London Borough Of Havering

Strategy for the Delivery of Early Intervention Services in Havering 2022-2024

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Equality & Health Impact Assessment record

1	Title of activity	Strategy for the Delivery of Early Intervention Services in Havering 2022-2024
2	Type of activity	A review of the Early Help Strategy is to be designed and implemented to support the delivery of Early Intervention Services within Havering to support children, young people and families
		Early Intervention Services have a vital role to play in ensuring that all children and young people in Havering have the same opportunities to grow, develop and thrive. Research tells us that positive change is most likely to occur when support is offered as early as possible and we know that a number of factors can adversely contribute to a child's development.
3	Scope of activity	Whilst the Early Intervention Service is an offer, it is also an ethos that is recognised across the multiagency partnership. Our operational partnerships are just as important as our strategic relationships, with co-location and co-delivery creating a cohesive and comprehensive offer for our residents.
		In order to deliver effective Early Intervention Services, we need to ensure that our staff are provided with the tools and knowledge to undertake skilled interventions. There is also a large training offer available to our Partner Agencies who support us in ensuring that every child is safeguarded and families have access to all available resources to ensure best outcomes are achieved

		Many of our Key Priority Areas are reflected in the Vision for Havering (2022) Under the Theme of 'People'.		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes		
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes	If the answer to any of these questions is 'YES', please continue to	If the answer to all of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes	question 5 .	
5	If you answered YES:	Please comp document.	lete the EqHIA in Se	ction 2 of this
6	If you answered NO: (Please provide a clear and robust explanation on why your activity does not require an EqHIA. This is essential in case the activity is challenged under the Equality Act 2010.) Please keep this checklist for your audit trail.	N/A		

Date	Completed by	Review date
10/02/2023	Samantha Denoon	March 2024

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Foreword

Early Intervention services have a vital role to play in ensuring that all children and young people in Havering have the same opportunities to grow, develop and thrive. Research tells us that positive change is most likely to occur when support is offered as early as possible and we know that a number of factors can adversely contribute to a child's development. During the first two years of life the brain displays a remarkable capacity to absorb information and adapt to its surroundings. Sensitive, attuned parenting and positive early childhood experiences are essential in promoting attachment, development and early learning. For example, talking and reading to a baby from birth can help stimulate language skills which in turn help children to develop a range of cognitive skills that are crucial for their development. Parents' ability to fulfil this role is affected by their own wellbeing and parenting skills, hence the need to consider the whole family and provide appropriate support through high-quality early education settings, early help services and health services. Perinatal mental health is a key influencer on a mother's ability to bond with her baby and attune to his/her emotions and needs, which in turn impacts on the baby's ability to develop a secure attachment.

Serious case reviews will often highlight the importance of intervening early and where opportunities may have been missed to provide an opportunity for change. This is particularly prevalent in cases of serious youth violence and gang activity where we know that issues relating to parental engagement and attachment in the formative years can result in a lack of empathetic understanding as a teenager/adult. Young people with undiagnosed or unidentified speech and language difficulties or special educational needs are also, statistically, more at risk of exploitation and criminal behaviour. With this in mind, our targeted services designed to address vulnerabilities and the issues surrounding them are a vital part of Early Intervention offer. This ranges from a universal offer focused on specific needs (i.e. speech and language and those with special educational needs) to a targeted offer for care leavers around education, employment and training and parenting support designed for those under 25. Our advocacy and mentoring service, inclusive of the 'Future Mentor' programme, also provides a highly valued service to young people, both care experienced and within the borough as a whole.

Whilst the Early Intervention Service is an offer, it is also an ethos that is recognised across the partnership. Our Early Help Partnership Board is well attended and works well together to identify risk and implement new ways of working. The Early Help Partnership Board also provides quarterly reports to the Havering Safeguarding Children Partnership to identify and raise awareness of the challenges and priorities for the Early Help Sector. Our operational partnerships are just as important as our strategic relationships, with co-location and co-delivery creating a cohesive and comprehensive offer for our residents. This includes the delivery of midwifery and health visiting services from many of our children's centres and our positive working relationships with many of the boroughs schools and early year's providers.

