



**Proposals for service transformation
2016/17**

Wellbeing, Prevention and Early Help service (WPEHS) for
children, young people and families in Lancashire

**Consultation information
pack for stakeholders &
delivery partners**

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Section 2 - Consultation overview and context

Current context

Prevention and Early Help is a way of working **with** children, young people and families, offering help and support at the earliest opportunity. This prevents problems from getting worse and in turn, prevents children, young people and families requiring more intensive/specialist help.

By responding to people's needs earlier we believe it is more likely that demand on emergency and specialist services, which are expensive, will reduce. Early Help can involve a number of agencies to help a family get the support they need and operates by providing a 'lead professional' who can coordinate the support needed and be the key contact for a family.

By working **with** families Early Help aims to build their resilience, increasing their ability to manage challenging circumstances before they become a problem. Early Help offers children, young people and families more than just a solution to a specific problem; it offers them help to develop the skills needed to deal with a similar problem if it arises in future. Early Help is offered within a family context but can also focus on individual family members specific needs.

The Wellbeing, Prevention and Early Help Service (WPEHS) aims to bring together a range of existing services that currently work with children, young people and families, including children's centres, Young People's Service, Prevention and Early Help and Lancashire's response to the national Troubled Families Unit programme.

By doing this, the service will be able to offer a **wide range of support across the 0 - 19yrs+ age range or 25 years for children with special educational needs and disabilities (SEND)** with a **whole family** approach.

The service currently operates through teams in each of the 12 district council areas. Lancashire's draft corporate strategy outlines a new approach which aims to match resources with families most in need in order to achieve improved outcomes for our residents.

Consultation overview

Wellbeing, Prevention and Early Help for children, young people and families refers to a way of working through which we aim to ensure that the needs of children, young people and families who are vulnerable to poor outcomes are identified early and that those needs are met by agencies working together effectively and in ways that are shaped by the views and experiences of the children, young people and families themselves.



Effective early help requires a whole family approach and can encompass a multi-agency response for those with more complex needs. It focusses on improving the wider determinants for health, including economic, social and environmental improvement in both local and national context.

The future model for Wellbeing, Prevention and Early Help Service seeks to build resilience within individuals, families and communities, increasing their capacity to manage challenging circumstances before poor outcomes develop. An early help approach addresses more than a solution to a specific problem; it builds skills to deal with a similar problem if it arises in future. Preventative work focus on reducing risk and promoting protective factors in the child, young person or family thereby promoting resilience and improving wellbeing.

The future service delivery model will transform and fully integrate a range of services within Wellbeing, Prevention and Early Help Service (WPEHS) and will align existing core offers for children's centres, young people's provision, Prevention and Early Help and Lancashire's response to the national Troubled Families Unit national programme. This will ensure effective delivery of a **wide range of support across the 0-19yrs+ age range (0-25 for SEND)** within the context of a **whole family** response.

The changes means that some of the services offered through neighbourhood centres in the future are likely to change, and this document gives some more details about what this will mean.

WPEHS currently operates across Lancashire from 79 children's centres and 53 young people's centres. In the future, it is anticipated that WPEHS will operate from **neighbourhood centres** distributed across Lancashire. They will operate a flexible programme, including universal drop-in services and groups, to meet the identified needs of



children, young people and families in the local neighbourhood. Each will work to a **core** delivery specification (7 delivery sessions per week), where one identified neighbourhood centre in each 'district' area will provide an **enhanced** level of access to services (12 delivery sessions per week). Within this number of delivery sessions the service will be accessible when most needed, Monday- Friday (inclusive), throughout the daytime and will provide some evening sessions. The service will also have some weekend opening hours as needed. Overall this will enable **452**

delivery sessions per week across Lancashire.

The service will continue to be accessible from community based venues. The services will be prioritised to targeted groups and those who are most vulnerable. It will be delivered through one to one key worker support and group based activities from neighbourhood centres or through one to one outreach and detached support.

By using outreach and detached methods we can ensure a wide reach of our services across communities and where appropriate, this can be delivered within families' homes, or from other appropriate community settings. It will also include 'virtual' support, accessed for example via telephone, internet or mobile phone.

The consultation focuses on proposals which describe the implementation plan for 'service offer' proposals, following the decision to transform WPEHS in Lancashire. This information pack provides background details and further information about the proposed future service delivery model for the purpose of the consultation.

Section 3 - The WPEHS transformation and proposed service specification

The case for effective Wellbeing, Prevention and Early Help is well documented and understood and has been robustly made in a number of key national reports. This is that Early Help for children, young people and their families does more to reduce the prevalence of abuse and neglect than reactive (costly) specialist statutory services. Effective Early Help requires a whole family approach and can encompass a multi-agency response for those with more complex needs. It contributes to meeting key targets focussed on improving the wider determinants for health, including economic, social and environmental improvement in both local and national context.

The following information sets out a description of Wellbeing, Prevention and Early Help Service in the context of the delivery model which is proposed and currently subject to consultation;

3.1 Service purpose

The Lancashire Wellbeing, Prevention and Early Help Service brings together current services, which you may be familiar with, to offer support to children, young people and families.

The services that will be brought together are the Young People's Service, children's centres and Prevention and Early Help along with our arrangements in Lancashire for responding to the National Troubled Families programme.

The service will work with children and young people age 0–19 years (0-25yrs for SEND) and their families. The service will identify as early as possible when a child, young person or family needs support, helping them to access services to meet their needs, working **with** them to ensure the support offered is right for them, offered in the right place, at the right time.

The key outcomes the service aims to achieve include:

- a) Children and young people are safe and protected from harm.
- b) Children, young people and their families are resilient, aspirational and have the knowledge, capability and capacity to deal with wider factors which affect their health and wellbeing, life chances and economic wellbeing.
- c) Children, young people and families are helped to live healthy lifestyles, engage in positive social activities and make healthy choices.
- d) Children, young people and families health is protected from major incidents and other threats, whilst reducing health inequalities.
- e) Those in more disadvantaged communities, the number of children, young people and families living with preventable ill health and dying prematurely is reduced.

See Appendix B for details of the WPEHS outcomes framework

3.2 Who will WPEHS target?

The service will identify as early as possible when a child or family needs support, helping them to access services to meet their needs, and work together to ensure that this has maximum impact on achieving positive outcomes, offering the right help, in the right place, at the right time. The service will offer an enhanced level of support to

families with a higher need through staff with a social work qualification.

See Appendix M for details of the Lancashire Continuum of Need (CoN).

A universal information, advice and guidance offer will be available to all Lancashire residents as well as services like health visiting and school nursing. The targeted Early Help offer will be delivered to those assessed using Lancashire's Common Assessment Framework (CAF) as having complex or intensive needs aligned to Lancashire's Continuum of Need (CoN) at Levels 2, 3 and additional support to level 4a (CoN).

WPEHS will prioritise resources towards identified key priority target groups or individuals at risk.

See Appendix C for details of priority target groups.



