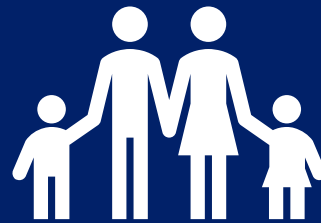Department for Levelling Up,
Housing & Communities

Department
for Education

THE SUPPORTING FAMILIES PROGRAMME INDUCTION PACK

November 2023

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Foreword

Welcome to the Supporting Families Programme

As the Head of Delivery for the national Supporting Families team, I get to see the amazing work done by yourself and your colleagues working on the programme across England. The role you have stepped into is an exciting and impactful one, leading on work to tackle the issues that really matter to families in your area as well as to the bottom line of your organization.

The Supporting Families programme is driven and built on core principles: whole family working; multi-agency collaboration; and measurable impact. You are to the be champion for these principles in your area partnership. Beyond these principles, there is a huge opportunity for you to innovate. What are the issues that really matter where you are? What are the unique strengths of your local communities and how can you harness these? What are the workforces you can tap into so that early help really does become everyone's responsibility?

Leading an Early Help partnership is challenging but rewarding – which you can tell by the number of Supporting Families Coordinators, Data Leads, and SROs have stuck with the Supporting Families programme (in one way or another) for a decade now. I hope this pack helps give you a grounding in the role. My team is always on hand to support you (see our regional model set out later in these slides for who you might want to approach). We will back you to the hilt – because it is SFCs, SROs and Data Leads that bring those fantastic principles to life across the country.

Alex Greaves
Head of Delivery, Supporting Families Programme

Overview of the Programme

The Outcomes Framework

On the 3rd October 2022, we launched the new National Outcomes Framework.

This aligns with the four key principles of Supporting Families which remain as:

1. Early intervention
2. Whole family working
3. Multi-agency working
4. Measuring outcomes and data

The national supporting families' outcomes framework has ten headline objectives for families:

1. Getting a good education
2. Good early years development
3. Improved mental and physical health
4. Promoting recovery and reducing harm from substance use
5. Improved family relationships
6. Children safe from abuse and exploitation
7. Crime prevention and tackling crime
8. Safe from domestic abuse
9. Secure housing
10. Financial stability
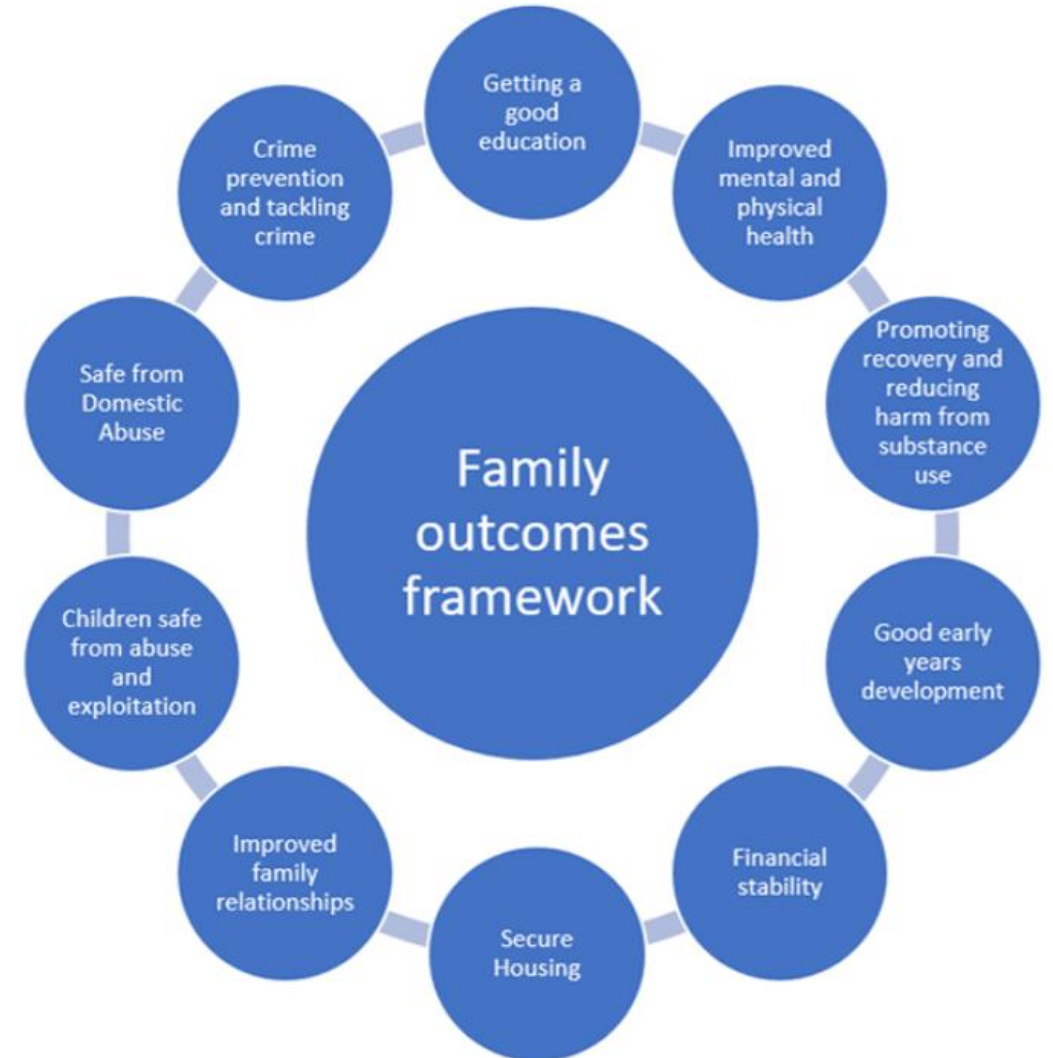
Its History

