

# London Innovation & Improvement Alliance (LiiA)

Working to improve outcomes for London's children and young people

**ALDCS**

The Association of London  
Directors of Children's Services

# LIIA Programme Overview

## 2025 - 2026

### PURPOSE

**To make a positive impact for children:** to improve the lives of those with the greatest need

**To contribute to financial sustainability:** to ensure our innovations bring about collaboration that leads to better managed cost and demand

**To amplify the voice of London's children:** to listen and act on the needs of London's children

**To shift culture towards collaboration:** to share, challenge, learn and problem-solve across London's councils as the norm

**To facilitate shared intelligence:** to ensure decision-making and resource allocation is based on a systematic approach

**To create a common governance structure:** to enable London's children's services to work better together and with partners

### CORE ACTIVITIES & ENABLERS

**Influencing and embedding national social care reform,** strengthening shared learning and multi-agency partnership working

**Delivering ALDCS ambitions** and developing a stable and sustainable LIIA operating model

**Baking-in Anti-Racism and Disproportionality** across all priority areas

**Making Data speak** for London's Children

**Enabling Sector-led Improvement,** peer challenge and review and sharing best practice

**Developing and facilitating collaboration** both in and between networks, boards and partners

### PRIORITY AREAS

**Adolescent Safeguarding**

**SEND**

**Resources & Commissioning**

**Care Leaving**

**Workforce**

**Influencing and Embedding National Social Care Reform****Social Care Reform & Influence**

- Support London LAs to embed the Children’s Social Care National Framework and Working Together arrangements
- Reinforce ALDCS’ collective influence on key policy areas across Children’s Services in a cohesive and strategic manner, such as in relation to the Children’s Wellbeing Bill

**Shared Learning and Cross Programme Working**

- Build on shared learning opportunities, continuously improving the relationship between priority programme areas to maximise expertise, opportunities and build greater resilience, ensuring Anti-Racism & Disproportionality is 'baked-in'
- Facilitate multi-agency influence and deliver reform, capturing and sharing learnings from regional pathfinders to enable accelerate implementation and achieve greater consistency of approach

**Multi-Agency Partnership Working**

- Build on existing relationships with multi-agency partners, to provide a strong foundation for influence and ensure that London is regarded as having the infrastructure, appetite and expertise to lead reform

- Develop a sustainable operating model for LIIA that enables ALDCS to deliver its shared ambitions

**LIIA Sustainability & ALDCS agreed Priorities and Imperatives****Delivering ALDCS Ambitions**

- Support ALDCS to define their future vision, aligning with the agreed priorities and imperatives identified in the ALDCS Away Day, ensuring they are captured within the programme, adding the call to influence the development of a Child Friendly London and drawing on the key components and ingredients that makes London working a success

**LIIA Organisational Development**

- Maintain momentum with developments as set out in the action plan aligned to the recommendations of the LiiA Review

- Drive, influence and implement the national agenda.
- Influence structural, systemic and cultural change to improve outcomes for children and young people.

**Baking-in Anti-Racism and Disproportionality across all priority areas****Staff Development Programme**

- Commission an ALDCS ARD Staff Development programme to increase the ethnic diversity of leaders within London Children's Services

**Baking-in Agenda**

- Each ALDCS priority workstream (SEND, AS, Workforce, Resources and Commissioning, and Care Leaving) to assess the prevalence of racism and disproportionality within their work area, and implement strategies to reduce it where present. ALDCS Leads, LIIA and the Reference Group will work together on these strategies
- Hosting a regional ARD Conference

**Data & Intelligence**

- LIIA to continue to develop and share its regional disproportionality dataset

- To tackle racism and disproportionality as experienced by the workforce and our children and families
- Because it supports the wider delivery of our priorities
- Because it is preventative of harms and costs

