

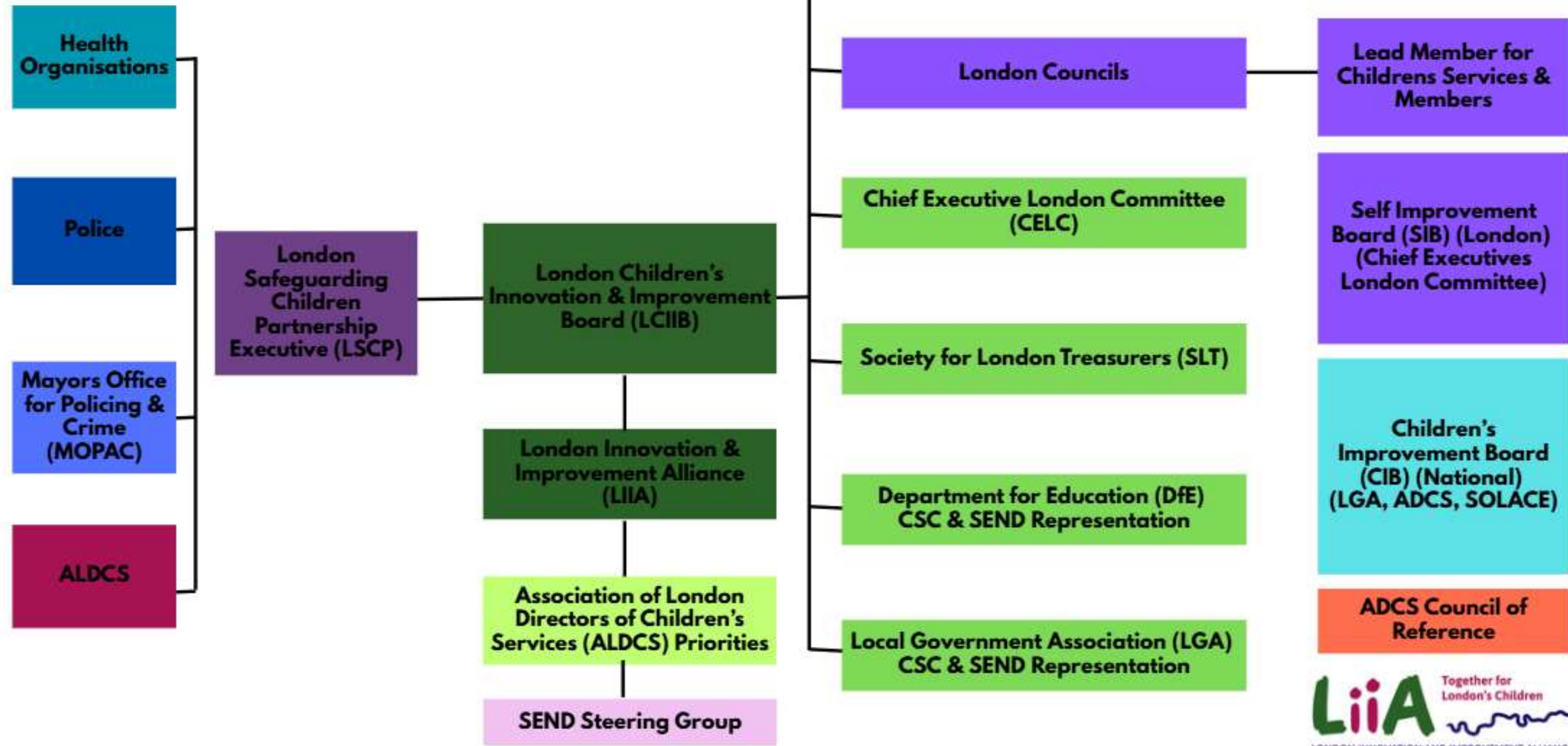
LIIA Core Delivery Plan Programme 2025/26

SEND & CSC Strategic Purpose, Deliverables & Next
Steps

ALDCS

The Association of London
Directors of Children's Services

London Innovation & Improvement Alliance (LIIA) Strategic Governance Board



Highlights from 2024-25



SEND

- **The London SEND Leadership Programme**
- **SEND Commissioning Report**
- **London SEND Data Dashboard**
- **Strengthened and streamlined SEND governance and partnership networks**
- **Engagement & practice sharing:**
 - London SEND Finance Network
 - London SEND Strategic Manager & Parent Carer Network
 - Practice Spotlight platform

CSC

- **The London Pledge/National Statutory Guidance and cost avoidance data analysis**
- **London Adolescent Safeguarding Data Dashboard**
- **Strengthened and streamlined governance and multi-agency partnership networks (including police and health)**
- **Engagement & practice sharing:**
 - Practice Spotlight platform
 - London Children's Homes Managers Network
 - Racial Equity And Leadership (REAL) Reference Group

Strategic Purpose 2025/26



Strand	Strategic Purpose
Data Capacity & Capability	To support and strengthen the London's ability to use high-quality data to drive informed decision-making and improvement.
Regional Diagnostics	To support and identify systemic and local challenges to inform targeted interventions and shared learning across London.
Universal Improvement	To support improvement needs and reform-readiness and implementation effectiveness across the whole CSC and SEND system.
Targeted Support	To support and accelerate progress in LAs through bespoke, evidence-informed support offers.