Following its creation in 2012 the programme has flourish over the years as follows:

Troubled Families Programme 2012-2015

The programme was initially created with an aim to ''turn around'' the lives of 120,000 families with multiple issues across England by May 2015. Its premise was that there was a better way to work with families with multiple issues by identifying the underlying and interlinked problems that a family faced and dealing with the root causes to initiate change in that family.

Troubled Families Programme 2015-2021

The second version of the programme from 2015- 2021 expanded to cover six headline issues and work with 400,000 families. It learned lessons from the design of the first programme and its evaluation.

Supporting Families 2021-25

In March 2021, a new phase of the programme was relaunched as "Supporting Families".

From March 2022 the programme was expanded further with a £200m uplift in funding over three years bringing total investment to £700m between 2022-25.

As part of this new phase, several policy teams consulted with areas and across Government departments on a new National Outcomes Framework to replace those created at local level. The framework was created to be more reflective of the work undertaken with families, the problems that they are facing and the positive outcomes they are achieving, with your support.

The creation of this outcomes framework also ensures we have more, improved consistency across all local authorities.

How the programme is delivered

Early help - The programme focusses on the development of the Early Help System of support. Our Early Help System Guide sets out what a mature system looks like. In many local areas, a targeted Early Help service in the local authority provides a foundation for this activity - delivering high quality lead practitioner support to families but also supporting wider partners to act as lead practitioner, however this is not the only model. **(see slide 8 & 9)**

Local flexibility - Each programme is different depending on local priorities. It is branded differently in local areas and targets different levels of need. However, each programme must follow the core principles of the programme including whole family working, multi-agency working, intervening earlier and focusing on outcomes and data.

Practice - The programme encourages a strengths-based approach to practice rather than a deficit model. This means that services support families to turn their own lives around and achieve their goals by building on their existing strengths. It aims to build resilience in families by improving their skills and establishing positive routines. This approach is consistent with good practice in children's social care.

Roles and responsibilities – We work with the Supporting Families Coordinators (SFCs), Data leads and Senior Responsible Officers (SROs) for the programme. The lead practitioner manages the relationship with the family and the single plan. Supporting Families Employment Advisors (SFEAs) are seconded from Jobcentre Plus to work closely with local services and reach out to families. **(See slide 15)**

Service transformation - Transforming local services is a key aim of the programme. The team publish guidance setting out what transformation should look like, but overarching principles are earlier intervention, a focus on outcomes and data, whole family working and multi-agency working.

Funding - Local authorities receive a mixture of up-front funding and payment by results:

- An upfront grant to facilitate service transformation.
- Payment by Results (PbR) – Payments when successful family outcomes have been demonstrated according to the rules set out in the programme's financial framework.

Earned Autonomy – For those areas who have demonstrated a set standard of maturity, they are awarded Earned Autonomy status and as a result receive all of their programme funding upfront. Greater Manchester local authorities also receive their funding upfront as part of a devolution deal.

Early Help System

The Early Help System Guide (EHSG) outlines a vision and descriptors for a mature local Early Help System. The vision, shared by DLUHC and DfE, has been widely consulted upon with local areas and is based on what is working best around the country. The EHSG provides a self-assessment tool to support discussion, reflection and action planning against key descriptors of a good Early Help System.

All areas funded through Supporting Families are required to use the EHSG to assess with their partners the current position of their Early Help System and use this to support prioritization of system transformation activity in the coming year.

