



**Lancashire**

County  
Council



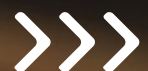
Children and Family  
**Wellbeing**  
Service



# Service Strategy and Plan 2022 to 2025

Delivering early help

*Right service, right support, right for families*







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# Preface

**From pregnancy and throughout childhood and adolescence, things can happen that affect a child's outcomes, and which can, in turn, have an impact on their later life. Effective early intervention and services which provide help and support are essential to improve the life chances of Lancashire's children, young people and their families.**

Children and Family Wellbeing Service (CFW) is part of Lancashire County Council's Education and Children's Services. It offers early help and support to children, young people aged 0-19yrs+ (25yrs for young people with special educational needs and disabilities) and their families across Lancashire. The service is committed to minimising the impact of any disadvantage for Lancashire children by working with them, their families and communities as early as possible, enabling them to get the right support, in the right way, at the right time.

The service responds as early as possible when a child, young person, or family needs support and this helps to prevent concerns escalating. By working together with the child and family we can provide an enhanced level of practical support to address needs directly. Sometimes our workers meet with individuals or families on a one-to-one basis, and sometimes they bring children, young people, and families together in groups. We focus on strengths and protective factors and build a positive relationship with children and family members where their voice is heard, and they feel listened to.

Our core aim is to work better together with our multi-agency early help partners across all areas in Lancashire, to ensure that

**Children, young people and their families are safe, healthy and achieve their full potential.**

Early Help is fundamental to achieving this vision.



Believing your children and young people are valuable and putting your family at the heart of what we do.

Ensuring the first professional you approach will do their very best to work with you to get the help and support you and your family need.

Offering a Service that is right for you; wherever you are, when you need it.

## Our commitment to you and your family

Doing our best to work with your whole family so you only have to tell us your story once throughout your journey.

Creating a positive learning experience that increases resilience and empowers your family to make changes.

Working together with other professionals to support your family; Early Help is a shared responsibility.

Recognising your family's strengths; and valuing your thoughts and ideas as to how we can help you make positive changes.





## Strategic Context

**The case for effective services delivering prevention and early help is well documented. The importance of early help in enabling children and families to reach their full potential has been set out in several Government reports.**

- Fair Society, Healthy Lives (The Marmot Review 2010)
- The Foundation Years; Preventing poor children becoming poor adults (Frank Fields, 2010)
- Early Intervention; The Next Steps (Graham Allen M.P, 2011)
- The Munro Review of Child Protection; A Child Centres System (Prof. Eileen Munro, 2011)
- The Early Years; Foundations for life, health, and learning (Tickell Review, 2011)
- Realising the potential of Early Intervention (Early Intervention Foundation, 2018)

“

**The case for preventative services is clear, both in the sense of offering help to children and families before any problems are apparent and in providing help when low level problems emerge. From the perspective of a child or young person, it is clearly best if they receive help before they have any, or have only minor, adverse experiences.**” (Munro, 2011)

“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. It focuses on addressing the wider determinants for health, including economic, social, and environmental improvement in both local and national contexts.” (The Marmot Review, 2010)

These reports and others, promote early help as a way of working with children, young people, and families, offering them support at the earliest opportunity to build their resilience and increase their ability to manage challenging circumstances before they become a problem which requires more intensive specialist support. This approach offers children, young people, and their families more than just a solution to a specific problem; it offers them help to develop the skills and strengths needed to deal with similar issues if they arise in the future.

A clear message emerges from the national drivers;

**Early help and support is fundamental to delivering improved outcomes for children, young people, and their families.**

There is also a strong economic imperative for prevention and early help. Social issues

and intergenerational disadvantage, place a significant financial burden on society. Youth unemployment alone is estimated to cost the economy more than £10 million a day. Tackling the underlying causes and wider determinants of disadvantage and social problems through early help could realise significant savings for the public purse. Studies have shown that every £1 spent on prevention and early help can realise saving of up to £10+.

Lancashire has invested significantly in its early help approach. By collaborating with the network of early help partner agencies across the County, it has progressed stronger partnership working, and a shared strategic approach through a **Multi-agency Early Help Strategy**. This has enabled us to remain focussed on the potential for prevention and early help to improve outcomes for children and young people in the long term.



# What is Early Help?

“ Early Help is intervening early, and as soon as possible, to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems. Effective intervention may occur at any point in a child or young person’s life. ”

(Definition used by the Northwest Children’s Improvement Integrated Early Help Strategy, approved by the Association of Directors of Children’s Services in 2014)

**Council Services, Schools, Health, Police, Voluntary Sector, and other professionals are all responsible for identifying potential emerging needs for children, young people, and families.**

When Children and Family Wellbeing Service deliver early help and support, they are ‘child focused’ and will:

- Identify needs within families as early as possible by using an early help assessment and provide support and intervention through a practical early help plan
- Offer support to children and young people as early as possible after the emergence of a particular need, and before problems become complex and entrenched, to prevent those needs from escalating
- Consider the needs of all individual members of the family and respond accordingly
- Draw upon families’ own strengths and skills and promote resilience
- Offer proportionate support at the right time to meet families’ needs
- Support children, young people, families, and communities to further develop their networks so that they can more effectively help themselves in the future
- Be curious, tenacious and pro-active in their approach to working with children, young people and families, particularly where engagement is hard to secure and maintain

