

NOTICE OF MEETING

COMMUNITY SAFETY PARTNERSHIP

Wednesday, 14th July, 2021, 2.00 pm - MS Teams - Watch It [Here](#)

Members: Please see membership list set out below.

1. FILMING AT MEETINGS

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The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

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 16 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 24th February as a correct record.

6. MEMBERSHIP (PAGES 9 - 14)

7. HARINGEY COMMUNITY GOLD UPDATE (PAGES 15 - 104)

8. MY ENDS PROGRAMME (PAGES 105 - 114)

9. NA BCU COMMUNITY MAPPING INITIATIVE & SAFE TO NET PROJECT

Verbal Update

10. CRIME PERFORMANCE OVERVIEW (PAGES 115 - 128)

11. ANNUAL YOUTH JUSTICE PLAN (PAGES 129 - 172)

12. YOUTH JUSTICE THEMATIC INSPECTION

Verbal Update

13. REHOUSING FAMILIES IN URGENT CIRCUMSTANCES UPDATE

To follow

14. SAFER STREETS FUND - ROUND THREE

Verbal Update

15. ENHANCING OUR PARTNERSHIP APPROACH TO STOPPING VIOLENCE AGAINST WOMEN AND GIRLS

Verbal Update

16. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 3 above.

17. ANY OTHER BUSINESS

To raise any items of AOB.

18. DATES OF FUTURE MEETINGS

To note the dates of future meetings:

6th October 2021

8th December 2021

9th February 2022

Philip Slawther, Principal Committee Co-ordinator
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Fiona Alderman
Head of Legal & Governance (Monitoring Officer)
River Park House, 225 High Road, Wood Green, N22 8HQ

Tuesday, 06 July 2021

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MINUTES OF MEETING Community Safety Partnership HELD ON Wednesday, 24th February, 2021, 2.00 pm

PRESENT:

Treena Fleming – Borough Commander for Haringey & Enfield, Metropolitan Police (Chair)
Cllr Mark Blake – Cabinet Member for Communities and Equalities
Cllr Kaushika Amin – Cabinet Member for Children and Families
Beverley Tarka – Director Adult & Health, Haringey Council
Ann Graham – Director of Children's Services
Geoffrey Ocen – Chief Executive, Bridge Renewal Trust
Eubert Malcolm – Interim Assistant Director Stronger Communities
Joe Benmore – Community Safety & Enforcement Team
Sandeep Broca – Community Safety & Enforcement Team
Simon Eversley – Interim Head of ALMO Clienting
Manju Lukhman – Violence Against Women & Girls Strategic Lead
Beth Waltzer – Community Safety, Waste & Enforcement Manager
Karina Kaur - Strategic Lead of Communities
Stuart Smilee – Organised Crime Community Coordinator (Metropolitan Police).
Tracey Downie – Executive Director of Housing Management, Homes for Haringey
Tom Dodsworth – Mayor's Office for Policing and Crime (MOPAC)
Patsy Wollaston – London Probation Service
Mathieu Bergeal – London Community Rehabilitation Company

31. 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.

32. APOLOGIES

There were no apologies received.

33. URGENT BUSINESS

None.

34. DECLARATIONS OF INTEREST

None.

35. MINUTES

RESOLVED

The minutes of the meeting held on 16th December 2020 were agreed as a correct record.

36. MEMBERSHIP

Noted.

37. RE-HOUSING HOUSEHOLDS IN URGENT CIRCUMSTANCES

The Partnership received a verbal update on rehoming households in urgent circumstances from Simon Eversley, Interim Head of ALMO Client. The key points of the update were noted as:

- a. The Partnership noted that there may be situations where individuals or their families needed to be urgently re-housed elsewhere from their home due to violence. This applied to all tenures and not just Council tenants. Any requirement for emergency accommodation to keep a household safe would be immediately investigated and a decision made, which could involve re-housing the member of the household who was at risk of violence or the entire household, as appropriate.
- b. Officers advised that regular contact would be maintained with external and internal agencies to manage risk and to assess any changing requirements. In relation to Council tenants, arrangements would be made for such cases to be considered by Homes for Haringey's (HfH) Housing Decisions Panel (HDP). The tenant(s) would be advised as well as when necessary, any external agencies including the IGU, of the outcome of the HDP's decision within one working day of this being made. HfH will facilitate the direct offer of suitable alternative social accommodation within six weeks of the HDP's decision. Officers acknowledged that this would be based on the availability of suitable stock.
- c. In instances where the person/s could no longer remain in the Borough, there were a number of alternative arrangements such as: Pan London Housing Reciprocal, the GLA's Housing Moves scheme and the not for profit scheme Homefinder UK.
- d. A number of Housing Associations have the ability to utilise their own stock for internal management transfers. However, Housing Associations have no statutory duty to move a tenant(s) on management grounds.
- e. In relation to those residing in Temporary Accommodation, the Housing Management Officer or Move-On Officer would consider the case and assess the risk to determine whether a move was required. A transfer request form would be submitted to the Move-On Team Manager within Homes for Haringey, detailing the reasons for the request. This would normally be within one working day of receiving a request for alternative accommodation. If the request for alternative accommodation was approved, the family would be added to the TA transfer list with a suitable priority. Where there were issues of Domestic Abuse, safeguarding issues or a request for management transfer, the highest priority (band A) would be applied.

- f. In relation to households in the private rented sector, HfH liaised with the landlord to ascertain whether the risk at the current accommodation could be mitigated by additional security measures to avoid the need for a move. If the property could not be made safe, HfH staff would explore whether they had any alternative accommodation that could be offered to the tenant. Failing this, the option of another private rented sector property would be explored, either in or out of the borough.
- g. For homeless households with nowhere to go, staff would seek to relieve the homelessness duty by considering a range of options and pursue the most appropriate option such as offering a private rented sector property, if there was suitable and affordable accommodation available. Again, this could either be in or out of the borough. Alternatively, a request for emergency accommodation would be made. If after 56 days, homelessness could not be relieved and a main housing duty was accepted, the applicant would be allocated a Move-On Officer.
- h. Homeowners who were unable to remain in their property would be classed as homeless under homelessness legislation and would be treated in line with other homeless households, with additional regard given to their available financial resources.

The following arose from the discussion of this agenda item:

- a. The Partnership sought clarification about what support was available for those coming out of prison and perhaps had Covid or were vulnerable and how this would be managed. In response, officers advised that there was nothing in the proposals on this at present, but that these were valid considerations to take away and given some further thought to.
- b. The Partnership questioned what would happen to families that had to move urgently and who would then have their utilities and other services disconnected. Of particular concern was digital access, not having access to the internet and the impact that would have on those children being able to access education remotely. Partners were keen to understand how these issues could be mitigated in future, particularly given inequalities considerations. Officers acknowledged these points and agreed to give some further consideration but cautioned that it may be difficult to guarantee given the possible urgency of such a situation.
- c. The Partnership asked whether there was any further information around the numbers of people being re-housed, the reasons for this and the pack of support offered. The Chair noted that there was an evidence base that existed about young people returning to the borough to access their family and support networks and queried whether the risk of being relocated put people off from coming forward for the help they needed. In response, officers advised that proposals were still at an early stage and they did not have the information to hand but would look into the issues raised and provide a further update to the CSP.
- d. In reference to the earlier point around digital exclusion, HfH suggested that this could potentially be included as part of the existing letting standards. This could be incorporated as part of the standard checks such as whether there

was a gas safety certificate. As part of this, HfH would check to see how quickly digital access could be set up on a particular property. HfH also acknowledged that further consideration could be given on how support could be given to those moving out of borough and the issues that the partnership raised in this respect.

- e. The Partnership emphasised the importance of widening out the learning from Covid to help ensure wider support needs. It was suggested that part of this was ensuring that every contact counted.
- f. Officers agreed to come back to the CSP with an updated paper at the next meeting in June. **(Action: Simon Eversley).**

RESOLVED

- I. That the update on rehoming households in urgent circumstances was noted.
- II. That a further update be brought back to the next meeting of the CSP.

38. UPDATE ON THE COORDINATED COMMUNITY RESPONSE (CCR) COMMUNITY ENGAGEMENT PILOT TO END VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) IN HARINGEY.

The Partnership received a report which provided an update on developing a Coordinated Community Response, where agencies and the community worked together to tackle Violence Against Women and Girls. The report was introduced by Manju Lukhman - Violence Against Women and Girls (VAWG) Strategic lead and Commissioner, as set out in the agenda pack at pages 13-18. The following arose during the discussion of this agenda item:

- a. The Partnership was advised that Haringey's Coordinated Community Response involved engaging all levels of the community, statutory, and non-statutory agencies to ensure they were working together holistically and effectively to support victim/survivors, hold perpetrators to account and prevent Violence Against Women and Girls. Following Covid, the proposal had been adapted to be able to be rolled out during the pandemic. This involved the roll-out of a two hour online training programme that had been attended by over 170 people.
- b. The Partnership sought assurances around what lessons could be learnt from Covid and the easing of lockdown. In response, officers advised that there had been significant learning and engagement with partners and that one of the main areas of feedback was around the clear barriers that existed for some within the BAME community to accessing services. It was proposed that a number of new posts would be commissioned to provide additional resources, including a mental health IDVA and a tri-borough LGBT post.
- c. The Partnership welcomed the proposals and queried whether there would be any specific nuances for children and young people including LGBT issues, as this may require slightly different language than for an adult audience. In response officers acknowledged the importance of this and advised that there would be a separate model for young people and that this would include online publicity and comms materials, for example.

- d. Manju agreed to share her contact details with partners to discuss how to support this further, including suggestions for safe spaces or if any further information was required. **(Action: Manju).**

RESOLVED

That the update was noted.

39. CRIME POST-LOCKDOWN PLANNING

The Committee received a presentation which explored the impact on crime and disorder from the pandemic and the accompanying lockdown, along with information around post-lockdown crime planning. The presentation was introduced by Joe Benmore - Interim Head of Community Safety and Enforcement, and Sandeep Broca - Community Safety Intelligence Analysis Manager. The presentation was set out in the agenda pack at pages 19-26. The following arose from the discussion of this agenda item:

- a. HfH commented that the key time slot for anti-social behaviour seemed to have shifted to between 2pm & 4pm and it was suggested that there was an opportunity to look at lighting and CCTV coverage on HfH sites. In response, officers acknowledged this point and suggested that a key takeaway from lockdown was around finding different and innovative ways to engage with the community, including around hotspot locations.
- b. Cllr Amin highlighted that Council services were coming into contact with young people who had not been in contact previously, as a result of the pandemic. It was queried whether referrals could be looked at to understand the extent to which those being referred were completely new and what their backgrounds were. In response, officers acknowledged that they were aware that a spate of robberies in Tottenham in 2019 involved a number of first time offenders. There was a lot of work being done with Children's Services and there was a child exploitation panel that met daily to look at young people who were vulnerable to criminality. It was acknowledged that more needed to be done, but officers suggested that it was difficult to understand the referrals at this stage. Referrals through Haringey Community Gold were currently taking place. The impact of community trauma from specific events was also highlighted.
- c. The Partnership sought assurances around what could be done as a system to look at prevention and early intervention, acknowledging that child exploitation and those with mild learning difficulties and mental health needs tended to be the ones that ended up in the criminal justice system. In response, officers acknowledged the importance of what the service offer would look like and the need to understand whether it was reaching the correct people, in order to properly formulate a partnership level response.
- d. The Partnership sought assurances around the extent to which a reduction in crime was sustainable after lockdown and whether it would just bounce back to pre-Covid levels. In response, officers commented that it may well just be a blip and that following an analysis of average crime figures over a three-year

- period; the expectation was that crime would return to pre-Covid levels. This was unless further actions and interventions was taken.
- e. Partners commented that there was an opportunity to develop a collective understanding of how trauma was dealt with by partners across the borough.
 - f. The role of the Young People at Risk Strategy and Haringey Community Gold was highlighted and the fact that these allowed Haringey to be able to look at young people from an early intervention perspective. One of the key factors going forwards was the need to listen to young people and involve them in the shaping of services
 - g. The Cabinet Member for Communities noted concerns about a potential spike in crime when lockdown restrictions were lifted, as happened in the summer. The impact of a possible decision by the government to remove the benefits uplift was noted as possible area of concern and one that conceivably could have an impact on levels of crime in the borough. The Cabinet Member advised the partnership of the development of a youth hub in Wood Green and the fact that a site had been identified and work was ongoing to set this up. The Partnership was advised that this would be the first dedicated youth work resource in Wood Green for a decade.
 - h. Partners raised concerns about the role of the drugs industry as a key driver for exploitation. It was commented that no matter how good partners were at intervening at the back end of the process and lifting vulnerable children out of crime, until the underlying problem was solved then exploitation would continue. The importance of adopting a whole systems approach was emphasised in this.
 - i. The Chair commented that she shared the Partnerships concerns about a rise in violent crime, noting recent murder incidents involving young people under 18 years old. Partners agreed to the establishment of a task and finish group to discuss how to work together to reduce violence post-lockdown. **(Action: Joe Benmore)**.
 - j. Officers agreed to bring back an update on this to future meetings as and when appropriate. **(Action: Joe Benmore)**.

RESOLVED

Noted.

40. UPDATE ON OPERATION ALLIANCE

The Partnership received an update around Operation Alliance from DCI Stuart Smillie, Organised Crime Community Coordinator (Met. Police). Operation Alliance was a Home Office funded partnership prevention piece of work involving outreach worker interventions with children in custody, to divert them away from crime following arrest. The update was a presentation that was included in the agenda pack at pages 27-30. The following arose from the discussion of this agenda item:

- a. The Partnership welcomed the project and it was suggested that officers were minded to support the request for further funding to continue the project from April 2021 but that being able to demonstrate evidence was crucial in developing a financial business case.

- b. Cllr Blake commented that the administration were supportive of the need to include young people in decision making and in how services were shaped, as per the Youth at Risk strategy. It was noted that the funding request would be considered by relevant Cabinet Members along with the Leader of the Council. Cllr Blake commented that it would be great to know how police colleagues were distributing information and lessons learnt from the project down to police officers.
- c. Cllr Amin welcomed the proposals and advised that HfH had a great apprenticeship programme and that it was important that this was linked into the apprenticeships offered as part of Operation Alliance.

RESOLVED

Noted.

41. COMMUNITY TENSIONS MONITORING

The Partnership received a report and accompanying presentation which provided an update on the work being done to record and monitor community tensions in Haringey, as set out in the agenda pack at pages 31-42. The report was introduced by Karina Kaur, Strategic Lead for Communities. The following arose from the discussion of the presentation:

- a. In response to comments around how the partnership could support this initiative, the Chair agreed to nominate a police representative for the strategic panel. **(Action: Treena Fleming).**
- b. The Strategic Lead for Communities agreed to share her contact details in the chat box.

RESOLVED

That the board noted the update and supported the monitoring of community tensions.

42. PROBATION RE-UNIFICATION 2021

The Partnership received a presentation on the reunification of the National Probation Service and the private sector Community Rehabilitation Company. The presentation was a slightly amended version of the presentation set out in the agenda pack at pages 43-50 and was presented by Patsy Wollaston, Head of Service NPS London and Mathieu Bergeal, Area Manager (North), London Community Rehabilitation Company. The following arose during the discussion of this agenda item:

- a. The reunification process would see low-risk and high-risk services brought back together under the National Probation Service and would develop a consistent approach to offender management. The Dynamic Framework was the only part of the service that would remain in private hands.
- b. Haringey would form part of the Haringey and Enfield cluster, one of the 12 geographic areas across London. The transition was due to be implemented in June 2021 and it was expected that the service would be stabilised by 2022.
- c. Cllr Blake noted concerns with the way in which young men in Haringey were currently being returned from prison and commented that he would be picking up this point outside of the meeting. In response, Patsy Wollaston advised that

they were developing resettlement pathways for the new service and that the NPS would be engaging with stakeholders on this issue.

RESOLVED

Noted.

43. IOM RE-LAUNCH

The CSP received a presentation on the new London Integrated Offender Management Framework, provided by Tom Dodsworth from MOPAC as set out in the agenda pack at pages 51-78.

RESOLVED

Noted.

44. NA BCU COMMUNITY MAPPING INITIATIVE & SAFETONET PROJECT

The Chair agreed to defer the community mapping initiative item to the following meeting.

Victor Olisa and Dal Babu to be invited to the next CSP meeting. **(Action: Clerk).**

45. NEW ITEMS OF URGENT BUSINESS

N/A

46. ANY OTHER BUSINESS

The Director of Children's Services advised that OFSTED were conducting a focused visit to Haringey on 9th & 10th March to check on progress. The outcome of this focused visit was a letter to the Director (rather than a formal assessment and score).

The Cabinet Member for Communities advised that there was also a thematic review being conducted of the Youth Offending Service around disproportionality on 17th May. The findings of this review would be brought back to the CSP in due course.

47. DATES OF FUTURE MEETINGS

TBA

CHAIR:

Signed by Chair

Date

Appendix E
Community Safety Partnership - Membership List 2021/22

	NAME OF REPRESENTATIVE
Statutory partners/CSP members	<p>Cllr Peray Ahmet, Leader of the Council (Co-chair)</p> <p>Treena Fleming, Borough Commander (Co-chair), Haringey Metropolitan Police</p> <p>Cllr Julia Ogiehor</p> <p>Cllr Zena Brabazon, Cabinet Member for Early Years, Children and Families</p> <p>Zina Etheridge, Chief Executive, Haringey Council</p> <p>Ian Thompson, Borough Fire Commander, Haringey Fire Service</p> <p>Rachel Lissauer, Director of Commissioning, Haringey Clinical Commissioning Group</p> <p>Mark Landy, Community Forensic Services Manager, BEH Mental Health Trust</p> <p>Geoffrey Ocen, Chief Executive, Bridge Renewal Trust</p> <p>Joanne McCartney, MPA, London Assembly</p> <p>Stephen McDonnell, Director for Environment and Neighbourhoods</p> <p>Dr. Will Maimaris, Interim Director Public Health, Haringey Council</p> <p>Ann Graham, Director of Children Services, Haringey Council</p> <p>Beverley Tarka, Director Adult & Health, Haringey Council</p> <p>Sean McLaughlin, Managing Director, Homes for Haringey</p> <p>Latoya Ridge, Victim Support</p> <p>Tony Hartney, Safer Neighbourhood Board Chair</p>
Supporting advisors	<p>Eubert Malcolm, Assistant Director Safer and Stronger Communities</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 1st 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:

Outcome One	Rebuild and improve public confidence in policing and maintaining community safety
Outcome Two	Prevent and minimise gang-related activity and victimisation
Outcome Three	Respond to Violence against Women and Girls*
Outcome Four	Reduce re-offending (through an integrated multi-agency model)
Outcome Five	Prevent and reduce acquisitive crime and anti-social behaviour (to include residential burglary, personal robbery, vehicle crime, fraud and theft)
Outcome Six	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 (CSP – 14 Jul 2021)

Title: Haringey Community Gold Update

Report authorised by: Eubert Malcolm, Assistant Director for Stronger Communities, 0208 489 5520, Eubert.malcolm@haringey.gov.uk

Lead Officer: Eduardo Araujo, Senior Tottenham Community Safety Manager
0208 489 3571, eduardo.araujo@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non Key Decision: Non Key Decision**

1. Describe the issue under consideration

This report provides an update to the Children & Young People DMT and Community Safety Partnership regarding the Haringey Community Gold programme 2019-21, which was approved by Cabinet in March 2019. It sets out progress made in the delivery of commitments made against the Young People at Risk Action Plan and in terms of governance arrangements. Greater London Authority funding comes to an end on 31st December 2021.

2. Recommendations

That the Panel note the contents of this report for information

3. Background information

The Greater London Authority announced the success of Haringey's Young Londoner Fund bid application in November 2018. The Haringey Community Gold programme was approved by Cabinet in March 2019. It represents an extensive programme of activity across a consortium of Voluntary and Community Sector (VCS) delivery partners including delivering activity at neighbourhood level across the borough. Activity includes extensive outreach and engagement, employment support, sports and play, mentoring, mental health and leadership training.

The management of the programme delivers partnership work with the police, schools, health providers, and community groups, the overarching objective (pairing the Young People at Risk Action Plan) of which is to reduce and prevent serious youth violence in the borough. It adopts a public health model, designed to address the risk factors that may make young people more vulnerable to involvement in violent crime while building the protective factors that keep them safe and prioritising preventative and early interventions.

Ongoing independent programme evaluation is reported periodically and are noted alongside this document (appendix 1 and 2), which looks at the impact of the programme at the end of year 1 and the impact Covid-19 has had in the

programme. The Bridge Renewal Trust end of 2020 evaluation is enclosed in this document (appendix 1). The follow up independent assessment of the Covid-19 impact is also enclosed in this document (appendix 2). The Haringey Community Gold (HCG) delivery plan, including the long-term outcomes and medium-term priorities, are informed by ongoing extensive engagement with partners and young people in Haringey.

Youth Violence in Haringey

In the 12 months to July 2020, there were 283 victims of serious youth violence in Haringey. While any number is too high, this figure represents a 29% decrease on the previous year, and is a larger reduction than that seen across London (12%). It is also notable that the number of knife injury victims under 25 years-old is down 35% year-on year and the number of robberies is down 0.5% year-on year.

Haringey now ranks fifth among the 32 London boroughs in terms of the number of serious youth violence victims. Enfield is first, followed by Westminster, Southwark, and Newham.

Rank	Borough (Year to July 2019)	Borough (Year to July 2020)
1	Westminster	Enfield
2	Enfield	Westminster
3	Haringey	Southwark
4	Newham	Newham
5	Southwark	Haringey

A significant proportion of the reduction in serious youth violence is attributable to Covid-19 and the lockdown. There are early indications of increases in some crime types correlating with easing of lockdown restrictions. Analysis is ongoing under the auspices of the North Area Violence Reduction Group, which comprises representatives of North Area BCU, Haringey Council, Enfield Council, and partners.

4. Covid-19 - review findings

HCG is a three-year programme of youth-facing service provision supported by the Mayor's Young Londoners' Fund, lasting from January 2019 to December 2021 and delivered by nine locally-based partner agencies in the London borough of Haringey.

Appendix 2 provides findings of consultation and reviews exercise into the continuing impact of the UK-wide Covid-19 'lockdown' of 2020-2021 upon the Haringey Community Gold programme (HCG). This report also reflects the current programme performance.

The study took place in March-June 2021 and used a mixed methods research design, drawing on desk research, interviews and a focus group involving all HCG delivery partners. It followed an earlier review of the impact of Covid-19 on HCG, produced in August 2020 (available from www.haringey.gov.uk/hcg), and its scope covered the impact of the continuing lockdown on project staff and

young people, project services and resources as well as identification of key challenges and opportunities.

The HCG programme has faced over a year of challenges associated with the ongoing Covid-19 pandemic and UK lockdown restrictions with considerable resilience. In response, the HCG partnership has demonstrated a striking capacity to achieve and/or exceed profiled performance targets for young people completing the programme.

An earlier review showed that the first phase of the Covid-19 lockdown from March to July 2020 had meant an immediate reduction in participants starting and completing the programme, but a negligible impact on the cumulative participant retention rate, which at 42% was still nearly 70% above its profiled level of 25%. Wider impacts had included a loss of delivery time and the emergence of unanticipated needs to engage directly with other stakeholders including families or participants and to provide ongoing support for participants who had completed the programme.

Qualitative progress to date by the HCG programme

Deeper insight into the journey behind the performance data is obtained from analysis of the experiences of HCG delivery partners to date, which can be grouped into five thematic areas - Adaptation/innovation, health and wellbeing, collaboration, unexpected opportunities and persistent challenges.

- **Continuing adaptation and innovation** by HCG delivery partners has been critical to their successful delivery. Agile approaches to online and/or blended delivery in response to lockdown restrictions have yielded benefits, although some benefits of face-to-face work have not been easy to replace.
- The **health and wellbeing** of young people and their families, both physical and mental, has presented ongoing challenges during the Covid-19 pandemic and lockdown, whilst also enabling deeper insights into their needs by HCG delivery partners, which in turn has informed service provision.
- **Collaboration across the HCG partnership** has continued effectively throughout this period, despite some resource-based limitations, whilst external collaboration with statutory services has been strengthened.
- **Unexpected opportunities** arising from the Covid-19 pandemic and lockdown have included deeper insight into needs of young people and families, added value from external collaborations, an expanded role for HCG's successful Youth Advisory Board and a legacy of innovative, agile services.
- **Persistent challenges** faced by the HCG programme throughout the period covered by this review have included the effects of the extra social and economic dislocation associated with Covid-19 on the target group, exemplified by 'digital poverty' of young people expected to engage with digital services. A wider challenge may be that the range of needs addressed by HCG cannot be 'solved' within the life of a three year programme. However, HCG delivery partners are convinced that empowering community-led services to support young people at risk from crime will ensure that needs that cannot be met by mainstream services will be addressed effectively.

5. Delivery outputs

Haringey Community Gold under the Young People at Risk Action Plan commits partners to delivering an ambitious range of activity. Delivery of the Young

People at Risk Action Plan is co-ordinated through an Operational Group, chaired by the Assistant Director for Stronger Communities and consisting of officers from Council services responsible for delivering projects noted in the Action Plan. The Operational Group reports to the Director of Children Services. Haringey Community Gold delivery sits under this governance structure.

At the end of March 2021, with three quarters of delivery of the HCG programme remaining, cumulative completions were already 20% above their lifetime profile, while cumulative starts had reached 70.3 % of their lifetime profile at a point 75% along the project timeline, as shown in Table 1. This, along with the cumulative conversion (retention) rate of 42.7%, which was 71% higher than that profiled, indicates that the HCG programme had continued to achieve remarkable results after a year of lockdown, despite the lasting impact of lockdown on recruitment of participants.

Table 1 and 2 provide an overview of the cumulative outputs and outcomes of the Haringey Community Gold in nine quarters of delivery:

Table 1 – HCG Primary targets profile

Indicator	Project quarter or cumulative period										Q2-4 2021 profile	All years
	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	To date as at Q1/21		
Starts (profile)	150	250	800	800	650	850	552	465	650	5,167	1,867	6,000
Starts (actual)		181	869	314	576	245	536	762	732	4,215		4,215
Completions (profile)	25	75	150	250	60	95	130	97	60	942	322	1,500
Completions (actual)		78	130	101	428	121	99	161	683	1,801		1,801
% of actual starts vs. profile		72.4	108.6	39.3	88.6	28.8	97.1	163.9	112.6	81.6		70.3
% of actual completions vs. profile		104	86.7	40.4	713.3	127.4	76.2	166	1138.3	191.2		120.1
Conversion rate (no. of completions/ no. of starts)		43.1	15	32.2	74.3	39.3	18.5	21.1	93.3	42.7	17.2*	42.7

*profile only

Table 2 – Secondary outputs to date, profiled vs actual

Indicator	Profile - all years	Cumulative achievement to 31.3.21	Achievement rate vs profile all years (%)
Number of training opportunities provided to young people	900	1,159	128.8
Number of young people gaining employment	300	69	23
Number of young people completing an accredited/ unaccredited course or qualification	450	444	98.7
Number of young people accessing mental health support via HCG	300	72	24
Number of jobs created through the YLF fund	87	77	88.5

Case Study A

Haringey Sixth Form College is a diverse college with over 1240 full-time students studying mainly A-level and advanced vocational programmes. The college has the highest measure of deprivation of any sixth form college in England: 98% of students come from high widening participation postcodes. Many students have English as a second language. Majority of students come from Haringey where GCSE achievement in Year 11, even though improving, remains below the national average. Many are the first in their family to apply to university.