The EHSG will help you integrate and transform local public services to embed whole family working and re-balance the system across Early Help and Children's Social Care. Self-assessment should be an ongoing process and submission will be repeated each year.

A copy of the EHSG can be found via:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1078299/Early_Help_System_Guide.pdf

Your area will have last submitted an EHSG self-assessment in summer 2023.

Early Help System

Family Support

Social Care

A&E

Mental health services

Allied Health Professionals

Special Educational Needs

Jobcentre Plus

Attendance and exclusion support

Specialist public health or community nurse

Maternity Services

Library

Domestic Abuse Services

GP

Community Coordinator

Local Businesses

Family & Friends

Community

Place & Environment

Post-16 Education

Voluntary, Faith & Community Services

Online Support

Children's Centre and Youth Centre

Alternative Provision

School

Early years setting

Family Hub

Youth Offending & Targeted Youth Serivces

Housing services

Probation

CAFCASS

Police

Substance misuse services

Prison

Fire & Rescue

Acute & targeted

Universal

Community support

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Data as the infrastructure for the system

Data Maturity

1. Strong data sharing agreements, consistent and open data feeds

2. Automated data matching and outcome monitoring

3. Partner data are provided to whole family workers to inform case work. And partners can access authority held case recording

4. Reportable and quantified outcomes in case management system

5. Partnership outcomes data are used to inform workforce development, strategic and commissioning decisions

6. Data are used to assess unmet need, hidden need and predict risks

Data

Mature data systems are a key part of the infrastructure to support families and good practice, providing a strong evidence base to help support families and commission appropriate services. Upfront funding should also be used to ensure sufficient development and analytical support to improve systems to deliver as a minimum the following milestones of data maturity as set out in the sign-up conditions:

- Data governance at a strategic level is established overseeing data sharing and use across all partners to support families. This could be the use of a current, appropriate board, the expansion of a current board or the creation of a board. All key local public service partners should be included on the board to work together to drive local public service data transformation. We would also recommend information governance representation to expedite data sharing issues.
- Access regular person level data feeds. At a minimum areas should:
    A. Through discussions with police colleagues, work towards sharing datasets (including, where possible, offending data relating to different age ranges, and domestic abuse data) to enable joint analytics to support families. Partners will work together to identify any barriers to data sharing and overcome these barriers, through sharing good practice.
    B. work with the youth offending service to receive youth offending data,
    C. work with the relevant LA department and schools to receive education data (attendance, expulsions, free school meals and, where possible, attainment)
    D. work with the relevant LA department and settings to receive Early Years data

Accessing these as full population, rather than cohort level feeds would help enable local use of these data to conduct needs analysis and allow for the immediate identification of issues at the point of referral for family support.

- Work towards or establish data sharing agreements for person level data on health, council tax exemptions, housing (rent arrears and antisocial behavior) and homelessness.
- Embed all issues and outcomes into your case management system. This should be flexible to allow for changes in outcomes and enable the measurement of all issues (at indicator level not headline level), so it might not be limited to your Supporting Families Outcome Plan. You should be able to measure all issues faced by all families referred to Early Help, through to all outcomes achieved by families at the point of closure.

We offer a suite of support for improving data maturity, including a digital showcase programme, peer support, direct one to one support from the national team, we have provided training opportunities and work closely with OGDs to improve data sharing and use, including collaborating with DFE on a Data Sharing Agreement template and guidance.

Every year we ask all local authorities to complete a data survey.

This walks through all the elements of the data maturity model.

At the end it asks each LA to self-assess their level of maturity against the scale on the right.

We use this information to work with other LAs, provide advice to ministers about support or policy to improve data maturity and provide support directly to you.

Many areas have made strong progress towards higher models of data maturity over the course of the programme – it can be hard work, but it is possible!

Model 1: Receiving hard data from other partners. Stored in separate files, not matched. Framework not quantifiable in case management system, no reporting from case management system.

Model 2: Bringing some or all data sources together, in Excel/Access and using this to match and store, identify attachments and monitor progress. Framework embedded in case management system. Receive reports from case management system for outcomes and key indicators such as dates.

Model 3: Bringing most data sources together, bringing in Early Help case management data. Use of VBA/Access or SQL. Use of fuzzy matcher. Data visible to worker, spreadsheet or form, only provided once or twice during case.

Model 4: Using data warehouse/lake, data are accessible to worker automatically in the case management system and updated when new feeds are received. Automated matching and outcome calculations are built in. Likely to be some open feeds.

Model 5: As model 4 but primarily open feeds and using the data to conduct needs analysis.

Model 6: As model 5, but expanded beyond Supporting Families (whole Children's Service's/whole council solution).