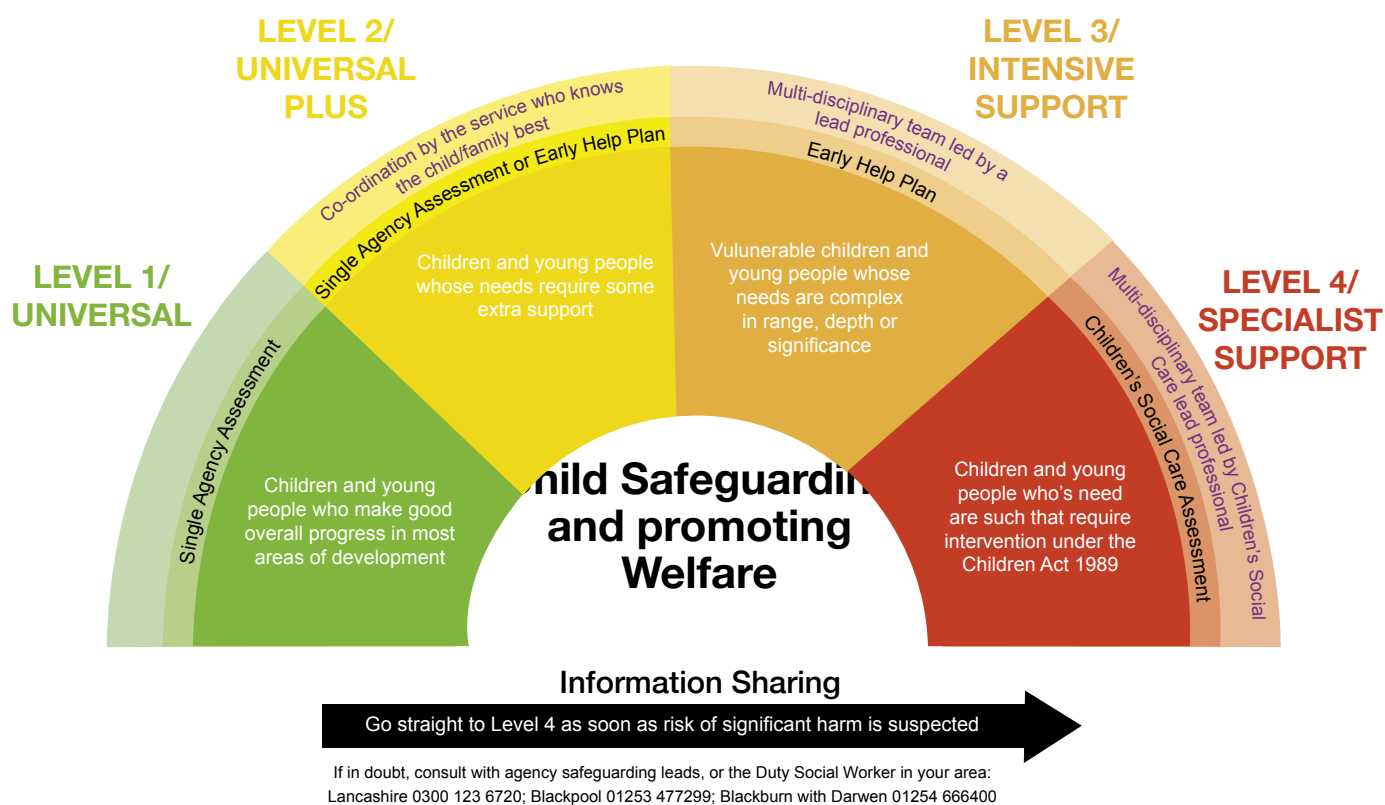


# Pan Lancashire Continuum of Need

Children and Family Wellbeing Service are committed to **‘Working well with children and families’** in Lancashire. The service ensures that strong consideration is given to understanding the children’s experiences and how these impact on their needs and the risks they may face, so that we can offer the most appropriate level of support to the family.

Children and Family Wellbeing Service prioritise their early help response at Level 3 (Intensive Support) on the Pan-Lancashire continuum of need. This means that we will predominantly prioritise the most vulnerable children and young people whose needs are complex in range, depth, and significance.

## Level of need at a glance



At the heart of our approach is a commitment to actively involve children, young people, and their families in the assessment of their needs and in the joint development of their 'Family Plan', which will be specifically tailored to meet their bespoke needs. If it is identified that a multi-agency approach is needed to best support the family, this strengths-based plan is critical in helping us to coordinate the right services involvement. The next steps will be to establish a 'Team around the Family' process, where the Family plan can be reviewed, and progress considered. All members of the family are supported to fully engage with the process and the child's voice and lived experience is the focal point.





## Who's Who in CFW

**Our local teams are made up of a wide range of different professional staff - all of whom play a special role in support of children, young people and families, and include:**

**Family Support Workers** will work directly with parents and children and support them to identify and make the changes that will improve outcomes for the family.

**Neighbourhood and Lead Group Workers** will run a whole series of drop-in sessions, groups, courses and activities working directly with parents and children.

**Delivery Centre Support Workers** will greet families when they visit our neighbourhood centres, provide them with information and make sure they get the best from using our service.

**Family Time Workers** will work with families, whose contact with their children is supervised, to provide safe and child focused sessions.

**Youth Workers** will work with teenagers providing targeted support both one to one and through a wide variety of groups and activities.

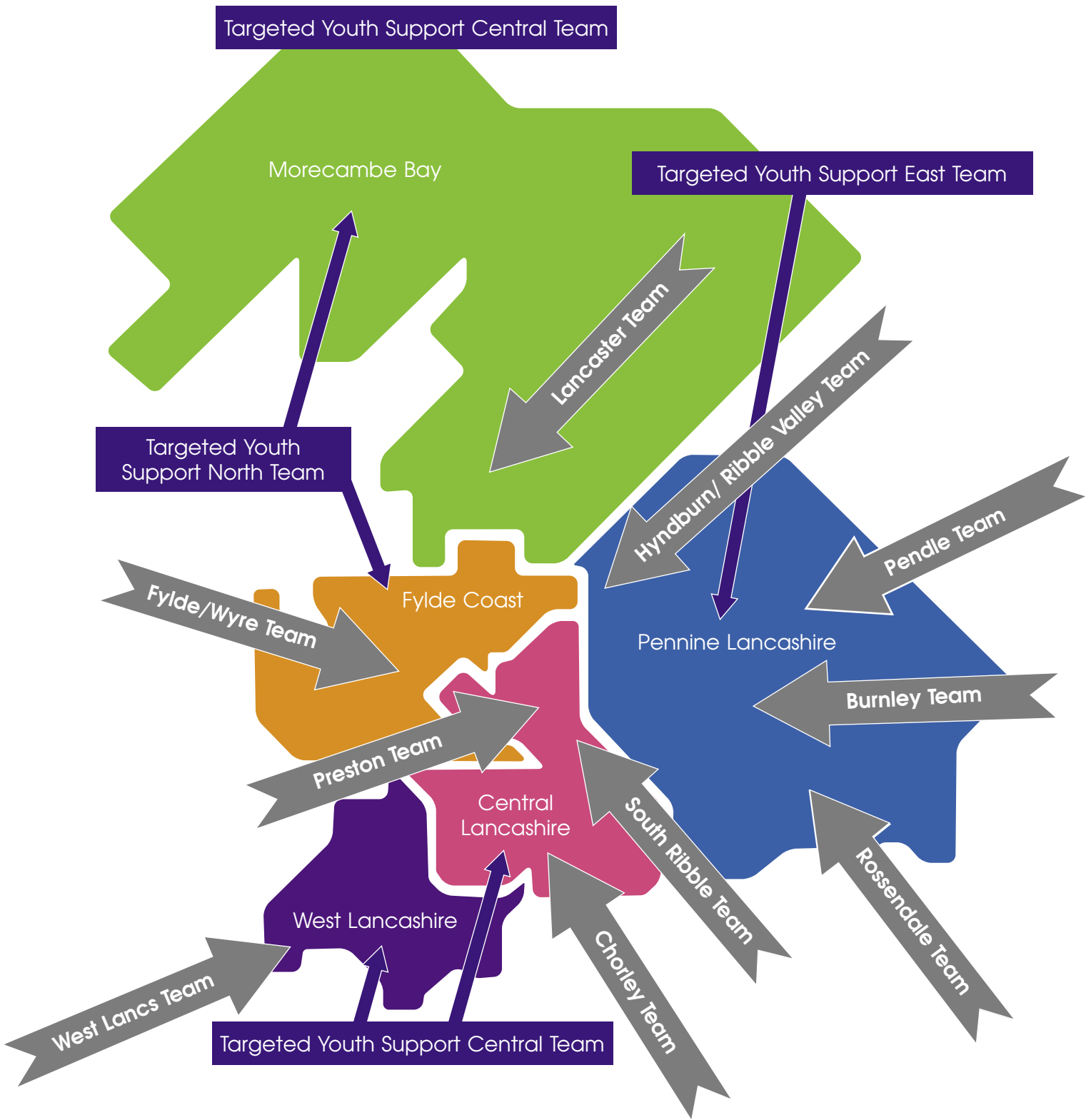
**Domestic Abuse Practitioners** provide tailored support for your family if you have experienced domestic abuse. They advise and assist family support workers to ensure access to specialist services where needed.

## Delivery Arrangements

Children and Family Wellbeing Service offers its front facing services at the local level in neighbourhoods and arranges its teams around the 12 district council areas in Lancashire.

For strategic purposes, local teams are grouped together into localities, co-terminus with the five place-based integrated health partnership footprints in Lancashire. This is so we can form strong local collaborations across our key partner agencies.





# Service offer

## FAMILY INTENSIVE SUPPORT OFFER

Providing an enhanced level of personalised support.

- To the whole family including each individual child or young person
- With higher levels of need
- From a range of identified priority groups
- Adopting a casework approach.

**Family Support Workers** deliver intensive support underpinned by a quality 'early help' assessment. They often work as part of a 'team around the family' and undertake the **lead professional** role for the family, where appropriate. Family Support Workers will **make contact regularly** with service users by a combination of phone and video calls, texts and face to face home visits. **Interventions** typically last up to 26 weeks during which we work with the individual/family to agree a family action plan and be clear what changes we are seeking to achieve together.

**Outcomes are recorded** and shared with the individual/ family using a 'Radar Chart' progress model. Any agency can request access to this support for a family or individual **by completing a Request for Support (e-form)** available at [Lancashire County Council Children's Service Request for Support](#)

## NEIGHBOURHOOD OFFER

Delivered through a network of 56 Neighbourhood Centres within the heart of communities across Lancashire – Offering a variety of group-based programmes of support for parents, families, children and young people.

