

London Innovation & Improvement Alliance (LiiA)

Annual Plan 2026 - 2027



ALDCS

The Association of London
Directors of Children's Services

LiiA Programme Overview (2026 – 2027)

LiiA purpose is to use pan-London collaboration to support local authorities and partners to improve outcomes for children and young people.

PRIMARY FOCUS

Supporting implementation of national reforms

LiiA's main priority this year is to **help London local authorities implement the Social Care, SEND and related reforms** by:

Coordinating multi-agency engagement and alignment across London

Amplifying the collective voice of ALDCS to influence policy, delivery and partners

Supporting local readiness, delivery, problem-solving and scaling what works

This priority is delivered **through and alongside** LIIA's established core and BAU activity.

PRIORITY PROGRAMMES

Where the work lands

LIIA continues to **deliver and support improvement across its established priority areas**, with all activity aligned to reform where relevant:

Adolescent Safeguarding

SEND

Resources & Commissioning

Care Leaving

Workforce

These BAU programmes provide the **platform through which reform implementation is supported**, enabling continuity, learning and impact at scale.

CORE ACTIVITIES & CROSS-PROGRAMME ENABLERS

How we work

These activities **underpin everything LiiA does** and ensure London can respond effectively to reform:

Strengthening **pan-London collaboration and cross network engagement** with local authorities and multi-agency partners to increase influence



Identifying, sharing and scaling **best practice** through sector-led improvement, peer learning, review and challenge



Embedding **anti-racism and racial equity** across all priorities, informed by data and lived experience



Strengthening the **Making Data Speak for London's Children** programme to inform priorities, monitor impact and support reform delivery

Primary Focus:
supporting implementation of national reforms

Projects & Activities

Outputs: What we'll do

Impact: Why we'll do it

Coordinating multi-agency engagement and alignment across London

Multi-Agency Engagement

- Build on existing networks, relationships and pathfinder insights to drive systemic collaboration, culture change and positive impact that makes a difference for children and families

- Systemic collaboration and cultural change that positively impacts on the lives of children and families

Amplifying the collective voice of ALDCS to influence policy, delivery and partners

Collective Influence

- Amplify the voice of sector leaders to influence cohesive, multi-agency engagement in, and implementation of, the social care and SEND reforms to ensure positive change for children and families

- Cohesive and joined-up implementation of change across the system

Supporting local readiness, delivery, problem-solving and scaling what works

Scaling What Works

- Continue to identify and scale best practice and innovation that align to shared regional ambitions and evidenced areas of need, building on ALDCS existing assets to catalyse delivery and impact

- Strengthen local level delivery, catalyse learning and provide consistency during a time of significant change

