

# Summit Agenda



## **9:30am – 09:45am: Welcome and Introduction to London’s Reform and Change Ambition for Children**

Welcome by Chair Cllr Ian Edwards – Leader London Borough of Hillingdon and London Councils Executive Lead for Schools and Children’s Services

## **Introduction by Florence Kroll CBE – Director for Children’s Services, Royal Borough of Greenwich and Chair of Association of London Director of Children’s Services (ALDCS)**

## **9:45am – 10:05am: Key Note Speaker: Ministerial / Permanent Secretary Address from Department for Education**

Janet Daby, Minister for Children, Families and Well-Being

## **10:05am to 10:15am: ‘Practice Spotlight at the Heart of Sector-Led Improvement in London’**

Introduced by Cllr Penny Frost – Lead Member for London Borough of Richmond

Glen Peache, Director of Family Services, Royal Borough of Kensington & Chelsea

Bev Hendricks, Executive Director – Children, Lifelong Learning and Families, London Borough of Merton

## **Practice Spotlight Briefings**

- 10:15am: Hackney/Lewisham – Racial Equity
- 10:25pm: Haringey – Stop and Search
- 10:35am: Lambeth – Route to Independence Pathway

## **10:45am – 11:25am Practice Spotlight Marketplace (Break/Refreshments)**

## **Practice Spotlight Briefings**

- 11:25pm: Redbridge – Your Choice – Introduced by Lib Peck, Director of the Mayor of London's Violence Reduction Unit (VRU)
- 11:35pm: Enfield – Enfield Communication Advisory Support Service (ECASS)

## **11:45am – 12:25pm: ‘Effective Partnership Working with Health’ – Panel Discussion**

Introduced & Facilitated by Mayor Caroline Woodley – Mayor of Hackney

Speaker: Caroline Clarke, NHS London Regional Director

Panel discussion: Caroline Clarke, NHS London Regional Director, Tim Aldridge – Executive Director of Children and Learning for London Borough of Camden, Elaine Allegretti – Strategic Director Children's & Adults for London Borough of Barking & Dagenham

## **12 :25pm – 12 :45pm: Table Discussion – Looking Ahead for London’s Children at a Time of Change**

- Discussion Question: What shared challenges and opportunities should be prioritised as regional areas of collaboration in relation to reform and change?

## **12:45pm – 1:05pm: Plenary & Closing Remarks**

Florence Kroll – Director for Children’s Services, Royal Borough of Greenwich and Chair of Association of London Director of Children’s Services (ALDCS)

Ade Adetosoye CBE – Chief Executive of the London Borough Bromley, Chief Executives Lead Adviser for Children Services

## **1:05pm – 2:00pm Lunch, Networking & Practice Spotlight Marketplace**

# Practice Spotlight

## MARKETPLACE

Practice Spotlight was launched in November 2024 as a new initiative to capture examples of best practice.

We received over 100 submissions from across London Local Authorities, exceeding all expectations, and we are excited to build on London's generous sharing to develop and enhance sector led improvement activities across the capital.

Learn about the [background](#) of the initiative [here](#).

London Children's Services

Practice  
Spotlight

### Celebrating Practice Spotlight at the London Children's Services Summit

Practice Spotlight 'Marketplace' at the Summit will allow conference delegates to engage with the teams who are making a difference. Representatives on the day are sharing just some of the incredible submissions received from across the capital, along with the partners who are making a positive impact to children and young people in London.

