

# London Innovation & Improvement Alliance (LiiA)

We work to improve outcomes for London's children and young people.

Annual Plan 2024/25

**ALDCS**

The Association of London  
Directors of Children's Services

# Summary: LiiA's Priorities & Projects for 2024/25



## SEND

- National SEND and Alternative Provision Improvement Plan
- London SEND Leadership Programme
- Targeted development events
- Finance & Commissioning
- SEND Workforce

## Adolescent Safeguarding

- London Adolescent Safeguarding Practice Handbook
- Adolescent Safeguarding in education
- MACE review
- Your Choice

## Resources & Commissioning

- Pan-London Secure Children's Home
- London Accommodation Pathfinder
- Improve outcomes for children with ASD/SEMH
- Seeking alternative funding models
- Planning for new provision
- Data and Intelligence led sufficiency planning
- Joint commissioning with health

## Workforce

- London Pledge and implementing national agency rules
- Leadership in Colour
- London Social Work for Children (LSWC)
- Big Listen
- Social Work Permanent & International Recruitment Framework
- Workforce supply & pipeline
- Big Listen: Workforce Research
- SEND workforce
- Children's Homes Workforce

## Care Leaving

- Care Leavers Compact
- Care Leaving programme development
- Improving outcomes and experiences for UASC

### Core Activities/Enablers:

- Responding to the LiiA Review recommendations
- Influencing the national agenda & delivering the Care Review
- Networks, boards & partnership support and facilitation
- Supporting ICS engagement and transformation
- Sector led improvement, peer challenge and review
- 'Baked-in' Anti-Racism and Disproportionality and
- Making data speak for London's children

### Success Measures:

- **Impact for children:** improving outcomes and experience for children.
- **Financial sustainability:** promote innovation to better manage cost and demand.
- **Culture shift:** shared learning and problem-solving as the norm addressed through collective solutions.
- **Shared intelligence to better direct resources:** data informed decision-making and systematic approach to data-sharing and benchmarking.
- **Common infrastructure:** work better together and with our partners more effectively.
- **A louder voice for London's children:** amplifies the needs of London's children and their voice, shaping national developments that will benefit them.

# Core Activities



Project	Specific Deliverables	Outcomes for children
<b>Responding to the recommendations from the LiiA Review</b>	<ul style="list-style-type: none"> <li>Support the development and delivery of an action plan that responds to the LiiA Review recommendations</li> <li>Support ALDCS to define the future vision of the LiiA programme, including exploring business development opportunities to support sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Enable a sustainable future for LiiA with a clear ALDCS vision and realisation of business development opportunities.</li> </ul>
<b>Influencing the national agenda and delivering the Care Review</b>	<ul style="list-style-type: none"> <li>Strengthen ALDCS' collective regional influence on key policy areas across Children's Services in a cohesive and strategic manner.</li> <li>Strengthen existing relationships with partners across the sector to provide a strong foundation for influence and ensure that London is regarded as having the infrastructure, appetite and expertise to be a trusted partner to test innovations.</li> <li>Support and facilitate the multi-agency London Coordination Group (LCG) to influence and deliver the Care Review, capturing and sharing learnings from regional pathfinders to enable the development of a consistent London approach.</li> </ul>	<ul style="list-style-type: none"> <li>Drive, influence and implement the national agenda.</li> <li>Influence structural, systemic and cultural change to improve outcomes for children and young people.</li> </ul>
<b>Sector led improvement, peer challenge and review</b>	<ul style="list-style-type: none"> <li>Deliver a peer challenge programme that is integrated within the LIIA programme and associated 5 ALDCS priority areas, enabling thematic deep dive and practice sharing and learning across the region.</li> <li>Activities will be underpinned by LIIA data benchmarking and suite of dashboards and align with the national framework.</li> </ul>	<ul style="list-style-type: none"> <li>Effective practice sharing and learning to improve service delivery, inspection judgements and outcomes for children.</li> </ul>
<b>Networks, boards, partnerships and supporting health integration</b>	<ul style="list-style-type: none"> <li>Support, facilitate, administrate, and add value to various networks and boards aligned to LIIA's priorities for ALDCS. Ensure consistent and effective communication, engagement and interaction between the different stakeholder groups.</li> <li>Support and improve ICS transformation and engagement to strengthen partnership working.</li> <li>Host an annual LIIA Summit in early 2025 to bring together the various strands of ALDCS work to represent the impact of pan-London collaboration and define the direction with input from key partners.</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration to improve impact and to influence the direction and development of regional priorities and the national agenda.</li> </ul>
<b>Anti-Racism &amp; Disproportionality</b> (also see 'Workforce')	<ul style="list-style-type: none"> <li>Deliver an expanded remit to tackle racism and disproportionality across both the workforce and children and families, with extension to senior systems leadership partner forums.</li> <li>LinC Reference Group and ALDCS will engage with each other on strategy and performance in addressing racism and disproportionality</li> </ul>	<ul style="list-style-type: none"> <li>Understand and address racism and disproportionality ensuring the focus is 'baked in' to all ALDCS activities, with a stronger extension to partnership.</li> </ul>