2019-20 academic year has seen an increase in recruitment of students associated with high conflict areas and postcode wars. This can, at times, create conflict in and outside the classroom. A significant increase in conflicts between female students has been noted, which was not necessarily common in the past. One of these incidents resulted in five permanent exclusions.

HCG's Exodus (UpSkill U) was requested as part of the wider strategic approach. These seminars offered much needed guidance and clarity in terms of risks involved through illicit actions such as county lines, knife crime, joint enterprise and instigation. The girls involved in the incidences were targeted to be part of the cohort.

A significant number of girls felt that the content and discussions really resonated with them and stayed behind the workshops for individualised support. Off the back of the positive feedback from the girls in attendance. UpSkill will start a gender based-empowerment programme for female students. The seminars and workshops did not only offer much needed guidance and information, but it also offered invaluable curriculum related learning.

B's case study

B was met during outreach work in October 2020. She signed up with HCG, because she wanted support to look for a part time Job.

B outreach worker took her through the process of how to secure a job through their partnership. She was connected with Work Works. B got support to develop her CV and contact employers.

B secured a job at M&S despite the competition for the role. Upon advice B worked for four weeks as a volunteer and then secured paid employment.

B Was grateful for the opportunity and understood that despite her having high career aspirations that this position was a stepping stone to gaining experience and is allowing her to think of other options while gaining work experience.

B was able to continue to engage with Work Works and is considering a move to a branch closer to her home.

"I am very happy with my Aminata [HCG Outreach Worker]. She called me every two weeks to see how I was progressing with my job search. She listened to me and reassured me that things will be slow due to the Pandemic, and I would be OK." (Text message from B)

Future funding options

Haringey Community Gold is currently in its final year of delivery and the Council is actively seeking alternative funding to continue delivery of service. The Council in partnership with Bridge Renewal Trust have progressed an application to the Mayor's VRU 'MyEnds' fund for circa £750,000 to support young people and their families in the Tottenham Hale area. The following table provides a list of identified opportunities:

Table 3: Main funding opportunities

Name/funder	Size of project	Length of project	Key dates	Comments
Youth Endowment Fund - diversion from the criminal justice system	10-20 projects of total cost £10-20m, so average cost £1m/ project	Not specified but must last at least 2 years to evaluate.	Applications invited from 19.4.21, webinar 26.4.21. Bid deadline 14.5.21	Aimed at 10-17 year olds. (A bid was submitted by LBH on behalf of HCG)
Youth Endowment Fund – A supportive home	10-20 projects of total cost £10-20m, hence average cost £1m per project	As above	Scoping workshops April-July 2021, (need to email for an invite) scope finalised Aug, applic w/shop Aug-Sept, Applies open Sept 2021.	Aimed at 6-14 year olds, for family interventions- e.g. counselling/ therapy/workshops/support progs
National Lottery Reaching Communities	Must be over £10k and if over £500k, assessed by national panel	Up to 5 years	Ongoing	supports 'projects that work to make positive changes in their community', incl. 'helping more people to reach

				their potential by supporting them at the earliest possible stage'
National Lottery Partnerships	As above	Up to 5 years	Ongoing	Ideally focused on existing partnerships/ consortia e.g. HCG
UK Shared Prosperity Fund	N/A	N/A	N/A	Replaces EU structural funds, possibly starting April 2022 after CRF pilot.
Esmée Fairburn Foundation – A Fairer Future theme	Minimum £30k, up to over £1m in total	3 years possible	Ongoing	Applicant turnover must be > £100k. Themes include empowering young leaders, tackling injustice & structural inequality
Peter Cruddas Foundation - targets disadvantaged and disengaged young people aged 16-30 in England and Wales	No minimum or maximum. £16m has been awarded to 200 charities to date.	No restriction specified	Ongoing	Applicant must be a charity. 3 Priorities – - Pathways to Educ/ Training/ Empl ; - Work experience/skills ; - Youth work

Haringey's proposals prioritise parts of Haringey Community Gold which deliver against the Young People at Risk Action Plan and those that respond to the feedback given by Young people. Bids draw on a public health model and are overseen by the Assistant Director for Stronger Communities. These are delivered in partnership with the police, schools, health providers, and community groups, with the overarching objective of which is to continue to reduce and prevent serious youth violence in the borough. These focus on early intervention approaches to address risk factors for involvement in youth violence that may occur within families and therefore establishing a long-term measure to prevent youth violence and increase young people's life chances.

Point to note: If the programme is unable to secure funding from external sources, contractual arrangements with existing delivery partners through a managing agent structure will mean termination of HCG associated delivery with no added costs to the Local authority. Furthermore, the council team of outreach workers will come to the end of their fixed term contracts and the two seconded managers return to their substantial posts.

Governance

A Joint Executive Group lead the delivery of the Young People at Risk Strategy across the partnership. The Group is chaired by the Director of Children's Services and other members include:

- The Cabinet Member for Communities and Equalities,
- The Cabinet Member for Children, Education, and Families
- The Assistant Director for Commissioning
- The Assistant Director for Stronger Communities
- Metropolitan Police North Area BCU Borough Commander
- Representatives from Haringey CCG, Barnet Enfield Haringey Mental Health Trust, North Middlesex Hospital NHS Trust, Haringey Education Partnership, Haringey Primary and Secondary schools, Homes for Haringey, and Bridge Renewal Trust

The Group has continued to meet through the Covid-19 outbreak in order to promote the safety of Haringey's young people across the partnership and plan and co-ordinate joint initiatives.

6. Contribution to strategic outcomes

The Young People at Risk strategy supports the following Haringey Borough Plan (2019-23) outcomes:

- Best Start in Life: The first few years of every child's life will give them the long-term foundations to thrive
- Happy Childhood: All children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities
- Every young person, whatever their background, has a pathway to success for the future
- All residents will be able to live free from the fear of harm
- Strong communities where people look out for and care for one another
- A proud, resilient, connected, and confident place
- A safer borough

Haringey works in partnership with the Mayor of London's administration to tackle youth violence through liaison and joint working with the Mayor's Office of Police and Crime and the Metropolitan Police Service. The strategy fully aligns with the Mayor's Knife Crime Strategy and is integrated with the North Area Violence Reduction Plan

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

Finance

N/A

Procurement

N/A

Legal

N/A

Equality

N/A

8. Use of Appendices

Appendix 1: BRT End of year 2 evaluation report

Appendix 2: Impact of the COVID-19 upon HCG (review June 2021)

Appendix 3: Presentation slides YLF HGC update to CSP Jul 2021

9. Local Government (Access to Information) Act 1985

N/A

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Haringey Community Gold

Interim Evaluation Report - Yr 2

Haringey Community Gold Evaluation Interim Report - Yr 2 -2020

Introduction

As part of the first round of the Mayor's Young Londoners Fund (YLF), Haringey was awarded funding to deliver the Haringey Community Gold (HCG) scheme to support young people to discover their talent and fulfil their potential. HCG uses a strengths based public health approach to engaging young people and benefits from a network of connected community programmes to listen and respond to young people.

The Bridge Renewal Trust was appointed as the evaluation partner for the programme. Our aim, working with all partners, is to support the process of planning and reflection to create a clear theory of change that describes the logic underpinning the project and to create an evaluation plan that is meaningful and proportionate to measure key outcomes and mechanisms of change. This interim report is split into three sections.

The first section provides an overview of the programme including what the programme offers young people and what it is that partners believe makes the programme work. The second section summarises findings from the process study element of the evaluation, including key lessons from the implementation and ongoing management of the partnership. The third section focusses on YP experience of the programme in 2020 - which YP accessed the programme, how they accessed it and what activities YP participated in and how they have supported YP.

Method

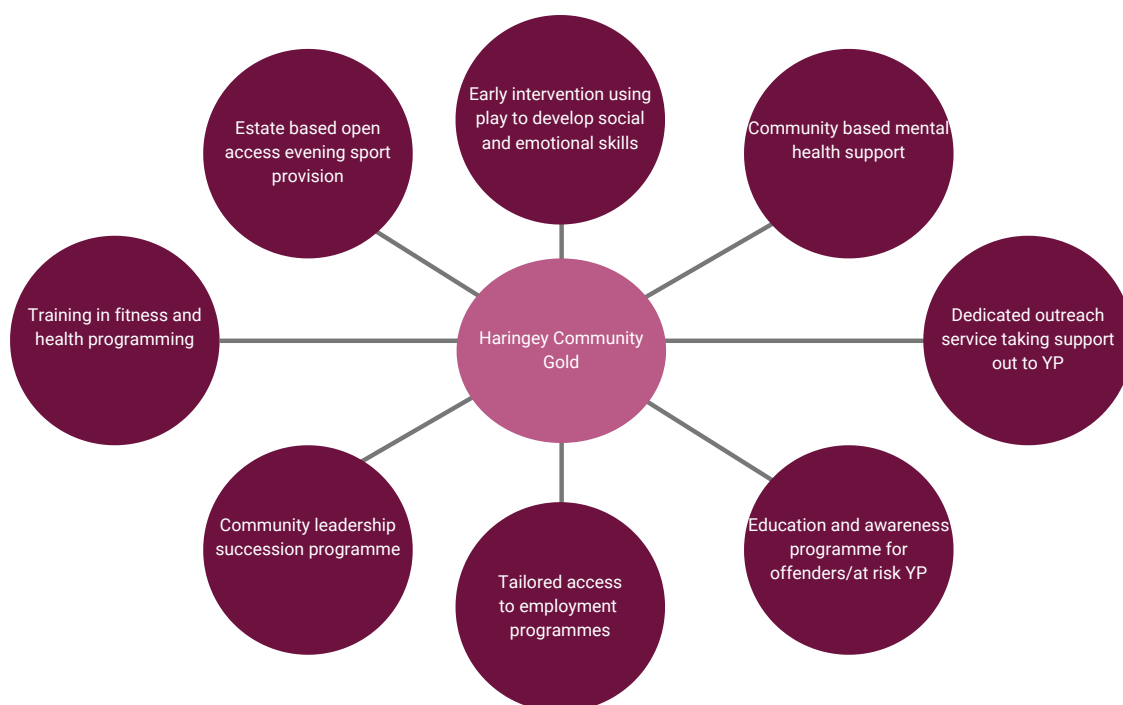
The findings included in this report are based on the following data:

- Theory of change development with each of the 9 individual delivery partners plus at programme level
- Evaluator attendance at key project meetings & documentation review
- Qualitative interviews with delivery partners at year end
- Output data submitted to GLA
- Case study data
- Survey data

A fuller description of the evaluation methodology is included at Annex A

Who delivers the programme?

The HCG programme is made up of detached youth work and community programmes. It allows young people to find local provisions which range from sports, training and employment, future leaders programme, mental health support and a BAME careers service. The consortium of providers was formed following a series of consultation meetings in Tottenham, following which organisations submitted individual proposals to Haringey Council - who operate as the lead partner for the YLF bid.



The programmes are run by the following partner organisations:

- **ACCESS UK:** Provides a specialist BAME careers service, supporting young people in to employment
- **Exodus programme (Up Skill U):** Support to high risk offenders and those excluded and at risk of exclusions, including group work, therapeutic mentoring and family conflict mediation/systemic family therapy. Techniques used to address trauma, knife crime and gangs.
- **Haringey Council Youth Outreach team:** A team of five youth outreach workers helping connect young people to the programme and other services in Haringey.

The team have also recruited apprentices to support their work and provide opportunities for young people and facilitate a Youth Advisory Board that ensures young people's voices inform the programme.

- **Haringey Play Association:** Working with 10-15 year olds offering play based support both as a drop-in and through regular weekly group programmes.
- **My Training Plan:** Provides fitness sessions for disaffected young people, providing training on personal fitness and nutrition.
- **North London Partnership Consortium Ltd (NLPC):** Delivering a community leader programme that aims to create and cultivate young offenders/disaffected youth into future community leaders through an accredited training programme and targeted work experience placements. NLPC also act as the managing agent for the programme.
- **Off the Street Less Heat (Delivered by London Elite Sports & Football Academy) :** Open access sports provision for young people aged 13 to 21 on Broadwater Farm Estate one evening per week.
- **Thinking Space:** Service supported by the Tavistock and Portman NHS Trust which provides training to youth workers to facilitate a safe space where individuals can talk about their feelings.
- **Work Works Training Solutions (WWTS):** Works to empower young people by upskilling them and creating a tangible avenue that leads to sustainable employment

In addition, **The Bridge Renewal Trust** is delivering the independent programme evaluation.

How does the programme work?

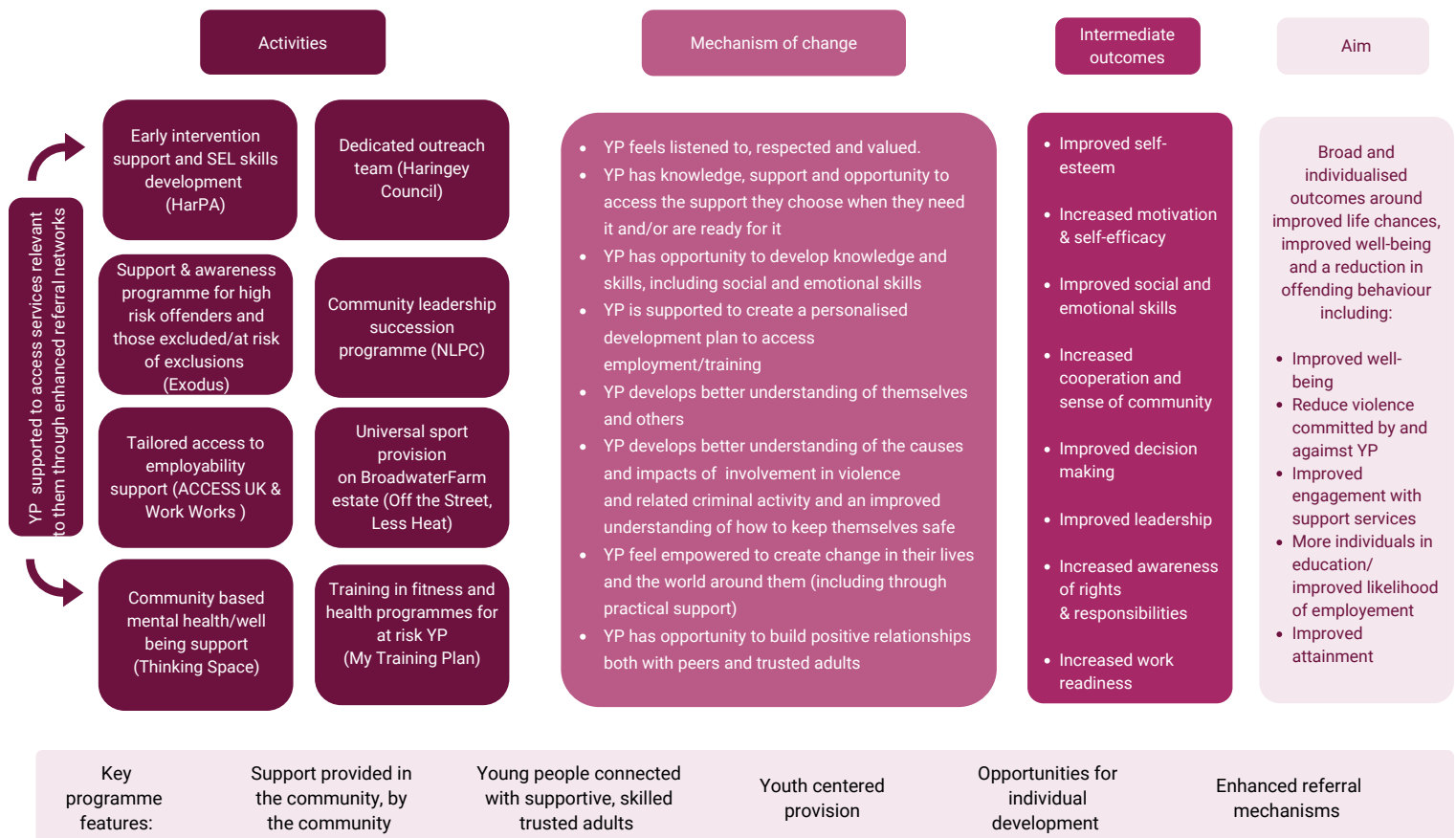
Theory of change

A Theory of Change (ToC) is a tool used to describe how a project/programme/organisation aims to achieve a certain goal. It sets out the links between the activities undertaken and the resulting outcomes needed to achieve the final aim. Figure 1. illustrates the ToC for the HCG programme. An original ToC was developed at the outset of the programme based on a workshop with the partner organisations and has been updated as our understanding of the programme has developed, including through consultation with the programme's Youth Advisory Board.

The theory of change has five elements:

- Activities – the type of activities that the YP can access as part of the programme;
- Mechanisms of change – the feelings that YP experience whilst participating in these activities. These experiences are what result in the positive intermediate outcomes;
- Intermediate outcomes – the values, attitudes, knowledge and skills and behaviours that young people develop as a result of participating in activities;
- Key programme features - these are features of the way in which the programme is delivered that were highlighted by partners as key to the approach
- Aim – the longer term and sustained effect that the programme aims to achieve.

Figure 1: Programme Theory of Change



The key programme features highlighted in the theory of change above are described in more detail below:

Support provided in the community, by the community:

HCG provides support in the community through detached outreach and community based delivery partners. Research highlights both the potential value of providing support in the places that young people regularly go and of delivery by community-based organisations who are able to recognise the local need and have direct access to the most vulnerable people. Partners also report the importance of being known within the community in building trust amongst YP, which is seen as an essential precursor to being able to provide effective support. Being staffed by individuals with lived experience of the issues faced by YP is seen to provide a level of authenticity that promotes engagement from YP.

YP connected with supportive, skilled, trusted adults:

Relationships with caring, trusted adults, in addition to parents or caregivers, can influence young people's choices and reduce their risk for involvement in crime. The majority of projects in the programme offer an element of formal/informal mentoring. These relationships support YP to get the most from programmes and to connect them with other services where appropriate. In addition, partners highlighted the value of providing visible role models for YP, highlighting the potential transformative effect of connecting with someone who has already found success in spite of facing similar adversities to the YP being supported.

All partners reflected on the value they placed in having skilled staff who are deeply committed to the work they do and have lived experience of the challenges faced by the YP they are supporting. It is known that building trust, developing respect, being accepting and understanding and stable and consistent are key practitioner qualities when working with vulnerable young people and these behaviours were described often during interviews with the providers.

Youth Centred provision:

Learning shows that trusting young people as experts in their own lives and creating a range of levels of engagement so that young people can commit their time and inputs at a level that works for them supports effective intervention. YP in the programme can choose which projects they are interested in to create a bespoke experience for themselves. Partners also highlighted the importance of responding to the needs and activities that YP feedback they want. For example, the outreach team have set up a number of regular sporting activities specifically following requests from YP and other partners have used the provision of food as a way of encouraging a wider range of YP to engage with their projects. In addition, Haringey Council have set up a Youth Advisory

Board for the programme, providing YP with opportunities to directly influence the services designed to support them.

Providing opportunities for individual development:

Skills development has a robust research base, which shows building young people's interpersonal, emotional, and behavioural skills can improve life chances and reduce both youth violence perpetration and victimization. Projects within the programme support social and emotional skill development as well as providing practical support into education and employment, including access to accredited training.

Enhanced referral networks (inc. multidisciplinary work and safeguarding):

YP at risk of involvement in offending and violence often have multiple support needs. In addition their lives stretch across families, schools and communities and research suggests that the most effective projects do the same. The programme's scope is limited to working directly with YP but one of the aims of the programme was to enhance referral networks both within and outside the programme it aims to help connect YP (and their families) to other sources of help. The partnership works closely with Early Help, Social Workers, Schools and Youth Centers, Voluntary and Community Sector organisations as well as the private sector. This enables effective intelligence sharing about young people and agreeing the best strategies to approach concerns. This is also an important aspect of safeguarding, which is core to the delivery of the programme. All staff working with children undergo vetting and are trained on local safeguarding practices and policies.

Key implementation lessons

At the end of the first year of the programme an initial process evaluation was undertaken, which explored some of the key implementation lessons of the first year in relation to how the programme was working in practice. A full discussion of the findings can be found at Annex B. Key learning points included:

1. Allow sufficient time in the programme set-up to support process, practice and people

This finding related to the importance of ensuring that sufficient time is built into a programme to allow organisations to get activities up and running effectively. The activities that need to be undertaken ranged from finalising operational plans, releasing funding to all partners, recruiting staff, completing safeguarding training and checks, and establishing referral mechanisms between partners and agencies outside the partnership. The programme targets for reaching YP assumed equal activity with YP across all four quarters of the first year, however in practice work with young people was not able to start until the second quarter which placed additional pressure on the partners to meet targets within an effectively reduced delivery period.

2. Invest resource in supporting partnership working

A common reflection from partners was that in order to meet their individual projects' targets of YP worked with, partners had tended to focus on their developing their own services, sometimes at the expense of investing time in developing the partnership. Reflections on how partnership working could be enhanced going forward included:

- Maintaining better communication through meeting structures and use of collaboration tools such as online discussion forums
- Keeping abreast of what's on offer for young people across the partnership through improving information channels
- Keeping referral mechanisms under review including ensuring performance management systems encourage referrals and ensuring mechanisms are in place for secure information sharing - a central system that all partners can access and input data into is recommended.

3. Enable flexibility in provision whilst ensuring clarity

This finding related to the importance of enabling services to adapt their service delivery from original proposals to accommodate delivery constraints and to allow projects to change and evolve as understanding of what works best with YP grows. This flexibility has been a strength of the programme but has also emphasised the importance of providing clarity to partners on what is possible within the constraints of the funding.

For example, in some cases a perceived lack of clarity led to partners carrying out work which they were unable to claim for (e.g. with young people outside the agreed age criteria).

4. Develop clear and effective reporting structures

This findings related to ensuring that organisations clearly understood and were equipped to report on the work undertaken with young people which has continued to be challenging for the programme owing to the lack of a central system for partners to report on cases.

Feedback from providers in year two of the programme indicates that changes were implemented on the basis of this learning from the first year and that this led to positive outcomes. For example, many cited clear improvements in the level of partnership working as evidenced by partners reporting increased levels of cross-referrals and increased levels of communication within the partnership. However, progress in these areas was in many respects stalled by the impact of the global pandemic, which greatly impacted on programme delivery.

Impact of the COVID 19 pandemic

The impact of the global pandemic on the delivery of the programme has been significant across all partners. The majority of programme delivery is designed to be face-to-face and delivered in group settings, and therefore the social distancing restrictions and related lockdowns have prevented delivery going ahead as planned.

A full assessment of the impact of the pandemic is outside the scope of this evaluation, however Haringey Council and NLPC commissioned a separate study to look specifically at this issue. The full report can be accessed at www.haringey.gov.uk/hcg . It highlights the multiple challenges faced by the delivery organisations in continuing to meet the original targets of new young people and set out a proposed reduced re-profile for the programme which was presented to GLA. Ultimately the targets for individual organisations were re-profiled into the final year but not reduced. This represents a challenge for some delivery partners who will be expected to make up any lost numbers in the final year of the programme.

Despite the many challenges of delivering during a global pandemic as a programme, HCG actually reached over its target of 2,000 young people during 2020. As highlighted in the study on the impact of lockdown, some of the positive impacts expressed by partners included greater collaborative working and mutual learning and realisation of meeting existing and emerging needs with innovative services.

The next section of this report discusses in more detail the outputs and outcomes for the second year of the programme.

Who did the programme support?

In 2020 a total of 2,119 additional YP were supported by the HCG programme.

Gender: Two-thirds (66 per cent) of YP were male, with a third (34%) female.

Age: HCG provision is restricted to YP aged between 10 and 21 years old. In 2020, the most common age group supported was 16-17 years (40 per cent), followed by 12-13 year olds (24 per cent) and 18 -19 year olds (15 per cent).

Special educational needs/disabilities: 133 (6 per cent) of YP accessing the service were recorded as having special educational needs or disabilities.

Looked after children/care leavers: The same number (133, 6 per cent) were recorded as being a looked after child or care leaver.

Known offending: 147 YP (7 per cent) were recorded as known to be involved in criminal activity, although this may be an underrepresentation as not all YP will disclose involvement criminal activity.

Ethnicity: Of the new starts reported in 2020, 36 per cent of YP were Black or Black British and one quarter were White (25 per cent). Excluding cases where ethnicity was unknown this rises to 44 per cent and 30 per cent respectively.

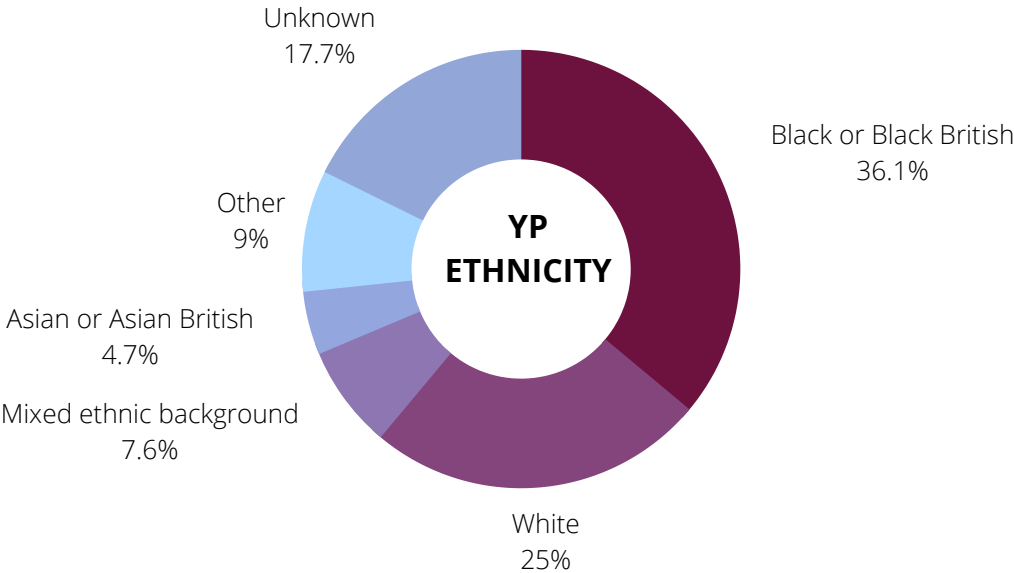
2,119
PROGRAMME 'STARTS'



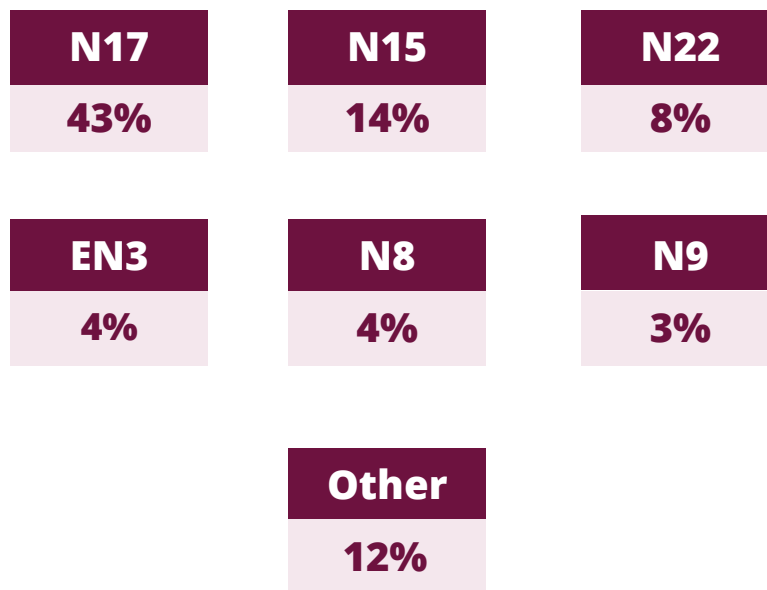
66%
MALE



34%
FEMALE



Postcode: YP participating in the programme in 2020 most frequently resided in an N17 postcode (43%), followed by N15 (14%), and N22 (8%).