**Hackney**  
Racial Equity & Inclusion  
Service

**Lewisham**  
Anti-Racist Practice  
Framework

**Westminster & RBKC (Bi-Borough)**  
Anti-Racist Practice and  
Focus on Disproportionality

**Enfield**  
Enfield Communication  
Advisory Support Service  
(ECASS)

**Merton**  
Meeting the Needs of  
Pupils with Autism in  
Mainstream Classrooms

**Haringey**  
Stop and Search  
Safeguarding Project

**Redbridge**  
Your Choice

**Barking & Dagenham**  
The Culturally Sensitive  
Therapy Project

**Sutton**  
Universal Parenting  
Support Service

**Lambeth**  
Route to Independence  
Pathway

**Greenwich**  
Integrated Clinical Team  
(care leavers with mental  
health and wellbeing needs)

**Waltham Forest -  
Mockingbird Service**

**Brent**  
Care Journey's/Children  
in Care Councils

**Barking & Dagenham**  
The Sunrise Hub in  
Partnership

**Redbridge**  
Pre-post Birth Service

**Camden**  
Safeguarding and Social Work  
Performance App

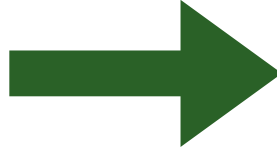
**Tower Hamlets**  
Diamond Project

# Summit Resources

City Guildhall Venue WIFI: GHALL EVENTS, Password: GHALLEVENTS

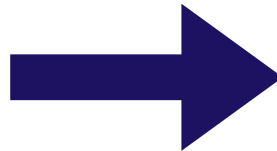
All of these resources and more can also be found in the ALDCS Summit App

**ALDCS  
Summit App**



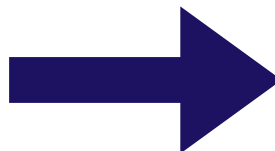
Access the online Delegate Pack for essential summit resources and the latest updates from LIIA.

**Summit  
Delegate Pack**



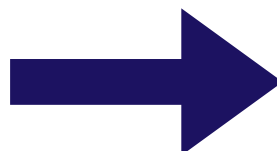
Read about the key areas of delivery planned for 2025/26

**LiiA Annual  
Plan 2025/26**



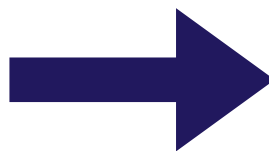
Explore over 100 Practice Spotlight submissions in the digital resource area

**Practice  
Spotlight  
Digital Area**



Before you leave today please tell us your thoughts about this event

**Event  
Feedback  
Form**



# LONDON INNOVATION & IMPROVEMENT ALLIANCE (LIIA)



## 2025/26 Annual Plan:

- **LIIA's Annual Plan** represents the ambition ALDCS have for tackling the most pressing issues for London's children, young people, their families and the diverse workforce that serves them. LIIA's core activities enable progress and carry **ALDCS Five Priority Areas** and in 2025/26 we will expand of efforts to support London in leading and delivery reforms.

## Making Data Speak for London's Children:

- **Making Data Speak for London's Children:** We're continuing to develop and extend the analytical offer for London. New dashboards added to the repository include; OC3 Care Leavers dashboard, CLD OC2 Looked after children dashboard, an Ofsted inspection dashboard (that is also used nationally) and some commissioning dashboards on the Top 10 cost placements and unregistered placements in London.
- **Our secure data platform**, developed with Social Finance and also being used by East of England region, South-East region and Greater Manchester Combined Authority, is finally up and running. We are planning to collect data on looked after children, children in need, special educational needs children, children services social workers in the coming year and produce a whole new range of analytical products to support the ALDCS priorities.
- **We've continued to refine the Dynamic Sufficiency Tool** passed to us by the Commissioning Alliance, enhancing the functionality and user experience.
- **The DfE sponsored us to carry out a project using the school census** from London Boroughs to support the statutory responsibilities of London Boroughs to work together to improve attendance for cross border children.
- **We're continuing to collaborate with Health colleagues** to further develop the initial work of the Breaking New Ground Health and Social Care data sharing project with Health colleagues from Imperial and NW London DCS'.
- **A research project with the Rees Centre** has just started and will be exploring children's journeys through the London care system.
- **The ALDCS Intelligence, Data & Research steering group** meet quarterly to guide the work of the LIIA data & intelligence team.

