

London Innovation & Improvement Alliance (LIIA) - RIIA delivery plan 2026/27

Delivery Plan Colour Code:

SEND RIIA DELIVERY
CSC RIIA DELIVERY

Introduction:

CSC and SEND RIIA delivery links directly to regionally agreed priorities and the Annual Plan for 2026/2027 where **implementation of the reforms is our Primary Focus** as a RIIA with established regional **Priority Programmes** which provide the platform through which reform implementation is supported, and **Core Activities & Cross-Programme Enablers** that underpin everything we do so as to effectively deliver the reforms. You can find a link to our plan here - [LIIA Annual Plan 2026/27](#), with an extract of Programme Overview below:

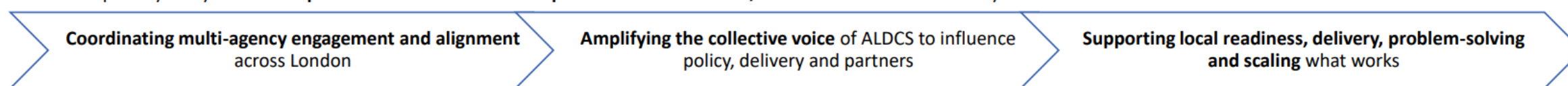
LIIA Programme Overview (2026 – 2027)

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*

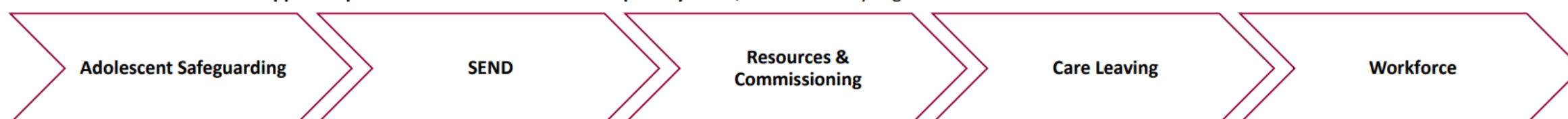
LIIA's main priority this year is to **help London local authorities implement the Social Care, SEND and related reforms** by:



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

PRIORITY PROGRAMMES *Where the work lands*

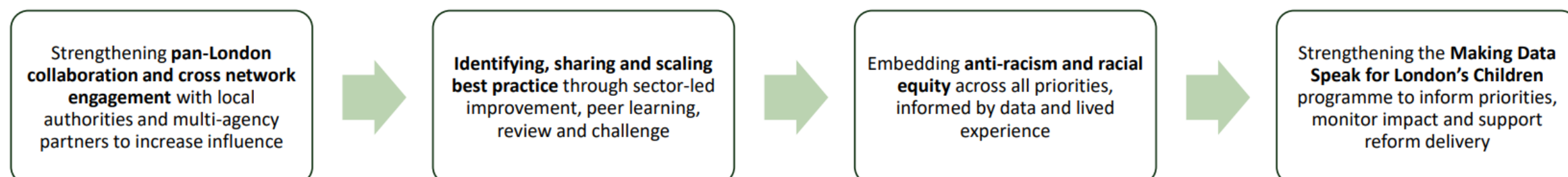
LIIA continues to **deliver and support improvement across its established priority areas**, with all activity aligned to reform where relevant:



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:



SEND RIIA:

The purpose of this document is to form the core underpinning to the RIIA's delivery plan for the purposes of this grant. When completing this template, please refer to the Statement of Requirements which outlines the strategic ambitions for the RIIA grant. When drafting the SEND element of the plan please also consider the 7 SEND Pillars outlined below, when designing your projects:

Pillar 1: Co-production with parents/carers and CYP

Pillar 2: Effective system leadership and governance

Pillar 3: Accurate understanding of needs through effective use of data

Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion

Pillar 5: Effective partnership working across education, health and social care

Pillar 6: Skilled workforce across LA, education settings, health and social care

Pillar 7: Targeted and judicious use of resources including place planning, sufficiency, use of capital

SEND Programme: Overview of Projects

Requirement	Programme / Section	Projects & Sub-Projects	Primary SEND Pillar
Requirement 1: SEND Data Capacity & Capability	S1.1 Strengthening the Making Data Speak for London's Children Programme	S1.1.1 SEND Quarterly Benchmarking Report	Pillar 2 – Effective System Leadership & Governance
		S1.1.2 London SEND Demand & Sufficiency Modelling	Pillar 3 – Accurate Understanding of Needs Through Data
		S1.1.3 London Inclusion Data Dashboard	Pillar 4 – High Quality Service Delivery & Inclusion
		S1.1.4 SEND Data Sharing & Development	Pillar 5 – Effective Partnership Working
		S1.1.5 London SEND Data Dashboard Enhancement	Pillar 5 – Effective Partnership Working
		S1.1.6 National SEND Data Agenda	Pillar 5 – Effective Partnership Working
		S1.1.7 Data to Insight SEND Analysis Tools	Pillar 6 – Skilled Workforce
Requirement 2: SEND Regional Diagnostics	S2.1 System Leadership, Partnership & Co-production	S2.1.1 London SEND Insight & Engagement to Support SEND Reforms	Pillar 2 – Effective System Leadership & Governance
		S2.1.2 London SEND Diagnostics	Pillar 3 – Accurate Understanding of Needs Through Data
		S2.1.3 Practice Spotlight	Pillar 2 – Effective System Leadership & Governance
	S2.2 Workforce	S2.2.1 The Big SEND Conversation	Pillar 6 – Skilled Workforce
Requirement 3: SEND Regional Improvement	S3.1 System Leadership, Partnership & Co-production	S3.1.1 Pan-London SEND Co-production Practice Exchange	Pillar 1 – Co-production with Parents/Carers & CYP
		S3.1.2 Pan-London Children & Young People's Voice	Pillar 1 – Co-production with Parents/Carers & CYP
		S3.1.3 London SEND Partnership Improvement to Support SEND Reforms	Pillar 2 – Effective System Leadership & Governance
		S3.1.4 London SEND Leadership Programme Refresh	Pillar 2 – Effective System Leadership & Governance
		S3.1.5 London SEND Member Development	Pillar 2 – Effective System Leadership & Governance
	S3.2 SEND Reforms & Focused Support	S3.2.1 Expert at Hand Development	Pillar 5 – Effective Partnership Working

		S3.2.2 Targeted SEND Improvement, Sustainability & Financial Resilience	Pillar 7 – Targeted & Judicious Use of Resources
	S3.3 Strengthening Inclusion Across Education Settings	S3.3.1 SEND Inclusion & Learning Conference	Pillar 4 – High Quality Service Delivery & Inclusion
		S3.3.2 School Inclusion Self-Review Tool	Pillar 4 – High Quality Service Delivery & Inclusion
		S3.3.3 Post-16 SEND Inclusion	Pillar 4 – High Quality Service Delivery & Inclusion
		S3.3.4 Employment Pathways for Young People with SEND	Pillar 4 – High Quality Service Delivery & Inclusion
		S3.3.5 Early Years School Readiness	Pillar 5 – Effective Partnership Working
		S3.3.6 Inclusion and Specialist Support Base Model	Pillar 4 – High Quality Service Delivery & Inclusion
		S3.3.7 Local Trust Development	Pillar 5 – Effective Partnership Working
	S3.4 Access to Specialist Support & Local Placements	S3.4.1 SEND Commissioning Improvement Programme	Pillar 4 – High Quality Service Delivery & Inclusion
		S3.4.2 London SEND INMSS Benchmarking & Market Intelligence Project	Pillar 7 – Targeted & Judicious Use of Resources
	S3.5 Workforce	S3.5.1 London Educational Psychologist Pledge	Pillar 6 – Skilled Workforce
		S3.5.2 SEND Recruitment & Retention Strategy	Pillar 6 – Skilled Workforce

SEND Programme: Overview by Pillar

Pillar	Projects
Pillar 1 – Co-production with Parents/Carers and CYP	S3.1.1, S3.1.2
Pillar 2 – Effective System Leadership & Governance	S1.1.1, S2.1.1, S2.1.3, S3.1.3, S3.1.4, S3.1.5
Pillar 3 – Accurate Understanding of Needs Through Data	S1.1.2, S2.1.2
Pillar 4 – High Quality Service Delivery & Inclusion	S1.1.3, S3.3.1, S3.3.2, S3.3.3, S3.3.4, S3.3.6, S3.4.1,
Pillar 5 – Effective Partnership Working	S1.1.4, S1.1.5, S1.1.6, S3.2.1, S3.3.5, S3.3.6
Pillar 6 – Skilled Workforce	S1.1.7, S2.2.1, S3.5.1, S3.5.2
Pillar 7 – Targeted & Judicious Use of Resources	S3.2.2, S3.4.2

Requirement 1: SEND Data Capacity and Capability

RIAs should continue to support the better use of data by individual LAs and collectively as a region to support collaborative improvement and reform delivery.

- Build on work that has already started on systematically collecting SEND and AP data including the sharing of SEND and AP data across different agencies and institutions in the region, particularly with health partners. Work towards resolving local issues in data collection where possible.
- Develop analytical expertise and experience within the RIIA. Use this expertise to identify trends, outliers and policy issues both quantitatively and qualitatively within local and regional SEND and AP data. The resource should directly support senior regional leaders to drive improvement and work collaboratively with the Children's Improvement Board (CIB) to improve oversight of the regions SEND system.

