

## **NOTICE OF MEETING**

# **COMMUNITY SAFETY PARTNERSHIP**

**Wednesday, 27th February, 2019, 2.00 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** See membership list as per agenda item 6.

### **1. FILMING AT MEETINGS**

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### **2. APOLOGIES**

To receive any apologies for absence.

### **3. URGENT BUSINESS**

The Chair will consider the admission of any items of Urgent Business. (Late items of Urgent Business will be considered where they appear. New items of Urgent Business will be considered under Item x below).

### **4. DECLARATIONS OF INTEREST**

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any discussion with respect to those items.

**5. MINUTES (PAGES 1 - 8)**

To confirm the minutes of the meeting held on 12<sup>th</sup> December as a correct record.

**6. MEMBERSHIP AND TERMS OF REFERENCE (PAGES 9 - 16)**

MAIN ITEMS

**7. YOUNG PEOPLE AT RISK (PAGES 17 - 32)**

Workshop Item

**8. MOPAC PERFORMANCE REWARD GRANT (PAGES 33 - 36)**

Workshop Item

UPDATES

**9. MOPAC PRIORITY SETTING (PAGES 37 - 42)**

**10. NORTH AREA BASIC COMMAND UNIT UPDATE**

Verbal Update.

**11. UPDATE ON NORTH AREA KNIFE CRIME & SERIOUS YOUTH VIOLENCE ACTION PLAN (PAGES 43 - 46)**

**12. VIOLENCE REDUCTION UNIT**

Verbal Update.

**13. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of Urgent Business admitted under Item 2 above.

**14. ANY OTHER BUSINESS**

To raise any items of AOB.

**15. DATES OF FUTURE MEETINGS**  
TBC

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Tuesday, 19 February 2019

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**NOTICE OF MEETING****COMMUNITY SAFETY PARTNERSHIP**

**Wednesday, 12th December, 2018, 2.00 pm - Civic Centre, High Road, Wood Green, N22 8LE**

**PRESENT:**

**Cllr Mark Blake** – Cabinet Member for Communities, Safety and Engagement (Chair).  
**Cllr Elin Weston** – Cabinet Member for Children, Education and Families  
**Supt. Nigel Brookes** – Metropolitan Police  
**Insp. Kevin Blenkinsopp** – Metropolitan Police  
**Insp. Rhona Hunt** - Metropolitan Police  
**David Murray** – Interim Assistant Director for Environment and Neighbourhoods  
**Ann Graham** - Director for Children's Services  
**Beverley Tarka** – Director for Adults and Health  
**Stephen McDonnell** – Director for Environment and Neighbourhoods  
**Eubert Malcolm** – Head of Community Safety and Enforcement  
**Joe Benmore** – Community Safety and Enforcement  
**Chantelle Fatania** - Public Health  
**Geoffrey Ocen** - Bridge Renewal Trust  
**Jonathan Joels**- London Probation  
**Sandeep Broca** – Haringey Council  
**Hugh Smith** – Policy Team  
**Roger Hadwen** – MOPAC  
**Sarah Tullet** - Client & Contract Manager - Community Safety & Enforcement  
**Sarah Hart** - Public Health  
**Sean McLaughlin**, Managing Director Homes for Haringey  
**Julia Terradot** – Policy Prevent Officer  
**Amy Colwill** – Victim Support

**35. FILMING AT MEETINGS**

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

**36. APOLOGIES**

Apologies for absence were received from Cllr Ogiehor, Zina Etheridge, Helen Millichap, Simon Amos and Andrew Blight.

Supt. Nigel Brookes and Insp Kevin Blenkinsopp attended the meeting as substitutes for Helen Millichap.

Jonathan Joels attended the meeting as a substitute for Andrew Blight.

**37. URGENT BUSINESS**

There were no items of urgent business.

**38. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**39. MINUTES**

The Partnership received a short update from Nigel Brookes around the Serious Youth Violence and Knife Crime Reduction Plan. It was noted that the North Area Violence Reduction Group met for the first time last week and that it was well attended by partners and agencies from across Haringey and Enfield. The group reviewed the draft Terms of Reference and their comments would be incorporated into a revised version that would be brought back to the Partnership at its March meeting (**Action: Clerk**).

The Partnership was advised that the Serious Youth Violence and Knife Crime Reduction Plan had been approved by both London Councils and the Met Police centrally. The plan was commended as a strong example.

The Partnership also received an update from Rodger Hadwen on the MOPAC Violence Reduction Unit (VRU). It was noted that:

- Work on the VRU was well underway, with a VRU mobilisation lead in place. A director of the Unit would be in post as soon as possible.
- A Partnership Reference Group had been established to guide future work. The Group's first meeting was held at the end of October and a second meeting was held at the end of November. The Group was made up of representatives from local authorities, community groups, health, education and criminal justice partners.
- Key lines of inquiry had been identified to initiate an analysis of serious youth violence in London, using existing data sets focused on people aged under 25.
- The Violence Reduction Unit would progress a strategic approach for London focusing on a range of areas to control and prevent further violence.

The Clerk agreed to circulate the briefing along with the minutes of the meeting. (**Action: Clerk**).

**RESOLVED**

The minutes of the meeting on 15<sup>th</sup> October were agreed as a correct record of the meeting.

**40. MEMBERSHIP AND TERMS OF REFERENCE**

The membership and terms of reference were noted.

**41. HARINGEY COMMUNITY GOLD – YOUNG LONDONERS FUND**

The Partnership received a report on the successful award to Haringey Community Gold of £1.5m over three years from the Young Londoners Fund. The meeting broke up into three groups for a brain storming session. Each of the three groups was given two initiatives and was asked to discuss how support could be given to those initiatives.

The following feedback was noted:

- There was a discussion on how delivery could be supported for Wood Green Play and the Sandbunker Community Centre to work with young people to provide a range of activities. The key points included ensuring that the partnership was involved and that partners could make referrals, as well as the need for signposting for additional funding.
- NLPC community leader succession programme – the need to accept referrals and the need for partners to open their decision making processes up to the community to ensure that young people were in a position to become community leaders.
- The identification of suitable space for the Thinking Space programme.
- Parental support and the need for buy-in from young people to facilitate scaling-up of projects like Thinking Space.
- Identifying ways of training people in the Thinking Space model – there was likely to be a time lag between funding award and implementation.
- Supporting premises in key areas.
- The need to improve security and developing a relationship with police colleagues.

The Partnership was asked to note the briefing on the Young Londoners Fund and further feedback would be brought back to the Partnership in due course. **(Action: Eubert Malcolm).**

**RESOLVED**

- I. That the Partnership noted the successful bid and outcomes to support young people at risk of exclusion and involved in or on the periphery of criminality.
- II. The Board was invited to explore how partners could provide additional support to Haringey Community Gold projects.

**42. TRUST BETWEEN PARTNERS AND THE COMMUNITY**

The Partnership received a report which provided an update on the issue of trust between the community and partners, as identified by research undertaken by the Godwin Lawson Foundation. The partnership noted that in May 2018, the Godwin Lawson Foundation (GLF) was commissioned to undertake a research programme, exploring the attitudes, beliefs and key expectations of young people in Haringey towards knife crime and the carrying of knives. The final GLF report would be used to inform the Council's serious youth violence strategy.

The Partnership was asked to break up into groups to discuss some of the key themes that had emerged from the report from GLF and to put forward suggestions of how partners could promote trust between young people and civic institutions.

Noted:

- The need to address institutional racism. Leadership was required and it was also suggested that having a workforce that was more representative of the local community was required across the different agencies that made up the partnership.
- The need to manage expectations and to not over-promise when engaging with the community.
- The need for consistent messaging that reflected the services that are delivered.
- The need to listen to the voices of those affected by disproportionality.
- The need for consistent messaging and robust engagement with the community.

## **RESOLVED**

- I. That Board Members noted the issues identified by the Godwin Lawson Foundation in relation to trust between the community and partners.
- II. The Board was invited, to makes recommendations on how partners could improve trust between the community and partners.

### **43. HACKNEY YOUNG BLACK MEN PROGRAMME**

The Partnership received a presentation for noting on Hackney Council's programme to improve outcomes for young black men and which set out some of the lessons that had been learnt. The programme was set up in response to the riots in 2011 and in recognition of some of the systemic barriers and inequality faced by young black men. The presentation was given by Sonia Khan, Head of Policy and Partnerships for London Borough of Hackney. Ms Khan agreed to share the full 62 page plan with the Community Safety Partnership. **(Action: Sonia Khan).**



The following was noted in response to the discussion of the presentation:

- a. The Partnership enquired whether there were any graduate schemes running in Hackney and how successful young black men were in applying to those. In response, the partnership was advised that there was not a single successful candidate to the LGA's national graduate scheme last year that was a young black man. Hackney were part of the national scheme but discussions were taking place about setting up local solutions to overcome this.
- b. In response to a question around involvement with the voluntary sector, the Partnership was advised that the voluntary sector was crucial in terms of reaching out to the community. Hackney CBS, a voluntary sector umbrella organisation, were an equal partner in the scheme. The programme also engaged heavily with parent groups. Officers emphasised the need for more resources to engage further with the voluntary sector.
- c. The Partnership questioned what work had been done around overcoming the stigma attached to mental health and CAMHS services. In response, Ms Khan advised that the programme had not been able to solve this problem as yet, but that work had been undertaken to work through the barriers and issues in this area and identify how to build trust in these institutions. Officers emphasised the need to build confidence that people would be treated equally and fairly but that it was also about streamlining the process to ensure quick access to provision.
- d. In response to a query around quick wins, the partnership was advised that there had been a number of initial successes. These included all 12 schools identifying actions and resources that they could undertake locally. As well as the development of a different model of employment services in conjunction with CBS, which had 60% success rate and was being looked at by the DWP.
- e. The partnership commented that this work had unearthed a depth of talent in relation to potential graduate recruitment and that ways of harnessing this within the wider public sector were required. In particular, organisations like the Metropolitan Police had difficulties in recruiting young black men for leadership roles. Ms Khan advised that discussions were taking place locally to try and assist the unsuccessful shortlisted candidates to the graduate role. It was suggested to the partnership that the learning was there and there was an opportunity for other organisations to use this and drive it forward.
- f. In response to a question around how colleagues in Hackney developed a safe space to discuss race, Ms Khan advised that the Deputy Mayor, who was widely respected as a former teacher, was made a champion on race and was able to successfully push this agenda. A racial identity session was held for all partners around some of the theoretical background to belonging to a racial minority and tackling issues such as inter-generational trauma.

