



The Association of London Directors of Children's Services (ALDCS) & the London Innovation and Improvement Alliance (LIIA) Children's Summit 2023

'Together for London's Children'

8 February 2023, 9.30am – 1pm Livery Hall, Guildhall, Gresham St, London EC2V 7HH

Delegate Pack



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8 February 2023

Dear Colleague,

Welcome to the ALDCS and LIIA 'Together for London's Children' Summit 2023, it's great to have you with us.

As you will have seen in the agenda, we have an exciting programme today and I'd like to say a special thanks to everyone who's taken the time to join us. I'm looking forward to hearing from our speakers, panel members and partners and also hearing your thoughts and contributions as we continue to work together for London's children. I'm delighted to see so many of you here and am grateful for your support as we hold our first in-person event for the last few years.

Further to the welcome pack you received at the end of last week, I wanted to take the opportunity to share more about LIIA with you; our key projects and how we're working with our partners across London as we try to improve the lives of children and young people. I hope you find the enclosed information useful, and if you would like further details about any aspect of our work then please get in touch with one of our team members (you'll find their contact details on the last page).

We hope you find this event valuable and would be grateful for your feedback before you leave us today. Please take a moment at the end of the event to share your thoughts. You can do this by scanning the QR code printed at the end of this pack (or you can find it on your table), which will take you straight to our online feedback form.

Here's to a great summit!

Kind regards

Ben Byrne
Strategic Lead - LIIA



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Making Data Speak for London

Our vision is to use data & intelligence as the catalyst for improving the outcomes for outcomes for all children with a particular focus on the most vulnerable children, young people and their families living in London. To make data speak for London.

The London Improvement & Innovation Alliance has made great progress since it started in 2019, in part supported by a framework of shared data. In order to support the bold ambition and potential that the LIIA is beginning to realise and help drive this purpose, our data & intelligence offer needs to evolve to equip the Directors of Children's Services with additional analytical and diagnostic tools to use on that journey.

Good data is only truly useful if it can be used to communicate the story behind the data, about the real living, complicated and beautiful children & young people it represents. Together we will seek to understand the data story and use it to improve outcomes for all children, young people and their families and make data speak for London.

Key projects include:

Quarterly Benchmarking & other data dashboards

- The LIIA data & intelligence team already produce a range of analyses. These products use a combination of published and collected data, supported by the performance & data teams in the 33 London LAs. These established tools have already proved their worth in supporting the improvement conversations within the LIIA and the sub-regions, supporting Peer review and informing elements of the four priorities.

Develop a data platform for sharing child-level data

- this project aims to develop and roll out the Infrastructure needed to make the sharing of child-level data from the 33 LAs in London possible within an ethical, legal and secure framework. With the infrastructure in place the next step is to develop analyses that are valued by London's Children's Services Leaders using existing structured datasets that each LA produces as part of normal practice. These will be shared via visualised dashboards.

New innovative uses of data

- The LIIA data & intelligence team will play its part in supporting the LIIA programmes and projects, working with stakeholders to develop the most appropriate data offer to support the aims of each. Wherever possible that support will be linked into the child-level data platform to maximise the outputs of that project and provide whichever elements are most pertinent to the LIIA programme or project.



Resources and Commissioning

The Resources and Commissioning programme at LIA is focused on improving collaboration and innovation in commissioning, and is led by Chris Munday, Director of Children's Services at Barnet. The programme is focused on high cost, low incidence (HCLI) placements and aims to:

- **reduce placement cost** through strategic engagement with the market
- **increase supply in London** so more children's needs are met locally
- and **improve outcomes** for children

The programme's activities are endorsed and overseen by a Pan-London Placements Commissioning Panel, working to the LCII Board (London Children's Innovation and Improvement Board) and ALDCS. Reports have also been discussed with SLT (Society of London Treasurers).

At the core of the programme is a proposed Pan-London Vehicle for Commissioning, a jointly owned new legal entity that will bring the strategic weight of London's commissioning to influence the market to stimulate new provision and improve value for money. This proposal, with an initial focus on Secure Welfare, is currently being taken to every local authority Cabinet (or equivalent decision-making body) in London.