# Making Data Speak for London's Children



Projects	Output	Outcome
<b>ALDCS Intelligence, Data &amp; Research (IDR)</b>	<ul style="list-style-type: none"> <li>Embed governance structure for LIIA led intelligence, data &amp; research work, including ALDCS IDR steering group</li> <li>Develop programme of work incorporate existing initiatives and new projects</li> <li>ALDCS innovation event in the autumn</li> </ul>	<ul style="list-style-type: none"> <li>Workstream focussed on outputs that deliver the maximum benefit to ALDCS, stakeholders &amp; partners</li> <li>Encourage innovation within the sector, sharing good practice and supporting self-starting networks</li> </ul>
<b>Quarterly Benchmarking</b>	<ul style="list-style-type: none"> <li>Deliver benchmarking data on a quarterly &amp; annual basis (including reporting to DfE &amp; d2i/ ADCS), support and facilitate returns from London LA data partners.</li> <li>Maintain and improve the current suite of benchmarking products</li> <li>Expand the catalogue of analytical dashboards to provide a range of items that supports the breadth of children's services across education, children's social care, youth offending and related areas</li> </ul>	<ul style="list-style-type: none"> <li>A highly developed evidence based is available to ALDCS to inform strategic development and decision making on an individual and collective basis.</li> <li>Useful information is available in one place for ALDCS.</li> </ul>
<b>Child-level data (CLD)</b>	<ul style="list-style-type: none"> <li>Continue to develop the CLD project to make the best use of data that is already collected in London.</li> <li>Refresh the Looked after children data (SSDA903) with the latest year's data (also supports the sufficiency analysis).</li> <li>Extend to include the CiN census, Workforce census, SEN2 and other statutory collections as planned.</li> <li>Explore the use of CLD data to support research – pilot project on disproportionality in the London looked after system starting May/ June 2024</li> </ul>	<ul style="list-style-type: none"> <li>Deeper intelligence and insight available to ALDCS to support the LIIA themes.</li> <li>Individual London LA data &amp; intelligence teams supported with their own deep-dive analyses.</li> <li>Research added to the range of insights available to ALDCS.</li> </ul>
<b>Adolescent safeguarding</b>	<ul style="list-style-type: none"> <li>Maintain and develop the dashboard for London adolescent safeguarding oversight board (LASOB) and London safeguarding partnership executive.</li> <li>Develop analytical products based on CiN census once the data has been collected from London LAs for ALDCS Adolescent safeguarding group.</li> </ul>	<ul style="list-style-type: none"> <li>Reference data available to inform LASOB.</li> <li>Deeper intelligence and insight available to support this theme</li> </ul>
<b>SEND</b>	<ul style="list-style-type: none"> <li>Maintain and develop the dashboard for ALDCS SEND group.</li> <li>Develop analytical products based on SEN2 once the data has been collected from London LAs.</li> </ul>	<ul style="list-style-type: none"> <li>Reference data available to inform LASOB.</li> <li>Deeper intelligence and insight available to support this theme</li> </ul>
<b>Care Leavers</b>	<ul style="list-style-type: none"> <li>Continue to support the concession eligibility for the TfL 18-25 Care Leavers travel concession</li> <li>Develop analytical products based on SSDA903 for this theme</li> </ul>	<ul style="list-style-type: none"> <li>London care leavers can access cheaper transport</li> <li>Deeper intelligence and insight available to support this theme</li> </ul>
<b>Workforce</b>	<ul style="list-style-type: none"> <li>Maintain and develop the Workforce census and London pledge dashboards for the ALDCS Workforce group and the South-East sector-led improvement partnership (SESLIP).</li> <li>Maintain and develop the dashboard for London social work for children (LSWfC) working with SMG on the data development.</li> <li>Develop analytical products based on Children's social work workforce census (CSWWC) once the data has been collected from London LAs.</li> </ul>	<ul style="list-style-type: none"> <li>Improved data and evidence base to enable effective workforce improvements.</li> <li>Deeper intelligence and insight available to support this theme</li> </ul>