Work with the Department and other partners to support the development of a national SEND data set of core indicators to ensure national join-up on data collation. This work should be developed alongside data returns provided to the Department by LAs and Local Area Partnerships as part of the Local SEND Reform plans.					
Project(s): Please outline the projects you will undertake to achieve this objective across the region. Please add more as necessary	Pillar: Identify the key pillar that this project seeks to deliver against across the region. Where there is more than one pillar targeted by a project, please identify the core pillar.	Benefits: What benefits will the RIIA realise through the delivery of this project?	Baseline: What is the current baseline of performance against the benefit you have described for this project?	Target: What is your targeted benefit for this project and over what timeline?	
S1.1 Strengthening the Making Data Speak for London's Children programme to inform priorities, monitor impact and support reform delivery <i>*also see Annual Plan 2026/27 (Priority Programmes)</i>					
S1.1.1 SEND Quarterly Benchmarking Report Quarterly benchmarking report providing comparative SEND data across London to help partnerships monitor progress, identify variation and support implementation of SEND reforms.	Pillar 2: Effective system leadership and governance	Supports earlier identification of emerging policy issues, outliers and trends, enabling stronger regional oversight of Local SEND Reform Plans and more timely sector-led improvement. Understanding progress and issues in relation to implementation of Local SEND Reform Plans. Supporting greater regional coherence; comparator data facilitating better alignment of strategies and delivery models. Promotion of sector-led improvement, including encouraging shared learning, peer dialogue and dissemination of effective practice	Data items agreed upon with LA analysts through an iterative, collaborative process, which will be continually reviewed to meet evolving requirements Template produced and shared with LAs to facilitate return of Q4 2025-26 data. Reports drawing on data regularly shared with Parent/Carer Forum through SEND Strategic Managers and Parent/Carers Network and utilised as part of Listening to London Engagement Sessions.	Q2: Q1 dataset completed and informed report to ALDCS SEND Steering Group Q3: Q2 dataset completed and informed report to ALDCS SEND Steering Group. Local Area SEND Reform Plans collated. Q4: By the end of the 2026/27 financial year, quarterly reports and the SEND dashboard will be routinely used to inform strategic planning across SEND Steering Group and local authorities, with uptake evidenced through quarterly usage statistics.	
S1.1.2 London SEND Demand and Sufficiency Modelling – Model pan-London and sub-regional SEND demand and sufficiency to support SEND reforms and sufficiency, drawing on the Dynamic Sufficiency Tool model developed for Children's Social Care	Pillar 3: Accurate understanding of needs through effective use of data	Provide the local area partnerships with detailed information about the London picture which will enable them to understand how they compare with their neighbours, and to better understand opportunities for inter-authority and cross-border collaboration. To work in subregional groups using this information as an evidence source, and to promote wider discussion in an ALDCS forum on the state of SEND in the capital	SEN2 ingest pipeline code in development. SEN2 collections from 2022 - 2025 collected from London LAs in preparation for the completion of the pipeline. The Pan-London SEND Commissioning Forum has been engaged with and can be utilised as a mechanism for ongoing engagement, sharing and co-development.	Q2: Data sharing agreements signed off with ALDCS Q3: Approach to pan-London sufficiency tool agreed with sample group of local authorities. Q4: By the end of the 2026/27 financial year, a pan-London SEND sufficiency tool will be launched, providing local area partnerships with insights into specialist capacity and sufficiency to support planning and ensure they are able to meet the needs of children and young people with SEND in their area.	

S1.1.3 London Inclusion Data Dashboard – <i>Delivery of Inclusion Dashboard using pupil-level school census data to support SEND reforms</i>	Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion	Local area partnerships will access rich data about how school characteristics, pupil characteristics and individual pupils' needs interact to affect children's experiences of education, enabling them to better target their resources to strengthen inclusion for all pupils	School census pipeline developed. Autumn school census files from all 33 LAs collected. Analysis promoted and used across a range of audiences and events, including at LIIA's Inclusion Conference on 9th July 2026. Planning to collect Spring census underway. Engagement and feedback gathering with a range of networks and forums including SEND Steering Group	Q2: Key partners engaged on formation of dashboard. Q3: Approach and key content of Dashboard agreed. Q4: By the end of the 2026/27 financial year, an Inclusion Dashboard will be developed and used to support evidence-informed discussions on inclusion across London, with usage monitored and reported quarterly throughout 2026/27.
S1.1.4 SEND Data Sharing and Development – Stronger data sharing and collaborative data development between local authorities, health and other partners to improve intelligence and meet SEND reform requirements	Pillar 5: Effective partnership working across education, health and social care	Local authorities and partners (including health) are able to shape the development of data tools and use to support their implementation of reforms. Effective partnerships will streamline processes and improve consistency, ensuring children receive timely and effective support	SEND Data Task & Finish Group established with first meeting taking place in March 2026. Discussions on health-related data has commenced and has been identified as a priority for 2026/27. Some good examples of join up across ICB regions and sharing insight across the DCS sub-regional meetings,	Q2: Health partners engaged in SEND Data Task and Finish Group identification of priority areas for data sharing. Q3: Data sharing priorities with Health for 2026-27 agreed. Q4: By the end of the 2026/27 financial year, at least three examples of effective data-sharing practice between local authorities and health partners will have been identified and disseminated, and at least two new dashboards or analytical products sponsored by the SEND Data Task & Finish Group will have been delivered to support SEND reform implementation across London.
S1.1.5 London SEND Data Dashboard Enhancement of the publicly available SEND Dashboard through additional datasets, including health and Ministry of Justice data, to provide a richer picture of SEND outcomes and support links with wider reforms	Pillar 5: Effective partnership working across education, health and social care	Colleagues from health, education, SEND, commissioning and finance will be able to access a range of data about children with SEND, helping them to better understand the SEND system as a whole and understand the various aspects of a child's experiences	Existing SEND dashboard covering largely DfE (SEN2, AP, school census, attainment data) available via public area of website	Q2: Partners engaged in enhancement of SEND Data Dashboard. Q3: Focus for additional datasets agreed. Q4: By the end of the 2026/27 financial year, at least two additional datasets will have been incorporated into the dashboard, with the dashboard routinely used to inform strategic discussions across the partnership and SEND Steering Group throughout 2026/27.
S1.1.6 National SEND Data Agenda – Engagement with the national SEND data agenda, including participation in the development of a national SEND quarterly data set with Data to Insight and other RIIA SEND analysts	Pillar 5: Effective partnership working across education, health and social care	Local area partnerships to access regular, timely data about their SEND cohort, helping them to benchmark and understand their performance in context. Facilitating the early identification of emerging policy issues and trends and ensuring national join-up on data collation.	LIIA analysts supported Data to Insight with the development of the metrics and definitions for the regional Quarterly collection through Q4 2025-26, as well as supporting with SEND Reform Plan forecasting tool.	Q2: LIIA work aligned with Data to Insight national work. Q3: LIIA work focused to support Data to Insight demand management tool. Q4: By the end of the 2026/27 financial year, the RIIA national data collection and data dictionary will have been completed and implemented across London through quarterly data returns. The Data to Insight demand management tool will also be available to support local planning, forecasting and reform delivery.

S1.1.7 Data to Insight SEND Analysis Tools – Practical tools enabling local authority data teams to analyse their own SEND data more effectively, supporting evidence-based decision making and Local SEND Reform Plan implementation.	Pillar 6: Skilled workforce across LA, education settings, health and social care	Equipping local authority analysts with tools to analyse data effectively, freeing up capacity to allow them to move to the analysis and insight phase more quickly, supporting data capability within the borough and facilitating the generation of actionable insights from the data	Pilot SEN2 Visualisation tool delivered by Data to Insight in March 2026.	Q2: Presentation of tool to analysts and local authorities completed. Q3: Feedback gathered from networks informs development of tool. Q4: By the end of the 2026/27 financial year, improvements made to the SEN2 visualisation tool will have informed local authority analysis and decision-making, with benefits evidenced through feedback collected via the LIEG network and SEND Data Task & Finish Group.
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Requirement 2: SEND Regional Diagnostics

Continue to identify issues in SEND and AP provision within LAs and across the region;

- Ensure there is an agreed delivery strategy for Regional Diagnostics to review area(s) of SEND performance within LAs in the region and area(s) of performance across the region as a whole, considering the Schools White Paper and SEND reforms. It should identify areas of strength and effective practice that can be disseminated and areas of the weakness that can be targeted for improvement.
- Deliver the designed Regional Diagnostics. Ensure delivery is available to every LA in the region. Delivery can take any form the RIIA and LA deems appropriate and could include a self-assessment and/or peer challenge programme to drive improvement.
- Collate and share headline learnings from the Regional Diagnostics with individual LAs and across the region to inform continuous improvement and sharing of good practice. Liaise with the CIB RIIA engagement sub-group to share learnings from Regional Diagnostics.
- Utilise the Department's 7 SEND pillars and the requirements of the local SEND reform plans in the delivery of regional diagnostics to ensure the RIIA is best supporting the local areas transformation, and the development of their local SEND reform plans.