The pan-London placements commissioning programme comprises:

- **A completed review of all London LA Sufficiency Statements** with The Rees Centre, Oxford
- **Pan-London snapshot** of provision and cost for children with complex needs completed in 2021
- **Research completed with the National Children's Bureau and Isos Partnership** to understand causes of under-utilisation of London provision and recommended actions
- **London Accommodation Pathfinder** – new London provision as an alternative to custody with a focus on Black boys who are significantly over-represented in custody. Provision will open soon for the North and East sub-regions and further funding has been secured for 2023-24
- **Funding secured for development of Secure Welfare provision in London** – 24 beds with 6 step-down beds
- **Joint commissioning arrangements** being developed pan-London for residential parenting assessments
- **Dynamic sufficiency tool** in development to strengthen pan-London planning to address gaps in provision
- **Funding secured from DfE** to manage national review of the Section 251 Children's data return
- **Joint project with Health** to address gaps in provision for children with ASD/SEMH (Autistic Spectrum Disorder/Social Emotional and Mental Health) needing HCLI placements
- **Mapping of different approaches to integrated funding** with Health, including Continuing Health Care (CHC).
- **Supported applications for children's home funding** through pan-London data and bid workshops, securing capital for new provision in 7 local authorities
- **Research with the County Council Network** into the ban on use of unregulated for children under 16 and the extension to children over 18



Adolescent Safeguarding

Keeping young people safe in London continues to be one of the Association of London Directors of Children's Services (ALDCS) key priorities, through ensuring that we drive up the quality of work with young people and ensuring an environment where young people are better safeguarded.

The London Children's Safeguarding Executive established the **London Adolescent Safeguarding Oversight Board (LASOB)** in 2021 to provide dedicated co-ordination and oversight of pan-London work by a range of partners to safeguard young people.

Since then, LASOB has been busy progressing a suite of work to achieve its aims including: the Waltham Forest adolescent risk tool, a review of London child protection procedures as they apply to risk outside the home, working on adolescent safeguarding in education settings, and the pilot of the evaluation of the Your Choice programme.

LASOB has more recently overseen the review of the multi-agency child exploitation (MACE) arrangements and has published the Adolescent Safeguarding Practice Handbook. LASOB has an ambitious agenda which it will continue to work on collaboratively, for London's children.

Key projects include:

Adolescent Safeguarding Practice Handbook

- The publishing of a user friendly, accessible practice handbook with guidance and resources for everyone who works to build safety with young Londoners facing harm. Lessons from the handbook are now being disseminated through a series of webinars.

Multi-Agency Child Exploitation (MACE) Review implementation programme

- A project team of safeguarding experts from health, police and LAs have reviewed London's multi-agency child exploitation arrangements and are taking forward the recommendations for improvements with practitioners and leaders across London.

Your Choice Programme

- An ambitious programme which uses therapeutic tools and techniques to help children to keep themselves safe and to achieve their goals. The programme has been piloted in every London borough and will shortly be entering the full Efficacy Phase of its evaluation.

Waltham Forest adolescent risk tool

- With DfE investment, Waltham Forest has produced an adolescent risk tool (aligned to the MACE processes) to provide insight into the impact of multi-agency adolescent safeguarding. This tool is now being made more widely available across London.



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'Your Choice': violence is not inevitable, it is preventable.

"Embedded (clinical) workers at the frontline working with practitioners in such a close manner is revolutionary in itself. 'Your Choice' allows us to deliver frontline care in a way that's hugely effective, culturally competent and accessible"

- **Martin Griffiths, National violence reduction lead NHS**

Children and young people most affected by violence are the ones who most need therapeutic support but are currently the least likely to get it. **'Your Choice'** was established in 2021 following the worst year on record for child homicides in London and is founded on the very latest research in what works for this adolescent cohort, including Child First principles. **'Your Choice'** has been developed drawing on the practical experience of experts who have worked for many years in adolescent and youth services.

What is the **'Your Choice'** programme?

'Your Choice' is a new, London-wide £11.5 million, 3-year programme that uses of CBT principles within current best practice in violence-reduction and related partnership approaches to support children affected by extra-familial violence and related harms – it empowers young people by taking a public health approach to help break the cycle of violence and harm. The intensive 12-week programme allows for delivery alongside the more systemic work that local authorities are so experienced at. **'Your Choice'**, initially funded by the Home Office and now by the Youth Endowment Fund (YEF), is commissioned and project-managed by our colleagues at the Mayor's Violence Reduction Unit (VRU).