The Chair thanked Ms Khan for her presentation and suggested that the Partnership would see what could be done around this issue. The Chair advised that officers would keep in touch with colleagues in Hackney.

**44. DRAFT COMMUNITY SAFETY STRATEGY**

The Partnership received a cover report and a copy of the draft Community Safety Strategy. It was noted that the draft had been aligned to the new Borough Plan and was due to be approved by Cabinet in March. The Cabinet Member for Children and Families sought clarification about the boundary between outcome 2 on vulnerability and outcome 3 on exploitation. It was suggested that there was a degree of overlap in those two areas and that officers should be explicit about what was being talked about. There was also a need to clearly highlight and track activities carried out under each of these outcomes. Community Safety colleagues agreed to liaise with the Cabinet Member to pick up this up. **(Action: Eubert Malcolm).**

Members of the Partnership were encouraged to email any comments they had on the strategy to Eubert. **(Action: All).**

**45. HARINGEY STAT OUTCOMES**

The Partnership received a verbal update on a recent Haringey Stat meeting on serious youth violence. This was a data led exercise involving key partners and its purpose was to better understand the scale and nature of serious youth violence, as well as some of the key drivers involved. The data compiled for the meeting has been shared and was being used by partners to better inform their areas and workforces about the issues involved. Hugh Smith requested that anyone who wanted a copy of the data pack from the meeting to email him.

**RESOLVED**

That the outcomes of the Haringey Stat were noted.

**46. NEW ITEMS OF URGENT BUSINESS**

N/A.

**47. ANY OTHER BUSINESS**

The Partnership received an update on the North Area BCU. It was noted that the joint Borough Command Unit for Enfield and Haringey was due to be in place for 9th January. Police colleagues would provide an update to the March meeting of the CSP. **(Action: Nigel Brookes).**

Cllr Blake advised that he and officers met with the two local MPs last week to discuss the development of the Council's Serious Youth Violence Strategy and the Young People at Risk Strategy. Cllr Blake fed back that two key areas

of challenge were around what was being done in relation to young black men and the need to concentrate resources in the highest areas of risk.

The Partnership noted that there was an event scheduled for 6<sup>th</sup> February in the Council Chamber on reducing the criminalisation of children. The Children's Rights Alliance was due to chair the event.

**48. DATES OF FUTURE MEETINGS**

13<sup>th</sup> March 2019.

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Tuesday, 19 February 2019

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**Appendix E**  
**Community Safety Partnership - Membership List 2018/19**

	NAME OF REPRESENTATIVE
Statutory partners/CSP members	<p><b>Cllr Mark Blake</b>, Cabinet Member for Communities, Safety and Engagement (Co-chair)</p> <p><b>Helen Millichap</b>, Borough Commander (Co-chair), Haringey Metropolitan Police</p> <p><b>Cllr Julia Ogiehor</b></p> <p><b>Cllr Elin Weston</b>, Cabinet Member for Children Education and Families</p> <p><b>Zina Etheridge</b>, Chief Executive, Haringey Council</p> <p><b>Andrew Blight</b>, Assistant Chief Officer, National Probation Service - London for Haringey, Redbridge and Waltham Forest</p> <p><b>Douglas Charlton</b> Assistant Chief Officer, London Community Rehabilitation Company, Enfield and Haringey</p> <p><b>Simon Amos</b>, Borough Fire Commander, Haringey Fire Service</p> <p><b>Jill Shattock</b>, Director of Commissioning, Haringey Clinical Commissioning Group</p> <p><b>Mark Landy</b>, Community Forensic Services Manager, BEH Mental Health Trust</p> <p><b>Geoffrey Ocen</b>, Chief Executive, Bridge Renewal Trust</p> <p><b>Joanne McCartney</b>, MPA, London Assembly</p> <p><b>Stephen McDonnell</b>, Interim Director for Environment and Neighbourhoods</p> <p><b>Dr. Will Maimaris</b>, Interim Director Public Health, Haringey Council</p> <p><b>Ann Graham</b>, Director of Children Services, Haringey Council</p> <p><b>Beverley Tarka</b>, Director Adult &amp; Health , Haringey Council</p> <p><b>Sean McLaughlin</b> , Managing Director, Homes for Haringey</p> <p><b>Helen Twigg</b>, Victim Support</p> <p><b>Tony Hartney</b>, Safer Neighbourhood Board Chair</p>

<b>Supporting advisors</b>	<p><b>Nigel Brookes</b>, Superintendent, Haringey Metropolitan Police</p> <p><b>Eubert Malcolm</b>, Head of Community Safety &amp; Regulatory Services</p> <p><b>Sarah Hart</b>, Commissioning Manager, Public Health Committee Secretariat</p>

## **The Community Safety Partnership (CSP) – Previously amended Terms of Reference July 2015**

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### **1. Purpose**

The CSP is a statutory partnership which is responsible for delivering the outcomes in the Community Safety Strategy 2013 - 2017 that relate to the prevention and reduction of crime, fear of crime, anti-social behaviour, harm caused by drug and alcohol misuse and re-offending. The prevention of violent extremism will become a further statutory duty from 1<sup>st</sup> July 2015. The CSP has strong links to the work of the Early Help Partnership and the Health & Wellbeing Board especially in respect of mental disorder and violence prevention.

The Partnership will work towards its vision by:

- Having strategic oversight of issues relating to all aspects of community safety
- Overseeing production of rolling crime/needs assessments
- Using evidence from crime audits, needs assessment and other data sources to plan value for money services and interventions
- Closely monitoring changes and trends in performance
- Making decisions in an inclusive and transparent way

### **2. Principles**

The following principles will guide the CSP's work. It will seek to:

- Solve problems with long-term positive outcomes
- Balance risk and harm
- Seek long-term solutions to areas of multiple deprivation
- Maximise resources (co-locating, reducing duplication and pooling budgets where possible)
- Share information effectively as a default principle
- Build on proven interventions
- Facilitate effective community input and capacity
- Integrate approaches to enforcement/front-line services
- Monitor robustly, evaluating progress and applying good practice

### **3. Responsibilities and core business of the CSP**

#### **3.1 Strategic planning:**

- To oversee the delivery of the strategic priorities for community safety, holding those responsible to account.
- To integrate, wherever appropriate, the plans and services of partner organisations.

- To ensure that the partnership is kept up to date so that it is able to respond effectively to changes in legislation, information and developments in relation to community safety.
- To identify, gain and manage funding as required to implement the Community Safety Strategy
- To review and update relevant information sharing protocols.

### 3.2 Monitoring outcomes:

- To agree a performance framework with regular monitoring and evaluation of outcomes against agreed milestones and targets.
- To monitor and review key performance indicators.
- To ensure equalities underpins the work of the partnership and all improvements deliver equality of access, outcome, participation and service experience.

### 3.3 Community engagement:

- To ensure the views of service users and residents are taken into consideration in planning and prioritising objectives.
- To remain flexible in order to respond to and help support individuals and communities that are affected by crime.

## 4. Priorities and Outcomes

- 4.1 The CSP is currently working on the following strategic outcomes in partnership with the Mayor's Office for Policing and Crime and the Home Office:

<b>Outcome One</b>	Rebuild and improve public confidence in policing and maintaining community safety
<b>Outcome Two</b>	Prevent and minimise gang-related activity and victimisation
<b>Outcome Three</b>	Respond to Violence against Women and Girls*
<b>Outcome Four</b>	Reduce re-offending (through an integrated multi-agency model)
<b>Outcome Five</b>	Prevent and reduce acquisitive crime and anti-social behaviour (to include residential burglary, personal robbery, vehicle crime, fraud and theft)
<b>Outcome Six</b>	Prevent violent extremism, delivering the national PREVENT strategy in Haringey

\*This has been renamed from the original 'Domestic and Gender-based violence'



## 5. Operational protocols

### 5.1 Membership

The membership of the CSP will:

- reflect statutory duties
- be related to the agreed purpose of the partnership
- be responsible for disseminating decisions and actions back to their own organisations and ensuring compliance
- be reviewed annually

The list of current members and advisors is attached on page 5

### 5.2 Chairing arrangements

The CSP is currently being co-Chaired by the Cabinet Member for Communities and the police Borough Commander.

