

# An Introduction to the LIIA



## Welcome to the LIIA

This document sets out the context of LIIA's work and provides a high-level description of how the collaboration which LIIA embodies will impact upon children's services and the lives of children in London.

## Our Context

**The Association of London Directors of Children's Services (ALDCS) identified workforce, adolescent safeguarding, SEND and resources and commissioning as its four priority areas** for concerted action three years ago. Work on all of these priorities has been progressed in the intervening period, despite the significant impact of the pandemic. These workstreams are now coming to the point of fruition, where critical decisions are needed to enable collaboration at scale. It is increasingly recognised that the individual interests of any one borough can only be served through investing in collaboration with others. The coming year may prove to be the tipping point in moving towards decisive collective action for the benefit of London's children.

**It is difficult to overstate the size of the current challenge for London's children's services in relation to ALDCS's four areas for priority action.** The pandemic has exacerbated these challenges and highlighted the structural inequalities that underpin these priorities. Many of the responses which can improve outcomes and experience for children and ensure sustainable services for them in the future can only be achieved through systematic collaboration. The LIIA workplan for 2022-23, which has been endorsed by ALDCS, is reliant upon this collaboration becoming the norm.

**Common to each of the ALDCS priorities is the need to invest together to use the scale and influence of London to impact upon the challenges faced.** In some cases, this investment is financial or in risk sharing activity, as in the development of the Pan-London Vehicle, or it may be in learning together to develop effective practice, as seen in the Your Choice violence reduction programme. All of LIIA's work to support ALDCS in its ambitions is founded upon commitment from each London LA to work for mutual benefit of all LAs and all London's children.



## What we are trying to achieve:

- **Impact for children:** each of ALDCS priorities, and the associated work on racial disproportionality, health and the care leavers' offer, has the purpose of improving outcomes and experience for children.
- **Financial sustainability:** LIIA's work promotes innovation to better manage cost and demand.
- **Culture shift:** where shared learning and problem-solving is the norm and where common problems are addressed through collective solutions. Peer challenge will support this move to learning together.
- **Shared intelligence to better direct resources:** decision-making informed by a Pan-London data platform and systematic approach to children's services data-sharing and benchmarking.
- **Common infrastructure:** to enable London's children's services to work better together and to work with our partners more effectively, through embedding structures at a Pan-London level, such as the Adolescent Safeguarding Oversight Board, and use of ALDCS sub-regions and co-terminus ICS relationships.
- **A louder voice for London's children:** by working collaboratively the needs of London's children and their voice will be amplified. LIIA's work has already contributed to shaping national developments that will benefit London's children.

The accompanying LIIA Annual Plan 2022-23 outlines how we intend to achieve these outcomes.

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# LIIA Annual Plan 2022/23

## LIIA Core Activities

| Project                                    | Theme                         | Specific Deliverables  | Outcomes for children   |
|--|-------------------------------|--|---|
| <b>Peer Challenge &amp; Review</b>         | Collaboration<br>Data Insight | Challenge review and practice development to provide improved self-knowledge for LAs and identified steps for improvement.<br><br>Capturing common themes and learning for sub-regional and pan-London activity. Developing a toolkit for peer review to enable LAs to take forward exercise independently.<br><br>Five Sub Regional Peer Challenge events. Two Peer Reviews annually. | Effective practice sharing and learning to improve service delivery, inspection judgements and outcomes for children.           |
| <b>Networks and Boards</b>                 | Collaboration<br>Innovation   | Support, facilitate, administrate, and add value to various networks and boards aligned to LIIA's priorities for ALDCS.  | Effective practice sharing and learning to improve services for children.<br>Collaboration to make impact on agreed priorities. |
| <b>Quarterly &amp; Annual Benchmarking</b> | Data Insight                  | Deliver benchmarking data on a quarterly & annual basis (including the ADCS 24 changes & reporting to DfE), support and facilitate returns from London LA data partners.   | Improved strategy and providing insights to LAs.  |
| <b>LIIA Summit</b>                         | Collaboration,<br>Innovation  | Host LIIA Summit in Autumn 2022  | Representing the impact of pan-London collaboration<br>Influencing the National agenda with pan-London agreement.               |

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## LIIA Targeted Projects

| Project                         | Theme                                   | Specific Deliverables   | Outcomes for children  |
|---------------------------------|---|---|--|
| <b>Care Leavers' Compact</b>    | Innovation, collaboration, data insight | Agreements across transport, housing, health, leisure, mentoring, and ETE for London's care leavers.  | Improved life chances for some of London's most vulnerable young adults through a consistent and high-quality offer of support.  |
| <b>Health</b>                   | Collaboration<br>Innovation             | Support ICS transformation and engagement, and support resource arrangements  | Strategic influence and improved integration in the development of the ICSs so we can jointly improve outcomes for children.   |
| <b>Child-level data project</b> | Innovation, collaboration, data insight | Deliver a data platform (including an Information Governance framework) for sharing structured data to produce analysis that supports the LIIA themes, projects and other ALDCS programmes. | Improved evidence of need across London for service improvement and identification of collaborative opportunities. This will improve the quality of services for CYP and their families across London. |