2022 saw the first delivery by all 32 London local authorities through their adolescent safeguarding teams, with over 600 young people already engaged. The 200-plus Your Choice-trained practitioners work in a psychologically informed way with young Londoners aged between 11 and 17 at risk of contextual harm, using Cognitive Behavioural Therapy (CBT) tools and techniques. The bespoke, cohort-relevant training in these techniques enables London LA's youth practitioners to enhance their practice with practical therapeutic tools, whilst working within each local authority's practice framework. The programme upskills practitioners and young people alike, taking young people on journey of "guided discovery" and equipping them with tools and techniques that can be useful in overcoming a range of psychological challenges.

'Your Choice' recognises the importance of and commitment to consistency in relationships whilst providing accessible methods for clinical intervention. The programme builds on the existing therapeutic resources in multi-disciplinary adolescent services offered by each LA across London. It provides access to clinical supervision to encourage practitioners to remain culturally curious in their approach and to support their understanding and formulation of young person's presentation to guide intervention.

'Your Choice' was designed by Dr Karla Goodman for London's local authorities on behalf of the London Innovation and Improvement Alliance (LIIA), one of England's nine regional sector-led children's sector improvement alliances. LIIA continues to support London's local authorities to deliver the programme and participate in its external evaluation.



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Pan London Care Leavers Compact

“The disadvantage faced by our care experienced community should be the civil rights issue of our time. Children in care are powerless, they are often invisible to society and face some of the greatest inequalities that exist in England today...” - Independent Review of Social Care 2022

The Pan London Care Leavers Compact provides a framework for developing consistency, breadth and quality in the support offered to London’s care leavers. The project is facilitated by LIIA and Lambeth, working to the Association of London Directors of Children’s Services (ALDCS). It has secured £110,000 of Department of Education funding to support delivery. Key delivery partners include the London Children in Care Council, Partnership for Young London, and the GLA.

Each London borough currently has a care leaver offer, but these are individual to each area and therefore the support offered varies. Further challenges in the equity and accessibility of support arise because care leavers often live outside their responsible borough, with a lack of reciprocal agreements between boroughs to support each other’s care leavers. It is also important that the offer to care leavers reaches beyond services provided by Local Authorities. Partners such as health, education and transport have important roles to play, as do the private and voluntary sectors.

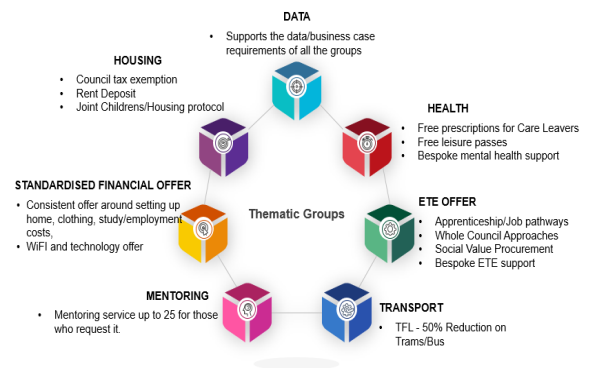
This project builds on successful work undertaken in Greater Manchester to develop an agreed care leavers support offer. We are also building on a substantial body of existing good practice and development work in London. Delivering the compact will have the added benefit of developing new ways of working across leaving care services to strengthen our regional approach and establish a better infrastructure for collaboration.

By adopting a common core offer, with cross border collaboration and multi-agency working, we will improve outcomes for our care leavers and reduce risk for young people, which in turn reduces demand on the local system. The core areas for the Compact will be:

- Health
- Education, Training and Employment
- Housing
- Financial support (including connectivity)
- Mentoring
- Transport

Whilst the goal of the project is to develop an offer across these areas, they are not mutually dependent, and agreements are being reached in stages as progress is made. The Compact is not the limit of ambition for our care leavers, but should be viewed as a baseline of support, with work continuing to build opportunities with partners and the voluntary/private sector beyond the scope of this project.