# Adolescent Safeguarding



Projects	Output	Outcome
<b>London Adolescent Safeguarding Practice Handbook</b>	<ul style="list-style-type: none"><li>Dissemination of the adolescent safeguarding practice handbook: training, webinars, bite-sized products.</li></ul>	<ul style="list-style-type: none"><li>Building safety for young Londoners. Greater consistency in practice across London and better information sharing for children moving between boroughs,</li></ul>
<b>Adolescent Safeguarding in education</b>	<ul style="list-style-type: none"><li>Framework for schools / colleges to promote the range of adolescent safeguarding initiatives delivered in London.</li></ul>	<ul style="list-style-type: none"><li>Schools / colleges understanding support available and best practice in relation to adolescent safeguarding</li></ul>
<b>MACE Review</b>	<ul style="list-style-type: none"><li>Implementation of the recommendations from London multi-agency child exploitation (MACE) review</li></ul>	<ul style="list-style-type: none"><li>Consistent approach to multi-agency child exploitation arrangements across LAs which promote adolescent safety.</li></ul>
<b>Your Choice</b>	<ul style="list-style-type: none"><li>Delivery of Your Choice in 30 LAs.</li><li>Recruitment of 1,500 young people into the London Young People Study (Efficacy Trial of Your Choice programme)</li></ul>	<ul style="list-style-type: none"><li>Practice development by upskilling practitioners across London. An enhanced offer to young people affected by violence supporting their safety.</li></ul>

# SEND (Special Education Needs & Disabilities)



Projects	Output	Outcome
<b>National SEND and Alternative Provision Improvement Plan</b>	<ul style="list-style-type: none"> <li>• Influence on national developments with Change Programme Partnership and engagement of London local authorities and Integrated Commissioning Systems beyond Change Programme Partnership</li> <li>• Sharing learning to support new developments such as links with Alternative Provision, Education, Health and Care Plans, Local Area Inclusion Plans and Tailored Advisory Lists</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in local pathways, provision and outcomes for children with SEND.</li> <li>•</li> </ul>
<b>London SEND Leadership Programme</b>	<ul style="list-style-type: none"> <li>• London SEND Leadership Programme developed with Health and Newton/nasen and first two cohorts delivered</li> </ul>	<ul style="list-style-type: none"> <li>• London leaders report that they are better equipped to address the challenges and opportunities in SEND</li> </ul>
<b>Targeted development events</b>	<ul style="list-style-type: none"> <li>• Annual SEND Data Dashboard report identifying key issues</li> <li>• Quarterly audit of OfSTED key issues</li> <li>• Development events linked to learning from key issues</li> </ul>	<ul style="list-style-type: none"> <li>• London local authorities' inspection outcomes are above the national average</li> </ul>
<b>Finance and Commissioning</b>	<ul style="list-style-type: none"> <li>• Learning shared from national programmes such as Safety Valve and Delivering Better Value</li> <li>• Commissioning review and project to improve SEND commissioning</li> </ul>	<ul style="list-style-type: none"> <li>• Improved value for money in SEND</li> </ul>
<b>SEND Workforce (also see 'workforce')</b>	<ul style="list-style-type: none"> <li>• Expanded workforce research to better understand areas of intervention to support the SEND workforce, including exploring the development of a SEND London Pledge and associated pay data.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved data and evidence base to enable effective workforce improvements.</li> </ul>

