**Report Summary**

The Recovery Funding awarded to London has catalysed progress across core LIIA activity and the numerous priority projects understanding directly by or with the support of our Sector Led Improvement arm in driving London’s recovery for the benefit of children. The interlacing nature of LIIA’s work support the region across myriad projects has been further highlighted through these projects which has served to strengthen activities whilst also cementing the significance of working collaboratively in achieving sustainable change.

It is increasingly recognised that the individual interests of any one borough can only be served through investing in collaboration with others and securing support from our national partners to deliver sustainable change at scale.

This document presents the collated final report for projects under the Recovery Fund that LIIA have led and or significantly supported in relation Recovery Fund investment. We have reported six-weekly to DfE colleagues throughout the delivery period. Whilst we have referenced each project across each of the strands, the level of detail reflective of LIIAs’ role in the project.

**Strand 1: RIIA Core Activity**

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| **Ref** | **Project** | **Lead** |
| 1.7 | Preparation of the national dataset | LIIA |
| 1.8 | Self-assessment & Peer Challenge which includes all LAs in the region | LIIA |
| 1.9 | Family hubs regional lead | Kensington & Chelsea |
| 1.10 | Small packages of sector-led improvement support | LIIA |
| 1.11 | Developing regional arrangements to support the Unaccompanied Asylum-Seeking Children (UASC) National Transfer Scheme (NTS) | LIIA |

**1.7: Preparation of the national dataset - LIIA**

This is a core area of work for the LIIA Intelligence analyst. In the last quarter a Strategic Intelligence Lead has been recruited to oversee development of this area and data for the LIIA more broadly.

A LIIA data & intelligence strategy for 2022/2023 is in place, drawing together the different areas of data support for the LIIA, core products and innovative programmes, with a delivery plan spanning 2022/23 and setting out the aspirations for 2023/2024.

The LIIA Strategic Intelligence lead has been working with the ADCS SPI committee, DfE, other NPIMG colleagues and the d2i project on the revision of the RIIA dataset set to be implemented in 2022/23. Feedback from colleagues in the London Information Exchange Group (LIEG), data professionals working in children’s services data across London, has been fed into this process and a LIEG data sub-group will be working with the LIIA Intelligence Analyst to implement the changes to the quarterly data collection for the Q1 2022/2023 period, which will be shared with DfE at the end of August 2022 and then in subsequent quarters.

A recruitment process for another Intelligence Analyst is well advanced with a candidate expected to be in post by June if all goes according to plan.

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| **Project Impact/Highlights** |
| Appointment of Strategic Intelligence Lead – January 2022 |
| LIIA data & intelligence strategy 2022/2023 in place – March 2022 |
| Data support provided for Commissioning peer review – January 2022 |

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| **Next Steps** | **Timeframes** |
| Q4 reporting of existing RIIA datasets – sharing csv with DfE | 6th June 2022 |
| Develop new templates for the revised RIIA datasets – to London LA colleagues | End April 2022 |
| Q1 reporting from new RIIA dataset – sharing csv with DfE | 5th September 2022 |

**1.8: A self-assessment and peer challenge programme which includes all LAs in the region**

**LIIA**

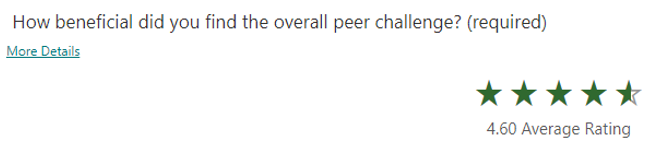
Peer challenge days have been completed for all sub-regions to positive comments about the benefits. Whilst some regions chose to focus on a key topic, the methodology for each has been a coaching model that have allowed for helpful challenge in an appreciative and supportive environment.

We have developed a peer challenge repository area on the LIIA website, which acted as a helpful resource for colleagues to source LIIA data and Self Evaluations to support preparation. Each authority has been provided with a report highlighting key discussion points and a sub-regional workplan has been developed for shared discussion as part of ‘wash-up’ events. Areas for support or development have been linked with the small packages of support funding.