Data Capacity & Capability



How This Work Improves Outcomes for Children and Young People:

Improving how data is collected and used across the region will help local areas build a clearer picture of need and provision.

Over time, this can support more informed planning and decision-making, contributing to more responsive services for children and young people and those with SEND.

SEND

Examples of proposed key activities:

- Develop a benchmarking data collection on a quarterly & annual basis
- Explore quarterly data collections in other regions and develop a London-focused quarterly collection
- Develop the LIIA 'Making data speak for London's children' programme
- Maintain and expand learning from key data projects to support multiagency data sharing - including the North-West London Data Accelerator, Child Level Data and School Census
- Engage with national and regional networks and forums to promote strong data practice and explore shared regional diagnostics
- Expand regional data analysis capacity by expanding team with 2x SEND Data Intelligence Analysts

CSC

Examples of proposed key activities:

- Maintain the benchmarking data collection on a quarterly & annual basis
- Expand the catalogue of analytical dashboards, such as assessing impact of ethnicity against care leaver outcomes and repeating top 10 most costly placements
- Develop the LIIA 'Making data speak for London's children' programme and the role of the ALDCS Intelligence, Data and Research regional steering group
- Develop engagement activities with senior leaders and key stakeholders through existing channels
- Develop regularity of review of the Children's Social Care Dashboard to enable regional comparisons of datasets
- Develop the Child Level Data (CLD) project to make the best use of data that is already collected in London
- Develop the Looked after children data (SSDA903) with the latest year's data
- Expand improvement activity through inclusion of CiN census, Workforce census, SEN2, adolescent safeguarding and other statutory collections
- Explore the use of CLD data to support research including a pilot project on disproportionality
- Develop analysis based on School Census, initially cross-border attendance

Regional Diagnostics



How This Work Improves Outcomes for Children and Young People:

Stronger regional diagnostics will help identify strengths and gaps across local systems.

This insight supports local authorities and partners to reflect, plan, and make gradual improvements, with the aim of improved value for money and enhanced support for children, young people and their families.

SEND

Examples of proposed key activities:

- Develop existing diagnostic approaches and infrastructure, incorporating qualitative research, inspection outcomes, and key SEND enablers
- Deliver regional diagnostics through enhanced data collection, benchmarking, and utilisation of the Practice Spotlight programme
- Develop the existing stakeholder network infrastructure and communities of practice to improve efficiency, participation, and connectivity among key partners.
- Expand the Practice Spotlight programme and digital resources area
- Maintain robust communications via newsletters, regional networks, governance groups, and events; including the ALDCS SEND Summit
- Align regional diagnostics with the SEND Targeted Support offer and coordinate with national bodies such as DfE, LGA, OFSTED, and others

CSC

Examples of proposed key activities:

- Develop existing diagnostic approaches and infrastructure such as LIIA intelligence and data activity alongside qualitative research activities such as CSC SW Big Conversation and OFSTED inspection outcomes (including Youth Justice)
- Develop engagement activities to enable co-production and improvement of resources and raise awareness
- Explore connections between relevant data sets to support 'whole picture' self assessments
- Expand the Practice Spotlight programme as a feature of practice sharing that enables effective sector led improvement
- Maintain effective communication to all key stakeholders through tools such as the LIIA monthly, quarterly and bi-annual newsletters and bulletins
- Maintain support, facilitation, administration of key regional networks and boards aligned to ALDCS priority areas and reform readiness
- Deliver the offer of qualitative and quantitative diagnostic tools to inform CSC targeted support offers
- Develop regional diagnostics in collaboration with the DfE, LGA, and other support programmes, maintaining consistent links and engagement with other RIAs
- Deliver targeted support in an integrated way, coordinating with other support and compliance partners such as the DfE, LGA, OFSTED, HMIP and the CQC

Universal Improvement



How This Work Improves Outcomes for Children and Young People:

By sharing practice that is working well and strengthening collaboration across the region, we can help local areas develop more inclusive and joined-up systems.

This creates the conditions for better day-to-day experiences and improved outcomes for children, young people, and their families.