# Core Activities & Enablers Cont.

Project & Areas of Work	What will we do?	Why will we do it?
<b>Making Data Speak for London</b>	<p><b>Intelligence, Data &amp; Research (IDR)</b></p> <ul style="list-style-type: none"> <li>Established ALDCS IDR steering group to continue to oversee and guide the LIIA intelligence, data &amp; research work</li> <li>Review the programme of work incorporating existing initiatives and new projects</li> <li>Continue engagement with DCS and senior leaders to promote the use of the existing dashboards and stimulate requests for new data products</li> <li><i>See each Priority area for specific deliverables</i></li> </ul> <p><b>Quarterly Benchmarking</b></p> <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>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> <p><b>Child Level Data (CLD)</b></p> <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 to report back the findings on the research</li> <li>Develop analysis based on School Census funded by DfE, initially cross-border attendance and then other aspects of the data</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> <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>Sector Led Improvement, Practice Spotlight, Peer Challenge and Review</b>	<p><b>Sector Led Improvement &amp; Practice Spotlight</b></p> <ul style="list-style-type: none"> <li>Deliver a peer challenge and review programme that is integrated across the LIIA programme areas as directly links to the examples of impactful and innovative practice shared from across London through Practice Spotlight</li> <li>Enable in depth focus on agreed thematic or specific areas of practice and reform in collaboration with regional groups and networks, that allows for actionable and relevant learning across the region, including supporting scalable initiatives</li> <li>Develop additional resources and tools that establishes Practice Spotlight as a constant feature of practice sharing and engagement for all</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>	<p><b>Supporting Regional Networks &amp; Boards</b></p> <ul style="list-style-type: none"> <li>Support, facilitate, administrate for key regional networks and boards aligned to programme priorities. Ensure consistent and effective communication, engagement and interaction between the different stakeholder groups to strengthen wider influence</li> <li>Undertake an evaluation of existing groups and opportunities to explore streamlining and collaboration opportunities that link directly to reform</li> </ul> <p><b>Health Integration &amp; Partnership Working</b></p> <ul style="list-style-type: none"> <li>Support engagement related to ICS transformation to strengthen partnership working and the representation of priorities for London's children</li> <li>Host an annual LIIA Summit to bring together all strands of ALDCS work, representing the impact of pan-London collaboration, engaging partners and defining the direction and collective responsibility to London's children</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> <li>Innovate the use of data particularly across disciplines</li> </ul>

Projects & Areas of Work	What will we do?	Why will we do it?
<b>London Safeguarding Adolescents in London (SAIL) 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 of language and practice across London and better information sharing for children moving between boroughs</li> </ul>
<b>Adolescent Safeguarding in education - Inclusion</b>	<ul style="list-style-type: none"> <li>Framework for schools / colleges to promote the range of adolescent safeguarding initiatives in London. Delivered with / through education safeguarding sub-group (SELL) and VRU</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 Operating Protocol Review</b>	<ul style="list-style-type: none"> <li>Co-produce a revised partnership multi-agency violence / exploitation protocol</li> </ul>	<ul style="list-style-type: none"> <li>Consistent approach to multi-agency child exploitation arrangements across London which promote adolescent safety</li> </ul>
<b>Your Choice</b>	<ul style="list-style-type: none"> <li>Continue to support London LAs to deliver Your Choice, which includes the maintenance of pan-London Communities of Practice for Your Choice practitioners and a Clinical Leads Network</li> <li>Work towards a financially sustainable model</li> <li>Complete the London Young People Study (Efficacy Trial of the Your Choice Programme)</li> </ul>	<ul style="list-style-type: none"> <li>Practice development by upskilling practitioners across London.</li> <li>An enhanced offer to young people affected by violence supporting their safety</li> </ul>
<b>Violence &amp; Exploitation Support Service: optimising the impact of VESS</b>	<ul style="list-style-type: none"> <li>Deliver a complimentary Local Authority delivery model operating alongside VESS, working closely with the Alliance, Local Authorities and other partners, with a focus on improving access to, and coordination of, support for children and young adults impacted by violence and exploitation in London</li> <li>Improved and simplified pathways to support</li> <li>Ensuring children and young people get the right support from skilled practitioners</li> <li>Development of data products (strategic and operational), informed by the data from VESS, supporting both service improvement and pan-London strategic analysis related to violence and exploitation.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced harm from violence and exploitation</li> <li>Timely and effective support for CYP affected by violence and exploitation</li> </ul>
<b>Reducing criminalisation of children in care and care leavers protocol (review and re-launch)</b>	<ul style="list-style-type: none"> <li>Reviewed protocol, co-produced with all relevant stakeholders</li> <li>Dissemination and overview of implementation</li> </ul>	<ul style="list-style-type: none"> <li>Reduced criminalisation of children in care and care leavers</li> <li>Improved life chances</li> <li>More opportunities to repair harm and a better experience for victims of harm / crime</li> </ul>
<b>Policy workshops</b>	<ul style="list-style-type: none"> <li>Delivering/ facilitating themed workshops through LASOB.</li> <li>Policy recommendations - to address specific actions or changes as a result of discussions in the workshops.</li> <li>Develop action plans/ collate collaborative documents outlining steps to implement policy change.</li> </ul>	<ul style="list-style-type: none"> <li>Influence policy development.</li> <li>Increased awareness and understanding.</li> <li>Improved collaboration and strengthening partnerships with stakeholders.</li> <li>Participants actively advocating for change in their respective sectors.</li> </ul>
<b>Data &amp; Intelligence</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, a suite of dashboards to support the violence and exploitation support work of LIIA commissioned by MOPAC</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>