The peer review event run with colleagues across the Children’s Services has provided a blueprint for future approaches to LIIA leading these events, where in addition LIIA have committed to developing a toolkit to enable authorities to take forward these exercises independently.

[Evaluation](https://forms.office.com/r/uSaWHGDaPc) gathered from all sub-regions has enabled us to identify opportunities for the refinement of future events.

**Evaluation Snapshot**



* *“It was helpful to hear reflections, discussions on common themes as well as what other areas were doing to take forward priorities: this aided comparison, benchmarking and ideas”*
* *“I think we acknowledged that there were challenges with the data set; however, this in itself is learning as it does make you question what data should we be developing to aid our thinking and response to adolescent safeguarding.”*
* *“It was incredibly helpful to have a reflective yet appropriately challenging space with peers to evaluate progress so far and focus in on key improvement areas.”*
* *“Very useful process and exercise. particularly enjoyed the 3 roles being taken. Well set up and supported.”*

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| **Project Impact/Highlights** |
| Engagement of 33 authorities in the peer challenge events sharing practice and developing sub-regional workplans for collective action |
| Development of a peer challenge and peer review repository and resource for future activities |

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| **Next Steps** | **Timeframes** |
| Final ‘wash-up’ event in the South to refine workplan | April 2022 |
| Update resources to ensure all planning documents, correspondence and templates are collated to support future events | Q1 2022/23 |
| Development of a peer review toolkit | Q3 2022 |

**1.9: Family Hubs Regional Lead – Kensington & Chelsea**

Bi-borough children’s services (Kensington & Chelsea and Westminster) lead on this project and are working with the department’s policy team and national centre to develop plans for a wider regional roll out of the model.  This also includes liaison with the other regional FH leads.  Bi-Borough have utilised the funding to instate a Regional Family Hub Advisor (Jayne Vertkin), to provide information, advice and guidance through a range of workshops, focused meetings and resources depending on the need determined by each participating LA. The aim will be to bring participating LA’s together to share their learning and experience of the change process. The Regional Lead will also help oversee the successful delivery of the Strand 2 Family Hub bids.

Key achievements to date include:

**Information, advice and guidance to funded LA’s as part of Regional Plan**

We have set up monthly meetings for the five LA’s and LIIA to come togetherto support journey and share learning.  These have been extended to include the DfE in the learning and to cover the monitoring function for bid delivery.

Individual meetings have taken place with the funded boroughs to support their journey, work with these boroughs to date has included;

* Supporting applications to the DfE innovations,
* Advising what to include when considering feasibility
* Attending LA’s to present to leadership meetings and boards to provide overview of FH model and approach
* Practice guidelines, project plans and governance protocols

**Wider reach and Co-ordination of FH Activity**

* Set up monthly meetings with Family Hubs Network and National Centre (Anna Fraud) to co-ordinate activity and information share
* Signposting LA’s to National Centre and FH Network and promoting activity through the National Centre
* Attended Early Help Network to test appetite for FH Network and ensure alignment – all 23 LA’s present supported FH Network
* Continuing to outreach by having the events in a FH in Westminster – 4 open to all and 2 bespoke. One planned for leaders across London on 19th April and another open one 7th June. Now reached 70% of London LAs who are successfully engaged in a FH conversation. Of the nine LA’s still to be engaged, Anna Freud has been in contact with one and Regional Lead with another. LIIA will assist in engagement with the remaining LA’s.
* The first regional event took place on-line at beginning of March. The next one is planned for June and will be in person at London Councils. We are linking across thematically with developmental work in SEND and Early Years.
* Working on co-production in LAs using the EIF / AF tool-kit
* Planning some short lunch/breakfast and learn sessions on topics i.e. – SEND, governance, volunteering Theory of Change, parental involvement
* Engaging with the National Regional Leads meeting