- Targeted towards priority groups but also in response to local needs.
- Delivered both in person and on-line throughout the week and during the evenings

**Neighbourhood Group Workers** deliver a diverse programme of groups/activities, at time when they are most needed by service users. Group programmes are tailored to different groups across the age range 0-19yrs+ and with parents.

**Delivery Centre Support Workers** enable drop in support throughout the day to help children and their parents.

Information on the groups and programmes that are currently available can be found in our 'What's On' Guides for each centre.

You can find details of your nearest centre at [Find a CFW Service](#)

**Family Time** - Enabling children to see their parents through supervised contact sessions – where they are removed from their parents/carers and/or are subject to Care proceedings that involve the local authority.



## COMMUNITY OFFER

Enabling the right services to respond to the right families at the right time by working as an early help partnership with other agencies to:

- Promote a 'think early help' approach
- Provide advice and support to early help partners to enable them to provide quality early intervention services
- Support partners with key early help practice development, such as use of early help assessment and developing 'team around the family'

Nominated **Community Senior Family Support Workers** within each CFW locality team, provide a named link between CFW and key partner agencies on a geographical basis, including schools, early years, health, VCFS and other early help settings.

The community offer forms the Children and Family Wellbeing Services interface with Lancashire's '**Team around the School and Settings (TASS)**' way of working. Supporting families that schools and other settings may identify as needing some extra early help. We also continue to provide specified and agreed support where Children's Social Care has identified needs within one of their individuals/families action plans where the CFW Service is best placed to respond at this time.

**Service offer**

## TARGETED YOUTH SUPPORT OFFER

Delivered through key neighbourhood centres and youth zones, out and about in the community or on the streets (Detached Work) where young people gather across Lancashire – Offering a variety of group-based programmes of support

- Targeted towards those who are most vulnerable
- Delivered both in person and on-line mostly during the evenings or in schools and other settings during the day

**Youth Workers** deliver a diverse programme of groups and activities for young people aged 12-19+yrs.

**Talkzone** provides a confidential **telephone helpline, text message, email enquiry and online webchat service** where young people and their families can obtain a range of information, advice and support on anything that concerns them. **The service is available from 2 – 10pm, 365 days a year.**

Tel: **0800 51 11 11** or  
Text: **07786 51 11 11**

Email: [talkzone@lancashire.gov.uk](mailto:talkzone@lancashire.gov.uk)

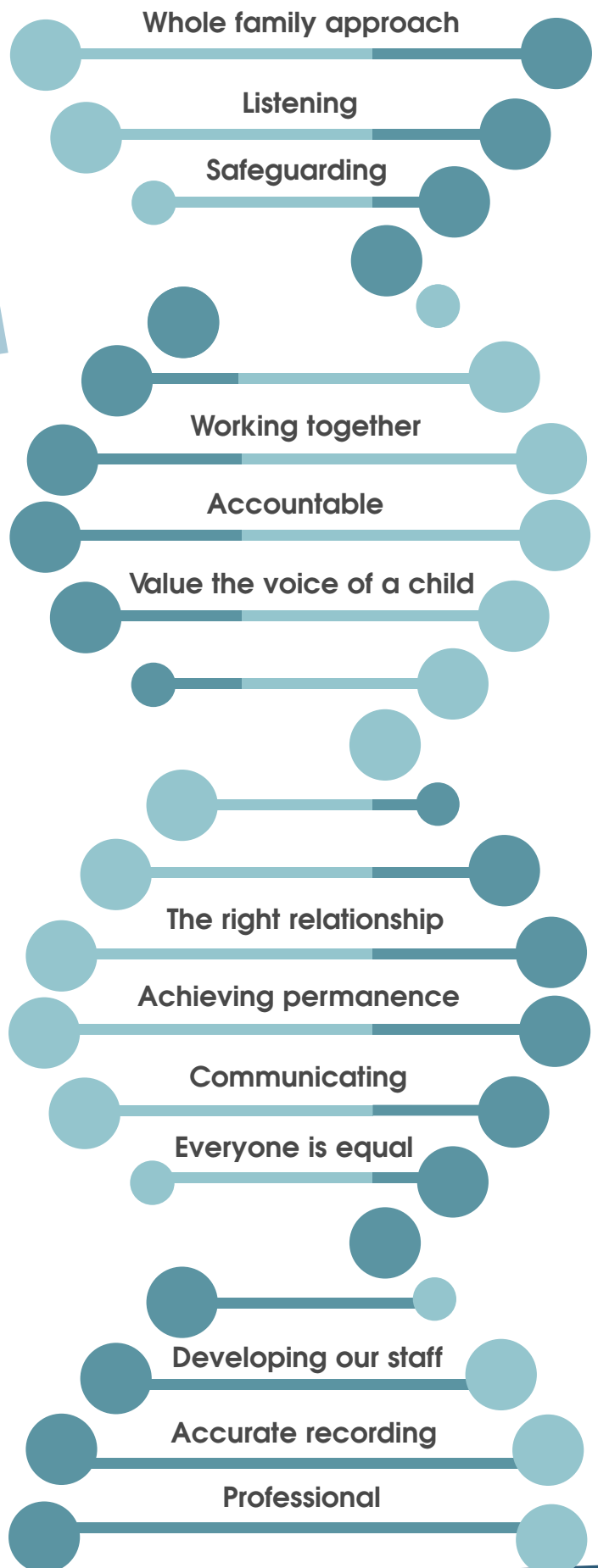
Talk on-line in a private and confidential space by logging onto:  
[www.lancashire.gov.uk/youthzone/get-in-touch/](http://www.lancashire.gov.uk/youthzone/get-in-touch/)



# Practice Principles and Standards

Children and Family Wellbeing Service is committed to delivering services which are child focussed and meet the highest standards of good practice in the following areas.

## The DNA of Children Family Wellbeing Service





# Curriculum Framework

Parenting & Family Support	Early Childhood Services (0-5yrs)	The Developing Child (6-11yrs)	Targeted Youth Support (12-19yrs+)	Employability
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Children and Family Wellbeing Service responds to a great variety of identified needs, to support children, young people and families, to make the sustained changes they need to improve their wellbeing and quality of life.

The service is committed to securing the engagement and the full participation of those it works with. This is to make sure that the 'Family's Plan' or their ambitions for learning and development through participation in groups and learning programmes are achieved. So that they own their own successes and can use what they have learned to sustain their own positive progress going forwards, particularly when challenging circumstances may arise again in the future.

CFW works to a curriculum of 'priority themes' on which we are supporting children, young people, and families to grow and develop. Details of the framework are available at Appendix A.





## GOVERNANCE AND ACCOUNTABILITY

CYPF PARTNERSHIP BOARD

MULTI AGENCY  
EARLY HELP STRATEGY

Keeping Children Safe Board

# CFW Plan on a page

### VISION

Children, young people, and their families are safe, healthy, and achieve their full potential

### MISSION

Getting the right services to the right children, young people, and families at the right time and in the right place.