# Resources & Commissioning



Projects	Output	Outcomes
<b>Pan-London Secure Children's Home</b>	<ul style="list-style-type: none"> <li>• Pan-London and multi-agency collaboration to develop the design and model for a new secure children's home with community reintegration accommodation in London. s.</li> <li>• Planning permission granted to build the new facility,</li> <li>• Implementation and running of the governance structure for the Pan London Vehicle for Children's Complex Commissioning Ltd, which will be the not-for-profit company, owned by London Boroughs, to oversee the development and running of the new secure and reintegration facility.</li> </ul>	Once the service has launched, more of London's children, who require a secure welfare placement, will be able to access local secure provision with improved reintegration support leading to improved outcomes.
<b>London Accommodation Pathfinder</b>	<ul style="list-style-type: none"> <li>• London Accommodation Pathfinder plans including site identification for South and West London and preparation for re-commissioning for 2026.</li> <li>• Platform for multi-authority contracts as PLV or sub-regional agreements</li> </ul>	London children benefit from alternative to custody provision
<b>Improve outcomes for children with ASD/SEMH</b>	<ul style="list-style-type: none"> <li>• NCB report published and actions taken forward pan-London and sub-regionally</li> </ul>	Improved prevention, pathways and provision. Invest to save approach delivers reduced costs in line with business plan.
<b>Seeking alternative funding models</b>	<ul style="list-style-type: none"> <li>• Invest to save sub-regionally and pan-London explored through invest to save and with private sector through social outcome partnerships.</li> </ul>	Alternative funding secured to deliver commissioning projects
<b>Planning for New Provision</b>	<ul style="list-style-type: none"> <li>• Strategy to build capacity in the in-house residential workforce</li> <li>• Shared learning on development of future children's homes.</li> <li>• Shared data and learning to inform capital bids to DfE</li> </ul>	New provision delivers reduced costs and improved outcomes for children
<b>Data and Intelligence</b>	<ul style="list-style-type: none"> <li>• Outline sufficiency plan to stimulate development of new provision</li> <li>• Funding sought to develop Dynamic Sufficiency Tool</li> </ul>	New provision delivers reduced costs and improved outcomes for children
<b>Joint Commissioning with Health</b>	<ul style="list-style-type: none"> <li>• Develop pan-London principles for jointly funded places</li> </ul>	Improved joint commissioning Collaboration with health

# Care Leaving



Projects	Output	Outcome
<b>Care Leavers Compact</b>	<ul style="list-style-type: none"> <li>• Delivery of a Pan London Care Leavers Compact covering areas including transport, health, housing, ETE, finances and relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Greater consistency, quality and breadth in the support offers available to London’s Care Leavers.</li> </ul>
<b>Care Leavers Programme</b>	<ul style="list-style-type: none"> <li>• Develop a wider Care Leaving programme that establishes the new priority firmly within the ALDCS agenda.</li> <li>• This will cover four thematic areas, identified by care leavers and research as critical, which are:               <ul style="list-style-type: none"> <li>○ Housing</li> <li>○ Health</li> <li>○ Relationships</li> <li>○ Education, Training and Employment</li> </ul> </li> <li>• Across each area, we will specifically consider care leavers with immigration needs, which make up approximately 35% of the London cohort.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve London’s collective support and offer to Care Leavers that raises the profile of the policy areas and improves outcomes for Care Leavers.</li> <li>• Improved life experiences and outcomes in each of the thematic areas, including for care leavers with immigration needs.</li> </ul>
<b>Improving outcomes and experience for UASC</b>	<ul style="list-style-type: none"> <li>• Increasing capacity to undertake age assessments through the provision of training for new age assessors</li> <li>• Undertake research to better understanding the needs of former UASC children who are now care leavers, informing the development of the London Care Leavers Compact</li> <li>• Improving our quantitative data in relation to unaccompanied children to better meet sufficiency duties, providing benchmarking data for all London LAs and a pan-London view of placement sufficiency for UASC and former UASC care leavers.</li> </ul>	<ul style="list-style-type: none"> <li>• Support better identification of resources through timely age assessment, better understanding of need, and better commissioning to meet the needs of the increasing numbers of unaccompanied asylum-seeking children and care leavers.</li> </ul>