SEND

Examples of proposed key activities:

- Promote what is working well in London for inclusion of children
- Explore pan-London Good Practice guidance and benchmarking for SEND Case Officers, including job descriptions, training, and caseloads.
- Explore and expand on existing knowledge around reciprocal arrangements for children living in one borough and educated in another.
- Develop greater understanding of Early Years support for children with SEND, share learning and explore opportunities to improve early support, working with Health, including Public Health and parents and carers
- Expand and deliver a fourth cohort of the London SEND Leadership Programme
- Deliver a pan-London Educational Psychology agency pledge in collaboration with NAPEP
- Deliver the SEND Big Conversation
- Explore ways to better involve health staff in joint training and development

CSC

Examples of proposed key activities:

- Deliver a robust programme of work on behalf of ALDCS, as aligned to our RIIA core activities and the priority areas central to the LIIA programme including; Adolescent Safeguarding, Care Leaving, Resources & Commissioning, Workforce and SEND (specific activities rolled into SEND Delivery Plan), ensuring that Anti-Racism is baked-in to all programmes of work
- Develop a LIIA Reform Coordination Support Offer engaging a range of communities of practice to support regional reform readiness
- Build on existing relationships with multi-agency partners (particularly health and police)
- Develop existing and new activities to monitor progress and inform developments and drive partnership-based improvement
- Develop co-designed approaches to extra-familial harm, with partners in the London Adolescent Safeguarding Oversight Board, with reference to child exploitation
- Deliver a Racial Equity & Leadership Staff Development programme to increase the ethnic diversity of leaders within London Children's Services, including the introduction of a Shadowing Plus offer
- Maintain engagement in the NHS transformation at national, ICS, Place and Provider level and strengthen partnership working to ensure the representation of priorities for London's children
- Deliver an ambitious Adolescent Safeguarding programme that seeks to build safety for young Londoners, achieve greater consistency of language and practice, and providing a consistent approach to multi-agency child exploitation arrangements across London, promoting safety
- Deliver an extensive Resources & Commissioning programme that seeks to improve outcomes for children and enhance value for money through collaborative commissioning, including with multi-agency partners
- Deliver a comprehensive Care Leaving programme of work that seeks to achieve a joined up care leaver offer across LAs, building on collaboration and co-production with multi agency and other partners
- Deliver a progressive Workforce programme that seeks to achieve stability, sufficiency and supply of the CSC workforce.
- Explore the Communities of Practice support offer from Foundations/What Works to strengthen existing communities of practice and ensure activities consider the principles and recommendations set out in Practice Guides
- Expand LIIAs role with the regional Practice Leaders network to strengthen links with ALDCS
- Expand the role of the sub-regional workforce development groups to support shared learning and identify opportunities for joint workforce development opportunities

Innovation & Targeted Support



How This Work Improves Outcomes for Children and Young People:

Targeted support will be offered on a thematic and / or geographic basis to local authorities and partners facing the greatest challenges. This focused improvement activity will support them to shape and address local priorities more effectively - leading to improved and more consistent experiences and outcomes for children, young people, and their families.

SEND

Examples of proposed key activities:

- Develop SEND targeted support model for London
- Develop criteria for targeted support packages informed by regional diagnostics and self-evaluation, aligned to SLIP and the LGA offer.
- Deliver a second phase of the Practice Spotlight programme to share impactful local practice, including a focus on SEND reform readiness.
- Deliver targeted thematic peer reviews for Local Authorities identified through diagnostics, inspections, and NHS transformation priorities.
- Develop understanding of key themes for innovation and improvement using local authority SEFs and examples of strong practice across London.
- Maintain and develop regular liaison with DfE, LGA, NHSE and others to ensure coordinated improvement activity.
- Explore opportunities related to AI innovation across SEND services.

CSC

Examples of proposed key activities:

- Develop an offer for targeted support, derived from learnings from Regional Diagnostics and self-assessment, linked to Sector Led Improvement Partners and the LGA offer
- Deliver a second phase of the Practice Spotlight programme to capture examples of innovative and impactful practice for regional dissemination and engagement
- Deliver sector-led improvement in response to extra-familial harm
- Deliver the continuation of the Your Choice programme, leveraging the benefit of the existing infrastructure and expertise of 100s of upskilled practitioners
- Deliver targeted thematic peer reviews, building on the Practice Spotlight programme, to support local authorities identified through regional diagnostics
- Maintain a robust and coordinated ALDCS induction programme with London Councils
- Maintain engagement and coordination with CELC and regional improvement leads at London Councils to strengthen oversight and planning
- Maintain and develop regular liaison with the department, including key partners such as LGA and CIB,
- Coordinate targeted support to align to regional diagnostics, ensuring engagement and co-