### 5.3 Deputies and representation

Partner bodies are responsible for ensuring that they are represented at an appropriate level. It is not desirable to delegate attendance unless this is absolutely necessary. Where the nominated representative is hampered from attending, a deputy may attend in their place.

### 5.4 Co-opting

The Board may co-opt additional members by agreement who will be full voting members of the Board.

### 5.5 Ex-officio

The partnership may invite additional officers and other stakeholders to attend on an ex-officio basis, who will not be voting members of the CSPB, to advise and guide on specific issues.

### 5.6 Confidentiality

The CSP has a strategic remit and will not therefore discuss individual cases. However, the disclosure of information outside the meeting, beyond that agreed, will be considered as a breach of confidentiality.

### 5.7 Meetings

- Quarterly meetings will be held
- A meeting of the CSP will be considered quorate when at least one Chair and a representative of each of the local authority, health and police are in attendance.
- Attendance by non-members is at the invitation of the Chairs.
- The agendas, papers and notes will be made available to members of the public when requested, but meetings will not be considered as public meetings.

### 5.8 Agendas

Agendas and reports will be circulated at least five working days before the meeting, after the agenda has been agreed by the Chairs. Additional late items will be at the discretion of the Chairs.

### **5.9 Partner action**

Representatives will be responsible for ensuring that all key issues are disseminated back to their organisations, ensuring compliance with any actions required and reporting back progress to the CSP.

### **5.10 Interest**

Members must declare any personal and/or pecuniary interests with respect to agenda items and must not take part in any decision required with respect to these items.

### **5.11 Absence**

If a representative of a statutory agency is unable to attend, a substitute must be sent to the meeting. If there is no representation for three meetings the organisation/sector will be asked to re-appoint/confirm its commitment to the partnership.



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**Report for:** Community Safety Partnership – 27<sup>th</sup> February 2019

**Title:** Young People at Risk Strategy

**Lead Officer:** Hugh Smith, Policy & Equalities Officer

## **1. Summary**

1.1 In March the Cabinet of Haringey Council will consider a Young People at Risk Strategy, the overarching objective of which is to reduce serious youth violence in the borough.

1.2 The strategy reflects the Labour administration's priority to "divert young people away from criminality", as noted in the Leader's introduction to the Borough Plan.

1.3 The strategy is being brought forward at a time when Central and London government have adopted new approaches to tackling youth violence and there are opportunities to learn from other localities that have been successful, including Glasgow and Hackney.

1.4 The Young People at Risk Strategy is informed by extensive engagement with young people and with partners, the Godwin Lawson Foundation Report on Youth at Risk, a Needs Assessment based on local data, a review of the literature and evidence base on youth safety, and the Scrutiny Review on Disproportionality in the Youth Justice System.

1.5 The strategy sets out:

- i. A long term strategic approach to reducing and preventing youth violence, based on a public health model
- ii. Strategic priorities over the next four years (2019-23)

1.6 The strategy is supported by:

- i. A comprehensive overview of the risk and protective factors associated with serious youth violence and their prevalence among young people, families, and communities in Haringey
- ii. An action plan for short-term and medium-term activity

1.7 The strategy's public health approach views young people as having degrees of risk for involvement in violence. Risk factors such as neglect, substance use, and school exclusion can make young people more vulnerable to involvement in violent crime. In parallel, protective factors such as safe communities, supportive families, and high attainment in school can help keep young people safe. In order to mitigate risk factors and build protective ones, the strategy sets out five key outcomes to be achieved over ten years, supported by priority areas in which to focus partnership activity.

## **2. Outcomes**

2.1 The strategy sets out outcomes to be met over its ten-year lifespan, each supported by four-year priorities.

2.2 Outcome 1: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions.

- i. Priority 1: Youth Provision
- ii. Priority 2: Strong Role Models
- iii. Priority 3: Building Trust in Institutions

2.3 Outcome 2: Positive family environments, low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults

- i. Priority 1: Support for Parents
- ii. Priority 2: Early Help
- iii. Priority 3: Addressing Family Risk
- iv. Priority 4: Youth Homelessness
- v. Priority 5: Peer Relationships

2.4 Outcome 3: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress

- i. Priority 1: Developing and Embedding the THRIVE approach
- ii. Priority 2: Getting advice: Signposting; self-management; one off support
- iii. Priority 3: Getting help: Goals focused, evidence informed and outcomes focused interventions
- iv. Priority 4: Getting more help: extensive treatment
- v. Priority 5: Getting risk support: risk management and crisis response

2.5 Outcome 4: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there

- i. Priority 1: Early Learning
- ii. Priority 2: Addressing under-achievement in education
- iii. Priority 3: Reducing exclusions and improving Alternative Provision
- iv. Priority 4: Employment

2.6 Outcome 5: Young people are protected from exploitation and from experience of serious youth violence

- i. Priority 1: Diversion from the Criminal Justice System
- ii. Priority 2: Keeping Deadly Weapons off Our Streets
- iii. Priority 3: Protecting and Educating Young People
- iv. Priority 4: Targeting Lawbreakers
- v. Priority 5: Offering Ways Out of Crime
- vi. Priority 6: Standing with Communities, Neighbourhoods, and Families against Knife Crime
- vii. Priority 7: Supporting Victims of Violent Crime

2.7 Priorities 2-7 under Outcome 5 are fully integrated with the North Area Violence Reduction Plan. The additional Priority 1 reflects a manifesto commitment and Borough Plan priority to ensure that fewer children enter the criminal justice system.

### **3. Whole Systems Approach**

3.1 The strategy takes a whole systems approach to youth violence and adopts a public health model. This means involving all partners and the community in a collective long-term effort to target those most at risk of involvement in youth violence while building the resilience of

all young people in Haringey.

3.2 Achieving the five outcomes of this strategy for all our young people requires a collective, consistent and coordinated approach from all of our partners. At present, the deep levels of commitment and good practice taking place are not achieving the required level of impact, because we are not yet working together effectively enough. We need the following to achieve a step change in prevention:

- i. A shared vision and strategy for tackling youth violence
- ii. Shared governance and accountability for delivery
- iii. A partnership where everyone's role is valued and maximised
- iv. A shared and coordinated approach
- v. A skilled and confident workforce, across the whole partnership

#### **4. Action Plan**

4.1 An Action Plan that sets out how the Council and partners will work towards the identified outcomes, priorities, and whole systems approach is attached.

#### **5. Governance**

5.1 Delivery of the strategy is dependent on clear accountability and strong, multi-agency governance, and this work will be overseen by and report into each of four statutory and strategic partnership boards, symbolising the approach (safety; wellbeing; safeguarding; diversion) being taken to responding to the issues of serious youth violence: the Community Safety Partnership (co-chaired by the Lead Member for Communities and the Borough Commander), the Health and Wellbeing Board (chaired by the Lead Member for Adults and Health), the Local Safeguarding Children's Board (chaired independently) and the Youth Justice Board (chaired by the Director of Children's Services).

5.2 Any decisions for individual organisations will continue to be made by those individual organisations as there is no delegation of functions to the structure described above. The Director of Children's Services will chair an executive comprising senior leaders from the Council, the Metropolitan Police Service, Haringey CCG, Homes for Haringey, and Haringey schools. The executive group will have overall responsibility for delivering cross-cutting programmes and for periodic review and refresh of the strategy and action plans, ensuring all aspects of the Strategy continue to be supported in their delivery.

#### **6. Questions for the Community Safety Partnership**

6.1 What are the roles of community safety partners in achieving the outcomes and priorities outlined above?

6.2 How can CSP support the delivery of the strategy?

6.3 What role does the CSP wish to play in the governance of the strategy?

6.4 Are current partnership arrangements sufficient for successful delivery of the strategy?

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## Young People at Risk Action Plan

The Young People at Risk Strategy will be delivered through a combination of new programmes and initiatives; and transformation of the existing system and services. The new Young People at Risk Executive will oversee and coordinate delivery of programmes involving a wide range of partner organisations. It will also drive the long term system change needed to embed a preventative, integrated system of support for young people from 0-25, at all levels of risk.

This Action Plan will be a live document, which is updated regularly as fresh ideas emerge, as partnerships build, and our understanding of what works deepens. It sets out headline actions and resourcing commitments, alongside some of the key areas for focus and development over the next 1-3 years. It should be noted that as a partnership, we have secured a significant amount of external funding to support young people. However, this is time-limited and it is crucial that the funding drives transformation to the long term strategic approach set out in the Strategy. Across all our delivery, we will take a common approach, based on the following principles:

- A strengths-based and trauma-informed approach, for young people at all levels of risk
- Engagement of young people and their families in the design of support packages
- Intervening as soon as issues are identified and sustaining support for as long as it is needed
- Addressing problems holistically, taking a joined-up, whole family approach
- Making best use of moments of opportunity to engage young people and their families
- Frequent and honest engagement with our communities and our partners
- Long-term sustainability of services, building in resilience and planning for the future