## "Improving engagement between LA DCS and health systems in London":

- Further to the discovery and insights work undertaken earlier in the year, in November ALDCS agreed that the LIIA leads for health will focus on three key areas:
  - **Strategic collaboration with London Councils, relevant health:** DCS liaison roles in Local Authorities, and other key stakeholders pertinent to the health : DCS relationship.
  - **Input into LIIA transformation programmes** (currently Commissioning and Continuing Care)
  - **Ensuring ALDCS representation at key strategic regional meetings** - along with relevant follow up.

## Leadership in Colour:

**ALDCS established the Leadership in Colour programme in 2020, to address racism and disproportionality** as it affects the children's workforce and the children and families accessing services. Key aspects include:

- **Establishing a Pan London Reference Group of Black and Global Majority (BGM)** children's services staff to work with ALDCS on racial equity ambition and delivery
- **Commissioning leadership programmes** for London's Black and Global Majority workforce
- **Undertaking the Big Listen**, with over 1,000 CS social workers, which flagged key differences in workplace experiences by ethnicity
- **Implementing the London Pledge** to tackle factors (including around racial equity) leading to drift into the agency market
- **'Baking in' racial equity to all areas of the ALDCS work programme**, including its five priority workstreams
- **Developing disproportionality datasets** to track experiences and outcomes by race across both the workforce and children and families accessing services

# ADOLESCENT SAFEGUARDING

## Your Choice Programme:



- **The data collection for the Your Choice evaluation (London Young People's Study, a step-wedge randomised controlled trial)** is winding up with an impressive 1,465 recruits into the Study. During the Study period Your Choice has been delivered to 853 young people aged 11-18 at medium to high risk of violence outside the home across 31 London local authorities by practitioners working across 74 teams, including Children Looked After teams, Youth Justice Services, schools and social workers in schools.
- **Click here for a timeline** showing our progress from initial grant award in 2021 to present.
- **The first pan-London practitioner event took place on 28 February 2025**, where practice and impact were shared and celebrated!
- **The Your Choice programme continues to go from strength to strength.** Local authorities across London are considering how and where to implement Your Choice now the formal referral constraints of the evaluation are ending. London's Violence Reduction Unit (VRU) has committed to advocate for Your Choice and highlight the alignment to the government's Safer Streets and Opportunities missions, including the development of Youth Future Hubs and Prevention Partnerships. The programme has been included in the national Turnaround funding Guidance document (March 2025). The central team will continue to be supported and the VRU has already promised funding to enable training of the control teams until December 2025 to support the ongoing delivery of Your Choice across London.

## Violence and Exploitation Support Service (VESS):

- **As part of our initial engagement with London Local Authorities**, a hybrid workshop took place in November 2024 at London Councils bringing together LHoCS thematic leads and LIA 'Your Choice' SPOCs. The session focused on discussing VESS and gathering feedback on how LIA resources can best support local authorities in improving access, support pathways and information sharing.
- **1:1 consultations took place with a 10 LA representatives**, which provided an early indication of some of the main notable themes and helped shaped the agenda for the workshop. Having engaged with 14 LAs during our workshop, it was then extended across London through the use of an online survey in February 2025. There were 53 respondents representing all 32 London boroughs.
- **The planning stage of the LIA VESS service has been successful**, especially in building relationships with key partners, improving how data is shared, and setting clear goals. The next step is to test the service in a number of boroughs and prepare to launch full-service delivery in June 2025. Ongoing partnership work and continued learning will be crucial to make sure that the LIA Local Authority coordination team can effectively support VESS to work with children and young adults across London.