We are committed to shifting the balance of power so that our work is family led and utilises families' strengths

## CFW STRATEGIC PRIORITIES – 2022-2025

### SERVICE DELIVERY

Enabling Best Start in Life	Community Development	Improving Health and Wellbeing	Supporting Family Life	Targeted Youth Support	Participation and Equality
Maximise young children's health, learning, communication, and developmental outcomes during the first 1001 days and ensure children are school ready	Working closely with partners to respond to the needs of individuals and communities - targeting services to children, young people, and families most in need of help	Improve children and young people's physical and emotional health and wellbeing outcomes through advice, information & support programmes	Provide services which facilitate access to and deliver quality family support, promote resilience, and improve parenting capacity	Deliver quality targeted support and youth work programmes which respond to the needs of adolescents and prioritise those who are most vulnerable	Challenge inequality and create conditions which promote children, young people and families voice and influence on the services they receive and the decisions which affect their lives

### SERVICE DEVELOPMENT

Workforce Development	Employee Engagement & Wellbeing	Practice Improvement	Quality Assurance	Performance Management	Communication & Digital Inclusion
Ensure the development of a diverse, skilled and competent workforce that works confidently with families to deliver outstanding services to children, young people and families <b>CFW Workforce Development Strategy</b>	Develop and improve the overall engagement of the workforce at all levels as a means of embedding their ownership of service strategy and development, and their resilience and wellbeing at work <b>CFW Employee Wellbeing Charter</b>	To develop the confidence, competence and performance of front-line staff and managers in CFW to ensure they can deliver the best possible professional and impactful services <b>CFW Practice Standards</b>	To ensure the service can evidence that the support delivered to children, young people, and families is of a good standard and is safe <b>CFW Quality Assurance Framework</b>	To ensure that the service consistently measures and reviews the indicators of good performance within its service delivery and sets appropriate expectations for continuous improvement <b>CFW KPI Framework</b>	To explore and pursue appropriate opportunities to communicate excellently between staff/teams, with partners and with service users. To maximise digital communication to enhance service delivery opportunities <b>CFW Comms Strategy</b>

Strengths based approach - Leadership - Evidence Base-Practice - Place based delivery

## Children and Family Wellbeing Service Service Delivery Objectives

Best Start in Life	Health & Wellbeing	Supporting Family life	Community Development	Targeted Youth Support	Participation and Equality
<p>Supervised dental programme in early years</p> <p>Support process for specification on PH Nursing ~ strengthen links with Midwifery</p> <p>Best Start Priorities ~ SALT ~ School Readiness</p>	<p>Overhaul and re purpose Talkzone</p> <p>Improve direct work support to CYPF around ~ ASD Pathways ~ Those emotionally avoiding school ~ Self harm and suicide ideation ~ Anger</p> <p>Expand capacity ~ EHWP commissioned support with COMP/F and welfare education funding</p> <p>Develop pathways to support alcohol/ substance misuse and mental health</p>	<p>CFW SEND Service and inclusion pathways to early help</p> <p>Consolidate response to DA through DAP role</p> <p>Resolve flexible capacity for Family Time peaks/ troughs</p> <p>Prepare for Family Help</p> <p>Expand parenting offer beyond Triple P particularly for families struggling to engage</p>	<p><b>Family Hubs</b> Supporting YP&amp;F with cost of living challenges, financial exclusion and employability needs</p> <p>Increase scale and footfall of group based support</p>	<p><b>Intensive Support for vulnerable teenager ~ one to one</b> Effective involvement in missing response YIF and effective Youthzones in family hubs</p> <p>Improve response to prevent duty and reducing risk of radicalisation</p>	<p>Target services to increase take up by diverse communities</p>



## Children and Family Wellbeing Service Service Development Objectives

Workforce Development	Practice Improvement	Performance Management	Employee Engagement	Quality Assurance	Comms, Digital and Inclusion
<p><b>Maturity of Early Help Partnership Delivery</b></p> <p>Comprehensive training plans for all roles</p> <p>Stabilising Turnover</p> <p>Develop 'Arrive and Stay' Strategy</p> <p>Increase management oversight capacity for TY</p> <p>Develop volunteer strategy</p>	<p>Strengthen links with CSC. Increase step across from FS, Extra Familial Harm and Contextual Safeguarding</p> <p>Improve resources to support Practice Development and Direct Work</p> <p>Trauma Informed Bronze Standard Accreditation</p>	<p>Power BI Dashboard</p> <p>Data Simplification</p> <p>Framework preparation for Early Help JTAI and SEND inspections</p> <p>Contribute to FHISS to resolve factors in SF Programme</p>	<p>Developing culture of one vision/one united service/place based</p> <p>Increase take up/participation in staff surveys</p> <p>Impact of Staff Voice Group making a difference to service development</p>	<p>Increase trajectory of good or outstanding practice evaluations</p> <p>Strategy for observation of practice</p> <p>Increase use of telematic audits to assist development of practice</p>	<p>Overhaul CFW Intranet Space</p> <p>Develop response to publication of materials in multiple languages</p> <p>Communications and Engagement Strategy for CYFP</p> <p>Expand use of social media as comms and engagement tool</p>



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Best Start in Life - 1</b>	Deliver a supervised dental care programme in early years settings - delivered on behalf of public health	Dedicated staff employed to sit in CFW/ Early Years settings	Learning support to be provided to staff in early years settings to enable them to supervise toothbrushing insitu - improving dental health outcomes	Improved dental health outcomes for 0-5 children	Kathy Ashworth/ Nighat Parveen
<b>Best Start in Life - 2</b>	Participate in support process for specification on PH Nursing commissioning and Strengthen links with these and with Midwifery services	CFW and Strategic Partners in Health, Education and Social Care working together to improve connectivity	Continuity of service provision in public health nursing and midwifery - continued integration of support with CFW alongside a Family Hubs way of working	Integrated universal and early intervention services for children 0-5 and their families	Kathy Ashworth/ Nighat Parveen
<b>Best Start in Life - 3</b>	School Readiness & Speech/ Language (SALT)	CFW Staff - Community Seniors and Neighbourhood Offer developed to embed these agendas in our work with children and parents	Develop our groups and programmes which have positive impact on children's school readiness and improving SALT using evidence-based programmes	Improvements to communications, speech, and language measures for children. Children ready and engaged for starting school	Nighat Parveen/ Tim Grose/ Christine Nuttall

## CFW Delivery Plan 2023-2024



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Health and Wellbeing - 1</b>	Overhaul and re-purpose Talkzone	Restructure service to make better fit for service delivery and with appropriate management oversight. Redefine purpose and scope and develop effective comms and promotion plan.	Increased utilisation, service delivering on a number of support functions that assist delivery of better services.	Improved information, advice and signposting available for service users, providing a universal bedrock to underpin early help	Kathy Ashworth/ Nighat Parveen/ TYS Staff/ Talkzone Staff
<b>Health and Wellbeing - 2</b>	Improve direct work support for CYPF -ASD Pathways -Those emotionally avoiding school -Around self-harm and suicide ideation -Around anger	Create evidence-based resources to respond effectively to these key need/ risk areas.	Better quality of support for children experiencing these issues and linked support with other key professionals	Improved outcomes for children and young people experiencing these issues	Nighat Parveen/ Cath Brooks/ Matt Pilling
<b>Health and Wellbeing - 3</b>	Expand capacity - EHWP commissioned support with COMP/F and welfare education funding.	Increase capacity to address specific vulnerabilities for CYP with therapeutic support below the CAMHS thresholds	Increased capacity in the existing commissioned contract provision	Greater access to services for more children	Cath Brooks/ Helen Green
<b>Health and Wellbeing - 4</b>	Develop pathways for support on alcohol/ substance misuse and mental health	Create evidence-based pathways to access support for adults on these key issues in order to improve welfare of children	Better quality of support for children whose parents are experiencing these issues	Improved outcomes for children and young people	Matt Pilling



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Supporting Family Life - 1</b>	CFW SEND Service and Inclusion pathways to early help	Delivery early help support to families with children with SEND - improve uptake of support and access	Statutory service delivered to over 240 children and young people and widening access for many more to core early help offer	Better support for SEND children/ families	Matt Pilling
<b>Supporting Family Life - 2</b>	Consolidate response to DA through DAP role	Develop the detailed framework around how this resource is best utilised in early help to respond to complex circumstances involving domestic abuse	Develop consultancy support role of these staff for our family support function. Develop and extend use of evidence-based tools to respond to DA	Improved support in place to tackle DA at an early help level.	Karen Exell/ Wenda Tyrer
<b>Supporting Family Life - 3</b>	Resolve flexible capacity for Family Time peaks/troughs	Develop sustainable solution to manage the peaks of demand around court directed family time which are unpredictable and stretch resources in some areas beyond the baseline staffing agreed.	Sufficient staff to maintain statutory response required and provide safe standards of delivery in Family Time	Consistency of resource required to meet demand	Kathy Ashworth/ Karen Exell