3.3 Financial envelope and service establishment

WPEHS will operate within a revised financial envelope of £17,230,000 and within a staffing establishment of around 536 full time equivalent staff.

- See Appendix G for details of proposed staff structure for WPEHS, alongside;
- Summary of proposed post details (Appendix H)
- High level role descriptions (Appendix J)
- Proposed WPEHS restructure implementation principles & proposed timeline (Appendix K)
- Current WPEHS headcount information (Appendix L)

3.4 Service delivery footprint.

For organisation and management purposes, front facing service delivery will be structured around five cluster areas which will form the service delivery footprints for WPEHS.

The proposed service delivery footprints are;

- **Lancaster, Fylde and Wyre**
- **Preston**
- **Chorley, South Ribble, and West Lancashire**
- **Hyndburn, Ribble Valley and Rossendale**
- **Burnley and Pendle**

These service delivery footprints are configured appropriately with other key operating frameworks such as Health economies/CCGs, Travel to learn areas and arrangements around Children's Partnership/ Health and Wellbeing Boards. This provides some level of future-proofing around planning alignment as well as operating efficiencies.

3.5 Anticipated demand and resource allocation model for casework.

Based on an assessment of current service demands, it is anticipated that WPEHS will need capacity to safely respond to approximately 10,000 cases each year, comprising a mixture of children, families and young people. This will incorporate Lancashire's response to the national Troubled Families programme. Further to this, WPEHS will allocate resources to enable centre based and outreach group activity which can cost effectively respond to defined needs and discharge an appropriate response to universal statutory responsibilities. The resources will be deployed using a caseload allocation model which will balance the distribution of personnel resources in order to meet the demand. See Appendix D for further details of proposed resource model for case allocation.

3.6 Where will services be accessible from?

The Wellbeing, Prevention and Early Help Service will be based in neighbourhood centres and will operate a flexible programme of service delivery, drop-in services and groups, to meet the identified needs of children, young people and families in the local neighbourhood. Each will provide a minimum of seven group based or outreach sessions per week. Through one identified neighbourhood centre in each 'district' we will provide an **enhanced** level of access to 12 group based or outreach sessions per week.

The service will be accessible Monday-Friday (inclusive) throughout the day and will provide some evening sessions. The service will also have some weekend opening hours.

The service will deliver approximately 452 sessions (morning/afternoon/evening) of group based activity and outreach across Lancashire each week for children, young people and families.

This will be offered in the main:

- to groups whose needs are our priority;
- through one to one key worker support operating from neighbourhood centres; and
- through one to one outreach and detached support. Using outreach and detached delivery means that there is a wide reach of our services across communities and where appropriate, this can be delivered within families' homes, or from other appropriate environments.

It will also include 'virtual' support, which is accessed for example via telephone, internet or mobile phone.

See Appendix E for details of the proposed service delivery model for group based delivery through neighbourhood centres.

WPEHS is not able to outline at this stage from which properties it will operate service delivery in the future as this proposal will need to be aligned with the outcome of consultation around the council's property strategy. It should be noted however that in some circumstances;



- The property of another provider (e.g. externally commissioned children centre) may be more preferable to existing council properties in a given neighbourhood.
- A property within the wider council portfolio may be more suitable as a neighbourhood centre than one currently used to deliver WPEHS e.g. local library.

Which buildings?

There will be a separate consultation about the buildings the council may use in the future to deliver its services, this will include Wellbeing, Prevention and Early Help Service. If you would like to have your say about where services should be delivered from, through neighbourhood centres, please visit www.lancashire.gov.uk.

Click on the 'budget consultation' tab which takes you to 'have your say' where you can find our consultation questionnaires and information as these become available. The property strategy (neighbourhood centres) consultation will continue to run for a longer time.

The following factors, amongst others, will need to be part of any assessment in determining which combination of 'neighbourhood centres' are most suited to ensuring sufficiency of both 'access' and 'reach' within the future delivery model for WPEHS;

- Points of access within principle communities with good access and sufficient neutrality to ensure different communities will use the facilities.
- Spread of access points which ensure the ability to establish links to centres within defined reach areas (Department for Education defined/children centres).

- Gaps between provision – good practice for access within 30 minutes reasonable travel distance (walking).
- Buildings sufficiently flexible to respond to the diverse needs of 0-19+ and families, including discrete one to one spaces, flexible group spaces, adequate storage and access facilities etc.



3.7 Governance arrangements

WPEHS will report on its outcomes and performance through a multi-agency governance structure (Children's Partnership Board and where appropriate the Health and Wellbeing Board as well as continuing to report to Lancashire Safeguarding Children Board), aligned with service delivery footprints (county and local level).

The governance role will respond to both the national Troubled Families Unit programme in Lancashire and the 'advisory board' function for local 'children centre delivery', in line with statutory expectations, and aligned with appropriate clustering arrangements.

This will meet the requirements of the revised statutory Ofsted Inspection framework (for 2016/17 academic year).

The governance structure will work to defined terms of reference and core suggested membership which will outline their role as providing 'challenge/ scrutiny and support' to locally delivered WPEHS. They will not manage delivery of services nor any associated budgetary resources.

Early Help and the designated children centre function within WPEHS will continue to be subject to external Ofsted inspection.



Section 4 - Giving your feedback - consultation questionnaire

All key stakeholders are welcome to participate in the consultation and to provide their thoughts and feedback on aspects in the development of Wellbeing, Prevention and Early Help Services.

This information pack provides background, information and details of the proposals which are subject to consideration.

There are two questionnaires available to feedback your views and comments.

1. A questionnaire for staff and stakeholders/ delivery partners.
2. A questionnaire for service users and the wider public.

These can be accessed through the following link;
www.lancashire.gov.uk.

You can then click on the 'budget consultation' tab which takes you to 'have your say' where you can find our consultation questionnaires and information.



The initial deadline for WPEHS consultation feedback is;

Monday 21 March 2016.

Please note that further to this, a public consultation on the county council's property strategy (neighbourhood centres) will be open until a later date than above see www.lancashire.gov.uk/haveyoursay

Appendix A - Current children centre and Young People's Service delivery points

Children's centre information. The table below outlines the information available regarding both the LCC and externally commissioned children's centres.