### Headline Interventions

Action	Timing	Resource
<b>Haringey Community Gold</b> A network of detached and outreach youth work and community programmes will help young people at risk of exclusion fulfil their potential and avoid getting caught up in crime. The projects include employment support, a future leaders programme, mental health support, and a BAME careers service	April 2019 – April 2022	£1.5m (GLA)
<b>Improved Mental health in schools - CAMHS Trailblazer</b> Haringey Council, the NHS, and the voluntary sector will establish two multidisciplinary mental health support teams that will provide targeted mental health and emotional wellbeing support to pupils from years 6, 7, and 8 in Tottenham schools.	April 2019 – September 2021	£1m (DWP & DHSC)
<b>Community Parenting Support (TBC)</b> We will work with the VCS to deliver support to parents of older children, including peer support groups and drop-in support services for parents, located in secondary schools.	April 2019 – July 2020	£390,000 (MHCLG) - tbc
<b>Wood Green Youth Space</b> We will develop a new youth offer in Wood Green to deliver a varied programme of activities catering to diverse interests, co-produced with young people.	2020 onwards	Approx. £100,000 p.a.
<b>Summer Programme 2019</b> Our 2019 Summer Programme will provide activities for the school holidays targeted at at-risk young people across the borough, with	Summer 2019	£100,000 pa

tailored activities targeted at locations with the most at-risk young people and the highest levels of youth crime.		
<b>Alternative Provision</b> We will review our alternative provision to ensure local provision meet the needs of our young people and reintegrates pupils into mainstream education as frequently as possible.	Ongoing from March 2019	N/A
<b>Early Intervention Workforce Development</b> Joint workforce development for practitioners working with young people across Haringey, building capacity and connections, and embedding a shared practice approach, starting with eight locality-based training events in summer 2019.	Summer 2019 onwards	TBC

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## Embedding a Whole Systems Approach

Our ambition is for the system of public and voluntary services in Haringey to become more than the sum of its parts. The deep levels of commitment and good practice can have greater impact if we work together as a system. Embedding a whole systems approach is challenging and will take time and focus. It requires a significant shift in the way all partners work together.

Action	Timing
<b>Priority: A shared vision and strategy for tackling youth violence</b>	
<b>Communications</b> The strategy will be communicated to frontline staff in Haringey; a community-friendly version will be developed to facilitate wide dissemination activity; and an easily accessible summary of risk and protective factors, and levels of need, will be disseminated widely and embedded through training.	Ongoing from March 2019
<b>Priority: Shared governance and accountability for delivery</b>	
<b>Governance</b> The Council will establish a Joint Executive Group chaired by the Director of Children's Services with responsibility for delivering cross-cutting programmes. The executive group will be accountable to partnership boards. The Council will also create a new Assistant Director for Stronger Communities to drive strategic activity.	Ongoing from March 2019
<b>Priority: A partnership where everyone's role is valued and maximised - Young People</b>	
<b>Youth Summit</b> The Safer Neighbourhoods Board will host an annual Youth Summit, involving young people from across the Borough in developing the response to youth violence, with the first taking place in March 2019 at the London Academy of Excellence in Tottenham.	Annual March 2019
<b>Youth Involvement in Governance</b> The North Area Metropolitan Police will develop a Youth Independent Advisory Group to increase confidence in policing and to better understand causes of violent crime and potential solutions. Young people will also be part of the governance of the £1.5m Haringey Community Gold programme.	June 2019 onwards
<b>Youth-led inspections</b> We will develop a mystery shopper project for young people to inspect services.	2019
<b>Priority: A partnership where everyone's role is valued and maximised - Communities</b>	
<b>Awareness Raising Campaign</b> A targeted communications campaign developed by the Local Safeguarding Children Board and the Community Safety Partnership and delivered across the partnership	Autumn 2019
<b>Clear Routes into Support</b> Reinforcement and promotion of pathways into Early Help so that members of the community can raise concerns when they suspect a young person is at risk.	Medium term
<b>Better Information about Support Available</b> Simple, accessible information and guidance to enable members of the community to assess whether a child is at risk and the severity of that risk, integrated with a means of identifying appropriate sources of advice. We will assess the best means of dissemination, mindful that technology presents opportunities to engage young parents.	Medium term
<b>Training to Identify Risk</b> Focused training on signs of risk, and where to raise concerns, for people who come into contact with young people. We will pilot awareness-raising training with tenancy repairs officers within Homes for Haringey, who visit all social housing properties at least once a year and are well-placed to spot signs of risk.	Medium term
<b>Volunteering</b> The partnership will work together to make it easier for community members to volunteer	2019 onwards

<b>Priority: A partnership where everyone's role is valued and maximised - VCS</b>	
<b>External Funding</b> Haringey Council and Bridge Renewal Trust will support voluntary sector providers of youth services to prepare funding bids, including through provision of a clear and comprehensive evidence base, with proactive outreach to groups operating in locations with less existing youth provision.	Ongoing from March 2019
<b>Activity Credits</b> The Council will pilot allocating vouchers or time credits to youth workers within the VCS, to enable them to engage at-risk young people in positive activities, including at Alexandra Palace Ice Rink.	Summer 2019
<b>Activity Space</b> Help to facilitate delivery by brokering connections with organisations with space to spare, beginning in Wood Green.	Summer 2019 onwards
<b>Community Investment</b> Bridge Renewal Trust, Haringey Giving and Tottenham Youth Fund will work to bring in more resource for more youth provision, to be delivered by the local VCS, including through crowd-funding campaigns.	Ongoing from March 2019
<b>Workforce Development</b> VCS organisations will be included in the workforce development programme set out below	Ongoing from May/June 2019
<b>Priority: A Common Approach</b>	
<b>Development of a common practice approach</b> Partners will work together to develop a common approach across all agencies working with children and families, including strengths-based and trauma-informed ways of working, involvement of young people and families and a focus on prevention and reintegration. This will be embedded through the workforce development below.	Ongoing from March 2019
<b>Action Learning</b> The Council will seek to establish action learning groups with partners to develop a common understanding of the issues young people in Haringey face, a common approach to addressing them, and to share learning and good practice.	Ongoing from May /June 2019
<b>Smoothing transitions</b> The Council and partners recognise that vulnerable young people continue to require support well beyond their 18 <sup>th</sup> birthday, and will review practice within housing, Policing, and other areas with the aim of creating smoother transitions into adulthood.	Ongoing from March 2019
<b>Priority: Workforce Development</b>	
<b>Early Intervention Workforce Development</b> Joint workforce development for a wide range of practitioners working with young people in the public, voluntary and community sectors This programme will drive a common approach, build capacity and build connections, fostering a more joined-up and comprehensive system of support.	Ongoing from May 2019
<b>Development of Keyworker Roles</b> The Council will strengthen its Early Help offer to families, with an increased focus on families with older children at risk of violence. This will include greater involvement of the voluntary and community sector as key workers and providers of support.	Ongoing from May 2019
<b>Sharing Information about Available Support</b> Bridge Renewal Trust will map voluntary sector youth provision to provide the basis of a comprehensive public directory of available support.	Ongoing from May 2019
<b>Tools to Support Stronger Partnership Working</b> We will review current assessment tools and move towards an integrated approach.	Ongoing from May 2019

### Outcome 1: Safe communities with positive things for young people to do, where there are strong role models and trust in institutions

Young people are able to grow up free from experience of violence in the vast majority of Haringey, communities, with visible positive role models from all walks of life. However, we know that conditions in our communities can lead to young people becoming more vulnerable to involvement in violence. Our ambition is to build on the strengths of our communities to keep young people safe.

Action	Timing
<b>Priority: Youth Provision</b>	
<b>Haringey Community Gold – Detached Youth Work</b> Four new specialist detached and outreach youth workers will reach those young people who are most at risk in communities most affected by youth crime and anti-social behaviour, build strong relationships, link those young people into youth provision, and coordinate more specialist support.	April 2019 – April 2022
<b>Less Heat on the Street</b> Within Haringey Community Gold, local groups will provide weekly universal sport provision for 90 young people aged 13 – 21 on Broadwater Farm estate	April 2019 – April 2022
<b>Fitness Sessions</b> Within Haringey Community Gold, UK Health Ministries will deliver fitness sessions with disaffected young people.	April 2019 – April 2022
<b>Haringey Play &amp; Wood Green Sandbunker</b> Within Haringey Community Gold, Haringey Play and Wood Green Sandbunker will work with 10 -15 year olds in Tottenham and Wood Green offering activities to enable social and emotional wellbeing	April 2019 – April 2022
<b>Summer Programme 2019</b> We will deliver an ambitious Summer Programme in 2019, comprising activities for the school holidays for young people across the borough. The offer will be more targeted for young people at risk of involvement in anti-social behaviour or criminal activity.	Summer 2019
<b>Youth Space in Libraries</b> Our capital investment programme for libraries will create or enhance youth space in all Haringey libraries by spring 2020. These new youth spaces will offer opportunities to signpost young people to other youth provision and support in Haringey.	February 2019 – February 2020
<b>Capital Improvements</b> We will assess the need for capital improvements to existing youth provision, including Bruce Grove Youth Space, with a view to ensuring that buildings are fit for purpose.	2019/20
<b>Investment in Youth Space in Wood Green</b> We will develop a new youth offer in Wood Green working with community and voluntary sector partners to deliver a varied programme, co-produced with young people. In the long term, we plan to create a permanent youth space in Wood Green. The offer will be informed by strategic analysis of existing provision and available assets across the borough, with a view to developing a more coordinated approach.	Medium term
<b>Priority: Strong Community Role Models</b>	
<b>Mentoring Leadership</b> We will map and evaluate mentoring programmes in Haringey to learn from successful practice and identify gaps. This will inform partnership development and dissemination of a best practice model for mentoring, defining what high-quality mentoring looks like.	Autumn 2019
<b>Community Leader Programme</b> Within the Haringey Community Gold programme NLPC will deliver a programme that will cultivate disenfranchised young people into future community leaders.	April 2019 – April 2022

