



Leicester  
City Council

# Children's Social Care and Education

QUARTER 2 PERFORMANCE and QUALITY ASSURANCE

APRIL-SEPTEMBER 2025

# AREAS OF RISK

- The number of children subject to child protection plans has begun to rise. This is a general increase without any particular pattern that stands out in terms of reason for referral, area of the city or referring agency.
- Thresholds have been independently assessed (by an auditor not employed by the local authority) and are judged to be correct.
- The background to this appears to be wider societal factors outside of the direct control of the department or local authority

# AREAS OF RISK AND MITIGATION

- **SOCIAL WORKER and OTHER VACANCIES**
- Recruitment and retention remains a challenge as it is across the social care sector
- The SCE department now has a dedicated Human Resources Business Partner
- We are using the % underspend created from staffing vacancies (Vacancy Level Turnover) and reinvesting this in a larger staffing establishment to give more resilience. Some of the current vacancy rate is due to the expansion of the establishment.
- Building on our successful apprenticeship programme we have created a Social Care Academy with an newly appointed Head to drive recruitment into the sector and ongoing professional development

# AREAS OF POSITIVE PERFORMANCE

- EHCP completion in timescale continues to be at a higher percentage than the national average and the number of requests for assessments continue to decline bucking the national trend and indicating increased parental confidence in needs being met in mainstream school.
- The number of looked after children in unregulated placements remains at very low levels with swift finding of registered provision in most cases

# AREAS OF POSITIVE PERFORMANCE

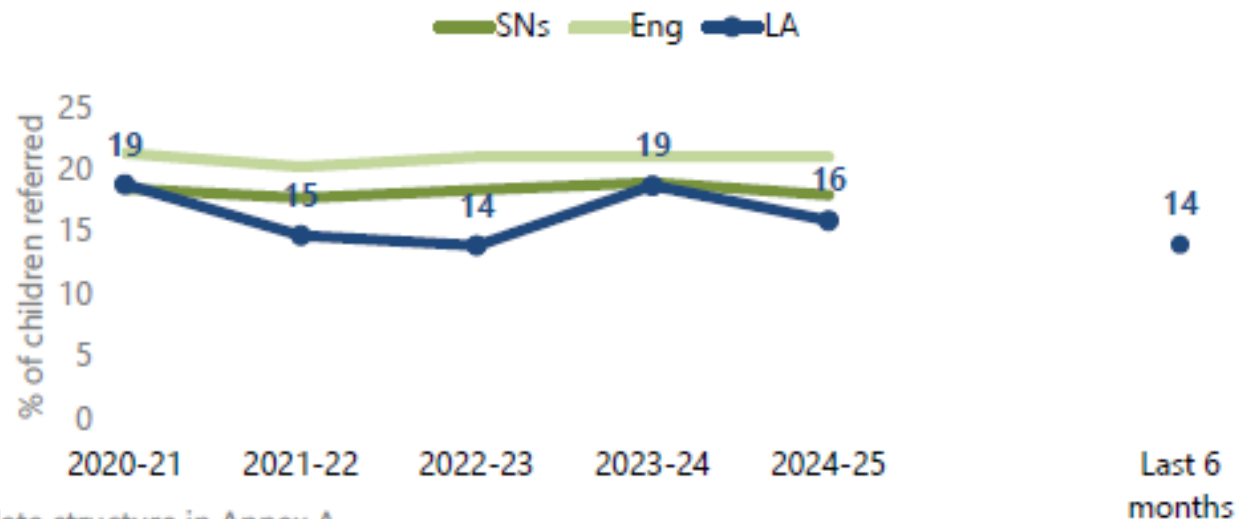
Re-referrals: children with a previous referral within 12 months of their latest referral

289 children  
with previous  
referrals within  
12 months of  
latest referral

■ Re-referral  
■ First referral  
□ Not recorded



First referral	1,784
1 prev referral	268
2 prev referrals	19
3 prev referrals	2
4+ prev referrals	0
Not recorded	0

