding which is dependent upon the approval by DfE of a Local Area SEND Reform Plan in early summer. Work is well progressed on this plan a draft plan has been submitted for initial feedback.

Priority 12: Refine and begin to deliver our plans on preparing for adulthood and transition to adult services

I statements
I am supported to prepare for adult life.
My transition between services is smooth and well-planned.
I feel confident about my future independence.

We statements
We plan transitions early and collaboratively.
We ensure continuity between children's and adult services.
We support independence and life opportunities.

Develop, engage and launch PFA Strategy by April 2026

Some Obstacles

Timescales have slipped. However, following a successful visioning event, Nov 25 a draft strategy has been created with an engagement plan to support a final draft for September 2026.

Priority 13: Begin to prepare for Local Government Reorganisation

I statements
I continue to receive consistent, uninterrupted services.
I understand any changes that affect me.
I feel reassured during transitions.

We statements
We plan proactively for organisational change.
We maintain service stability and communication.
We prioritise residents' needs throughout change.

Begin to prepare for Local Government Reorganisation

On Track

The SCE departmental management team has a full day in early April to complete SWOT and PESTEL* analyses around LGR to identify key areas for focus and planning with regards to LGR.

*Political, Economic, Social, Technological, Environmental, Legal

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Key Actions for Q1 2026-27

Area	Key Actions
Post-Ofsted ILACS Improvement Plan	<ul style="list-style-type: none"> • Updated Self Evaluation for submission to Ofsted by 19th May • Ofsted Annual Engagement meeting 2nd June • Launch new improvement plan on the Quality and consistency of plans
65 Post-Adult Social Care CQC Improvement Plan	Establish Carers Improvement Plan / Review IAG and website content inc translation function / Improve data quality re timeliness / implement Client Level Data and deliver mandatory training / onboard SA Practice Lead
Post-HMIP Youth Justice Improvement Plan	<ul style="list-style-type: none"> • Youth Justice Management Board 1st June • Resolve continuing challenges around Victim work capacity
Post-Area SEND Inspections Improvement Plan	<ul style="list-style-type: none"> • Submission of SEND Area Reform Plan • Proposals for DSPs and SEND Capital
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	<ul style="list-style-type: none"> • Finalisation of road map • Inaugural meeting of LBL Board

Key Actions for Q1 2026-27

Area	Key Actions
Delivering locality Family Help across all six clusters and having Multi-Agency Child Protection Teams in place	<ul style="list-style-type: none"> • Co-location of social work staff to remaining 5 cluster areas by end June 2026 • Capital bids for essential building works at the 12 Family Hubs venues • LLR partners MACPT meeting 23rd June – to formally agree shared delivery model
99 To continue our financial grip on finances and seek opportunities to deliver best value and reduce growth whilst pursuing excellence in service delivery	Review year end activity and finance data against targets and trajectory – maintain project approach and agile methodology to efficiencies work
To develop a maturity matrix for our Equality, Diversity and Inclusion work and to deliver on a clear plan to advance our growth	Agree how we will arrive at a co-produced plan with staff Launch new guidance on supporting staff, including when community tensions arise
Having a clear school place sufficiency and SEND Capital Programme in place with Executive agreement	Complete DSP Phase 3 paper and SEND Sufficiency paper

Key Actions for Q1 2026-27

Area	Key Actions
Deliver a programme to develop a performance culture across the department	Deliver "Ethical and Value Based Leadership" sessions to all staff Commission "Using Data" sessions and arrange dates Plan the autumn programme
Developing a consistent methodology to underpin our quality assurance processes across the department	New QA Impact Framework approved: staff launch May 2026
Making technology including artificial intelligence tools available to all practitioners to help manage workload and improve efficiency	Launch MS co-pilot for use with specific business cases
To review our partnership plans around SEND to deliver on the new government strategy once this is clear	SEND reform plans co-produced and draft submitted to DfE
Refine and begin to deliver our plans on preparing for adulthood and transition to adult services	Engagement plan for draft strategy now agreed, engagement to happen this quarter, to support planned launch for Autumn. Service design for operational model underway, final model to be agreed