<b>Peer Support</b> We will build on learning from the More than Mentors scheme to develop peer-support activity in the borough	2019/20
<b>Visible Role Models</b> We will use all available channels to raise the profile of outstanding role models in Haringey, particularly those from neighbourhoods affected by crime who provide a positive and relatable example to young people in Haringey who are most at risk.	Ongoing from March 2019
<b>Community Befriending Pilot</b> We will create a network of faith leaders and community members to befriend young people at 'teachable moments', upskilling them to provide mental health support and enabling them to access funding.	Ongoing from March 2019
<b>Priority: Trust in Institutions</b>	
<b>Neighbourhood Policing</b> The Council and the North Area Metropolitan Police will embed community engagement and multi-agency problem solving in neighbourhood policing, beginning with a professional development programme in Spring 2019, in order to foster good relationships between the police service and Haringey's communities.	April 2019
<b>Safer Schools Officers</b> The North Area Metropolitan Police will allocate four Police Officers to primary schools and a Safer Schools Officer to every secondary school in Haringey.	March 2019
<b>School Engagement</b> Community Safety partners will engage with school pupils through programmes designed to drive anti-violence messages and build trusting relationship between civic authorities and young people, delivered in partnership with specialist organisations	2019/20 – 2020/21

## Outcome 2: Positive family environments, low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults

Strong families and healthy peer relationships are the best defence against young people becoming involved in violence. We will work to reinforce the protection that positive family and peer relationships offer young people in Haringey.

Action	Timing
<b>Priority: Early Help</b>	
<b>Early Help Delivery Plan</b> The Early Help Partnership will strengthen its offer through an Early Help Delivery Plan	Autumn 2019
<b>Team Around the School</b> We will widen our Team Around the School partnership to better support schools and pupils to deal with safety issues	Ongoing
<b>Priority: Support for Parents</b>	
<b>Community Support (TBC, subject to confirmation of funding)</b> We will work with the VCS to deliver support to parents of children who may be at risk of becoming involved in serious youth violence. Specialist local voluntary sector organisations and local schools will reach parents in most need.	TBC April 2019 – July 2020
<b>Peer Support</b> Haringey Youth Justice Partnership Board, in partnership with colleagues in Islington, will roll out peer mentoring support to parents of young people known to the youth justice service.	2019/20
<b>HMP Pentonville Programme</b> We will build the capacity of young incarcerated parents to be able to fulfil their roles	Ongoing from



as parents upon release and working with the mothers of young people within HMP Pentonville with a view to reducing the risk of their children re-offending.	March 2019
<b>Priority: Addressing Family Risk</b>	
<b>Support for Families Affected by Parental Alcohol Use</b> We will work with Adfam and Blenheim CDP to initiate new work to support 160 families affected by parental alcohol use, featuring community workshops, engagement, support for the whole family, and peer mentors.	April 2019 to 2021
<b>Domestic Violence Advocates</b> North Middlesex Hospital will host two new Independent Domestic Violence Advocates, one of whom will work specifically with 13-25 year-olds, to provide timely direct support to victims of domestic violence and drive improvements in responses to domestic violence	Ongoing from March 2019
<b>Parental Conflict</b> The Council will provide Reducing Parental Conflict training for professionals across the partnership to reduce the impact of parental conflict on children and young people.	2019/20
<b>Family Homelessness</b> The Council and Homes for Haringey will review the impact on children of becoming homeless and moving into temporary accommodation, with a view to developing practices to ensure families are engaged in Early Help at this stage.	2020
<b>Priority: Youth Homelessness</b>	
<b>New 'shared house' style units</b> The new Young People's Supported Housing Pathway provides shared house style accommodation to help young people who become homeless to live independently, and will include specialist accommodation for young women for the first time.	Ongoing from March 2019
<b>Housing First for Care Leavers</b> The first of its kind in the UK, our Housing First pilot for Care Leavers will trial what can be achieved by diverting young people with the most challenging needs away from traditional supported housing settings.	Ongoing from March 2019
<b>Family Mediation</b> A family mediation worker will work with families to prevent homelessness among young people, addressing the root causes of family difficulties that may lead a young person to become homeless.	Ongoing from March 2019
<b>YMCA Development</b> Hornsey YMCA will be renovated to provide secure, modern accommodation for young people who have experienced homelessness.	Ongoing from Summer 2020
<b>Priority: Peer Relationships</b>	
<b>Vulnerability Education</b> We will establish a network of the providers of education programmes around gangs, exploitation, and criminal activity to prevent duplication and foster good practice.	Autumn 2019
<b>Social Media</b> We will undertake research and engage with young people and specialists to better understand the impact of social media and its role in serious youth violence, with a view to developing guidance for frontline staff	2019/20
<b>Preventing Violence Against Women and Girls</b> The Council commissions Solace Women's Aid to deliver interventions in Haringey schools designed to prevent violence against women and girls, including 12-week programmes, assemblies, and training; and Yuva, a confidential support service for young people in abusive relationships.	Ongoing from March 2019
<b>Restorative Practice</b> We will work to roll out the recommendations of the Scrutiny Review of Restorative	Autumn 2019

Justice, facilitating conflict resolution and healthy peer relationships	
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### Outcome 3: Confident, happy and resilient young people who are able to cope with negative experiences, setbacks, and stress

A significant number of young people in Haringey are made vulnerable to involvement in serious youth violence due to poor mental wellbeing and associated behaviours such as substance use. Our ambition is for our young people to be mentally resilient and thereby free from harm.

Action	Timing
<b>Priority: Implementing the Thrive Model</b>	
<b>CAMHS Trailblazer</b> Haringey Council, the NHS, and the voluntary sector will establish two mental health support teams that will provide targeted mental health and wellbeing support to pupils from years 6, 7, and 8 in Tottenham schools, spanning the transition from primary to secondary school.	April 2019 – October 2021
<b>Exodus Programme</b> Haringey Community Gold will feature a rolling programme for 12-21 year old high risk offenders and those excluded and at risk of exclusions that will seek to address trauma caused by knife crime and gangs.	April 2019 – April 2022
<b>Thinking Space</b> Within Haringey Community Gold, Tavistock Portman NHS Trust will train outreach workers to work with young people who have experienced trauma.	April 2019 – April 2022
<b>Trauma-Informed Training</b> The Council will establish a training programme for professionals, practitioners, and volunteers who come into regular contact with young people, which will feature training on how to support the mental health of young people who have been affected by trauma.	2020/21
<b>Project Future</b> The Council will continue to support Project Future, a service that takes a trauma-informed approach to supporting the mental wellbeing of young people who have been involved in serious youth violence.	Ongoing from March 2019
<b>Hope in Tottenham counselling</b> Hope in Tottenham will continue to run counselling within 30 primary schools, and will pilot parenting peer support groups in two primaries in 2019.	

### Outcome 4: Young people thriving in school, with positive aspirations for the future and access to employment and training opportunities to get there

Educational attainment and prospects for the future are significant bulwarks against involvement in serious youth violence. However, we know that there are persistent issues with some groups of pupils not achieving their potential. This strategy seeks to address the root causes of underachievement.

Action	Timing
<b>Priority: Early Learning</b>	
<b>Healthy Child Programme</b> The Council will continue the Healthy Child Programme and integrate the 2 year old check with Children's Centres and childcare settings, in order to increase early identification of speech and language difficulties, ASD, ADD and other SEND, specifically targeting BAME communities.	Ongoing



<b>Speech and Language Therapy</b> The Council will explore extending speech and language therapy into Key Stage 2, for children with ongoing difficulties, who fall below the threshold for an Education Health and Care Plan.	2019
<b>Priority: Addressing Under-Attainment in Education</b>	
<b>Focused Action on Attainment of Black Pupils.</b> The BAME Attainment Steering Group, comprised of leaders from schools across Haringey, will be refocused with concerted action from teachers to drive up educational attainment among Black pupils; including roll out of the 'Vulnerability to Underachievement Toolkit'. Haringey Education Partnership will provide resources to enable schools to make progress on common issues, reflecting the different approaches required to address issues within specific communities. An annual meeting of school leaders, governors and representatives will support schools to move this agenda forward.	Ongoing from March 2019
<b>Learning Materials</b> Haringey Education Partnership will support schools to buy culturally appropriate reading materials and embed Black history in the primary and pre-GCSE curriculum, so that pupils are able to see themselves and their communities reflected in their education.	Ongoing from March 2019
<b>Haringey Pirates</b> Funded by the Young Londoners Fund, Haringey Pirates will provide 350 children aged 9-13 in Tottenham with help to improve their reading and writing; along with increased confidence in their abilities to keep going when it gets tough in the classroom.	April 2019 – April 2022
<b>Priority: Exclusions and Alternative Provision</b>	
<b>Alternative Provision</b> We will review our alternative provision in order to ensure that options available to local schools meet the needs of our young people, particularly those with social/emotional and mental health needs, and reintegrate pupils into mainstream education as frequently as possible. Through this Review we will work with schools to address some of the root causes of behaviours leading to exclusions, including availability of culturally responsive reading material and curriculum content	Ongoing from March 2019
<b>Transition to Secondary</b> We will host strategic discussions between primary and secondary school colleagues to strengthen the transition process and expand the reach of transitions groups held in Bruce Grove Youth Space. We will also support rollout of the Stepping Stones mentoring programme across additional schools in Haringey, making use of GLA resources and learning from the experience of Gladesmore School.	Summer 2019
<b>Exclusions Review</b> We will implement the recommendations of our review of Exclusions, working across the partnership with schools, the Octagon Pupil Referral Unit, parents, and pupils.	Ongoing from March 2019
<b>Priority: Employment</b>	
<b>BAME Careers Service</b> The ACCESS UK careers service will support marginalised and disadvantaged BAME young people through Haringey Community Gold and our wider regeneration activity.	April 2019 – April 2022
<b>Council Workforce</b> Haringey Council will offer at least 30 work experience placements to pupils at local secondary schools, ensuring access for disadvantaged young people, aiming to provide practical insight into the workplace.	Ongoing from March 2019
<b>Apprenticeships</b> The Council will increase the number and quality of apprenticeships the Council offers, increase uptake among Haringey employers, and expand access to opportunities for Haringey's young people.	Spring 2020

<b>Developer Commitments</b> We will secure commitments from developers in the borough to employ local people, offer apprenticeships, and engage with young people in schools, targeting those who are most disadvantaged.	Ongoing from March 2019
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### Outcome 5: Young people are protected from exploitation and from experience of serious youth violence

The overarching aim of this strategy is to prevent serious youth violence. The focus on the outcomes above is key to preventing youth violence in the long term, but we must in parallel take action to stop violence now. The actions below are integrated with the North Area Knife Crime Action Plan.

