



Report to Policy Committee

Author/Lead Officer of Report:

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Report of: *Joe Horobin, Director of Integrated Commissioning*

Report to: Education, Children and Families Policy Committee

Date of Decision: 21st June 2023

Subject: Annual update of the Building Successful Families programme

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 1483				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:				

Purpose of Report:

This report is to provide an annual update to the Education, Children and Families Committee on the Building Successful Families programme, referred to nationally as the Supporting Families programme.

Recommendations:

It is recommended that the Education, Children and Families Policy Committee

- continues to endorse the strategic developments across the Early Help system in ensuring that Sheffield retains Earned Autonomy and continues to prioritise early help for children, young people, and their families.
- notes the developments and achievements within the Building Successful Families Programme over the 22/23 financial year.
- requests annual updates on the progress of Building Successful Families to future Committee meetings

Background Papers:

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Kayleigh Inman
		Legal: Louise Bate
		Equalities & Consultation: Bashir Khan
		Climate: Jessica Rick
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Andrew Jones</i>
3	Committee Chair consulted:	Briefings with the Chair, Vice Chair and Spokesperson of the Education, Children and Families Committee will be undertaken.
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Marie McGreavy</i>	Job Title: <i>Strategic Commissioning Manager</i>
	Date: 13 June 2023	

1. PROPOSAL / UPDATE

1.1 This report is to provide an annual update to the Education, Children and Families Committee on the Building Successful Families programme, referred to nationally as the Supporting Families programme.

1.2 The national Supporting Families programme, known locally as the Building Successful Families (BSF) programme, launched in 2012 and has been recommissioned by the Department for Levelling Up Housing and Communities (DLUHC) for three years between 2022 and 2025 with two key ambitions:

To see vulnerable families thrive and to drive system change locally and nationally.

1.3 In 2018, Sheffield was successful in its bid for Earned Autonomy (EA) status as Sheffield evidenced that it met a minimum level of maturity over several areas of the Early Help system. This allows Sheffield to receive upfront funding for claims as opposed to Payment by Results.

1.4 As of June 2022, Sheffield's Building Successful Families programme has supported a total of 7,287 families. This figure includes over 14,000 children and 11,000 adults who have achieved significant and sustained success in overcoming multiple complex needs.

1.5 In January 2023, Sheffield received notification of successfully retaining Earned Autonomy for 2022-25. This is a significant achievement however, to maintain this status and the upfront funding we must continue to make measurable progress and continue as a city to prioritise the programme and its aims.

1.6 To date, all claims are provided by MAST (Multi Agency Support Teams). The significant rise in claims over the next two years means that we are currently exploring claims from a wider cross section of the Early Help System including both internal and external services.

1.7 In 2022, the DLUHC introduced an Early Help System Guide (EHSG) self-assessment. The EHSG is an annual return and is structured as five sections focusing on ***family voice and experience, workforce, communities, leaders, and data***. Local authorities work in partnership with the wider Early Help system to identify a score for the individual descriptors, what is working well, the evidence that informs this and plans for what will be prioritised as areas for further development.

1.8 Following the assurance visit, the national team fed back to Sheffield on the maturity of the Early Help system and the number of strengths identified within the EHSG.

- 1.9 To continue to develop our maturity, we identified three local priorities for focus during 22 / 23 and beyond.
- 1.9.1 **Leaders:** developing a senior strategic group accountable for the Early Help System.
- 1.9.2 **Data:** establishing an effective data governance board that is accountable for progress on data transformation. Supporting Sheffield and partners to unlock and resolve issues with data sharing and direct how we use data both for performance and analytics.
- 1.9.3 **Workforce:** developing a shared practice framework and locally agreed processes for professionals in partner agencies working across the wider Early Help System which is known, understood, and consistently used.
- 1.10 *Updated information 13th June 2023:* We have achieved these priorities. The Early Help Partnership Board and the Information Sharing and Data Governance Board (ISDGB) were established in September and November 2022 respectively.
- 1.11 In regard to the shared practice framework, as part of the workforce workstream in the Early Help review, a workforce redesign process was also completed to align job roles within SCC to the outcomes framework for Early Help and the newly created Early Help Knowledge and Skills Framework. It has been agreed through consultation with wider partners that this framework is included in the Early Help Strategy to provide an understanding of the level of knowledge and skill needed for each type of practitioner role across Early Help. Whilst each job role may not undertake all aspects, it can be used for recruitment, supervision and learning, development and career conversations.
- 1.12 The national team also provided additional written feedback following the Assurance visit highlighting a number of areas they recognise as good practice and areas for further development;
- 1.12.1 Good practice:
- Feedback is sought from families who have had a lead practitioner from MAST.
 - There is a strong commitment to whole family working and a culture of early intervention.
 - There is a core commitment and priority around Early Help weaved into the work of a number of partnerships.
 - The number of open data feeds accessed across services (which supports inter agency personal level data to be accessed to support earliest identification of need or support to be offered)
 - The development of our case management systems to support the new Supporting Families Outcomes Framework.
 - Five key outcomes have been established within the Early Help strategy and a set of measures at family, cohort, demand, and population level has been agreed.