Key Actions for Q1 2026-27

Area	Key Actions
Begin to prepare for Local Government Reorganisation	<ul style="list-style-type: none">- Away day to complete PESTEL and SWOT analysis- Prepare draft “day one” plans- Consider change resources required

Performance Ambition: **An updated slide each quarter**

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Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
What is it we are seeking to measure	Our starting point	What we are trying to achieve.....and by when	What does it look like this quarter?	A rating of whether we are on trajectory to hit the target

Analysis and Mitigations: Analysis is still in development but over time we will comment consistently on:

- How we compare to last quarter and a year ago
- How we compare to national, regional and LA family benchmarks
- What policy, performance and societal factors are impacting on performance, positively or negatively
- What actions we might take to change trajectory
- We will add graphs and tables where useful

We will keep ambitions under review to make sure they best reflect the impact we want to have for residents

Assessing Needs: Reduction in median and longest waiting times for assessments and reviews

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
70 ASC1a	Median wait for a Care Act assessment across all teams reduced from 135 days to 90 days	135 days (248 people)	90 days	31-Dec-26	79 median days (98 people)	On target
ASC1b	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.	706		31-Dec-26	26.3% of people (1501 of 5691) overdue by 6 months or more. (858 days median)	Currently off trajectory

Analysis and Mitigations: Work in data quality, alongside work to target waiting lists with focussed activity, has been successful in improving the reported position.

Additional capacity has been secured for reviews. Initially targeted at those overdue for more than 12 months, attention will now turn to those overdue by 6 months. We expect to this position to improve over the next period.

Assessing Needs: Equitable waiting times across teams / client groups

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
ASC2 71	The disparity between locality teams and specialist teams in waiting times should narrow to less than 5%.	31st Mar 2026 snapshot 15% Variation Reviews	5%>	31-Dec-26	Reviews overdue by 18 months: 15% variation between service areas	Currently off trajectory

Analysis and Mitigations: This has 2 elements – assessments and reviews. As per previous, review activity is still a priority area for improvement but the targeted capacity will address the most overdue and therefore reduce disparity. Work is in progress to report on assessments wait disparity – numbers are lower and functions between teams are different so this variation needs to be reflected in the data.

Care provision, integration and continuity : Increased uptake of direct payments

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
72 ASC3	Increase the uptake of Direct Payments from 45% to 50% and to reduce the number of people ceasing direct payments for avoidable reasons (e.g. administrative issues) to nil.	45%	50%	31-Dec-26	41%	Currently off trajectory

Analysis and Mitigations: Direct payment uptake has dipped but is variable across the year. It will take time to increase the rate, noting the highest performing national position is 48% and the average is 25% so Leicester is a high performer comparatively. **This metric will be subject to review as we develop more sophisticated measures on the experience of carers.**

Supporting people to live healthier lives : Improved accessibility and responsiveness of information, advice, and guidance (IAG)

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
73 ASC4a	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).”	2023/24 Carers: 43.3% 2023/24 ASC: 72.8% 2024/25 ASC 70.8%	90%	31-Dec-26	Carers: 45.8% ASC: 86.6%	Currently off trajectory
ASC4b	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.		All core care planning, assessment, and safeguarding documents should routinely be available in easy-read and the top 5 local non-English languages	01-Jul-26		Currently off trajectory
ASC4c	Corporate web pages should be capable of easy digital translation		Corporate web pages should be capable of easy digital translation	01-Jul-26		Complete

Supporting people to live healthier lives : Improved accessibility and responsiveness of information, advice, and guidance (IAG)

Analysis and Mitigations:

Carers data is drawn from biannual surveys. Annual surveys capture the views of people who draw on support. Whilst access to information rates have improved and are close to target for people who use services, the carers data is well below target – this reflects the nationally reported experience for unpaid carers.

Translation: A solution is believed to be available with the roll out of co-pilot, but until this is progressed corporately, it is not possible to test or implement. On the basis this is a viable solution, this will address the action in full and make translated materials – both standard templates and individual documents – readily available.

The new website functionality has addressed the action to make web content available in local languages.