Action	Timing
<b>Priority: Diversion from the criminal justice system</b>	
<b>Integrated early support for young people engaged in risky behaviours</b> The Council will develop options with partners for new interventions to provide integrated, sustained support to address the issues behind offending behaviour.	Ongoing from March 2019
<b>Exploring a New Approach</b> We will develop proposals to help young people stay out of the criminal justice system, making better use of non-punitive means of addressing risky behaviours, firstly through a conference in May 2019.	May 2019 onwards
<b>Rapid Response Pilot</b> Haringey Council will explore piloting place-based interventions with partners at specific times to more effectively deal with serious youth violence, beginning with outreach through Haringey Community Gold.	2020
<b>Moments of Opportunity</b> We will undertake analysis of key moments of opportunity and teachable moments, to identify areas where we can do more to engage young people and families.	Summer 2019
<b>Priority: Keeping Deadly Weapons off Our Streets</b>	
<b>Knife Bins</b> We will identify the most effective locations for knife bins through analysis of crime patterns and install where appropriate.	2019/20
<b>Weapons Sweeps</b> Partners will undertake weapon sweeps with communities in areas affected by knife crime, building on the success of previous sweeps in North Tottenham.	2019/20
<b>Responsible Retailers</b> We will carry out targeted knife and corrosive substances test purchase operations and prosecute or review licences of businesses that sell knives and corrosive substances unlawfully. In parallel, we will work with retailers to target harden retail premises to prevent shoplifting.	Ongoing from March 2019
<b>Priority: Protecting and Educating Young People</b>	
<b>Awareness</b> Partners will deliver universal awareness programmes on topics including knife crime and exploitation, across all education establishments, mapped to avoid duplication.	Ongoing
<b>Safer Schools Officers</b> The North Area Metropolitan Police will allocate four Police Officers to primary schools and a Safer Schools Officer to every secondary school in Haringey.	2019/20
<b>School Transition</b> Transition workshops delivered by Haringey Youth Team will include Knife Crime Awareness and Personal Safety, targeting vulnerable Year 6 pupils and supporting	Annual from Summer

successful transfer to secondary school.	2019
<b>Priority: Targeting Lawbreakers</b>	
<b>Shared Intelligence and Data</b> The Council and the North Area Metropolitan Police will share intelligence and data to generate a consistent picture of criminal activity in the borough that drives strategy and operational delivery to target lawbreakers	Ongoing from March 2019
<b>Enforcement</b> The Council will use of all enforcement assets to target the locations most affected by youth crime and organised criminality as well as individuals who are known to be involved in criminal activity.	Ongoing
<b>Integrated Offender Management</b> Through our Integrated Offender Management service, we will implement clear offender management processes to minimise opportunities for offenders to re-offend.	Ongoing
<b>Priority: Offering Ways Out of Crime</b>	
<b>MOPAC-Commissioned Services</b> We will deliver services in partnership with MOPAC and neighbouring London boroughs to reduce vulnerability, protect victims, and prevent reoffending, including: <ul style="list-style-type: none"> <li>• <b>Rescue and Response</b>, to support young people affected by County Lines.</li> <li>• <b>Advance Minerva</b>, wraparound support for female offenders aged from 15 years old</li> <li>• <b>From the Inside Out</b>, restorative and holistic resettlement for young people in custody</li> <li>• <b>Drug Intervention Program</b>, rapid access into services for adult drug users in custody.</li> </ul>	April 2019 – April 2021
<b>Work Works</b> Within the Haringey Community Gold Programme we will work in partnership to deliver targeted employment and training support to 300 offenders and re-offenders.	April 2019 – April 2022
<b>Project Future</b> Partners will continue to work with Project Future in delivering trauma based interventions to young people at risk of or involved in serious youth violence	Ongoing
<b>Priority: Standing with Communities, Neighbourhoods, and Families against Crime</b>	
<b>Mediation</b> We will intervene at moments of crisis and opportunity to prevent violent incidents through a pilot of a street-based rapid response violence mediation service, beginning in neighbourhoods most affected by criminal activity.	2019/20
<b>Locality Partnerships</b> We will participate in operations with the North Area Metropolitan Police and local communities to tackle crime in known hotspots, building on the success of Operation Marlin in Northumberland Park.	2019/20
<b>Place-Based Solutions</b> The Council's Regeneration service and Homes For Haringey will encourage communities to support targeted knife sweeps and to utilise anonymous reporting schemes for ASB and criminality.	Ongoing
<b>Priority: Supporting Victims of Violent Crime</b>	
<b>Exploitation and Contextual Safeguarding</b> The Haringey Exploitation Panel is a multi-agency partnership panel that ensures appropriate support for victims of exploitation including CSE and County Lines. We will expand the panel's scope to become a Contextual Safeguarding Panel with a remit across North London, working with colleagues from neighbouring London boroughs.	2019/20 - 2020/21
<b>Young Black Women Evidence Base</b> The partnership will develop a more robust shared evidence base on the issues that jeopardise young Black women's safety, particularly gang affiliation and exploitation, with a view to developing and implementing a stronger partnership response.	By 2020

<b>Monitoring</b> Haringey Council and the North Area Metropolitan Police will explore developing a monitoring system to enable better, joined-up long-term support for victims of exploitation.	2020
<b>MASH</b> Multi-Agency Safeguarding Hubs will ensure all young victims of knife crime have referral to victim support services and/or CAMHS.	Ongoing
<b>Victim Support</b> Partners in Haringey will draw on the London Crime Prevention Fund to provide direct support to victims of ASB, carrying out Vulnerability Risk Assessments to monitor and reduce victims' risk and co-developing support plans to enable their needs to be met.	April 2019 – April 2021

**Title:** MOPAC Performance Reward Grant – February 2019

**Report authorised by :** Eubert Malcolm, Interim Assistant Director for Stronger Communities

**Lead Officer:** Joe Benmore, Interim Head of Community Safety & Enforcement

**Ward(s) affected:** All Wards

**Report for Key/ Non Key Decision:** Non key-decision

**1. Describe the issue under consideration**

- 1.1 This briefing note details information about the MOPAC Performance Reward Grant (PRG) for 2018/20.
- 1.2 Between 1 April 2018 and 31 March 2020 MOPAC have agreed to provide a Grant in the amount of £471,591 to the London Borough of Haringey. The purpose of the Grant shall be to fund a number of agreed projects to address three key strategic themes; reducing and preventing violence against women and girls, improving community engagement and confidence in the police and delivering MOPAC's Business Crime Strategy in key town centre areas.

**2. Recommendations**

- 2.1 That Board members note the successful bid aligned to meet the strategic priorities of the Mayor's Police and Crime Plan 2017-2021.
- 2.2 Board members are invited to suggest the focus, on effective ways to deliver the biggest impact on communications spend within the PRG .

**3. Reasons for decision**

n/a

**4. Alternative options considered**

n/a

**5. Background information**

- 5.1 Following extensive consultation between the Metropolitan Police service (MPS) and the London Borough of Haringey. The agreed allocated PRG spend is split between Capital-£211,326 and Revenue- £260,265. Both Capital and Revenue spend can be rolled over into Year 2, and steps have already been taken to ensure Year 1 spend will be available going into the new financial year 2019/20
- 5.2 Project delivery will be governed through the co-chairs of the Community Safety Partnership and spend is to be overseen by the Performance Management Group.
- 5.3 All projects are linked to the CSP Strategy 2013-17 and the Corporate Plan.
- 5.4 The PRG spend will be aligned to the Borough Plan, Young People

at Risk, North Area Violence Reduction Group, and refreshed Community Safety Strategy Action Plan.

5.5 All projects have been selected to represent value for money, partnership working, reducing victimisation and offending and building confidence in civic institutions.