- 1.12.2 Further development and actions identified:
- To consider how feedback mechanisms can be used to understand the experience of the whole system of support. *Work is ongoing with partners to establish how to capture and record Family Common Assessment Framework (FCAF) information across partners.*
 - Other practitioners utilise FCAF's however this work is not captured so it is difficult to quantify the level of whole family working activity. The intention is to gather *case studies and "you said we did" reports as well as a consistent methodology for capturing the support that is in place.*
- 1.13 Other notable elements of good practice locally identified within the 2022 EHSR include:
- Implementation of the integrated children's services front door
 - Threshold of need guidance review
 - Development of the children's portal in liquid logic
 - Family Hub Transformation
 - Sheffield Inclusion Model
 - Development of the Sheffield Early Help Strategy
 - Improving data feeds to understand the impact of the wider Early Help system
 - Supporting services in understanding local provision through increased connectivity with partners post covid and with the ambitions of the Family Hub transformation
 - Continuing to expand the Early Help Partnership training
- 1.14 The practice is expected to continue progressing throughout 2023/2024, with the Family Hub transformation expected to continue through to 2025 and the Early Help Partnership training continuing to expand.
- 1.15 Sheffield has also been commended on the developments made in the past 12 months of the programme, and this is being noticed regionally and nationally.
- 1.16 In November 2022, Sheffield accepted the opportunity to present at a national conference for Early Help in London, showcasing the work of our partnership approach. Service managers for the MAST service facilitated a workshop for delegates to consider how they engage wider services to support families.
- 1.17 Sheffield has also contributed and created multiple resources for the national Supporting Families team, including sharing the good practice that takes place across our Early Help partners and demonstrating how we undertake activities to increase engagement across all stakeholders. These resources have taken the format of blogs, videos, and infographics.
- 1.18 In relation to the maturity of Sheffield's Early Help system, we have also been asked to attend Peer Support Networks, acting as a "good practice lead" in specific areas such as data maturity.

- 1.19 All of these opportunities evidence the positive work which underpins the success of Sheffield's Early Help partnership/system has allowed greater opportunities for networking with other Local Authorities and continually developing good practice as well as increasing confidence in Sheffield's practices by the national team.
- 1.20 The Early Help System Guide is expected to be submitted by 1st July 2023. To support the co-production of this, we have established workshops to develop our future plans with senior leaders across the system, gathering feedback on their views and including them in the self-assessment process through to sign off.
- 1.21 Although the EHSG workshops with partners will inform the majority of our next steps, there are a number of areas which we are already aware will be part of this:
- Finalising 2022/23 actions (portal/implementation of the integrated front door)
 - Workforce development
 - The exploration of wider claims with partners (both internal and external)

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The need to continuously develop the maturity of our Early Help partnership, coupled with the transformation of Family Hubs, support the Corporate Delivery Plan, namely;
- **Fair, inclusive, and empowered communities** – the partnership networks we are expanding as part of the Family Hub Transformation and the governance routes will support in ensuring Sheffielders are able to contribute to and shape the issues that matter to them in their communities.
 - **Strong and connected neighbourhoods** – we are improving the connectivity between voluntary and community sector activity, family networks and formal early help activity through building capacity in communities and harnessing the talent of parents, carers, and young people with lived experience to help one another.
 - **Healthy lives and wellbeing for all** – we strive to ensure that families say they know how to navigate local services and that the help they have received addressed their problems and they are better connected to their own support network and local community.
 - **Happy young people who have the start they need for the future they want** – If we can continue to identify needs at earlier opportunities across the partnership, we will be able to offer preventative support

ensuring that families' needs do not escalate requiring statutory intervention and we meet need at the point of presentation.

- 2.2 At the heart of the Supporting Families programme and the transformation of the Family Hubs is the Early Help vision; "Sheffield will be an inclusive city where we work together to ensure that all children receive the right support at the right time so that they live a happy and fulfilled life."

3. HAS THERE BEEN ANY CONSULTATION?

3.1 Coproduction:

As part of the transformation of the Family Hubs across the Early Help partnership, coproduction is vital in establishing new ways of working and ensuring that children, young people and their families and professionals coproduce a service that they will engage with. It is envisaged that a theory of change approach will be utilised to ensure that the outcomes of both programmes identified by the national framework can be achieved.

3.2 Consultation:

Due to the Early Help partnership already having established methods for ways of working, consultations are ongoing across the system to ensure we can maximise efficiencies and provide a service that meets the needs of children, young people, and families.

- 3.2.1 As an example of this, our vision, principles, outcomes, and ways of working have been further developed and revised as part of the review of Early Help and our partnership outcomes;

- ✓ SAFE & NURTURED – Children and Young People are safe, secure, and nurtured within their home.
- ✓ SAFE COMMUNITIES – Children and young people are safe and supported in their community so that they are not at risk of harm.
- ✓ GOOD HEALTH - Children and young people have good physical health.
- ✓ EMOTIONALLY HEALTHY – Children and young people are resilient and emotionally healthy.
- ✓ ENGAGE IN EDUCATION and ACTIVITIES – Children and young people access their education, employment, and their local community.

