

ALDCS Children's Innovation and Improvement Summit

Wednesday 3 February 2021

2pm - 4pm

A Microsoft Teams live event

Delegate pack



Dear colleagues,

It is with great pleasure that I welcome you to the ALDCS Children's Innovation and Improvement Summit.

Thank you for taking time out of your incredibly busy diaries to attend. In the midst of this global pandemic, London's Children Service leaders are facing a whole new set of challenges as they seek to give every young Londoner the very best chance in life. We are proud of our services in London and the resilience they have demonstrated in continuing to serve children and families throughout the pandemic but recognise that the challenges remain formidable.

We know that London will recover better if we move forward together. That is what this Summit is all about. You will hear today how we are forging ever stronger collaborative relationships across Children's Services. These will be critical for our success in the months and years ahead.

We hope this Summit gives you the opportunity to understand more fully our shared initiatives. Your experience and your input will be vital as we develop our collaborative programme.

Yours,

Cllr Elizabeth Campbell – Leader Royal Borough of Kensington and Chelsea and London Councils Executive Lead for Schools and Children's Services

ALDCS Children's Innovation and Improvement Summit

Wednesday 3rd February 14.00 – 16.00: MS Teams

2.00 – 2.05 Welcome and Introduction to Children's Innovation and Improvement Work in London

Chair: Cllr Elizabeth Campbell – Leader Royal Borough of Kensington and Chelsea and London Councils Executive Lead for Schools and Children's Services

2.05 – 2.35 Children's Minister Rt Hon Vicky Ford MP

Ministerial address followed by Q&A

2.35 – 2.50 An overview of ALDCS Innovation and Improvement Work

Sean Harriss - Chief Executive of the London Borough Harrow, Chief Executive Lead Adviser for Children Services

2.50 – 3.40 Workshops (choose one of three)

1. Safeguarding Young People in London

Chair / Speaker: Florence Kroll, Director of Children Services for Royal Borough Greenwich, ALDCS Adolescent Safeguarding Lead

Speaker: Sophie Humphreys OBE – Chair / Co-founder Whatever It Takes and founder of Pause

This session will address work to protect London's young people from violence and exploitation:

- London priorities: What we need to do?
- What practice will make a difference?
- How can we innovate?

2. Tackling Disproportionality and Systemic Racism

Chair / Speaker: Merlin Joseph, DCS London Borough of Lambeth, ALDCS Workforce Lead

Speakers: Sonia Khan, Head of Policy and Strategic Delivery, Hackney
Andrea Parker, Head Teacher and Lead for Raising the Game

This session will address:

- Organisational and workforce challenges
- Reducing racial disparities in experience and outcomes for children and families
- What do we know makes a difference and how can we accelerate progress?

3. Improving Quality, Choice and Cost in Children's Placements

Co-Chair: Gerald Almeroth, Executive Director, Finance and Resources, London Borough of Westminster City Council and Chair of the Society of London Treasurers

Co-Chair / Speaker: Chris Munday, DCS London Borough of Barnet, ALDCS Finance and Sustainability Lead

Speaker: Dr Lisa Holmes, Associate Professor, Rees Centre Oxford University

This session will provide details of the Pan-London Placements Commissioning Programme and address how London can:

- Do things differently
- Do things together
- Leverage resources for invest to save

3.40 – 4.00 Plenary Session – Cllr Campbell

- Feedback from workshops
- Closing Message

About the London Innovation and Improvement Alliance

Who we are

The London Innovation and Improvement Alliance (LIIA) is the Association of London Directors of Children's Services (ALDCS) sector-led improvement partnership and is hosted by London Councils. LIIA exists to:

- Identify and share effective practice
- Facilitate collaboration to address ALDCS priorities
- Provide a platform for innovation
- Produce shared datasets to drive informed strategy and practice

LIIA is founded upon a Memorandum of Understanding agreed between all of London's local authorities and is funded by local authority subscription and DfE grant.