5.6 Specified Spend: £471,591

- VAWG: £29,765
- CCTV £150,360
- BCRP: £74,178
- Tasking: £139,076
- Communications: £78,212

5.7 Communication Initial Ideas:

- Comms suggestion is that the spend is split across the different themes (early signs, pathways, preventative ideas, parents, where can people go) and target specific transitional age groups for each theme.
- This would link to the wider LBH comms priorities this year which includes a campaign around *'keeping our young people safe in the borough'*.
- Research will be carried out on what other boroughs have done to address this issue and see if we can do anything similar to achieve our overall aim.
- Money would be spent on outdoor advertising, digital advertising, videos, digital boards (including bus-stops), leaflets into youth clubs, schools, GP surgeries, A+E departments, libraries.
- Comms will also promote in our Haringey People publication and across LBH social media channels including Twitter, Facebook and Instagram.
- A Communications Strategy and action plan will be developed detailing how the above will be achieved.

## 6 Contribution to strategic outcomes

6.1 This work contributes to the Mayor of London's Policing and Crime Strategy, The three strategic themes reducing and preventing VAWG, Improving community engagement and delivering the MOPAC business crime strategy and will also be aligned to Haringey's forthcoming new Borough Plan, Young People at Risk strategy, as well as the Violent Crime Action Plan and the refreshed Community Safety Strategy.

6.2 Officers and partners will work strategically across related internal and external work areas and boards such as Youth Offending, Safeguarding Children and Adults, Health and Wellbeing, Tottenham Regeneration, Wood Green Bid, Early Help and the Community Strategy.

## 7 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

n/a

## 8. Finance and Procurement

8.1 n/a

work streams, as well as pursuing new opportunities. At the end of the each financial year expenditure and outcomes will be reported to the CSP Board which will provide

considerable detail about expenditure and performance to date. Haringey has an excellent reputation for compliance on both fronts.

**9. Legal**

n/a

**10. Equality**

- 10.1 There is an inherent impact on equalities of much of our community safety work and this is presented and discussed at the Community Safety Partnership meetings. This includes the peak age of offending being between 16 and 24; a very high percentage of young black males (mostly of African-Caribbean origin) involved in gangs (approx. 80%); the impact of domestic and sexual violence on women and girls; high concentrations of crime occurring in areas of deprivation; and vulnerable individuals and communities becoming victims of hate crime.
- 10.2 This report considers the areas of challenge in direct correlation with the impact on victims, especially vulnerable victims. In this respect, significant attention is being given to the disproportionate impact.

**11. Use of Appendices**

n/a

**12. Local Government (Access to Information) Act 1985**

n/a

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**Title:** MOPAC Local Priority Setting – February 2019

**Report authorised by :** Eubert Malcolm, Interim Assistant Director for Stronger Communities

**Lead Officer:** Sandeep Broca, Intelligence Analysis Manager

**Ward(s) affected:** All Wards

**Report for Key/  
Non Key Decision:** Non key-decision

**1. Describe the issue under consideration**

- 1.1 This briefing note details information about the MOPAC local priority setting process for 2019/20. This is similar to the 2018/19 process and begins in February 2019, to be finalised by 22<sup>nd</sup> March 2019.
- 1.2 As part of the Mayor's Police and Crime Plan, MOPAC have committed to setting local policing priorities across the capital in conjunction with borough leaders and police. Setting the priorities in this way ensues local issues, as determined by Community Safety Partnerships, are focused on. MOPAC is committed to refreshing the local borough priorities on an annual basis.
- 1.3 Alongside the local priorities are London wide policing priorities on mandatory high-harm crimes: sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime.
- 1.4 MOPAC have noted that, for the offences chosen as a priority by boroughs, in the majority of those areas there has been a decrease in recorded offending when compared with Boroughs not focusing on the same crime types locally. This suggests the local problem solving approach does have an impact.
- 1.5 Last year, data showed that both violence (Robbery; Non-Domestic Violence with Injury: Common Assault) and burglary were trends on the rise and should be considered actively by boroughs when setting local priorities. As a result, 29 out of 32 Boroughs chose a violence measure and 23 out of 32 Boroughs chose burglary as a priority. Alongside this, MOPAC ensured that anti-social behaviour remained a local borough priority across London.
- 1.6 MOPAC will be starting the process of agreeing priorities again with local leaders – some via calls or via meetings, with a commitment to meet with all 32 boroughs over the course of the year.

- 1.7 Initial feedback from boroughs suggests that the priorities chosen for this year (2018/19) are likely to remain a priority for next year (2019/20).

## 2. Recommendations

- 2.1 Haringey's agreed local priorities for 2018/19 are Violence with Injury (Non-Domestic) and Personal Robbery. Whilst some positive improvements have been noted in both of these categories, (-7% and -1% respectively), both of these remain significant challenges for the borough. The seriousness of such incidents continues to also remain high, with levels of injury sustained often being significant.
- 2.2 Whilst some other crime categories are also experiencing challenging performance, such as burglary, the focus on Violence and Robbery over the past year appears to have had a positive effect.
- 2.3 Nonetheless, Haringey experiences over 2,000 violent crimes per year and almost 1,800 robberies, equating to one of each of these offences approximately every 4 hours, throughout the year.
- 2.4 Due to these factors, it is recommended that Violence with Injury (Non-Domestic) and Personal Robbery remain key local priorities for Haringey, along with the basket of high harm crimes (sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime) and anti-social behaviour. These priorities would also support a number of ongoing workstreams in Haringey, including the refreshed Community Safety Strategy, the Young People at Risk strategy, the refreshed Borough Plan and the North Area Violence Reduction Group (NAVRG).
- 2.5 As outlined below, MOPAC will be liaising with Haringey to determine local priorities. This will take place between February and March, with a final decision to be agreed by 22<sup>nd</sup> March 2019. Priorities for 2019/20 will be published on 5<sup>th</sup> April 2019.

### Timeline:

Date	Action
January 2019	<ul style="list-style-type: none"> <li>Email sent out to all London Boroughs on resetting and review of Local Priorities</li> <li>Followed up by MOPAC single point of contact (SPOC)</li> </ul>
Early February 2019	<ul style="list-style-type: none"> <li>Information packs to be created and issued to help with London Borough decision making on priorities</li> </ul>
February and March	<ul style="list-style-type: none"> <li>Calls as needed with the Deputy Mayor for Policing and Crime</li> <li>London Borough decision making via MOPAC SPOC</li> </ul>
22 <sup>nd</sup> March 2019	<ul style="list-style-type: none"> <li>Final priorities to be agreed</li> </ul>
5 <sup>th</sup> April 2019	<ul style="list-style-type: none"> <li>Final priorities for 2019/20 to be published</li> <li>Confirmation letters to be sent out</li> </ul>

## 3. Reasons for decision

n/a

**4. Alternative options considered**

n/a

**5. Background information**

5.1 Haringey has a signed agreement with the Mayor's Office for Policing and Crime to contribute to tackling the Mayor's priority crimes. The agreement is accompanied by a grant of £518K for 2018/19, £553K for 2019/20 and £553K for 2020/21. This is allocated across five areas: Drug treatment intervention to reduce reoffending; Integrated Offender Management; an integrated Gang Exit Programme; Advocacy and support to victims of domestic violence; Cross-borough support to ASB victims and witnesses (Haringey and Enfield).

5.2 The London Crime Prevention Fund (LCPF) was established in 2013, bringing together a number of funding streams that had existed before MOPAC was set up. The fund ran from 2013/14 to 2016/17 in line with the Police and Crime Plan. These arrangements ended in March 2017.

5.3 In 2016, the Deputy Mayor for Policing and Crime made a commitment to sustain the LCPF budget at £72m for a further four years (2017/18 to 2020/21), despite cuts to the overall policing budget. It was outlined in that decision that the fund would be split between direct borough funding and the co-commissioning fund, with direct funding allocated by a need and demand formula. It was also outlined that a further DMPC decision would be made in 2018/19 to review the funding formula and finalise the allocations for 2019/20 and 2020/21.

5.4 The crime landscape in London has changed recently, with a particular increase in violence and youth offending. It is imperative that funds are allocated to those areas with the greatest need and demand, whilst not destabilising local services which are tackling these priority issues. As such, the new decision has made an additional £1.1m available to maintain all increases in allocation as a result of updating the funding formula, whilst removing all reductions, as compared to the previous funding formula allocations (in 2018/19), so that no borough sees a reduction in anticipated funding.

5.5 The approach in years 3 and 4 of the fund will be very similar to the previous two financial years. It is intended that Local Authorities can continue to target commissioned services on local priorities. It is also intended to provide a fairer allocation of resources in recognition that London is changing both in terms of demand and need. This will also enable a focus on prevention as well as intervention and enforcement.

5.6 The key elements of this approach include the following:

Two year funding commitment - enabling services to be commissioned over two 2 year funding cycle. Funding allocations for this next cycle are guaranteed to the Local Authority and will not change, irrespective of the funding amounts in the yearly main policing grant. Local Authorities will also benefit from the fact that funding can be apportioned within the two period, regardless of yearly

allocation. Underspend from year 3 can be carried over into year 2 on request, but no underspend can be carried over between two year cycles.

Performance reviews – Invoicing will continue to be quarterly in arrears so boroughs will continue to be expected to provide information on spend on a quarterly basis. There will then be yearly reviews of the projects/programmes impact against what you agreed to deliver and the relevant area of the Police and Crime Plan performance framework. The process will remain very similar to previous years, but the financial and performance management will be centralised within MOPAC, rather than feeding through SPOCs.