In all Early Help services, we want children and young people with additional needs to be identified and receive appropriate support in a timely manner.

- 3.2.2 Two workshops to discuss all elements of the Early Help System Guide Self-Assessment were held in February and May 2023 with partners. Almost fifty colleagues attended the first workshop in February 2023, with the following services represented;

0-5 SEND	SCC - Youth Justice
Citizens Advice Sheffield	Schools, nurseries, and Education
Darnall Well Being	Sheffield Futures
South Yorkshire Integrated Care Board, Sheffield Place	0 – 19 Health Visiting and School Nursing
DWP (Department of Work and Pensions)	Sheffield Parent Carer Forum
Public Health and NHS	Sheffield Young Carers
SCC – MAST	Shelter
SCC - Communities	SOAR
SCC – Integrated Commissioning	South Yorkshire Police
SCC - Early Years	The Corner, Change Grow Live
SCC - Parenting	The Family Works
SCC - SSENDIAS	VAS

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications:

An Equality Impact Assessment has been completed and approved. No changes have been required to the ways of working for the programme as a result of this.

4.2 Financial and Commercial Implications:

Earned Autonomy Status means that the Council is paid upfront for the Successful Families programme funding. In October 22, the outcomes required from the programme changed, and there is a significant increase in the target number of successful family outcomes for 23/24 and 24/25.

4.2.1 If we do not achieve our targets, there is a risk that DLUHC could withdraw the Earned Autonomy status, which would mean funding is then received retrospectively on submission of quarterly claims. This would have funding/cashflow implications for the programme as it is possible that we will return to Payment by Results (PBR) if we are unable to meet the quota of successful families supported by the programme. Successful Families by design has inherent risks, retaining Earned Autonomy Status is dependent on meeting the target 100% of claims and data and system maturity.

4.2.2 The indicative funding and outcomes expected over the three years of the programme can be found below:

Indicative funding	2022-23	2023-24	2024-25
Successful family outcomes expected	825	1335	1652
Advanced transformation funding	£660,000	£1,068,000	£1,321,600
Annual funding	£2,329,667	£2,737,667	£2,991,266
Total funding available 2022-25: £8,058,560			

- 4.2.3 Due to reforms in the outcomes collected by the national team (implemented October 2022), it is difficult to predict at this early stage, the new conversion rate of those families who have achieved significant and sustained success following engagement. This will become more evident over the continued life of the programme.
- 4.2.4 The programme currently provides direct support to families through funding a proportion of workers with the MAST, Attendance and Inclusion, Parenting and Family Hub services, whilst also providing resources for Adult Mental Health Workers, Citizen Advice Bureau, and Shelter staff to provide the wider specialised elements of support. The programme also funds performance and analysis, data transformation and South Yorkshire Police Analyst time as per the requirements of the programme.
- 4.2.5 The implementation of the portal is an addition to Sheffield’s current case management system, Liquid Logic. This will allow web-based referrals and also a secure network for sharing information between professionals and families and is also intended to improve timeliness of screening processes by reducing administration. Sign off for this project was approved by the Children and Families Senior Leadership Team and the Sheffield Children’s Safeguarding Partnership Executive Board.
- 4.2.6 If the initial implementation is successful, further investigation may be required as to whether external service claims could be identified and imported through this portal. If this is a potential viable option, consideration would need to be given as to whether this would incur additional costs in terms of resource capacity within the hub when triaging and following up referrals from services.
- 4.2.7 Actions to increase claims include exploration of wider claims within Sheffield City Council and new developments in terms of Portal usage to gather claims from external partners including the Voluntary, Community and Faith sectors and BSF commissioned services. The portal will provide an accessible digital route to progress support needs

and to provide information to support an increase in claims from the cohorts of families supported by partner organisations.

4.3 Legal Implications

Programme development will support the Council to meet its duties under Section 10 of the Children Act 2004, which requires each local authority to make arrangements, with a view to improving the well-being of children in its area, to promote cooperation between the authority, each of the authority's relevant partners and such other persons or bodies working with children in the local authority's area as the authority considers appropriate.

4.4 Climate Implications

The Council's Sustainability Team advise that as there are no significant changes which are arising from the programme, a Climate Impact Assessment (CIA) is therefore not required, however, if any large commissions arise from the programme in the future, or there are significant changes to the ways of working, then a CIA should be considered.

4.5 Other Implications

4.5.1 External Claims

The portal could incur additional costs in terms of resource capacity in the hub when triaging and following up referrals from services, until this work is further developed the additional costs remain unknown.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Not applicable as this report is an annual report of the development of the Building Successful Families programme.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The Early Help System is a network of services, processes and interactions that aim to help children, young people, and families at the earliest opportunity. If we continue to develop our system, we will see vulnerable families thrive, becoming empowered to become resilient over time and build connections to their local community. Our local services will also be joined-up, flexible and responsive to new challenges, becoming sustainable for the long-term creating stronger multi-agency partnerships which work together to understand local trends, predict emerging need, and respond to those needing additional help.