District	Children centre's	Lead organisation and type	District	Children centre's	Lead organisation and type
Lancaster (10)	Appletree	School Based (LDA)	West Lancs (7)	First Steps	Local Authority (Top 30)
	Balmoral	Local Authority (Top 30)		Grove	Local Authority (LDA)
	Carnforth	Local Authority (LDA)		Hesketh with Becconsall	Phase 3
	Firbank	Local Authority (Top 30)		Moorgate	School Based (LDA)
	Galgate	Phase 3		Park	Local Authority (Top 30)
	Halton	Phase 3		St Johns	School Based (Top 30)
	Heysham	Local Authority (Top 30)		Up Holland	Phase 3
	Lune Park	Local Authority (Top 30)	South Ribble (8)	Library	Local Authority (Top 30)
	Poulton	Local Authority (Top 30)		Millfields	Local Authority (Top 30)
	Westgate	Local Authority (Top 30)		Bamber Bridge	Local Authority (Top 30)
Wyre (7)	Cleveleys	Phase 3		Kingsfold	School Based (LDA)
	Over Wyre	Phase 3		Longton	Phase 3
	Poulton le Fylde	Phase 3		Lostock Hall	Phase 3
	Rural Wyre	School Bases (Top 30)		Wade Hall	School Based (Top 30)
	Thornton	Local Authority (LDA)		Wellfield	School Based (Top 30)
	West View	Local Authority (Top 30)	Preston (8)	Barton Fulwood	Phase 3
	Fleetwood	Local Authority (Top 30)		Cherry Tree	Local Authority (LDA)
Fylde (5)	Lytham	Phase 3		Preston East	Local Authority (Top 30)
	Oak Tree	Local Authority (LDA)		Preston West	Local Authority (Top 30)
	Pear Tree	School Based (LDA)		Ribbleton	Local Authority (Top 30)
	The Orchard	School Based (LDA)		Stoneygate	School Based (Top 30)
	Weeton	Phase 3		Sunshine	Local Authority (Top 30)
Chorley (6)	Astley & Buckshaw	School Based (LDA)		Riverbank	Local Authority (Top 30)
	Blossomfields	Phase 3			
	Clayton Brook	School Based (LDA)			
	Coppull	School Based (LDA)			
	Duke Street	School Based (Top 30)			
	Highfield	School Based (Top 30)			

District	Children centre's	Lead organisation and type	District	Children centre's	Lead organisation and type
Pendle (7)	Beacon	Local Authority (Top 30)	Rossendale (5)	Balladen	School Based (LDA)
	Colne	Local Authority (Top 30)		Haslingden Link	VCFS (Top 30)
	Family Tree Centre	Local Authority (Top 30)		Maden Centre	Local Authority (Top 30)
	Gisburn Road	School Based (LDA)		Staghills	School Based (Top 30)
	Pendleside	Phase 3		Whitworth	School Based (LDA)
	Riverside	Phase 3	Hyndburn (7)	Accrington South	VCFS (Top 30)
	Walton Lane	School Based (Top 30)		Church & Accrington West	VCFS (Top 30)
Ribble Valley (3)	Ribblesdale	School Based (Top 30)		Clayton le Moors & Altham	Local Authority (Top 30)
	Spring Wood	Phase 3		Copperhouse	Local Authority (Top 30)
	Willows Park	Local Authority (LDA)		Fairfield	School Based (Top 30)
Burnley (6)	Burnley Wood	VCFS (Top 30)		Great Harwood	School Based (Top 30)
	Chai Centre	Local Authority (Top 30)		Huncoat	Local Authority (LDA)
	Ightenhill	School Based (Top 30)			
	Reedley Hallows	School Based (Top 30)			
	South West Burnley	VCFS (Top 30)			
	Whitegate	School Based (Top 30)			
TOTAL 79					

Young People's Service information. The table below outlines the information available regarding both youth zones and young people's centres.

District	Centre	District	Centre
Lancaster (7)	Ryelands YP Centre Barton Road YP Centre Lancaster YP Centre (Palatine Hall) Heysham YP Centre Carnforth YP Centre Morecambe YP Centre (Library) Lancaster Library	West Lancs (4)	Digmoor YP Centre Tanhouse YP Centre Burscough YP Centre The Zone Skelmersdale
Wyre (4)	Garstang YP Centre Thornton YP Centre Preesall & Knott End YP Centre The Zone Wyre	Burnley (6)	Brunshaw YP Centre Padiham YP Centre Stoops Hargher Clough YPC Hapton YP Centre Stoneyholme Danehouse YPC The Zone Burnley

District	Centre	District	Centre
Fylde (4)	St Annes YP Centre Freckleton YP Centre The Zone Fylde United Reformed Church, Kirkham	Pendle (6)	Brierfield YP Centre Colne YP Centre Trawden YP Centre Earby YP Centre Barnoldswick YP Centre The Zone Pendle
Preston (4)	Moor Nook YP Centre Ashton YP Centre Guildhall House Riverbank	Hyndburn (5)	Great Harwood YP Centre Oswaldtwistle YP Centre Clayton Le Moors YP Centre Huncoat YP Centre The Zone Hyndburn
Chorley (3)	Coppull YP Centre Eccleston YP Centre The Zone Chorley	Ribble Valley (3)	Slaidburn YP Centre Longridge YP Centre The Zone Ribble Valley
South Ribble (3)	The Zone South Ribble Walton le Dale YP Centre Penwortham YP Centre	Rossendale (4)	Whitworth YP Centre Haslingden YP Centre Bacup YP Centre The Zone Rossendale
			TOTAL 53

Appendix B - WPEHS outcomes framework

It is anticipated that through the integration of services within WPEHS, we will be able to capitalize more efficiently and effectively on our combined access and influence on individuals, families and communities. We anticipate that the service will focus on achieving positive impact for children, young people and their families in five key areas. These 'outcomes' are strategically aligned with Lancashire's expectations in the Children and Young People's Plan and to the Marmot principles (Fair Society, Healthy Lives, and Marmot 2010) and incorporate our responsibilities in responding to the requirement of the national Troubled Families Programme.

Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5
Children and young people are safe and protected from harm. <i>(Children and Young People's Plan Objective 1)</i>	Children, young people and families are resilient, aspirational and have the knowledge, capability and capacity to deal with wider factors which affect their health and wellbeing, life chances and economic wellbeing <i>(Children & Young People's Plan Objective 2, 3)</i>	Children, young people and their families are helped to live healthy lifestyles, engage in positive social activities and make healthy choices <i>(Children & Young People's Plan Objectives 2, 4, 5)</i>	Children, young people and families health is protected from major incidents and other threats whilst reducing health inequalities <i>(Children & Young People's Plan Objective 1, 4)</i>	Targeting those in more disadvantaged communities, the number of children, young people and families living with preventable ill health and dying prematurely is reduced <i>(Children & Young People's Plan Objective 1, 3, 4)</i>
Marmot Objective A, B, C, D, E, F	Marmot Objective B, C, D	Marmot Objective A, B, C	Marmot Objective D, F	Marmot Objective A, C, D, E
TFU Criteria 1, 3, 5	TFU Criteria 1, 2, 3, 4, 5, 6	TFU Criteria 1, 2, 4, 5, 6	TFU Criteria 1, 3, 5, 6	TFU Criteria 4, 5, 6
Marmot Objectives A. Best start in life for children. B. Maximise your capabilities and have control over your life. C. Fair employment and good work for all. D. Healthy standard of living. E. Healthy and sustainable places and communities. F. Ill health prevention				
Troubled Families Unit criteria <ol style="list-style-type: none"> 1. Parents or children involved in crime or anti-social behaviour 2. Children who have not been attending school regularly 3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a child protection plan 4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness 5. Families affected by domestic violence and abuse 6. Parents or children with a range of health problems 				