Governance is provided by the London Children's Innovation and Improvement Board, chaired by the Chief Executive with lead responsibility for children on the Chief Executives' London Committee.

What we do

Working with our partners, LIIA encourages and supports children's services to demonstrate, develop and share good practice. This has been of particular value in providing a shared children's services infrastructure to enable collaborative responses to the ongoing COVID-19 pandemic.

Our programmes support the development of children's services as learning organisations with a particular focus on the ALDCS priorities of adolescent safeguarding, SEND, finance, and workforce issues. The last year has also seen a scaling up in the work to address racial disparities in outcomes for children and in the experience of our staff.

In the last year LIIA's work has included facilitating peer challenges to improve adolescent safeguarding practice, surveying authorities to better understand the impact of Covid-19 on placements and domestic abuse, provided resilience mapping for children's services in the course of the pandemic, and commissioned research to develop responses to the sufficiency of placements for children in care.

Current projects include:

- Development of a multi-agency, pan-London **adolescent safeguarding practice framework**;
- **Pan-London Placement Commissioning Programme** which is developing collaborative responses to risk sharing on high cost low incidence placements such as those for complex adolescents, mother and baby assessments and alternatives to custody;
- Partnership with Research in Practice to develop a pan-London **digital practice framework**;
- Development of the London **Black, Asian and Minority Ethnic leadership programme**;
- Child-level data project to improve our understanding of children's services responses in London;
- LIIA website to enable wider **dissemination of learning and building a shared resource** for ALDCS networks including Lead Members.

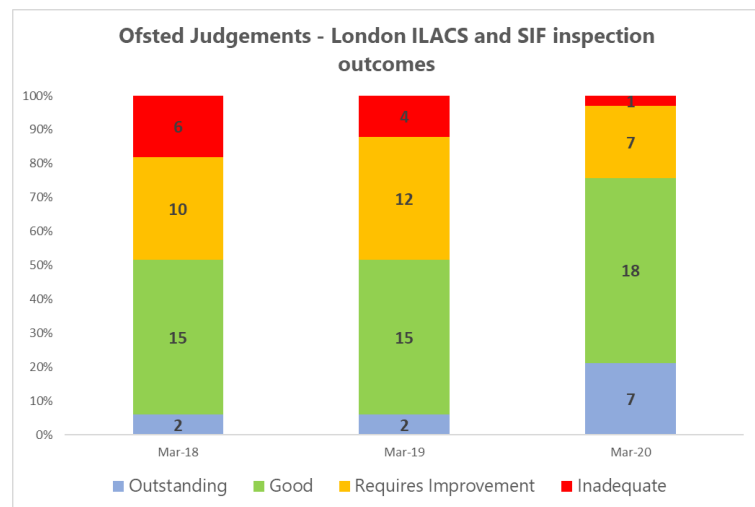
LIIA is London's Regional Improvement and Innovation Alliance (RIIA) and works with the ADfCS, London Councils, Department for Education, the Local Government Association (LGA), the Society of Local Authority Chief Executives (SOLACE) and the eight other RIIA across the country to promote learning through collaboration which benefits children.

LIIA Strategic Narrative for London - Executive Summary

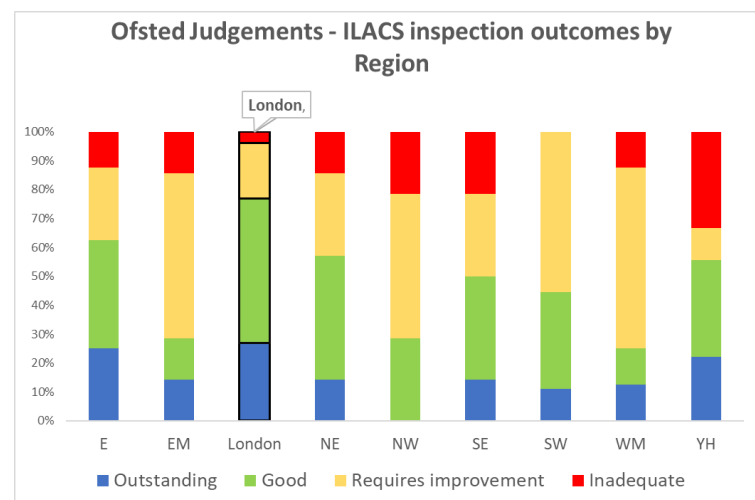
Key Messages:

- London's performance is the best in the country in terms of inspection outcomes
- Data suggests that London manages demand more effectively than any other region
- Our systematic approach through LIIA is underpinning continual improvement

1. London's Ofsted judgements continue to show a clear trend of improvement - evident in all sub-regions.



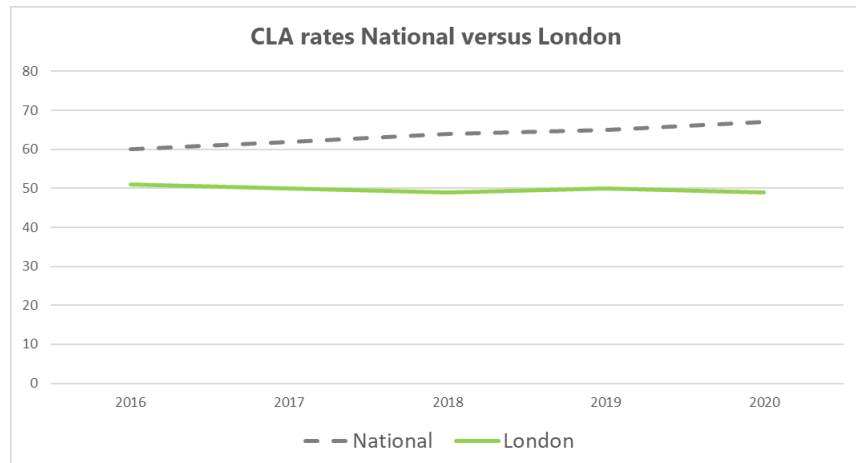
2. This consistent improvement means that London is significantly outperforming other regions.



3. SEND inspections remain dramatically more positive than nationally. As a region, Greater London has 75% of authorities with 'No current Written Statement of Action' and the next best performer is Yorkshire & Humberside with 56%.

4. Social care demand is managed more effectively in London than anywhere else in the country.

5. London continues to have the lowest rate of children in care in the country and has bucked the national trend of rising rates in the past five years.



6. Our collective response to Covid has demonstrated the value of embedded collaborative working.
7. London innovates all the time, and there is an opportunity through LIIA to embed more systematic sharing of the learning from innovation projects and initiatives.

Lines of Enquiry for LIIA in 21/22:

- Understand impact of children's experience of lockdown (education, mental health, safeguarding) and how best to address negative consequences
- Continue Covid recovery work including developing our Digital Practice Framework (partner project with Research In Practice)
- Further develop peer challenge as an improvement offer through a systematic approach and a wider menu of methodology
- Offer additional support for authorities with two consecutive 'Requires Improvement' judgements
- Continue to develop data understanding, supported by our Child Level data project, seeking to extend this to a multi-agency data set for Safeguarding Children Partnerships
- Develop understanding of how to improve care leaver outcomes and achieve a more consistent level of performance across London

The full report including tables and a listing of innovation projects can be accessed from the LIIA website [here](#).

James Thomas, LIIA Joint Lead, Director of Children and Culture, LB Tower Hamlets, January 2021

Adolescent Safeguarding in London in 2021

This paper identifies the key pan-London adolescent safeguarding activities planned by partner agencies for the next 12 months, in order to ensure these are aligned and can coalesce in a shared partnership approach. There will no doubt be activity not captured in this document which will subsequently need to be incorporated.

It is striking that there are numerous initiatives with common aims of seeing children involved in extra-familial harm as, first and foremost, children, who are vulnerable and require safeguarding responses. The key challenge will be to develop shared strategic and operational approaches that balance 'risks to' children with 'risk from' (often the same) children.