In order to deliver effective Early Intervention Services, we need to ensure that our staff are provided with the tools and knowledge to undertake skilled interventions. As part of the Children's Services Directorate and under the Assistant Director for Social Care, all staff in the Early Help Services have access to the training and development opportunities provided by the Havering Social Care Academy. This includes the accredited

systemic family therapy training delivered by the Institute of Family Therapy for those staff who are case holding and managers who provide supervision.

Our Strategy for the Delivery of Early Intervention Services in Havering outlines how, over the next 18 months, we will deliver against our identified priorities. We will also focus on how our services will adapt and evolve as demand changes and the way resident's access services is in accordance to their individual needs

Executive summary

The Strategy for the Delivery of Early Intervention Services within Havering will aim to provide a framework for the multi-agency partnership to work to an agreed set of priorities to deliver services to children, young people and families within the borough. The strategy will outline the Vision, the core Early Help Offer and the dedicated multi-agency action plan that will aim to deliver outcomes across the coming years.

Purpose

It is the responsibility of all agencies working with children and young people to ensure a joined up approach is implemented to deliver effective Early Interventions across the Local Authority. This strategy will set out our ambition for Early Intervention across Havering, describing how partners will work together to strategically plan and deliver services.

Vision

The Early Intervention Vision across Havering looks to enable our children and families to lead happy, healthy lives. This vision focuses on 4 key areas:

- Supporting Families Families are able to access the right service at the right time, supporting the best possible outcomes at the earliest opportunity
- Partnerships and Collaboration Services are delivered in a joined up way to provide the most efficient services for families; information is shared effectively to ensure families only have to tell their story once
- Learning and Improvement The Early Help Service offer is created and reviewed based on evidence of what works, demand and family's needs
- Our Way of Working Face to face systemic working is supported by planned, purposeful and focussed interventions

Aims, objectives and outcome

Under each of these 4 key areas that are referenced above, there are an agreed set of outcomes that we would look to achieve. These are:

Supporting Families:

- Universal Services are well publicised and accessible at a variety of venues across the borough
- The Parenting offer is consistent and available from pregnancy through to adolescence
- Our cohort of volunteers is diverse and flexible to respond to changing demands
- Parent volunteers are supported and trained to share knowledge and build community resilience
- Universal Plus Services continue to offer a multi-disciplinary response to low level need
- Partner agencies are kept up to date so they are able to effectively signpost families
- Support for emotional wellbeing is offered in informal, non-judgemental environment
- Universal services are designed to help every child to reach their potential, and be ready for school
- Universal Services will promote a healthy lifestyle

Partnerships and Collaboration:

- Early Help and Universal Services are delivered in collaboration with Health, Education and Voluntary Sector partners
- Link with community and corporate programmes to ensure joined up approaches and shared learning
- Families and children with disabilities or learning needs have access to appropriate services and support
- Services are delivered at community venues and supported by parent volunteers
- Services for care leavers with children and co-designed and support education and employment opportunities
- When concerns are identified that could lead to exclusion, children are supported to stay in school via a multi-agency approach
- Effective information sharing ensures that 'hidden families' are supported to access services
- Partnership approach to school readiness is agreed, with parents provided with information and tools to track their child's development

· Learning and Improvement:

- Supporting Families framework is used to evidence sustained progress
- Holistic family assessment is utilised to enable families to track their own journey
- Performance data tis collated effectively to enable understanding of how, where and what services are used and by whom
- Focus on distance travelled and progress made rather than target driven indicators
- Mechanisms to track outcomes and impact of individual services are designed and implemented
- Feedback from children and families is effectively collated and used to inform service delivery
- Explore opportunities to learn from other organisations and share good practice

• Our Way of Working:

- Interventions are co-designed with families
- Vulnerable families are encouraged to access services to respond to their needs
- Always another chance no limit on access to services

- Staff are supported to manage risk with confidence and identify positive differences
- Family Group Conference and Team around the Family meetings are family led and child focussed
- Families are supported to build and repair relationships one conversation at a time
- Parents are empowered to develop their skills, create support networks and build their confidence
- Written assessments and plans re recognised by the family as responding to their needs and identifying their strengths

Key actions

The below action plan will set out the aims and ambitions of the Early Intervention Partnership as we look to develop and deliver an effective service for all children, young people and families within Havering. The strategy will work as a flexible document to ensure the partnership is responsive to developing needs within appropriate timeframes.