Appendix C - WPEHS key priority target groups

When considering targeting services, Wellbeing, Prevention and Early Help Service will prioritise the following groups/ individual children, young people or families;

- **With parents unlikely to take advantage of universal early childhood services**
- **With special educational needs and/or disabilities or with behaviour difficulties**
- **Children in need**
- **Experiencing neglect**
- **Workless or at risk of financial exclusion**
- **With a range of health problems**
- **Affected by domestic abuse**
- **Affected by emotional and mental health issues**
- **Young parents**
- **Young carers**
- **Homeless**
- **Who are transient including asylum seekers, economic migrants and traveller communities**
- **Involved in crime or anti-social behaviour**
- **Not attending school regularly and at risk of exclusion**
- **Engaging in risk taking behaviours**
- **With protected characteristics as defined by the Equality Act 2010**

(WPEHS will support children's social care cases, where in the best interest of the child/young person, and as part of plans for children and young people looked after by the local authority and those subject to a child protection plan)

Appendix D - Demand and proposed resource allocation model for casework

The following information has been used to inform the development of a proposed staffing structure to deliver the level of response required to meet the level of need in the service.

Based on current knowledge of service demand we can establish baselines which indicate levels of demand within an **annual cycle**.

Overarching Demand		Allocated Caseload Demand		Footfall		Cases Continuum of Need (CoN) Level 2	
Embedded within are minimum 1420 (plus c.25% for outcome security) individuals (average per annum)		TFU family cases comprising c.4,686					
Open CAFs	Early support requests for support	Children centres family support (Level 3,4a-c CoN)	Targeted youth support (Level 3,4a-c CoN)	Children	Young people	Children	Young people
4597	4147	1,182	3,463	71,102	16,802	4,387	885
Multi-agency identified needs where WPEHS is not the only responding agency (Lead Professional)		Direct casework demand within WPEHS (Includes proportion of cases which originate through CAF/Early support-requests for support)		Centre based and outreach group activity responding cost effectively to common themes in response to defined needs		Universal responses and family support where there is identified unmet needs	

Within the revised delivery model it is anticipated that WPEHS needs to be in a position to adequately respond to up to **10,000 cases per year** as this will build in sufficient flexibility to respond to increase and peaks in demand and some cases at the margin of CoN 3 which are considered important to limit escalation. From this indication of demand levels we can calculate our caseload capacity and from this an indication of the minimum levels of staffing which will be needed to provide a safe and sufficient response.

The profile of the 10,000 cases in WPEHS needs to be understood in order to calculate the workforce response that will be required. In general terms, based on current demand, we calculate the profile to breakdown as follows;

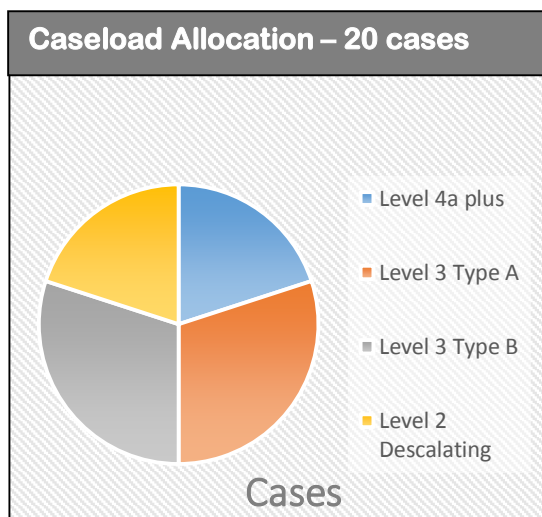
	General % profile	Case numbers
CoN cases at level 4a and above. To support de-escalation and transition pathways (where the service is identified to address a specific identified need as part of a statutory plan).	20%	2,000
CoN cases at level 3 - Type A (requiring higher frequency of intervention and programmes which require weekly contact)	30%	3,000
CoN cases at level 3 - Type B (requiring less frequency of intervention support)	30%	3,000
CoN cases at level 2 de-escalating (requiring less frequency of intervention support)	20%	2,000

Overview of Caseload Allocation Formula WPEHS

Allocation of caseload at levels 3 and above on the Continuum of Need will be based on the above profile and governed by the following principles;

	Frequency of intervention	Frontline delivery visit/group duration	Support schedule	TOTAL delivery slots	Cycles per year
CoN cases at Level 4a and above	Weekly (incorporating review meetings (multi-agency))	Up to 2.5hrs to include recording and initial actions/ follow up	18 weeks (extensions by review)	18 per case cycle	2.5
CoN cases at Level 3 Type A	Weekly	Up to 2hrs to include recording and initial actions/follow up	12 weeks (extensions by review)	12 per case cycle	3.8
CoN cases at Level 3 Type B & Level 2 de-escalating	Fortnightly	Up to 2.5hrs to include recording and initial actions/ follow up	12 weeks (extensions by review)	6 per case cycle	3.8

WPEHS staff who hold caseloads will carry an average mixed caseload of 20 cases, with the following general proportionality (drawn from the profile);



Caseload calculations are based on each FTE staff member having a 'frontline delivery visit/group' potential of;

- 46 weeks per year
- Up to 14 'visits' per week (mitigated by demands of complex cases/ partnership contact/ follow up and multi-agency processes)

Maximum potential of **644 delivery slots** per annum – per FTE.

NB: A case in WPEHS is not a count of individuals linked to a caseworker. A case may be a family with multiple individuals – therefore the total number of 'held' individuals may be significantly higher than 20 individuals.

Mixed caseloads of 20 cases – cycling at the above duration and frequency would necessitate per FTE;

	Delivery slots	Number of cases (families) per year
2 cases @ Level 4a	$2 \times 18 \times 2.5 = 90$ delivery slots	$2 \times 2.5 = 5$
10 cases Level 3 Type A	$10 \times 12 \times 3.8 = 456$ delivery slots	$10 \times 3.8 = 38$
4 cases Level 3 Type B	$4 \times 6 \times 3.8 = 91$ delivery slots	$4 \times 3.8 = 15$
4 cases Level 2 De-escalating	$4 \times 6 \times 3.8 = 91$ delivery slots	$4 \times 3.8 = 15$
TOTAL	728 delivery slots	73 Cases.

It is recognised that the calculations demonstrate that holding a mixed caseload of 20 families (which may mean multiple individuals beyond 20), in time and motion terms, exceed (by c.12%) the minimum time available per FTE. It is noted however that there will be variables in the model around frequency and duration where some families don't require the full allocated time when worked with more flexibly, and it is anticipated that this will balance out some of the demands.

On this basis however, **it is more realistic to calculate that the maximum case load capacity per FTE staff member, per annum will be around 60 cases.** Further to this, it would be important to build in sufficient flexibility (c. 5%) to the model to cope with increases in patterns of demand.