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| **Project Impact/Highlights** |
| Engagement of 24 authorities in FH practice sharing/development |
| Westminster Hub events showcasing FH approaches and providing discussion forum |
| Regional event held and next event scheduled for June |
| Integration with regional SEN and EY development strategies |
| Integration with national FH development strategy |

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| **Next Steps** | **Timeframes** |
| The next step will be delivery of the remaining scheduled events and sustainability planning for the regional network beyond the scope of the recovery funded role. Bi Borough have agreed to top up funding to allow regional lead to continue in role for remainder of 2022. | Q3 2022/23 |

**1.10: Small packages of sector-led improvement support - LIIA**

LIIA has approached all boroughs, and utilised peer challenge events to identify areas of need as part of small packages of SLI support and are developing a list of areas that have emerged through sub-regional meetings and Peer Challenge events. We have drawn upon peers and external subject matter experts using peer reviews, diagnostic work and case audits to ensure that individual and collective priorities can be positively progressed.

Some example of projects in development include;

**Stop & Search Review –** North Central London are working jointly with the police to review stop and search activities and resulting safeguarding actions. Haringey have now partnered with Enfield (share a Borough Command Unit) on this work. The Small Packages funding has enabled continuation of a data analyst post and for learning around safeguarding responses to stop and search episodes to be shared both sub-regionally and regionally. The learning outcomes were shared at ALDCS in a joint presentation with the police on 21.03.22.

**Quality Assurance Framework (QAF) -** An East sub-regional QAF network is already meeting to undertake peer moderation of internal audits. Once this has reported, DCSs will consider whether there is value in wider practice sharing/development of QAF.

**Staying Mum –** Funding challenges mean that boroughs in East London have struggled to sustain programmes such as PAUSE which are intended to reduce recurrent care proceedings in families. Small packages funding is being used to undertake a feasibility study for a sub-regional equivalent. Tower Hamlets had already undertaken local demand and cost/benefit analysis as well as research of national best practice. They will take a lead in building on this to identify options for the East sub-region.

**International Recruitment Learnings –** A scoping exercise of approaches and impact have been gathered from 3 LAs that have taken different approaches to international recruitment. Alongside discussions to gather interest in international recruitment approaches and liaison with partners and other regions, we plan to organise an international recruitment event for all LAs.

An international recruitment webinar was offered via Home Office colleagues. Due to popular demand they have indicated they will offer another event in coming months.

**Recruitment Campaign Support -** LIIA held a workshop with Waltham Forest as a ‘review and challenge’ of their revised recruitment campaign to attract Children’s Social Workers. There were several items that have been progressed for further development including; target to convert agency workers to move into permanent roles. In partnership with the South East region, LIIA ran an Agency Worker Focus Group and Survey conducted for which learnings have been shared to inform events, alongside introductions to other boroughs who have conducted similar events in the past. In March 2022 Waltham Forest held a webinar for agency workers to promote the permanent opportunities for which 30% of agency workers were in attendance and impact will be shared in coming weeks/months as conversion efforts progress.

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| **Project Impact/Highlights** |
| Stop and Search – improved information sharing and safeguarding responses across sub-region and region to stop and search episodes |
| Staying Mum – a sub-regional, financially viable option to reduce recurrent removals |
| Recruitment Campaign Support – shared learning and impact gathered to support the conversion of agency workers and wider recruitment and retention activities |

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| **Next Steps** | **Timeframes** |
| Organise a pan-London international recruitment event gathering learnings from boroughs who have taken different approaches | Q1 2022/23 |
| Recruitment campaign learnings from Waltham Forest to disseminate approach and impact to other boroughs | Q1 2022/23 |

**1.11: Developing regional arrangements to support the Unaccompanied Asylum-Seeking Children (UASC) National Transfer Scheme (NTS) - LIIA**

LIIA has worked closely with Home Office colleagues to ensure consistent engagement in regional arrangements, this includes scoping up a specification to build on previous research to improve understanding of asylum-seeking children’s needs, to support the improvement of social work practice for this cohort. We have held regular meetings and ensured support has been consistently provided. Alongside this, through requests for additional support, we have developed opportunities to train social worker teams in undertaking age assessments across the London Boroughs through an established training provider.