Projects & Areas of Work	What will we do?	Why will we do it?
<b>Regional Care Co-operative</b>	<ul style="list-style-type: none"> <li>Revised proposal for London RCC, meeting requirements of Children’s Wellbeing and Schools Act</li> <li>Business case for London RCC, for either national or local authority funding</li> <li>London Local Authorities agree operating model for 2026 onwards</li> </ul>	<ul style="list-style-type: none"> <li>Improved outcomes for children and enhanced value for money in placement costs through collaborative commissioning, provision development and market engagement</li> </ul>
<b>Pan-London Secure Children’s Home &amp; PLV</b>	<p><i>Subject to timescales for full project remobilisation:</i></p> <ul style="list-style-type: none"> <li>Sufficiently developed set of deliverables for the next DfE decision Gateway which is the go / no go decision point for planning application submission.</li> <li>Sufficiently developed next stage business case for local authorities, including but not limited to pre procurement strategy for operator/s, updated financial/ economic case, risk mitigations and confirmation of DfE start up / revenue grant</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of children who meet the threshold for secure care will be placed in London in accommodation that is designed to meet their care, education and health needs;</li> <li>Reduction in the waiting time for secure welfare placements for London’s children; ~ Improved access to community reintegration provision.</li> </ul>
<b>London Accommodation Pathfinder</b>	<ul style="list-style-type: none"> <li>London Accommodation Pathfinder recommissioned for 2026 onwards</li> <li>Roadmap clarified for journey towards multi-authority contracts housed either in PLV or another body</li> </ul>	<ul style="list-style-type: none"> <li>London children benefit from alternative to custody provision</li> </ul>
<b>Improve outcomes for children with ASD/SEMH</b>	<ul style="list-style-type: none"> <li>Sub-regional pilot projects working across health and children’s social care agreed and deliver 1st year outputs</li> <li>Proposals developed for residential schools or a network of schools for children with high needs who cannot live at home</li> </ul>	<ul style="list-style-type: none"> <li>Improved prevention, pathways and provision for children with ASD/SEMH.</li> <li>Invest to save approach proves concept outlined in business plan through cost avoidance</li> </ul>
<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> <li>Develop an ‘ask’ of social finance and philanthropy as a basis for securing alternative funding.</li> </ul>	<ul style="list-style-type: none"> <li>Alternative funding secured to deliver commissioning projects</li> </ul>
<b>Planning for New Provision</b>	<ul style="list-style-type: none"> <li>Sufficiency strategy developed for London.</li> <li>Shared learning on development of future children's homes.</li> <li>Shared data and learning to inform delivery of successful capital bids.</li> </ul>	<ul style="list-style-type: none"> <li>New provision delivers reduced costs and improved outcomes for children</li> </ul>
<b>Data and Intelligence</b>	<ul style="list-style-type: none"> <li>Funding sought to develop Dynamic Sufficiency Tool</li> <li>Data and intelligence on placement costs improved through repeat of top 10 most costly placements and further data to support sufficiency strategy</li> </ul>	<ul style="list-style-type: none"> <li>New provision delivers reduced costs and improved outcomes for children</li> </ul>
<b>Joint Commissioning with Health</b>	<ul style="list-style-type: none"> <li>Develop pan-London principles for jointly funded places</li> </ul>	<ul style="list-style-type: none"> <li>Improved joint commissioning Collaboration with health</li> </ul>
<b>Market Sufficiency</b>	<ul style="list-style-type: none"> <li>Market engagement strategy developed</li> <li>Four market engagement events held and providers engaged on new provision</li> </ul>	<ul style="list-style-type: none"> <li>Additional London provision developed to meet children’s needs in London</li> </ul>