Appendix E - Proposed service delivery model for group based delivery through neighbourhood centres

Service access

WPEHS will provide advice and deliver integrated support from a neighbourhood centre, bringing together and coordinating services around the prevention and early help agenda, from midwives and health visitors to childcare and support for young people and families, building early help at the core. WPEHS will embed its services within the communities it supports, offering a single front door for the local community within Lancashire. By being located within a neighbourhood centre, we will integrate WPEHS alongside a range of other relevant key partners and Council services to ensure joined up delivery to meet local need.

There will be two operational delivery models from neighbourhood centre's to support delivery, blended in each locality (subject to needs) and denoted by their varied scope and scale of provision.

- **(Enhanced) model – 1 in each district area (12 total)**

Providing a range of direct access to integrated universal services, specific key services for 0-5yrs and a targeted group work programme for children, young people, their families and vulnerable adults in the community. These will provide enhanced access to group based provision and an extended range of on-site universal services and drop in advisory provision, delivered in a multi-agency context. They will be suitably located to enable them to respond to an extended reach area.

In each district, the enhanced model will additionally respond to the discrete needs of 12-19+yrs, providing targeted group work and an evening/weekend programme. It will host a range of provision prioritising discrete targeted groups. Within these neighbourhood centres other key partner services may be integrated e.g. library services, young people's health services.

- **(Core) model – minimum 1 in each service planning area (44 total)**

Based in neighbourhood centres within priority neighbourhoods, the core delivery model will provide signposting and a more limited range of direct access to integrated universal services, some specific key services for 0-5yrs, with more limited targeted group based provision for children, young people, their families and vulnerable adults. Neighbourhood centres delivering the core model will act as a base for outreach services into local and coterminous neighbourhoods to extend service reach. These may operate on a sessional basis from other key partner facilities in key neighbourhoods.

Service methodology

The WPEHS will deliver through **three principle methodologies**;

1. One to one casework with children, young people & families (including public health service provision)

WPEHS caseworkers will work with individual children, young people and their families at Level 3+ on the continuum of need. Caseworkers will meet with 'individuals and families' in a variety of settings to progress assessment and action planning, including family homes, neighbourhood centres, and other community venues. WPEHS workers will carry a mixed caseload, identified through robust assessment processes including the Common Assessment Framework (CAF) and linking to other pathways, e.g.

- WPEHS request for support
- MASH/social care step down
- Troubled Family Programme indicated cases
- Agreed partnership pathways

WPEHS caseworkers will work as part of a 'team around the family' and will undertake the Lead Professional role where appropriate within their caseloads. WPEHS recognises and interfaces with other appropriate assessment tools used by key partners.

2. Targeted group based programmes (including drop-in) delivered through neighbourhood centres

WPEHS delivery will provide a balanced programme of group based activities aimed at children, young people, families and vulnerable adults which will centre around;

- Securing the engagement of those with complex or intensive support needs
- Building resilience, self-esteem and self-efficacy and improving life chances and outcomes
- Awareness raising and enhancing personal learning and development on a range of personal development and public health and wellbeing issues
- Enabling individuals to engage with education, employment and training.

3. Outreach and detached work in targeted neighbourhoods, communities and with priority groups

Outreach and detached work will be a methodology used in both one to one and group work forms by the WPEHS. Workers will use a neighbourhood centre as their base of operations whilst their delivery to children, young people and their families will be remote from the centre into deprived neighbourhoods/outlying areas/rural communities/anti-social behaviour hotspots etc, combining both detached and outreach work for the following purposes;

Outreach;

This work is designed to provide a contained programme of work into communities not easily served by the geographical placement of a Neighbourhood Centre. It will normally offer programmed one to one or group based provision to a given child/young person/family or a number of outlying areas based on need. Areas served may change and rotate. Delivery may utilise WPEHS vehicles including mobile vehicle based centres or be based in 'other partner's venues' e.g. a health centre or village hall. This work would not normally operate in a community where there is existing WPEHS provision provided by another agency/VCFS organisation/commissioned service, in order to maximise the spread of WPEHS offer. This work may also specifically focus on the objective of reaching children, young people and their families with the aim of encouraging them to access wider opportunities at the neighbourhood centre. There will be proportionate use of outreach work as defined by the needs of children/young people/families, to enable suitable access to services and facilitating excellent reach.

Detached;

Working with groups of young people on the streets that are/would be unlikely to access any other form of provision at a neighbourhood centre. This work may be targeted at vulnerable groups or at groups engaging in risk taking behaviours, and may be geographically targeted to address pockets of anti-social behaviour (in partnership with key agencies).

The total service delivery model comprises;

12 x neighbourhood centres from which the enhanced model will be delivered, which will usually offer

Daytime	Twilight/ Weekends	Evening
6	2	4

44 x neighbourhood centres from which the core model will be delivered, which will usually offer

Daytime	Twilight/ Weekends	Evening
5	1	1

See below for details of how the delivery model is comprised.

Enhanced offer

Delivery staffing establishment

NB: Establishment includes resource to deliver an element of outreach/detached work across the district area.

Expected number of delivery sessions		Number of staff present per session	Number of individual worker delivery sessions required	Grade 6	Grade 4	Grade 3
Weekday daytime	6	5	30	6	18	6
Twilight	2	3	6	2	4	0
Evenings/weekend	4	4	16	4	12	0
TOTAL		12	42	12	34	6

Establishment details

Level of worker	Proposed number of posts	Establishment	Duties
Grade 6	3 or 4	1.5fte	80% F/F , 10% management support tasks, 10% personal training/supervision
Grade 4	6 to 9	4.3fte	80% F/F, 10% management support,10% personal training/supervision
Grade 3	2 or 3	0.8fte	70% F/F,20% business support tasks, 10% personal training/supervision
Grade 4 peripatetic	n/a	0.15fte	Casual to cover planned and short term unplanned absence and extend beyond 46 week opening
Staffing establishment per unit Total		6.6fte (plus 0.15fte casual G4 peripatetic)	

Core Offer

Delivery staffing establishment

NB: All session may not be delivered from the neighbourhood centre but may be outreach in accordance to needs.