Project(s): Please outline the projects you will undertake to achieve this objective across the region. Please add more as necessary	Pillar: Identify the key pillar that this project seeks to deliver against across the region. Where there is more than one pillar targeted by a project, please identify the core pillar.	Benefits: What benefits will the RIIA realise through the delivery of this project?	Baseline: What is the current baseline of performance against the benefit you have described for this project?	Target: What is your targeted benefit for this project and over what timeline?	
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2.1 System Leadership, Partnership and Co-production

*Strengthening system leadership, partnership working and co-production to support delivery of SEND reforms across London [*also see Annual Plan 2026/27 \(Priority Programmes\)](#)*

S2.1.1 London SEND Insight and Engagement to support SEND Reforms - Develop and deepen understanding of local opportunities, challenges and successes through engagement with all local authorities, parent/carer representatives, Health organisations, education settings and other key partners	Pillar 2: Effective system leadership and governance	Well informed and grounded diagnostic work provides strong foundation for targeted improvement.	Governance review undertaken in 2025/26 identified the need for strengthened networks and representation, including education representation on SEND Steering Group, a refreshed Internships and Employment Network, a strengthened SEND/AP Network and a new Expert at Hand Community of Practice.	Q2: New groups launched. Q3: All groups engaged in relevant areas of the SEND Delivery Plan, implementing the 2026-27 requirements. Q4: At least one qualitative feedback process completed within each group to inform future development and delivery priorities.
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through structured network of governance, communities of practice and targeted fieldwork drawing on data from reform plan analysis, performance data, inspection findings and stakeholder feedback			A range of co-production, engagement and co-development activity has already taken place with Parent Carer Forums through the Strategic Managers and Parent Carer Network (SMPCN) and a dedicated Listening to London (Regional Diagnostics) workshop.	
S2.1.2 London SEND Diagnostics – Regional diagnostics combining reform plan analysis, performance data, inspection findings and stakeholder insight to identify strengths, risks and priorities for improvement	Pillar 3: Accurate understanding of needs through effective use of data	Deeper understanding of local, sub-regional and regional challenges and successes to inform improvement regionally and locally.	Local SEND Reform Plans are at an early stage of development and quarterly reporting has not yet been established. The State of the Capital report provides an initial baseline; however, future reform plan reporting, richer datasets and established engagement mechanisms will provide deeper insight and opportunities to shape regional priorities collaboratively.	Q2: Analysis of Local Area SEND Reform Plans and wider information reported to ALDCS SEND Steering Group and has shaped pan-London work with local authorities, parents/carers and partners. Q3: Quarter 2 diagnostic update reported to ALDCS SEND Steering Group alongside Delivery Plan report, which inform work with local authorities and partners. Q4: By the end of the 2026/27 financial year, quarterly updates on Local SEND Reform Plans will have been provided, with findings reported to SEND Steering Group and used to inform future programme priorities, improvement activity, pan-London sufficiency planning and place planning.
S2.1.3 Practice Spotlight: capturing examples of innovative, new and emerging practice to catalyse shared learning, peer review/challenge and scale practice that supports effective multi-agency working and improved outcomes for children and families	Pillar 2: Effective system leadership and governance	Coordinated practice sharing that strengthens implementation Supporting local readiness in relation to the national social care reforms.	Effective multi-agency practice sharing and learning that catalyses improvement, innovation and outcomes for children and families	Q2: Practice Spotlight 2026 closed with coordinated regional review of all submissions led by sponsoring boards and networks. Recognition Letters drafted for all submitting organisations including feedback and reflections integrated from sponsoring groups. Q3: Updated digital platform for Practice Spotlight including search functionality and integration of 2026 submissions. Categorisation included to enable a reforms focused lens. Integration of Inclusion (see SEND plan). Q4: Delivery of in person and online events celebrating and integrating examples of practice to align directly to the national social care reforms.
2.2 Workforce <i>Strengthening workforce intelligence and planning to support delivery of SEND reforms *also see Annual Plan 2026/27 (Priority Programmes)</i>				
S2.2.1 The Big SEND Conversation – A London-wide research programme exploring the experiences, pressures and strengths of the workforce supporting children and young people with SEND to inform future workforce development	Pillar 6: Skilled workforce across LA, education settings, health and social care	Change with, not to, the workforce to strengthen recruitment and retention	Newly formed: Lack of SEND workforce data and effective regional workforce planning Strengthening: The Big Conversation approach was built on approach taken with CSC colleagues, and refinements for SEND specific elements were co-produced with key partners.	Q2: By the end of Q2 the Big SEND Conversation early insights and report will be drafted for review by key ALDCS steering groups. Q3: By the end of Q3 the final report will be published with findings disseminated through multi-agency forums to inform future workforce priorities across London. We will support the Inclusion Conference by highlighting key messaging on inclusion and promoting multi-agency collaboration on workforce.

				Q4: By the end of Q4 will have mobilised the regional recommendations and established multi-agency engagement.
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Requirement 3: SEND Regional Improvement

Deliver programmes of work that support delivery of SEND and AP improvement and reform across every LA within the region and where appropriate, with specific regions.

- Design and deliver activity that drives improvement and effective delivery of SEND reforms and transformation of the system. Activity should support key areas as outlined in the Department's 7 SEND pillars, and drive priorities aggregated from within the region's Local SEND Reform Plans, supported by learnings from the Change Programme.
- Regional support provided by the RIIA should include a specific focus on collaboration and join-up across the design and delivery of Local SEND Reform Plans for all LAs in the region. This could include establishing communities of practice for relevant leads involved in plan design, development, and delivery.
- With agreement of the whole RIIA and in consultation with the DfE regional team, delivery of regional improvement support projects can, in some instances, be targeted at specific LAs.
- Projects should be developed with the support and engagement of regional partners specifically including, but not limited to, health (Integrated Care Boards), Parent Carer Forums (PCFs), and education settings.

Project(s): Please outline the projects you will undertake to achieve this objective across the region. Please add more as necessary	Pillar: Identify the key pillar that this project seeks to deliver against across the region. Where there is more than one pillar targeted by a project, please identify the core pillar.	Benefits: What benefits will the RIIA realise through the delivery of this project?	Baseline: What is the current baseline of performance against the benefit you have described for this project?	Target: What is your targeted benefit for this project and over what timeline?	
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S3.1 System Leadership, Partnership and Co-production

*Strengthening system leadership, partnership working and co-production to support delivery of SEND reforms across London [*also see Annual Plan 2026/27 \(Priority Programmes\)](#)*

S3.1.1 Pan-London SEND Co-production Practice Exchange – A structured programme bringing together SEND leaders, participation leads and Parent Carer Forums to share, develop and promote effective co-production practice across London.	Pillar 1: Co-production with parents/carers and CYP	LIIA will improve consistency of understanding of co-production across London, amplify effective practice already taking place in LAs, supporting peer-led improvement and provide practical, London examples of what good looks like, particularly at service and operational levels where the report identified gaps	The NDTi report identified a need for a pan-London learning community and improved sharing of effective practice in co-production and engagement, reflecting variation in approaches and experiences across local authorities and families in London. Parent Carer Forums have been closely engaged throughout the commission and development of the report and provide a strong foundation for ongoing partnership working with LIIA to support implementation of the recommendations.	Q2: NDtl report on Coproduction reviewed with Parents/Carers and at ALDCS SEND Steering Group and areas for action agreed. Q3: First themed Co-Production Practice Exchange delivered, based on NDtl report and discussions with parents/carers. Q4: By the end of the 2026/27 financial year, two themed pan-London Co-production Practice Exchange sessions will have been delivered, engaging representatives from at least 20 local authorities and sharing practical examples of effective co-production to support local implementation.	
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S3.1.2 Pan-London Children and Young People's Voice – A test-and-learn exploring effective approaches to engaging children and young people with SEND and embedding their voices in regional SEND reform.	Pillar 1: Co-production with parents/carers and CYP	LIIA will strengthen the role and visibility of CYP voice within SEND improvement across London, provide greater clarity on what effective CYP co-production looks like in practice, addressing a gap identified in the NDTi report, contribute to the development of a more consistent and inclusive approach to CYP participation across London & provide an evidence base for future pan-London CYP activity, aligned with SEND reforms.	CYP participation in SEND varies across boroughs, with differing levels of maturity, consistency and opportunities for engagement. There is currently no pan-London mechanism for bringing together CYP voice or sharing participation practice. Where participation approaches exist, they are often localised and not systematically shared, evaluated or scaled. The NDTi report highlights the need for a pan-London approach to amplifying the voices of children and young people, including those with the highest support needs. Progress has been made in strengthening links with health partners and sharing examples of participation practice, providing a foundation for future pan-London collaboration and development.	Q2: Approach to Pan-London Children and Young People's voice agreed. Q3: First CYP engagement activity delivered, involving young people from every sub-region. Q4: By the end of the 2026/27 financial year, at least two pan-London CYP engagement activities will have been delivered, involving young people from at least 10 boroughs through existing local participation mechanisms, and a feasibility assessment for a London SEND CYP Board will have been completed.
S3.1.3 London SEND Partnership Improvement to support SEND Reforms – Bringing together local authorities, health organisations, education providers and parent/carer representatives to address shared SEND challenges through collaboration, peer learning and targeted support	Pillar 2: Effective system leadership and governance	Improvement addresses areas identified in diagnostics that supports delivery of SEND Local Plans	A governance, networks and Communities of Practice review undertaken in 2025/26 identified the need for strengthened representation and additional groups, including education representation on SEND Steering Group, a refreshed Internships and Employment Network, a strengthened SEND/AP Network and an Expert at Hand Community of Practice. The SEND Strategic Manager Parent Carer Network (SMPCN) is an established forum, providing a strong mechanism for collaboration, shared learning and the identification of regional priorities. During 2025/26, a wide range of partners were engaged across LIIA activity, establishing strong foundations for future partnership working, co-production and system	Q2: New groups launched. Q3: All groups engaged in relevant areas of the SEND Delivery Plan, implementing the 2026-27 requirements. Q4: By the end of the 2026/27 financial year, new and refreshed groups will have been launched, and at least one qualitative feedback process will have been completed within each group to inform future development and delivery priorities.