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Supporting Family Life - 4</b>	Prepare for Family Help	Horizon scan, consider and position service in terms of the direction of travel towards 'Family Help' being implemented in Lancashire	Service readiness for change imperatives arising from implementation of social care review	Early Help working alongside social care and meeting the requirement of delivery of 'family help' as defined by the social care review	Kathy Ashworth and CFW management team
<b>Supporting Family Life - 5</b>	Expand parenting offer beyond Triple P – particularly for families struggling to engage.	Identify and source evidence based programme best placed to work for our families with engagement struggles alongside Triple P	Better fit for purpose response to those families whose parenting development needs are not yet ready for a formal Triple P Programme Input. Maximise informal processes and peer led support.	Greater uptake of parenting education programmes	Matt Pilling/ Workforce Development Thematic Leads



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
Community Development - 1	<b>Implement a Family Hubs way of working in Lancashire</b>	Establish family hubs in each district and implement these around a network of connected family signposts and ambassadors to maximise family support and multi-agency co-located access to core services.	Established Family Hubs Networks in Lancashire	Better access to services and support for families.	Kathy Ashworth/ Matt Pilling/ Ellie Waide Mayfield
Community Development - 2	Supporting YP&F with cost-of-living challenges, financial exclusion, and employability needs	Implement a variety of services which underpin this objective e.g.: Lead Professional Budget/ warm welcome/ HAF/ NEET drop in/ Bus Pass Scheme/ HSF etc.	Targeted Families with financial exclusion challenges receive additional support and services to address barriers to their participation and progress	Aspects of financial exclusion mitigated through additional support reducing negative impact on children's welfare	Cath Brooks/ Helen Green
Community Development - 3	Increase scale and footfall of group-based support	implement revised curriculum framework and balanced delivery template ensuring that delivery targets are met.	Local CFW teams working to a set expectation around neighbourhood and TYS offer and delivering a balanced curriculum that meets all service user needs.	Increased number of group-based programmes made available. Increased footfall at group-based programmes	Integrated Service managers





Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
Targeted Youth Support - 1	<b>Intensive Support for vulnerable teenagers – one to one</b>	Improve our TYS offer around vulnerable individuals particularly those most at risk of poor outcomes	Increased capacity in TYS teams to focus on one-to-one work and address issues such as exploitation, harm minimisation etc.	Increased support and positive outcomes for some of our most vulnerable teenagers	Kathy Ashworth/ Matt Pilling
Targeted Youth Support - 2	Effective involvement in missing response	To pick up direct involvement in strategy for responding to teenagers missing from home and missing from education - not known to social care	Participate in missing from home interviews and follow-on processes. Engagement with CME panel and family support for those identified as vulnerable	Increased support and positive outcomes for some of our most vulnerable teenagers	Matt Pilling/ Nighat Parveen
Targeted Youth Support - 3	Youth Investment Fund and effective Youth zones in family hubs	Pursue YIF Bids for investment in New Era, Accrington and Milton St. Fleetwood buildings. Establish arrangements for accessible youth zone access/facilities within the Family Hubs way of working.	Transformational capital investment in two key buildings in key priority areas. All 18 centres currently used for youth work provision to be reviewed in line with maintaining strong accessible access for teenagers within a family hubs way of working.	21st Century visionary - inspirational spaces for teenagers	Kathy Ashworth/ Claire Smith/ Matt Pilling
Targeted Youth Support - 4	Improve response to prevent duty and reducing risk of radicalisation	Improve staff confidence and competence in responding to our prevent duty and identifying young people at risk of radicalisation.	Young people both challenged and supported around the impact of their extreme ideology and its potential risk to themselves and / or others	Appropriate support is put in place when young people are identified at risk of radicalisation or struggling with extreme ideology	Kathy Ashworth/ Lee Kearns



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Participation and Equality - 1</b>	Target services to increase take up by diverse communities	Profile service take up against census data to identify gaps in responding to key BAME groups - engage in consultation and target services by area to improve access to services for these groups.	Services meeting the needs of service users in BAME groups and prioritising those most vulnerable. Providing culturally sensitive and accessible services	Services accessible to the needs of BAME communities with appropriate support and translation in place to facilitate access.	CFW ELT
<b>Workforce Development - 1</b>	Improve the maturity of Lancashire's Early Help Partnership Delivery	CFW Training Team/ CFW ELT/ Early Help Partners	More early help providers to engage with holding families and responding to their needs confidently, following roll out of multi-agency early help training programme - Embed working principles and practice standards across the early help partnership - Further extend and embed multi-agency involvement and accountability in Team around the Family - Increase family support workers capabilities to maintain engagement with families	Improved consistency and quality of early help assessments and plans for families across the Early Help partnership in Lancashire	Kathy Ashworth/ Lee Kearns

Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Workforce Development - 2</b>	Comprehensive training plans for all roles	Review and redevelop comprehensive training plan and priorities for all roles in CFW - aligning with children's workforce WFD wherever possible	Each role in CFW to have a bespoke collection of mandatory and role related training focussed particularly on the knowledge, skills, and abilities they require to do their role. This to be a blend of eLearning, corporate, directorate and commissioned training experience	Better trained and workers equipped to deliver their role. More efficiency in training application	Matt Pilling/ Helen Green
<b>Workforce Development - 3</b>	Stabilising Turnover - Develop 'Arrive and Stay' Strategy	Develop strategy and action plan which addresses the issues we can identify in relation to staff retention	Comprehensive induction process including up to 1yr of bespoke post appointment support and tracking through call back days and tailored support	Increased performance around staff retention and stabilised/ reduced turnover.	Cath Brooks



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Workforce Development - 4</b>	Increase management oversight capacity for TYS	Develop business case to utilise supported families funding to enhance management oversight capacity in this area through the introduction of a senior responsible officer post and the use of advanced practitioners. This is a key risk presently and is holding back development.	Management structure for TYS which balances resources across county and provides workable ratios of managers to staff to ensure risk is appropriately managed	TYS Service Manager and 6 Advanced Practitioners - 2 x North, 2 x Central/South, 2 x East.	Kathy Ashworth
<b>Workforce Development - 5</b>	Develop volunteer strategy for CFW	Develop recruitment and support arrangements to maximise use of volunteers in key roles in CFW as appropriate	Suitable volunteers operating alongside frontline staff in teams adding value and capacity in key areas of the service offer	Each team to have volunteer DCSWs, Groupworkers, Youth Workers	Helen Green/ Integrated Service Managers