How do YP access the programme?

The majority (around two thirds) of YP accessing the HCG programme do so through the Haringey Council Outreach team. The dedicated outreach team take support to YP where they are, including street outreach in the community and detached and mobile outreach in community locations, including schools, community centres, libraries and other public places for young people referred by others. The outreach team also operated the website for HCG through which YP could self refer. Other Haringey Council and related services also refer to HCG through the outreach team, including Social Workers and Family Support Workers. Case study data indicates that, excluding in-school engagements, just over half of YP had been referred to the team this way.

At the outset of the programme the outreach team had placed a greater emphasis on reaching those 'higher risk' young people (i.e. those already known to the council or other agencies/services). However, as the programme progressed the team shifted their focus towards reaching as many young people as possible in areas that have been affected by youth violence. This was found to be beneficial because it allowed them to reach young people earlier and to reach those who may not otherwise have connected with support. In addition, higher risk young people continued to access HCG via referrals to the outreach team from existing support services e.g. Family Support Workers.

Whilst the majority of YP access HCG through the outreach team, for some partners especially those estate based provisions i.e. Off the Street, Less Heat based on the Broadwater Farm estate and Haringey Play Association at Northumberland Park the majority of young people accessed the service through word-of-mouth referral, reflecting the nature of these services which are very closely embedded in the community.

What support did YP on the programme receive?

Youth Outreach

The services provided by the outreach team are flexible and youth-led. Their approach is to engage YP by listening to what they need and want and then responding and referring on to other support services within the HCG partnership or outside of it as appropriate. In addition to connecting YP with specialist support services, the outreach team also set up and ran a range of specific activities all of which were developed based directly on feedback from YP on what services they would like to be able to access. The team reported that the YP they engaged with wanted more spaces to be able to play **group sports** together and so the team set up regular basketball, football and boxing activities. In response to a need identified within schools, the outreach team also set up a **conversation forum which took place in school** and provided a safe space for YP to talk as a group about issues concerning them. The outreach team provided longer term **1-2-1 mentoring and support** to those who needed it as illustrated in the case study below:



Case Study 'A' - HCG Youth Outreach 1-2-1 mentoring & support

A is a 17-year-old who has been known to Children's Services throughout her life and was a looked after child 3 times. A initially met with an outreach worker through street outreach was supported to secure employment at McDonalds. A few months later A contacted her outreach worker again say that she'd been asked her to leave home. A advised she had a Youth Justice Service appointment she needed to attend so the outreach worker met her there. A was supported through a MASH referral to Children's Services due to being homeless. A was advised that as it was late in the day she would need to stay with a friend or family member for the night. A was supported by the outreach worker with breakfast the following morning and sat within children's services for an assessment to take place.

She consented to engage with an NHS mental health provision who were able to offer her weekly mentoring. Children's services were unable to find a placement for A and she spent 4 nights with her extended family until they advised she could stay no longer. A phoned the outreach worker after children's services had closed advising she had no where to stay for the night and she was supported to contact the out of hours team. A was provided with housing after 5 nights of being homeless. The regular contact from the outreach worker enabled the team of professionals to maintain contact with A during this period and the mental health service continued to meet with A weekly.

The Outreach Team's key routes to engagement with YP included:

Street outreach:

Outreach workers have built an in-depth knowledge of locations within the borough, building relationships with YP through becoming a recognised face in hotspot areas, bringing support to where YP are. This work also supports community safety efforts by helping to identify and disrupt issues, in partnership with contextual safeguarding efforts across the borough.

Partnerships with schools & colleges:

Partnering with schools and delivering assemblies enabled the Outreach team to become known as trusted adults within local areas. One of the key successes highlighted by the team related to their work in Northumberland Park, N17 where they had the highest rates of engagement in the borough. The approach targeted YP identified as being at the greatest risk with 1-2-1 mentoring, tackled issues affecting large numbers of YP through schools workshops, and led to the development of **The Conversation Space**. This project involved groups of around 15 YP coming together weekly to talk about the issues they faced in a safe-space.

A similar approach was developed working with the local college enabling the Outreach team to engage over 400 YP and those who were older to raise awareness and discuss issues impacting them such as gangs and safety. By building relationships with YP within their trusted space the team were able to support YP to access and engage with other relevant support/opportunities. The team reported that through this work they were able to engage with YP on the edge of education, supporting them to remain in education and supporting NEET YP to register through relationships forged at the college. One example of this was the outreach team working with YP accessing English As a Second Language (ESOL) supporting them to access a Football United programme offering a bespoke community space for refugee and asylum seeking young people.

Following the school closures as a result of the pandemic, schools invited the Outreach team to support them working with YP to address the issues arising as a result of lockdown including mental health and healthy relationships. It was observed that the lockdown redefined the risks YP were facing, for example the impact of social media and of re-integrating with their peer group.

Partnerships with Early Help and Prevention Team:

This partnership involved the Outreach team undertaking extensive telephone outreach to support YP identified as being in a 'Unknown education provider'. During the pandemic the Outreach team attempted to contact 3,500 YP leading to approximately 100 YP registering onto the HCG programme and accessing support from at least one partner on the programme.

Youth Advisory Board:

In 2020 the out reach team also set up a Youth Advisory Board (YAB) for the HCG programme. Fifteen YP (age 13-21 years) were recruited to the YAB with the aim of enabling YP to have a direct impact on the strategic development of the programme and wider work of Haringey Council. Supported by a specialist youth worker activities that the YAB have been involved in included inputting on programme branding (website design and logo) and reviewing the programme Theory of Change.

In addition to their work on HCG the YAB also had a significant impact on the Council's broader work, supporting a range of projects including undertaking peer research for the 'Get Out Get Active' project, contributing to the interview design for Substance Misuse and Drugs Service, working with Mind in Haringey, and delivering co-design workshops for the Wood Green Youth Hub. The YAB was also instrumental in shaping Haringey's application to the Mayor's Violence Reduction Unit's 'MyEnds' fund which has successfully attracted £750,000 of funding to support young people in Tottenham Hale.

Participation in the YAB has the double benefit of enhancing programme delivery whilst also offering board members a valuable opportunity to develop their skills and demonstrable work experience enhancing their future employability. The outreach team reported that they had observed significant positive differences in the YP participating in the YAB particularly in relation to increased confidence as illustrated in the case study below.



Case Study 'B' - Youth Advisory Board

B first connected with HCG through outreach activities. She had been struggling with mental health issues and was looking for ways to build her self-confidence and to meet new people. The outreach worker spoke to her about the YAB and she was excited to put in an application, which was successful.

At the time of the case-study B had taken part in three meetings for the YAB and a website and logo design workshop through which she created her own website and a logo for a programme that went on to be used in practice.

She also completed a local summer programme targetted at developing YP fitness and self-confidence and has taken part in a peer research consultancy project where she helped design a survey and speak to over 80 young people in the area.

In total **2,119 YP registered with the Haringey Outreach team in 2020. Of these, 809 individuals went on to complete 1,249 activities.** Against a pre-pandemic target of 2,000 registrations and 500 completions this represents a considerable achievement given the pandemic led to regular pauses in certain group activities as a result of lockdowns. During these periods the outreach team switched to predominantly telephone based support and online events as well as outdoor summer programmes delivered with local organisations . In addition to supporting YP directly the team was also involved in arranging for food parcels for vulnerable families struggling during the pandemic.

Early Intervention through play

Haringey Play Association (HarPA) are based in Northumberland Park and provide a physical play space that was co-designed with the children and young people who use it. Aimed at a younger age group than some of the other partners (mainly 10-15yrs) facilities include a giant slide, a sandpit, a whaler, swings, zip wire and jumping-off platforms as well as some indoor space. Play and activities are supervised and/or run by experienced playworkers, recruited from the community. Organised activities include arts & crafts, cooking, climbing, camp-fire & outdoor cooking, nature/sand play, den-building, bike rides, wood-craft and seasonal events. There is a growing body evidence demonstrating the benefits of high quality play provision on children and young people, including:

- improving self-awareness, self-esteem, and self-respect
- maintaining/improving physical and mental health
- providing the opportunity to mix with other children
- increasing confidence through developing new skills
- promoting their imagination, independence and creativity
- developing social skills and learning
- building resilience through risk taking and challenge, problem solving, and dealing with new and novel situations
- providing opportunities to learn about their environment and the wider community.

In addition staff support, mentor and advocate for young people on site and externally (e.g. schools, panels), as illustrated in case study C. Through their connection with local schools HarPA also offered training placements for older age groups working on construction, tool use, design of play structure, painting, landscaping (see case study D).

In 2020 a total of **154 YP were supported by HarPA**, almost three quarters of the projected number, despite the pandemic which led to the facilities being closed for a significant proportion of the year. During these periods of closure HarPA supported the local community by becoming a foodbank as well as continuing to offer telephone support to parents and young people and providing online activities. Where possible the playground has opened but with a reduced capacity due to social distancing.



Case Study 'C' - Haringey Play Association

C a 13 year old with a history of anger and challenging behaviour was excluded from school for being violent towards a classmate, who was also known to have connections to youth crime and violence.

HarPA provided a space for C to talk about what happened and to understand the process and impact of school exclusion as well as supporting the YP through parent school mediation. C was remorseful and wanted to apologise to his classmate - as both YP were known to HarPA, and they both trusted the team there, they were able to mediate a meeting between them shortly after the incident. This enabled the YP to resolve the issue without any further escalation of violence.



Case Study 'D' - Haringey Play Association

Having been orphaned as a result of conflict in his home country D came to the UK to live with a female relative as an asylum seeker. He was referred to HarPA by his school as he was struggling and they felt he would benefit from additional support. He participated in a project where YP helped to design and build equipment for the playground. Through the project D was able to demonstrate and apply his practical skills in carpentry and built a trusted relationship with the senior play worker. The team observed that he really benefited from interacting with male role models at the playground and over the course of the project, which included the practical building tasks and fireside chats, was able to open up to the senior play worker about some of the challenges he was experiencing. His confidence and self-esteem grew and his communication skills improved. He worked well with peers and adults, taking instruction and learning to communicate issues without getting frustrated. HarPA continues to provide a safe space for D as and when he needs it.

Community based mental health support

In their role in the partnership practitioners from the Tavistock and Portman NHS Trust 'Thinking Space' service aimed to train Haringey Community Gold outreach workers, local youth workers and young people to facilitate a clinically safe space where individual stories, feelings and thoughts can be shared and insight developed. Guided by psychological therapeutic principles, the aim of the 'Thinking Space' is to promote the wellbeing, personal development, safety and resilience of it's participants through open dialogue and reflection.

What is a Thinking Space?

The Thinking Space Project aims to provide safe, inclusive and non-judgemental spaces in the community which enable participants to talk and think about their life experiences. Facilitators create and maintain an open atmosphere, where individual stories, feelings and thoughts can be shared and insight can be developed. The work will be guided by therapeutic principles and through open dialogue and reflection, from the inside out. Each session lasts for two hours.

The original Haringey Thinking Space project was commissioned following the 2011 riots in Tottenham and sits within the Adolescent & Young Adult services at the Tavistock & Portman NHS Foundation Trust. Two separate independent evaluations have found that the project delivers the following outcomes*:

- Reduced mental health needs
- Improved personal and social functioning
- Greater empathy and respect for others
- Enhanced cooperation and community cohesion
- Volunteering, education and employment gains
- Challenging entrenched beliefs and attitudes
- Support and companionship for the lonely and isolated
- Increased confidence to seek support
- Increased co-operation, understanding and friendship across cultures

*Note the Thinking Spaces evaluated were run with a range of participant groups e.g. parents and children groups, young mums groups, trauma of suicide, black mental health among others.

Source: Price, H. and Sampson, A. 2016. Evaluation of Tottenham Thinking Space Pilot: Final Report. Research Report 11. University of East London, Centre for Social Justice and Change.
doi:10.15123/PUB.5099

The aim was that four youth workers would be trained to facilitate Thinking Spaces in both years one and two of the programme with a further four young people being trained in the final year of the programme. This would enable new Thinking Spaces to be

created for young people to participate in, with facilitators receiving ongoing supervision from the Thinking Space team . However, in practice the project has experienced challenges recruiting and training trainees.

There are a number of potential reasons for this including: turnover of staff, for example one HCG youth workers who started the training moved on to a new role before completing the training; and the significant resource commitment to complete the training which includes attending training, participating in Thinking Spaces and completing an essay based reflective practice assessment. Additionally due to the nature of the intervention, which was designed to be undertaken in an in-person group setting, the progress of the project has been significantly impacted by the pandemic.

Of the nine workers that started the training, four have/are in the process of completing the training programme, all of whom are staff from local services not part of the HCG partnership.

Community Leadership Programme

NLPC deliver a community leader succession programme which aims to create and cultivate young offenders/disaffected youth into future community leaders, trained and employed to advocate for their communities. The course provides a mix of theory and work placements in the voluntary and public sector, and provides YP with an accreditation . NLPC works with organisations to ensure that the 3 month (45 hour) work placements are clearly structured and provides the opportunity for YP to get exposure to the strategic decision making process.

The aim of the programme is to equip YP with an understanding of the skills and behaviours of effective leaders & learns new skills. The course supports the YP to reflect on their own skills and competencies and how these can be applied/developed for leadership, and gain a better understanding of how 'the system' works & their own capacity to influence it. Through the placements the YP gains exposure to policy making process & practical work experience. The longer term goal is to develop future generations of leaders who are more representative of YP & the communities they work in/for and who can successfully advocate on behalf of YP and the wider community, leading to more empowered communities.

Originally NLPC had planned to recruit young people engaged with other HCG partners and therefore more likely to be in the target group of YP, with more direct experience of violence or other offending. However, referrals to the programme from partners were lower than anticipated. Further, many of the candidates had not completed any qualifications and NLPC felt were not yet ready to embark on the qualification. As a result NLPC reviewed their recruitment strategy and worked with the College of North East London (CONEL) to engage students from the local college on the course.

Applicants who were not assessed as suitable for the course at that time were provided with alternative support to access employment or unaccredited options to build their skills.

In 2020 a total of **15 young people completed the first leadership programme** which began in 2019, including completing a work placement. **A further 30 young people enrolled on the second course in 2020.** As a result of the pandemic this second course has been delivered through a mix of face-to-face and online provision according to the relevant social distancing requirements at the time. As the course was designed to be delivered face to face the course leaders have observed that they have struggled with maintaining engagement online as key elements of the delivery e.g. group work and informal one-to-one support/observation is much harder to achieve. In addition, it has been more difficult to arrange placements whilst offices are working from home and teams adapting to the different ways of working reducing their capacity to take on YP.

NLPC Leadership Programme Learning Outcomes

The programme is accredited as providing YP with the following learning outcomes, meaning that at the end of the programme YP will have demonstrated that they:

- Understand the causes and consequences of crime, the criminal justice system including the role of local agencies
- Know about the social diversity of citizens in a community & the importance of active participation in the community
- Are able to demonstrate effective leadership skills with others and review their own leadership performance
- Understand the the basic concepts of critical analysis and how to apply this to concepts, ideas and opinions
- Understand the purpose & value of both mentoring and peer mentoring as well as good practice in both
- Are able to reflect on learning from their work placement and how this can be used to set career related goals
- Know & reflect upon their own strengths, weaknesses and skills, are able to make positive decisions and produce an action plan to support the achievement of personal goals

The case studies overleaf illustrate some of the outcomes achieved by YP attending the course as described by YP themselves.



Case Studies 'E' - NLPC Young Leaders Course

'I'd started my first year of level 3 BTEC business at CONEL. I live with my single mum and little sister. I've had a few jobs in the past, but now want something better than cleaning toilets.

I heard from my college about this project which I thought would be a good idea to join in order to get a good placement for my work experience. We learnt leadership skills before starting the work placements. This is good as it will help me to start with initiative and to be independent. I have enjoyed the group activities and presentations as it has made me feel more confident and less anxious.

[The course] has helped me to feel more confident about the knowledge I know. It has also helped with my anxieties around people, especially groups. I would definitely recommend this to anyone trying to get a job, as it's good preparation."

Young Leaders Course Participant (F, 18 yrs)



Case Studies 'F' - NLPC Young Leaders Course

"..I joined to gain knowledge and skills and for work experience. I learnt how to present, be more confident and use my body language. I enjoy the team work as it improves my communication skills.

[The course] has helped me improve my confidence and communication skills within a group and gave me better presentation skills. It is helpful for improving life skills and does a great job at teaching"

Young Leaders Course Participant (F, 17yrs)

Sports & fitness programmes

Off the Street, Less Heat

Based on the Broadwater Farm estate the London Elite Sports and Football Academy has strong and well-established links to the community. The team provide a safe space for youth directed sports activities (e.g. football/boxing) overseen by a core team of youth workers/coaches.

The benefits of community based sports provision in relation to reducing youth offending are widely reported including:

- Targeting local 'hotspots' with attractive and positive activities for young people
- Providing 'protection factors' for young people so that they can better resist pressures to take part in harmful or anti-social behaviour
- Increasing young people's self-esteem and organisational and social skills
- Providing positive role models for the young people through the coaches and local organisers leading the activities
- Decreasing the perception and fear of crime and anti-social behaviour amongst the community

(Source: Sport & Youth Offending - StreetGames)

HCG funding allowed for the team to open one evening a week with the aim of providing an alternative to being out on the streets. The sessions were well attended and the team reported that young people were travelling from across the Borough to attend which was unexpected.

A key ethos of the programme is an 'open door' approach, this has at times been a challenge for the project due to the age limits of the funding, meaning that the project is unable to count attendance of all individual's participants towards their targets. As the project lead explained *"when you have a group turn up together and one if them is 'too old' you can't turn that one person away at the door, that's going to cause trouble, or they'll just all leave"*.

The project is delivered to large groups in an indoor setting and therefore has been particularly impacted by the COVID 19 restrictions, with the community centre where they are based remaining closed for the majority of the year. The team have provided some telephone support to young people and their parents during this period as well as running outdoor sports sessions for young people when allowed. The team has also provided food bank services for the local community. As a result, despite the restrictions they have **supported 98 young people during 2020**.

The following case studies illustrate the additional support provided by the London Elite team to some of the YP attending the football programme:



Case Study G - Off the Street Less Heat

'G' and his family had been known to London Elite staff for over 6 years; they previously lived on The Broadwater Farm Estate and attended football training before being moved to another area due to domestic violence. Staff engaged with G's mother and provided an informal mentorship to G.

G's issues at home greatly impacted his behaviour, his academic progress in school and his development in football. Due to domestic violence perpetrated by his father against his mother, safety was a big concern and G was worried that this would affect him being able to attend football training. G also had a big mistrust of Children's Services and his allocated social worker; he felt that they not 'helping'. Staff at London Elite supported G and his mother by actively engaging and encouraging him to come to football, which he stated was his passion, and attend the Off The Street Programme. Staff helped alleviate his safety concerns by meeting him at the front of the community centre before training and allowing him to stay in the office when training was finished.

G was also supported when his behaviour became an issue, he was mentored, encouraged and worked with one on one to address his problems; as well as given a 'safe' space to be himself outside of the problems within his home. A member of staff also attended his school when they called a meeting to address his behaviour and academic progress. Staff worked really hard to build a positive, consistent relationship with G whilst maintaining the discipline that London Elite are known for.

Staff worked and watched G become the positive, happy young teenager that he is today. G is no longer known as a 'Child In Need' and he recently finished year 11 and sat 7 GCSE'S and is awaiting his results. Staff supported G in completing his college application and look forward to having him doing 1 day of voluntary work with London Elite soon. G also recently completed an online Level 1 course facilitated by London Elite and StreetGames which he passed successfully. The team report that his attendance at both football and The Off The Street Programme is consistent, and he always positively engages in all sessions.



Case Study H - Off the Street Less Heat

H had been in trouble with the law since he was in secondary school and was at risk of engaging in criminal behaviour. H has been engaging with the London Elite team on and off since the beginning of the programme. He told the team that over lockdown he'd started reflecting on his past and how it would affect his future and asked them for support in gaining employment - he stated that he wanted to do coaching and likes working with other young people. As a new father he wanted to build a more positive life for his family.

The team reported that H had struggled with the belief that he would be 'unable to live a normal life'. He did not think that he would be able to access a DBS, nor did he think that he would ever be able to work in a school setting. The main challenge the team experienced working with H was maintaining regular engagement, but they kept the door open to him and let him know they were always available to support him.

As a result staff were able to support H with getting his DBS. He was shown what documents were needed and the team applied for his DBS. H was able to assist the head coach with some of the sessions that were running. Staff were very impressed with his professionalism and dedication and recommended him to work in an after-school club setting in a local primary school.

H has now reached his first goal of getting employment - staff reported that his confidence and self-esteem and view of the future has increased. H stated that although the hours are short and the pay is not enough to live on, he views the job as a stepping stone to another opportunity i.e. full-time hours.

My Training Plan

My Training Plan is run by a local resident and fitness instructor who has lived experience of youth offending. The project works with small groups of young people and is targeted at young people that have traditionally been particularly difficult to reach. It's delivered weekly over 3 months and incorporates an element of mentoring as well as the fitness training programme. Fitness programmes are seen as a valuable 'hook' for engaging with YP as it's something they're interested to do.

Sessions have been delivered at a local youth centre, schools and alternative provision. Originally MTP also worked with Youth Offending Teams (YOT) so young offenders could

come with their YOT worker, however inconsistent attendance from the YP and YOT team meant that this was practically unworkable given limited hours (MTP is funded for 7 hours a week). Furthermore, not attending counted as a 'strike' against the young person which the project felt was counter to their ethos aimed at helping YP. As a result this strand of delivery was stopped. The delivery in schools has been reported as much more successful. Teachers refer young people that they have identified as being at risk, the project leader then has a one-to-one with those YP which has been found to be really important in helping those YP feel more comfortable, even within the group setting.

In addition to fitness training, MTP have run behavioural management workshops in schools. These arose in response to needs identified in their one-to-ones with YP. During these sessions MTP work with YP looking at scenarios and think through how each player could have dealt with a situation but also what, as an onlooker, the YP could do in those situations. The aim is to get YP thinking through how to manage peer pressure, what they can do to de-escalate or keep themselves out of trouble, helping YP come to self-realisation through discussion.

In 2020, **23 YP started on the face-to-face programme**. Due to the restrictions of the lockdown the physical training aspect moved online. This enabled a much broader reach and the sessions were extremely popular with **a further 284 online engagements** being reported. This was found to be a really positive unexpected outcome of the lockdown as the project lead reported *"because of the lockdown, and everyone being stuck inside, we had the parents joining in the sessions online too"*.



Case Study 'I' - My Training Plan

"[During 'Haringey Strength Camp'] I noticed a shy boy, tall, quirky and somewhat withdrawn. He would always position himself behind the other kids. He was different to the others and I knew he needed my support. But I wasn't actually sure what I needed to do.

I approached his mum, who gave me more of an insight into 'I's life. A single parent, who had escaped from a very abusive relationship with 'I's dad. She mentioned that he had minimal contact with his dad since the break up, and lacks a male role model in his life. This helped me to understand why he lacked confidence, doesn't speak much and walked with his head down.

cont. overleaf

It was already week 3 of the strength camp and 'I' came in with a smile on his face. He was ready for the class. I asked him to demonstrate one of the workouts in front of the group and he did it without hesitation. We couldn't hear him as he speaks quietly, but he interacted with the group which he found quite difficult at first.

I noticed that there was progress with 'I' and proceeded to support him in the camp. His mum had also noticed that his attitude had changed, she said that he was really enjoying the class and that she was thankful for it.

As the weeks have progressed, I have built a good relationship with 'I' and his mum. I have attended athletics to support 'I' at Lee Valley as his mum mentioned that he attended there twice a week. He was very happy to see me and explained to me what they actually do during the session. I can see that he is a good athlete, but doesn't engage with any of the other kids in his group, he just needs to believe in himself and become more confident.

'I' is an intelligent boy. He has continued to strive in the strength camp. He has improved on every workout that I have taught him. He now pushes himself and gives things a try without feeling embarrassed or defeated. He comes to the camp with a positive attitude and willingness to learn. I am very happy with his progress thus far and so is his mum. She has now been encouraged by 'I' and now joins him with the warm up and some barbell exercises. She is truly grateful that the Strength Camp has been birthed. "

My Training Plan - Project Lead

HCG Outreach - sports programmes

In addition to the two partners specifically delivering sports and fitness programmes, as mentioned previously a number of sporting activities were also facilitated by the Haringey Youth Outreach team, including football, basketball and boxing. These were set up specifically in response to feedback from YP reflecting the demand for these types of activities.

As discussed participating in sports has a range of benefits in and of itself but, as demonstrated in the case studies above, also provides a valuable opportunity to engage and support young people on other issues they may be experiencing as demonstrated in the two case studies below. This is further illustrated in the two case studies presented overleaf.



Case Study 'E' - HCG Youth Outreach team

E 'was referred to HCG by his parent as she wanted him to engage in activities offered due to his 'bad behaviour in school and also in the house'. The HCG outreach worker spoke to him and arranged for him to visit the boxing training. Through working with the boxing coach E has been able to stay consistent with the training and found the sessions helped him 'unload any built-up stress' through the physical workouts. He originally attended with no intention of taking part but is now a regular and has also been bringing along some of his school friends. He is now working towards getting into a mainstream school to continue his studies.



Case Study 'F' - HCG Youth Outreach team

F was referred to HCG through the Oasis A&E project. The Oasis worker advised that F struggles to leave the house after being assaulted and has not been to school since the attack spending most of his time at home. In this time he had gained weight and he wanted to get fit and be healthier. The HCG outreach worker tried to arrange one-to-ones with F but he did not attend these and was initially reluctant to engage in the fitness sessions he was invited to.

The outreach worker persisted, regularly speaking to F on the phone. After a while F agreed to join a football session which the outreach worker. He took part in 3 matches and then sat on the edge of the pitch talking to the outreach worker for the last hour of the session.

Oasis A&E project advised that this was the first time that he had been out with young people outside of his church group since the assault. The outreach worker reported "I think it was a big step in rebuilding his confidence and although he didn't attend again, it was important for him to have that opportunity".

F and his outreach worker continued to communicate regularly on the phone. He has since re-entered education and is doing well at school, looking forward to taking his GCSE's and plans to become a nurse. He also now attends a gym regularly and has made a conscious effort to eat more healthily.

Targetted employment support

Specialist support to develop employability skills and access employment is offered by two organisations Work Works Training Solutions (WWTS) and ACCESS UK both of whom are experienced in supporting disadvantaged young people into employment. ACCESS UK specialises in working with BAME young people. Whilst each organisation has its own model of working meaning that direct comparisons should be drawn with caution, both organisations aim to support YP into employment by developing individual plans with the YP working with the YP to understand and develop their employment goals, providing advice and support on CVs and applications and providing interview training/practice.

Both organisations emphasise the importance of developing individual plans with the YP and decrease how setting incremental targets and providing ongoing follow-up and support promotes engagement and helps to develop YP's confidence. In addition, both organisations highlight the importance of having strong connections with employers, not only in relation to accessing available vacancies but also because it increases employers' confidence that candidates will be well matched to positions. ACCESS UK have for example have worked with employers to specifically 'ring fence' opportunities for BAME young people who face additional barriers to employment. The case-study below provides an example of how WWTS supported a YP into employment



Case Study 'G' - WWTS Employment Support

'G' was referred to WWTS from the YOT having been expelled from school at start of Year 11 and now age 16. WWTS worked with G on his CV and interview training and supported him into his new role. The employer was willing to take him on with the recommendation of completing his Maths and English Level 1 to then get him on to an Apprenticeship however, due to the pandemic and lockdown, there have not been any courses running so wheels are in motion to understand next available opportunity and get G enrolled. In the meantime, he continues his trial, working in the specialist field of Powder Coating as Warehouse Assistant.