Projects & Activities	Outputs: What we'll do	Impact: Why we'll do it
SEND reforms and focused support	<ul style="list-style-type: none"> Influence national developments for ALDCS and support the joining up of wider reform programme delivery in London Support delivery of Local SEND Reform Plans through sharing good practice and delivering workshops on key challenges Develop regional approaches to support local authority and partner reform readiness and delivery Provide focused support on key challenges at local level through themed 'Collaborative Peer Development Workshops' 	<ul style="list-style-type: none"> SEND partners are supported to deliver on reform plans
System leadership, partnership and coproduction	<ul style="list-style-type: none"> Develop system leadership and strengthen partnerships across Local Authorities, ICBs, Health providers, and Education for SEND reforms Strengthen joint working, voice and coproduction with parent carers, young people and children Promote good practice across partners in early identification of need and early support Work with large multi-authority employers and education providers to improve employment outcomes for young people 	<ul style="list-style-type: none"> London SEND leaders better equipped to deliver SEND Reforms and improved outcomes for children
Strengthening inclusion across education settings	<ul style="list-style-type: none"> Develop pan-London and sub-regional approach to sufficiency from Early Years to Post-16, linked to local capital and inclusion plans Develop the Investing in Inclusion programme to promote good inclusive practice in schools to deliver more SEND places in mainstream Promote good practice in Support and Specialist bases in mainstream and the role of Alternative Provision for more local SEND places Hold London Schools' Conference to promote good practice in inclusion and provide targeted borough level support to promote inclusion 	<ul style="list-style-type: none"> More children in inclusive provision in London
Access to specialist support and local placements	<ul style="list-style-type: none"> Strengthen specialist sufficiency planning and expansion of local specialist provision in line with sufficiency plans Strengthen approaches to joint commissioning with Health, linked to development of the London Regional Care Cooperative Develop collaborative approaches to transport for children with SEND Share good practice to support development of the Experts at Hand model so more children are supported in mainstream 	<ul style="list-style-type: none"> Improved outcomes and value for money in SEND Commissioning
Workforce <i>(also see Workforce Priority Prog.)</i>	<ul style="list-style-type: none"> Hold the fifth cohort of the London SEND Leadership Programme and evaluate the programme Develop multi-authority and partner collaborative actions to address workforce capacity and capability for the SEND Reforms Develop actions to address issues arising from London SEND Big Conversation Review and further develop the London Educational Psychologist (EP) Pledge 	<ul style="list-style-type: none"> Better understanding of SEND workforce to inform support
Data, intelligence and finance	<ul style="list-style-type: none"> Deliver and incrementally improve a SEND quarterly data benchmarking report to support and inform the implementation of the SEND reforms Support LAs by developing tools with Data to Insight to support and enable LA data teams to analyse their own data to support and inform their work and their implementation of the SEND reforms Promote data sharing between partners and data application to help partnerships meet reform data requirements Model pan-London and sub-regional demand, sufficiency and affordability drawing on Local SEND Reform Plan modelling Deliver quarterly SEND data collection linked to Reform Plan data set and richer insights through the use of linked child level data 	<ul style="list-style-type: none"> More informed LA decision-making and greater financial sustainability

Projects & Activities	Outputs: What we'll do	Impact: Why we'll do it
London Safeguarding Adolescents in London (SAIL) Practice Handbook	<ul style="list-style-type: none"> Embed and support utilisation of SAIL to inform local practice, including through shared SAIL Community of Practice. Continue to update content and invite contributions from colleagues across sector and agencies. Understand utilisation and impact through evaluation. 	<ul style="list-style-type: none"> Building safety for young Londoners. Greater consistency of language and practice across London and better information sharing for children moving between boroughs
Adolescent Safeguarding in education - Inclusion	<ul style="list-style-type: none"> Framework for schools / colleges to promote the range of adolescent safeguarding initiatives in London. Delivered with / through education safeguarding sub-group (SELL) and VRU. Work with partners (internal and external) to understand how to best support Inclusive schools agenda through AS support and resources. 	<ul style="list-style-type: none"> Schools / colleges understanding support available and best practice in relation to adolescent safeguarding
MACE Operating Protocol Review	<ul style="list-style-type: none"> Work with partner agencies to embed new co-produced MACE protocol, supporting utilisation and practice development. Continued work with MACE chairs through MACE Chairs network to share and support best practice. 	<ul style="list-style-type: none"> Consistent approach to multi-agency child exploitation arrangements across London which promote adolescent safety
Your Choice	<ul style="list-style-type: none"> Continue to support London LAs to deliver Your Choice within the emerging policy context. Maintain pan-London Communities of Practice for Your Choice practitioners and a Clinical Leads Network Work towards a financially sustainable model. Support practitioner CPD through roll out of BPS Quality Kitemark accredited training. Explore further evaluation opportunities looking at impact of the approach on broader outcomes for children Co-develop additional modules for different presenting need and context (E.g. working with children with a preoccupation with violence and working with children in residential and education settings). 	<ul style="list-style-type: none"> Practice development by upskilling practitioners across London. An enhanced offer to young people affected by violence supporting their safety London focused, evidence informed intervention supported by RCT findings
Violence & Exploitation	<ul style="list-style-type: none"> Support access to Violence and Exploitation services to ensure children and young people get the right support from skilled practitioners To support practice development in relation to young people preoccupied with violence (VFI) to ensure developmentally responsive approach. 	<ul style="list-style-type: none"> Reduced harm from violence and exploitation Timely and effective support for CYP affected by violence and exploitation and those displaying preoccupation with violence.
Reducing criminalisation of children in care and care leavers protocol (review and re-launch)	<ul style="list-style-type: none"> Implementation and utilisation of the new co-produced protocol through MOPAC Implementation Group and Reducing Criminalisation of Care Leavers Group 	<ul style="list-style-type: none"> Reduced criminalisation of children in care and care leavers Improved life chances More opportunities to repair harm and a better experience for victims of harm / crime
Policy workshops	<ul style="list-style-type: none"> Delivering/ facilitating themed workshops through LASOB and in collaboration with SAIL Community of Practice. Policy recommendations - to address specific actions or changes as a result of discussions in the workshops. Develop action plans/ collate collaborative documents outlining steps to implement policy change. 	<ul style="list-style-type: none"> Influence policy development. Increased awareness and understanding. Improved collaboration and strengthening partnerships with stakeholders. Participants actively advocating for change in their respective sectors.
Data & Intelligence	<ul style="list-style-type: none"> Maintain and develop the dashboard for London adolescent safeguarding oversight board (LASOB) and London safeguarding partnership executive Develop integrated Adolescent Safeguarding dashboard to capture Youth Justice data 	<ul style="list-style-type: none"> Reference data available to inform LASOB. Deeper intelligence and insight available to support this theme