- 5.7 Quarterly returns are required which give considerable detail about our expenditure and performance to date. Haringey has an excellent reputation for compliance on both fronts.
- 5.8 Performance monitoring occurs in between Community Safety Partnership board meetings and attendance includes the holders of KPIs, the budget holders and statutory partners such as the police.

## **6. Contribution to strategic outcomes**

- 6.1 This work contributes to the Mayor of London's Policing and Crime Strategy, Haringey's Corporate Plan priority 3 and the Haringey Community Safety Strategy. It will also help to shape Haringey's forthcoming new Borough Plan, Young People at Risk strategy, as well as the Violent Crime Action Plan and the refreshed Community Safety Strategy.
- 6.2 Officers and partners work strategically across related work areas and boards such as Youth Offending, Safeguarding Children and Adults, Health and Wellbeing, Tottenham Regeneration, Early Help and the Community Strategy.

- 7. **Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**  
n/a

### **Finance and Procurement**

The uplifted funding may provide additional opportunities to enhance existing workstreams, as well as pursuing new opportunities. Quarterly returns are required which give considerable detail about our expenditure and performance to date. Haringey has an excellent reputation for compliance on both fronts.

**Legal**

n/a

**Equality**

There is an inherent impact on equalities of much of our community safety work and this is presented and discussed at the Community Safety Partnership meetings. This includes the peak age of offending being between 16 and 24; a very high percentage of young black males (mostly of African-Caribbean origin) involved in gangs (approx. 80%); the impact of domestic and sexual violence on women and girls; high concentrations of crime occurring in areas of deprivation; and vulnerable individuals and communities becoming victims of hate crime.

This report considers the areas of challenge in direct correlation with the impact on victims, especially vulnerable victims. In this respect, significant attention is being given to the disproportionate impact.

**8. Use of Appendices**

n/a

**9. Local Government (Access to Information) Act 1985**

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**REPORT TO: Haringey Community Safety Partnership**

**DATE: 27<sup>th</sup> February 2019**

**REPORT TITLE: Update on North Area Knife Crime & Serious Youth Violence Action Plan**

**REPORT AUTHOR/S:**  
**Superintendent Nigel Brookes (North Area BCU)**

**PURPOSE OF REPORT: To brief the CSP on development and delivery of the North Area Knife Crime and Serious Youth Violence Action Plan.**

**SUMMARY: This report summarises the background and implementation of consistent knife crime and serious youth violence action plans across London and how this work is being developed and delivered in Enfield and Haringey boroughs.**

## **1. BACKGROUND**

A 2018 a review of knife crime and serious youth violence plans in place in each London borough revealed a variety of format, content and detail leading to difficulties in identifying good practice and the effectiveness of differing approaches. In June 2018 MOPAC, the Metropolitan Police Service (MPS) and London Councils collaboratively developed a new action plan template drawing on the expertise of senior police officers, Chief Executives, Directors of Children's Services, Directors of Public Health and Heads of Community Safety from across London.

Each Community Safety Partnership was required to develop a plan based on this template and agreement was reached with Enfield and Haringey Councils to form a single collaborative cross-border action plan coterminous with the new North Area Basic Command Unit (NA BCU) local policing structure with brings together the policing of both boroughs into a single unit. It is strongly believed that a single plan delivered in partnership across both boroughs offers best opportunity to maximise the safety of young people through effective co-ordination, sharing of good practice and identification of shared objectives.

### **North Area Knife Crime & Serious Youth Violence Action Plan**

Every London CSP's action plan, including the plan developed for Enfield and Haringey, is structured around six consistent themes:

1. Keeping deadly weapons off the streets
  - *Reducing opportunities for knife crime by minimising accessibility and availability of bladed weapons*

2. Protecting and educating young people
3. Targeting lawbreakers
  - *Enforcement focus driven by strategic and tactical analysis*
4. Offering ways out of crime
  - *Working with criminal justice partners to provide opportunities for young people to access services, training & employment*
5. Standing with communities, neighbourhoods and families against knife crime
  - *Comprehensive community engagement strategy*
6. Supporting victims of violent crime
  - *A victim-focussed approach to the response to, and investigation of, violent crime*

The contributory activities of each member agency / department (see below for membership) for each of the six themes have been comprehensively listed and categorised within the North Area (Enfield and Haringey) Knife Crime and Serious Youth Violence Action Plan. Delivery of these activities is also mapped and tracked against existing strategic plans to improve the safety of young people in place in each of the contributing organisations and therefore should complement and drive wider council and other agency objectives. The action plan has been reviewed by MOPAC and assessed as strong.

### **Delivery**

To ensure continued and effective development, coordination and delivery of the action plan the North Area Violence Reduction Group (NAVRG) has been created. The group, which meets every six weeks alternatively in Enfield and Haringey and is currently police-chaired, consists of senior representatives from:

- Enfield Borough Council
- Haringey Borough Council
- Metropolitan Police
- Enfield Public Health Team
- Haringey Public Health Team
- National Probation Service
- Community Rehabilitation Company (CRC)
- London Fire Brigade
- Community Safety Manager for both Boroughs
- Barnet, Enfield & Haringey Mental Health Trust
- Clinical Commissioning Group representatives
- Courts Services
- Transport for London
- British Transport Police
- North Middlesex Hospital
- Victim Support
- Safer Neighbourhood Board to support community oversight
- Registered Social Landlords
- Voluntary Sector including identified groups such as ECYPS
- Business Sector
- Haringey Business Improvement District
- Mayor's Office for Policing and Crime (MOPAC)



Individuals / organisations not represented on this list may request or be requested to attend for specific discussions.

## Purpose

NAVRG is responsible for coordination and reporting of this work to the Community Safety Partnerships and Safeguarding Boards/ arrangements in respective areas. The project will provide an opportunity for increased effectiveness through the development of analytical products to evidence need and from sharing examples of good practice and outcomes. This work will be shared as appropriate with other groups including the MOPAC Violence Reduction Unit. Significantly, the strategic plans which each intervention supports is being mapped to ensure all activity drives long term objectives of the constituent agencies. For example, the six themes driven through the NAVRG work comprise the priorities within outcome 5 of the draft Haringey Youth at Risk Strategy.

Specific aims are to:

- be community-centric
- identify opportunities to better coordinate and anticipate incidents of violence across the BCU.
- support the development of a Public Health approach and identify and share best practice.
- particularly focus on early intervention to reduce vulnerability.
- include actions to support young people transitioning from children to adult services.
- develop and test strategies to counter the opportunity for violence.
- maintain both strategic and operational overview of occurrences and trends in relation to these issues.
- complement MOPAC strategies and the work of the Violence Reduction Unit
- regularly receive intelligence and performance information;
- constructively challenge on areas of underperformance as well as understanding and identifying best practice;
- ensure that the work is consistent with, and complementary to, the wider remit of existing Partnership Boards in both Boroughs and other relevant agencies' plans and strategies.
- ensure clear engagement with key partnerships such as Health and Wellbeing and the Safeguarding boards.
- maintain and develop positive relationships with other forums and groups.
- ensure that effective mechanisms are in place and are being used to consult and engage local communities and businesses;
- ensure that due account is taken of social cohesion and diversity issues including those related to priority groups, neighbourhoods and communities;
- develop a comprehensive communications plan to publicise its work and encourage greater community confidence and engagement.

## Governance

The Chair of the Group will report to both Community Safety Partnerships. It is envisaged that, for the life North Area Violence Reduction Group, a standing item should be agreed for these borough-based arrangements to ensure that all contributing partners across the area are fully briefed in a timely manner. These written briefings can then be shared with other groups as required

All members of the Partnership will be in a position to make or influence decisions within their organisation and commit resources, where appropriate.

Group members will be responsible for reporting to the Group on relevant issues and developments from within their own organisation and wider areas. They will also be responsible for communicating Group business down to all departments and staff within their own organisation, as appropriate.

## **2. CHALLENGES AND DEVELOPMENTS**

Whilst there are now positive signs of stabilisation, knife crime and youth violence remains a significant challenge for London as a whole and locally - in the 12 months to end of December 2018 Enfield and Haringey had the 1st and 4<sup>th</sup> highest volumes of serious youth violence in London – and tackling violent crime remains the number one priority for the MPS.

Work is underway within MOPAC to establish a new Violence Reduction Unit (VRU) of specialists in health, police and local government to lead and deliver a long-term public health approach to tackling the causes of violent crime. The unit will be a multi-disciplinary team operating across London, expanding the work of the Mayor's Knife Crime Strategy to include wider types of violence and look to address the links between violence in the home and on the street. It aims to better understanding the risk factors in a person's early life that can lead to serious violence by using data from health, criminal justice and other public services. It will also focus on improved and sped up interventions at a local level, with the aim of reducing violence and protecting those vulnerable to exploitation. Once established, it is anticipated that a clear relationship between the VRU and local violence reduction delivery groups will be set out.

## **3. RECOMMENDATIONS**

To note the updates provided within this report and to support the work of the North Area Violence Reduction Delivery Group. It is recommended that updates be provided at each CSP meeting.

## **4. NEXT STEPS**

The MPS is funding provision of analytical and project co-ordination support to NAVRDG to drive targeted and focussed intervention in the areas most affected by violent crime. Additionally, a funding bid for £4,600 has been successful for the Edmonton Eagles Boxing Club to deliver additional coaching sessions to young people in a part of the borough most affected violent crime.

As NAVRDG progresses towards delivery against the action plan, further opportunities for funding bids are being explored and assessed to ensure that interventions are driven effectively and sustainable for the longer term.