Supporting people to live healthier lives : Stronger prevention, early intervention, and support for non-eligible needs and for Carers

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	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
ACS5a	Measurable increase in “prevention contacts” (e.g. care navigators, minor adaptations, self-help referrals) used before more intensive support is needed.	to be defined. Draft criteria: More 'request for support' contacts for new people, with low-level Services / signposting NFA outcomes	Increase on baseline	31-Dec-26		working to establish definition and baseline
ASC5b	A reduction in new referrals to long-term support where earlier intervention could have avoided escalation.	to be defined. Draft criteria: count 'request for support' contacts for new people who progress to case - split by people who have had/did not have a prevention NFA contact previously	Reduction on baseline	31-Dec-26		working to establish definition and baseline
ASC5c	A rising proportion of people supported to avoid entering higher-cost packages (e.g. hospital readmissions, institutional care) through reablement or enablement.	to be defined. Draft criteria: a) increase in proportion of people independent after Reablement and b) if a person has a package of care after reablement, a reduction of the no of hours person has after reablement	Increase on baseline	31-Dec-26	Independent: 60.3% Reduction: 48.5%	working to establish definition and baseline
ASC5d	Increase the % of Carers accessing support groups or someone to talk to in confidence from 18.52% (SACE 2023/24)	2023/24 Carers Survey: 18.5%	Increase on baseline	31-Dec-26	2025/26 Carers survey: 24%	On target
ASC5e	Reduction in the % of Carers facing financial difficulties and an increase in the % of Carers in paid employment	2023/24 Carers Survey: Financial difficulty: 61.2% Paid Employment: 27.1%	Reduction on baseline	31-Dec-26	2025/26 Carers survey: Financial difficulty: 78.9% Paid Employment: 24%	Currently off trajectory

Supporting people to live healthier lives : Stronger prevention, early intervention, and support for non-eligible

Analysis and Mitigations:

Supporting independence: data from the Reablement service will be used going forward as the baseline and performance source against which to track the improvement trajectory. Given the nature of people supported and our national position (strong) we are aiming to a shallow but sustained increase.

76 Carers: further data sources will need to be explored, given the limitations of biannual national surveys.

Safe pathways, systems and transitions; Safeguarding : Better safeguarding process performance and oversight

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
ASC6a	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).	5 days 84 days	All safeguarding alerts should have an initial outcome decision within 5 working days with full enquiry closure within 3 months	31-Dec-26	Alerts in 5 days: 50.1% Enquiries completed in 84 days: 55.7%	Currently off trajectory
ASC6b	Governance and audit mechanisms ensure 100 % of safeguarding enquiries are routinely reviewed and lessons logged, with “no cases left without oversight.”	TBC with new Safeguarding practice lead.	Governance and audit mechanisms ensure 100 % of safeguarding enquiries are routinely reviewed and lessons logged, with “no cases left without oversight.”	31-Dec-26		working to establish clear definition and baseline

Supporting people to live healthier lives : Stronger prevention, early intervention, and support for non-eligible

Analysis and Mitigations:

The newly appointed Safeguarding Adults Practice Lead (SAPL) will progress this work.

Safeguarding timeliness – work is needed to address data entry issues as well as any practice issues. New guidance on safeguarding timescales has been launched and will support improvement in this area. Work is needed to define 'complex / multi-agency' for the purposes of reasonable exclusions.

Safeguarding oversight – a new audit programme will provide insights, along with reporting on existing management oversight utilising liquidlogic functionality – this needs to be established by the SAPL

Looked After Children and Edge of Care

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
CYP1a	To ensure our unregulated placements do not exceed 1% of all children in care across the financial year	2.16% for 2025-26 Z11 court directed 0.17% (2), Z12 awaiting alternative 1.21% (14), Z13 best interest 0.78% (9) for 1,156 placements	< 1%	31-Mar-27	Q4: 1.93% of 776 placements Z11 0.26% (2), Z12 0.90% (7), Z13 0.77% (6)	Currently off trajectory
79 CYP1b	The average number of placement moves decreases year-on-year	2024-25 25.8% had at least one placement move. 1.35 placement moves per person moving		31-Mar-27	Q4: 10.2% had at least one placement move, with average of 1.15 moves per person moving. 2025-26: 28.1% had at least one placement move, with average of 1.33 moves per person moving.	Close to trajectory
CYP1c	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	207 during 2024-25 Rate 23 per 10,000	Reduction of 8% on baseline	31-Mar-28	Q4: 57 2025-26: 268 (+29.5%) Rate: 29.5	Currently off trajectory