			leadership activity in support of SEND reforms.	
S3.1.4 London SEND Leadership Programme refresh to support delivery of system-wide SEND Reforms – A leadership development programme equipping SEND leaders with the skills, knowledge and networks to drive improvement across London	Pillar 2: Effective system leadership and governance	Strengthened strategic leadership across local authorities, Health and Parent/Carer representatives	The London SEND Leadership Programme has previously been delivered to over 100 leaders across London, providing a strong foundation for future leadership development. The programme now requires refresh and relaunch to reflect SEND reforms and support engagement of a wider range of partners, including education settings.	Q2: London SEND Leadership Programme reviewed with parents/carers and partners and proposal for refresh agreed at ALDCS SEND Steering Group. Q3: Specification for new programme developed with parents/carers and partners and procurement process underway for new programme. Q4: By the end of the 2026/27 financial year, the London SEND Leadership Programme will have been refreshed and relaunched, with engagement from local authorities and partners and feedback used to shape future programme delivery and development.
S3.1.5 London SEND Member development – support for Lead Members, working with London Councils and LGA	Pillar 2: Effective system leadership and governance	Strengthened leadership capacity and capability	LIIA works with London Councils Lead Member Network and LGA	Q2: LIIA Priorities and work programme reported to Lead Members. LGA programmes on Lead Member and Scrutiny linked in and promoted. Q3: Lead Members briefed on progress and key areas of development in SEND. Q4: By the end of the 2026/27 financial year, London Lead Members are briefed and have influenced the future pan-London programme.
S3.2 SEND Reforms and Focused Support <i>Supporting implementation of SEND reforms through targeted improvement, specialist support and sector-led learning *also see Annual Plan 2026/27 (Priority Programmes)</i>				
S3.2.1 Expert at Hand Development – Supporting the development and launch of Expert at Hand to improve access to specialist expertise and strengthen SEND improvement across London.	Pillar 5: Effective partnership working across education, health and social care	Boroughs and partners are supported in delivering the Expert at Hand model	There is currently no established Expert at Hand model across London, although there are opportunities to build on related practice from Change Programme Partnership and other local initiatives. Initial engagement with partners, including Parent Carer Forums, has taken place through the development of the LIIA Delivery Plan, helping to identify key risks, challenges and opportunities for implementation.	Q2: Expert at Hand Community of Practice has brought together practitioners and managers across key partners to identify opportunities to support implementation. Q3: Expert at Hand deep dives have identified good practice, from Change Programme Partnership and other areas, to support implementation. Q4: By the end of the 2026/27 financial year, Local SEND Plan actions will have been reviewed, with good practice identified through deep dives across at least seven local areas, and the Expert at Hand Community of Practice will have convened at least four times to inform future support and improvement activity.
S3.2.2 Targeted SEND Improvement to support SEND Reforms, improvement and sustainability – Providing targeted improvement support to boroughs through the Financial Resilience Programme and Sub-regional Insight to Impact Programme.	Pillar 7: Targeted and judicious use of resources including place planning, sufficiency, use of capital	Strengthened financial planning, forecasting and management with identified opportunities for improved sustainability. Improvements in targeted and agreed thematic areas through Insight to Impact Programme	A successful pilot of the SEND Sustainability Tool was undertaken with Ealing Council, alongside development of the Insight to Impact approach, building on learning from peer reviews and the State of the Capital report. This provides a strong foundation for further testing and refinement in 2026/27, with a particular focus on financial	Q2: Financial Resilience offer and Insight to Improvement offer promoted, with criteria for prioritisation of expressions of interest. Q3: First two areas identified and first area underway. Q4: By the end of the 2026/27 financial year, deliver at least two targeted improvement programmes with positive participant feedback, agreed actions and evidence of strengthened financial planning, sustainability or service improvement activity.

			sustainability, savings opportunities and system impact. Peer review and development has taken place, such as on SEND employment.	
S3.3 Strengthening Inclusion Across Education Settings <i>Strengthening inclusive practice across education settings through collaboration, workforce development and evidence-informed improvement *also see Annual Plan 2026/27 (Priority Programmes)</i>				
S3.3.1 SEND Inclusion and Learning Conference – A pan-London conference showcasing effective SEND practice, promoting collaboration and supporting professional development across the education sector	Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion	Collaborative professional development will develop understanding of strategic and operational case studies of effective inclusive practice on a regional and setting basis.	LIIA has previously engaged over 30 educational settings through its inclusion and practice-sharing activity, providing opportunities for settings to showcase effective practice and participate in best-practice networking across London.	Q2: Good practice highlighted through LIIA's first SEND Inclusion and Learning Conference for London education settings, local authorities and partners. Q3: SEND Inclusion and Learning Conference evaluation and wider engagement inform planning for a second SEND Inclusion and Learning Conference. Q4: By the end of the 2026/27 financial year, at least 50 settings will have been engaged to showcase effective practice, with participant feedback demonstrating increased confidence in applying strategic and operational approaches to SEND inclusion. Conference attendance, feedback and agreed actions will inform the next phase of LIIA's inclusion work.
S3.3.2 School Inclusion Self-Review Tool – Development and deployment of School Inclusion Self Review Tool for pan-London educational settings supporting SEND Reform and SWP.	Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion	The tool will provide support and scaffolding to develop Inclusive policy design for schools and settings. The tool will enable Leaders to be self-effective, develop timely and focused action plans and encourage collaborative working with partners from health and Local Authority, supporting outcomes defined by the DfE in both SEND Reform and SWP.	LIIA Investing in Inclusion good practice examples and planned SEND Inclusion and Learning Conference, with wider regional and national developments, provide foundation for School Inclusion Self-Review Tool.	Q2: Development of the School Inclusion Self-Review Tool is underway, with co-design planned through the LIIA School Cohort and support from external partners to ensure the tool reflects the needs and experiences of education settings across London. Q3: School Inclusion Self-Review Tool drafted and trial areas agreed. Q4: By the end of the 2026/27 financial year, the School Inclusion Self-Review Tool will have been trialled by at least 20 educational settings across phases, followed by review and promotion as a pan-London resource.
S3.3.3 Post-16 SEND Inclusion – Supporting post-16 providers to strengthen inclusion, transition planning, place planning and sufficiency, building on recommendations from the NDTi study	Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion	Enhanced collaboration within the Post 16 space to ensure that providers and LA's are able to deliver effective transition planning, partnership working and cluster working in developing provision, capacity and outcomes for young people engaging in routes to employment.	LIIA has commissioned a detailed study exploring Post-16 transitions, employment and outcomes for young people with SEND, providing an evidence base for future improvement activity. Focused Post-16 and Transition Listening to London sessions have also taken place, with representation from local authorities and partners across London, helping to identify key themes, challenges and opportunities for future action.	Q2: Post-16 rep engaged on ALDCS SEND Steering Group, Post-16 study discussed at Steering Group, at least three priority actions agreed and report disseminated across London. Q3: Workshops delivered on the three priority actions with plan to deliver against the recommendations in the Post-16 report. Q4: By the end of the 2026/27 financial year, a strategic approach will have been developed to implement three priority recommendations from the Post-16 study, with recommendations agreed by SEND Steering Group and translated into delivery through workshops, evidence gathering and regional cluster meetings.
S3.3.4 Employment Pathways for Young People with SEND – Improving employment opportunities and pathways for young people with SEND	Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion	Improved employment opportunities.	A high proportion of young people with SEND are NEET, indicating a need for increased employment opportunities and targeted support.	Q2: Refreshed Supported Internships and Employment Network launched and priorities agreed for 2026-27. Q3: Large London multi-authority employers engaged as part of plan to increase employment opportunities for young people with SEND in London.