Priority Prog. Resources & Commissioning (1/2)

Projects & Activities	Outputs: What we'll do	Impact: Why we'll do it
Regional Commissioning and RCC EOI	<ul style="list-style-type: none"> • Develop an Expression of Interest on behalf of ALDCS for a Pan-London RCC, and progress plans for regional commissioning. • Ensure alignment between related ALDCS Priorities and LIIA project areas. • Explore invest-to-save opportunities at sub-regional and pan-London levels, including private sector and innovative partnerships. • Deliver London-wide consultation and engagement to finalise the sufficiency strategy, informed by data and stakeholder insight • Develop a joint sufficiency action plan to translate strategy into clear priorities and delivery. • Enhance London-wide data sharing frameworks to improve intelligence and inform future funding bids. • Build on forecasting capability, including demand modelling, Deprivation of Liberty Safeguards (DoLS), and referral pathway analysis. • Embed data-driven decision making to inform sufficiency planning, commissioning, and investment decisions. • Support London-wide commissioning/practitioner networks to share best practice and learning. 	<ul style="list-style-type: none"> • Improved outcomes for children and young people through coordinated care pathways, improved placement stability, and needs-based provision across London. • Better value for money and sustainability through collective commissioning, targeted provision, and proactive market engagement.
Regional Care Cooperative (Subject to RCC status and funding)	<ul style="list-style-type: none"> • Establish a delivery plan, governance and capability to progress RCC deliverables and embed new ways of working aligned with a 'one customer' approach. • Progress the integration of Fostering Hubs within the RCC • Develop financial modelling for pooled budgets. • Define and manage RCC funding allocation to support effective delivery, sustainability and value for money. • Lead market engagement and development activity to shape provider capacity and capability in line with identified sufficiency needs. 	<ul style="list-style-type: none"> • Improved outcomes for children and young people through coordinated care pathways, improved placement stability, and needs-based provision across London. • Better value for money and sustainability through collective commissioning, targeted provision, and proactive market engagement.
London Child Remand Project	<ul style="list-style-type: none"> • Deliver the successfully recommissioned London Accommodation Pathfinder for 2026 onwards, aligned with work to YJB grant and next 3-year delivery plan – ensuring that the central team for the LAP is moving to sustainable funding away from the YJB grant by Year 2 • Implement the MoJ Remand project, with 3-year plan developed to reduce use of custodial remand linking to RCC and LAP work • Progress transitional conversation about centralised location for LAP team staff and LAP contract, linked to developments with RCC • Development of Remand Fostering via RCC and Fostering Hubs 	<ul style="list-style-type: none"> • London children benefit from alternative to custody provision