Looked After Children and Edge of Care

Analysis and Mitigations:

CYP1a: There are 5 children in unregulated placements which is 2 less than the last quarter. Most of the providers are applying to be registered with OFSTED. Where this is not the case we are pursuing alternative OFSTED regulated placements for our young people or pushing the providers to become regulated. Expression of Interest for Regional Care Collaborative and Fostering Hub and opening new LA run residential provision to improve regulated placement availability. There are no regional or national benchmarks available.

CYP1b: We will review this measure as there is benchmarking data available for a slightly different measure from other LAs which might provide us more insight into our relative performance.

CYP1c: The main driver to reduce the numbers of children in care are the Families First reforms including Family Help and Family Group Decision making. These are not yet in place but should be by September 2026 with MACPTs also in place by March 2027. Given that it is not a surprise we are off trajectory at present.

Children Subject to Child Protection Plans

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
CYP2 81	Number of new CP Plans – to have reduced by 8% by April 2028 (from the 2024-25 baseline)	521 during 2024-25	Reduction of 8% on baseline	31-Mar-28	Q4: 136 2025-26: 576 (+10.6%)	Currently off trajectory

Analysis and Mitigations:

The main driver to reduce the numbers of children on child protection plans are the Families First reforms including Family Help and Family Group Decision making. These are not yet in place but should be by September 2026 with MACPTs also in place by March 2027. Since the end of Q4 the number of new plans has reduced by approximately 5%.

Attainment and NEET

CYP3a	The number of 16-17 years olds classified as NEET / Not Known to have reduced by April 2028 (from the 2024-25 baseline)	6.9% for 2024-25 (Dec-Feb average)	Reduction on baseline	31-Mar-28	Q4: 6.94% 5.83% NEET 1.12% not known	On target
CYP3b	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	64.5% for 2024-25	72%	Sep-28	No in-year progress updates	Data yet not available
82 CYP3c	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%	54.5% for 2024-25	63.70%	Sep-28	No in-year progress updates	Data not yet available

Analysis and Mitigations:

- GLD data will not be available until Autumn.

Attainment and NEET (Not In Education, Employment or Training)

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
CYP3d 83	The attainment of looked after children to have increased by September 2027	2023-24 KS2 expected standard reading: 55% KS2 expected standard writing: 59% KS2 expected standard maths: 45% KS2 expected standard grammar, punctuation, spelling: 50% KS2 expected standard reading, writing, maths: 27% KS4 average attainment 8 score: 19.2 KS4 average progress 8 score: -1.23 KS4 achieving 9-4 pass in English and Maths: 18.6	Increase on baseline	Sep-27	2024-25 KS2 expected standard reading: 50% KS2 expected standard writing: 42% KS2 expected standard maths: 29% KS2 expected standard grammar, punctuation, spelling: 50% KS2 expected standard reading, writing, maths: 29% KS4 average attainment 8 score: 17.5 KS4 average progress 8 score: suppressed KS4 achieving 9-4 pass in English and Maths: 23.8	Currently off trajectory

Analysis and Mitigations:

- 2024/25 information published 02 April 2026 in the "Outcomes for children in need, including children looked after by local authorities in England" statistical release.
- Small cohort numbers KS2 (24) and KS4 (24)

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
CYP4a	EHCP initial timeliness to improve by 15% by April 2027 (based on the 2024-25 baseline)	51.5% within 20 weeks (excluding exceptions) for 2024		31-Mar-27	Q4: 46.0% 2025-26: 55.8%	Close to trajectory
84 CYP4b	EHCP Reviews 12 week completion to be improved by 25% by April 2027 (based on the 2024-25 baseline)	12.8% 2024/25		31-Mar-27	Q4: 23.1% 2025-26: 11.7%	Close to trajectory

Analysis and Mitigations:

- Performance in this quarter has been impacted by a higher volume of new EHCNA requests exceeding trends due to increased demand linked to White Paper. Some capacity has also been intentionally redirected to the annual review inspection action area in order to balance the system. Efficiencies and capacity increase have been implemented through revised team formation and digital solutions. Although there remains staffing concerns which impact.
- Area has strengthened oversight with improved data and dedicated action plan and steering group, slightly below target due to legacy backlog, variability in timeliness of returns from some settings and wider system pressure from increase in ECH initial requests. Targeted backlog clearance underway, reprioritisation of officer capacity and dedicated resource to this priority area. Although there remains staffing concerns which impact.

Quality of Children's Social Work / Family Help Practice

	Descriptor	What is the baseline?	What is the target?	What is the target date?	What is performance in this quarter?	Status
CYP5	Case audit quality – by Q2 2027-28 85% of overall cases audited to be good or better	48%	85% by Q2 2027-28	30/09/2028	57%	Close to trajectory

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Analysis and Mitigations:

Whilst Q4 shows a positive increase in audits rated 'good', it is noted that both this quarter and q3 have included audits graded Inadaquate, showing variation in practice. All inadequate audits are reviewed by HOS, and a QA Manager will now routinely re-audit children's cases where gradings were Inadaquate in 6 months time to provide review of practice, assurance that actions have been completed, and consider impact.

Within this quarter (as in previous quarters) audits relating to social work teams have been completed within the Safeguarding Unit only, due to front line team managers being exempt from auditing . It has been agreed that team managers will re-start auditing in May. This should allow for increased numbers of audits to be completed and will also support managers in terms of oversight of practice, their wider practice development and management oversight.

**Children, Young People and Education Scrutiny Commission (CYPE)
Work Programme 2026 – 2027**

Meeting Date	Item	Recommendations / Actions	Progress
17 June 2026	Introduction to CYPE High Needs Block Task Group – Executive Response Children’s Social Care and Early Help Improvement Plan Priorities and Performance Ambitions Q4 25/26	To include EDI information	
8 September 2026	White Paper and local SEND reform plan update Performance Dashboard Q1 26/27 LAC Placement Sufficiency Strategy Care Leavers Focussed Visit and Leicester Children’s Services – Self Evaluation	- Including information on tribunal costs.	
19 October 2026	Corporate Parenting Annual Report Impact of Recruitment Work Children from Abroad Seeking Safety	Annual Report	

Meeting Date	Item	Recommendations / Actions	Progress
19 January 2027	Youth Strategy Revenue and Capital Budget School Holiday Activity and Food Provision Early Years Childcare Sufficiency Report		
1 March 2027	Fostering Annual Report	To include Community Champions and Marketing Strategy	

Forward Plan Items (suggested)

Topic	Detail	Proposed Date
School age childcare and Early Years Extended Entitlement Update	To come early in the 2026/27 municipal year.	
YPC Survey Findings	To go to first meeting of 2026/27 municipal year.	
Academies – Performance Report		
Needs Assessment in Relation to Families in the City		
Children not in state-maintained schools e.g.: Academies, Independent, Faith schools		
Multi-Academy Trusts - Overview		
Update from local DfE Officer		

²Click here to enter text.

Corporate Parenting Update	Annual report.	
SEN support and funding		
Pupil Place Planning (Primary and Secondary)		
Education Govt reports e.g.: white paper / green paper		
Ofsted Inspection reports		
Children's Social Care – Recruitment Issues		
Mental Health impacts on children	Likely to be examined jointly with other commissions	
Informal Scrutiny on DSG High Needs Block	To commence following the full report to the Commission.	
Covid impact and response to early childhood development		
Families First Programme	To remain on work programme.	
Children's Social Care, Early Help and Prevention Improvement Plan		
SEND Transport	Update to come to the commission on the outstanding 200 children in January 2026.	
DSG/ high needs recovery programme		
School Planning		
Sufficiency in Mainstream and Special Schools	Add Homefield info (following Special meeting May) as an appendix with the report.	
Sufficiency for CLA and Care Leavers		
Early Years Extended Entitlement	A further update to come to the Commission April 2025	