Expected number of delivery sessions		Number of staff present per session	Number of individual worker delivery sessions required	Grade 6	Grade 4	Grade 3
Weekday daytime	5	4	20	5	10	5
Twilight	1	3	3	1	2	0
Evenings/weekend	1	3	3	1	2	0
TOTAL		7	26	7	14	5

Establishment details

Level of worker	Proposed number of posts	Establishment	Duties
Grade 6	1	0.9fte	80% F/F , 10% management support tasks, 10% personal training/supervision
Grade 4	2 or 3	1.7fte	80% F/F, 10% management support tasks,10% personal training/supervision
Grade 3	1 or 2	0.7fte	70% F/F,20% business support tasks, 10% personal training/supervision
Grade 4 peripatetic	n/a	0.1fte	Casual to cover planned and short term unplanned absence and extend beyond 46 week opening
Staffing establishment per unit Total		3.3fte (plus 0.1fte casual G4 peripatetic)	

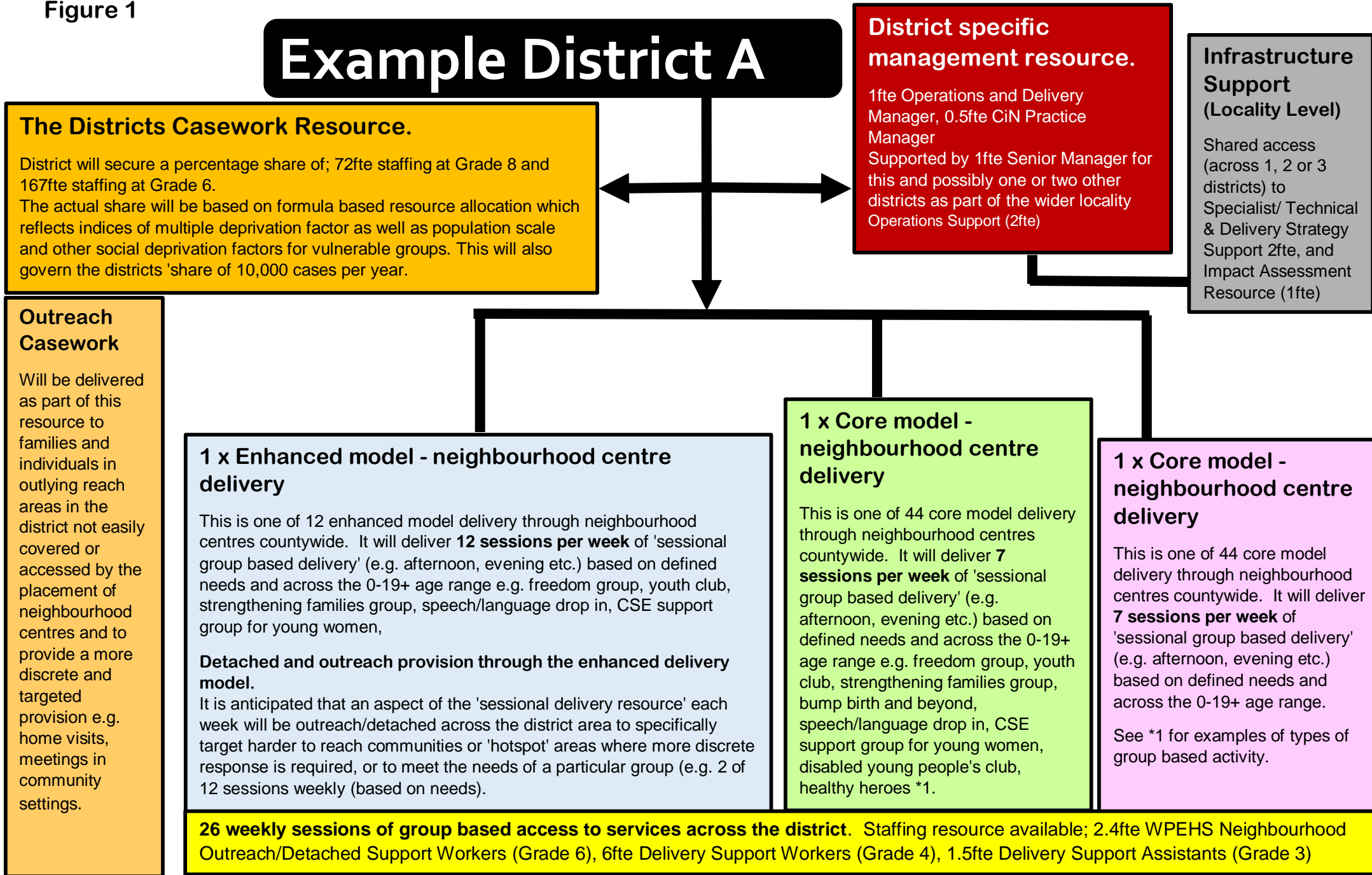
Appendix F - Allocation of resources across the localities/districts and 34 service planning areas of Lancashire

Resource will be allocated according to defined needs and demands in local areas. This would operate with respect to both staffing resources (casework and group based work) and other budget allocations. The service can build on the infrastructure of existing funding formula approaches and reposition these in line with the new geographical service planning areas.

Resources would be allocated at a locality level (5 localities e.g. Hyndburn, Ribble Valley & Rossendale, Preston etc.) which can be broken down to district level (12 x district council level areas). This will enable us to quantify both a locality wide staffing resource for outreach/detached and casework delivery and an agreed delivery specification in Lancashire.

Figure 1 below demonstrates an example of what a "core" and "enhanced" delivery model (staffing resources) would look like at an 'example district' level. This is based on the proposed casework model (Appendix D) and proposed service delivery model for group based delivery through neighbourhood centres (Appendix E).

Figure 1



Appendix G - Proposed WPEHS staffing establishment, financial costs and structure

Grade	Based on 80% top of grade 17/18 per FTE	FTE	Total	Total FTE	Posts
Grade 14	£ 85,498	1	£ 85,498	1	1 x Head of Service
Grade 12	£ 59,172	5	£ 295,860	5	5 x Senior Managers
Grade 10	£ 49,487	23	£ 1,138,201	23	12 x Operations & Delivery Managers 6 x CiN Practice Managers, 5 x Quality Development Managers
Grade 8	£ 37,842	79	£ 2,989,518	79	48 x Qualified Social Workers, 24 x Casework & Operations Lead Practitioners, 5 x Locality Quality Review Officers, 1 x Public Health and Wellbeing Practitioner, 1 x Operations Assessment and Impact Lead Officer
Grade 6	£ 27,738	248	£ 6,879,024	248	167 x WPEH Case Workers, 63 x WPEH Neighbourhood Outreach/Detached Support Workers, 13 x Business Support Officers, 5 x Locality Operations Assessment and Impact Officers
Grade 4	£ 20,911	126	£ 2,634,786	126	126 x WPEH Delivery Support Workers
Grade 3	£ 19,178	54	£ 1,035,612	54	41 x WPEHS Delivery Support Assistants and 13 x Business Support Officers
Total Staff Expenditure			£ 15,058,499	536	- Full Time Equivalent (FTE) Establishment
NB: There are an additional 19FTE fixed term funded (WPEH Case Worker) posts (Schools Forum) linked to Short Stay Schools CEIAG commission – annually reviewed.					