The Delivery of Early Intervention Services Strategy will cover 5 key areas:

- 1001 days and School Readiness; An offer is in place to support the development of skills which mean a child is best equipped to thrive and learn. Working with parents to explore the link between life skills and being ready to learn by reception age.
- Increasing Community Capacity and Reducing the Need for Statutory Intervention; Development of an offer that is more responsive to need and demand, working in conjunction with health, education and the voluntary sector to deliver accessible services within the local community. To support with cost benefit initiatives throughout Havering and reducing the need for statutory services.
- Children with Special Education Needs and Disabilities; an offer is in place for children, young people and parents with SEND needs to access early intervention from birth to the age of 25
- Child, Adolescent and Family Mental Health and Emotional Wellbeing; Pathways are in place for children, young people and parents/carers in regards to access mental health and emotional wellbeing support, which, following on from the COVID-19 pandemic, has become a prevalent need
- Adolescent Early Intervention and Prevention; Clear pathways are in place for early identification and intervention in relation to adolescent safeguarding approaches inclusive of but not limited to: Child Criminal Exploitation, Children who are Missing, Child Sexual Exploitation, Harmful Behaviours etc

Measures of performance

The below action plan includes the key performance indicators we are looking to review and evidence through the delivery of this Early Intervention Strategy. The KPI's will be reviewed on a regular basis through the Early Help Governance Structure with any further actions identified, and responded to, within appropriate timeframes.

Timescales

The 'Strategy for Delivering Early Intervention Services in Havering' will be implemented through September 2022 – March 2024. The KPI's will be reviewed on a regular basis and a final report developed in March 2024 alongside a refreshed strategy for the coming years

Consultation

The Strategy for the Delivery of Early Intervention Services in Havering was designed and produced in collaboration with the multi-agency partnership inclusive of strategic managers from, but not limited to:

- Childrens Services
- Education Services
- Early Years Providers
- Childrens Centres
- Youth Services
- Public Health
- 0-19 Health Services inc. Midwifery, Health Visiting and CAMHS
- Children with Disabilities Services
- Community Safety
- Voluntary and Community Sector
- · Community Advisory Board
- Parent Advisory Group

Consultation with the multi-agency partnership will form a key role in reviewing the strategy against the agreed action plan as well as developing future strategies for the delivery of Early Intervention Services

Authorisation and communication

The Strategy for the Delivery of Early Intervention Services within Havering was presented to and authorised by Cabinet following agreement from strategic managers and the relevant heads of services. The Cabinet Authorisation was provided on the 14th of June 2023.

Implementation and monitoring

The Strategy for Delivering Early Intervention Services within Havering will be monitored through the Early Help Governance Structure and driven through the Early Help Partnership board, on which representatives from all key agencies sit. The Partnership Board meet on a quarterly basis with the agenda inclusive of Strategy review

Action plan

The Action Plan for the Delivery of Early Intervention Services within Havering is recorded within Appendix 2 of this document.

Monitoring actions and performance

The Strategy for Delivering Early Intervention Services within Havering will be monitored through the Early Help Governance Structure and driven through the Early Help Partnership board, on which representatives from all key agencies sit. The Partnership Board meet on a quarterly basis with the agenda inclusive of Strategy review.

Evaluation and review

The Strategy for the Delivery of Early Intervention Services within Havering will be reviewed in Quarter 4 of the 2023/2024 financial year (January – March 2024) and overviews presented for strategic oversight in respect of outcomes and future actions.

A reviewed Early Intervention Strategy will be developed alongside the multi-agency partnership within the same period, with an implementation target of June 2024.