Delta is a system we use for the following within the programme;

1. Quarterly Claims Window
2. Data Survey Return
3. Sign Up conditions
4. EA Application
5. EHSG Self-Assessment
6. Arrange Payments

A DELTA account can be created via https://delta.communities.gov.uk/register

Your role on Delta should be as a:

Data Provider – Who uploads returns which can be:

- Saved – which allows the user to edit the figures input before the window closes (but still needs to be submitted)
- Submitted – which sends an automated email to the certifier asking them to certify the return

Data certifier - Responsible for checking the accuracy of returns and approving (certify) them accordingly:

- Receives automated email, clicks the hyperlink within the email directing them to the outcome return which needs to be certified.

S151 Officer - Delegates power to the SRO
SRO - Receives returns for SF to approve e.g., EHSG self-assessment

The National Supporting Families team review returns and arrange for payment to be made.

Assurance

The National team carry out a risk-based approach to assurance and the audit requirements of Supporting Families, this allows checks on the validity of Payment by Results claims and ensures Earned Autonomy areas are continuing to progress and to capture and share practice.

Earned Autonomy is seen as a progression from Payment by Results (PbR) for those areas who have reached a defined standard of maturity with their Early Help System. This process aims to bring clarity for all areas around a common standard of maturity for the programme and given this are not subject to a assurance check in the same way PbR areas do however we do have regular progress checks

To determine areas that may benefit from an assurance visit to identify additional support or intervention the national team will use indicators such as;

• An unexpected number of claims/successful family outcomes
• Issues identified during a previous spot-check/assurance visit
• No spot-check/assurance/engagement for a significant length of time
• An area part of the Recovery/Improvement process
• An area consistently appearing in Top 30 Poor Performers (PbR areas)

When an area is selected for an assurance check the purpose is to ensure that the claims made for successful family outcomes meet the criteria in the New Framework. To do this the national team will review a number of randomised claims submitted in the most recent quarter. The claims will be reviewed alongside the systems used to monitor evidence and outcomes in more detail.

Where necessary we may follow up these checks with a visit where, the national team may also request to meet key workers and partners to better understand how whole family working is embedded within the area and how early help is being delivered. An agenda for a half day visit will be agreed in advance.

Following the outcome of the assurance check and/or visit , the national team can offer the local authority support and guidance where appropriate. The authority's Chief Executive will also receive a letter informing them of the outcome and any learning points.

Full details on the process can be found via: https://www.gov.uk/government/publications/supporting-families-programme-guidance-2022-to-2025/chapter-6-checks-and-balances

Local Authorities Role

Local Authority Roles and Contacts

As part of the sign-up process for Supporting Families from April each financial year, all upper-tier local authority Chief Executives are asked to make several key commitments. The release of programme funding will be dependent upon agreement of these and performance against these conditions will be considered before further funding is released. A full set of the sign-up conditions can be found via your programme sign up latter or via our guidance, but an overview has been provided on slides 17&18

In order meet these sign-up conditions we look to work closely with the following Local Authority programme staff where locally they will have their own job description for day-to-day duties but from our perspective regarding the programme we work closely with the following:

Supporting Families Coordinators (SFCs)
   The SFC (and deputy) are the main points of contact to managing the programme with us.

Data Lead
   This will be the person we look to work with regarding data transformation and your systems.

Senior Responsible Officer (SRO)
    This will be a senior person who is accountable for the programme its objectives.

Director of Children Services (DCS) and the Chief Executive (CEX)

It's important the National team are kept up to date with any key staff changes for these roles so we may maintain our contacts database and get the right information to the right people, so do let us know of any changes

Sign Up Conditions and Guidance

In April 2022 we published the Supporting Families Programme guidance 2022 to 2025 guidance in line with the sign up conditions:
 https://www.gov.uk/government/publications/supporting-families-programme-guidance-2022-to-2025

This guidance sets out the objectives of Supporting Families in 2022 to 2025 and is for local authorities and their partners delivering Supporting Families and is intended for use by local authority Supporting Families teams and their partners, auditors and analysts.

This guidance is made up of six chapters and two annexes, whilst each covers a different element of Supporting Families each chapter should not be taken in isolation but read to aid the delivery of the programme in your area.