Thematic Areas - Examples of a Common Offer



Achievements to date:

- ICS areas rolling out free prescription schemes
- 50% discount on bus/tram travel from TFL
- Designing 200 new CL apprenticeships with private sector



Special Educational Needs and Disabilities (SEND)

The SEND programme at LIIA is focussed on improving outcomes for children and young people with SEND in a way which is sustainable for LAs.

We have four strategic goals:

- **Reset the tone of the SEND agenda:** While we recognise the financial pressures facing SEND services, our core aim is to support families, young people, and services to work together productively to achieve the best outcomes for children and young people.
- **Hear and act on the voices and experiences of children and young people with SEND and their families:** We will place the experiences of our children, young people and families at the heart of our work so it shapes and challenges our priorities, what good looks like and what we can do better.
- **Champion best practice and collaboration to improve outcomes for children and efficiency for services:** We will seek out best practice to improve outcomes for children and young people, strengthen the offer and equity of access, raise aspirations and enhance efficiency. We recognise that children, young people and families live within communities that cut across local authority boundaries and pursue opportunities for better collaboration across commissioning, delivery, inclusiveness and quality.
- **Respond regionally to the changing landscape:** We ensure that London is coordinated and attune to the changing needs of the SEND landscape – including post-Covid assurance, regulatory and statutory changes and transformation of health commissioning and delivery arrangements with STP and Integrated Care developments.

Key aspects of our programme include:

- **Responding to national developments** including the SEND and Alternative Provision Green Paper, and ensuring that London's perspective is heard
- **Using data to improve practice in SEND** – through creating a SEND data dashboard for use by LAs and partners
- **Closer working with Health** especially with the new ICBs
- **Improving Early Support and Inclusive Practice**
- **Workforce Development** – working closely with the LIIA workforce programme to address the challenges of recruitment, retention, and upskilling in the SEND workforce
- **Finance and Funding in SEND** – supporting LAs to address financial pressures and working with the DfE to help LAs learn from the Safety Valve and Delivering Better Value programmes
- **Preparation for Adulthood** – supporting LAs to improve employment outcomes for young people with SEND and ensure that young people with SEND are supported into adulthood
- **Commissioning for ASD/SEMH** – joint project with Health to address gaps in provision for children with ASD/SEMH (Autistic Spectrum Disorder/Social Emotional and Mental Health) needing HCLI placements
- **Voice of Young People with SEND** – ensure young people's voices are included in our work and supporting young people's forums and groups to collaborate across London
- **Sharing Practice and Collaborating** – working together for London's children by facilitating professional networks such as the Strategic Managers and Parent Carers Network, and sharing updates, events, and national developments through the LIIA SEND Bulletin.



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Workforce

Association of London Directors of Children's Services (ALDCS), are committed to improving services for children and young people by improving the experience of our valued children's workforce and enabling them to individually and collectively thrive and provide the best service for children and families in London. This is a complex policy area and ALDCS have carefully curated an ambitious programme of work for our greatest asset, our people.

In a politically and financially turbulent time, London has held firm to their workforce collaboration and the shared mission to improve the workforce environment for staff and the children and families we serve. In doing so London has proven that working in partnership in this space can begin to tackle some of the most complex issues together. The last year has seen a period of substantial progress, powered by all those that have supported the workforce programme which now boasts a range of exciting projects. Each have already and will continue to make an impact as interlinking pieces that form part of the developing workforce strategy for London.

Key projects include:

London Social Work for Children

- Creating a bespoke microsite for London. A one-stop shop for children's social work careers and promotion of the profession in London0000

Leadership in Colour

- Driving career development and a strong regional network for Black and Global Majority

London Pledge

- Controlling rising agency pay rates through regional collaboration

FLiP Children's Social Work Recruitment

- Developing a regional recruitment framework for London Boroughs to access specialist Children's Social Work agencies to support permanent recruitment

Big Listen

- Hearing directly from the social work workforce about their challenges and experiences working in London to inform the workforce strategy

Shared Learning

- Shared learning workshops on key topics such as international recruitment, led by London Boroughs for London Boroughs

Workforce Data

- Collating and analysing a breadth of workforce data to support and guide the programme

Wider Workforce Scoping

- Research into the SEND workforce to understand key objectives and opportunities. Exploration of residential workforce in early planning



Our key people...

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Thanks for coming to our event; we welcome your feedback!

ALDCS Summit Feedback and
Comment Form (Anonymous)



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