## MACE Review & Implementation:

- **The Metropolitan Police** are actively contributing to the development of the revised protocol by adding and updating content that reflects their operational responsibilities, as well as reinforcing the importance of effective partnership working across agencies.
- **Strategic planning** is underway to mandate that each London borough has a named MACE analyst. This is intended to embed analytical capacity at a local level and ensure that MACE-related data and intelligence are systematically fed into the London Analysts' Network. This move will significantly enhance collaborative analysis, intelligence sharing, and strategic decision-making across boroughs.

## Safeguarding Adolescents in London (SAIL):

- **The handbook name has changed from ASIL (Adolescent Safeguarding in London) to SAIL (Safeguarding Adolescents in London).** A small name change to better reflect our focus: Safeguarding Adolescents in London.
- **The SAIL soft launch has been deferred to June 2025**, with the official launch and campaign scheduled for July 2025.



# SPECIAL EDUCATION, NEEDS & DISABILITIES (SEND)

## London SEND Leadership programme:



- **The London SEND Leadership Programme has progressed significantly**, with the first two cohorts completed and the third launched. Designed by Newton Europe and nasen (National Association for Special Educational Needs), the programme was shaped with input from Parent Carers, SEND Leads to Team Managers to address key needs and preferences.
- **Widely praised for its relevance, 97% found the programme content relevant to their learning needs**, and 90% recommended it to peers. Evaluations indicate significantly increased confidence among participants in leading local change.
- **All 33 London Local Authorities and the 5 ICBs have benefitted from the Programme**

## Ofsted Local Area SEND Inspections:

- **LIIA continues to monitor SEND Area Inspection outcomes**, analysis shows that London is performing above the national average, with 33% of London inspections achieving Outcome 1 compared to 25% nationally.
- **LIIA reports key themes emerging from inspections**, which inform in-year developments and the annual review of the ALDCS SEND Programme.

## SEND Commissioning:

Following **Treow's report on SEND Commissioning across London**, Mime Consulting has been commissioned to implement key recommendations.



- **These include developing a pan-London commissioning framework**, a shared data system for Independent Non-Maintained Special School placements, and tools to streamline SEND placements.
- **The project will help to address rising placement costs**, insufficient specialist provision, and increasing service demand while improving data management and commissioning practice. A key goal is to explore collaborative commissioning at the ICB and London-wide levels.
- **The data system will identify gaps in provision and high-cost placements**, supporting better value for money and improved outcomes for children and young people with SEND.

## SEND Workforce:

- **The SEND Programme is working with the Workforce Programme to address key challenges in the London SEND workforce.** The SEND Workforce Fieldwork Report was published in March 2025.
- **The programme is also engaging with other regions nationally**, with a commitment to developing shared initiatives wherever possible.

## SEND Data Dashboard:

- **LIIA is continuing to develop the London SEND Data Dashboard** as part of the SEND programme to support Local Authorities. The dashboard offers valuable tools for London Authorities to facilitate both local and regional monitoring of SEND Services. **You can access the Dashboard here.**

## Supporting Networks and Sharing Practice:



- **The SEND Strategic Manager Parent Carer Network**, has hosted focused sessions on Inclusion and Social Care, Measuring Outcomes and most recently AI Innovation in SEND.
- **The London SEND Finance Network**, featured insights from the DfE and Local Authorities on programmes to improve value for money such as Delivering Better Value and Safety Valve, along with innovative case studies from Local Authorities

# RESOURCES AND COMMISSIONING

## Supporting Networks and Sharing Practice:

- **The Pan-London Placement Commissioning Panel (PLPCP) and London Commissioning Network, brings together commissioning leads to share insights and tackle sector-wide challenges.**
- In December, both groups came together for in-person workshop with the DfE and South East Regional Care Cooperative (RCC), focusing on key policy and legislative changes in children's social care.