Appendix 1: Equality Analysis

To view the Equality and Health Impact Assessment (EqHIA) please use the provided link: Strategy for the Delivery of Early Intervention Services in Havering 2022 – 2024; EqHIA

Appendix 2: Action plan

1001 Days and School Readiness

Lead Agency	Intended Outcome	Indicators of Impact
	Parents are supported to identify key skills and behaviours that ensure their child is ready to learn	% increase in 2-2½ year olds at or above expected level of development (ASQ3 completed by Health Visiting Service)
	Through increased outreach and sustained contact, more children access early help and universal services before attending nursery/pre-school to ensure any learning and/or development needs are identified and responded to.	% increase in children achieving 'Good Level of Development' (GLD) at 2-3 years (EYFS progress check completed by Early Years providers) % increase in children achieving GLD at the end of Reception (EYFS profile)
Early Help Service Havering Childrens Services	More vulnerable children are ready to learn by reception age and have a positive education experience. Partners to receive information include e.g. DWP, local NHS agencies, Education, Social Care, Children's Centres.	% increase in children eligible for Free School Meals (FSM) achieving GLD in EYFS progress check at the end of Reception year % increase in eligible two year old population taking up the Two Year Old Offer (2YOO)
	Early Help Service NELFT BHRUT Children's Centres Early Help Service Havering Childrens Services	Early Help Service NELFT BHRUT Children's Centres Through increased outreach and sustained contact, more children access early help and universal services before attending nursery/pre-school to ensure any learning and/or development needs are identified and responded to. Early Help Service Havering Childrens Services More vulnerable children are ready to learn by reception age and have a positive education experience. Partners to receive information include e.g. DWP, local NHS agencies, Education, Social Care, Children's

To monitor and evaluate levels of development at available health and development reviews: a) 2-2½ year olds at or above the expected level of development in the ASQ3 carried out by Health Visiting team b) 2-3 year olds at good level of development in the EYFS progress check carried out by Early Year providers	Early Help Service Early Years Services NELFT Public Health	Children of pre-school and nursery ages are meeting 'good levels of development' in accordance to ASQ 2/3 development checks to support school readiness	% decrease in children starting Reception who have not previously attended an early years setting % increase proportion of families with sustained contact at Children's Centres for targeted services
To develop a wrap-around service for expectant mothers and new parents who are referred to social care and/or subject to statutory intervention (Inc. LAC and Care Leavers). This service will focus on developing parenting skills and promoting positive attachment.	Children's Social Care Children's Centres	. Families benefit from increased knowledge and skills through positive parenting and family unification.	% increase of parents accessing Mellow Bumps, Mellow Babies and Baby Massage % increase of uptake of Butterflies Perinatal Support Group
To increase sharing of information, feedback loops and co-delivery of services between Children's Centres and Maternity Services to ensure effective and robust systems.	Children's Centres BHRUT Maternity Services NELFT Health Visiting	All expectant mothers are offered support and teenage mothers are identified for targeted support	% increase in number of teenage parents who are supported % increase in number of BAME and vulnerable families accessing the universal offer
To reduce inequalities in perinatal outcomes, especially for mothers from BAME communities, through improved delivery of perinatal mental health services and infant feeding support.	Children's Centres BHRUT	More BAME mothers, fathers and carers access appropriate support services	% increase in number of fathers/male carers engaging in support services % increase in HENRY Family Lifestyle score within local programme evaluation
The delivery and promotion of inclusive pre and post- natal services for parents, with a focus on engaging fathers/male carers	Children's Centres BHRUT	All parents are able to engage with support services, with a particular increase in numbers of fathers/ male carers participating.	% increase of 5 year olds free from dental decay % increase of 3 year olds free from dental decay
To increase the delivery of HENRY 0-5 Programme / HENRY Buddy Service to vulnerable families	Children's Centres/Early Help Service NELFT Public Health	Families improve their attitudes, knowledge and behaviours towards diet and health as per the HENRY evaluation criteria.	% increase/decrease of children underweight/overweight/healthy weight at reception age % increase in prevalence of mothers breast feeding at 6-8 weeks
	Children's Centres		

To increase accessibility and availability of Infant Feeding programmes	NELFT	Increase in positive bonding and reduction in stress, around Infant Feeding, as reported by parents	
To promote Dental Nurse Drop In at children's centre sessions and increase uptake of Oral Health Workshops via the Universal Offer	Kent Community Health NHS Foundation Trust Children's Centres	For an increase of parents/carers attending oral health workshops delivered though the Childrens centres and reduce the number of children experiencing tooth decay	
To promote and encourage Healthy Early Years Programme, through the Childrens centres; ensuring a healthy diet for children and supporting oral health alongside food.	Children's Centres	Providing parents with an understanding of how to maintain and establish good oral health and nutrition. Reducing childhood obesity.	
The development of pre and post birth checklists covering Early Help/ Early Years information to be implemented through MASH and Assessment team	Childrens Services MASH Early Help	Families supported by Childrens Services have a wider understanding of the Early Years offer and services available to them throughout pregnancy and post birth stages	