London Child Exploitation Protocol: due to be launched in March 2021 this MPS-led protocol is jointly owned by safeguarding partners. The protocol seeks to expand the existing Pan-London CSE Protocol to incorporate wider forms of exploitation, notably child criminal exploitation, to promote a consistent 'child-first' response across partners dealing with children who experience forms of exploitation. This shift in practice also has significant ramifications for associated work on reducing racial disparities.

Adolescent Safeguarding Practice Framework (ASPF): in the course of 2019 and early 2020 a range of senior children's services representatives from across London developed the ASPF as part of the ALDCS adolescent safeguarding priority programme. Engagement with multi-agency partners had begun in order to develop the framework as a shared partner response to safeguarding adolescents but has been put on hold because of the pandemic. The plan for 2021 is to return to shared development and implementation of the practice framework. The ASPF is available to download from our website [here](#).

Tackling Child Exploitation Support Programme (TCE): this national programme sponsored by the Department for Education aims to promote more effective strategic responses to child exploitation across local and pan-London safeguarding partners. TCE is supported by a London-wide multi-agency steering group, which will oversee a range of activities to promote strategic join-up in relation to child exploitation. TCE offers external expertise and resource which can support activities such as embedding of the ASPF and Child Exploitation protocol.

London Crime Reduction Board: activity is underway to promote strategic join-up of child criminal exploitation and serious youth violence responses, aimed particularly at addressing racial disparities in the justice system. Black boys in London are disproportionately affected by criminal exploitation but are often viewed primarily as requiring criminal justice rather than safeguarding responses. Developing shared and coherent partnership approaches to violence and exploitation will contribute to addressing racial disparities in the justice system. The LCRB has an action plan and a

working group seeking to promote this alignment of partner strategy and practice. This work will support the Mayor's Youth Justice Disproportionality Action Plan which is to be launched in February 2021.

In addition to these significant work programmes and practice developments, there are a range of other activities which are taking place which can helpfully to be aligned.

These include:

London Child Protection Procedures: these are currently being reviewed to clarify CP responses to extra-familial harm. A working group of London's leads for social care is shaping recommendations for the London CP Procedures Editorial Board. The aim is to provide clarity on child protection responses for harms occurring outside of the home, particularly in relation to risks from criminal exploitation, gang involvement and associated violence.

Youth Justice Board: a range of 'child first (offender second)' initiatives including a number of London pathfinder projects on resettlement, alternative to custody accommodation and diversion are being launched in 2021. More broadly the child first approach offers the potential for better integration of youth justice responses with a coherent practice framework for adolescents.

MOPAC / Violence Reduction Unit: a wide range of projects working at LA, sub-regional and pan-London level are supported by MOPAC and the VRU to reduce exploitation and violence and to help recovery for those who have been harmed. Effective join-up of these resources with those of local government and other partners is a key objective of the ALDCS programme and work is increasingly integrated with MOPAC / VRU for this purpose.

Contextual Safeguarding Scale Up: supported by VRU funding, 4 boroughs are engaged in the scale-up pilot led by the University of Bedfordshire. This programme includes an offer of support for all London boroughs to embed contextual safeguarding approaches.

Reducing Looked After Children's Criminalisation Protocol: this MOPAC led work will be finalised and launched by the London Crime Reduction Board in the coming months. In common with the initiatives above this protocol promotes partnership practice which emphasises diversion, identification of trauma / vulnerability and seeks to get beyond presenting behaviour to deal with underlying causes of children's offending.

Transitional Safeguarding: many London boroughs and partnerships are developing services which support young adults in recognition of the cliff-edge that 18 years of age often presents, in terms of service responses and the continuing needs for support and protection that older adolescents require. The MOPAC-led 'transitional hub' approach, which draws together services for 18-25, will be piloted in at least one borough this year.

For information go to www.liia.london or contact ben.byrne@londoncouncils.gov.uk

Improving quality, choice and cost in children's placements

This short paper provides background on the pressures across London in commissioning children's placements and the Pan-London Placements Commissioning Programme which has been developed to drive collaborative work to improve quality, choice and value for money.