**Projects & Areas of Work**

**What will we do?**

**Why will we do it?**

<b>National SEND changes</b>	<ul style="list-style-type: none"> <li>Influence on national developments with Change Programme Partnership and engagement of London local authorities and Integrated Care Boards</li> <li>Shared learning to support new developments including drawing on data insights</li> <li>London SEND Summit held – 4th December</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in local pathways, provision and outcomes for children with SEND</li> </ul>
<b>London SEND Leadership Programme &amp; Networks</b>	<ul style="list-style-type: none"> <li>4th Cohort of the London SEND Leadership Programme held and whole programme evaluated</li> <li>Parent Carers engaged via SEND Strategic Manager Parent Carer Network</li> <li>Exploration of time limited/ongoing networks for PFA, Local Offer, SEND Heads of Service and SEND Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>London leaders better equipped to address the challenges and opportunities in SEND</li> </ul>
<b>Data &amp; Inspection Insights</b>	<ul style="list-style-type: none"> <li>Annual SEND Data Dashboard report identifying key issues</li> <li>Maintain and develop the dashboard for ALDCS SEND group</li> <li>Develop analytical products based on SEN2</li> <li>Quarterly audit of OfSTED key issues</li> </ul>	<ul style="list-style-type: none"> <li>London local authorities’ inspection outcomes are above the national average</li> <li>More informed LA decision making</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>Learning shared from national programmes such as Safety Valve and Delivering Better Value</li> <li>Pan-London approaches and protocols developed to improve value for money</li> </ul>	<ul style="list-style-type: none"> <li>Improved value for money in SEND</li> <li>Reduced SEND Financial pressure on LAs</li> </ul>
<b>SEND Workforce</b> (also see ‘workforce’)	<ul style="list-style-type: none"> <li>SEND “big listen” delivered in coordination with South-East Region</li> <li>London Pledge for EP Workforce</li> </ul>	<ul style="list-style-type: none"> <li>Better understanding of SEND workforce</li> <li>Reduced cost pressures for EP recruitment</li> </ul>
<b>Commissioning</b>	<ul style="list-style-type: none"> <li>Priorities identified for Subregional, Pan-London and joint commissioning with Health.</li> </ul>	<ul style="list-style-type: none"> <li>Improved outcomes and value for money in SEND Commissioning</li> </ul>
<b>ASD SEMH</b>	<ul style="list-style-type: none"> <li>See Resources and Commissioning, working with Health</li> </ul>	<ul style="list-style-type: none"> <li>See Resources and Commissioning</li> </ul>
<b>Transition</b>	<ul style="list-style-type: none"> <li>Improved data sharing and joint planning across Children’s and Adults</li> </ul>	<ul style="list-style-type: none"> <li>Improved transition and PFA</li> </ul>
<b>Early Years &amp; Early Identification</b>	<ul style="list-style-type: none"> <li>Learning shared across Local Authorities and Health and Parent Carers on Early Years and Early Identification in SEND.</li> </ul>	<ul style="list-style-type: none"> <li>Improved outcomes for Children with SEND</li> </ul>
<b>Transport</b>	<ul style="list-style-type: none"> <li>Sub-regional workshops identifying opportunities for collaboration and join up across Local Authorities.</li> <li>Exploration of multi-authority in house provision</li> </ul>	<ul style="list-style-type: none"> <li>Better and more efficient transport solutions</li> </ul>
<b>Inclusion &amp; Alternative Provision</b>	<ul style="list-style-type: none"> <li>National developments influenced</li> <li>Subregional workshops to share learning</li> </ul>	<ul style="list-style-type: none"> <li>More inclusive provision in London</li> </ul>
<b>Education, Training and Employment (ETE)</b>	<ul style="list-style-type: none"> <li>Strengthen links with London FE colleges and improved SEND pathways</li> <li>Employment pathways including supported internships promoted and learning shared</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of children with SEND in ETE</li> </ul>