It has been widely reported that the pandemic has had a disproportionate impact on youth unemployment and this is reflected in the feedback from both partners. The primary challenge has been the significantly lower level of available vacancies but it was also noted that some YP were fearful of going out to work in case they brought the virus home to loved ones. In general it was observed that many young people were struggling to maintain motivation and confidence in the face of these challenges and engagement with young people was more time intensive as a result of these factors and the move to a 1-2-1 telephone support model.

Despite this, across the two organisations **the number of YP accessing specialist employment support during the 12 months of 2020 was broadly as projected (241 against a projected number of 237)**. Access UK engaged 95 starters and achieved 17 job outcomes representing an 18% progression rate of actual starters into jobs. Work Works engaged 146 new starters and achieved 13 job outcomes representing an 9% progression rate of actual starters into jobs.

In addition to the employment support provided by these dedicated employment organisations other HCG partners, specifically Haringey Council and NLPC, who also had experience with supporting YP into employment helped connect YP to employment. This included recruiting YP into roles created as part of the HCG programme, such as apprenticeship roles within the Haringey Outreach team. Overall, in 2020 the programme reported that **37 YP secured employment as a result of HCG support**.

Targeted intervention for 'high-risk' YP - Exodus Programme

Up Skill U developed the Exodus programme , which is aimed at supporting YP who are already involved in or assessed as particularly high risk of becoming involved in youth offending and violent crime. The programme consists of a tailored groupwork programme, targeted therapeutic 1-2-1 Mentoring Clinics for complex needs cases including Trauma Screening and family conflict mediation/systemic family therapy. In addition, Exodus offer a condensed version of the group programme delivered in schools to high risk pupils and Universal school seminars. Themes covered by the programme include:

- Organized Criminal Groups and Criminal Exploitation
- Healthy Relationships with female/ male peers
- Positive choices around life and future
- Victims
- Family
- Offending
- Personal Safety
- Health & well-being

Through engagement in the programme Exodus aims to support YP to:

- better understand the causes and consequences of conflicts;
- de-mystify the perception of life associated with crime, prison and gangs;
- develop a greater awareness & understanding of issues of exploitation and how to keep themselves safe;
- understand impact of trauma and how this may be affecting them and others around them; and
- reflect on what they can do to change / manage their own personal situation.

The course leaders act as mentors throughout the programme supporting the YP and

linking them to other services. The project lead fed back that a key to them being able to successfully engage with YP is having a mix of skilled staff. This enables them to effectively match YP with a mentor that's right for them. For example, they've observed that females are more likely to open up to a female mentor. They also highlight the importance of mentors having similar lived experience to young people, which is not solely about offending, but also in relation Adverse Childhood Experience (ACE's) that many of the YP may have experienced. In addition, having a genuine understanding of the YP's culture is seen as really important, even if the mentors are not directly from that culture themselves.

Local knowledge was also seen as important to successful delivery, with the project lead highlighting the value of having someone in the team who knows and can share with the mentor the background of particular local rivalries and postcodes, with one of the biggest challenges to delivery being finding a safe and neutral location for the sessions.

The Exodus programme was designed and developed by Up Skill U. Originally the programme was delivered in partnership with We Care Homes. **In 2020 Up Skill U agreed to take over sole delivery of the programme and a total of 15 young people engaged on the programme.** Impact of the programme is being measured using an outcome star approach, whereby mentors work with the YP to understand their current attitudes on the 8 themes outlined above at both the start of the engagement and at the end of the engagement.

Up Skill U have also provided bespoke workshops to meet specific needs identified in the area, see case study feedback below:

Case Study H - Girls Group seminars (UpSkillU)

"2019-20 academic year has seen an increase in recruitment of students associated with high conflict areas and postcode wars. This can, at times, create conflict in and outside the classroom. A significant increase in conflicts between female students has been noted, which was not necessarily common in the past. One of these incidents resulted in five permanent exclusions. As a college, we identified need of preventive measures and educational action in order to prevent further conflicts. While the permanent exclusions could not be reversed, we employed strategies for future prevention.

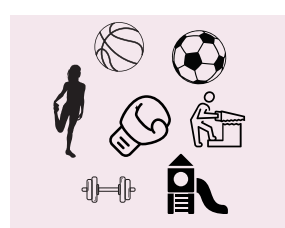
One of the strategies employed were the seminars provided by Exodus/ UpSkillU. These seminars offered much needed guidance and clarity in terms of risks involved through illicit actions such as county lines, knife crime, joint enterprise and instigation. We had a spate of recent incidences where several girls had posted images on social media boasting of their association with members of a local gang. There had been confrontation in the college which potential placed some of the girls at risk.

(continued overleaf)

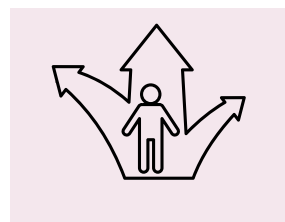
We decided we needed bespoke the EXODUS seminars as a special girls group. We ensured that the girls involved in the incidences were part of the cohort. This enabled us to open up debates and targeted discussions around risk taking behaviour. A number of girls felt that the content and discussions really resonated with them and stayed behind the workshops for individualised support. Off the back of the positive feedback from the girls in attendance. We are looking at running an gender based empowerment programme female students."

Haringey 6th Form College

This interim report provides an overview of the second year of the three year Haringey Community Gold programme, a partnership between Haringey Council and nine community based organisations aimed at supporting young people involved in or at risk of involvement in criminal exploitation and violence. The programme aims to engage and support YP through a variety of services including outreach, play, sports & fitness, group and individual support programmes, employment support and a leadership programme. It is predominantly youth-led in that it aims, as far as possible, to provide the support that YP want, which partners report are most commonly 'things to do', access to 'opportunities' and 'someone to talk to' (see figure below).



'Things to do' - HCG has enabled access to a wide range of enjoyable, positive activities, within safe spaces, facilitated by experienced youth workers. The support YP to keep active, safe and develop their social and emotional skills.



'Opportunities' - HCG has provided YP with opportunities to develop their skills and access training and employment. As well as providing practical opportunities the programme supports YP to see and recognise their own potential.



'Someone to talk to' - Through formal/informal mentors and group programmes HCG provides YP with safe spaces to talk to a trusted adult about their challenges and share their successes and hopes, as well as to be connected to further support/or opportunities.

In 2020, the global pandemic had a significant impact on the programme delivery which is predominantly face-to-face. Whilst some partners were able to adapt more easily to remote delivery, for others this was much more challenging and, in some cases, not possible due to venue closures and social distancing restrictions. Despite this, the programme exceeded it's target of 2,000 YP new engagements in 2020, with 2,119 'programme starts', primarily driven by the Outreach team establishing links with other parts of the Council and wider services to access YP who may need support. Other key successes for 2020 included:

- The establishment of a Youth Advisory Board which has ensured YPs voices are also part of the strategic decision making for the programme and wider work across the Borough. Participation in the YAB has developed YP's skills and experience and the Board has also been instrumental in developing successful proposals to attract additional funding to support YP at risk of violence in the Borough

- The flexibility of partners to adapt and create new and different opportunities to continue to engage YP during the pandemic. The challenge of shifting practice in the face of the pandemic and the additional constraints and resources (particularly staff time) required to meet the changing needs of YP was significant. Partners responded quickly to ensure that those at greatest need were supported and to develop different ways of working.
- Improved partnership working – as the programme has become more established and relationships across partners and other organisations have solidified partners report that there has been a greater level of cross referrals and stronger partnership working, both between the HCG partners and with other services and organisations across the Borough.
- Improved connections with parents/carers - during the pandemic many organisations focus shifted to supporting those YP who were felt to be at highest risk, this often also included increased engagement with parents. In part this was because of the remote nature of the work meaning that workers often accessed YP through their parents/carers but also because families needed support such as food parcels. Strengthened relationships with parents/carers was seen as beneficial.

Outside of the pandemic related challenges, there have continued to be difficulties in relation to data collection within the programme. A number of different approaches to collecting outcome data have been trialled with mixed success (see Annex A for further discussion). Further the consistency of monitoring data, which has been contributed to by the absence of a centralised data collection tool, has meant that tracking YPs engagement across the programme has been difficult and resource intensive. In the final year of the programme further work will be undertaken focussing on establishing engaging ways to gain qualitative feedback from young people supported by the programme, to help inform future service provision within the Borough.

As the partner supporting the evaluation of the programme The Bridge Renewal Trust's aim, working with all partners, is to support the process of planning and reflection to create a clear theory of change that describes the logic underpinning the project and to create an evaluation plan that is meaningful and proportionate to measure key outcomes and mechanisms of change.

Context

A key challenge of the evaluation is that, due to the nature of the programme, which supports YP to access the services that they choose, each YP's experience of the programme is different. For example, one YP may only have attended one school based workshop whilst another may have has several months of 1-2-1 support from an outreach worker alongside attending the Exodus programme and gaining employment support from one of the specialist employment partners. Additionally YP, as part of the programme, may also be referred to a variety of other specialist support outside of the partnership.

During the programme we have trialled different types of data collection with varying success. As a result the evaluation plan has evolved as we have worked with partners to understand the most effective ways to collect outcome indicators within the resources available and within the practical constraints of lockdown. Our approach to the evaluation incorporates: pre and post outcome surveys; data tracking; wider programme measures; and a process study.

Methods

1) Pre and post outcome surveys:

The aim of these measures is to assess the 'distance travelled' by YP in certain outcome areas and with certain partners for those with specific interventions where young people consistently attend for a period and therefore where we might reasonably expect to be able to detect a change on relevant outcome. The outcomes measured link to the individual Theories of Change produced with each partner at the outset of the programme. The young people surveyed and the outcomes measured include:

a) Participants in the Exodus programme – these are the YP identified by the youth outreach team as at highest risk of involvement in youth violence and/or criminal exploitation. Outcomes are measured using a bespoke Outcome Star developed by the Exodus programme. These outcomes focus around changes in attitude on a range of areas such as victim awareness, personal safety, health and wellbeing, positive choices around life and future among others.

b) Participants in the current round of NLPC leadership training – the survey combines

the following standardised outcomes measures: Civic Attitudes Scale (measures civic attitudes related to participation in community service i.e. the extent to which youth are willing to assume responsibility to help others solve societal problems). Social self-efficacy scale (measures the ability to relate to and communicate effectively with others) and the Rosenberg Self-esteem scale.

2) Data tracking

To complement the data collected by the Exodus on the impact of their programme on young people's awareness and attitudes we will also be looking at council held data on educational attainment and youth justice outcomes for those young people completing the programme. As mentioned previously this cohort represents the YP identified by the youth outreach team as at highest risk of involvement in youth violence and/or criminal exploitation.

3) Wider programme measures

The above measures cover a small cohort of those participating in the programme as a whole. The decision to focus on these cohorts was taken based on a) feasibility of collecting data and b) the available evaluation resource. To improve our understanding of the impact of HCG on a broader range of young people the evaluation will also look at:

- Basic outcome measures, such as the number of YP gaining employment captured through the ongoing routing project monitoring.
- Analysis of case studies with follow up telephone surveys for a random sample of up to 50 young people supported by the outreach team, designed by the Bridge and conducted by the Youth Outreach apprentice team
- Select case studies provided by partners on an ongoing basis (note that as case studies are selected by the partners, introducing sampling bias, data will be illustrative only)

4) Process study

This part of the evaluation aims to explore learning around the practical implementation and delivery of the programme, based on:

- a) interviews with partners at the end of each delivery year
- b) documentation review
- c) attendance at key meetings

Data collection is ongoing and a final evaluation report anticipated within 3 months of the programme ending (March 2022).

In addition to the above, we have also worked with the HCG Youth Advisory Board who worked with us to review the Theory of Change for the programme from the YP's perspective.

This annex highlights the key practical lessons learned through the implementation of HCG, as highlighted by partners during interviews and meetings. The aim is to highlight some of the challenges that the partnership has encountered, alongside the potential solutions that group has identified, and in many cases implemented, so that others setting up similar programmes can learn from these. A key strength of the partnership has been the willingness of everyone to be open and honest about what they see as working well and not so well and to remain focussed on seeking solutions to problems where they arise. For others looking to implement similar programmes it is important to note that finding the right solution is often a case of 'try and see' as it will vary depending on the individual organisations involved and resources available.

1. Allow sufficient time in the set up phase for process, practice and people

Many reflected on how the set-up phase often seems to take longer than anticipated and cited a broad range of factors that influenced this. It was acknowledged that many of these are necessary and important steps to ensure that services run safely and effectively. Nevertheless, it is useful to highlight these so that others looking at setting up similar programmes can consider whether they may apply to them and prepare accordingly.

Practice & process

Whilst community organisations are often well placed to begin delivery quickly given their location within, and connection to, the local community, there remain a number of sequential practical steps and processes that must be completed before an organisation can begin service delivery.

Key drivers of the length of set up time for HCG cited by partners were:

- Gaining approval to distribute funding held by the Council (as lead partner) to other delivery partners in order to commence work
- Drafting, approving and signing numerous individual SLAs
- Review and approval of provider marketing materials by the LA marketing team to enable partners to advertise their services
- Recruitment (this was particularly an issue within the LA where additional approval processes were required)
- Arranging and completing programme specific safeguarding training
- Enhanced DBS – this particularly relates to the use of ex-offenders as staff especially where they are delivering programmes within other organisations/institutions. Once DBS checks are received these may trigger additional safeguarding processes which may vary between organisations.

- Approval of course curriculums – where organisations are either creating a new accredited course or are delivering a course within another institution there will be a process for reviewing and approving the course content ·
- Connecting with and establishing working arrangements with schools (where services are school based or aim to take referrals from schools)·
- Sourcing venues in new areas (many of the organisations were based in Tottenham as that had been the initial geographical focus, however latterly the programme sought to also focus provision in Wood Green)

Whilst it was recognised that these necessary steps will inevitably take time, a common theme arising in interviews was the long length of time between initial discussions and actual receipt of funding to start work when compared with the speed at which providers themselves felt they were expected to be operational. This can be a source of frustration and concern was raised that is often the delivery organisations at the 'end of the chain' that are disproportionately impacted. For example, delays in release of funding from the LA meant that organisations were unable to start until the second quarter of the year without a corresponding reduction in their formal performance targets.

People

This relates to the young people themselves and specifically the time that is required to build the level of trust needed to effectively engage them in services. Some organisations were already well established in their areas and therefore YP, already familiar with them, engaged much more immediately. However, for newer programmes (or more established programmes working in new geographical areas) it was important to allow time to achieve this. For example, one partner reported that in the initial weeks he invested time just walking around the local area/estates where he knew YP were to build his familiarity. He reported this made it easier to then engage those YP, although even then he noted that for the first sessions many of them sat at the back of the room and didn't want to join in. By doing this and allowing them to join in at their own pace he was able to engage YP that might not otherwise have felt comfortable participating. Allowing sufficient time for this type of approach can help getting some of the hardest to reach YP to engage but it does take time and is consequently more resource intensive. It's important that funders are aware of this and that it's built into both resourcing models and performance targets.

2. Invest resource in supporting partnership working

A common reflection from partners was that during the first year they had been very focussed on successfully delivering and developing their own individual services. A common theme in all interviews was a sense of pride in how partners had managed to get up and running and delivering support to a large number of young people in spite of initial delays and challenges. However, a number acknowledged that this had, to an extent, come at the expense of investing less time in working together as a partnership.

As highlighted in the previous section a key premise of the HCG model is enhanced referral mechanisms, ensuring that YP engaging reach the services that can best support them regardless of which organisation they initially become involved through. There was a general consensus that this has been one of the more challenging aspects to deliver in practice and is an area that the partnership agreed to focus efforts on in year two. Key elements of a strong partnership include communication, co-operation and flexibility[1]. Key reflections on how these aspects can practically be supported, based on the partners learning from year one, are included below.

Maintaining regular communication

HCG convenes monthly steering groups which all partners are expected to attend, however attendance at these meetings has been inconsistent. Partner reports suggest that this has primarily been a challenge of capacity - across the partnerships services were being delivered (and PT staff working) at different times/days so finding a time that suits all is difficult. All recognised that maintaining close contact in the partnership was important and suggestions to make this more effective included:

- Vary the times and days of meetings
- Produce clear agendas and objectives for each individual meeting
- Where partners cannot attend a specific meeting ask for their contributions ahead of the meeting and circulate clear notes from all meetings afterwards
- Use a mix of virtual updates and face-to-face meetings with less frequent but longer face to face meetings (affording more time for partners to network & relationship build)
- Host meetings at different partners premises (where they can and would like to)
- Explore use of collaboration tools e.g. WhatsApp, Trello, MS Teams to maintain contact in between meetings (although it was recognised that this may need to be maintained and moderated which has resource implications)

Ensure information on activities/opportunities is easily accessible

Across the consortium a wide range of activities are happening and keeping all partners up to date on what services/opportunities are being offered has been another challenge for the partnerships. Key lessons/reflections from the learning from HCG include:

- Set time aside early on to discuss and agree how partners want to manage this (e.g. a newsletter, shared document drive, email updates etc)
- Set out clear roles and responsibilities, ensuring that all organisations take equal responsibility for ensuring that they both share information about their own services and keep abreast of other relevant activities
- Some central co-ordination will be required so identify who will do this and how this will be resourced from the outset
- Ensure information shared about services/events always includes clear information about who can/should attend, how to refer and who to contact to discuss further if needed.

Keep referral mechanisms under review

Another key learning point from the set-up of HCG is the importance of regularly reviewing the barriers and incentives to cross-referral, these include:

- Ensuring performance management systems support referrals – For example, to avoid double counting YP who are engaged with more than one partner only the first organisation to engage a YP can report them as a new engagement. This led to some confusion and inadvertently created a disincentive for cross-referrals.
- Ensure the practical referral process is clear i.e. information on who can be referred to each partner and how to do that
- Ensure mechanisms are in place for partners to safely share information about referrals (e.g. checking that a YP attended/completed).

3. Balancing flexibility and clarity

A number of partners commented on the value of having a degree of flexibility in delivery both at the programme and project level. This was important to allow projects to:

- a) adapt to delivery constraints (e.g. We Care Homes developed a condensed programme to fit into the time some schools were able to allocate them); and
- b) to change and evolve as understanding of what works best with YP grows (e.g. Works Works are planning to deliver regular one day employment workshops off site to help more YP access the service)

The capacity of the partners to operate in this way and the support of the funder to do so has been a real strength of the programme. However, partners also emphasised the importance of balancing flexibility with clarity. For example, a number of partners reported that despite being given some flexibility on the age criteria (10-21 years old) the degree of flexibility was unclear and this led to them carrying out work with older YP who they were then unable to count towards their monthly targets. It is key that all partners are kept updated and informed of any changes that impact on delivery at any stage of the programme. For example, some partners reported frustration that they were not aware that the level of funding bid for their organisation was lower than the costs originally submitted to Haringey prior to the bid being submitted.

4. Develop clear and effective reporting structures

HCG works as a partnership, with Haringey Council also acting as the lead partner and NLPC also acting as managing agent. The managing agent is responsible for collecting and validating performance monitoring. Each organisation submits monthly performance returns which are validated quarterly during which the managing agent checks a sample of evidence such as signed attendance sheets, referral forms etc.

This model provides additional assurance and whilst it is acknowledged that some partners found the level of reporting challenging and/or disproportionate to their individual level of funding, others found the process beneficial and reported that it had helped them to improve their reporting structures within their own organisation in general. Some useful reflections from the learning from HCG include:

- Ensure the right people attend workshops explaining the reporting – this includes managers who are responsible for signing off returns as well as any staff completing them-
- Make guidance on reporting available online (ideally with video tutorials) so that all project staff can access this if needed or for a refresher
- Share common Q&As and mistakes on reporting to help reduce errors

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HCG

Haringey Community Gold Young Londoners' Fund

Impact of the COVID-19 'lockdown' upon the
Haringey Community Gold Programme (HCG)

June 2021

HCG Partners Covid-19 Follow-up Consultation/Review 2021

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About this Report

NLPC Ltd, through its Community Information and Research Unit (CIRU) on behalf of the Haringey Community Gold Partners delivering the Young Londoners' Fund programme, commissioned Dr Mike Medas, in March 2021 to undertake a follow-up of the consultation / review on the impact of the COVID-19 'lockdown' upon the Haringey Community Gold programme (HCG), August 2020.

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Haringey Community Gold Young Londoners' Fund

Impact of the COVID-19 'lockdown' upon the
Haringey Community Gold Programme (HCG)

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1. Introduction

This report presents the findings of a consultation and review exercise into the continuing impact of the UK-wide Covid-19 'lockdown' of 2020-2021 upon the Haringey Community Gold programme (HCG), which is a three-year programme of youth-facing service provision supported by the Mayor's Young Londoners' Fund (GLA, 2019), commencing in 2019 and delivered by nine locally-based partner agencies in the London borough of Haringey.

2. Background and project brief

Haringey Community Gold (HCG) is a partnership consisting of seven voluntary and community organisations (VCOs) and two public sector bodies collectively delivering the Mayors Young Londoners Fund programme, a programme that was set up to help children and young people to fulfil their potential, particularly those at risk of getting caught up in crime (GLA, 2020).

HCG is targeted at young people in Haringey and surrounding boroughs and is being delivered over a three-year period commencing in January 2019.

The report of an earlier review/consultation (NLPC/LBH, 2020) published in August 2020 considered the impact of the Covid-19 pandemic on the delivery of HCG following the first four months of the UK-wide lockdown that was first announced on 24.3.20 (BBC, 24.3.20) after the introduction of the emergency Health Protection Regulations and Coronavirus Act, 2020. The report had found the following:

- HCG had by March 2020 achieved 15% more beneficiaries completing the programme than had been profiled, although a late start during 2019 had meant 25% fewer programme starters.
- The immediate impact of lockdown had reduced starts and completions from being respectively 102% and 310% above profile during the January-March quarter of 2020 to only 15% and 44% of their profiles in April-June 2020. However, the retention rate only fell by around 3% in the second quarter of 2020, indicating that levels of engagement of existing beneficiaries persisted despite the lockdown.
- Four key themes emerging during the initial lockdown were identified, which

were (a) effects on services of losing face-to-face access to young people; (b) effects on health and wellbeing of young people, families and delivery teams; (c) effects of transitioning to alternative modes of delivery, both phone and online; and (d) emerging opportunities to deliver new or altered services to meet needs.

- Wider impacts of Covid-19 included a significant loss of delivery time, an increased focus on direct engagement with families of young people and the need for ongoing engagement with beneficiaries who had completed the HCG programme.
- Overall, the impacts of lockdown had included greater collaborative working and innovative adaptation of services as well as challenges to the delivery model and the physical and mental health of partners and beneficiaries.

By December 2020, the HCG partners had completed Year 2 of programme delivery and finalised their delivery plan for Year 3. However, a further rise in reported Covid-19 infection rates had led to the reimposition of a national UK-wide lockdown on 4 January, 2021 following a partial easing of restrictions during the second half of 2020, a (BBC, 4.1.21).

This report therefore is intended to examine the continuing effects of the Covid-19 pandemic on delivery of the HCG programme, in order to better understand the impacts, identified gaps, resource needs and ideas on ways forward. The report will inform the following:

- Analysis of the impact of additional lockdown.

- Update on the impact of the lockdown on HCG and responses of HCG Partners including:
 - Challenges, including resources, outcomes (e.g. areas such as employment)
 - Innovations / reconfiguration of services provision
 - Delivery to date against HCG profiled targets
- Mental health impact of the lockdown
- Recommendations
- Resource impact



3. Methodology

The present study uses a similar mixed-methods research (MMR) design to that of the previous report, which draws on three sources: (a) desk research on programme performance and issues faced by HCG delivery partners, (b) qualitative, semi-structured interviews with programme delivery partners; and (c) a focus group of delivery partners held after individual interviews were completed.

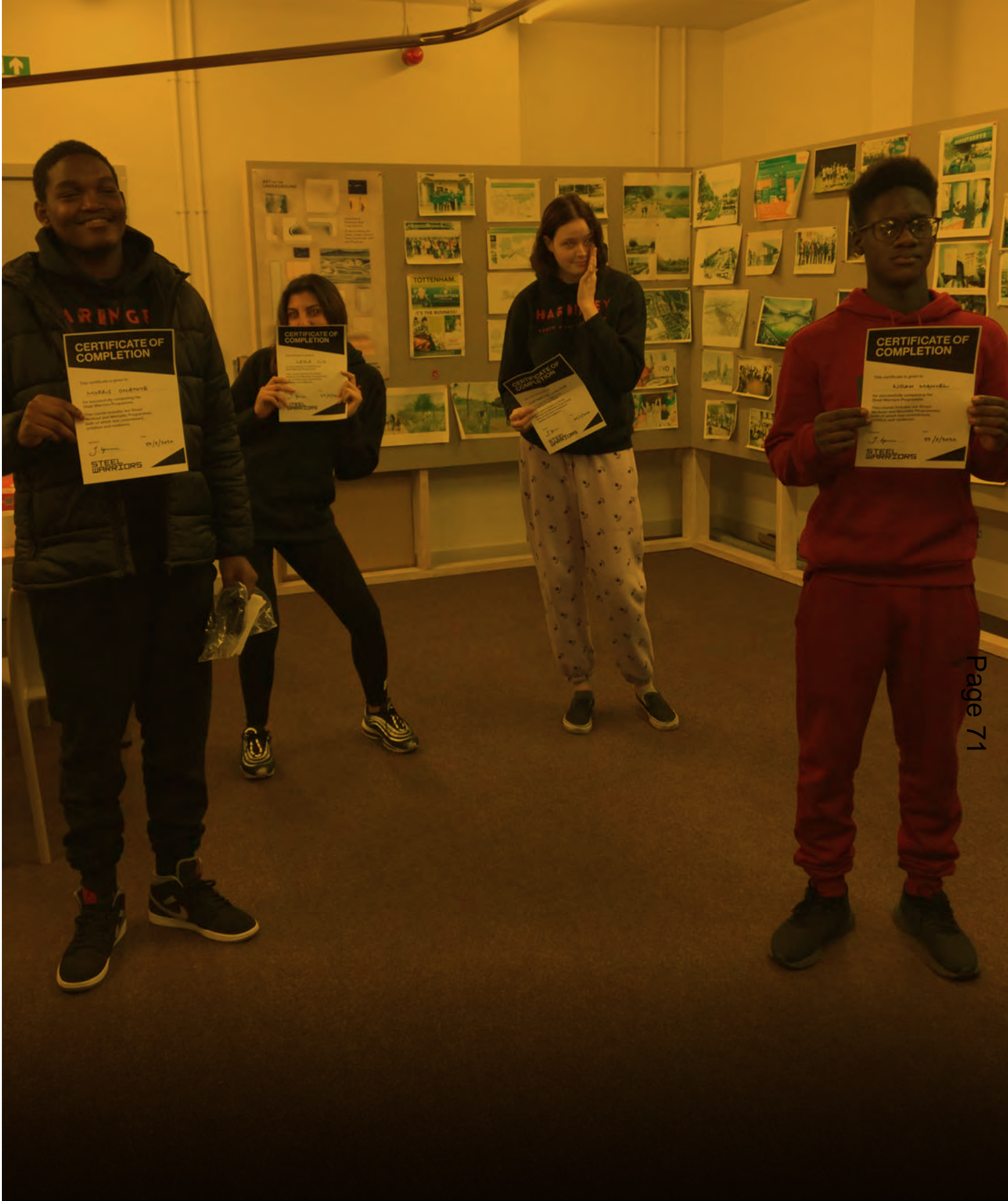
The MMR approach supports a complementary use of discrete research methods in order to measure ‘overlapping but different facets of a phenomenon’ (Greene et al, 1989, p258). As in the previous report, quantitative programme monitoring data has been complemented by a qualitative narrative from delivery partners, whilst individual interviews with delivery partners are complemented by a collective discussion between all delivery partners. The topic list used for the interviews and focus group is listed in Table 3.1.