London faces critical and increasing challenges in achieving good outcomes for children within the available budgets. There is an urgent need to mitigate and reduce pressures to achieve a sustainable position, with overspends pan-London exceeding £108 million in children's social care and £77million in SEND¹. A particularly acute challenge is the shortfall of high cost and low incidence placements.

Pan-London Placements Commissioning Programme

The London Children's Innovation and Improvement Board agreed the Pan-London Placements Commissioning Programme on 25th May 2020. The programme focuses on the area of greatest challenge, high cost and low incidence provision.

Understanding of need has already been deepened through two surveys of the challenges presented by Covid-19 in April 2020² and May 2020³. The Rees Centre, Oxford University, has also conducted an analysis of all children's sufficiency plans across London⁴. The Rees Centre report highlights the benefits of more integrated future planning and a stronger pan-London approach to market engagement. It also outlines opportunities for greater development provision in London, both in-house by individual and multiple local authorities and through engaging the market.

The development of the programme has been overseen by the Pan-London Placements Panel, chaired by the DCS for Barnet, with membership comprising the lead commissioners for each sub-region and other senior local authority commissioners. The key projects in the programme are outlined below.

London Accommodation Pathfinder

There is an urgent need to address the disproportionately high level of children in custody with a third of the children in custody nationally being from London, which is more than double the level of population of that age. Further, over three-quarters of the children in custody from London are from BAME backgrounds.

¹ Under pressure: an exploration of demand and spending in children's social care and for children with special educational needs in London, Isos Partnership (2019)

² ALDCS Covid-19 placement survey: commissioners' report (2020)

³ ALDCS Covid-19 placement survey 2: commissioners' report (2020)

⁴ Review of sufficiency strategies in London (2020)

LIIA has successfully secured a MoJ/YJB pathfinder project for London, with £1.03 million of funding, managed through Camden Council. The London Accommodation Pathfinder will develop innovative new provision in London, with a psychologically and trauma informed approach to young people's development to reduce recidivism and improve outcomes. The first centre will be in North London, based in Barnet, providing five places. Suitable accommodation is being sought in East, South and West London.

Improving quality, sufficiency and value for money for complex adolescents

There is an estimated shortfall in provision of 500 places for complex adolescents in London, many of whom are consequently placed in expensive provision often at a considerable distance which fail to achieve good outcomes for this key group. There is evidence of duplication and competition between London local authorities, leading to reduced influence over the market and increased costs⁵. The Rees Centre research on sufficiency in London highlighted opportunities to develop a more integrated and radical approach to in-house provision development and market engagement, to generate more efficiency out of the market. A business case for collaborative change is being developed to report in April 2021.

Improving quality, sufficiency and value for money in parenting assessments

A more strategic approach to parenting assessments pan-London will improve quality and reduce cost. Residential family assessments are currently often commissioned on a reactive basis in response to court requirements. Assessments are typically 12 weeks long, with a cost of several thousand pounds per week. There is a shortage of provision in London leading to high cost. Further, they often create an artificial environment for the family, which can then lead to a further period of assessment in the community. This project will develop alternative community-based provision, shared sub-regionally, with action to create greater confidence in the courts in such provision. Multi-authority block contracts will be explored to generate efficiencies and greater value for money. The project will enable a greater proportion of families to be assessed locally and in the community.

Improving provision and outcomes for children with ASD and social, emotional and mental health needs

(ASD – autistic spectrum disorder)

Children and young people with autism and social, emotional and mental health needs were identified as very hard to place, with very significant shortfalls in provision offered by the market⁶. A series of multi-agency workshops have been held to draw together key partners and commissioners from across London to shape proposals to improve outcomes and achieve greater value for money for this cohort. A business case for change through collaboration pan-London is being developed, working with the pan-London SEND programme, to report in April 2021.