through collaboration with employers, education providers and partners			The State of the Capital analysis and associated Listening to London sessions identified employment pathways and outcomes for young people with SEND as a key regional priority, providing a clear evidence base for future activity.	Q4: By the end of the 2026/27 financial year, LIIA will have launched a refreshed Supported Internships and Employment Network, engaged major multi-authority employers, and agreed practical actions to strengthen employment pathways and opportunities for young people with SEND.
S3.3.5 Early Years School Readiness – Identifying and promoting effective practice to improve preparation for school for young children with SEND.	Pillar 5: Effective partnership working across education, health and social care	Improved preparation for school helps to address needs early	The Early Years Network has identified a number of potential priorities relating to school readiness, early identification and support for children with SEND. An Early Years SEND Pathways workshop and associated deep dive was delivered by LIIA in December 2025, engaging over 60 participants from across the system and providing a strong foundation for future work in this area. Joint delivery between LGA and LIIA has already taken place in relation to Best Start in Life and Family Hubs, strengthening understanding of the role of SEND within wider early years reform and improvement activity. The London School Readiness Opportunities Mission and associated workstreams provide a strong strategic driver, creating opportunities to share effective practice, align priorities and strengthen work across school readiness, emerging needs and SEND.	Q2: Approach to identifying examples of good practice on School Readiness through a SEND lens agreed. Q3: Good practice examples identified. Q4: By the end of the 2026/27 financial year, strong links in place with London Opportunities Mission and effective practice for School Readiness through a SEND lens identified and promoted through the Investing in Inclusion programme.
S3.3.6 Inclusion and Specialist Support Base Model – Collate and share evidence on effective models of inclusion and specialist support bases to inform regional policy and local SEND planning.	Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion	More consistent, high quality and cost-effective approaches to base development in line with national reform. Service leads and school leaders will feel confident in accessing impactful, outcome driven models of base development.	LIIA has already developed a broad 'Investing in Inclusion' programme which has engaged over thirty settings across all five London sub-regions in identifying best practice in Mainstream Inclusion.	Q2: Approach to Local Trust Development agreed, building on learning from the SEND Inclusion and Learning Conference and engagement with local authorities, school leaders and partners. Q3: Effective models of cluster working and trust development identified and reviewed. Priority areas for support agreed, informed by local authority interest, emerging SEND reforms and inclusion priorities. Q4: By the end of the 2026/27 financial year, three national models of cluster working with demonstrable impact will have been showcased through Listening to London sessions as part of the LIIA Schools Offer. A support package will also have been developed and promoted for local authorities interested in exploring

				Local Authority Trust arrangements, with up to three authorities supported through an expression of interest process.
S3.3.7 Local Trust Development – Showcase effective models of cluster working and support local authorities working with schools on Trust development	Pillar 5: Effective partnership working across education, health and social care	Improved partnership working with schools and through clusters of schools	Differing levels of development across London, with interest in developing new approaches which LIIA will draw on to inform wider developments in London	Q2: Approach agreed, building on work to date and SEND Inclusion and Learning Conference. Q3: Effective models of cluster working identified for wider promotion. Areas of support for Trust and/or Cluster development agreed. Q4: Three national models of cluster working that have proven impact showcased and we will workshop these as 'Listening to London' sessions as part of the LiiA Schools Offer. We will develop a support offer for three LA's that submit an expression of interest to explore LA Trust arrangements.
S3.4 Access to Specialist Support and Local Placements <i>Improving access to specialist support and local placements through sufficiency planning, commissioning and market development *also see Annual Plan 2026/27 (Priority Programmes)</i>				
S3.4.1 SEND Commissioning Improvement to support SEND Reforms, improved sustainability and enhanced outcomes – Identifying and delivering commissioning improvements through externally commissioned support, building on learning and recommendations from previous work	Pillar 4: High quality service delivery at universal, targeted and specialist levels to promote inclusion	Improved commissioning yields greater sufficiency, value for money and outcomes for children	Previous commissioning work undertaken with Newton and MIME provides a strong foundation for future commissioning and market development activity, with identified opportunities for improved sufficiency, sustainability and outcomes for children and young people with SEND.	Q2: Multi-agency commissioning workshop held, with agreed Pan-London commissioning projects approved by SEND Steering Group drawing on the 2025-26 commissioning report. Links with London RCC in place. SEND Commissioning Steering Group established. Options for work on SEND Transport explored and priorities agreed. Q3: Commissioning Work Programme agreed by new Steering Group. Paediatric Therapy providers mapped and options for market development developed. Focus on key area(s) on SEND Transport agreed and work underway, linked to LGA SEND Transport Reviews. Q4: By the end of the 2026/27 financial year, progress on areas of collaborative commissioning reported to SEND Commissioning Steering Group, SEND transport commissioning options explored and market development completed based on mapping of paediatric therapy providers.
S3.4.2 London SEND INMSS Benchmarking and market intelligence Project – Strengthening understanding of London's independent non-maintained and specialist school market to improve sufficiency planning, commissioning and market shaping	Pillar 7: Targeted and judicious use of resources including place planning, sufficiency, use of capital	Supporting greater transparency of INMSS provider costs and fee uplifts, support increased consistency in commissioning and contract management practice, and evidence-based placement decision-making by local authorities. Improved identification of market pressures, capacity gaps and opportunities for collaborative market shaping activity.	LIIA has established the Pan-London Provider ID tool maps placements by maintained special school and independent placements. Initial INMSS analysis identified variation in placement costs, fee uplifts and contract management arrangements across boroughs, highlighting the need for a consistent London-wide evidence base on major independent providers and market trends.	Q2: London SEND INMSS survey completed identifying local authorities to be involved in the roll-out. Q3: All Boroughs provided with access and support for using the London SEND INMSS Benchmarking Tool. Q4: By the end of the 2026/27 financial year, market intelligence tool taken up across London and market intelligence report produced based on the data, including fee and placement benchmarking analysis, to inform pan-London market engagement and commissioning activity.
S3.5 Workforce <i>Strengthening workforce intelligence and planning to support delivery of SEND reforms *also see Annual Plan 2026/27 (Priority Programmes)</i>				

S3.5.1 London Educational Psychologist Pledge – A pan-London commitment to improve collaboration in the Educational Psychologist workforce, supporting fair agency practices, improved quality and greater workforce sustainability	Pillar 6: Skilled workforce across LA, education settings, health and social care	Enable joint market interventions enabling consistency and transparency	Strengthening: Agency recruitment and commissioning practices are contributing to workforce shortages, competition between organisations and increasing workforce costs. There is variation in recruitment, retention and commissioning approaches across London, creating a risk of duplication, inefficiency and additional market pressure.	Q2: EP data collection as BAU. EP Pledge template and outputs of this shared with other regions to maximise cooperation. Q3: Tested a collection to capture commissioned EP capacity. Methodology shared with other regions and DfE to maximise cooperation. Q4: Drafted set of price caps that respond to market pressures through a more robust evidence base. Rates and methodology shared with other regions to encourage cooperation.
S3.5.2 SEND Recruitment and Retention Strategy to support SEND Reforms – A shared, multi-agency recruitment and retention strategy for London that supports and complements local workforce initiatives	Pillar 6: Skilled workforce across LA, education settings, health and social care	Shared, multi-agency and collaborative approach to recruitment and retention in London that builds on local level SEND Reform Plans and strengthens development of future workforce capacity, candidate engagements, recruitment and cost effectiveness, minimising cross-borough competition	Newly formed: Workforce shortages remain a significant challenge across key SEND professions, highlighting the need for greater collaboration, transparency and consistency in workforce planning and market management in response to the SEND reforms. Newly formed: This is closely linked to the development of the Expert at Hand Community of Practice and associated deep dives, which provide an opportunity to gather evidence, identify good practice and inform future workforce and market sustainability activity across London.	Q2: Indicative understanding of emerging workforce priorities through analysis of the local delivery plans and implications of the SEND reforms. Q3: Informed understanding of the areas of regional opportunity and collaboration through in-depth analysis of local delivery plans and insights from the published Big SEND Conversation. Q4: Drafted regional SEND recruitment and retention strategy that has benefited from multi-agency contribution and that builds on and amplifies local delivery plan ambitions

CSC RIIA:

The purpose of this document is to form the core underpinning to the RIIA's delivery plan for the purposes of this grant. When completing this template, please refer to the Statement of Requirements which outlines the strategic ambitions for the RIIA grant. When drafting the CSC element of the plan, please also consider the National Framework outcomes and enablers, when designing your projects:

There are 3 enablers:

- Multi-agency working is prioritised and effective
- Leaders drive conditions for effective practice
- The workforce is equipped and effective

There are 4 outcomes:

- Outcome 1: children, young people and families stay together and get the help they need
- Outcome 2: children and young people are supported by their family network
- Outcome 3: children and young people are safe in and outside of their homes
- Outcome 4: children in care and care leavers have stable, loving homes

Within each Requirement, please also state which **reform programme** each project supports the delivery of across the region (e.g. RCCs, Regional Fostering Hubs, FFP). When a project aims to address a specific region-wide challenge (e.g. LGR, leadership), please identify how this initiative aids the successful delivery of a reform programme.