WPEH Proposed Service Support Costs	
Transport	233,000
Lead Professional and Grants	225,000
General Supplies/Services/Contracts	305,700
Locality Delivery Resources	195,000
Peripatetic Delivery Support (Casual)	113,140
Workforce Development	40,000
Telephones	72,000
Corporate Recharges and Accommodation <i>(NB; Property cost arrangements for Neighbourhood Centres are not yet known, as such, this cost is based on indicative assumptions)</i>	987,661
Total Support Costs	£ 2,171,501

FINANCIAL SUMMARY

Staffing Costs	£15,058,499
Support Costs	<u>£2,171,501</u>
Service Funding Envelope	£17,230,000

WPEHS Draft Structure

WPEHS Head of Service
(Grade 14)

Senior Manager Public Health and Wellbeing (Burnley, Pendle)
Grade 12
7 Service Planning Areas

Senior Manager Public Health and Wellbeing (Hyndburn, Ribbles Valley, Rossendale)
Grade 12
5 Service Planning Areas

Senior Manager Public Health and Wellbeing (Chorley, South Ribble, West Lancs)
Grade 12
9 Service Planning Areas

Senior Manager Public Health and Wellbeing (Lancaster, Fylde, Wyre)
Grade 12
9 Service Planning Areas

Senior Manager Public Health and Wellbeing (Preston)
Grade 12
4 Service Planning Areas

STRATEGIC

OPS

FRONTLINE

WPEHS Operations Delivery Manager G10 x 2
Practice Manager (CiN) G10 x 2
Quality Development Officer G10

WPEHS Operations Delivery Manager G10 x 3
Practice Manager (CiN) G10
Quality Development Officer G10

WPEHS Operations Delivery Manager G10 x 3
Practice Manager (CiN) G10
Quality Development Officer G10

WPEHS Operations Delivery Manager G10 x 3
Practice Manager (CiN) G10
Quality Development Officer G10

WPEHS Operations Delivery Manager G10
Practice Manager (CiN) G10
Quality Development Officer G10

Casework Operations Lead Practitioner G8 x 2
Locality Quality Review Officer G8

Casework Operations Lead Practitioner G8 x 3
Locality Quality Review Officer G8

Casework Operations Lead Practitioner G8 x 3
Locality Quality Review Officer G8

Casework Operations Lead Practitioner G8 x 3
Locality Quality Review Officer G8

Casework Operations Lead Practitioner G8
Locality Quality Review Officer G8
Public Health & Wellbeing Practitioner G8
Operations and Assessment Impact Lead Officer G8

Locality Operations & Assessment Impact Officers G6 x 5

WPEHS Neighbourhood Outreach/Detached Support Workers (G6) x 63fte

WPEHS Caseworkers (G6) x 167fte

Qualified Social Workers (G8/9) x 48fte

WPEHS Delivery Support Worker (Grade 4) x 126fte

WPEHS Delivery Support Assistants (Grade 3) x 41fte

NB: These operational frontline posts will be split across the five localities in line with a formula weighted by deprivation factors. A proportion of these resources may be disaggregated for external commissioning purposes.

Locality Business Support Officer G6 x 12

Locality Business Support Officer G3 x 12

Central Business Support Officer G6

Central Business Support Officer G3

Note: Following the completion of the Public Health 0-19 Health Visitor/School Nursing provision review – future delivery models will be aligned to the WPEHS delivery model to ensure effective integration and enhance the overall resource capacity across Lancashire.

Appendix H - Summary of proposed post details

Wellbeing Prevention and Early Help Service (WPEHS) summary of post details

Team	Post	Grade	No of Posts in Service	Profile	Essential Qualification	No of posts that require this qualification	No of posts that attract an allowance
Senior Leadership Team	Head of Service	LCC-LPS GRADE 14	1	Manager	Professional and/or academic level relevant qualification (NVQ4 or equivalent) or substantial vocational experience in a relevant technical or operational field	1	0
Senior Leadership Team	Senior Manager	LCC-LPS GRADE 12	5	Manager		5	5
Locality Leadership Team	Operations and Delivery Manager	LCC-LPS GRADE 10	12	Manager		12	12
Locality Leadership Team	Quality Development Officer	LCC-LPS GRADE 10	5	Technical / Professional		5	5
Locality Team	(Locality based) Practice Manager (Child in Need)	LCC-LPS GRADE 10	6	Manager	Social Work Qualification	6	6
Locality Team	Locality Quality Review Officer	LCC-LPS GRADE 8	5	Technical / Professional	Professional and/or academic level relevant qualification (NVQ4 or equivalent) or substantial vocational experience	5	0
Locality Team	Casework and Operations Lead Practitioner	LCC-LPS GRADE 8	24	Technical / Operational Support		24	0

					in a relevant technical or operational field		
Locality Team	Qualified Social Worker	LCC-LPS GRADE 8/9	48	Technical / Operational Support	Social Work Qualification (eligible for trainees with suitable entry level requirements)	48	0
Central Team	Public Health and Wellbeing Practitioner	LCC-LPS/GRADE 8	1	Technical/ Professional	Professional and/or academic level relevant qualification (NVQ4 or equivalent) or substantial vocational experience in a relevant technical or operational field	1	0
Central Team	Operations and Assessment Impact Lead Officer	LCC-LPS GRADE 8	1	Technical / Professional	Professional and/or academic level relevant qualification (NVQ3 or equivalent) or substantial vocational experience in a relevant technical or operational field	1	0
Locality Team	Locality Operations and Assessment Impact Officer	LCC-LPS GRADE 6	5	Technical / Professional	Professional and/or academic level relevant qualification (NVQ3 or equivalent) or substantial vocational experience in a relevant technical or operational field	5	0
Locality Team	Locality Business Support Officer	LCC-LPS GRADE 6	12	Business Support		12	0

Central Team	Central Business Support Officer	LCC-LPS GRADE 6	1	Business Support	Minimum 5 GCSE or equivalent at Grade C and above, or substantial vocational experience in a relevant technical or operational field	1	0
Locality Team	WPEHS Caseworker	LCC-LPS GRADE 6	167	Technical / Operational Support	Minimum 5 GCSE or equivalent at Grade C and above, or substantial vocational experience in a relevant technical or operational field	167	0
Locality Team	WPEHS Neighbourhood Outreach/Detached Support Worker	LCC-LPS GRADE 6	63	Technical / Operational Support	Professional and/or academic level relevant qualification (NVQ3 or equivalent) or substantial vocational experience in a relevant technical or operational field	63	0
Locality Team	WPEHS Delivery Support Worker	LCC-LPS GRADE 4	126	Technical / Operational Support		126	0
Locality Team	WPEHS Delivery Support Assistants	LCC-LPS GRADE 3	41	Technical / Operational Support	N/A	41	0

Locality Team	Locality Business Support Officers	LCC-LPS GRADE 3	12	Business Support	N/A	12	0
Central Team	Central Business Support Officer	LCC-LPS GRADE 3	1	Business Support	N/A	1	0