LIIA have therefore commissioned 6 additional 2-day training courses for social work staff with London Asylum Seeking Consortium (LASC). Places have been taken up by a range of authorities and allocations have being carefully managed. Training will cover:

* How to conduct a robust & fair Merton Compliant age assessment
* Law and practice regarding short form assessments in obvious cases
* Case law and underpinning guidance
* Principles of completing a Merton compliant assessment.
* Recording of information and evidence.
* The rights of the asylum seeker
* Who should attend to make the assessment compliant?
* The questions to ask during an age assessment.
* Cultural competence regarding interviewing.
* The importance of translation and the appropriate adult

Additional support was provided to Hillingdon to provide training for a further 12 social workers, due to their UASC intake increasing exponentially in December with the reception of 71 UASC, 50 of whom arrived between 15th and 24th.

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| **Project Impact/Highlights** |
| Increased capacity across region to undertake age assessments |
| Skills development of social workers across London |

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| **Next Steps** | **Timeframes** |
| Delivery of courses | March 2022 – August 2022 |

**Strand 1: Proposals to Support Regional Priorities (Optional)**

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| **Ref** | **Projects** | **Lead** |
| 1.1 | 1. Regional Safeguarding Adolescents Practice Guidance manual | Waltham Forest |
| 2. London Adolescent Safeguarding dataset |
| 3. Adolescent safeguarding in education curriculum | LIIA |
| 4. Adolescent Safeguarding project resource |
| 1.2 | Workforce - Business case for a social work bank for London | LIIA |
| 1.3 | Workforce - Leadership in Colour Programme extension |
| 1.4 | Workforce - Social Worker Apprenticeship model development | Greenwich |
| 1.5 | London Care Leavers Compact | Lambeth/LLIA |

**1.1: Adolescent Safeguarding**

In order to enhance regional work that is underway, specific proposals were made to address London’s acute needs relating to the safety of young people. Waltham Forest and LIIA have taken ownership of each of the proposals respectively, although LIIA maintain an oversight role across all elements;

Waltham Forest have taken forward work aligned to:

1. **Regional Safeguarding Adolescents Practice Guidance manual;** based upon the highly regarded Waltham Forest Safeguarding Adolescents Practice Guidance, this will be a resource which will provide a framework for regional practice and can be drawn from nationally. Work is underway to develop the pan-London guidance. A number of workshops have been undertaken to support development of the pan-London guidance and the consultant writing the document has a clear plan to ensure delivery by April 2022. The draft London Adolescent Safeguarding Framework can be found below.

**Safeguarding Dataset;** to improve our understanding of impact and risk mitigation of our multi-agency adolescent safeguarding work through improved data collation and analysis supporting the development of a London Adolescent Safeguarding dataset. The work will be piloted in Waltham Forest and will support data development for the London Adolescent Safeguarding Oversight Board. A data development workshop between LIIA, WF and Social Finance has been booked for January to progress this work.

LIIA has taken forward work aligned to:

1. **Development of an adolescent safeguarding in education curriculum**; LIIA is developing activities and working with leaders in further education, LA maintained schools and multi-academy Trusts. This work is developed through London Adolescent Safeguarding Oversight Board with education leaders and is supported by a dedicated project officer.
   * A joint pan-London Education and Children’s Services workshop has been held around AS in education, which was jointly developed by LASOB, Research In Practice and The Children’s Society. Outputs from the workshop are being collated to inform the LASOB work plan.
2. **Adolescent Safeguarding project resource;** the LASOB project officer is supporting the delivery of the LASOB adolescent safeguarding work plan, including providing oversight of the three projects. Specific activity aligned to LASOB requests is to collate innovative and effective adolescent safeguarding practice in London. LIIA is currently developing and updating the LIIA website as a good practice repository from January 2022, which will be continually supplemented thereafter. The additional resource has also been used to undertake a review of the multi-agency child exploitation (MACE) arrangements in London.
   * Contribution to this area has recently been achieved through a WLDCS and Practice Lead Peer Challenge event that LIIA recently led, which focused specifically on Adolescent Safeguarding, where practice examples have been identified and circulated.
   * The official launch of the [‘Your Choice’ programme](https://liia.london/liia-programme/adolescent-safeguarding-and-youth-justice/https-liia-london-your-choice) has also contributed to further development of engagement at practice levels through bringing practitioners together and creating working groups, including the development of the [LIIA website and restricted areas](https://liia.london/liia-programme/adolescent-safeguarding-and-youth-justice/https-liia-london-your-choice) as platform for disseminating programme updates and materials, aligned to AS priorities.



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| **Project Impact/Highlights** |
| Project scoping workshop completed with LIIA and WF to establish project aim(s) and potential workstreams |
| The development of workstreams and tasks focused on ensuring WF can measure the impact of social care interventions for each child |
| Establish shared learning network through the London Adolescent Safeguarding Oversight Board with other participating Local Authorities to review and understand what informs their adolescent data |

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| **Next Steps** | **Timeframes** |
| Recruitment of a business intelligence resource to lead on the development of a reporting and data collection tool/product | Q1/2 2022/23 |
| Project plan will be finalised  Ongoing project catchups to review the progress of the tool development against impact measurements specific to WF social care interventions | April 2022  Monthly |

**1.2: Workforce - Business case for a social work bank for London**

A wide range of activities have been undertaken to address London’s high reliance on agency staff and the overall candidate shortage of social workers across the market, which is driving up the cost of agency workers. The market is challenging for all regions and there is urgency to act quickly to address inflating costs and increasing departures from the permanent workforce.

While this work set-out to consider the feasibility of a social work bank, and was focused on managing the agency market, it quickly became apparent that any approach to the agency problem needed to go hand-in-hand with a renewed focus on attraction and retention of the permanent workforce.

London is working collaboratively with neighbouring regions, namely the South East, East of England, East Midlands and West Midlands to ensure that shared learning and opportunities for development are progressed in partnership wherever possible, recognising that this is an unprecedented time for the social work profession that requires a collective approach to achieve impact and protect the future of social work and care for children. Initially this pertains to the implementation of our revised Memorandum of Cooperation (MoC) for London, where we hope to reciprocate protocols with other regions to strengthen our control of the market. We are also supporting the development of a national MoC and hope to maintain close engagement with DfE’s national efforts to address market challenges both in relation to the agency market and the permanent workforce.

The Executive Summary outlining proposals to ALDCS due for decision in May is in the below document. The rationale for twinning these proposals is that the benefits that accrue from the shared recruitment microsite will be enhanced by the discipline, trust and collaboration provided by the London Pledge.



**Agency Worker Focus Group & Survey**

In order to allay assumptions, we held two concurrent events to engage directly with agency workers to understand push and pull factors. Both the focus group (invitation below) and the [survey](https://www.surveymonkey.co.uk/r/5YQTWHY) were held in partnership with the South East region and received a good response in both cases, with 34 attendees from 8 London Boroughs to the focus group, and 80 responses to the survey (65% London based social workers).

Key themes discussed included;

A summary of the survey results and workshop event with Practice Leaders are being developed, with design and facilitation support from Practice Leaders and DCS from across London boroughs. This is intended to inform recruitment and retention practices, for which Waltham Forest have begun to utilise learnings as part of their approach to converting existing agency workers (as detailed in Small Packages of Work).

We have offered to share findings cross-regionally and nationally to support recruitment and retention activities.