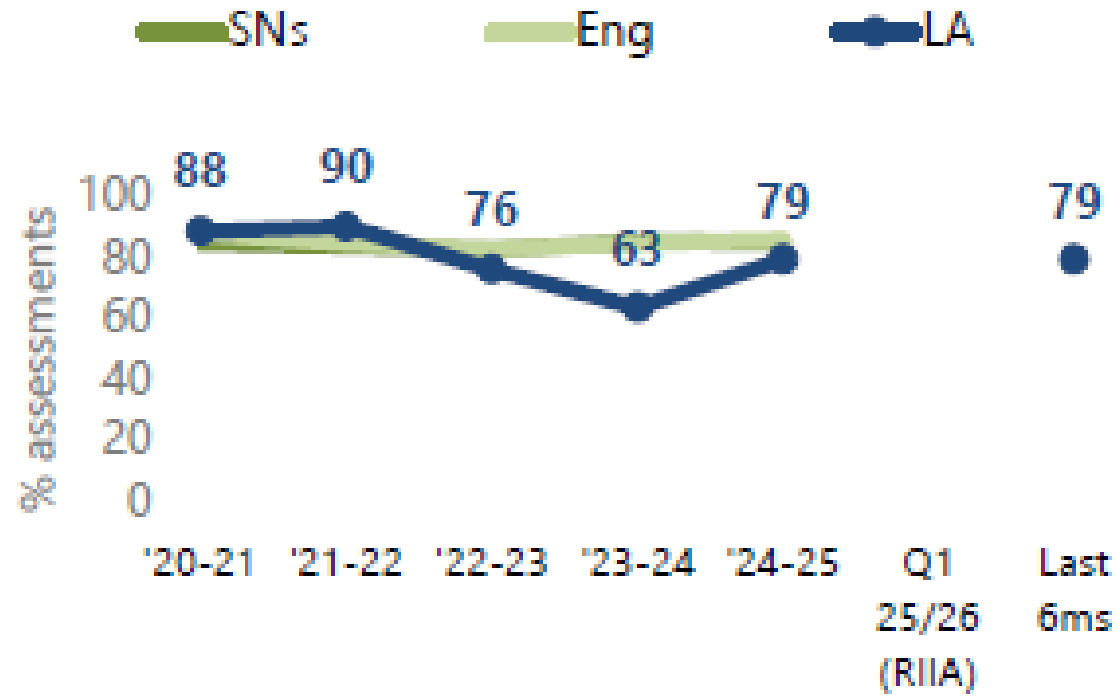
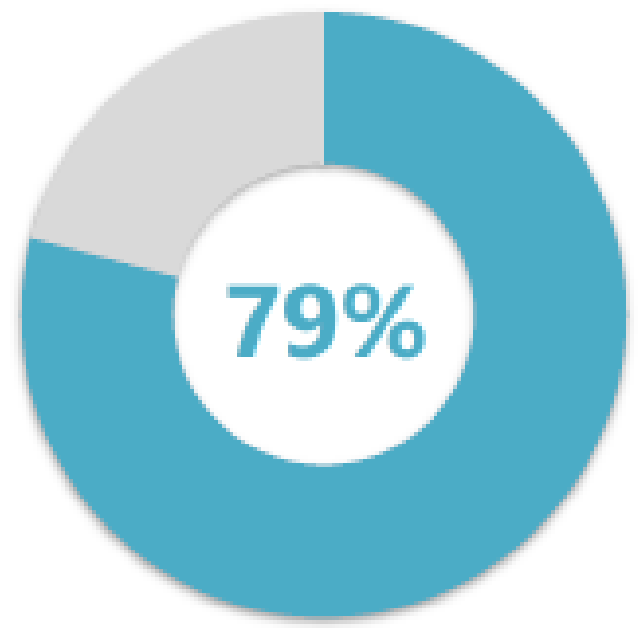


\*"Last 6 months" calculation differs slightly from national statistics, due to data structure in Annex A

# AREAS OF POSITIVE PERFORMANCE

Assessments completed in 45 working days

■ In time ■ Not in time □ Date error



# Quality Assurance Framework

We have a quality assurance framework with 4 domains drawing on 20 varied sources of information including:

- National performance data and local operational data / metrics
- Financial information
- Complaints, commendations and feedback
- Practice audits
- Reviews and sector led / peer visits
- Information from staff – huddles, forums, surveys

# Quality Assurance Framework

- Quality of practice is overseen by the Practice Oversight Board, reporting into the SCE Learning and Improvement Board
- Reporting cycles vary by source – monthly / quarterly / annual
- Evidence is drawn together in an Annual Assurance Statement
- A public facing 'Community Story' (Local Account) is co-produced with the Making it Real Group / Leicester Voices Together



# QA of External Providers

- Bespoke Quality Assurance Framework & Contract Monitoring framework drawing on the standards as set out in service specifications
- Quarterly performance management against KPIs
- Intelligence gathering from CQC data, social work teams, partners (Local Authorities and Health), supporting risk rating of providers and determination of visits
- Announced and unannounced visits
- Health and Safety, infection prevention control audits by subject experts
- Information sharing across the partnership

# Next Steps for Quality Assurance

- Developing a consistent methodology across the department
- Activity proportionate to risk
- Drawing in learning from compliments and complaints
- Clear analysis
- Answering the "So What?" Question
- Human learning systems approach to "aggregate evidence"
- Driving our workforce development activity
- Co-sponsors Divisional Directors Damian Elcock and Ruth Lake

# Leading Performance Initiative

- For all SCE managers and leaders from Team Manager upwards
- Reflective performance workbook for every manager
- Mandatory sessions:
  - Positive psychology and motivation (Art of Brilliance)
  - Using data (PCH)
  - Ethical leadership and social justice (SCE Directors)
- Delivery by May 2026
- Co-sponsors Strategic Director Laurence Mackie-Jones and Divisional Director Sophie Maltby

# Diversity and Inclusion

- Development of initial plan and staff engagement
- Inclusive decision-making forum - "views of those with lived experience"
- Maturity matrix drive by staff engagement
- Annual improvement plan
- Utilising tools such as Diverse by Design
- Co-sponsors Laurence Mackie-Jones and Divisional Director Kate Galoppi