# Priority Area: Care Leaving

Projects & Areas of Work	What will we do?	Why will we do it?
<b>Health</b>	<ul style="list-style-type: none"> <li>• Increase consistency, quality and breadth in mental health and emotional wellbeing provision</li> <li>• Increase access to dentistry and reducing the cost burden to care leavers</li> <li>• Evaluate and grow the exemption from prescription charge offer</li> <li>• Improve practice around transitions to adult health care services, including the level of service provided.</li> <li>• <i>This activity is led by our 5 ICS areas with LA and Partnership for Young London (PYL) input</i></li> </ul>	<ul style="list-style-type: none"> <li>• Improved health outcomes and experiences for London's care leavers</li> </ul>
<b>Education, Training and Employment</b>	<ul style="list-style-type: none"> <li>• Increase the consistency, breadth and quality of support offered by FE, HE and other education/training institutions to care leavers</li> <li>• Ensure that national skills/training programmes are supporting and meeting the needs of the care experienced community</li> <li>• Support the roll-out of the Youth Futures Foundation RCT of the Drive Forward SCLIE programme</li> <li>• Develop a best practice family business model for LA's that ensures a quality internal offer, brokering support from partners and businesses, and an increased ability to support each other's care leavers</li> <li>• Work with economy and skills leads, such as the GLA, to develop regional relationships with large employers and businesses</li> <li>• This activity is jointly led by LA's, PYL, the GLA, the VCS and HE/FE partners</li> </ul>	<ul style="list-style-type: none"> <li>• Improved ETE outcomes and experiences for London care leavers</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Influence and keep abreast of national changes in CL Housing policy (such as IH, local connection, 'staying close')</li> <li>• Improve the partnership work between Housing Associations and LA's, including via the Bromley / Clarion pilot</li> <li>• Identify and share the best supported accom commissioning models to support care leavers</li> <li>• Support voluntary sector organisations working to support care leavers transition to independent housing</li> <li>• This work is jointly led by LA Childrens and Housing services, the DfE and VCS partners</li> </ul>	<ul style="list-style-type: none"> <li>• Improved housing outcomes and experiences for London care leavers</li> </ul>
<b>Relationships</b>	<ul style="list-style-type: none"> <li>• Map and share information about the range of mentoring and related relationship support available in London, including that provided through the Mayor's New Deal offer.</li> <li>• Influence the further commissioning of mentoring and young adult offers to ensure they are meeting the needs of the care experienced community</li> <li>• Clarify firm objectives for this workstream.</li> <li>• This work is led by the GLA with PYL and LA input</li> </ul>	<ul style="list-style-type: none"> <li>• Improved relationships outcomes and experiences for London care leavers</li> </ul>
<b>Criminal Justice</b>	<ul style="list-style-type: none"> <li>• Bring the West Mids custody referral scheme to London as a pilot</li> <li>• The development of a dedicated care leaver strand within MOPAC's 'Reducing the criminalisation of children in care and care leavers' protocol</li> <li>• This work is led by LA's, MOPAC, the VCS and criminal justice partners</li> </ul>	<ul style="list-style-type: none"> <li>• Improved identification, diversion and support of care leavers in and around the criminal justice system</li> </ul>
<b>Immigration</b>	<ul style="list-style-type: none"> <li>• Host a sharing and learning workshop for LA's around their approaches to supporting care leavers with immigration needs. Explore the potential for areas for consistent London practice</li> <li>• Each of the themed stakeholder groups above to specifically analyse and account for the needs of former UASC in their work plans</li> </ul>	<ul style="list-style-type: none"> <li>• For LA's and our themed work areas to ensure we are meeting the specific needs of former UASC</li> </ul>
<b>Wider influence and stakeholder engagement</b>	<p>To include (but not limited to):</p> <ul style="list-style-type: none"> <li>• Ministerial and national government engagement</li> <li>• Sharing and learning approaches with other regions</li> <li>• Improving communication offers to LA service managers and PA's</li> <li>• An improved Transport for London offer</li> <li>• Engagement with the London Mayor around GLA support of care leavers</li> <li>• Leverage increased support from business and employers</li> </ul>	<ul style="list-style-type: none"> <li>• To ensure the needs of care leavers are uppermost in the development of cross departmental national policy, as well as key partner organisations in the delivery of their services.</li> </ul>
<b>Anti-racism and disproportionality</b>	<ul style="list-style-type: none"> <li>• Assess the impact of ethnicity against care leaver outcomes</li> <li>• Implement strategies to tackle disproportionality where it exists.</li> </ul>	<ul style="list-style-type: none"> <li>• To tackle racism and reduce disproportionate outcomes relating to ethnicity</li> </ul>