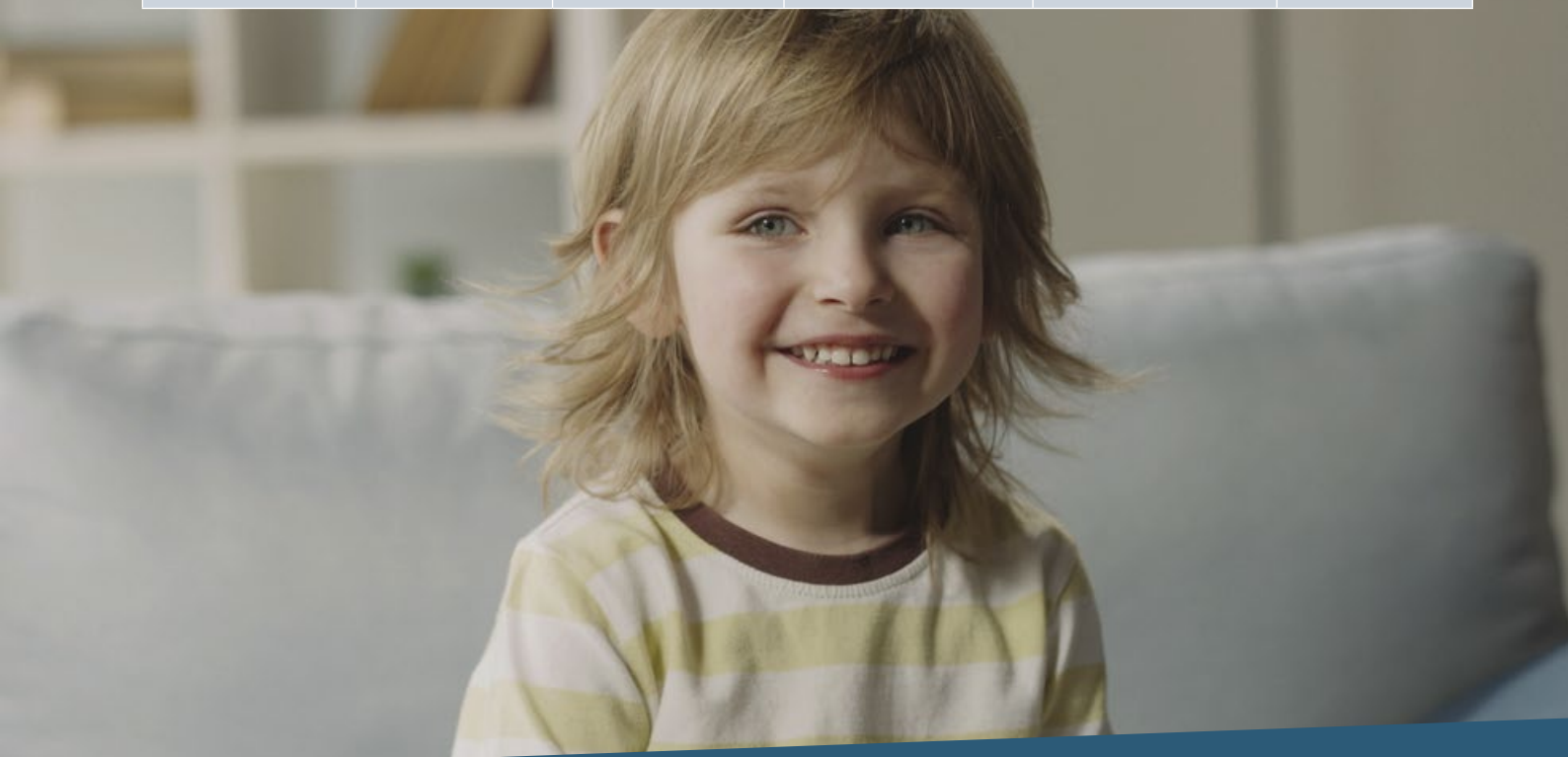
Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Practice Improvement - 1</b>	Strengthen links with CSC. Increase step across from FS, Extra Familial Harm and Contextual Safeguarding	Work in partnership with functional teams to increase awareness of CFW offer and thresholds/ process for step across			
<b>Practice Improvement - 2</b>	Improve resources to support Practice Development and Direct Work	Assemble collection of resources which underpin workers capabilities to deliver high quality direct work across the spectrum of assessed needs and the service curriculum	Quality materials to support the delivery of direct work and ensure learning and development outcomes can be met and measured	Easy to navigate and comprehensive collection of direct work plans/ accompanying resources/ planning and evaluation tools for delivery of direct work - hosted within CFW intranet pages	Nighat Parveen/ Tim Grose/ Christine Nuttall
<b>Practice Improvement - 3</b>	Trauma Informed Bronze Standard Accreditation	Complete process to achieve external accreditation on standards of trauma informed practice in CFW	Validation of the quality of practice in CFW around understanding the impact of ACES and working in a strengths based way with CYPE, understanding the impact of trauma	Bronze Accreditation for FIS, Neighbourhood and TYS service offer strands	Kathy Ashworth/ Wenda Tyrer



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Performance Development - 1</b>	Power BI Dashboard	Work towards delivering CFW Performance Management Information through a Power BI Dashboard which mirrors the existing MAP report/KPI measures	Live data available to the service to overview its performance management objectives - self service capability to assist timely application of intelligence on key performance indicators. Reduced demand on analysts for report production releasing capacity to repurpose on service analysis functions.	A Power BI Dashboard for use by all managers in CFW which enables drill down to subject specific information. Enabling managers to access live data to inform service delivery planning and management	Lee Isherwood/ Performance Analyst Team
<b>Performance Development - 2</b>	Data Simplification	Review all existing KPIs in line with validity, utilisation, and gap analysis to simplify core data and reporting set.	Reduce complexity of data available to increase focus on core information needed and increase intelligent use of data to inform service planning and use this as the basis of a new power BI dashboard	Simplified MAP (Measures and Performance) covering all essential performance information and reporting requirements	Kathy Ashworth/ SLT/ Analysts



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Performance Development - 3</b>	Framework preparation for Early Help JTAI and SEND Inspections	Consider the new specification for Early Help JTAI and structurally prepare for evidence base collection across the early help partnership	Confidence that key evidence is in place and best practice is identified in meeting the specification for inspection and the criteria for Annex A	Core evidence base in place to respond to requirements of an early help JTAI	Kathy Ashworth/ Safeguarding Inspection Audit
<b>Performance Development - 4</b>	Contribute to Family Hubs Information Sharing Service development with objective to resolve factors in Supporting Families Programme	Development of a common system to aggregate data and manage information sharing around children, young people, and families - creating a golden record of intelligence which can simply joined up service response	Aggregation of family information from multiple legitimate data sources, cleansed and matched to produce a single view which represents the best version of the truth around the circumstances and needs of our most vulnerable children, young people, and their families	A shared system through which our pooled knowledge across agencies on the needs of individual families can be safely and lawfully shared to assist with the provision of timely and appropriate services to meet needs.	Kathy Ashworth/ Dave Carr/ Chris Hayes



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Employee Engagement - 1</b>	Developing our culture – one vision/ one united service/ place-based delivery	Individual, Staff and Team Development to contribute to sense of service values and shared ownership of quality responses to service user needs - across all service delivery functions in CFW	Purposeful cross function collaboration and joining up of how the service offer is delivered to meet the bespoke needs of CYPF e.g.: across intensive support, neighbourhood groupwork, family time, youth work, etc.	Staff can articulate and demonstrate their commitment to delivering seamless services contributing together to meeting the needs of CYPF at a placed based level	Kathy Ashworth/ all CFW
<b>Employee Engagement - 2</b>	Increase take-up/ participation in staff surveys	Increase percentage of CFW staff completing staff survey	Promoting engagement in staff surveys and enabling access to increase the number of CFW completions	Increase on last year's baseline of 42% participation	All Managers
<b>Employee Engagement - 3</b>	Impact of Staff Voice Group making a difference to service development	Comprehensive process to capture staff and manager issues through informal consultation-based processes and feed these in for regular review/ discussion/ resolution	Staff voices being articulated and heard and feeding in as another lens through which service issues, delivery and developments are considered	Staff feel they have a vehicle through which they can give feedback, raise issues for consideration/ debate and resolution.	Kathy Ashworth/ SLT/ WB Champions/ Change Influencers





Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Quality Assurance - 1</b>	Increase trajectory of good or outstanding practice evaluations	Continuous improvement on all aspects of review within practice evaluations leading to increase in good and outstanding judgements	Evidence base of improving practice can be seen in practice evaluations which are completed at a sufficient scale that their results can be relied upon as statistically viable	Increasingly high percentage of all evaluations receiving good or outstanding judgements	Kathy Ashworth/ Cath Brooks/ SIA Team
<b>Quality Assurance - 2</b>	Strategy for observation of practice	Continuous improvement on all aspects of review within practice observations leading to increase in good and outstanding judgements	Evidence base of improving practice can be seen in observations of all aspects of CFW work - direct work, family support, groupwork, family time, supervisions etc. - which are completed at a sufficient scale that their results can be relied upon as statistically viable	Increasingly high percentage of all observations receiving good or outstanding judgements	Cath Brooks/ Helen Green/ All managers
<b>Quality Assurance - 3</b>	Increase use of thematic audits to assist development of practice	Enabling deep dive and assessment of practice-based considerations in specific areas of our work and/ or in relation to themes prevalent in CFW practice	Managers are provided with a deeper understanding of how we are responding to key delivery themes in our practice and can use this information to inform service planning and workforce development needs.	Quality assurance data and intelligence is available to managers in regard to the practice issues we need to consider in delivering on key service themes eg: targeted youth support, neglect, exploitation etc.	Cath Brooks/ Helen Green/ All managers