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| **Project Impact/Highlights** |
| Development of a new governance structure to implement the revised MoC, with future opportunities for alignment and reciprocation with other regions |
| Reignited cross-regional collaboration and engagement with national partners to support the workforce priority |

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| **Next Steps** | **Timeframes** |
| Secure commitment for LAs to the revised MoC and implement effective June 2022 | May 2022/June 2022 |
| Host an agency supply chain event to promote the revised protocols and exploit existing technology | May 2022 |
| Develop the sub-regional governance structures and leads | May 2022 |

**1.2: Workforce – Leadership in Colour Programme Extension**

The Leadership in Colour programme is an ALDCS sponsored initiative to redress the racial disproportionality in senior children’s services leadership across the capital.

DFE funding has enabled the extension of the Leadership in Colour Programme through funding two further cohorts of staff to join the Black and Asian Leadership Initiative (BALI) programme run by Staff College. This has received strong evaluation in the first year (100% of candidates felt their career had progressed or had the potential to progress because of their attendance).

The full evaluation of the 21/22 programme is contained within the attached report. A particular area to highlight is the Reference Group continue to act in consultation with ALDCS in addressing wider workforce issues and are identifying opportunities to address disproportionality through proposed recruitment and retention priorities. Their role as a critical friend has been particularly beneficial to workforce progress described within the social worker bank feasibility and aligned activities.

Anti-Racist and Disproportionality practice also featured in all of the peer challenges. Each LA has initiatives (mostly already documented via the [LIIA website).](https://liia.london/liia-programme/workforce/disproportionality-and-anti-racism)  The Pan-London work in this area in ongoing through the [Leadership in Colour programme](https://liia.london/liia-programme/workforce/disproportionality-and-anti-racism) (workforce), MOPAC’s Tackling Disproportionality in Youth Justice plan, and the CELC Tackling Racial Inequalities programme. DCSs may wish to consider additional practice-sharing on a sub-regional level.

The full 2021/22 report and 2022/23 proposals are below:



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| **Project Impact/Highlights** |
| 40 London Global Majority Managers have been able to access the BALI course |
| Wider evaluation of project in the attached document. |

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| **Next Steps** | **Timeframes** |
| Delivery of DfE funded BALI courses (x 2) scheduled for 2022 | May 2022 |

**1.3: Workforce – Social Worker Apprenticeship model development**

Greenwich is taking forward the development of a social work apprenticeship model and has conducted a review of existing approached within London and ASC counterparts, and has then begun to explore opportunities outside of London through engagement with other regions and training partnerships. LIIA is supporting engagement across London’s LAs and other RIIA to ensure existing models and learnings are captured as part of the development work.

Recruitment activities are underway, and LIIA are also supporting market engagement to secure the right candidate. LIIA continue to support engagement and introductions with other boroughs and teaching partnerships and hold monthly progress meetings on this project.



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| **Project Impact/Highlights** |
| Produced a Business Plan and shared with University of Greenwich to be presented at their Faculty meeting in March 2022 |
| Neighbouring local authorities have expressed a strong interest in the bespoke Children's SW apprenticeship being proposed |
| Secured a commitment from Greenwich schools to offer placements to Children’s social work apprentices |

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| **Next Steps** | **Timeframes** |
| Share programme proposals with other London Boroughs in order to explore further interests | April 2022 |
| Advertise SW apprenticeship to potential students/ Local Authorities - commence in January 2023 | Q2/3 2022 |
| Advertise for potential placements for Social Work placements including assess and confirm placements using suitability criteria | Q2/3 2022 |

**1.4: London Care Leaver Compact**

ALDCS is working with the National Care Leavers Improvement Adviser to develop a London Care Leavers Compact similar to that in operation in Greater Manchester. This work is being led by Lambeth, LIIA, Partnership for Young London, and the GLA. LIIA provides support to enable effective engagement and collaboration across a broad spectrum of networks and groups to deliver all aspects of the proposal. Progress is underway across all items identified in the proposal, with positive advancements such as with TfL to provide a care leavers’ travel concession and the sourcing of free prescriptions for care leavers.