Table 3.1: Interview participants by sector

Topic	Detail
1	Your experiences of delivering HCG services to date since the lockdown began in early 2020
2	The continuing impact of Covid-19 lockdown on your organisation - internally, externally and participant-facing - including service provision, access by young people, referrals, staffing, health of staff and participants and outcomes
3	Whether any additional, new or innovative services have been needed and how these services have progressed
4	Your future plans for project delivery and any reconfiguration or re-profiling needed
5	Any other challenges and opportunities that may have arisen

As a result of the Covid-19 lockdown, which had required social distancing, all interviews were conducted by telephone rather than face-to-face, whilst a video-conferencing application, Zoom, was used to deliver the focus group.

The entire consultation/review exercise, including preparation, fieldwork and completion of the report, took place over a two-month period commencing in late March of 2021.



4. Report Structure

The results of the study are presented in the following sequence. A summary of progress experienced by the HCG programme up to July 2020 is followed by an examination of findings on the quantitative and qualitative impacts of the continuing lockdown between, drawing on internal programme monitoring data as well as the results of interviews and the focus group with project partners. This is followed by a discussion and conclusion, after which recommendations are made.



5. The HCG programme up to July 2020

As outlined in section 2 and the previous report (NLPC/LBH, 2020), the first four months of the Covid-19 lockdown had seen immediate impacts in reduced starts and completions, without significantly reducing the retention rate of participants on the HCG programme. Wider impacts had included a loss of delivery time and the emergence of unanticipated needs to engage directly with other stakeholders including families or participants and to provide ongoing support for participants who had completed the programme.

The next section of this report explores the extent to which the delivery of the HCG programme was affected by these and other evolving impacts from July 2020 to March 2021, against a background of changing national and local levels of Covid-19 infections and government-imposed lockdown restrictions.



6. Findings

6.1 Ongoing impacts on participant numbers

The first question to be considered is the extent to which participant numbers continued to be impacted as the lockdown progressed. Quantitatively speaking, the initial impact of the national lockdown imposed on 23.3.20 was seen in the second quarter of 2020 via an absolute fall in both starts and completions of 57% and 72% respectively compared to their levels in the preceding quarter, although completions had remained 27% above profile, as shown in Table 6.1.

The Table also indicates that during the third quarter of 2020 starts more than doubled, probably due to easing of lockdown restrictions at that time, although completions in that quarter fell by 18%, which took the conversion rate to 18.5%, its lowest level in 12 months.

This suggests that lockdown was still impacting on some aspects of delivery, even though more youth activities had been possible during the summer months. This mixed outcome is supported by the timeline of changes to lockdown rules in England, which entailed successive measures to ease the restrictions coming into effect between 1st June and 14th August, followed by a partial tightening of restrictions on 14th and 22nd September (Institute for Government, 2021).

These events are reflected by the experience of one HCG delivery partner, who stated that *'we had a fabulous summer' and 'ended up almost catching up with numbers for that five week period'*, although following the September increase in restrictions *'we really struggled to engage new people'* including schools *'because of the health and safety message'* (Delivery Partner A, HCG).

The fourth quarter of 2020 saw starts and completions rise both absolutely and relative to profile, representing an increase of respectively 42% and 62% against the previous quarter's levels, as seen in Table 6.1.

For the LBH outreach team, the fact that HCG delivery numbers were able to rise in the fourth quarter even after restrictions had tightened in September happened because *'we started to explore options of doing some online work'* as well as *'working with schools to recoup some of the numbers'*, which led to online workshops and seminars with school students on topics including *'relationships'* and *'criminal exploitation'* (LBH outreach team, HCG).

Meanwhile, some face-to-face work continued for those delivery partners who *'were still able to work one-to-one with vulnerable people'* because of exceptions to the Covid restrictions for key workers (Delivery partner B, HCG), although in many cases the face-to-face work was not possible after tighter lockdown restrictions on venue usage meant that physical venues were now unavailable for hire.

All HCG delivery partners therefore faced challenges after a new 3-tier national lockdown re-imposed the stay-at-home restrictions on 5th November, later to be supplemented by two additional tiers of more severe restrictions, which meant that London's restrictions were increased on three separate occasions in December 2020 (London Business Hub, 2021).

Table 6.1: HCG beneficiary starts and completions to date, profiled vs. actual

Indicator	Project quarter or cumulative period										Q2-4 2021 profile	All years
	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	To date as at Q1/21		
Starts (profile)	150	250	800	800	650	850	552	465	650	5,167	1,867	6,000
Starts (actual)		181	869	314	576	245	536	762	732	4,215		4,215
Completions (profile)	25	75	150	250	60	95	130	97	60	942	322	1,500
Completions (actual)		78	130	101	428	121	99	161	683	1,801		1,801
% of actual starts vs. profile		72.4	108.6	39.3	88.6	28.8	97.1	163.9	112.6	81.6		70.3
% of actual completions vs. profile		104	86.7	40.4	713.3	127.4	76.2	166	1138.3	191.2		120.1
Conversion rate (no. of completions/ no. of starts)		43.1	15	32.2	74.3	39.3	18.5	21.1	93.3	42.7	17.2*	42.7

*profile only

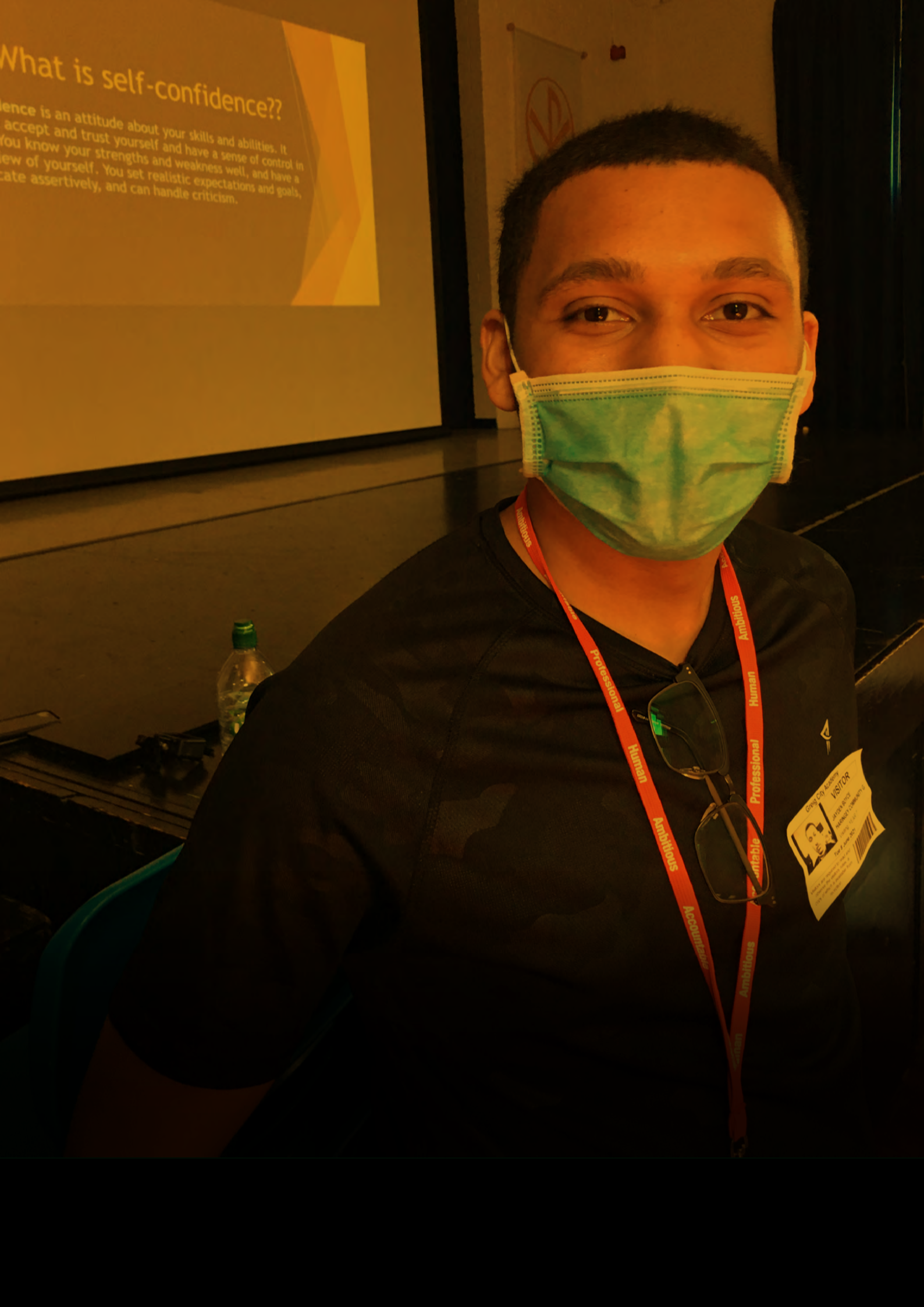
The first quarter of 2021 saw only a minimal fall in starts of 4% along with a major rise in completions of over 400% relative to the previous quarter, whilst both starts and completions were above profile, as shown in Table 6.1. This achievement by the HCG programme is significant as lockdown restrictions in London had been raised to 'Tier 5 level' from 5th January, the highest level of severity since the initial phase of lockdown in March 2020 (Prime Minister's Office, 2021).

At the end of March 2021, with three quarters of delivery of the HCG programme remaining, cumulative completions were already 20% above their lifetime profile, while cumulative starts had reached 70.3 % of their lifetime profile at a point 75% along the project timeline, as shown in Table 6.1. This, along with the cumulative conversion

(retention) rate of 42.7%, which was 71% higher than that profiled, indicates that the HCG programme had continued to achieve remarkable results after a year of lockdown, despite the lasting impact of lockdown on recruitment of participants.

HCG delivery partners have indicated that the fourth-month 'roadmap' for easing of lockdown restrictions issued in late February 2021 (Cabinet Office, 2021) offers strong possibilities of reaching and exceeding total profiled starts, as it would entail the removal of all restrictions by 21.6.21 and allow a full summer programme of youth activities.

This can be seen from Table 6.1, which shows that only 81% of the number of quarterly starts achieved in the first quarter of 2021 will be needed for each remaining



quarter of the programme in order to meet the total profile of starts. Even if the lifting of Covid-19 lockdown restrictions were to be delayed, as was hinted by the UK government in early June 2021 (Guardian, 8.6.21), HCG's performance during the first quarter of 2021 whilst London was on a Tier-5 level lockdown suggests strongly that numbers of profiled starts for the rest of 2021 will be achievable. It is also significant that HCG's cumulative conversion rate of starts to completions at March 2021 of 42.7% was 1% higher than its level at June 2020, which was the point up to which data was analysed in a previous report (NLPC/LBH, 2020). This shows that a year of lockdown restrictions of varying levels has not changed the ability of the HCG programme to achieve a retention rate consistently above that profiled.

6.2 Additional outputs

HCG performance to date can also be considered in relation to additional outputs, which were not within the GLA's mandatory requirements but reflected bespoke targets set by HCG. As seen in Table 6.2, HCG had by March 2021 achieved above or close to its lifetime profile for provision of training opportunities to young people and completions of accredited or unaccredited courses or qualifications. The number of jobs created using HCG funds to date was also ahead of profile, as 88.5% had been achieved at a point 75% along the project timeline.

Table 6.2: HCG additional outputs to date, profiled vs. actual

Indicator	Profile - all years	Cumulative achievement to 31.3.21	Achievement rate vs profile all years (%)
Number of training opportunities provided to young people	900	1,159	128.8
Number of young people gaining employment	300	69	23
Number of young people completing an accredited/unaccredited course or qualification	450	444	98.7
Number of young people accessing mental health support via HCG	300	72	24
Number of jobs created through the YLF fund	87	77	88.5

However, the numbers of young people (a) going into employment and (b) accessing mental health support were both at under a quarter of their lifetime profiles. Feedback from HCG delivery partners suggests that the data for young people accessing mental health support only reflects formal referrals to statutory mental health services rather than the total number of young people who may have been supported on mental health issues by the wider delivery team of HCG partners.

On the outcomes for young people into jobs, the cumulative rate against profile by March 2021 was around one third, but this is perhaps unsurprising given the severe impact of the Covid-19 lockdown to date on employment rates of young people in London and across the UK. This was supported by one of the HCG delivery partners specialising in employment and training, who stated that they had *'struggled with job outcomes'* because the lockdown had meant *'all entry level jobs'* were almost *'non-existent'* (Delivery partner H, HCG).

The background to these experienced is provided by data on the labour market effects of the Covid-19 lockdown. For people who were previously in jobs, the number of payrolled employees in London fell by 5%, affecting 213,900 people, between January 2020 and January 2021, but 60% of those losing their jobs were employees aged under 25 (GLA, 2021). Within Haringey, labour market impacts of the lockdown on young people were more pronounced, in that the number of Universal Credit claimants aged 16-29 increased more than threefold between February 2020 and February 2021, from 3,617 to 12,339. (LBH, 2021).

6.3 Qualitative delivery

This section considers how the quality of programme delivery was affected by the evolving Covid-19 lockdown between the time of the interviews conducted for the

previous report on this topic (NLPC/LBH, 2020), which took place in late July 2020, and the end of March 2021, through the lens of the experiences of HCG delivery partners.

6.3.1 Continuing adaptation

Over this period, all HCG delivery partners continued to adapt their services innovatively in response to the limitations placed on face-to-face work by lockdown restrictions.

For some partners this was easier if they had been *'an early adopter of digital platforms'* who had been *'delivering virtually from way before lockdown'* and were now ready for a *'new norm'* in which *'blended [delivery] will be the way forward'* (Delivery partner B, HCG). Others indicated that blended delivery would now *'carry on regardless'* as part of a *'bigger offer'* able to support more young people than would have been possible with face-to-face services alone, but this time with the *'online offer.. always going to be the first one'* on offer (LBH outreach team, HCG).

Adaptation and innovation by HCG delivery partners to the ongoing Covid-19 lockdown also took other forms. This included *'thinking about our delivery as a product'* by *'recording workshops and... presentations that we do... to create products to go online, to provide sustainability beyond the life of the project... not just for children, for parents and others... as a way of educating young people'* (LBH outreach team, HCG).

Another adaptation introduced was *'widening our delivery'* to enable access by 16 and 17 years old participants to *'our mainstream [accredited] training programmes'* that had not previously been part of the HCG offer (Delivery partner C, HCG). Innovation was also seen in the development of an all-female group with more than 40 participants by a delivery



partner leading on sports provision and personal development, for which interest and demand from potential participants and external agencies had *'gone off the scale'* (Delivery partner D, HCG).

The process of adapting from face-to-face to remote or blended delivery also continued to involve trade-offs between the opportunities offered by new ways of working and the loss of aspects of face-to-face delivery that were hard to replicate.

These included the point that *'relationship building over the phone'* could be *'incredibly difficult'* (LBH outreach team, HCG), a relative loss of *'group dynamics'* and *'interaction'* for those delivering accredited training courses to groups online (Delivery partner C, HCG) and the perception that with telephone or online contact *'you can never replicate the kind of rapport you build with people in the physical world'* (Delivery partner E, HCG).

Another trade-off associated with online delivery was that it could be *'a good resource to reach those who are willing, but...my biggest thing is not just reaching those who are willing but reaching those who are actually carrying the knives'* (Delivery partner F, HCG).

There was also a trade-off between the opportunity for online delivery to expand services to those who might not otherwise have accessed those services, including *'people outside your geographical area'* (Delivery partner D, HCG) and the need to obtain statistical data that would normally be collected from face-to-face participants but was *'more difficult to capture'* from those who *'might not have been engaged or initially registered through the normal routes'* (Delivery partner C, HCG).

In summary, it is clear that HCG partners continued to adapt their services innovatively in response to the ongoing lockdown between mid-2020 and March of 2021. Whilst this ensured that performance

against quantitative targets for starts and completions was maintained, the qualitative trade-offs between old and new ways of engaging with participants represented *'a mixed bag'* (Delivery partner E, HCG).

6.3.2 Health and wellbeing

Given the impacts of the first phase of Covid-19 lockdown on mental and physical health of HCG delivery teams, young people participating in the programme and families of both (NLPC/LBH, 2020), a key question to explore is how health and wellbeing was impacted for the subsequent year.

This is relevant as the UK has so far experienced three waves of Covid-19 infections, peaking in April-May 2020, October-November 2020 and mid-January 2021 (Gov.uk, 2021), of which only the first peak had occurred by the time of the previous report on this topic in August 2020 (NLPC/LBH, 2020). Official data shows that the daily numbers of Covid-19 cases was considerably higher during the second and third peaks than in the first, as shown in Figures 6.1 and 6.2 (UK government, 2021), whilst the daily death toll during the first peak appears to have been exceeded during the third peak.

For HCG delivery partners and programme participants, the effects of Covid-19 on health and well-being identified during the first lockdown had included (a) challenges to physical health associated with individuals and communities being infected by Covid-19 or being affected by the lockdown via food poverty; and (b) challenges to mental health associated with effects of the virus on individuals and communities and the social and economic dislocation caused by the lockdown (NLPC/LBH, 2020).

All of these challenges continued to impact on those involved with the HCG programme during the rest of 2020 and

Figure 6.1: Daily numbers of people tested positive for Covid-19 in the UK, 2020-2021 (gov.uk, 2021)

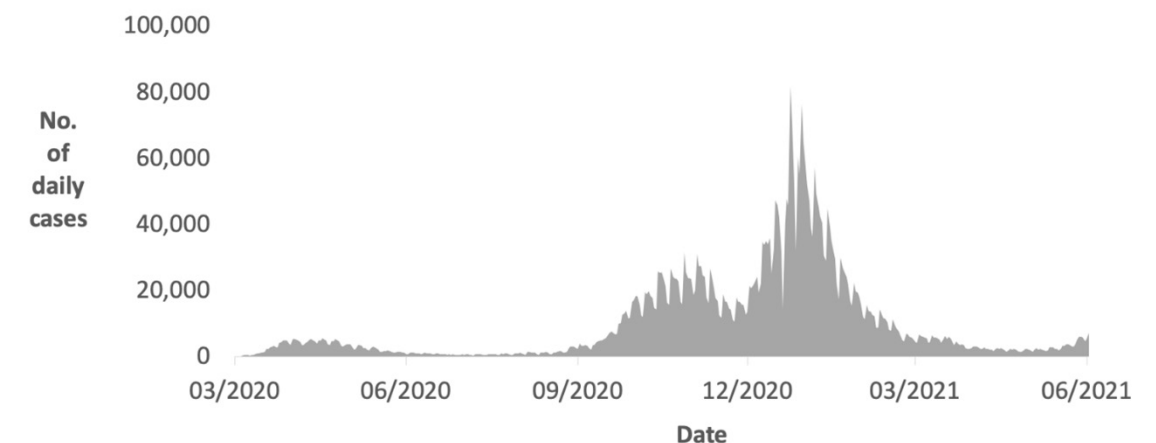
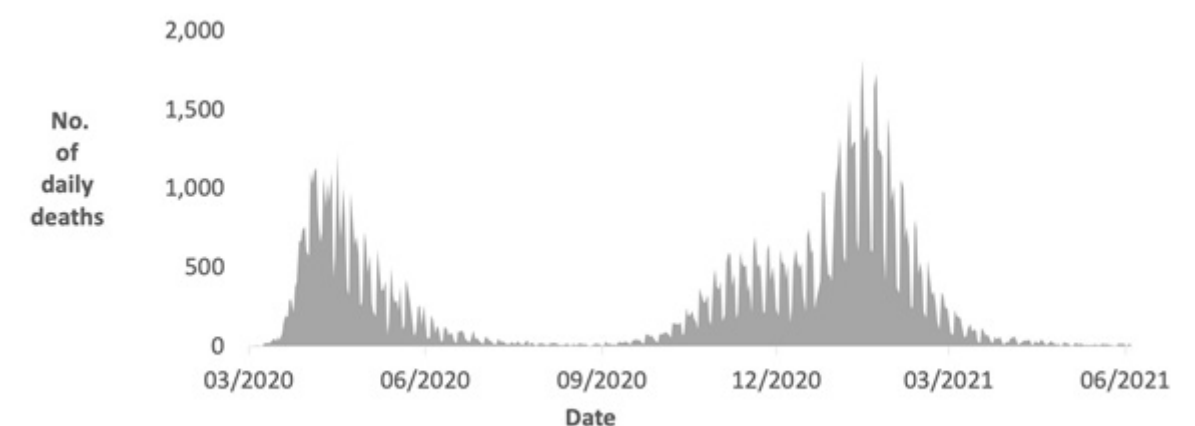


Figure 6.2: Deaths within 28 days of positive Covid-19 test in the UK, 2020-2021 (gov.uk, 2021)



the first quarter of 2021, but in a nuanced way. For one delivery partner *'the situation around covid and the wellbeing and the mental health of the young people'* meant that *'we have actually doubled our subscription of young people for one-to-one work over this quarter'* (Delivery partner B, HCG). This was explained further by the LBH outreach team, who stated that following the heightened lockdown starting in January 2021, *'every week we were now getting cases of mental health coming through...parents started phoning us up... 'My child is doing this, why are they*

doing this, I don't have the time'. They were going through... between psychosis and depression... as a spectrum... there's not the ability to register because they're not new cases. They are people we know and we've developed trust' (LBH outreach team, HCG). This experience underlines the need identified in 2020 to provide ongoing support for young people who have finished their HCG programme activities and cannot therefore be re-registered to receive support from HCG, but still have needs that may not be met by other services (NLPC/HCG, 2020).

Conversely, during earlier stages of the lockdown prior to the beginning of 2021 there had been mixed effects on the mental health of young people. One delivery partner indicated that *'when we spoke to some families, there was a real unusual approach of they were loving it... [the children]... could get to spend time with their families, there was a feeling of more connected. A lot of children where we are don't like school. So for them not to go to school was a bit of a result'* (Delivery partner A, HCG). However, the same delivery partner also stated that whilst not at school, other children had *'been bullied'* online and *'started self-harming'* as a result.

For those delivery partners who had introduced food banks to support the physical well-being of young people and their families earlier during 2020, this continued to have benefits in terms of closer engagement with young people and their families. For one delivery partner, *'it's done us a favour because it's built up an emotional contact ...with us... I'm talking about the young people who live by themselves and haven't got any food... because they're getting the help that they can't get from their family. Because their family is struggling'* (Delivery partner G, HCG).

Similarly, another delivery partner stated that during November 2020, *'what we realised is the economic issues with a lot of families hadn't bettered... a good few families... were made redundant or had one member of the family made redundant ... we met the parents through the food services'*, which had meant the delivery partner could *'get a picture of mental health issues'* affecting families (Delivery partner A, HCG).

This experience may illustrate the fact that the national lockdown reimposed on 5th November 2020 (London Business Hub, 2021) had tangible effects on the well-being of young people and their families,

specifically in relation to food poverty and mental health. It can be concluded that the effects of the ongoing Covid-19 pandemic and lockdown restrictions continued to challenge physical and mental health and wellbeing of young people and their families during the period in 2020-21 under consideration. The fact that HCG delivery partners used this challenge as an opportunity to deepen their insight into community needs and fundraise to provide additional services (such as food banks) not supported by HCG resources indicates their resilience and adaptability as a partnership.

6.3.3 Collaboration and referrals

During the ongoing Covid-19 lockdown in 2020-21, HCG delivery partners continued to collaborate via regular online meetings and the LBH outreach team continued to provide inward referrals of young people to services offered by other partners. A disadvantage of the lockdown-related challenges was that demands on service providers from existing clients tended to increase.

Therefore although community-based delivery partners had *'originally planned to be referring into each other's projects'* (Delivery partner A, HCG) the extent to which this took place was *'poor'* (Delivery partner B, HCG). One positive feature of collaboration was the development of more joint work between HCG delivery partners and statutory services, via the inclusion of community-based HCG services *'as one of the provisions that will go into a child in need plan'*, to support a *'more integrated'* approach than had previously been possible (Delivery partner B, HCG).

6.3.4 Opportunities, challenges and wider lessons

When asked to identify the key – and unexpected – opportunities presented by over a year of working under varying levels of Covid-19 restrictions, HCG delivery

partners partly reinforced themes that had emerged in the earlier report on their response to Covid-19 (NLPC/LBH, 2020) as well as identifying additional issues. Recurring themes included achieving greater engagement with families *'of some of the most at risk young people'* which had enabled *'a wider picture about what's going on for their home life- which gives us a better understanding of why children end up where they do'* (Delivery partner A, HCG).

In terms of the theme of collaboration, besides the increased integration of community based HCG delivery partners into the work of statutory services discussed earlier, the LBH outreach team was also able to *'support and track additional young people'* who had been *'referred to projects outside the partnership'*, which enabled a wider range of specialised services to be provided than only those supported by HCG resources. A new opportunity that evolved during the 2020-21 phase of the Covid-19 lockdown was the expansion of the role of the HCG Youth Advisory Board into a youth-led body that was *'completely independent, not made of your usual suspects'* and that had developed *'the ability to challenge... institutional structures that lose the trust of the public especially young people'* (LBH outreach team, HCG).

HCG delivery partners also identified key challenges that had they continued to face throughout the lockdown. These included *'digital poverty'*, an issue also identified in the previous report on the present topic (NLPC/LBH, 2020), that had meant *'young people in overcrowded accommodation'* either lacked *'their own devices'* or *'the privacy to do the sessions'* using *'their parents devices'* (Delivery partner B, HCG). Another challenge identified by those working with young people most at risk was that *'parents actually don't talk to their kids ... because of work commitments or whatever... to see how they feel'*, a fact that it was felt local authorities *'don't seem*

to want to hear or grasp' (Delivery partner G, HCG). Such missed conversations led by parents were seen as a potential intervention that might help identify and/or manage risks to which a young person was being exposed and ultimately divert them from involvement in criminal activity.

The scale of the multiple challenges faced by young people targeted by the HCG programme was summarised by the response of a HCG delivery partner to a question on the wider lessons that should be learned from the HCG programme by its funding body, the GLA, with the comment that *'the message should be that this is a long term ongoing work. The problems that we're trying to address haven't been resolved over a three year programme'* (Delivery partner E, HCG).

It was also seen as important for the GLA to appreciate that *'the mainstream isn't able to reach or engage those young people'* (Delivery partner B, HCG). This informed the more positive message that *'If they [the GLA] continue to put trust and faith and resources in the community's hands, the community can make an impact ... this first pandemic [of knife crime] is what's going on, the second is the Covid...look at what we've done already – and that's with Covid... slowing us right down'* (Delivery partner F, HCG). This view was echoed by the comment that that *'it is clear we are dealing with something that no-one expected. They should see how resilient we are ... coming up with... results ... it is money well spent'* (Delivery partner H, HCG). It was similarly argued that the HCG programme should be seen by the GLA as *'a beginning, not an ending'* (Delivery partner C, HCG).

7. Discussion and conclusion

The findings of this review make clear that the HCG programme has faced over a year of challenges associated with the ongoing Covid-19 pandemic and UK lockdown restrictions with considerable resilience.