## Collaborative Commissioning for ASD/SEMH:

- **Following the Pan-London Business Case, Two pilot projects are approaching implementation for Summer 2025**, hard work and collaboration across North Central London and North East London has resulted in funding from the NHS for £500k per pilot.
- **Each region will pilot highly specialised Multi-Disciplinary teams working initially in the community**, to de-escalate and mitigate emotional wellbeing crises in homes and placements across the subregion, before then providing in-reach into new and specially designed children's homes in each region - working all the time to get children back home or into alternative long-term homes.

## London Accommodation Pathfinder (LAP):

- **The LAP provides an alternative to custody for 16-17 year old boys in London through Supported Accommodation and wraparound support**, and while there has been a lot of learning from the project, it has also demonstrated growth and resilience in its first year, with 19 children having avoided an experience of custody, 12 moving onto placements in the community, three currently resident in the provision and only four children returned or sentenced to custody. Children have avoided an unnecessary experience of custody because of this provision, built on pan-London collaboration

“[I] Will always appreciate LAP as it gave me a second chance”

*Young person placed in the LAP*

## Informing Regional and Local Commissioning:

- **LIIA's analysis of the Top 10 most expensive placements across London found an increase for average placement costs of 24% from 2023**, and an increase of 23% on overall spend on high-cost low incidence provision. Findings about the providers used made the clear case for a regional approach to market engagement and management, as well as the need to involve the whole system in care planning for this cohort and a continued focus on high cost low incidence placements.

## Capital Bid Development:

- **LIIA stimulated and supported capital bids to address shortfalls in provision for children with complex needs** - overall London's 12 bids would bring in £7.65m capital funding and provide 30 additional beds for children in a range of local provision across London.

## Residential Parenting Assessment Framework:

- **The London Framework for Residential Family Centre Assessments**, which launched in October 2023, is in active use by London local authorities, with 14 providers operating across 23 centres.

## Sufficiency and Market Development:

- **LIIA is developing a pan-London sufficiency plan for all placement types**, using insights and data from the Dynamic Sufficiency Tool and other dashboards. This includes working with not-for-profit providers and social investors to accelerate growth in London's placements market.

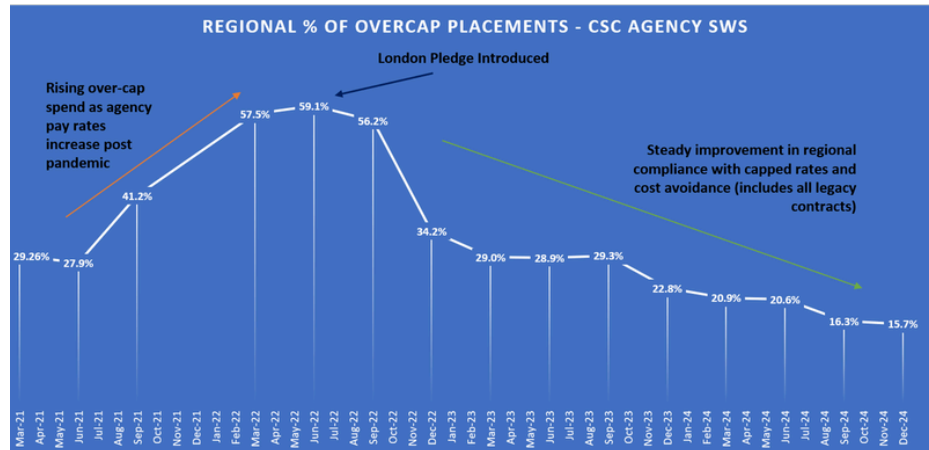
## Secure Children's Home (SCH) & Pan-London Vehicle for Children's Complex Commissioning Ltd (PLV):

- **Work is currently underway to fully remobilise the project following a pause on most activities since August 2024.** A pause was placed on the project in order to work with the DfE and LAs to resolve some critical issues that were preventing the project from moving forward successfully. Now that the pause has been lifted, engagement with organisations interested in running the SCH has commenced alongside service design activities, and when the project has fully remobilised the work to prepare for planning application submission will continue.
- **The ability to overcome recent project challenges has demonstrated the strength of the partnership between London LAs which has been commended by central government.** It is also evidence that London has a strong foundation for further regional co-operation arrangements should this become mandatory through future legislation.
- **Further information on the project is available via its webpage.**