CSC Programme: Overview of Projects

Requirement	Programme / Section	Projects & Sub-Projects
Requirement 1: Increase CSC Data Capability & Capacity	C1.1 Strengthening the Making Data Speak for London's Children Programme	C1.1.1 Intelligence, Data & Research (IDR) C1.1.2 Quarterly Benchmarking C1.1.3 Child Level Data (CLD)
Requirement 2: CSC Regional Diagnostics	C2.1 Regional Commissioning & London Regional Care Cooperative	C2.1.1 Regional Commissioning, London RCC & Fostering Hubs Diagnostics
	C2.2 Pan-London Collaboration & Cross-Network Engagement	C2.2.1 Facilitating & Coordinating Regional Collaboration C2.2.2 Health Integration & Partnership Working
	C2.3 Sector-Led Improvement, Peer Learning & Challenge	C2.3.1 Sector Led Improvement C2.3.2 Practice Spotlight C2.3.3 The Big Conversation
Requirement 3: CSC Regional Systems	C3.1 Fostering Innovation & Sub-Regional Fostering Hubs	C3.1.1 Sub-Regional Fostering Hub Engagement & Collaboration C3.1.2 Fostering Innovations
	C3.2 Regional Commissioning & London RCC	C3.2.1 Addressing Regional Sufficiency
	C3.3 Regional Implementation of Families First	C3.3.1 Families First Regional Support Programme C3.3.2 We Train Together
	C3.4 Racial Equity and Leadership (REAL)	C3.4.1 Baking-In Racial Equity C3.4.2 REALising Potential Leadership Programme
	C3.5 Reform Implementation via ALDCS Priority Programmes	C3.5.1 Supporting Implementation Through ALDCS Priority Programmes: • Adolescent Safeguarding • Resources & Commissioning • Care Leaving • Workforce • SEND

Requirement 1: Increase CSC Data Capability and Capacity					
Each RIIA should: - Continue to collect and report the core children's services indicators for FY26-27. - Develop data collection and analytical capability within the RIIA to make effective use of local and regional CSC data. - Use data insights to strengthen RIIA oversight, drive improvement activity, and inform senior regional leaders and the Children's Improvement Board (CIB).					
Project(s): Please outline the projects you will undertake to achieve this objective across the region. Please add more as necessary	Reform programme: Identify the reform programme that this project will enable the delivery of across the region, and the relevant National Framework outcomes and enablers that this project progresses.	Benefits: What benefits will the RIIA realise through the delivery of this project?	Baseline: What is the current baseline of performance against the benefit you have described for this project?	Target: What is your targeted benefit for this project and over what timeline?	
C1.1 Strengthening the Making Data Speak for London's Children programme; Informing priorities, monitoring impact and supporting reform delivery <i>*also see Annual Plan 2026/27 (Priority Programmes)</i>					
C1.1.1 Intelligence, Data & Research (IDR) - focussed on outputs that deliver the maximum benefit to ALDCS, stakeholders and partners in their local, sub-regional and regional level support for implementation of the national social care reforms	Families First Reforms Regional Care Cooperative, Fostering Hubs, Regional Fostering Hubs Enabler: Leaders drive conditions for effective practice Includes metrics related to all 4 Outcomes: Outcome 1: children, young people and families stay together and get the help they need Outcome 2: children and young people are supported by their family network Outcome 3: children and young people are safe in and outside of their homes Outcome 4: children in care and care leavers have stable, loving homes	A highly developed, centralised, evidence base available to ALDCS to inform strategic development and decision making Early identification of emerging policy issues, outliers and trends to strengthen understanding and response to support effective implementation of the national social care reforms Meeting with partners working in the London sub-regional groups to strengthen shared understanding as relevant to national social care reforms	Strengthening: Interesting data facts email series has been established and continued through Q1 26/27 as aligned to areas of focus related to the national social care reforms. Promote engagement in briefings from Ofsted, DfE, Children's Commissioner and other partner organisations. influence the LIIA Making data speak work plan, prioritisation and outputs Newly formed: Initial meetings and discussions to explore the options and scope of the data to be collected as linked to the expectations of the national social care reforms	Q2: Identification of new projects and developments that will strengthen and support implementation of the national social care reforms. Circulate 'Making data speak' interesting data insight communications on a monthly basis. Coordinate the ALDCS IDR steering group meeting held bi-monthly. Facilitate the London Information Exchange Group (LIEG) on quarterly basis Q3: Improve local level engagement in use of dashboards including DCS and senior leaders. Stimulate requests for new data products. Coordinate the ALDCS IDR steering group meeting held bi-monthly. Facilitate the London Information Exchange Group (LIEG) on quarterly basis Q4: New data products developed to support social care reform implementation. Coordinate the ALDCS IDR steering group meeting held bi-monthly. Facilitate the London Information Exchange Group (LIEG) on quarterly basis.	
C1.1.2 Quarterly Benchmarking - Deliver benchmarking data on a quarterly & annual basis	Families First Reforms Regional Care Cooperative, Fostering Hubs, Regional Fostering Hubs	Data teams in LAs are provided with dashboards, knowledge networks and tools to support local activity and implementation of the national social care reforms	Strengthening: Building on existing dashboards to provide a robust dataset that supports implementation of the national reforms	Q2/3/4: Delivered benchmarking data on a quarterly & annual basis (including reporting to DfE & d2i/ADCS), facilitating returns from London LA data partners	

	Enabler: Leaders drive conditions for effective practice Includes metrics related to all 4 Outcomes: Outcome 1: children, young people and families stay together and get the help they need Outcome 2: children and young people are supported by their family network Outcome 3: children and young people are safe in and outside of their homes Outcome 4: children in care and care leavers have stable, loving homes	Support LAs in their implementation of the national social care reforms 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 reforms Promotion of sector-led improvement and practice relevant to the implementation of the national social care reforms, including encouraging shared learning, peer dialogue and dissemination of effective practice Greater regional coherence; comparator data supporting better alignment of strategies and delivery models that align to implementation of the national social care reforms Equipping local authority analysts with tools to analyse data effectively to support implementation of the national social care reforms freeing up capacity to allow them to move to the analysis and insight phase more quickly, supporting data capability within the local authority and facilitating the generation of actionable insights from the data.	Strengthening: Promote data sharing and data development between local authorities and partners through practice sharing and peer learning opportunities to help partnerships meet national social care reform requirements. Newly formed: Conceptual and exploratory work on SSDA903 tool started in Q1 26/27 and continuing initial development.	Q3/4: Expanded catalogue of analytical dashboards to include a wider breadth of children's services data and intelligence across education, children's social care, youth offending and related areas Child Level Data (CLD)
C. 1.1.3 Child Level Data – project focused on making the best use of data that is already collected in London	Families First Reforms Regional Care Cooperative, Fostering Hubs, Regional Fostering Hubs Enabler: Leaders drive conditions for effective practice Includes metrics related to all 4 Outcomes: Outcome 1: children, young people and families stay together and get the help they need	Encouraging innovation within the sector, sharing good practice and supporting self-starting networks to catalyse implementation of the national social care reforms Local area partnerships will access rich data about how school characteristics, pupil characteristics and individual pupils' needs interact to affect children's experiences of	Strengthening: Current IG for the Child Level Data project will be revised and extended to support implementation of the national social care reforms, particularly related to fostering data. Newly formed: integration of fostering data to build on CLD observatory	Q2: Continue to develop the CLD project to make the best use of data that is already collected Q3: Explore the use of CLD data to support quantitative and qualitative research; deliver the findings from the pilot research. Refresh the Looked After Children's data (SSDA903) and the Children in Need data with the latest year's data (also supports the sufficiency strategy). Embed the School Census dashboard and cross-border pupil data for LAs into the CLD offer Q4: Include the Ofsted Fostering dataset as one of the architectural pieces of the CLD

	Outcome 2: children and young people are supported by their family network Outcome 3: children and young people are safe in and outside of their homes Outcome 4: children in care and care leavers have stable, loving homes	education, enabling them to better target their resources to strengthen inclusion for all pupils as linked to the implementation of the national social care reforms Working on collecting cost data within the partnership to lead to more effective sub-regional commissioning to underpin effective implementation and sustainability of the national social care reforms Provide the local area partnerships with detailed information about the London picture which will enable them to understand how they compare with their neighbours and strengthen implementation of the national social care reforms. To work in subregional groups using this information as an evidence source, and to promote wider discussion in an ALDCS forum as aligned to local level implementation of the reforms.		observatory. Extend existing platforms to include the CSC SW Workforce Census, SEN2 and other statutory collections as planned and develop the qualitative research offer to ALDCS.
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Requirement 2: CSC Regional Diagnostics

Regional diagnostics should assess whether local authorities and the wider region have the core capabilities - and regional systems - needed to deliver and sustain reform. RIAs should use the core principles of the National Framework to identify strengths and effective practice against the Framework’s outcomes and enablers that can be disseminated, as well as areas of improvement that can be supported by regional improvement.

Diagnostics should also specifically draw out progress in implementing the following:

- Delivery of Families First Partnership Programme reforms - Identify areas of strength and effective practice against the core components of FFP which can be shared, as well as areas for improvement that can be supported by the CSC universal improvement offer – specifically via the Families First for Children Pathfinders.
- Regional Care Co-operatives - support and prepare the region for the role out of RCCs, driving forward arrangements at a regional or sub-regional level.
- Regional Fostering Hubs – Support the development of local and regional systems to better manage the market and increase the number of foster carers locally.

Diagnostics should also consider how Local Government Reorganisation will impact the delivery of the above.