In response, the HCG partnership has demonstrated a striking capacity to achieve and/or exceed profiled performance targets for young people completing the programme. Three clear examples of this are as follows. Firstly, despite the first peak of the pandemic and the initial lockdown, 94% of profiled programme completions had been achieved by the end of the second quarter of 2020 (NLPC/LBH, 2020). Secondly, following the second and third peaks of the pandemic and the 'Tier-5 lockdown' in the first quarter of 2021, cumulative programme completions by the end of the first quarter of 2021 had risen to 20% above their lifetime profile and 60% above their cumulative profile.

Thirdly, the conversion (retention) rate of the programme had been profiled at 25%, but a cumulative conversion rate of 41.7% had been achieved by June 2020 and this had even risen to 42.7% by March 2021, despite the effects of the pandemic and lockdown.

The resource implications of these achievements are that by a point 27 months into the 3-year programme timeline, i.e. after 75% of HCG's lifespan had elapsed, 1801 young people had successfully completed a programme resourced to support 1125 completions by that point, therefore a 60% gain in cost efficiency had been achieved.

The only mandatory quantitative target in which slippage remained by March 2021 was the number of programme starts, which had been at 57.5% of its

cumulative profile by June 2020, rising to 81.6% of its cumulative profile by March 2021. Here again, the first statistic reflects the understandable challenge posed to participant recruitment by the first peak of the pandemic and the initial lockdown, whilst the second statistic indicates that this challenge had largely been mitigated even after the second and third peaks of the pandemic and the 'Tier-5 lockdown' in the first quarter of 2021.

The findings of this review on qualitative delivery highlight a number of themes that explain the scale of the challenge faced by the HCG partnership as well as its achievement in addressing those challenges:

- **Continuing adaptation and innovation** by HCG delivery partners has been critical to their successful delivery. Agile approaches to online and/or blended delivery in response to lockdown restrictions have yielded benefits but some benefits of face-to-face work cannot easily be replaced.
- **Health and wellbeing** of young people and their families, both physical and mental, has presented ongoing challenges during the Covid-19 pandemic and lockdown, whilst also enabling deeper insights into needs.
- **Collaboration** across the HCG partnership has continued effectively, despite some resource-based limitations, whilst external collaboration with statutory services has been strengthened.
- **Unexpected opportunities** arising from the Covid-19 pandemic and lockdown have included deeper insight into needs of young people and families, added value from external collaborations, an

expanded role for HCG's successful Youth Advisory Board and a legacy of innovative, agile services.

- **Challenges** faced by the HCG programme throughout the period covered by this review have included the effects of the extra social and economic dislocation associated with Covid-19 on the target group, exemplified by 'digital poverty' of young people expected to engage with digital services. A wider challenge may be that the needs addressed by HCG cannot be solved within the life of a three year programme, but HCG delivery partners are convinced that empowering community-led services to support young people at risk from crime will ensure that needs that cannot be met by mainstream services will be addressed.

It seems clear on reflection that the HCG programme has been able to provide an essential range of interventions to a vulnerable target group during a period of unprecedented social and economic hardship. As discussed in section 6.2, ample evidence now exists that young people have been disproportionately affected by the economic effects of Covid-19. It is also clear from the evidence base that informed the design of the HCG programme that the range of risk factors associated with exposure of young people to violent crime are more likely to affect those experiencing lower than average socio-economic conditions (LBH, 2019). It is therefore reasonable to conclude that continuation of the work done by the HCG programme beyond the life of the GLA funding should be treated as a high priority for LBH and the HCG partnership.



8. Recommendations

- That all possible measures are taken to secure sufficient resources for the continuation of the HCG programme for a period of at least another three years.
- That the findings of this report are used to inform future programmes of youth-facing provision by LBH and the GLA.
- That the HCG partnership's model of service provision is recognised as an effective model of best practice in addressing the needs of young people at risk of involvement in crime and promoted more widely by LBH and the GLA.



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Young Londoners Fund

Haringey Community Gold

SUPPORTED BY
MAYOR OF LONDON

Young Londoners Fund Advisory Group

Wednesday, 14th July 2021

- Haringey Community Gold our Journey
- Detached youth work model
- Working in partnership and building capacity
- Haringey Youth Advisory Board
- Next steps
- Questions

SUPPORTED BY

MAYOR OF LONDON

Borough Plan 2019 - 2023

Outcome 12 – A safer borough

- Improving community confidence and reduce fear of crime
- Reduce number of victims and perpetrators of crime and reduce the serious harm experience by victims
- Reduction in the number of young people entering the criminal justice system

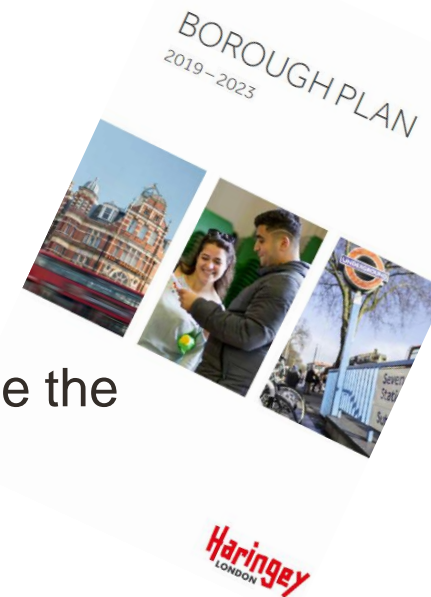


Young People at Risk Strategy
2019-2023



Young People at Risk Strategy 2019 - 2023

- Commitment to reducing youth violence
- Multi-agency VCS led response
- Cuts across the five strategy areas



Haringey Community Gold

Haringey Community Gold continues to support Haringey young people at risk of exclusion and those involved in or on the periphery of criminality.

A network of connected community programmes catch and respond to young people at various stages in the cycle of serious harm / exclusion / criminality.

Using a tailor-made dedicated outreach service and a range of community-based agencies, we reach disenfranchised youth on the streets, in the home, at education establishments or in prison.

The strengths-based approach creates practical, tangible pathways and maximises opportunities for young people to achieve their potential and turn their lives around.

Haringey Community Gold includes dedicated support for BAME young people. For example, Access UK offer a bespoke BAME careers and employment service and Off The Streets Less Heat offers a sport provision to young people on Broadwater Farm estate, the majority of whom are BAME.

FIVE key outcomes

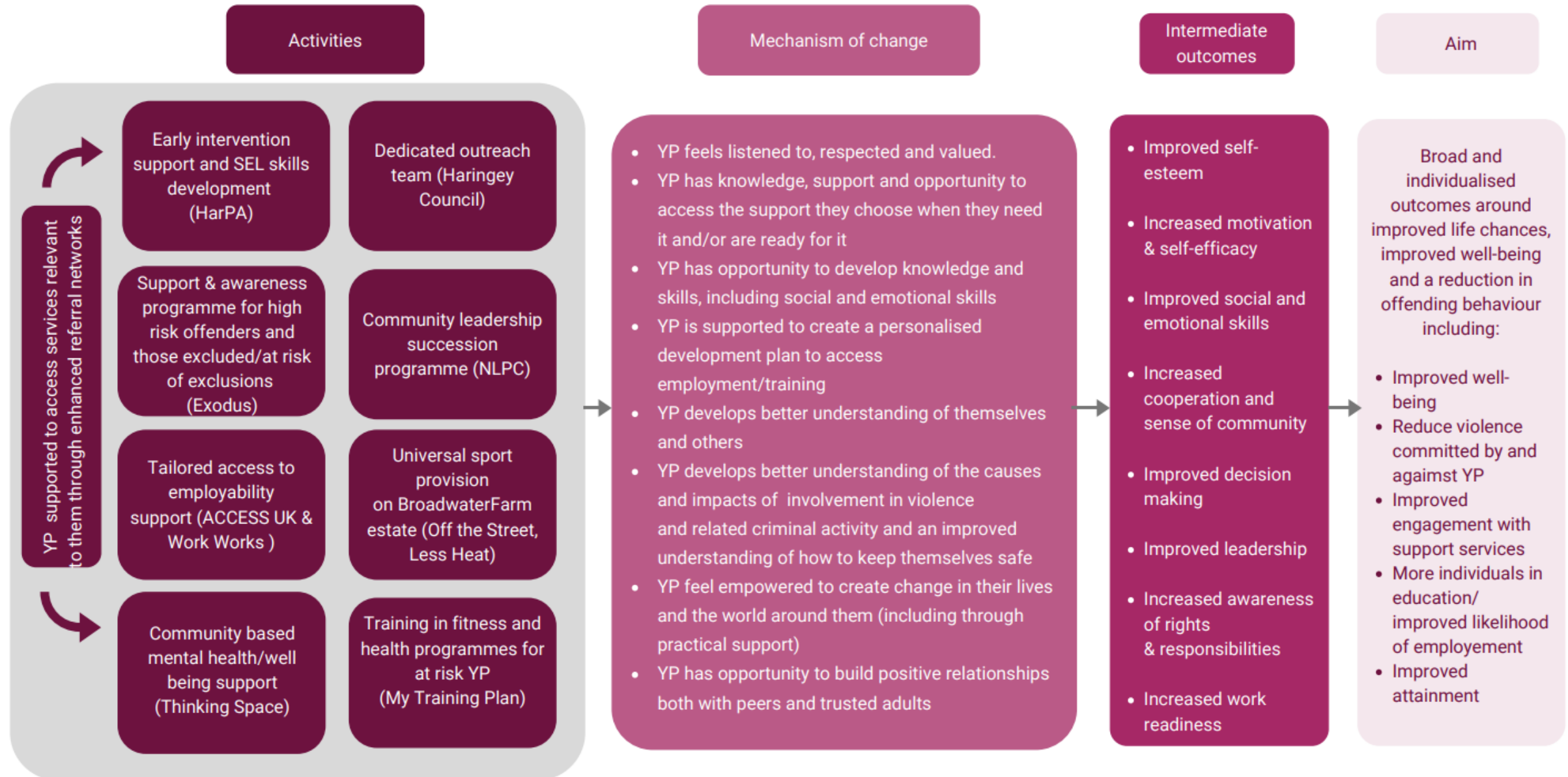
Outcome 1: Young people feel and are safe from violence at school, at home and in their community

Outcome 2: Young People have healthy relationships with their family, peers and trusted adults

Outcome 3: Young people are happy and confident, enjoying their lives with positive aspirations for the future

Outcome 4: Young people confident in the Police and civic institutions

Outcome 5: Young people access help when problems arise and are confident to do so



HARINGEY COMMUNITY GOLD

IN THE COMMUNITY



Detached
youth
work
model

ENGAGING YOUNG PEOPLE

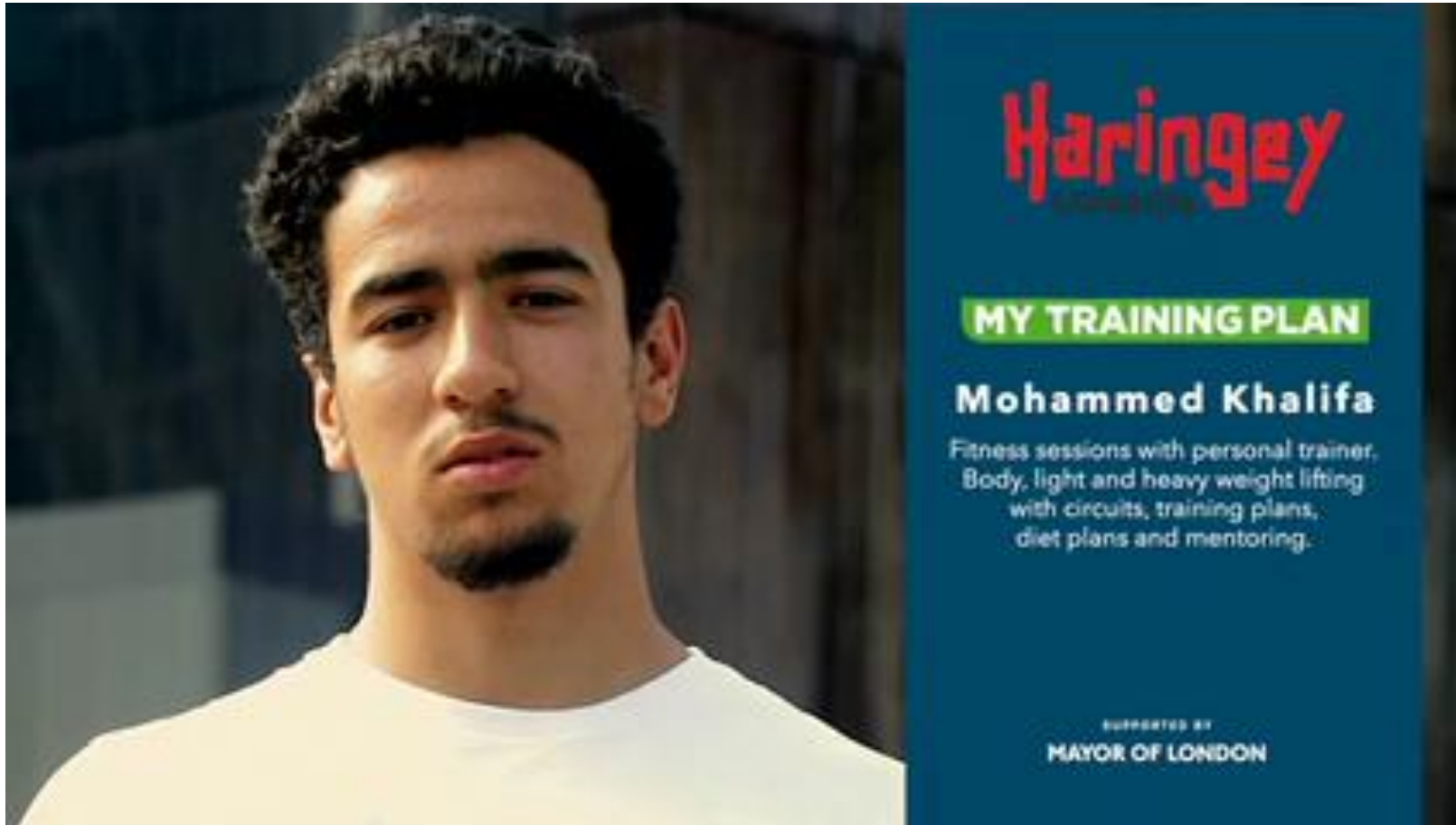
Through Street Outreach,
Schools, Youth Spaces

BUILDING RELATIONSHIPS

Through One to Ones and
Satellite Youth Hubs

INTRODUCTION TO NEW OPPORTUNITIES

Bespoke according to
young persons interests



HCG delivery (YLF targets)

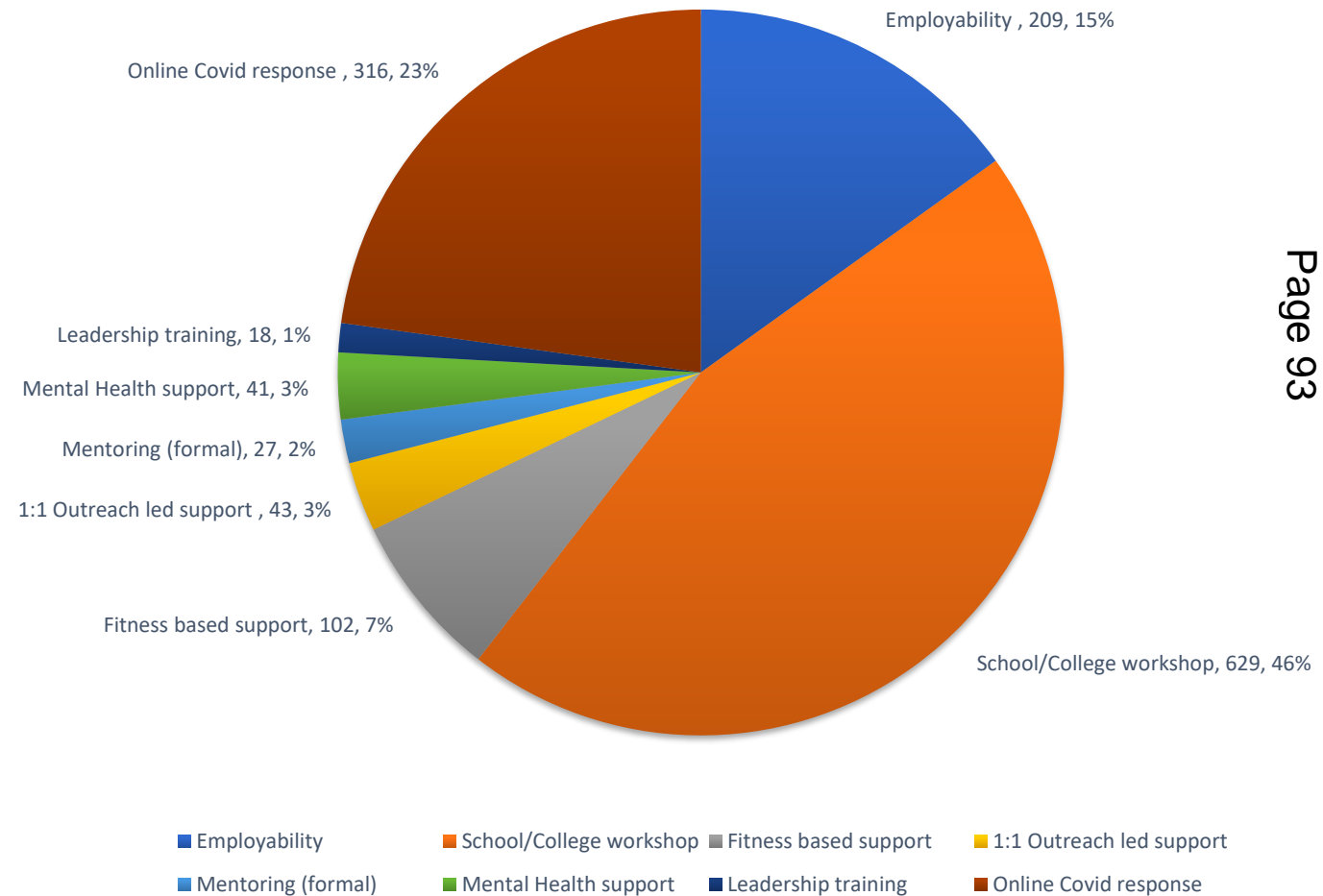
2119 engaged (2000)

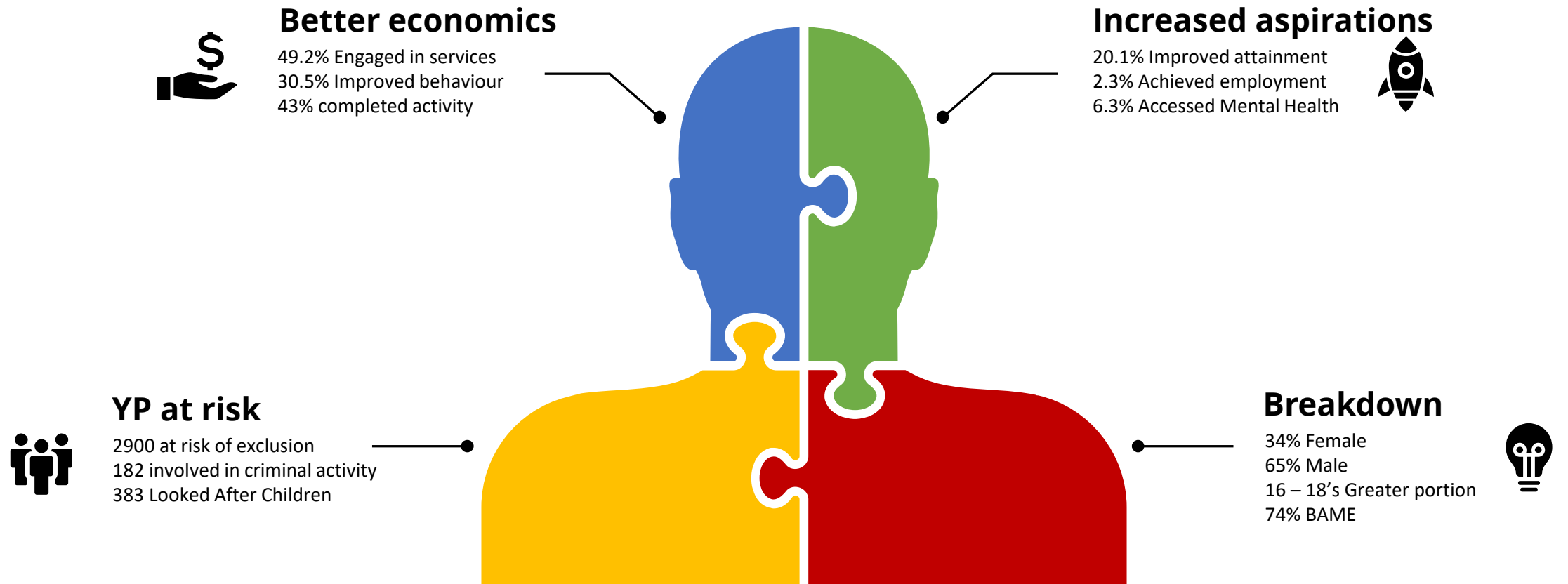
809 individuals completing activity (500)

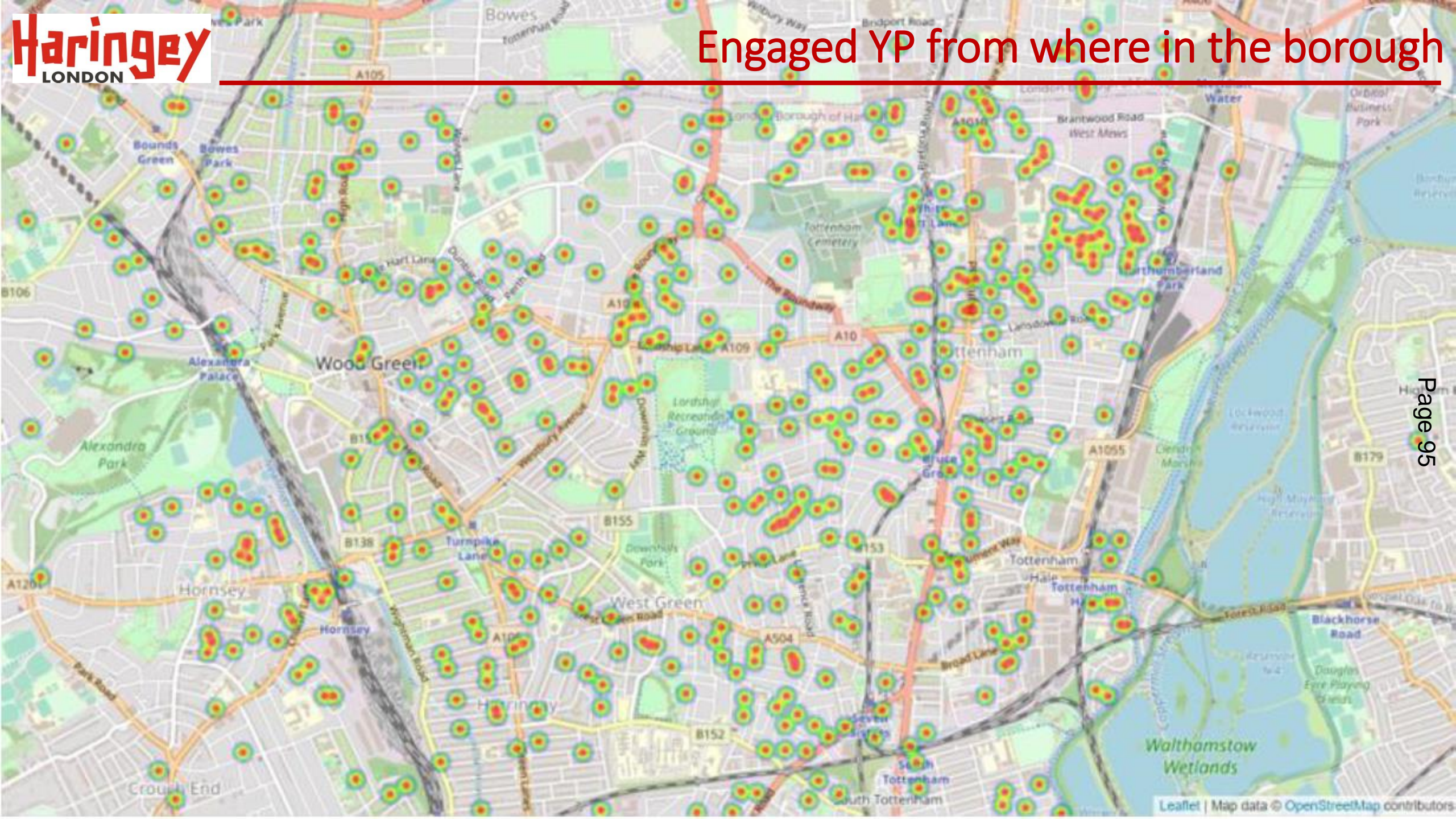
Outcomes

- Increased engagement 809 individuals completing activity
- 629 Improved behaviour & Improved attainment
- 209 completed employability training
- 265 completed accredited/non-accredited training
- 193 Improved wellbeing
- 37 gained employment
- 41 accessed Mental Health services
- 1314 completed activities (number of individuals completed more than one activity)
- YAB - 18 signed up, 15 active, 12 paid

Activities
YP engaged with 2020







Where are we at?

Roadmap of Success

Key milestones

Launch programme
Monitoring systems
Compliance and
Safeguarding

Key milestones

Working model
YAB
3 Apprentices
Expanded service in West
Covid-19 response

Key milestone

Met 2020 GLA targets
Online delivery focus
YAB complete training
Deliver under lockdown
Tracking impact evaluation

Key milestone

GLA target met
Alternative funding
YAB established
Apprentices trained

2019

2020

2021
Start

2021
End

Page 96

COVID-19 Readiness Level

Readiness Level

R

What does this mean?