⁵ A review of commissioning arrangements for looked after children in London, Institute of Public Care (2018)

⁶ Under pressure: an exploration of demand and spending in children's social care and for children with special educational needs in London, Isos (2019)



Secure provision

Capital and project funding for secure provision in London is being sought from recent DfE allocations which will develop much needed provision in London. There is currently no welfare secure provision in London with the consequence that children are placed over a hundred miles from London. The business case for change has already been developed and will be implemented, subject to the funding being secured from DfE and local authorities.

Pan-London Vehicle (PLV)

An ambitious PLV will develop pan-London approaches to sharing risks and rewards of more coherent approaches to placement sufficiency and market engagement. This will build on and integrate current collaborative arrangements to improve the local supply of high cost and low incidence provision for London children.

For information go to www.liia.london or contact frankoffer@virginmedia.com

Anti-Racist and Disproportionality Practice in London

"We recognise that the Black Lives Matter Movement presents a challenge to do better which applies to all of us" ALDCS, June 2020

The quote above is drawn from an ALDCS statement made in the wake of George Floyd's 2020 murder and the subsequent growth of the Black Lives Matter movement. The statement describes the profound impact these events had on London's Children's Services leaders and their absolute determination to 'do better' for children, families, communities, and workforces. Whilst strategies to tackle racism and disproportionality are not new, the events of 2020 resulted in the blunt acknowledgement they have not been successful (enough) and Local Authorities have gone on to urgently review and grow their approaches. There has been further impetus from the COVID 19 pandemic, which raises the spectre of race and inequality as factors in infection and mortality rates.

With its remit to share practice and foster collaborative working, the LIIA programme quickly became a vehicle that London's DCSs could use to support their anti-racist and disproportionality work. LIIA's disproportionality input runs across all of the four thematic workstreams of Workforce, SEN, Adolescent Safeguarding, and Finance (including placements), in all of which there are longstanding trends of worse outcomes for black and other minority individuals.

LIIA Disproportionality Dataset

At ALDCS request, LIIA compiled a cross-section of publicly available data to measure the impact of race across a snapshot of children's social care, education, SEN, and youth justice outcomes. Whilst these were more limited measures than those available in individual local authorities, the value lay in the ability to compare outcomes across different authorities and sub-regions. Whilst general trends were largely as anticipated (for example an over-representation of black children in care, exclusions, and the youth justice system), specific differences have enabled questions to be asked and best practice to be identified. There has been additional value in undertaking a comparative exercise across social care, education, and justice fields; further such work will add health and a greater depth of outcome measures.

Sub-regional Activity

Each sub-region has anti-racist and disproportionality work as a standing item on their strategic plan. This has led to a range of regional collaborations, for example the formation of YOS sub-regional groups in the North-Central and West regions to drive change in an area that has seen gross disproportionality over many years. Another example would be the South sub-region's development of a regional forum to address disproportionality in education.

Black, Asian and Minority Ethnic Leadership

At ALDCS request, LIIA has earmarked £50,000 of funding to develop a leadership programme to address the under-representation of Black, Asian, and Minority Ethnic staff in senior positions. This will complement the existing BALI programme, but also reach beyond staff development with initiatives to drive organisational and cultural change within LA's. Underpinning the programme design has been the creation of a Black, Asian and Minority Ethnic Reference Group, which has brought together over 60 minority leaders from across the capital to help understand the problem and design responses. The Reference Group has led programme design with Staff College, who will deliver the programme, and will continue to advise ALDCS on disproportionality and anti-racist strategy.

London Crime Reduction Board – Reducing disproportionality in the Youth Justice System

Following an extensive mapping exercise of existing disproportionality strategies and aspirations (undertaken by MOPAC with the support of London Councils and partners), the London Crime Reduction Board will launch London's Tackling Ethnic Disproportionality in Youth Justice Action Plan in February 2021. The plan has three strategic goals:

1. To understand the extent of disproportionality in the CJS, including experiences at the key life milestones, in order to inform decisions and interventions.
2. To develop and establish action to tackle disproportionality – addressing disparities, inequality and unfairness within the system.
3. To deliver the actions recorded to help establish and embed change within the CJS, this includes supporting or unblocking aspiring activity.