Project(s): Please outline the projects you will undertake to achieve this objective across the region. Please add more as necessary	Reform programme: Identify the reform programme that this project will enable the delivery of across the region, and the relevant National Framework outcomes and enablers this project progresses.	Benefits: What benefits will the RIIA realise through the delivery of this project?	Baseline: What is the current baseline of performance against the benefit you have described for this project?	Target: What is your targeted benefit for this project and over what timeline?	
C2.1 Regional Commissioning and London Regional Care Cooperative Delivering cost efficiencies and value for money through collaboration <i>*also see London RCC Deliverables & ALDCS Annual Plan 2026/27</i>					
C2.1.1 Regional Commissioning & London Regional Care Cooperative & Fostering Hubs Diagnostics - ensuring a clear evidence base to inform both market management and development of in-house provision	Regional Care Cooperatives, Regional Fostering Hubs Enabler: Multi-agency working is prioritised and effective Outcome 4: children in care and care leavers have stable, loving homes	Shared understanding of sufficiency challenges and an agreed strategy to address them through both quantitative and qualitative data, research and analysis to enable effective implementation of the national social care reforms. Improved outcomes for children and young people through coordinated care pathways, improved placement stability, and needs-based provision across London to ensure effective and meaningful implementation of the national social care reforms. Better value for money and sustainability through collective commissioning, targeted provision, and proactive market engagement to strengthen implementation of the national social care reforms and enable sustainability.	Newly formed: Absence of Sufficiency Strategy. No pan-London view of gaps in the market or an agreed regional approach to addressing these gaps Strengthening: Support London-wide commissioning/practitioner networks to share best practice and learning. Newly formed: development of local and sub/regional systems to better inform management of the market and increase the number of foster carers locally. Newly formed: Integrated learning from LGA qualitative research to strengthen sector led and evidence-based policy.	Q2: Sufficiency Strategy developed and endorsed by the ALDCS Regional Commissioning Board; comprehensively setting out current and future demand and setting out a clear strategy to ensure ongoing sufficiency of local provision. Produce and publish a Theory of Change and Market Position Statement. Q3: Delivered London-wide consultation and engagement to finalise the sufficiency strategy to support RCC and Fostering Hub implementation and integration, informed by data and stakeholder insight. Q4: Improved forecasting capability, including demand modelling which would include Deprivation of Liberty Safeguards (DoLS), and referral pathway analysis.	
C 2.2 Strengthening pan-London collaboration and cross network engagement with local authorities and multi-agency partners to increase influence <i>Strengthening system leadership, partnership working and co-production to support delivery of the CSC reforms across London *also see ALDCS Annual Plan 2026/27 (Core Activities and Cross Programme Enablers)</i>					
C.2.2.1 Facilitating and coordinating regional collaboration – enabling deeper intelligence and insight from multi-level, multi-discipline and multi-agency groups and networks to support and	Regional Fostering Hubs, Regional Care Cooperatives, Families First Partnership Programme Enabler: Multi-agency working is prioritised and effective	Systemic collaboration and cultural change to maximise implementation of the national social care reforms and positively impacts on the lives of children and families.	Strengthening: A mix of established and new networks and communities of practice, with growing opportunities for greater join-	Q2/3/4: Support, facilitate and coordinate key regional networks and boards (varied frequency) to strengthen cross-discipline and cross-sector connections. Improved engagement in key areas of work. Continue to develop and deliver the ‘untangling the reforms’ to multiple forums.	

strengthen priority programmes and implementation of the national reforms		Cohesive and joined-up implementation of change as aligned to the national social care reforms across the system Influence policy development as aligned to the national social care reforms. Amplifying the collective voice of ALDCS to influence policy to ensure effective and sustainable implementation of the national social care reforms Increased awareness and understanding of the national social care reforms. Participants actively advocating for change in their respective sectors to strengthen implementation of the national social care reforms. Coordinating multi-agency engagement and alignment across London to catalyse and sustain implementation of the national social care reforms.	up and closer alignment to national social care reforms. Newly formed: Integrated learning from LGA qualitative research to strengthen sector led and evidence-based policy.	Q2: Develop and disseminate a LiiA TOR for Communities of Practice to ensure consistency across all groups. Review Communities of Practice to ensure alignment. Q4: Clearer and more consistent messaging and strengthen influence impactful implementation of the national social care reforms.
C2.2.2: Health Integration & Partnership Working - Strengthening multi-agency partnership working and collaboration	Regional Fostering Hubs, Regional Care Cooperatives, Families First Partnership Programme Enabler: Multi-agency working is prioritised and effective	Improved collaboration and strengthening partnerships with stakeholders directly relevant to the national social care reforms. Systemic collaboration and cultural change to maximise implementation of the national social care reforms and positively impacts on the lives of children and families. Cohesive and joined-up implementation of change as aligned to the national social care reforms across the system	Strengthening: Engage with a wide range of key forums and infiltrate new forums to strengthen engagement and representation to improve join-up, understanding and closer alignment to national social care reforms. Newly formed: Integrated learning from LGA qualitative research to strengthen sector led and evidence-based policy.	Q2/3/4: Support engagement related to ICS transformation to strengthen partnership working and the representation of priorities for London. Continue to develop and deliver the 'untangling the reforms' to multiple forums.

C 2.3 Identifying, sharing and scaling best practice through sector-led improvement, peer learning, review and challenge: Identifying, celebrating and raising awareness of local practice that strengthens sector-led improvement, scales practice that works and catalyses implementation of the national social care reforms. <i>*also see ALDCS Annual Plan 2026/27 (Core Activities and Cross Programme Enablers)</i>				
C.2.3.1 Sector Led Improvement: multi-agency peer-to-peer learning and engagement and identify opportunities for regional support efficiencies and consistencies	Regional Fostering Hubs, Regional Care Cooperatives, Families First Partnership Programme Enablers: The workforce is equipped and effective	Supporting local readiness and delivery of the national social care reforms. problem-solving and scaling what works Effective multi-agency practice sharing and learning that catalyses improvement, innovation and outcomes for children and families as aligned to the national social care reforms.	Strengthening: Building on the culture of sharing practice between Local Authorities and multi-agency partners through existing forums and networks.	Q2: More effectively and consistently embedded sector-led improvement within Communities of Practice and key networks and forums, utilising relationships with pathfinders and change programme LAs. Q3: Improved coordination or sector-led improvement embedded within all forums. Improved sharepoint mechanisms for cross- regional stakeholders to share practice including access to resources through use of LIIA website members area. Q4: New website developments introduced to improve access and search functionality. Q2/3/4: Promotion of What Works Foundations practice guides through all key forums and outlets
C 2.3.2 Practice Spotlight: capturing examples of innovative, new and emerging practice to catalyse shared learning, peer review/challenge and scale practice that supports effective multi-agency working and improved outcomes for children and families	Regional Fostering Hubs, Regional Care Cooperatives, Families First Partnership Programme Enablers The workforce is equipped and effective Multi-agency working is prioritised and effective	Coordinated practice sharing that strengthens implementation Supporting local readiness in relation to the national social care reforms.	Effective multi-agency practice sharing and learning that catalyses improvement, innovation and outcomes for children and families	Q2: Practice Spotlight 2026 closed with coordinated regional review of all submissions led by sponsoring boards and networks. Recognition Letters drafted for all submitting organisations including feedback and reflections integrated from sponsoring groups. Q3: Updated digital platform for Practice Spotlight including search functionality and integration of 2026 submissions. Categorisation included to enable a reforms focused lens. Integration of Inclusion (see SEND plan). Q4: Delivery of in person and online events celebrating and integrating examples of practice to align directly to the national social care reforms.
C 2.3.3 The Big Conversation – A London-wide research programme exploring the experiences, pressures and strengths of the workforce supporting children and young people to inform future workforce development	Families First Partnership Programme Enablers: The workforce is equipped and effective	Change with, not to, the workforce to strengthen recruitment and retention. Shared understanding of the experience and needs of the workforce so as to protect them as our greatest enabler in relation to the effective implementation of the national social care reforms.	Strengthening: Fragility of the workforce during a period of significant sector change associated with the national social care reforms.	Q2: published new Big CSC Conversation report revisiting Big Listen 2023 themes, including recommendations. Develop bespoke reports for all LAs that provided 20 of more local responses. Q3: Delivery engagement sessions to key groups to support local level efforts and implementation of the FF reforms. Q4: Regional level recommendations taken forward by Workforce Steering Group to support development of workforce programme and specific project delivery

Requirement 3: CSC Regional Systems					
Each RIIA should: • Collate and share learning from the Regional Diagnostics with LAs across the region through a regional community of practice for children's social care. • Deliver regional solutions that support improvement to the regional systems identified through the diagnostic process. • Establish effective partnerships with key regional stakeholders and safeguarding partners, specifically leaders in police, health and education.					
Project(s): Please outline the projects you will undertake to achieve this objective across the region. Please add more as necessary	Reform programme: Identify the reform programme that this project will enable the delivery of across the region, and the relevant National Framework outcomes and enablers this project progresses.	Benefits: What benefits will the RIIA realise through the delivery of this project?	Baseline: What is the current baseline of performance against the benefit you have described for this project?	Target: What is your targeted benefit for this project and over what timeline?	
C 3.1: Drive fostering innovations and support the coming together of sub-regional Fostering Hubs: Supporting the expansion of Hubs pan-London as related to national social care reforms.					
C 3.1.1 Sub-Regional Fostering Hub Engagement & Collaboration – enabling practice sharing and collaborative working to strengthen implementation	Regional Care Cooperatives, Regional Fostering Hubs Enablers: Multi-agency working is prioritised and effective Leaders drive conditions for effective practice Outcome 4: children in care and care leavers have stable, loving homes	Compelling bids which are clearly aligned to London's RCC and Sufficiency Strategy and the aims and ambitions of the national social care reforms. Share best practice and ensure alignment with the RCC and wider national social care reforms to strengthen impact and sustainability.	Newly formed: Absence of forum where hub leads come together to strengthen implementation and impact of national social care reforms. Limited joint working at a pan-London level.	Q2/3/4: Facilitate peer learning and support - to facilitate the development/extension of Hubs and effective implementation of the national social care reforms. Q3: Established timeline for sharing data between regions to contribute to national social care reforms implementation and sustainability.	
C 3.1.2 Fostering Innovations – addressing sufficiency challenges through regional and cross-regional collaboration and joint working	Regional Care Cooperatives, Regional Fostering Hubs Enablers: Multi-agency working is prioritised and effective Leaders drive conditions for effective practice Outcome 4: children in care and care leavers have stable, loving homes	Inform the development of the RCC and ensuring alignment to national social care reforms. Clarity about sufficiency challenges; and the innovations that could address them to improve the impact of national social care reforms.	Newly formed: No applications have been made. No clear idea of what the projects should be scaled in alignment with the national social care reforms.	Q2: Develop a competitive set of fostering innovation bids across that address sufficiency challenges. Both North and South London make competitive Hub bids, which are closely aligned to the London RCC and wider national social care reforms. Develop joint Fostering Innovation Bids with SE RCC to catalyse implementation and partnership working as aligned to national social care reforms. Q3: Established governance underpinned by an MoU. Integration of Fostering Hubs within the RCC and wider social care reforms. Q4: Identify opportunities for joint working - which inform the RCC Action Plan and contribute to wider national social care reforms.	