At the start of each finical year and in line with the guidance we will send via Delta (an email notification will be sent) with the programme sign up conditions and indicative funding statements that is also sent via email to your Chief Executive

Performance requirements	To achieve successful outcomes with the minimum number of families allocated each year within the three-year programme by the end of March 2025.
	Those who meet the minimum number of successful outcomes early will be expected to continue to provide progress information (families worked with and outcomes) up to the end of March 2025.
	To adhere to the full Supporting Families programme guidance

Resourcing the programme	**To provide sufficient coordination to successfully deliver the programme and achieve these sign-up commitments, all local authorities must nominate a Senior Responsible Officer of at least Assistant Director level.**
	Local authorities must also nominate a Supporting Families Co-ordinator.
	Funding is intended to be used for the delivery of intensive family support and developing the maturity of your Early Help system. This should be driven by evidence and data and use of funding should be discussed and agreed with local partners. Funding decisions should be driven by evidence and data with consideration given to the use of evidence-based services that are aligned with data on local need.

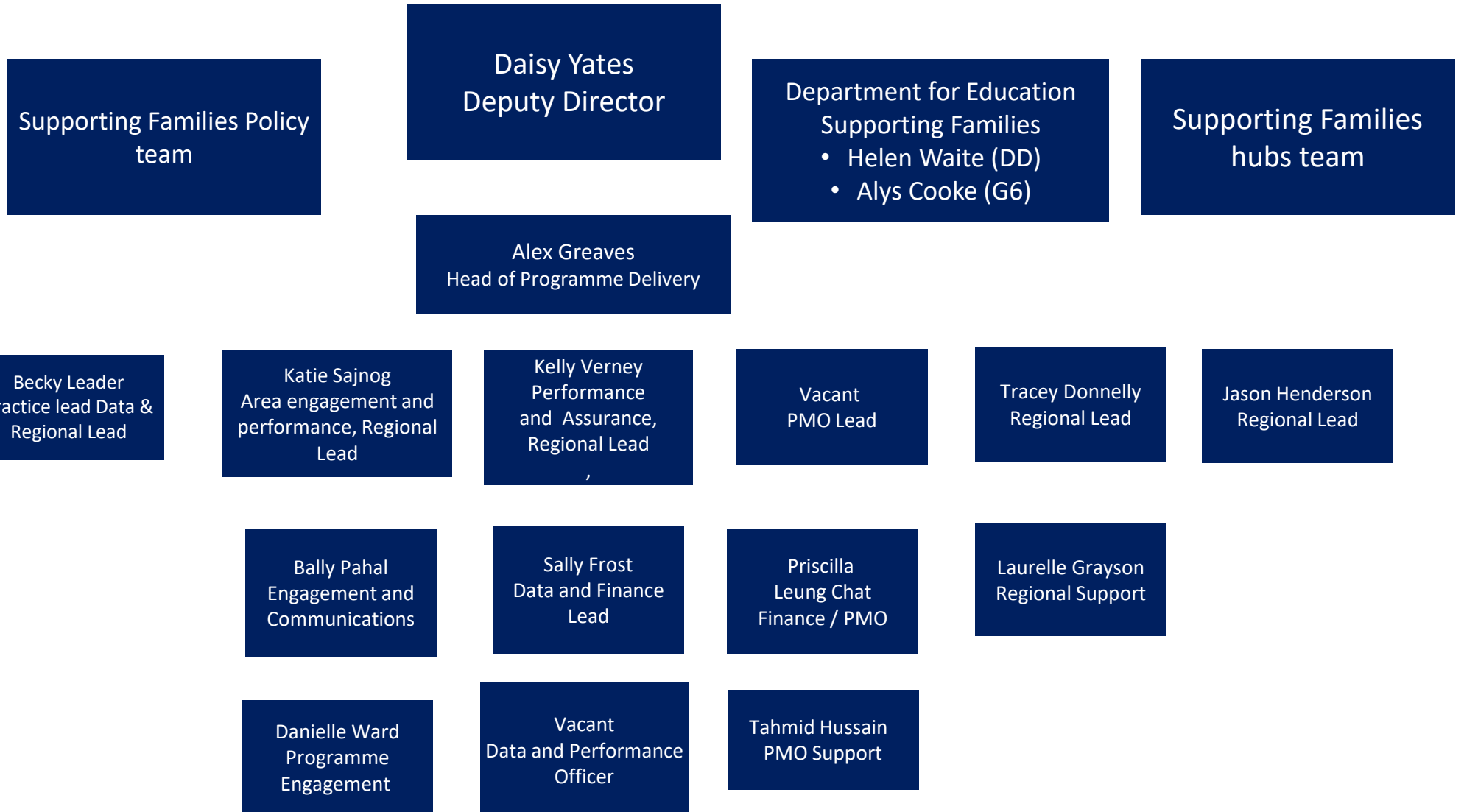|	
Service and data transformation	**To work with partners, to complete a self-assessment against the refreshed EHSG and identify three descriptors you will work towards in the coming year. Areas should refer to the programme guidance to support identification of the descriptors. The assessment should be with the national team no later than 1 July 2023 and should be signed off by your partnership responsible for Early Help, LA Chief Executive, Directors of Children's Services and key partners involved in the assessment for example the police, representatives of the voluntary and community sector, schools and health visitors, in addition to the council's own services including housing, social care and wider children's services.** **The EHSG will help you integrate and transform local public services to embed whole family working and re-balance the system across Early Help and Children's Social Care. Self-assessment should be an ongoing process and submission will be repeated each year.**
	To achieve key data milestones. In the programme sign up conditions for 2022/23, all local authorities committed to have sufficient development and analytical resource to improve systems to deliver milestones of data maturity. We would now expect that that all local authorities have: • Data governance at a strategic level - overseeing data sharing and use across all partners to support families. • You have access to internally available person level data feeds including youth offending services data and education attendance and expulsions. • You have access to or are working towards data sharing for person level data on policing, domestic abuse, health, housing (rent arrears and antisocial behaviour) and homelessness. In particular, as previously communicated, all areas are expected to have access to police data in place by 1st April 2023. • All individual indicators and outcomes (at indicator level) are embedded in the case management system from notification / assessment to closure.
	Having delivered your 2022/23 data milestones all local authorities should be moving towards being able to participate in the 'Supporting Families and Early Help National Insight data collection' (the collection of data relating to all Early Help interventions that we have been piloting with Earned Autonomy areas between 2021 and 2023) in the forthcoming years.