Action Service Delivery or Development Priority	Change Priority	Inputs	Outcomes	Output	Lead Officer
<b>Communications/ Digital - 1</b>	Overhaul CFW Intranet Space	Re-order and Develop the CFW Intranet Pages to be better fit for purpose as a key tool for information, policy, guidance, and news related to CFW.	Easy to navigate intranet-based resources responding to the information and support needs of staff - identified through a consultation process	Intuitive and easily navigable pages within the intranet for CFW staff to find key information to support the delivery of their roles.	Lee Isherwood / QROs
<b>Communications/ Digital - 2</b>	Develop response to publication of materials in multiple languages and to meet accessibility requirements	Develop strategy to oversee the methodology by which service materials are language translated and made accessible in alternative formats as necessary.	Service materials carefully considered with respect to language translation, plain English, accessible formats for blind and partially sighted people, those with special needs and disabilities - Child and adult versions of information presented suitably for audience.	Service materials available in a wide and suitable range of accessible formats to meet the needs of diverse service users	Kathy Ashworth/ Cath Brooks/ Lee Kearns
<b>Communications/ Digital - 3</b>	Communications and Engagement Strategy for CYPF	Develop a strategy which ensures we take comprehensive and diverse feedback using a variety of methods, from service users and involve their voice and influence in shaping our services going forwards	Putting in place a range of participation, communication and engagement methods including follow up calls, QR code evaluation, snapshot weeks, anonymous feedback, MOMO, mystery shopping, young inspectors etc.	Range of active methods being operated which draw feedback and the involvement of service users in sharing their service user experience and for this to go on to help with shaping service planning and delivery	Kathy Ashworth/ Cath Brooks/ Lee Kearns
<b>Communications/ Digital - 4</b>	Expand use of social media as comms and engagement tool.	Expand CFW use of social media platforms beyond Facebook to better reflect service user engagement	Review use of social media - consult service users on methodologies, define purpose, develop purposeful content. Work in cooperation with corporate comms social media team specialists	Diverse use of targeted social media is used to actively engage with different service user groups and promote service offer and key information and messages	Kathy Ashworth/ Cath Brooks/ Lee Kearns



# Key to Abbreviations

<b>AT</b> Analyst Team	<b>BFI</b> Baby Friendly Initiative (UNICEF)	<b>CANW</b> Child Action North West	<b>CB</b> Catherine Brooks	<b>CH</b> Chris Hayes	<b>C/SFSW</b> Community Senior Family Support Workers	<b>CSSH</b> Children Services Support Hub	<b>CYP</b> Children and Young People	<b>DCSWs</b> Delivery Centre Support Workers	<b>EHWB</b> Emotional Health and Wellbeing
<b>ELT</b> Extended Leadership Team	<b>EWM</b> Ellie Waide-Mayfield	<b>FGC</b> Family Group	<b>FIS TMs</b> Family Intensive Support Team Managers	<b>F/SFSW</b> Family Intensive Support Senior Family Support Workers	<b>FSWs</b> Family Support Workers	<b>FTWs</b> Family Time Workers	<b>HA</b> Helen Armstrong	<b>HG</b> Helen Green	<b>HoS</b> Head of Service, Kathy Ashworth
<b>IAG</b> Information, Advice and Guidance	<b>ISMs</b> Integrated Service Managers	<b>JAR</b> Joint Agency Response Conferencing	<b>KPI</b> Key Performance Indicator (from CFW Framework)	<b>LJ</b> Louise Jefferson	<b>LK</b> Lee Kearns	<b>MASH</b> Multi Agency Safeguarding Hub	<b>MGrS</b> Managers	<b>N/C TMs</b> Neighbourhood/Community Team Managers	<b>NGWs</b> Neighbourhood Group Workers
<b>NP</b> Nighat Parveen	<b>N/SFSW</b> Neighbourhood Senior Family Support Workers	<b>PDLO</b> Performance Development Lead Officers	<b>QROs</b> Quality Review Officers	<b>SFEAs</b> Supporting Families Employment Advisers	<b>SMs</b> Senior Managers	<b>TASS</b> Team around the School and Settings	<b>TG</b> Tim Grose	<b>TMs</b> Team Managers	<b>TR</b> Tracy Richardson
<b>TYS Tls</b> Targeted Youth Support Team Leaders	<b>TYS YWkrs</b> Targeted Youth Support Youth Workers - PR - Professional Range Youth Worker, YSW - Youth Support Worker, AYSW - Assistant Youth Support Worker						<b>TZ</b> Talkzone	<b>WB Ch</b> Wellbeing Champions	<b>WT</b> Wenda Tyrer



# Appendix A

## Children and Family Wellbeing Service Curriculum Framework ~ July 2022

Parenting and Family Support		
Contact	Project	Objective
Parenting Skills and Education	Triple P group	<ul style="list-style-type: none"> <li>Addressing compromised parenting capacity and capability</li> <li>Improving parental confidence and competence</li> <li>Parental care and self-regulation</li> </ul>
	Triple P Teen	<ul style="list-style-type: none"> <li>Addressing compromised parenting capacity and capability</li> <li>Healthy Relationships and dealing with conflict</li> <li>Improving parental confidence and competence</li> <li>Parental care and self-regulation</li> <li>Positive relationships skills</li> <li>Teenage safety</li> </ul>
	Triple P Stepping-stones	<ul style="list-style-type: none"> <li>Addressing compromised parenting capacity and capability</li> <li>Behaviour and development issues common in children with disabilities</li> <li>Healthy Relationships and dealing with conflict</li> <li>Improving parental confidence and competence</li> <li>Parental care and self-regulation</li> <li>Positive relationships skills</li> <li>Teenage safety</li> <li>Teaching children new skills</li> </ul>
	Triple P Lifestyles	<ul style="list-style-type: none"> <li>Preparing for Change</li> <li>Understanding Physical Activity</li> <li>Using rewards</li> <li>Being more active/playing games</li> <li>Healthy eating</li> <li>Managing problem behaviour</li> </ul>
	Healthy Relationships	<ul style="list-style-type: none"> <li>Awareness of the harmful effect parental conflict has on children</li> <li>Improving communication strategies for resolving destructive conflict.</li> <li>Looking at the causes of distress and conflict in a relationship.</li> <li>Supporting stronger relationships for parenting together</li> </ul>
	Horizons	<ul style="list-style-type: none"> <li>Anxiety and worry</li> <li>Confidence building/ self- image and self-esteem.</li> <li>Making friends and peer support</li> <li>Mental Health/ Emotional Wellbeing</li> <li>Parental care and self-regulation</li> <li>Positive relationships skills</li> <li>Preparing for change</li> </ul>
	Domestic Abuse	Freedom for Adults Programme
Community Engagement	Centre based information event Outside events External venue Targeted/ holiday Programme Activities	<ul style="list-style-type: none"> <li>Community Engagement</li> <li>Consultation</li> <li>Evaluation /feedback</li> <li>Holiday Activities and Food</li> <li>Promotion of engagement and take up of services</li> </ul>