Priority Prog. Resources & Commissioning (2/2)

Projects & Activities	Outputs: What we'll do	Impact: Why we'll do it
<p>Pan-London Secure Children's Home (SCH), Community Reintegration Service & Pan-London Vehicle for Children's Complex Commissioning (PLV)</p>	<ul style="list-style-type: none"> • Develop, consult on and finalise documentation required for LAs to take the formal decision on their ongoing participation in the project including but not limited to the full business case (strategic justification, economic viability, commercial viability / operator procurement case, financial affordability, risks and deliverability) seeding funding grant confirmation and various legal agreements (land transaction, risk share, PLV corporate structure and governance). • Secure formal commitment to the project from the minimum viable number of LAs, based on the above. • In partnership with the project's capital delivery LA, develop and finalise RIBA stage 3 building design, construction cost plan, pre app consultation and engagement activities and planning application pack for submission. • Subject to completion of the above, secure formal DfE approval to progress to the next stage of project delivery. 	<ul style="list-style-type: none"> • Improved sufficiency of appropriate care, health and education provision for London children with complex needs who require a secure welfare intervention. • Reduced waiting times for secure welfare provision for London's children. • Improved access to appropriate community reintegration provision following secure care. • Improved coordination, commissioning, and shared accountability across London LAs for secure care provision.
<p>Improve outcomes for children with ASD/SEMH</p>	<ul style="list-style-type: none"> • Deliver 1st year outcomes for agreed sub-regional pilot projects working across health and children's social care • Refine and re-scope delivery with the SEND team to expand ASD/SEMH focus, incorporating earlier intervention, more inclusive education and wider support pathways • Align with RCC work on children's home capacity development, supporting existing DfE capital bids and other new developments in London • Submit bid for Home Again funding for 2000 Tomorrows work (subject to RCC status) 	<ul style="list-style-type: none"> • Improved prevention, pathways and provision for children with ASD/SEMH.
<p>Joint Commissioning and Joint Funding Arrangements with Health.</p>	<ul style="list-style-type: none"> • Undertake Joint Funding Projects in collaboration with NHS organisations across ICS footprints to establish clearer processes and transparent data sharing. 	<ul style="list-style-type: none"> • Improved planning and effective provision based on needs for those most vulnerable children and aid in avoiding high-cost arrangements with poorer outcomes.