Increasing Comm	unity Capacity and Re	educing the Need for Statutory Inte	rventions
Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact
Establish and deliver a Universal Parenting Offer within the community, to include Empowering Parents Empowering Communities (EPEC)	Parenting Service Early Help Service	Increased capacity for delivering services within community venues such as community hubs, schools and faith venues	% increase of EPEC delivery and sustained engagement from participating families % increase in parent group leaders/community champions % increase in uptake of rolling parenting programmes % increase in Childrens Centre new registrations
For links are developed and strengthened between the Childrens Centres 0-5 offer and community venues, including Community Hubs, GP's, Hospitals and Local Community Groups	Childrens Centres	Childrens centres 0-5 offer is accessible from within the community, with a view to target 'hard to reach families'	

To evidence of a range of services being accessed via the community such as PANTRY provision, Peabody support and Employment/training advisors	Voluntary sector agencies Early Help Service Supporting Families Team	Families are able to access support from within their community at the earliest opportunity reducing the need for potential future interventions	% increase of families accessing the Harold Hill/Rainham Community Hub % increase of families referred to
A Youth Provision is available within the community and partners cross work to promote awareness and attendance	Youth Services Partner Agencies	Children and Young People are able to access youth provisions from a range of locations in accordance to their needs	Community hubs from partner agencies % increase in youth provision attendance
A strong volunteering offer is available within the community to offer either a route to support or to becoming a community volunteer	Volunteer, IV and Advocacy Service	We will have a wide range of diverse volunteers available to support families, recruited from the local community who are appropriately matched with families/young people	% of young people attending targeted sessions such as LGBTQ groups % increase of volunteer base
Local Area Co-ordination is embedded into the community and partners are aware of the support available and appropriate referral routes	Local Area Co-ordination team Early Help Service Partner Agencies	Families are supported at the earliest opportunity to link into their local community resources and remain independent from statutory services	% increase of young people/families matched within the mentoring and family coach service % increase in referrals to local area coordination from across service areas % decrease in re-referrals to services for families that have had
			local area coordination support

Children with Special Education Needs and Disabilities

Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact
To maintain links with Speech and Language Therapy Service, Health Visiting Service and Ready, Steady, Talk Group for those children on the waiting list for low level services. To increase service delivery to meet growing need	NELFT Children's Centres	An increased amount of children access speech and language support before the age of five	% increase in referral rate to Ready, Steady, Talk Group and outcomes for attendees.
, 5			% increase in referrals of parents to the Family Learning Service
Formalise the pathways between Children's Centre and the 0-5 CAD Team.	CAD 0-5 Team Children's Centres	Children with SEN are able to access support, advice and guidance as well as services and activities to aid development.	% decrease in average wait time with regard to referral pathways for specialist services
To embed and deliver on the START programme for families with a diagnosed or suspected Autism/ADHD diagnosis	CAD 0-5 Childrens Centres	Families are able to access specialised support/programme in regards to commination/developmental needs where there is a	% increase of EHCP applications in the Early Years Settings to support school readiness
		familial link to Autism or ADHD	% increase in uptake of the START programme and completion rate
Raise awareness of early education offer for children in receipt	CAD Early Years	To support children into provision at an earlier point to ensure needs are identified and enable other	% increase in junior revellers attendance
of DLA and ensure robust information sharing between CAD, Admissions and Early Help Service	Early Help Service	services to work with the children.	% increase in revellers up to 25 attendance
Improved access to Youth Services from a community based level as well as referrals from partner agencies for children and	Youth Services Early Help Service	Young people within the borough feel confident and comfortable attending youth groups delivered and	% uptake of the youth offer from children with SEND needs
young people with SEND needs	Partner Agencies	that referral routes are embedded across partner agencies	% increase of young people engaged with the YJS who are supported via SALT

ı	Improved access to Speech and Language support services for
)	young people engaged with the Youth Justice Service