** From 5th January 2021 we can confirm that the youth sector moves into RED in the readiness framework. **

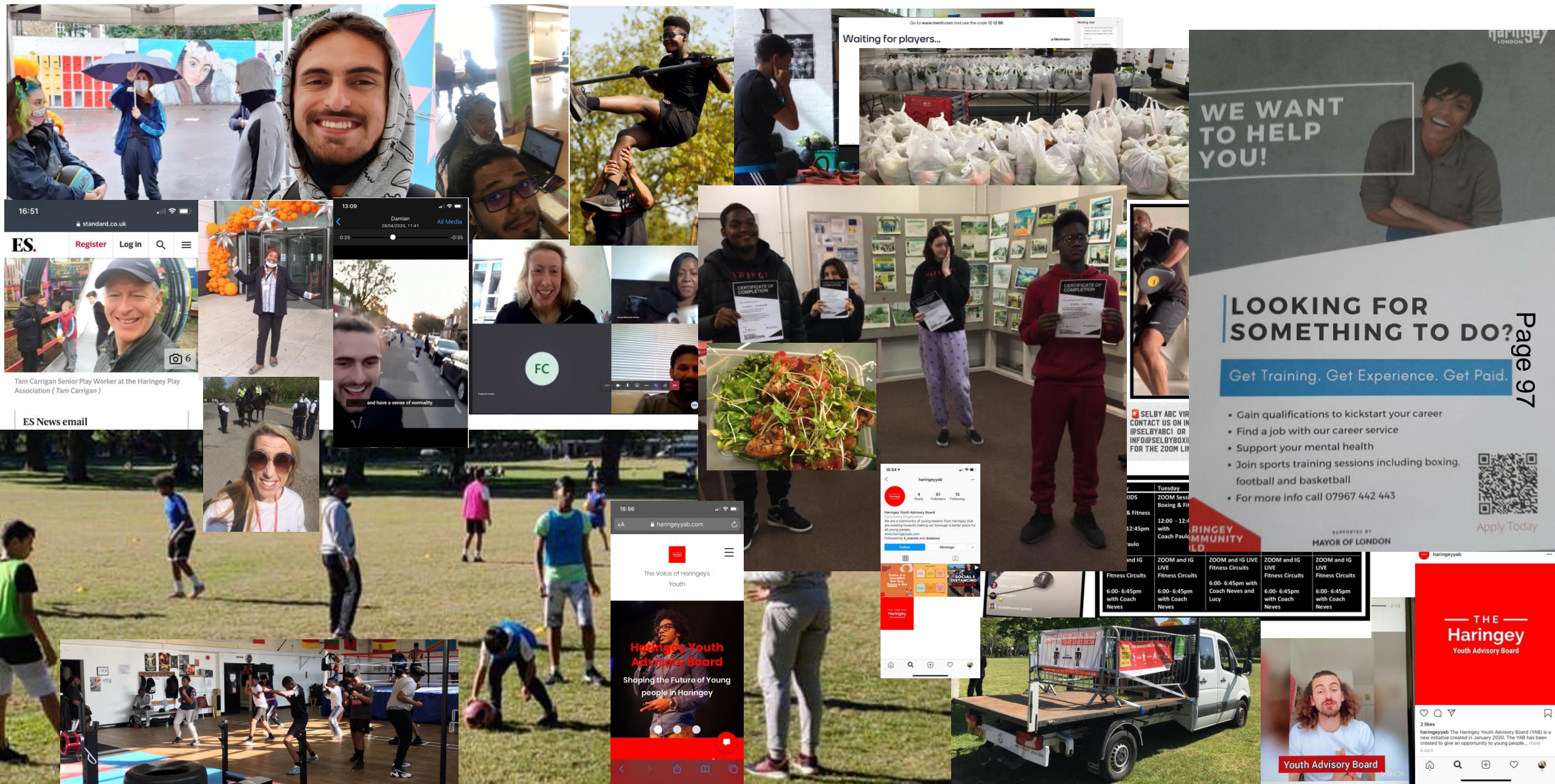
RED

Online and digital youth services
Detached local youth services
1-2-1 sessions with vulnerable young people (indoors)
Support groups indoors and outdoors are permitted for vulnerable young people, max 15 per group + workers/leaders

[Read the Full Guidance](#)

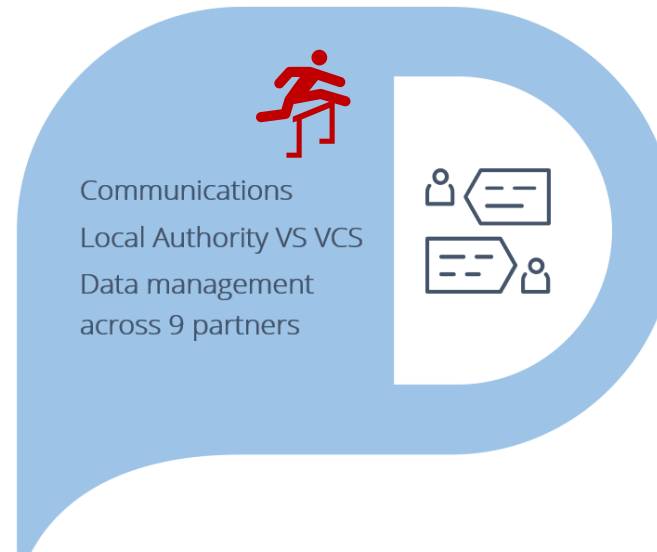
(Version 4.2)

Close X





- Programme delivery experience (with RAG assessment)
- Centre for Youth Impact (Project Oracle) BRT-led
Bronze achieved (year1)
Registering Level 2
- YAB peer-programme review
- Warwick-Edinburg evaluation severe impacted in March 2020 (exercise redesigned)
- COVID 19 impact assessment
Schedule update March/April 2021
- End of year 1 + 2 – BRT Evaluation





Haringey Community Gold Interim Evaluation Report - Yr 2



HCG

Haringey Community Gold Young Londoners' Fund

Impact of the COVID-19 'lockdown' upon the
Haringey Community Gold Programme (HCG)

June 2021

HCG Partners Covid-19 Follow-up Consultation/Review 2021

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HARINGEY COMMUNITY GOLD

Evaluation Interim Report
Year One



HARINGEY

YOUTH ADVISORY BOARD



Client base

Haringey Council

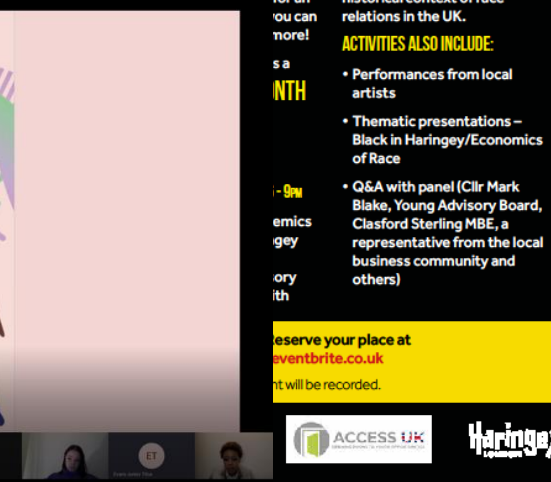
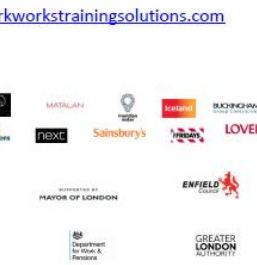
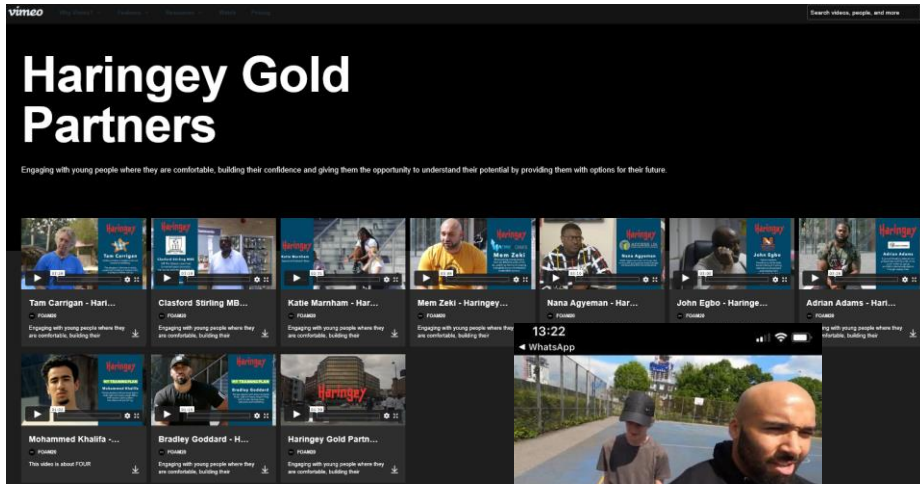
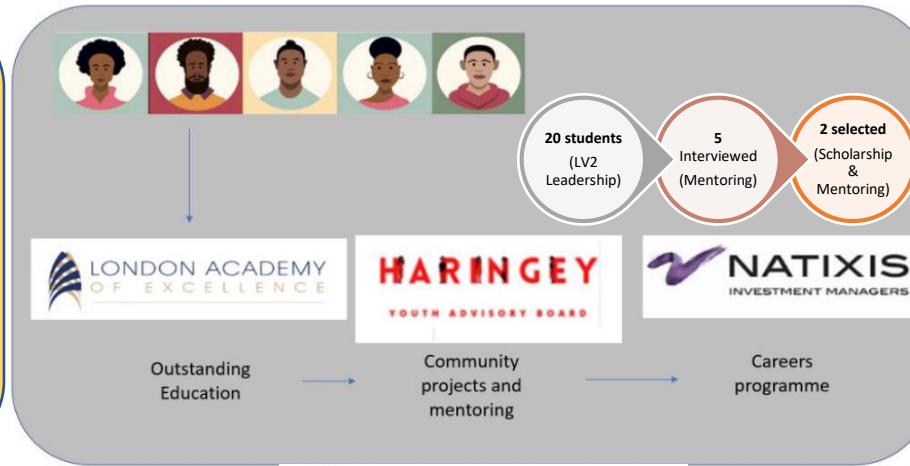
- HCG
- Local plan
- GOGA
- WGYH
- Public Health
- Wolves Lane

MIND in Haringey

Steel Warriors



Apprenticeship
Completed training
Successful full time role
Haringey Staff award



- Youth Endowment Fund – A supportive home
- National Lottery Reaching Communities
- National Lottery Partnerships
- UK Shared Prosperity Fund
- Esmee Fairburn Foundation – A Fairer Future theme
- Peter Cruddas Foundation –target
- Private sector funding options disadvantaged

FIND OUT MORE & REGISTER



WEB

www.youthspace.haringey.gov.uk/hcg

EMAIL

hcg@haringey.gov.uk

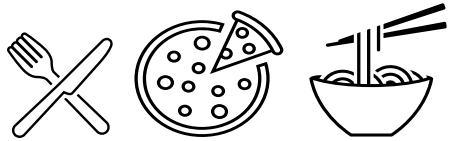
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Home Cooked

'My Ends'



About Us

- The **Bridge Renewal Trust** are leading on a consortium with **Mind In Haringey, Father2Father, The Godwin Lawson Foundation and the North London Partnership Consortium (NLPC)**.
- We have been awarded **£750,000** funding (April 2021- March 2023) by the **Greater London Authority** to develop a local impactful and inclusive partnership to tackle serious youth violence in the **Tottenham Hale Ward** area.
- **'My Ends'** aims to support neighbourhoods **affected by high levels of violence**. It is about increasing **trust and collaboration** between local communities, stakeholders, key local institutions and statutory partners.
- The Programme aims to increase **sustainability of community networks**, so that they are well placed to respond to local emerging needs and add long-term capacity and support to a community.
- In order to do so, we will use a **bottom-up approach** to build a **stronger, safer and more inclusive Tottenham Hale**.

What do we want to achieve?



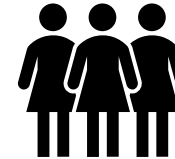
Inclusive decision-making

the community is more involved in local decision making, they feel less excluded and better heard



Safer communities

the community, including Young People, feel safer living in Tottenham Hale



Stronger community networks

increased capacity, knowledge, skills and expertise of the community

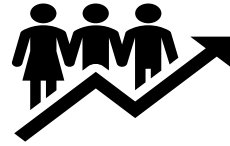
Community Engagement



Activities to bring the community together to capture views on the experience of living in Tottenham Hale and **co-produce** priorities and interventions include:

- **Community Forum**
- **Youth Forum**
- **Community-led research**
- **Project Steering Group**

Interventions



The programme will provide **funding** for a range of specific interventions:

- **Safer communities** including safe youth activities
- **Education opportunities** and protection from exploitation & violence
- **Positive mental health**
- **Healthy family relationships**
- **Employment & economic opportunities**

Capacity building and networks development



The programme will also deliver a range of activities to **develop capacity** of **local community organisations**. Possible areas of support include:

- **Trauma informed practice** training
- **Restorative practice**
- **Contextual safeguarding**
- **Resource sharing** and **project management** support
- **Grassroots funds** to support local interventions provided in a fair and transparent way.

Consortium Partner Members

The Bridge Renewal Trust:

Safer Communities

- Will lead on development of interventions that empower **positive role models** to be agents of change and build **trust** between young people and local authorities.

The Godwin Lawson Foundation:

Education and Protection From Exploitation & Violence

- Will lead on development of interventions that support young people's **engagement with school and learning**, focusing on secondary school-aged black boys as the group least likely to attain well and most at risk of violence.
- Will lead on protecting those young people at **immediate risk of harm**, working closely with statutory partners including the local authority and the police.

Mind In Haringey:

Positive Mental Health

- Will lead on development of preventative interventions that reduce the vulnerability of young people and **trauma-informed** interventions that work with victims and perpetrators to break cycles of violence.

Consortium Partner Members

Father2Father:

Healthy Relationships

- Will lead on development of interventions that take a **whole family approach** to building resilient families and preventing conflict.

North London Partnership Consortium (NLPC):

Employment and Economic opportunities

- Will lead on development of interventions that provide pathways to **economic opportunity**, including **life skills** and **employment-readiness** programmes.

Strategic Partners

- **Haringey Council** - key council team and projects (e.g. public health, community safety, VCS, early help, regeneration, planning, housing etc),
- **North Area Metropolitan Police BCU (Enfield & Haringey)** - community engagement events, building community trust, and strengthening relationships between communities and local neighbourhood police
- **Barnet, Enfield, and Haringey Mental Health NHS Trust** - referrals of young people with experience of mental illness to the programme as part of holistic support to address adverse childhood experiences
- **North London CCG (Haringey)** - link with mental health services such as IAPT services
- **North Middlesex University Hospital** - local victims of serious violence
- **The Probation Service** - ensuring joined-up support and referral pathways with programme.
- **Haringey schools** - community interventions in local schools

How can the Community Safety Partnership work with and support the programme?

Thank You!

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Title: Haringey Crime Performance Overview July 2021

Report authorised by: Eubert Malcolm, Assistant Director Stronger Communities & Waste

Lead Officer: Sandeep Broca, Intelligence Analysis Manager

Ward(s) affected: Key crime wards

Report for Key/

Non Key Decision: Non key decision

1. Describe the issue under consideration

- 1.1 This report should be read in conjunction with the presentation attached as Appendix A. The presentation shows Haringey's performance against the Mayor's (MOPAC) Police and Crime Plan (PCP) key priorities, including personal robbery and violence.
- 1.2 The presentation focuses on crime performance in the 12-months to June 2021 as compared to the preceding 12-month period, as well as compared to the previous 3-year average.
- 1.3 It should be noted that overall crime has reduced by 6% since June 2020, and almost all crime categories have also experienced significant reductions.
- 1.4 Performance in most areas has been similar to the large reductions noted across London as a whole and other boroughs. Haringey has experienced larger than average reductions in knife crime and robbery offending.

2. Recommendations

- 2.1 That the Board note the content of the Crime Performance Overview pack, which highlights the changes to crime performance in the past 12-months and 3-years.

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 £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 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.
- 5.3 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 deliver Haringey's Borough Plan, Young People at Risk strategy, as well as the North Area Violence Reduction Group (NAVRG), Violent Crime Action Plan and the 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 LCPF funding supports existing Community Safety workstreams. 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 street based violence (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

1x Appendix A – Haringey Crime Performance Overview pack

9. Local Government (Access to Information) Act 1985

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Crime Performance Overview

July 2021

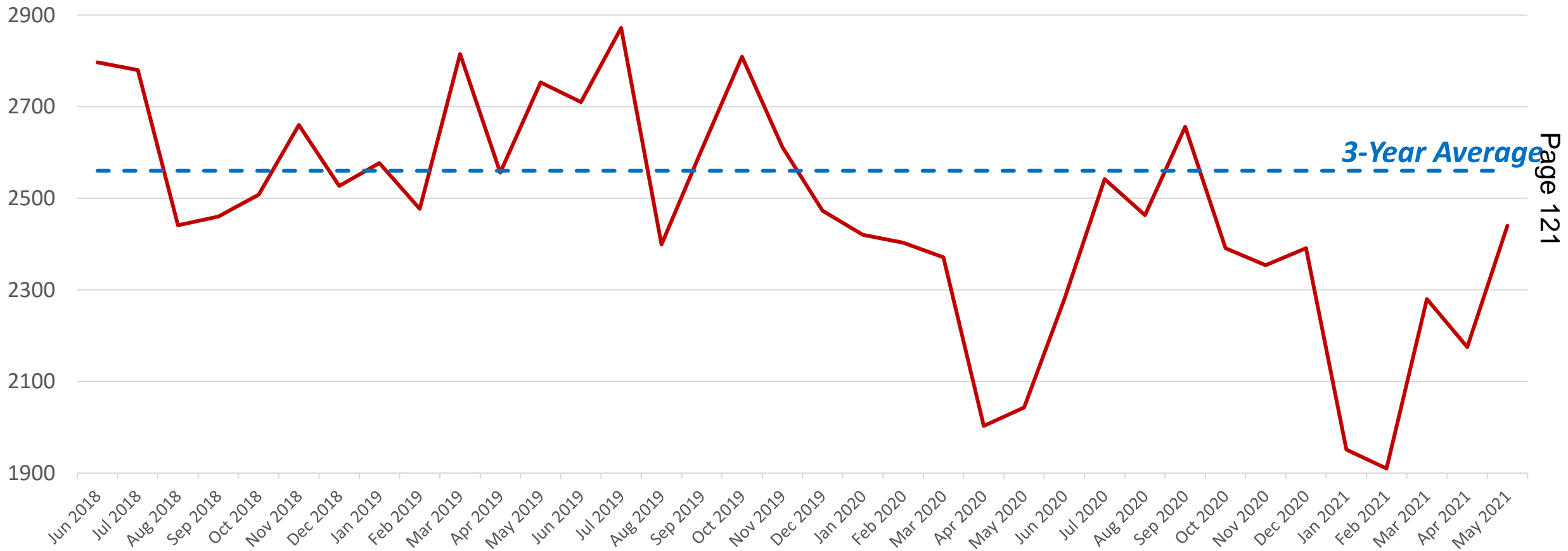
Sandeep Broca

Sources: All data from Mayor's Office for Policing and Crime (MOPAC) Website and Metropolitan Police Service (MPS) Website and covers the period June 2018 to June 2021

Key Violent Crime Measures - Performance Summary

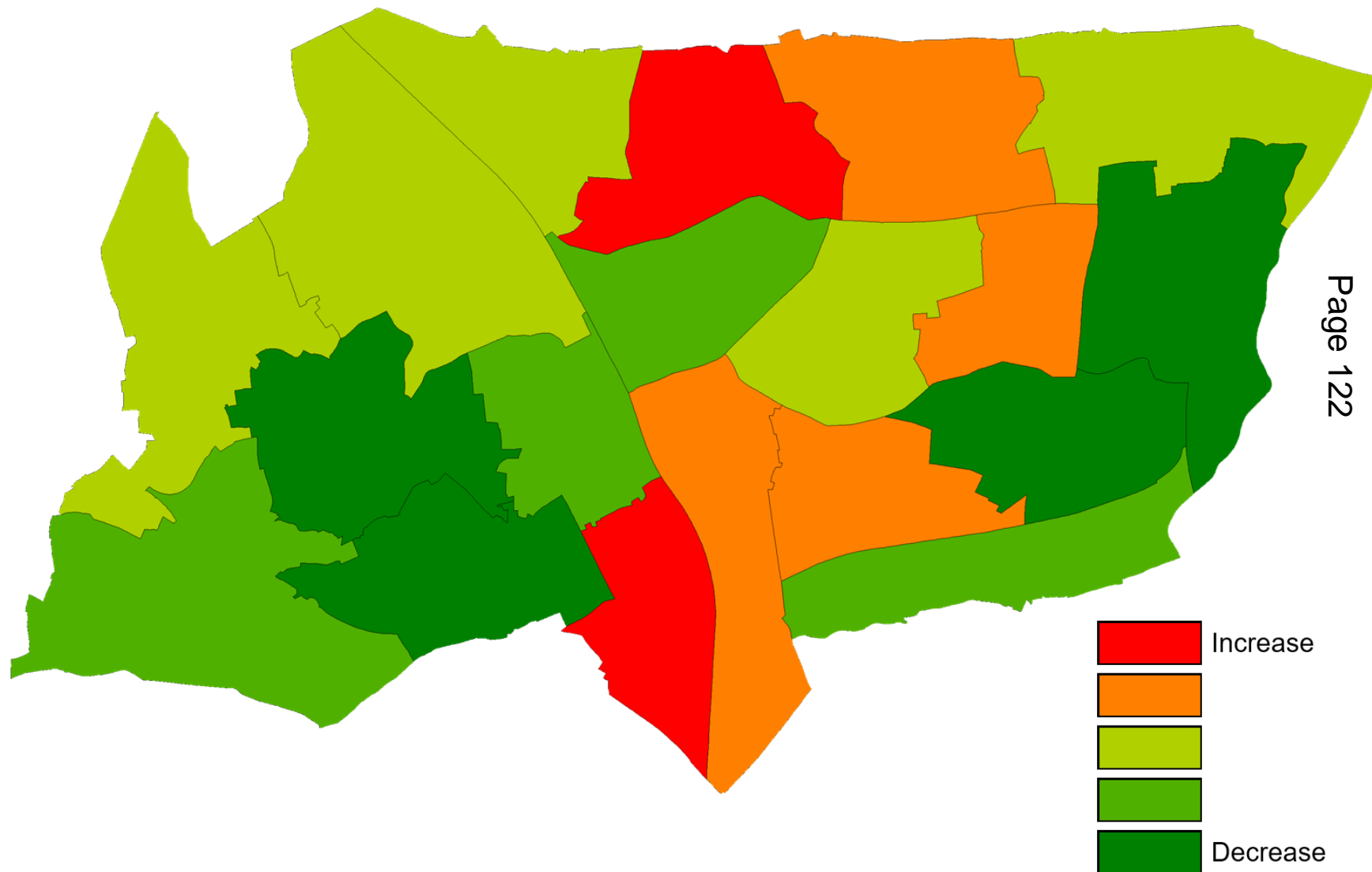
	Haringey				London
	12-Months to June 2020	12-Months to June 2021	Offences % Change (12-Months)	Offences % Change (3-Years)	Offences % Change (12-Months)
Knife Crime	906	541	-40%	-34%	-25%
Knife Crime With Injury Victims Aged Under 25 (Non-Domestic)	52	46	-12%	-38%	-11%
Violence with Injury - Domestic Abuse	843	805	-5%	-16%	-4%
Violence with Injury - Non Domestic Abuse	1665	1543	-7%	-21%	-10%
Robbery of Personal Property	2,170	1,234	-43%	-36%	-34%
Total Crime (TNO)	29,722	27,832	-6%	-9%	-12%

In the 12-months to June 2021, there was a **-6%** reduction in overall recorded crime in Haringey, as compared to the previous 12-months, and a **-9%** reduction compared to the previous 3-year average.



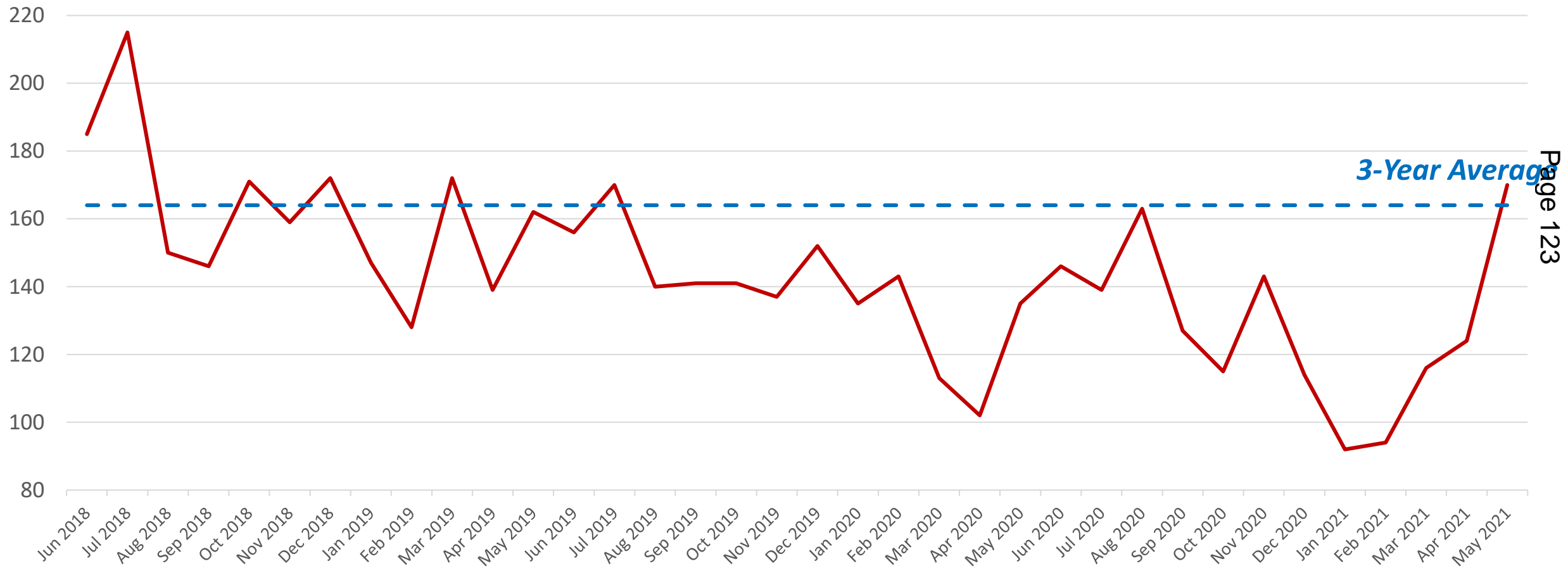
Total Recorded Crime (TNO) – Haringey Ward Changes 12-Months to June 2021

Ward	Total Recorded Crime (TNO)
Tottenham Green	-30%
Crouch End	-18%
Muswell Hill	-17%
Tottenham Hale	-13%
Noel Park	-12%
Highgate	-12%
Hornsey	-10%
Seven Sisters	-10%
West Green	-7%
Fortis Green	-7%
Alexandra	-7%
Bounds Green	-7%
Northumberland Park	-1%
Bruce Grove	7%
White Hart Lane	9%
Harringay	10%
St Ann's	12%
Stroud Green	13%
Woodside	18%
Haringey Total	-6%



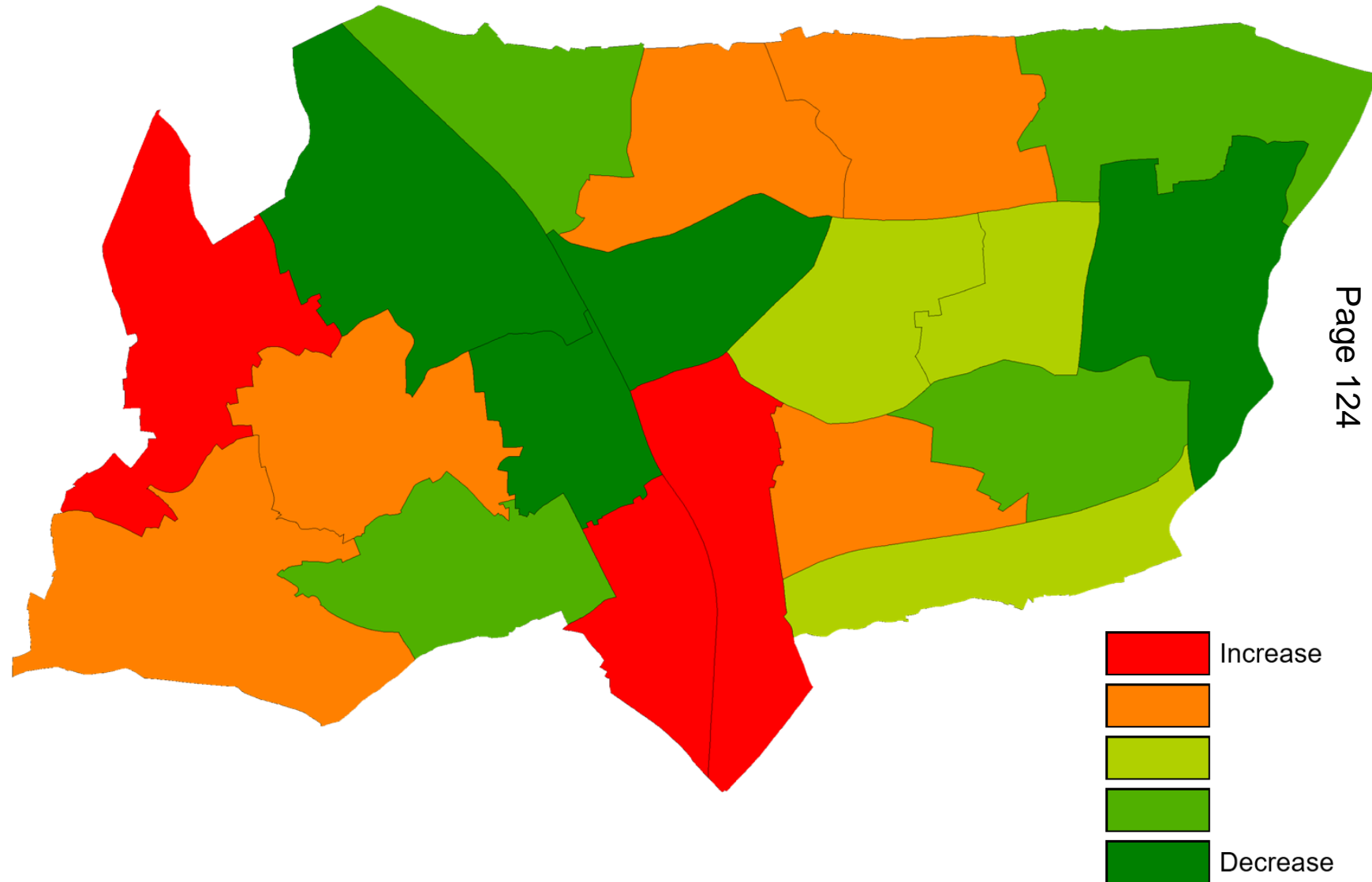
Violence with Injury (Non Domestic Abuse)

In the 12-months to June 2021, there was a **-7%** reduction in violence with injury (non domestic abuse) in Haringey, as compared to the previous 12-months, and a **-21%** reduction compared to the previous 3-year average.