# WORKFORCE

## National Statutory Guidance on Agency Use of CSC Social Workers:

- **New Rules:** The DfE published the statutory guidance for local authorities on the use of agency child and family social workers and updated data and price caps operational guidance.
- **New Best Ever:** Over-cap spend has reduced by a further 4.3% to 15.7% in the last quarter.
- **Data Collection Resources:** In March LIIA led data collection engagement sessions with local authorities in collaboration with DfE, over 70 colleagues attended and a summary of the operational data guidance has been produced to distil the guidance.
- **CSC SW Workforce Census:** published in March 2025 you can explore the data locally, regionally and nationally via the LIIA CSC SW Census Dashboard.



[Follow LSWC on LinkedIn](#)

## London Social Work for Children (LSWC):

- **LSWC continues to provide a window to children's service in London**, attracting 136,000 visitors since July 2024 to 544 qualified social work jobs posted from across London's 33 Local Authorities, with 13,000 'apply' clicks, over 1,900 registered candidates and 2,500 social media followers.
- **Targeted regional campaigns have included the Agency to Permanent campaign**, developed in collaboration with former agency social workers from several London LAs and **Social Work Week 2025 campaign** that brought colleagues together to explore some of Social Work England's key themes.
- Since January 2025 it has been agreed that the **LSWC platform has expanded its remit to Children's Homes** to include Registered Manager and Deputy Manager posts.

## Children's Homes Workforce:

- The **London Children's Homes Managers Network was launched in the summer 2024** and has brought together Registered Managers, Deputy Managers, and Responsible Individuals from LA-owned and run children's homes, as well as those involved in the opening of new homes.

"This well attended new network has been a valuable opportunity to build links with managers of other homes and to discuss the unique challenges related to the RI and RM roles"  
- Network Member

## The Big Conversation:

- We are delighted to announce the second release of the **The Big Conversation**. This is the second edition of The Big Listen, a CSC SW workforce research project led collaboratively by the London Innovation & Improvement Alliance (LIIA) and the South East Sector Led Improvement Programme (SESLIP).



## SEND Workforce:

- We are delighted to have published the **SEND Workforce Fieldwork Report: Understanding the Special Education, Needs & Disabilities (SEND) Workforce in London**. The report summarises the findings from fieldwork undertaken with London local authorities. We are pleased to also be launching the *Big SEND Workforce Conversation* later in the year!

# CARE LEAVING

## London Children in Care Council and Care Leavers Trust Board Meet Janet Daby:

- **The London Children in Care Council and Care Leavers Trust Board** were delighted to meet recently with Janet Daby, the government Minister for Children and Families.
- **The group discussed the enormous potential stemming from upcoming legislation to extend corporate parenting responsibilities** to all government departments and relevant public bodies.
- **A key area of focus was the 'fit' between London's Care Leavers Compact and national programmes,** with examples of how national positions on key areas such as mental health support, travel costs, and utilities and council tax bills could transform young lives.



## Pan London Care Leavers Compact Launched in March 2024:

- **Young people, national and regional government, and partners including the NHS, Transport for London, the Care Leavers Covenant, and Catch 22, came together** at the Guildhall to launch the Pan London Care Leavers Compact.
- **The Compact has brokered support packages across partners** including free prescriptions, discounted TfL travel, and strengthened housing positions within Local Authorities.
- **We continue to develop new, practical, support offers** under the banner of the Compact.

## Beyond the Compact:

**There is collective determination that the launch of the Compact is just the start of the journey** to better support care-experienced people in London.