Appendix J - WPEHS high level role descriptions

Head of Service (Grade 14)	Lead Accountable Officer for WPEHS Performance and Delivery
Senior Manager (Grade 12)	Operational and performance oversight and management of WPEHS in defined geographical (locality) area and/or centralised strategic functions
Operations and Delivery Manager (Grade 10)	Operational delivery responsibility for all WPEHS activities within a defined geographical (district) area Neighbourhood Centre Learning Programme Management and Casework Management Overview, TAF/CAF /LP/ Panels and Processes, Case Allocation, Multi-Agency Working 0-19+, Implementation of National/Service statutory functions/policies and procedures
Quality Development Officer (Grade 10)	Oversight of service thematic strategy/policy and developmental areas including; Audit and Contract Management/Monitoring of externally funded programmes, Digital inclusion, Information Governance, Learning Outcomes/Targets, Participation/Inclusion, Performance/QA, Compliance, Equality and Cohesion Linked to locality area
(Locality based) Practice Manager (Child in Need) (Grade 10)	Locality Management Support. CIN management of decision and oversight of case management Line management responsibility for CIN plans (social work qualified)
Casework Operations Lead Practitioner (Grade 8)	Fieldwork Delivery Management and Caseload Supervision –disaggregated dependent on number of neighbourhood centres and demand level ref: CAF/TAF/LP/RFS/Step up/down etc.
Locality Quality Review Officer (Grade 8)	Development and implementation support for statutory /curriculum linked to Service Strategy, Policy, Procedures including Workforce needs analysis & Inspection readiness
Public Health and Wellbeing Practitioner (Grade 8)	Development, integration and delivery of the 0-19yr Healthy Child Programme (Health Visiting, School Nursing) in line with WPEHS strategy
Qualified Social Worker (Grade 8/9)	Case holding Level 4a and above cases

Operations Assessment & Impact Lead Officer (Grade 8)	Lead responsibility for MIS/ Performance Monitoring Processes re CCIS/IYSS/CAF Data/LCS
Business Support Officer (Grade 6)	Finance & HR processes team focussed support, Procurement, Panel Support, CCMIS management information systems, record keeping, CAF Database, Inspection support, audit support , small grants/LP budgets, Event management, consultation and participation
Locality Operations Assessment & Impact Officer (Grade 6)	CCIS/IYSS/LCS Data management, Helpdesk, Crystal Reporting, System reporting/analysis. Data cleansing. Inspection and reporting support
WPEHS Caseworker (Grade 6)	Fieldwork Staff Direct Delivery - CIN/CAF/TAF/LP roles for children and young people aged 0-19+ and families, across Lancashire. Family based outreach activity
WPEHS Neighbourhood Outreach/Detached Support Workers (Grade 6)	Community (Neighbourhood Centre) Based Outreach and Detached provision and group based programme delivery for children and young people 0-19+ and families, across Lancashire.
WPEHS Delivery Support Workers (Grade 4)	Fieldwork Staff - Direct delivery of the Neighbourhood Centre based Programme/Services/Support to children/ young people aged 0-19+ and their families
WPEHS Delivery Support Assistants (Grade 3)	Supporting direct delivery of the Neighbourhood Centre based Programme/Services/Support to children aged 0-19+ and their families. Group work based assistance and support of client engagement. Front facing customer service, building management functions support, bookings for events and meetings. Front of house staff/direct contact with the public/ support admin functions/ Reception Duty/booking rooms/health and safety duties/telephone calls/ - neighbourhood centres. Routine ancillary Support/ Public Queries/ Contractor Management, Health and Safety - Buildings and Vehicles where appropriate
Business Support Officer (Grade 3)	Oracle and Service Systems Processing, HR Finance, procurement, Information processing

Appendix K - Consultation guidelines for Wellbeing, Prevention and Early Help Service (WPEHS) redesign and indicative implementation plan

Guidelines for consultation

Each service in the County Council will have a different implementation and consultation timescale for transformation depending on the complexity of the service and the priority for implementation of the budget proposals.

- The consultation exercise is specifically asking for comments or suggestions on the following:
 - The proposed service structure
 - The proposals for populating the structure
- Please remember that decisions about the budget available for the service have already been made. Therefore, any comments/suggestions submitted about how the service could be structured must bear that in mind and not exceed the agreed service budget.
- If you have any specific questions relating to the proposed service or your individual circumstances, please speak to your manager, Head of Service or email the [Transformation Support Team](#) in HR in the first instance, rather than using the consultation form.

Methods of consultation

- If you would like to comment on the proposals for WPEHS – please use the online clickQuestion consultation form which can be [found here](#).
- If you want to access the consultation documents and clickQuestion form at home you can visit www.lancashire.gov.uk/hr. You will need your payroll and national insurance number to log in to the system.
- If you don't have access to the internet/intranet but would like to comment on the proposals, please submit your comments to the Head of Service for WPEHS.
- You can also request a paper copy of the consultation form by emailing transformation@lancashire.gov.uk and submit this via post to: Easwara Reddy, Business Change and Transformation Team, 3rd Floor, Christ Church Precinct, County Hall, Preston, Lancashire, PR1 0LD

Implementation plan and indicative timeline for WPEHS

Activity	Date
Publication of proposals	Week beginning 8th February 2016
<p>Consultation period end date</p> <p><i>NB: Following initial consultation a further developed version of the structure proposals will be shared for further consultation. It is envisaged that this will include further detail regarding ring-fence arrangements and the distribution of frontline delivery posts (qualified social workers/ WPEHS caseworkers/ WPEHS neighbourhood detached/outreach support workers/ WPEHS delivery support workers/ WPEHS delivery support assistants) following the outcome of the property strategy consultation (which concludes by the end of July 2016) and the impact on distribution of WPEHS neighbourhood centres.</i></p>	21 st March 2016
Further consultation regarding ring-fence arrangements and structure	July 2016
<p>Recruitment to the new structure with the following broad indicative milestones for agreed process.</p> <p>Implementation of new structure/proposal</p> <ul style="list-style-type: none"> • Grades 14/ 12/ 11 tiers • Grades 10/ 9/ 8 tiers • Grades 7/ 6 tiers • Grades 5/ 4/ 3 tiers 	<ul style="list-style-type: none"> • Late September 2016 • October 2016 • November/December 2016 • January/February 2017

Appendix L - Current WPEHS headcount information

Overview (December 2015 midpoint count)	Full Time Equivalent staff	Number of individuals
Current WPEHS (internal LCC)	449.38	630
Current external commissioned children centres	194.3	254
TOTAL	643.68	884

NB: Current agreed VRs have been taken out of these figures.

Analysis of headcount information by grade

	Current FTE (Internal WPEHS)	Current FTE (External CCs)	TOTAL current FTE	Proposed structure FTE
Grade 14	1.0	0.2	1.2	1
Grade 13	0	0.2	0.2	0
Grade 12	3	4	7	5
Grade 11	16.63	4	20.63	0
Grade 10	17.56	11.6	29.16	23
Grade 9	21.67	6.7	28.37	0
Grade 8	118.15	9.8	127.95	79
Grade 7	60.01	11	71.01	0
Grade 6	95.35	82.7	178.05	248
Grade 5	30.39	14.6	44.99	0
Grade 4	53.95	33.7	87.65	126
Grade 3	30.39	10	40.39	54
Grade 2/ 1	1.28	5.8	7.08	0
TOTAL	449.38	194.3	643.68	536

Appendix M - Lancashire's Continuum of Need