C 3.2 Regional Commissioning and the London Regional Care Cooperative Delivering cost efficiencies and value for money through collaboration <i>*also see London RCC Deliverables & ALDCS Annual Plan 2026/27</i>				
C 3.2.1 Addressing Regional Sufficiency: Shared understanding of sufficiency challenges and an agreed strategy to address.	Regional Care Cooperatives Enablers: Multi-agency working is prioritised and effective Leaders drive conditions for effective practice Outcome 4: children in care and care leavers have stable, loving homes	Pan-London governance to 'own' this strategy and progress commissioning work to strengthen sustainability national social care reforms. Governance in place to enable effective partnership working beyond the region, creating the conditions for joint working with London's RCC and catalysing national social care reform implementation through collaboration and associated efficiencies. London Accommodation Pathfinder (LAP) to reduce adolescent custodial remand, with structured learning to inform both the RCC implementation of the national social care reforms.	Strengthening: Fragmented commissioning and an absence of a pan-London commissioning strategy linked to the national social care reforms. Strengthening: Some networking between regions but this is intermittent and informal. Absence of any governance or partnership agreement that could strengthen implementation and sustainability of national social care reforms. Strengthening: Existing LAP contract due to end and incumbent supplier unlikely to continue Strengthening: Lead market engagement and development activity to shape provider capacity and capability in line with identified sufficiency needs.	Q2: Development of London's RCC. Includes: Business Case, Bid Development and Implementation Plan that aligns with ambitions of national social care reforms. Deliver London-wide consultation and engagement to finalise the sufficiency strategy, informed by data and stakeholder insight and aligned to national social care reforms. Develop a joint sufficiency action plan to translate strategy into clear priorities and delivery that aligns to national social care reforms. Q2/3/4: Support London-wide commissioning/practitioner networks to share best practice and learning relevant to the implementation of national social care reforms. Q3: Explore invest-to-save opportunities at sub-regional and pan-London levels, including private sector and innovative partnerships. Establish a delivery plan, governance and capability to progress RCC deliverables and embed new ways of working aligned with a 'one customer' approach. Q4: Build the foundations for data sharing, joint project delivery and partnership with London's RCC Defined and effectively managed RCC funding allocation to support effective delivery, sustainability and value for money. Financial modelling developed for pooled budgets to support implementation and sustainability of RCC and national social care reforms. Undertake Joint Funding Projects in collaboration with NHS organisations across ICS footprints to establish clearer processes and transparent data sharing as aligned to the national social care reforms. LAP service successfully reprocured and funding secured to ensure long term sustainability. Initial scoping of how the LAP project (or elements of the project) can be scaled to contribute to implementation of national social care reforms.
C 3.3 Regional Implementation of Families First: Coordinating multi-agency engagement and alignment across London in relation to the Families First Reforms supporting local readiness, delivery, problem-solving and scaling what works				

C 3.3.1 Families First Regional Support Programme: Shared learning from London pathfinders, multi-agency partners and providing tailored, local level advice.	Families First Reforms Partnership Programme Supports all 3 enablers Multi-agency working is prioritised and effective Leaders drive conditions for effective practice The workforce is equipped and effective. Outcome 1: children, young people and families stay together and get the help they need Outcome 2: children and young people are supported by their family network Outcome 3: children and young people are safe in and outside of their homes	Shared learning from London Pathfinders through multi-agency FFP Community of Practice. Tailored advice and consultation that has contributed to a series of coproduced guides and tools including MACPT Operating Protocols, job description proformas that support effective FFP implementation. Assisting the region to introduce change in accordance with the FFP policy and CWSA 2026 legislative directives, guiding a common approach to redesign across the region.	Strengthening: Variation in understanding and capacity to implement FFP reforms that will deliver real change as intended.	Q2/3/4: Host the FFP Community of Practice on a monthly basis. Represent London LA's, at key forums including working with the MPS and ICBs/Health Partners to develop common approaches Adapt regional child protection procedures to adopt national changes. Support the development of a consistent approach to Family Help and MACPTs across all London to strengthen consistent implementation of national social care reforms.
C 3.3.2 We Train Together: collaborative workforce skills development learning offer responding to needs of alternatively qualified and skilled as aligned to Families First changes	Families First Reforms Partnership Programme Supports all 3 enablers Leaders drive conditions for effective practice The workforce is equipped and effective.	Joint and shared workforce skills development offer through shared and collaborative train-the-trainer model, particularly focused on supporting development of alternatively qualified and skilled workforce, aligned directly to the values and intentions of the reforms.	Newly formed: Mixed levels of capacity and training expertise at local levels. Variable learning offers.	Q2: Impact evaluation of the WWT pilot with recommendations for next steps. LIIA to take responsibility for coordination and facilitation of London PSW Network Q3: Support PSW network to co-develop and launch a shared learning offer. Research in Practice to review and integrate resources Q3/4: Launch learning offer and host priority sessions. Explore opportunities to integrate national CSA offer.
C 3.4 Racial Equity And Leadership (REAL): Embedding anti-racism and racial equity across all priorities, informed by data and lived experience <i>*also see ALDCS Annual Plan 2026/27 (Core Activities and Cross Programme Enablers)</i>				
C 3.4.1 Baking-in: 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	Regional Fostering Hubs, Regional Care Cooperatives, Families First Partnership Programme Enablers: Leaders drive conditions for effective practice	Tackle racism and disproportionality to enable representative leadership and proportionate outcomes for children Activities underpin everything to ensure London can respond effectively to the national reforms.	Strengthening: Experiences of racism and disproportionality within London's children's workforce with disproportionality in outcomes for children	Q2: Review membership of the Racial Equity And Leadership (REAL) reference group Q2/3/4: Embed racial equity in each of the ALDCS priority areas and embed the REAL Reference Group as a critical friend Data, intelligence and research used consistently to better understand experiences, guide priorities and monitor progress related to representative Leadership.

				Identified key area(s) of regional focus to positively impact current disproportionate outcomes for children and families
C 3.4.2 REALising Potential: leadership programme to support Black and Global Majority future leaders and address disproportionality				Q2: Host a graduation event and launch the Shadowing Plus pilot initiative for alumni of the REALising Potential Programme to support cross-local authority placement opportunities that support application of learnings and leadership skills Outcomes for Children Q3/4: Recommission the REALising Potential leadership programme.
C 3.5 Primary Focus of reform implementation through the mechanism of the ALDCS priorities: <i>Deliver and support improvement across its established priority areas, providing centralised support to deliver the national reforms *also see ALDCS Annual Plan 2026/27 (Primary Focus & Priority Programmes)</i>				
C 3.5.1 Supporting implementation of the national reforms through established ALDCS Priority Programmes: ALDCS Priority Programmes include: • Adolescent Safeguarding • Resources & Commissioning • Care Leaving • Workforce • SEND	Families First Reforms Partnership Programme Supports all 3 enablers Multi-agency working is prioritised and effective Leaders drive conditions for effective practice The workforce is equipped and effective. Outcome 1: children, young people and families stay together and get the help they need Outcome 2: children and young people are supported by their family network Outcome 3: children and young people are safe in and outside of their homes Outcome 4: children in care and care leavers have stable, loving homes	Supporting implementation of national reforms as a main priority Pan-London collaboration to support local authorities and partners to improve outcomes for children and young people Delivery and support of improvement across established priority areas. Activities underpin everything to ensure London can respond effectively to the national reforms.	Strengthening: Building on BAU programmes that provide the platform through which reform implementation is supported, enabling continuity, learning and impact at scale aligned to the intentions of the national reforms. Strengthening: Coordinate multi-agency engagement and alignment across London to strengthen implementation of national social care reforms. Strengthening: Amplify the collective voice of ALDCS to influence policy, delivery and partners as aligned to the ambitions and intentions of the national social care reforms through appropriate channels including consultation responses. Strengthening: Support local readiness, delivery, problem-solving and scaling what works through practice sharing and diagnostic commitments to	*For specific deliverables please see ALDCS Annual Plan 2026/27 (Primary Focus & Priority Programmes)

			catalyse implementation of national social care reforms.	
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