Priority Prog. Care Leaving

Projects & Activities

Outputs: What we'll do

Health	<ul style="list-style-type: none"> • Ensure CL Health Needs are met within ICB transformations • Increase consistency, quality and breadth in mental health and emotional wellbeing provision • Improve best practice in healthcare transitions and independence • Map and evaluate the impact of CL hubs and co-location, linking with Health neighbourhood priority • This activity is led by our 5 ICS areas with LA and PYL input. • Continue to embed a culture of being 'care aware' across ICSs & providers in London (Utilise Core20plus5 and health inequalities frameworks to support this) • Improve identification through consistent coding and data sharing, supporting population management in neighbourhood work, to proactively target support 	<ul style="list-style-type: none"> • Improv London
Education, Training and Employment	<ul style="list-style-type: none"> • Increase the consistency, breadth and quality of support offered by FE, HE and other education/training institutions to care leavers • Support the roll-out of the Youth Futures Foundation RCT of the Drive Forward Care to Career programme • 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 • Work with economy and skills leads, such as the GLA, to develop regional relationships with large employers and businesses • This activity is jointly led by LA's, PYL, the GLA, the VCS and HE/FE partners 	<ul style="list-style-type: none"> • Improv care le
Housing	<ul style="list-style-type: none"> • Support whole London working and care leaver prioritisation in emerging legislation including Staying Close, Supported Accommodation strategy, Homelessness Strategy, and Renters Rights • Improve the offer from Housing Associations, including ring fenced tenancies and improved partnership working with LA teams • Identify and share the best supported accommodation commissioning models to support care leavers. Link this with Regional Care Co-operative where appropriate • Improve the housing offer for care leavers in the criminal justice system, and in higher education. • This work is jointly led by LA Children's and Housing services, the DfE and MCHLG and VCS partners 	<ul style="list-style-type: none"> • Improv London
Criminal Justice	<ul style="list-style-type: none"> • Deliver the care leaver custody referral scheme in London • Secure regional agreement on the role of corporate parenting boards and partnerships in delivering the MOPAC reducing criminalisation protocol • Increase diversion opportunities for care leavers at risk of entry to the CJS • Improve the consistency and quality of joint working arrangements across LA;s and criminal justice agencies • Identify and implement the data benchmarks required to measure progress (or lack thereof) specifically in regard to care leavers • Influence national government policy in this area • This work is led by LA's, MOPAC, the MOJ, VCS and criminal justice partners 	<ul style="list-style-type: none"> • Improv leaver
Access to high quality resources for those supporting care leavers	<ul style="list-style-type: none"> • Work with key sector partners (LA;s, NLCBF, Covenant, Become, other VCS) to tackle gaps, duplication and access issues to high quality resources/training. • Partly focussed on LA teams • Partly focussed on partner, VCS, and non-specialist organisations (e.g. business) 	<ul style="list-style-type: none"> • To bet leaver • To inc looks
Wider influence and stakeholder engagement	<p>To include (but not limited to):</p> <ul style="list-style-type: none"> • Ministerial and national government engagement • Sharing and learning approaches with other regions • An improved Transport for London offer • Engagement with the London Mayor around GLA support of care leavers • Leverage increased support from business and employers 	<ul style="list-style-type: none"> • To ens the de policy delive
Anti-racism and disproportionality	<ul style="list-style-type: none"> • Assess the impact of ethnicity against care leaver outcomes • Implement strategies to tackle disproportionality where it exists. 	<ul style="list-style-type: none"> • To tac outco