Through LIIA and the Youth Justice Service Strategic Leaders Network, ALDCS is supporting a range of actions to promote a coherent response to exploitation, violence and vulnerability which have a key focus on reducing racial disparities.

Compiling and sharing best practice

LIIA is undertaking an exercise to capture and share the best anti-racist practice that Local Authorities consider to be making an impact locally. Snapshots of individual LA's strategy is uploaded and made accessible on LIIA's website, as well as being reported back through the sub-regional DCS forums. The strategies presented often focus on one or more of; children (service users), wider communities, workforce, corporate policy/culture, and work with partners. As the richness of each local picture emerges, LIIA will work with ALDCS and the sub-regions to identify areas for collaboration or shared approaches.

For further information and discussion on Anti-Racist and Disproportionality Practice, please attend the LIIA Summit Disproportionality Workshop or request the video record.

For information go to www.liia.london or contact matthew.raleigh@londoncouncils.gov.uk



Speaker Biographies

Cllr Elizabeth Campbell

Leader of Royal Borough of Kensington and Chelsea and London Councils Executive Lead for Schools and Children's Services

Elizabeth has served as Leader of the Council since July 2017 and is a Conservative Councillor for Royal Hospital Ward. She was previously Cabinet Member for Family and Children's Services.

Vicky Ford MP

Minister for Children and Families

Vicky Ford was elected in 2017 as the Member of Parliament for Chelmsford. In February 2020 she was appointed as Minister for Children and Families in the Department for Education, with responsibilities for vulnerable children. Prior to this Vicky was a member of the Parliament's Science & Technology and Women & Equalities Select Committees.

Sean Harriss

Chief Executive Harrow Council

Sean Harriss was appointed Chief Executive at Harrow Council in 2019 after tenures as Chief Executive at Bolton and Lambeth Councils. Sean is passionate about the need to support and train senior leaders in the sector, "not just the skills for the technical bit of the job but also to handle the increased complexity of what they might need to deal with in the role."

Florence Kroll

Director of Children Services for Royal Borough Greenwich and ALDCS Adolescent Safeguarding Lead

Florence is Director of Children's services in the Royal Borough of Greenwich since 2016. She qualified as a social worker in 1991 and has worked for over 35 years with children, young people, adults and families within the children's and justice sector always with a strong focus on prevention and early support. Previously in 2006 she was the YOT Manager in Hackney and later the Assistant Director for Young Hackney, leading the pioneering integrated model of early help family work in youth hub settings. In 2014 Florence became the Director for 0 – 25 Early Help and YOT services in Kent undertaking an extensive reorganisation of an array of services into a cohesive model placing systemic practice at the heart of the model. She has led a range of other innovation projects including tackling serious youth violence and most recently in Greenwich as part of the DfE innovation projects, SafeCORE a whole family approach to addressing domestic abuse and adolescent conflict within a framework of compassion focused therapy. Florence sits on the London's Child Obesity Taskforce, the London Health Equity Board and the NHS London Violence Reduction Clinical and Professional Group. Florence is a Trustee for the Children's Society and is the lead trustee for safeguarding. She is policy lead for Adolescent Safeguarding for the ALDCS London Improvement and Innovation Alliance.

Sophie Humphreys OBE

Co-founder and chair - Whatever It Takes

Child protection expert and the founder of Pause, a national charity that has saved millions of pounds by preventing more children being taken into care and has enabled vulnerable women to take control of their lives. Pause has grown to work across 30 local authorities in the UK. She is the creator of the Breaking Cycles Model for public service provision which shows how entrenched patterns of harm can be changed for good.

Merlin Joseph

**DCS and ALDCS Workforce Lead
London Borough of Lambeth**

Merlin started as Director of Children's Service in Lambeth in March 18, having recently completed her posting as Interim Director of Children's Services at Oldham Borough Council where she led on the integration of Children's Services, Education, Skills and Early Years. She has held senior and strategic director roles leading for children and young people at Kirklees MBC, Dudley MBC and London Borough of Hillingdon.