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## SEND

| Project  | Theme   | Specific Deliverables  | Outcomes for children  |
|--|---|--|--|
| <b>Improving outcomes for children with ASD/SEMH</b> | Data Insight<br>Innovation<br>Collaboration                 | Research experiences of children with ASD/SEMH.<br>Commissioning services for children with ASD/SEMH.                        | Improvement in local pathways, provision and outcomes for children with ASD/SEMH.<br>Jointly commissioned services, both across London and in partnership with Health. |
| <b>Developing a Data Dashboard for London</b>        | Data Insight<br>Collaboration                               | Take a phased approach to creating a data dashboard<br>Raise awareness and increase use of existing data tools and systems.  | Detailed knowledge of the SEND cohorts and data to support ALDCS members in delivering services. This will improve the quality of care for children with SEND.         |
| <b>SEND Summit 2022</b>                              | Peer Challenge<br>and Review<br>Collaboration<br>Innovation | Hold SEND Summit in 2022 with pan-London participation.<br>The summit will gather feedback on the National SEND Green Paper. | Influencing the National SEND agenda with pan-London agreement.  |

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|   |   |  |  |
|---|---|--|--|
| <p><b>ICS Engagement</b></p>            | <p>Collaboration<br/>Innovation</p>                 | <p>Engage ALDCS in pan-London approach.<br/>Develop links with good practice nationally e.g. West Yorkshire and Harrogate ICS.<br/>Hold SEND focused meetings with each ICS to review developing strategies for SEND.<br/>Develop system maps with two ICSs, setting out approach to SEND, key priorities and links with wider ICS system.<br/>Promote system maps to all ICSs through dissemination workshop.</p> | <p>Strategic influence in the development of the ICSs so we can jointly improve outcomes for children with SEND.<br/>Improved integration of offer including therapies, mental health support and early assessments.</p> |
| <p><b>Preparation for adulthood</b></p> | <p>Collaboration<br/>Innovation<br/>Peer Review</p> | <p>Develop Preparation for Adulthood practice in six local authorities<br/>Shape Preparation for Adulthood Conference.<br/>Complete a Peer Review on Preparation for Adulthood.</p>  | <p>Improved employment opportunities, housing and quality of life for children, young people and adults with SEND.</p>   |

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## Resources and Commissioning

| Project   | Theme                                 | Specific Deliverables   | Outcomes for children   |
|---|---------------------------------------|---|---|
| <b>The Pan-London Vehicle</b>                       | Collaboration Innovation              | Report on Collaborative Commissioning in London by FutureGov.<br>Creation of the Shadow PLV with shared vision and leadership for the full PLV. | More London provision for London children, with improved outcomes and reduced cost.                                 |
| <b>Under-utilisation of London provision</b>        | Data Insight Innovation               | Research into current usage of London provision by London's children.<br>Actions agreed to increase local uptake of London provision.           | London's children will be access provision locally, reducing cost to LAs and improving children's overall outcomes. |
| <b>Pan-London Sufficiency tool</b>                  | Data Insight Collaboration Innovation | Pan-London data sharing arrangements agreed across sufficiency, provision and finance.  | Address sufficiency challenges in HCLI provision and improve forecasting pan-London.                                |
| <b>Pan-London Residential Parenting Assessments</b> | Collaboration Innovation              | Support mobilisation of joint commissioning arrangements and block contracts.   | Reduce costs to LAs for Residential Parenting Assessments and so improve outcomes.                                  |

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## Adolescent Safeguarding

| Project  | Themes   | Deliverables  | Outcomes for children   |
|--|--|---|---|
| <b>London Adolescent Safeguarding Practice Guide</b> | Disproportionality<br>Collaboration              | Creation of an adolescent safeguarding practice manual.   | Greater consistency in practice across London and better information sharing for children moving between boroughs,                                |
| <b>Your Choice</b>                                   | Disproportionality<br>Data Insight<br>Innovation | Mobilisation of Your Choice across 32 LAs.<br>Agreement of effective approach to evaluation through the pilot | Practice development by upskilling practitioners across London.<br>An enhanced offer to young people affected by violence promoting their safety. |
| <b>MACE Review</b>                                   | Peer Review<br>Collaboration                     | Review of London multi-agency child exploitation (MACE) arrangements in each LA                               | Consistent approach to multi-agency child exploitation arrangements across LAs which promote adolescent safety.                                   |

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## Workforce

| Projects                    | Themes   | Deliverables   | Outcomes  |
|-----------------------------|--|--|---|
| <b>London Pledge</b>        | Collaboration<br>Peer Challenge,<br>Disproportionality | Securing commitment from all LAs to mobilise a pan-London pledge to work cooperatively and transparently to manage the agency market for children’s social workers.  | Consistent approach to agency engagement in order to improve quality and stability of service.  |
| <b>Leadership in Colour</b> | Disproportionality<br>Data Insight                     | Expand the programme’s remit across all role levels of workforce. Develop rich data to inform wider pan-London anti-racism and disproportionality priorities.  | A culturally competent and representative workforce delivering services for children.   |
| <b>Microsite</b>            | Collaboration<br>Innovation                            | Development of a pan-London microsite committed to disrupting the market through targeted advertising and direct engagement with the social worker workforce.  | Providing a platform for collaborative initiatives to consistently represent social work in London and raise the image of the profession, to reduce advertising costs and strengthen the workforce. |
| <b>Workforce Strategy</b>   | Collaboration<br>Data Insight<br>Innovation            | Develop a recruitment and retention strategy to leverage existing initiatives and maximise engagement.<br><br>Develop a toolkit that can be utilised across key areas of resource need in children’s services. | Strengthen permanent workforce and deliver stability of services for children.  |

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