Priority Prog. Workforce

Projects & Activities	Outputs: What we'll do	Impact: Why we'll do it
<p>Influence and support the implementation of the reforms to strengthen regional consistency to allow the workforce to thrive through change</p>	<p>Shared Learning</p> <ul style="list-style-type: none"> Convene LAs to enable shared learning, understand approaches, workforce impact and development opportunities for practitioners, alternatively qualified and skilled workforce and future leaders, linked to developments such as multi-agency child protection, the Early Career Framework, post-ASYE pathways and the Expert At Hand offer <p>Dissemination of Practice</p> <ul style="list-style-type: none"> Build on existing networks and mechanisms for the effective dissemination of information and resources to support efficiencies and strengthen feedback loops, catalysing learning and minimising duplication <p>Workforce Development</p> <ul style="list-style-type: none"> Develop the We Train Together pilot initiative under the leadership of the Principal Social Worker regional network, to strengthen consistency of support and training for both qualified and alternatively qualified and skilled staff, involving children's homes workforce <p>Multi-agency collaboration</p> <ul style="list-style-type: none"> Work multi-skilled and multi-agency colleagues to develop a robust and joined up workforce programme to support the implementation of the SEND reforms, drawing on existing models and examples of practice 	<ul style="list-style-type: none"> Support consistency of interpretation, practice sharing and greater confidence to implement the social care and SEND reforms Strengthen shared learning and identification of scalable practice with multi-agency partners Ensuring stability for children through change
<p>Strengthen the workforce pipeline and supply in key areas of shortage to provide stability for children, particularly improving focus on our alternatively qualified and skilled workforce</p>	<p>Candidate Attraction</p> <ul style="list-style-type: none"> Continue to build out the London Social Work for Children (LSWC) programme to enabled targeted and impactful recruitment strategies that holistically represent children's services roles and career opportunities in London, drawing together a business case, with a broader scope, for LAs to maintain their investment in the programme Launch the Jobs in Children's Homes platform in partnership with the South East region RCC to enable dedicated recruitment campaigns for LA children's homes, and develop a subscription model to include NGOs and private sector children's homes as part of a future expansion model that aligns to London RCC ambitions Explore a new SEND focused recruitment platform as part of a multi-agency partnership opportunity to strengthen regional representation of opportunities <p>Market Interventions</p> <ul style="list-style-type: none"> Continue to monitor the national Child and Family Social Worker Agency Rules to maintain impact and stability for children, maintaining engagement nationally Develop the London Pledge for Educational Psychologists, including data collection and price cap setting, with aims to collaborate nationally Continue to promote and encourage engagement in the domestic and international social worker recruitment frameworks for childrens and adults services <p>Data, Intelligence & Research</p> <ul style="list-style-type: none"> Use data and intelligence, including findings from the Big Conversations (CSC & SEND) to inform priorities and ensure strategic oversight of emerging opportunities and issues linked to the implementation of the reforms and scaling a confident and supported workforce to meet changing demands whilst ensuring stability for children <p>Workforce Planning</p> <ul style="list-style-type: none"> Work with key networks across all disciplines regionally and nationally to ensure widespread understanding of workforce planning risks and opportunities, and to promote collaboration in joint endeavours where most relevant and beneficial to avoid unintended consequences 	<ul style="list-style-type: none"> Scale ALDCS assets to scale evidenced initiatives to catalyse impact and maximise return on investment Strengthen local level recruitment and retention efforts, reduce costs and increase candidate attraction through collaboration Enable joint market interventions where meaningful ensuring consistent and compliant routes to market
<p>Build on existing racial equity initiatives and networks to strengthen BGM leadership representation and cultural competence across the workforce at all levels</p>	<p>Representative leadership</p> <ul style="list-style-type: none"> Support the continuation of the REALising Potential leadership programme and the implementation of the cross-borough pilot placement programme <p>Data, Intelligence & Research</p> <ul style="list-style-type: none"> Use data and intelligence, including findings from the Big Conversations (CSC & SEND) to understand experiences, inform priorities and monitor progress <p>Cultural Competence</p> <ul style="list-style-type: none"> Ensure workforce development initiatives capture anti-racism priorities to build a culturally competent workforce at all levels 	<ul style="list-style-type: none"> Address disproportionality of leadership and support future leaders to embed learning and skills Influence cultural competence across the workforce Instil confidence in the workforce that leaders are listening and taking action

Core Activities & Cross Prog. Enablers:

How we work

Projects & Activities

Outputs: What we'll do

Impact: Why we'll do it

<p>Strengthening pan-London collaboration and cross network engagement with local authorities and multi-agency partners to increase influence</p>	<p>Facilitating and coordinating collaboration</p> <ul style="list-style-type: none"> Support, facilitate and coordinate key regional networks and boards to strengthen cross-discipline and cross-sector connections to ensure the right groups are engaged in key areas of work, provide consistent messaging and strengthen influence <p>Health Integration & Partnership Working</p> <ul style="list-style-type: none"> Support engagement related to ICS transformation to strengthen partnership working and the representation of priorities for London's children Host an annual LIA 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 	<ul style="list-style-type: none"> Deeper intelligence and insight available to ALDCS to support priority programmes Individual London LA data and intelligence teams supported with their own analyses Research added to the range of insights available to ALDCS Innovate the use of data particularly across disciplines
<p>Identifying, sharing and scaling best practice through sector-led improvement, peer learning, review and challenge</p>	<p>Sector Led Improvement</p> <ul style="list-style-type: none"> Maintain momentum on sector-led improvement opportunities continuing to identify key areas of need and practice, building on existing mechanisms for sharing and learning Utilise existing Communities of Practice and pathfinders/change programme LAs to strengthen multi-agency peer-to-peer learning and engagement and identify opportunities for regional support efficiencies and consistencies <p>Practice Spotlight</p> <ul style="list-style-type: none"> Capture examples of new and emerging practice through the Practice Spotlight initiative to catalyse shared learning, peer review/challenge and scalable practice that supports effective multi-agency working and improved outcomes for children and families Strengthen existing digital resources and tools that maximises the reach of Practice Spotlight, develop in person events that allow for celebration of practice and cross-sector engagement as part of Practice Spotlight Marketplace 	<ul style="list-style-type: none"> Effective multi-agency practice sharing and learning that catalyses improvement, innovation and outcomes for children and families Coordinated practice sharing that strengthens implementation of the social care and SEND reforms