The National Team and Engagement

To contact us please use
Firstname.surname@levellingup.gov.uk
or
Families.Team@levellingup.gov.uk

Who we are
The national Delivery team

Daisy Yates
Deputy Director

Supporting Families Policy team

Department for Education Supporting Families
- Helen Waite (DD)
- Alys Cooke (G6)

Supporting Families hubs team

Alex Greaves
Head of Programme Delivery

Alison Smith
Practice lead Earned Autonomy and transformation, Regional Lead

Becky Leader
Practice lead Data & Regional Lead

Katie Sajnog
Area engagement and performance, Regional Lead

Kelly Verney
Performance and Assurance, Regional Lead
,

Vacant
PMO Lead

Tracey Donnelly
Regional Lead

Jason Henderson
Regional Lead

Leanne Scales
EHSG analysis

Bally Pahal
Engagement and Communications

Sally Frost
Data and Finance Lead

Priscilla Leung Chat
Finance / PMO

Laurelle Grayson
Regional Support

Danielle Ward
Programme Engagement

Vacant
Data and Performance Officer

Tahmid Hussain
PMO Support

Our Commitment to you

	As part of your sign-up conditions the National Team Commits to offer local authorities the following:	
1		Upfront funding to provide intensive family support services and increase the maturity of Early Help Systems. This funding is to improve provision for all families supported through the Early Help system and increase the maturity of Early Help Systems.
2		A payment of £800 per family achieving successful outcomes up to an agreed number of families.
3		Earned Autonomy areas will receive all funding upfront. They will continue to be expected to submit successful family outcomes numbers quarterly via DELTA.
4		Opportunities to share good practice amongst local areas and receive peer support, for example through webinars and focus groups, to accelerate transformation across the country.
5		Constructive support and challenge for those who fall short of family targets and lack progress against system transformation against the programme sign up conditions informed by national learning and experience from local authorities and their partners.
6		Regular risk-based assurance reviews informed by national learning and experience from local authorities and their partners.

Families Team Mailbox
This is your main source of contact with the national team and vice versa. If you need any assistance, just email us and we will get back you asap. families.team@levellingup.gov.uk

SF Newsletter
This is sent weekly and a way for us to share news, events, asks, information and other government department news all of which is relevant to the programme or the work you do - **You will be automatically added to the mailing list**

Webinars
These are arranged by the national team where we invite areas or other government departments to share/present good practice, tools, new policy or research. These are advertised via our newsletter so you can sign up as you wish!

Digital Showcases
This are arranged by the national team where we invite areas or other government departments to share/present focused digital data support/good practice. These are advertised via our newsletter so you can sign up as you wish!