Projects & Areas of Work	What will we do?	Why will we do it?
<p><b>Preparing for reforms and impact on the workforce</b></p>	<p><b>Shared Learning &amp; Dissemination</b></p> <ul style="list-style-type: none"> <li>• Convene pathfinder and pilot LAs to enable shared learning, understand approaches, workforce impact and development opportunities for practitioners and future leaders, linked to developments such as multi-agency child protection and Early Career Framework</li> <li>• Establish effective mechanisms for the dissemination of information and resources such as case studies regionally, enabling engagement and feedback loops to ensure continuous learning and improvement</li> </ul> <p><b>Agency Rules</b></p> <ul style="list-style-type: none"> <li>• Support LAs to effectively implement the new DfE Statutory Guidance rules and data collection expectations for CSC SW, enabling compliance by October 2025, maintaining engagement with DfE and national working groups, other regions and providers</li> <li>• Develop comparative rules and guidance within the SEND and EP workforce that directly respond to rising agency costs and instability</li> <li>• Identify opportunities to support and develop the agency workforce in collaboration with partners and with a particular focus on disproportionality</li> </ul> <p><b>Multi-Agency Working</b></p> <ul style="list-style-type: none"> <li>• Develop joined-up working arrangements with multi-agency partners to embed effective partnership working, drawing on existing and relevant best practice examples to build sector-led improvement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• To influence and contribute directly to national reform and stability of services for children</li> <li>• To ensure regional readiness and confidence to respond to reform</li> <li>• To strengthen shared learning and collaborative opportunities that benefit recruitment, retention and development of the workforce for all</li> </ul>
<p><b>Workforce Pipeline &amp; Supply</b></p>	<p><b>Candidate Attraction &amp; Engagement</b></p> <ul style="list-style-type: none"> <li>• Develop the London Social Work for Children (LSWC) programme to progress towards holistic representation of children's services in London, driving recruitment and retention through strategic and impactful campaigns that celebrate people and practice and consistently represent London's identity and offer, with LSWC cornerstone of promotion for Practice Spotlight</li> </ul> <p><b>Social Work Recruitment Frameworks &amp; Partnership Working</b></p> <ul style="list-style-type: none"> <li>• Improve regional engagement in the FLiP framework and launch the International Recruitment Framework nationally as an effective route to market for the permanent recruitment when utilising external support, developing case studies to support shared learning and working in partnership with providers</li> <li>• Strengthen relationships such as with providers, Teaching Partnerships and Universities to support pipeline development initiatives, as supported by intelligence</li> </ul> <p><b>Children's Homes &amp; Wider Workforce</b></p> <ul style="list-style-type: none"> <li>• Continue to develop the scope of LSWC in Children's Homes and collaborative campaign design and delivery</li> <li>• Focus on developing pipeline and supply of Registered Managers as aligned to research and opportunities for private provider and cross-regional learning and collaboration</li> </ul> <p><b>SEND Workforce</b></p> <ul style="list-style-type: none"> <li>• Collaborate with the London National Association of Principal Educational Psychologists (NAPEP) in the development of specific EP initiatives and market regulations that builds on cross-regional working</li> <li>• Remain inquisitive and open minded about opportunities for LSWC to expand across the wider workforce including SEND and EP, taking an evidence based and test and learn approach</li> </ul>	<ul style="list-style-type: none"> <li>• To improve recruitment and retention and drive efficiency and effectiveness of campaigns to reduce advertising cost for LAs</li> <li>• To provide consistent and compliant routes to market for Local Authorities</li> <li>• To ensure a targeted approach to recruitment and retention that recognising and responds proactively to change</li> </ul>
<p><b>Anti-Racism and Disproportionality, Workforce Research, Data and Intelligence</b></p>	<p><b>Anti-Racism &amp; Disproportionality (ARD)</b></p> <ul style="list-style-type: none"> <li>• Prioritise understanding disproportionality and root causes throughout all areas of workforce activities, supporting LAs to improve on Anti-Racist practices locally and identify London as an inclusive and culturally competent region</li> <li>• Provide platforms to share and grow effective ARD approaches and work closely with the ALDCS ARD programme and collaborate on a regional event</li> </ul> <p><b>Qualitative Research, Data &amp; Intelligence</b></p> <ul style="list-style-type: none"> <li>• Continue to listen to the workforce and measure progress through both quantitative and qualitative research, including running a second edition of the 'Big Listen' for social work, designing a SEND workforce focused survey with staff and develop a better understanding the needs and priorities of the Children's Homes Workforce.</li> <li>• Build on the existing data and intelligence infrastructure and facilitate wider engagement in tools at a local level, including CSC SW Workforce Census and Disproportionality dashboards, Agency CSW Dashboard and the LSWC candidate engagement dashboard. Develop analytical products based on CSC SW Census</li> <li>• Strengthening use of and engagement in data and intelligence captured through the project to enable shared learning</li> </ul>	<ul style="list-style-type: none"> <li>• Instil confidence in the workforce that leaders are listening and taking action</li> <li>• To provide a strong base of evidence to identify priorities and support leaders</li> <li>• To strengthen influence through evidence and the voice of the workforce</li> </ul>