# Workforce



Projects	Output	Outcome
<b>London Pledge and implementing national agency proposals</b>	<ul style="list-style-type: none"> <li>Align the London Pledge to the national proposals and support the transition to and implementation of the new rules and statutory data expectations, including continued engagement and development of cross regional and national collaboration.</li> <li>Expand the remit of the five sub-regional governance groups to take greater ownership of wider workforce activities focused on addressing route cause issues and disproportionately.</li> </ul>	<ul style="list-style-type: none"> <li>Consistent approach to agency engagement in order to improve quality and stability of service, improved market control and cost avoidance for LAs.</li> <li>Influencing and contributing directly to the national agenda.</li> </ul>
<b>London Social Work for Children (LSWC)</b>	<ul style="list-style-type: none"> <li>Continue to develop and grow the LSWC programme to drive recruitment and retention across London, including engagement in the new regional dataset in order to allow for strategic and impactful campaigns that benefit individual LAs and the wider regional objectives.</li> <li>Capture and develop stories to celebrate people and practice across London, providing a collaborative regional message that directly responds to learnings from the Big Listen and the wider objectives of ALDCS.</li> <li>Explore the expansion and scope and scale of LSWC, maintaining the integrity and purpose of LSWC for London, which maximising reach and engagement with the target candidate market, wider workforce and begin to build the foundations for long-term sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>Improve recruitment and retention, drive efficiency and raise the image of the social work profession and opportunities in London's Local Authorities.</li> <li>Instil confidence in the workforce that leaders are listening and improve experiences of social workers to support wider recruitment and retention effectiveness.</li> <li>Reduced advertising cost for LAs.</li> </ul>
<b>Social Work Permanent &amp; International Recruitment Frameworks (FLIP)</b>	<ul style="list-style-type: none"> <li>Embed the FLIP framework as an effective route to market for the permanent recruitment of social workers, developing case studies to enable shared learning and opportunities for improvement.</li> <li>Undertake market research on international recruitment with the aim to develop a new framework that provides a consistent route to market for LAs, including Adults Social Work as part of the initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Provide consistent terms of engagement with the permanent and international agency supply chain to better support London's need and ambitions for a more stable and permanent children's workforce.</li> </ul>
<b>Supply &amp; Pipeline</b>	<ul style="list-style-type: none"> <li>Develop a deeper understanding of supply in London, with an initial focus on social work, utilising existing data and intelligence to allow for the development of targeted initiatives that address the underlying and long-term sufficiency challenges in line with demand.</li> <li>Develop consistent routes of engagement and collaboration with key partners, including universities that allow for London to be an active participant in supporting the promotion social work careers and opportunities in London at a regional level</li> </ul>	<ul style="list-style-type: none"> <li>Increase supply of talent to the children's service workforce in order to strengthen the capacity.</li> </ul>
<b>Big Listen: Workforce Research</b>	<ul style="list-style-type: none"> <li>Continue to listen to the workforce and measure progress through both quantitative and qualitative research</li> <li>Ensure alignment with and consideration of wider impact and opportunities related to Safer Homes Build on Love (SHBOL)</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that our workforce is listened to, feel safe and able to practice across the capital, with consistent levels of support and that inclusive behaviours are adopted</li> </ul>
<b>SEND Workforce</b>	<ul style="list-style-type: none"> <li>Expand on workforce research to better understand areas of intervention to support the SEND workforce, including exploring the development of agency market control opportunities, improved data, continued research and case study development.</li> </ul>	<ul style="list-style-type: none"> <li>Improved data and evidence base to enable effective workforce improvements.</li> </ul>
<b>Children's Homes Workforce</b>	<ul style="list-style-type: none"> <li>Establish an agreed approach to address priority areas of the residential workforce, taking learning from social worker workforce initiatives and utilising existing initiatives such as LSWC.</li> </ul>	<ul style="list-style-type: none"> <li>Improved data and evidence base to enable effective workforce improvements.</li> </ul>