## Key milestones include:

- **Undertaking a wide-scale survey of LA care leaving practice and views.** This, along with DfE data, gives a detailed map of the London position which can be used to grow best practice and make business cases for change.
- **The Health group has focussed on increasing/improving mental health provision.** We have secured a commitment from the regional NHS team that care leavers needs will be flagged as a priority in the regional mental health strategy (Dec 2025). Transitions to adults health services and dentistry are other key areas of work.
- **The Housing group has focussed on improving the offer and partnership with Housing Associations,** with a best practice pilot underway between Bromley/Clarion. They are also looking at the development in several boroughs of small-scale provision bespoke to care leaver needs.
- **The Education, Training & Employment (ETE) group has focussed on the Higher Education/Further Education offer, with a London Vice-Chancellors session being planned** for the Autumn. We are developing a 'family firm' standard in ETE offers across LA's and statutory partners.
- **An increased focus on care leavers in the MOPAC review of the Reducing Criminalisation of Children in Care and Care Leavers Protocol,** including the potential for London to adopt the West Midlands pilot scheme to identify and support care leavers at the point of arrest.
- **We hold quarterly Personal Advisor (PA) briefing sessions, which connected over 200 London PA's with the support offers available** from the Compact, the CL Covenant and the GLA.
- **We are also linking London's Care Leaving Activity with that of other regions, ADCS, and the LGA,** both in terms of sharing best approaches and joint lobbying for national positions.

# CURRENT ENGAGEMENT OPPORTUNITIES



Across LIIA's work, there are key opportunities for colleagues across the sector to contribute. We invite you to engage with this work, share your insights, and to also cascade information on the opportunities below across your local area.

## A NEW SECURE CHILDREN'S HOME (SCH) FOR LONDON: PRELIMINARY MARKET ENGAGEMENT

London LAs are working in partnership with the NHS to deliver a much-needed residential provision that will provide specialist care, education, health and wellbeing services in a safe, secure and therapeutic environment for some of London's most vulnerable children.

There is currently no provision of this kind in London.



Organisations that are interested in working with London LAs and the NHS to deliver and run this new service are invited to participate in **preliminary market engagement** ahead of a potential procurement process to identify London's SCH delivery partner.



Please help to share this opportunity which includes an initial **questionnaire**.

Interested organisations can access all of the information about this opportunity via the programme **website** or by using the QR code.

## BIG CONVERSATION - CSC SOCIAL WORKERS



The Big Conversation is the second release of The Big Listen, a workforce research project led collaboratively by the London Innovation & Improvement Alliance (LIIA) and the South East Sector Led Improvement Programme (SESLIP). The research includes a survey and a series of focus groups. Its purpose is to affect change with and not to the workforce.

Across the UK and beyond, governments are proposing and implementing significant reforms aimed at addressing long-standing challenges in the system, and with it the role of the social worker is evolving.

**This is an exciting opportunity for child and family social workers, managers, students and agency workers** to share their views and the greater the response, the more meaningful the impact!

Colleagues can access:

- 1) The survey via the **Survey Monkey Link** or by using the QR Code.
- 2) The **focus groups information and booking links**
- 3) **Big Conversation Website Area**



# OUR NEWSLETTERS

LIIA produces several newsletters to keep partners updated. You can read these on our website or click the below links to access the latest editions:



[Adolescent Safeguarding and Youth Justice Newsletter](#) (March Issue)

[Workforce Newsletter](#) (March Issue).

[Resources and Commissioning Bulletin](#) (December Issue)

[SEND Bulletin](#) (December Issue)

[Care Leaving Newsletter](#) (September Issue)

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## MEMBERS AREA ACCESS

Should you wish to [you can click here to register for access](#) to our dedicated Members Areas. Please note that this is a restricted area and an approval process.

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## STAY CONNECTED

Please visit our website: [liia.london](http://liia.london) for more detailed information on each of the ALDCS priorities, or contact the team directly to discuss anything in greater detail.

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## KEY LIIA CONTACTS

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