Youth Justice Services SALT Young people within the Youth Justice Service are appropriately supported by health colleagues/speech and language team at the earliest identified opportunity

Child, Adolescent and Family Mental Health and Emotional Wellbeing

Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact	
Children, Young People and Families are supported to access appropriate mental health services in a timely fashion	Early Help Service CAMHS Health Services	Children and parents are referred to mental health services and are able to engage in interventions without the need of high level services	Number of young people referred to CAMHS / mental health services % reduction in young people being admitted to inpatient treatment for mental health concerns	
Promotion of universal services to support with mental health and ease of accessibility. Family Information Service sees an increased digital footprint in this access	All partner agencies Family Information Service	Families are able to access services independently, using digital resources, to support with their emotional wellbeing	% increase of digital footprints from the FIS service mental health directory % increase of referrals to the Early Help Mental Health Advisor	
Parents engaged with Early Help or CYPS support are referred/have access to Mental Health Assessments and are referred to appropriate services	Early Help Service CYPS Supporting Families	Parents are supported in a timely manner in regards to mental health assessments and appropriate recommendations/actions are put in place to offer support	% increase of referrals to the MHST teams % increase of STAR worker engagement within school % uptake of the Tea and Talk	
Young people are able to access Mental Health and emotional	Mental Health School Support Teams STAR Workers Education providers	Children and young people are supported through early identification in regards to their	moderate provision with the provision with the provision with the provision moderate provision moderate provision with the prov	

wellbeing support in schools in a timely manner		mental health, reducing the need for more intensive services in the future	% uptake of the Bounce provision
Young People are engaged with positive youth activities to support with their emotional wellbeing	Youth Services Integrated Adolescent Services Partner Agencies	Through attending youth provisions, children and young people are supported to maintain a good level of emotional wellbeing and are able to access support if required	% uptake of LGBTQ+ activities % Uptake of CAMHS support undertaken in the Youth Justice Service % increase of young people accessing ELSA support within their educational setting

Adolescent Early Intervention and Prevention

Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact	
Introduction of Havering risk and vulnerability assessment tool HARVA – embedded into case management system internally – this will take place of other assessments This will also be offered externally – understanding the level of risk and how to manage this within sectors of if further support is identified	IASS Childrens Services	Young people at risk of contextual safeguarding concerns are identified at the earliest opportunity and support is available	% increase in HARVA assessments to be completed % increase of HARVA assessment completed by partner agencies Training provided from IASS to partners in regards to risk assessments and what can be offered % increase of peer groups being identified	
Clear pathways from the MASH front door into IASS service developed and implemented	MASH IASS	Young people ae supported via the right service at the earliest opportunity		

Group working in schools – identifying peer groups of young people with concerns and working contextually to reduce risk	Education IASS Childrens Services	Early identification of peer group concerns and support is made available within the community	% increase of IASS referrals from the MASH front door
To increase the take up of local parenting offers i.e. Non Violent Resistance, STOP and Strengthening Families within the IASS service	Early Help Childrens Services	To provide a targeted support to parents/carers in respect of positive parenting strategies to reduce contextual risks and maintain family relationship.	% increase of young people removed from the SFC index % decrease in 1st time entrants to YJS/CIC etc % increase of IASS consultations taking place between IASS and Early Help % decrease in young people going missing (particularly around children in care) % Increase in STOP referrals, NVR referrals from IASS
To implement a pathway from the MASH front door in respect of NVR parenting for contact reasons such as 'beyond parental control'. To support with the reduction of relationship breakdown and the implementation of strategies to address risk taking behaviours	MASH Parenting Service	To provide timely support at the earliest opportunity to support parents/carers to manage risk taking behaviours, to support parents/carers reflect on their parenting styles and the implementation of appropriate parenting strategies	
To implement a standardised referral route for families engaged with Childrens Services to engage with the Family Group Conference Service to allow exploration extended family support network in response to identified needs/risks	Early Help Childrens Services Family Group Conference	To allow families the chance to explore their extended support networks in regards to identified needs to support with developing family resilience and reducing the need for future statutory support	% Uptake of the Reducing Parental Conflict offer from the IASS service % of parenting support offered through the MASH front door for targeted concerns
			% increase of Family Group Conferences referrals/meetings and to evidence a reduction of re-entry into services following conferences