Vimeo
Here is where you will find all the recordings from our webinars and Digital showcases. These are shared via our newsletter also.

https://vimeo.com/user119768471

Blogs
We look for and share best practice or new initiatives via .gov.uk and in our newsletter for ease when published.
https://www.blog.gov.uk/

SLACK
This a collaboration space for local authorities to talk amongst themselves for support and again where we share anything useful or relevant - **Please ask us if you wish to join**
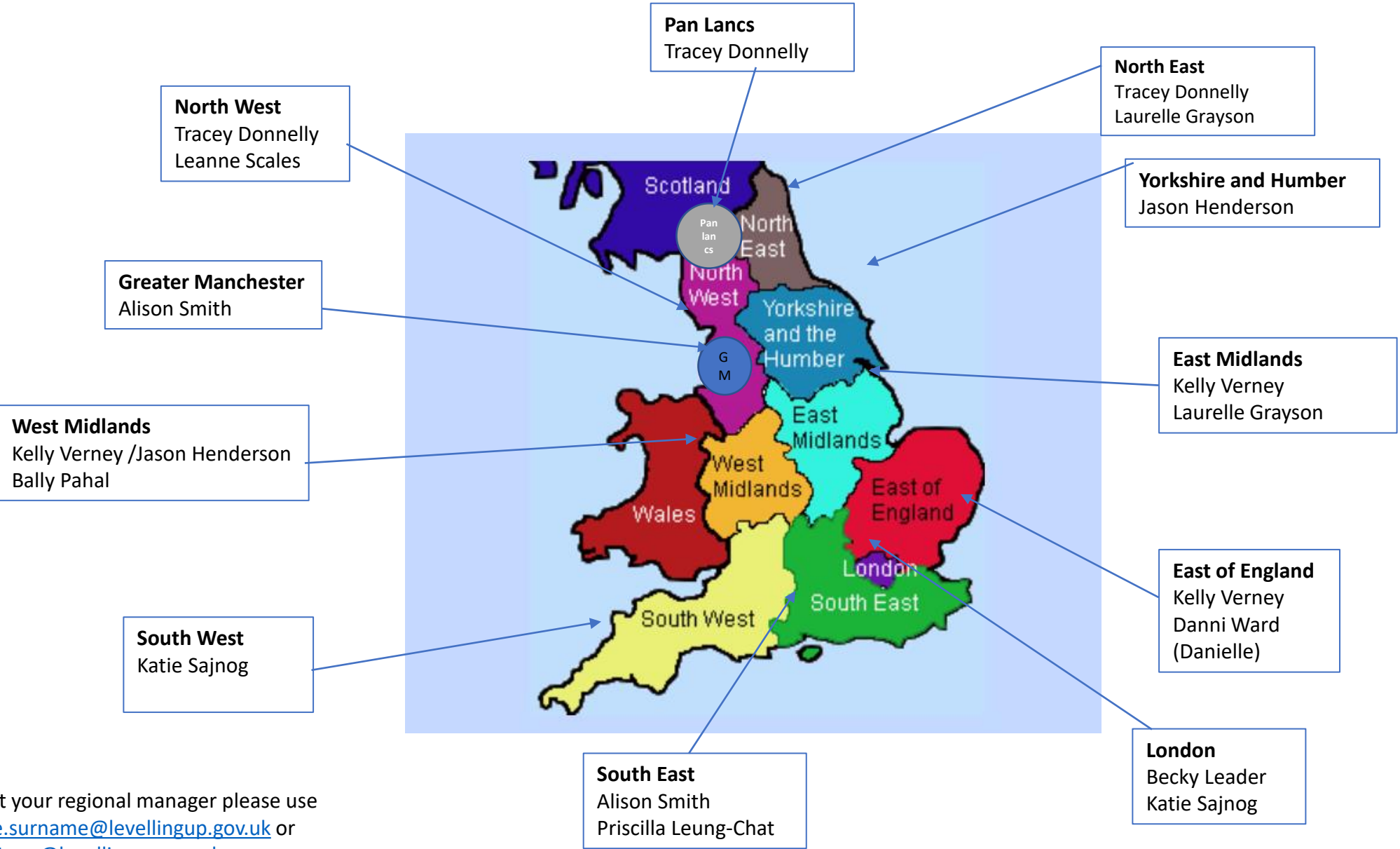
Regional Relationship Manager
Each region has a regional relationship manager who is there to provide support to areas in their region to help maximise the impact of the programme locally - **See next slide for who yours is**

Surgeries
On an ad hoc basis surgeries will be arranged around certain topics or issues that maybe faced across the programme. Areas will be invited via the newsletter to attend if they need related topic support.