Sonia Khan

**Head of Policy and Strategic Delivery
London Borough of Hackney**

Sonia is Head of Policy and Strategic Delivery at London Borough of Hackney. She is responsible for policy and strategy, partnerships, voluntary sector support, equality and cohesion, place based working, change and transformation and scrutiny. She has initiated many innovative programmes such as the [Improving Outcomes for Young Black Men Programme](#). She established the Inclusive Leadership Champions Programme and leads on work to improve diversity at senior levels. She is currently responsible for Hackney's Covid 19 community support which is delivered by a diverse and inclusive partnership of community organisations. Sonia joined the Council in 2009 as Head of Strategic Commissioning, commissioning a programme focused on public service improvement and transformation. Prior to that, she worked in community arts, skills and regeneration roles in the not for profit sector from 1996-2008 including serving as a charity director.



Andrea Parker
Executive Headteacher and Lead for Raising the Game
Lambeth

Ms Andrea Parker is the Executive Headteacher for three Lambeth primary schools: Bonneville, Stockwell and Jessop, and more recently the Co- Chair of the Lambeth's schools Partnership. As part of one of the Partnerships priorities, Ms Parker is the leader of *Raising the Game: Achievement of Black Caribbean Pupils in Lambeth* initiative across the borough. Andrea has worked in a variety of Lambeth schools over the past 16 years. She is passionate about equality in education and breadth of experiences, and believes we all have a role to play in ensuring the education we provide leads to economic justice for all. Through a shared commitment to deliver a representative curriculum and pedagogy that develops self-efficacy, supported by focussed CPD opportunities for teachers and school staff, including approaches to working with parents and communities, she believes we stand a real chance at influencing a shift in disproportionality across the board.

Chris Munday
Executive Director Children's & Family Services
London Borough of Barnet

Chris Munday is the Executive Director for Children and Family Services in Barnet. He has been their Director for nearly six years. Chris is vice chair of ALDCS (Association of London Directors of Children's Services), he is the lead for Resources and Sustainability and Chairs the Pan London Placements Panel. He is currently studying for a doctorate, with the Rees Centre in Oxford, looking at leadership through lens of failure in Children's Services.

Dr Lisa Holmes
Associate Professor
Rees Centre, Dept of Education - University of Oxford

Dr Lisa Holmes is an Associate Professor based in the Rees Centre, and Deputy Director of Research in the Department of Education at the University of Oxford. Lisa manages a portfolio of research projects that aim to improve the experiences and life outcomes of children and families in and around children's social care with a focus on education and development. Throughout her 20-year research career, she has actively disseminated her research with a particular focus on ensuring impact and knowledge transfer across children's social care policy and practice. Lisa co-leads the Children's Social Care Data User Group (CSC DUG) which aims to improve data capacity and capability across the sector. Lisa is regularly invited as an expert to join national government working groups to discuss and advise on future developments of national datasets for children's social care, including the Section 251 expenditure return and the Children in Need Census. Lisa started her career working in a local authority children's home in the early 1990s.



Gerald Almeroth

Executive Director of Finance and Resources, Westminster City Council and President of the Society of London Treasurers

Gerald has been Director in Westminster since 2019 having previously been Strategic Director of Resources in Sutton from 2015 and Chief Finance Officer in Haringey Council from 2007. Gerald has been President of the Society of London Treasurers since 2018.



Thank you for joining us in our first ALDCS Innovation and Improvement Summit.

We hope you have found plenty to think about that will help you, with colleagues, create a London where our children can flourish.

Please complete our [Feedback Form](#) which has space for you to provide your email address so we can keep you informed of the workstreams as they develop. Of course, you may complete the Feedback Form anonymously if you prefer.

Check out LIIA's website at LIIA.london – a shared resource for London's Children's Services leaders.