<p>Embedding anti-racism and racial equity across all priorities, informed by data and lived experience</p>	<p>Baking-In</p> <ul style="list-style-type: none"> • Embed racial equity in each of the ALDCS priority areas and work with the Racial Equity And Leadership (REAL) reference group as a critical friend • Use data, intelligence and research to better understand experiences, guide priorities and monitor progress <p>Representative Leadership</p> <ul style="list-style-type: none"> • Recommission the REALising Potential leadership programme to support Black and Global Majority future leaders and address disproportionality • Host a graduation event and launch the Shadowing Plus pilot initiative for alumni of the REALising Potential Programme to support cross-borough placement opportunities that support application of learnings and leadership skills <p>Outcomes for Children</p> <ul style="list-style-type: none"> • Identify key area(s) of regional focus to positively impact current disproportionate outcomes for children and families 	<ul style="list-style-type: none"> • Tackle racism and disproportionality to enable representative leadership and proportionate outcomes for children
<p>Strengthening the Making Data Speak for London's Children programme to inform priorities, monitor impact and support reform delivery</p> <p><i>(Also see each Priority area for specific deliverables)</i></p>	<p>Intelligence, Data & Research (IDR)</p> <ul style="list-style-type: none"> • ALDCS IDR steering group to continue to oversee and guide the LIIA intelligence, data & research, incorporating existing and new projects • Continue engagement with DCS and senior leaders to promote the use of the existing dashboards and stimulate requests for new data products, including regular 'Making data speak' interesting data insight communications to inform and promote dashboard engagement • Facilitate the London Information Exchange Group (LIEG) for Children's Services data folk; providing a forum for pan-London discussion on data issues, access to briefings from Ofsted, DfE, Children's Commissioner and other partner organisation folk working in and with children's services data, and the ability to influence the LIIA Making data speak work plan, prioritisation and outputs <p>Quarterly Benchmarking</p> <ul style="list-style-type: none"> • Deliver benchmarking data on a quarterly & annual basis (including reporting to DfE & d2i/ADCS), facilitating returns from London LA data partners • 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 <p>Child Level Data (CLD)</p> <ul style="list-style-type: none"> • Continue to develop the CLD project to make the best use of data that is already collected in London • Refresh the Looked After Children's data (SSDA903) and the Children in Need data with the latest year's data (also supports the sufficiency analysis) • Embed the School Census dashboard and cross-border pupil data for LAs into the CLD offer • Extend to include the CSC SW Workforce Census, SEN2 and other statutory collections as planned and develop the research offer to ALDCS • Explore the use of CLD data to support research; deliver the findings from the pilot research project on disproportionality 'Do journeys through care differ according young people's ethnicity?' 	<ul style="list-style-type: none"> • Workstream focussed on outputs that deliver the maximum benefit to ALDCS, stakeholders and partners • Encourage innovation within the sector, sharing good practice and supporting self-starting networks • A highly developed, centralised, evidence base available to ALDCS to inform strategic development and decision making • Data teams in LAs are provided with dashboards, knowledge networks and tools to support local activity