Regional Relationship Managers

Pan Lancs
Tracey Donnelly

North East
Tracey Donnelly
Laurelle Grayson

North West
Tracey Donnelly
Leanne Scales

Yorkshire and Humber
Jason Henderson

Greater Manchester
Alison Smith

East Midlands
Kelly Verney
Laurelle Grayson

West Midlands
Kelly Verney /Jason Henderson
Bally Pahal

East of England
Kelly Verney
Danni Ward
(Danielle)

South West
Katie Sajnog

South East
Alison Smith
Priscilla Leung-Chat

London
Becky Leader
Katie Sajnog

To contact your regional manager please use
Firstname.surname@levellingup.gov.uk or
Families.Team@levellingup.gov.uk

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KEY DOCUMENTS
&
RESOURCES

Document	Link
Supporting Families Programme Guidance	https://www.gov.uk/government/publications/supporting-families-programme-guidance-2022-to-2025
Submissions timetable for 2023/24	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/Supporting-Families-Submission-Timetable-2023-24-FINAL.pdf
Submissions timetable for 2024/25	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/Supporting-Families-Submission-Timetable-2024-25-FINAL.pdf
Early Help and Supporting Families National Insights Data Collection FAQs.	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/230106-FAQ-EARLY-HELP-AND-SUPPORTING-FAMILIES-NATIONAL-INSIGHTS-DATA-COLLECTION-January-2023.pdf
EA Prospectus	https://www.gov.uk/government/publications/supporting-families-earned-autonomy-prospectus/supporting-families-earned-autonomy-prospectus#annex-a-supporting-families-application-for-earned-autonomy-202324
First Early Help and Supporting Families National Insights Data Collection by reviewing the data template here	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/Supporting-Families---Early-Help-data-collection-template-December-2022.xlsx
Data Survey Results - The results for all areas, who have indicated that they are happy to share their results, are now available You will need to log into Delta to access these results.	https://delta.communities.gov.uk/document-repository/secured/download?uri=/document-repository/16122022_2022_DATA_SURVEY_RESULTS_FOR_LAs.xlsx
Outcomes Framework FAQ	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/QA-OUTCOMES-FRAMEWORK-UPDATE-December-2022.pdf
Outcomes Framework Template	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/OUTCOMES-FRAMEWORK-FOR-LAS-TEMPLATE.xlsx
Assurance review Template - We are aware some areas have used assurance templates in the past for their own internal purposes and we have been asked if we can share a version for the new framework. We are happy for this template to be used, but please be aware that following this exercise in the summer, we may make amendments or adjust as required.	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/Stage-4-audit-template-phase-3-claims-FINAL.xlsx
Webinars – All those held by the national team and be viewed at any time via our vimeo page	https://vimeo.com/user119768471
Blogs and good practice	https://supportingfamilies.blog.gov.uk/
ADMS (Auto Data Matching System) guidance	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/ADMS-Guidance-Final.pdf

Document	Link
EHSG guidance/evidence/data collection template	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/EHSG-guidance-examples-and-data-collection-template-May-2023.xlsx
EHSG national scores	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/EHSG-self-assessed-scores-and-priority-descriptors-2023-v2.xlsx
Milestone Plan	https://delta.communities.gov.uk/document-repository/public/download?uri=/document-repository/Milestone-Approach.docx
Guidance & FAQ for Milestone Plan	https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fdelta.communities.gov.uk%2Fdocument-repository%2Fpublic%2Fdownload%3Furi%3D%2Fdocument-repository%2FGuidance-and-FAQs-for-Milestone-Document-.pdf&data=04%7C01%7CKasmine.Moses%40levellingup.gov.uk%7C47f1a15dd4664bcf079908da0b5f411a%7Cbf3468109c7d43dea87224a2ef3995a8%7C0%7C0%7C637834801546524088%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=Ph7ZWrttwe4NTtCacSIwo5Z6hWAHxNBEehWY%2BPuP6%2Bg%3D&reserved=0
SFEA EO Job Role	https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fdelta.communities.gov.uk%2Fdocument-repository%2Fpublic%2Fdownload%3Furi%3D%2Fdocument-repository%2FSFEA-%2528EO%2529-job-profile-V2-jan22.pdf&data=04%7C01%7CKasmine.Moses%40levellingup.gov.uk%7C47f1a15dd4664bcf079908da0b5f411a%7Cbf3468109c7d43dea87224a2ef3995a8%7C0%7C0%7C637834801546524088%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=Gz2yFm1zPSvt8l6Lixp2rZC48QYMUfb6wApU4pg9udE%3D&reserved=0

Acronym	Full Spelling
PbR	Payments by Results
EA	Earned Autonomy
GD	Grant Determination
EHSG	Early Help System Guide
OF	Outcomes Framework
MOU	Memorandum of understanding
SF	Supporting Families
SFC	Supporting Families Coordinator
EHSG	Early Help System Guide
SRO	Senior Responsible Officer
CEX	Chief Executive
MOG	Machinery of Government
PI	Progress Information
DMM	Data Maturity Model
ADMS	Auto Data Matching System
DSA	Data Sharing agreement