There is a wide range of existing activity around securing improvements to the care leaver offer. Early meetings have focussed on bringing together key stakeholders and mapping/co-ordinating existing activity.   Specific progress includes:

* ​Securing an oversight group (Care Leavers Trust Board) consisting of Lambeth and LIIA leads, the Children in Care Council, the National Care Leaver Advisor and DCSs from each of the sub-region.  The Board oversees project delivery and assist in securing pan-London support.   It will also link with leaders of London's Youth Mission and Youth Offer projects, both of which have cross-over with this area of work.
* London Councils will support the work, in particular around securing the political endorsement that is needed to achieve a Pan-London agreement.
* The proposals were presented to the London Children in Care Council, with young people endorsing them and agreeing a participation structure for the work.
* Strategic Leads will be assigned from the Care Leavers Network to lead each of the core items in the proposal.  They will develop working groups around their item, to include other key sector leads (for example health partners for the securing of a free prescription offer).
* The project plan and budget has been approved by the Trust Board.
* ALDCS have been briefed on the CLC
* The CLC has been presented at the CYP Health Strategic Forum and received support in principle for the free prescriptions offer.
* 6 Thematic areas for delivery have been identified (Health, Finances, Housing, Transport, Mentoring, ETE), each of which will have a bespoke working group and delivery plan. A data group will provide overarching support to each area on building the demand, cost and business case for each element.

Next steps will focus on:

* The finalisation of the thematic groups to deliver on each of the core elements of the programme.  These will draw together key stakeholders in that sector, plan how the ambition can be delivered, build the business case to secure agreement, and see the work through to completion.  They will report back to the Trust Board via the Care Leavers Network.

The final briefing is below:



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| **Project Impact/Highlights** |
| Trust Board established and project plan approved and underway |
| Range of stakeholder and partner engagements |
| Negotiations around travel and free prescriptions offer in progress |

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| **Next Steps** | **Timeframes** |
| Finalise thematic group memberships and individual project plans | May 2022. Delivery of each individual element of the project will vary but will arrive in stages throughout 2022. |

**Strand 2: Practice**

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| **Ref** | **Projects** | **Lead** |
| 2.1 | Accelerating opening more family hubs (Project 1 - Option A) | Hammersmith & Fulham |
| 2.2 | Enfield |
| 2.3 | Hillingdon |
| 2.4 | Accelerating opening more family hubs (Project 1 - Option B) | Camden |
| 2.5 | Redbridge |
| 2.6 | Adolescent safeguarding from extra-familial harms (Project 2) | Hillingdon |
| 2.7 | Redbridge |
| 2.7 | Waltham Forest |
| 2.7 | Enfield |
| 2.8 | Safeguarding CYP from risk of FGM (Project 4) | Hillingdon |
| 2.1 | Reducing court back-logs (Project 5) | Hillingdon |
| 2.11 | Waltham Forest |
| 2.12 | Digital Capacity (Case Management System) Project 6a) | Bi-Borough |
| 2.13 | Digital Capacity (Digital Maturity) (Project 6b) | Bi-Borough |
| 2.14 | Achieving for Children |

All Strand 2 projects are led by the respective boroughs awarded, and progress reports will be provided directly by them to DfE.

LIIA provides a supporting role where beneficial and has worked closely with Camden to ensure that all funds are released and continues to supported engagement between the boroughs across the range of interconnecting projects both Recovery Fund led and BAU.

**Strand 3: Scale and Spread of Innovation Projects**

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| **Ref** | **Projects** | **Lead** |
| 3.2 | Regional LAC Commissioning | Ealing |
| 3.2 | LIIA/London Councils |
| 3.3 | Signs of safety re-boot | Enfield (Signs of Safety) |
| 3.5 | Improving care leaver outcomes | Bexley (Keep) |

The [Regional LAC commissioning programme](https://liia.london/liia-programme/resources_commissioning) is led by LIIA and is reported on separately by agreement with DfE colleagues.

Strand 3 projects 3.3: Signs of Safety re-boot and 3.5 Improving care leaver outcomes are led by the respective Local Authorities detailed.