## Early Childhood Services (0-5)

Contact	Project	Objective
<b>Ante-Natal Support</b>	Parents To-Be (targeted)	<ul style="list-style-type: none"> <li>• Bonding and attachment</li> <li>• Change for Life</li> <li>• Early child development</li> </ul>
<b>Post Natal Support</b>	Baby and you	<ul style="list-style-type: none"> <li>• First aid</li> <li>• Healthy Child Programme</li> <li>• Healthy Start Vitamins</li> <li>• Home safety</li> <li>• ICON Babies Cry you can Cope</li> </ul>
	Infant Massage	<ul style="list-style-type: none"> <li>• Infant Feeding (Baby Friendly Initiative)</li> <li>• Oral health</li> <li>• Parental Relationship Support</li> <li>• Perinatal Mental Health</li> <li>• Safer sleeping</li> <li>• Smoke free homes</li> <li>• Toileting</li> </ul>
<b>Learning and development through play</b>	Development Matters	<ul style="list-style-type: none"> <li>• Additional needs</li> <li>• Ages and stages of development/milestones</li> <li>• Exercise and active lifestyles</li> <li>• Fine and gross motor skills</li> </ul>
	Chat, Play, Read (Speech & Language)	<ul style="list-style-type: none"> <li>• Free early years childcare entitlement</li> <li>• Healthy eating</li> <li>• Hungry Little Minds</li> <li>• Identifying developmental delay</li> <li>• Oral health</li> <li>• Parental Relationship Support</li> <li>• Play and learning at home</li> <li>• Road safety</li> <li>• Sensory development</li> <li>• Social and emotional development</li> </ul>
	Mini Move and Groove	<ul style="list-style-type: none"> <li>• Speech &amp; Language development</li> <li>• Two-year-old development milestones</li> <li>• Two-year-old Integrated Review</li> </ul>
	Transitions – being ready for nursery or school	<ul style="list-style-type: none"> <li>• Being prepared and ready to learn</li> <li>• Communicate and positive behaviour</li> <li>• Confidence and independence skills</li> <li>• Identify needs and individual packages of support.</li> <li>• Promoting characteristics of effective learning</li> <li>• Speech and language</li> </ul>



## The Developing Child (5-11)

Contact	Project	Objective
<b>The Healthy Child</b>	Inside Out (emotional health and wellbeing)	<ul style="list-style-type: none"> <li>• Additional needs</li> <li>• Anxiety and worry</li> <li>• Attention Deficit Hyperactivity Disorder</li> <li>• Autism</li> <li>• Bullying</li> <li>• Children and sexual exploitation</li> <li>• Confidence building/ self- image and self-esteem.</li> <li>• Eating disorders</li> <li>• Exercise and active lifestyles</li> <li>• First Aid</li> <li>• Healthy eating</li> <li>• Healthy Relationships and dealing with conflict</li> <li>• Loss/ separation/ bereavement</li> <li>• Making friends and peer support</li> <li>• Mental Health/ Emotional Wellbeing</li> <li>• Online safety</li> <li>• Oral Health</li> <li>• Parental Relationship Support</li> <li>• Peer on Peer pressure and abuse</li> <li>• Phobias</li> <li>• Road safety</li> <li>• Self-harm</li> <li>• Sensory Development</li> <li>• Smoke Free Homes</li> <li>• Social Isolation</li> <li>• Understanding anger</li> <li>• Understanding our emotions and feelings</li> </ul>
	Baby and you	
	Move and Groove (physical health and wellbeing)	
	Colourful Footsteps (group-based opportunities for children with special educational needs and disabilities)	
<b>Domestic Abuse support</b>	Freedom for Children	<ul style="list-style-type: none"> <li>• Explore and recognise explore coercive abusive behaviours</li> <li>• Explore and recognise non-abusive behaviours</li> <li>• Help build social skills</li> <li>• Improving Self-confidence</li> <li>• Making friends and peer support</li> <li>• Reassure children that they are not to blame</li> </ul>
<b>Transitions to Year 6</b>	Moving On Up	<ul style="list-style-type: none"> <li>• Confidence building/self-image and self esteem</li> <li>• Confidence with their journey to and from school</li> <li>• Inform children about places to access further support</li> <li>• Issues / scenarios that might come up at high school</li> <li>• Prepare practically for starting high school.</li> <li>• Understanding our emotions and feelings</li> </ul>



Employability		
Contact	Project	Objective
Access to Employment/ Training	Group activity to support employment and training	<ul style="list-style-type: none"> <li>• Apprenticeships</li> <li>• CV preparation and interview skills</li> <li>• Job search and employer engagement</li> <li>• Lancashire Adult Learning Programme</li> <li>• Volunteering</li> </ul>
	Drop in with Department of Work and Pensions Employment Training Advisor Support	
Financial support and guidance	Specialist advisory support from key partners eg: Welfare rights service / Citizen's Advice Bureau	• Financial literacy and budgeting
		• Debt resolution
		• Accessing Welfare Benefits



## Targeted Youth Support (12-19+)

Contact	Project	Objective
<b>Targeted Youth Support (12-19+)</b>	Group Work / Neighbourhood Safe Spaces.	<ul style="list-style-type: none"> <li>• Access additional services, through signposting and specialist referrals</li> <li>• Access to learning new skills</li> </ul>
	Youth for health - 5 ways to wellbeing	<ul style="list-style-type: none"> <li>• Adolescent development</li> <li>• Anxiety and worry</li> <li>• Arts culture and Heritage</li> </ul>
	Fearless - Coping strategies around anxiety and worry	<ul style="list-style-type: none"> <li>• Body image</li> <li>• Bullying</li> <li>• Children and criminal exploitation</li> <li>• Children and sexual exploitation</li> </ul>
	Escape the trap – Teenage abusive relationships	<ul style="list-style-type: none"> <li>• Contextualised safeguarding</li> <li>• County Lines</li> <li>• Drugs and alcohol</li> </ul>
	Impact - Exploring risk taking behaviour	<ul style="list-style-type: none"> <li>• Economic and financial well being</li> <li>• Gender &amp; sexuality</li> <li>• Grooming</li> </ul>
	SEND Groups	<ul style="list-style-type: none"> <li>• Healthy Relationships and dealing with conflict</li> </ul>
	Detached Work	<ul style="list-style-type: none"> <li>• Homelessness</li> </ul>
	Residential	<ul style="list-style-type: none"> <li>• Knife Crime and Gangs</li> <li>• LGBTQ</li> </ul>
	Holiday Programme	<ul style="list-style-type: none"> <li>• Mental Health / Emotional wellbeing</li> <li>• NEET</li> </ul>
	Holiday Programme LGBTQ+	<ul style="list-style-type: none"> <li>• Online safety</li> <li>• Personal / social development</li> <li>• Risk taking behaviour</li> </ul>
	Bus pass Scheme activity	<ul style="list-style-type: none"> <li>• Sports</li> <li>• The environment and sustainable Development</li> <li>• Voice and influence</li> <li>• Young Men's Health</li> <li>• Young parent support</li> <li>• Young Women's Health</li> <li>• Youth Leadership / volunteering</li> </ul>





**Targeted Youth Support (12-19+) ~ *continued***

Contact	Project	Objective
<b>Participation, Voice and Influence</b>	Local Area Youth Council	<ul style="list-style-type: none"> <li>• Action planning skills</li> <li>• Communication skills</li> </ul>
	Care leavers forum	<ul style="list-style-type: none"> <li>• Decision making skills</li> <li>• Global awareness/ Citizenship</li> </ul>
	Lancashire Youth Council	<ul style="list-style-type: none"> <li>• Healthy Relationships dealing with conflict</li> <li>• Improving Self-confidence</li> </ul>
	Children in Care Council	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Negotiation and debating skills</li> </ul>
	POWAR SEND forum	<ul style="list-style-type: none"> <li>• Political education</li> <li>• Public speaking skills</li> </ul>
	Young Inspectors programme	<ul style="list-style-type: none"> <li>• Research</li> <li>• Teamwork skills</li> </ul>
	Young People Interview Panel	<ul style="list-style-type: none"> <li>• Voice and Influence</li> <li>• Volunteering</li> </ul>



Children and Family  
**Wellbeing**  
Service



Delivering early help  
*Right service, right support,  
right for families*