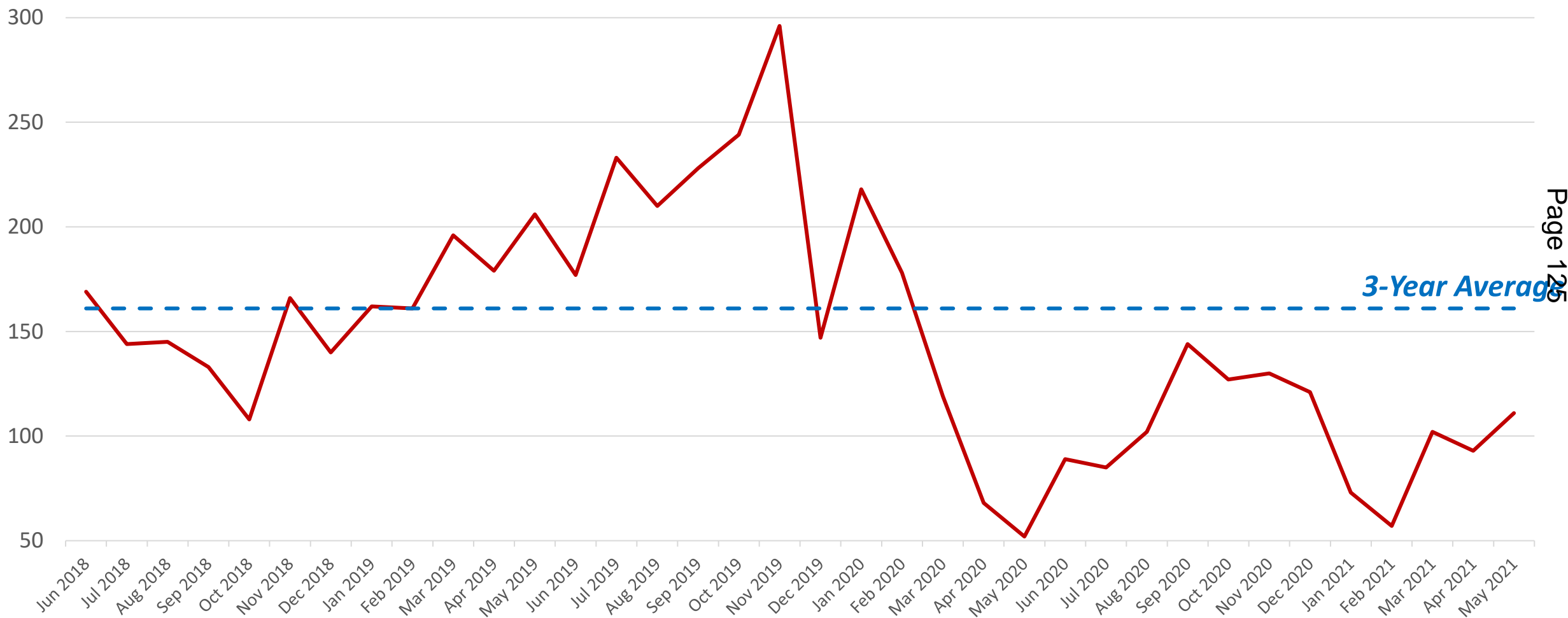


Haringey Violence with Injury (Non Domestic Abuse) – Haringey Ward Changes 12-Months to June 2021

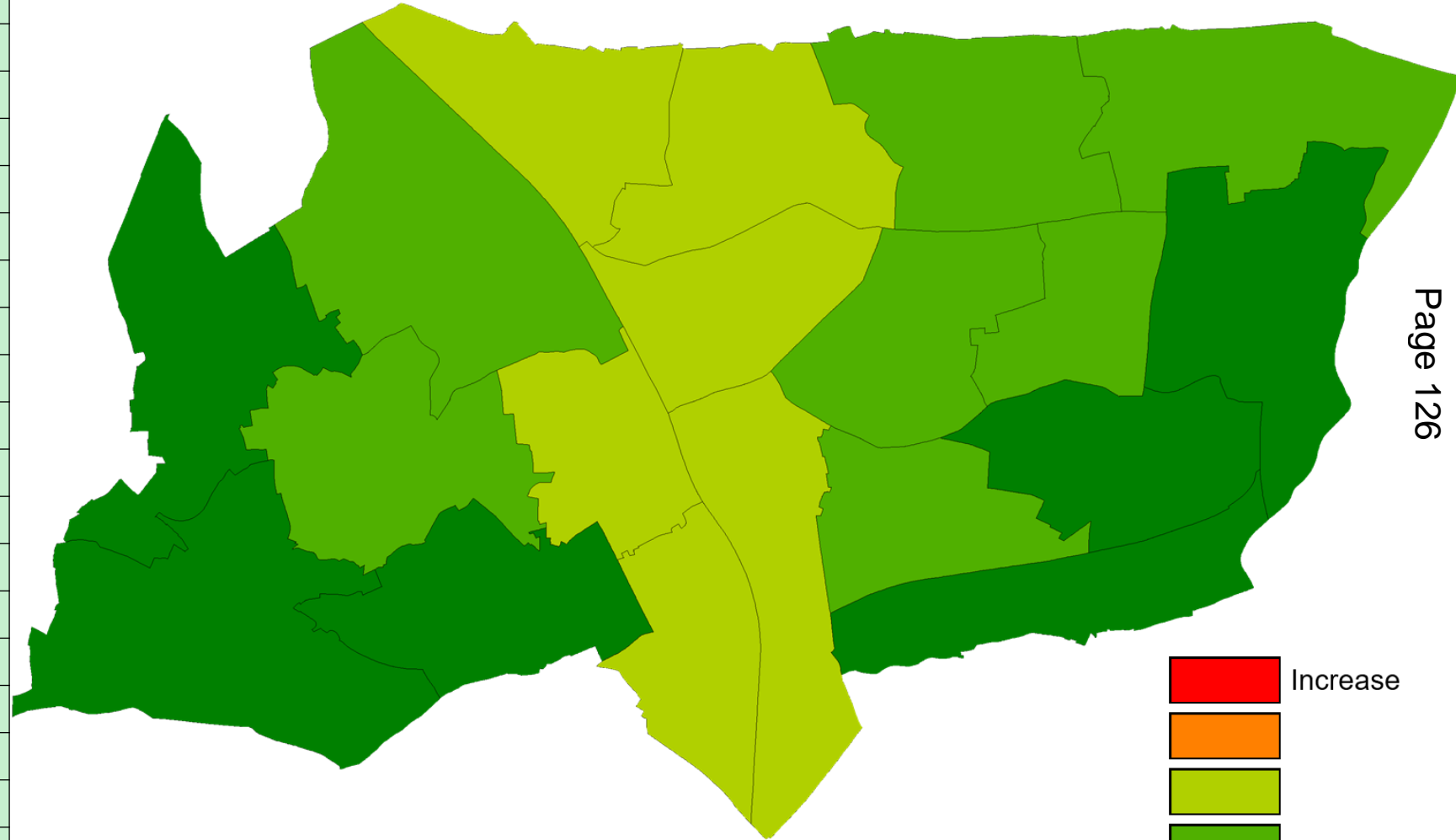
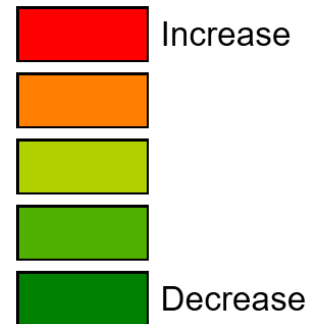
Ward	Violence with Injury (Non Domestic Abuse)
Alexandra	-36%
Hornsey	-33%
Noel Park	-23%
Tottenham Hale	-17%
Bounds Green	-16%
Tottenham Green	-15%
Northumberland Park	-14%
Crouch End	-13%
Bruce Grove	-7%
Seven Sisters	-6%
West Green	-5%
White Hart Lane	1%
Woodside	7%
Muswell Hill	10%
St Ann's	11%
Highgate	14%
Harringay	15%
Stroud Green	30%
Fortis Green	88%
Haringey Total	-7%



In the 12-months to June 2021, there was a **-43%** reduction in personal robbery in Haringey, as compared to the previous 12-months, and a **-36%** reduction compared to the previous 3-year average.

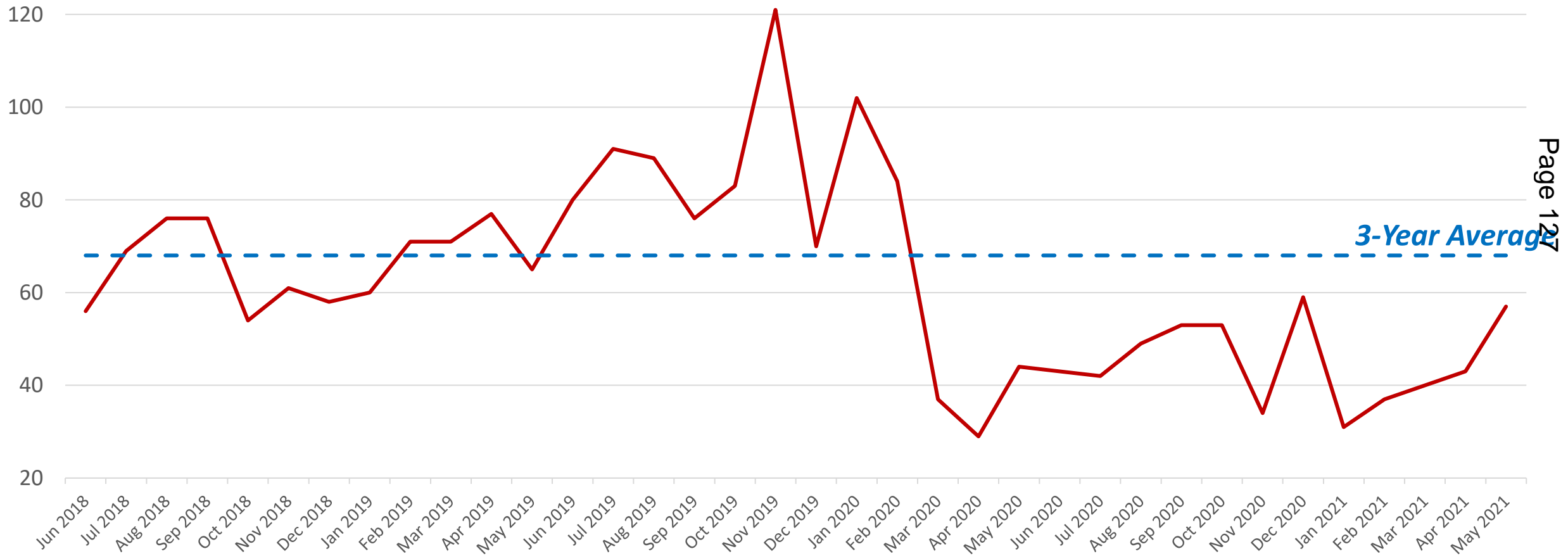


Personal Robbery – Haringey Ward Changes 12-Months to June 2021



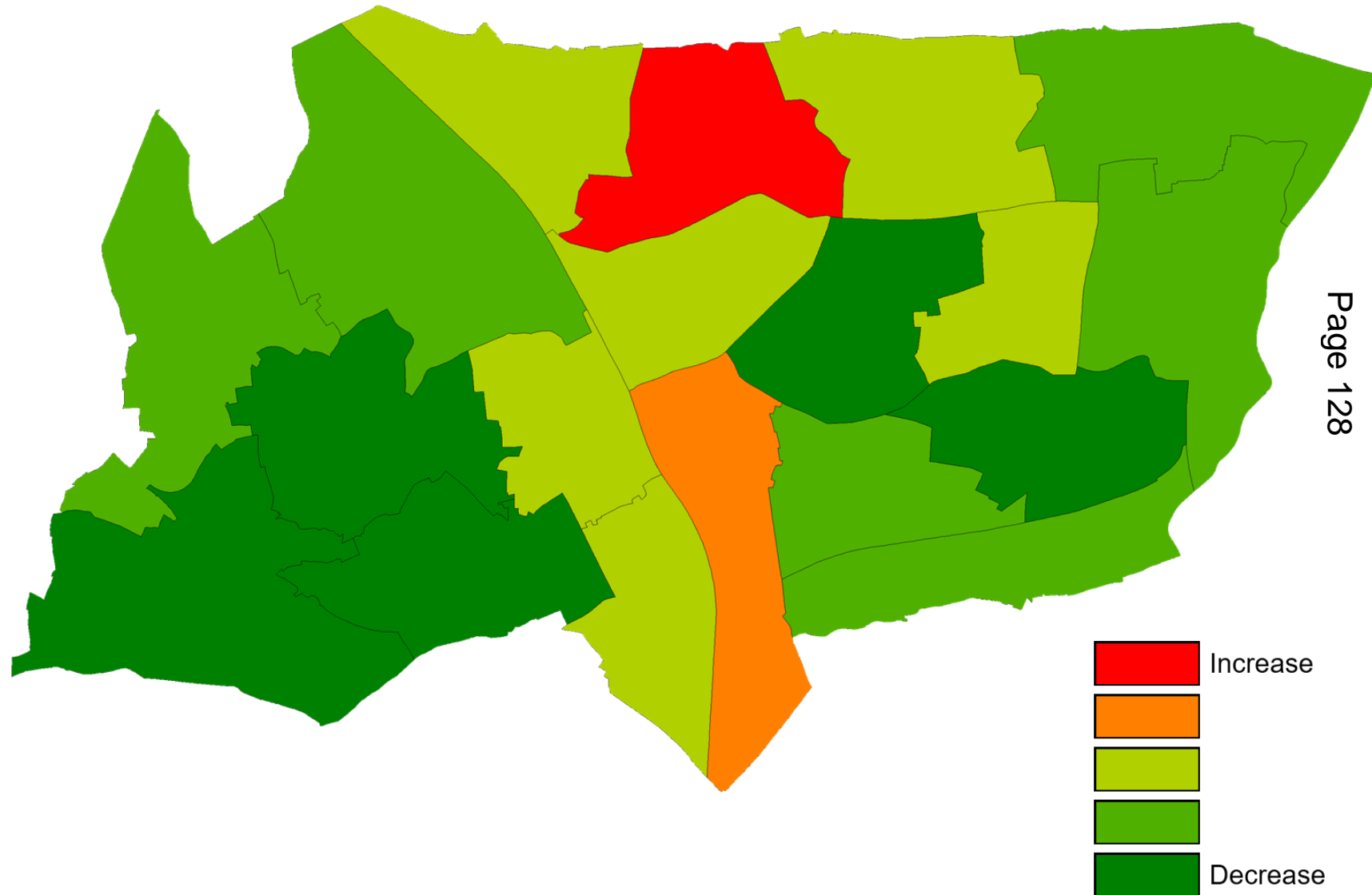
Ward	Personal Robbery
Tottenham Green	-71%
Tottenham Hale	-58%
Crouch End	-58%
Fortis Green	-56%
Seven Sisters	-55%
Highgate	-51%
Alexandra	-48%
Muswell Hill	-46%
Northumberland Park	-42%
White Hart Lane	-36%
West Green	-24%
Bruce Grove	-22%
St Ann's	-21%
Bounds Green	-18%
Hornsey	-17%
Stroud Green	-16%
Noel Park	-13%
Harringay	-7%
Woodside	-2%
Haringey Total	-43%

In the 12-months to June 2021, there was a **-40%** reduction in knife crime offences in Haringey, as compared to the previous 12-months, and a **-34%** reduction compared to the previous 3-year average.



Knife Crime Offences – Haringey Ward Changes 12-Months to June 2021

Ward	Knife Crime Offences
Highgate	-92%
Crouch End	-75%
Tottenham Green	-64%
Muswell Hill	-59%
West Green	-58%
Fortis Green	-53%
Alexandra	-53%
Tottenham Hale	-49%
Northumberland Park	-40%
Seven Sisters	-38%
St Ann's	-32%
Stroud Green	-27%
White Hart Lane	-26%
Bruce Grove	-19%
Noel Park	-10%
Hornsey	-8%
Bounds Green	-6%
Harringay	11%
Woodside	36%
Haringey Total	-40%



Report for Community Safety Partnership

Date: 14 July 2021

Title: Haringey Annual Youth Justice Plan

Report authorised by: Jackie Difolco: Assistant Director – Early Help, Prevention and SEND

Lead Officer: Emma Cummergen: Interim Head of Service – Young Adults, Youth Justice and Haslemere
Tel: 020 8489 5845 email: emma.cummergen@haringey.gov.uk

Ward(s) affected: All

Report for Key/Non-Key Decision: Not applicable

1. Describe the issue under consideration

1.1 The purpose of the report is to inform members of the Community Safety Partnership of the objectives for the statutory Youth Justice Plan for 2021-22.

2. Recommendations

2.1 That, members of the Community Safety Partnership note the contents of the report and plan, directing any comments and observations to the Head of Service for Young Adults, Youth Justice and Haslemere.

3. Reasons for decision

3.1 Not applicable

4. Report

4.1 It is the duty of each local authority after consultation with partners to formulate and implement an annual youth justice plan setting out:

- a) how youth justice services in their area are to be provided and funded; and
- b) how the Youth Justice Service will be composed and funded; how it will operate, and what functions it will carry out.

4.2 The statutory youth justice plan is approved by the Haringey Youth Justice Partnership Board and must be submitted to the Youth Justice Board (YJB) and published annually by 31 August 2021. Youth Justice Plans also require political scrutiny and approval. Local arrangements vary on how this is achieved, but Youth Justice Plans may be considered at full council meetings or scrutiny committees, underlining the importance of the issues to elected members. The plan was approved by the Youth Justice Partnership Board on the 9 June and will be progressing to Children and Young People's Scrutiny in September.

4.3 The document is the youth justice partnership's main statement of purpose and sets out its proposals to prevent offending by children and young people. The plan shows not only what the Youth Justice Service (YJS) will deliver as a service, but how strategic links with other supporting initiatives will be developed and maintained.

4.4 This plan supports a range of associated partnership strategies including the Haringey Early Help Strategy 2021-2023, Young People at Risk Strategy 2019-2023, Community

Safety Strategy 2019-2023, Borough Plan 2019-2023 and the Mayor of London's Policing and Crime Strategy. The youth justice plan is supported by a more detailed operational delivery plan overseen by the Head of Service for Young Adults, Youth Justice and Haslemere, who reports progress to the Haringey Youth Justice Partnership Board.

- 4.5 As a statutory regulated service, youth offending services are inspected by Her Majesty's Inspectorate of Probation (HMIP). The most recent single inspection took place in 2012, however the YJS underwent a thematic inspection in May 2021 regarding the support and supervision that black and mixed heritage boys and young men are receiving from youth offending services. Haringey was selected as one of nine Youth Offending Services across the country and one of three London boroughs. The inspection took place from the 17 – 21 May and involved interviews with staff, young people, partners and a review of cases. Findings from the inspection are expected to be published as part of the full report later in the year. Any areas of improvement will be reflected within the operational and partnership delivery plans.
- 4.6 The Youth Justice Plan is required to address the areas of performance, structure and governance, resources, value for money, partnership arrangements and risks to future delivery. The plan takes into account local performance issues, lessons from thematic inspections, together with learning from any serious incidents.
- 4.7 Key priorities for the Haringey Youth Justice Partnership Board for 2021-22 include areas for development highlighted by the self-assessment against the Youth Justice Board national standards as outlined below. Refer to Appendix A: Haringey Annual Youth Justice Plan 2021-2022
- a) Continued focus on reducing disproportionality amongst Black and Asian Minority Ethnic young people within the criminal justice system,
 - b) Working with partners across the system to reduce the disparity on permanent school exclusions for children,
 - c) Developing and sustaining parental support programs across the partnership (Early Help, Youth Service, Community Safety and Voluntary Organisations)
 - d) Working with partners across the system to reduce levels of serious youth violence and knife crime,
 - e) A focus across the partnership on early intervention and prevention to reduce offending and reoffending by children using a multi-agency whole family approach
 - f) Improving health outcomes for young people within the criminal justice system,
 - g) Responding to Covid 19 and implementing a recovery model.
- 4.8 Key outcomes for 2021-2022 include:
- a) A reduction in the number of children and young people who become first time entrants into the Criminal Justice System by 2% (84 young people).
 - b) Re-offending rates for young people to be no more than 40%.
 - c) Vast majority of case files audited are graded as 'Good' (80%)
 - d) Multi-agency staff to receive training to increase understanding , competence and application of trauma Informed practice and unconscious bias.
 - e) A reduction in the number of young people receiving a custodial sentence by 20% (4 young people) and a reduction in the number of young people remanded to custody.
 - f) Fewer children and young people involved or at risk of child criminal exploitation.
 - g) Prevent children and young people from becoming involved in gang related violence and or radicalisation.
 - h) Interventions with children and young people to take place in a whole family context.

- i) Improve access to good quality education, training, employment and housing (including resettlement)
- j) Contribute to broader safeguarding agendas specifically, Child Criminal Exploitation and Children Missing Education.

5. Contribution to strategic outcomes

5.1 The objectives of the youth service are aligned with the priorities within the 'Borough Plan – Priority 2 (People) ' specifically:

- a) Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities.
- b) Every young person, whatever their background, has a pathway to success for the future.
- c) Strong communities where people look out for and care for one another.

5.2 This work contributes to the Mayor of London's Policing and Crime Strategy, Haringey's Borough Plan Priority 3 (Place), the Haringey Community Safety and Early Help Strategy. It will also help to deliver on Haringey's Borough Plan, Young People at Risk strategy, as well as the North Area Violence Reduction Group (NAVRG).

5.3 Officers and partners work strategically across related work areas and boards such as Youth Justice, Safeguarding Children and Adults, Health and Wellbeing, Regeneration, Community Gold, Early Help and the Community Safety Strategy.

6. Statutory Officers comments

Finance and Procurement

6.1 The Youth Justice service activity is funded from a combination of Local authority general fund budgets, grants and contributions from other agencies. The delegated funding available totals £1,665,926, of which £1,102,274 is from the general fund. Grant funding includes the Youth Justice Board Good Practice grant of £0.546m, which has increased by 8.8% in 2021/22 compared to the previous year.

6.2 The 2020/21 service performance as detailed in the Annual report was delivered within the agreed budget. Plans for 2021/22 are expected to be within the allocated funding of £1,665,926.

Legal

6.3 "Under Section 40 of the Crime and Disorder Act 1998, the local authority is required to formulate and implement an annual youth justice plan."

Equalities

6.4 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

6.5 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

6.6 In order to ensure that the Council satisfies the duty, it will be necessary to assess the equalities implications of individual pieces of work to progress the Council's youth service on a case-by-case basis, including undertaking an Equality Impact Assessment where necessary.

6.7 The Panel should ensure that it addresses these duties by considering them within its work plan, as well as individual pieces of work. This should include considering and clearly stating;

- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
- Whether the impact on particular groups is fair and proportionate;
- Whether there is equality of access to services and fair representation of all groups within Haringey;
- Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.

6.8 The Panel should ensure equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service users' views gathered through consultation.

7. Use of Appendices

Appendix A – Haringey Annual Youth Justice Plan 2021-22

8. Local Government (Access to Information) Act 1985

N/A



HARINGEY YOUTH JUSTICE STRATEGIC PLAN 2021/22



London Borough of Haringey

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FOREWORD



Introduction

Welcome to the 2021-22 Haringey Youth Justice Annual Strategic Plan. The Youth Justice Board's (YJB) vision is of a Child First youth justice system as outlined in their strategic plan 2021-2024 and Haringey will continue to adopt this approach strategically and operationally.

The Youth Justice Service (YJS) strategic Annual Plan gives an overview of the work of the Youth Justice Service in Haringey:

- The governance, leadership, and partnership arrangements
- Service responses to the Covid-19 pandemic over the past year
- Priorities for 2021/2022

Haringey Youth Justice Service has strived to provide an effective service in the last year. This year has been a very challenging and unprecedented year due to the pandemic and, despite this, achieved much; the achievements for children through a range of interventions, the service's widely recognised work on disproportionality and racial disparity, achieving the Special Education Needs and Disability (SEND) quality lead mark, as well as receiving positive feedback from the Youth Justice Minister for our virtual community referral order panels.

The priority for the coming year will be to build on levels of partnership engagement in addressing issues of youth crime, serious youth violence and the delivery of essential services to the youth justice cohort. The Police, Children's Services, Education, Health Services, Probation, Community Safety, and voluntary sector providers will work together to ensure delivery of high quality and effective services to children, their families and the victims of offending.

This work is overseen by the Youth Justice Partnership Board (YJPB) whose purpose is to work to prevent offending and re-offending by children under the age of 18, and to ensure that custody is the last option for them and that children are safe, secure and addresses the causes of their offending behaviour. Haringey YJS remains part of the Children and Young People's Services.

The overall effectiveness of the YJS continues to be monitored by the Youth Justice Board against three key national indicators:

- Reducing the numbers of children and young people who become first time entrants (FTE's) to the Youth Justice System
- Reducing the use of custody
- Reducing children and young people re-offending

This year has been challenging due to the complexity of the children's lives that we work with, and the increase in serious youth violence and the pandemic in Haringey and across London. Competing demands and budgetary pressures have impacted on all partners and the Youth Justice Partnership Board will continue to work to ensure that the impact on front line services is kept to a minimum.

On behalf of the Partnership Board, we acknowledge the fantastic achievements from the last year in what has been a challenging time for all and thank all colleagues for their ongoing dedication and commitment to support children and young people who are offending and at risk of reoffending in Haringey.

In 2021-2022 our plans include:

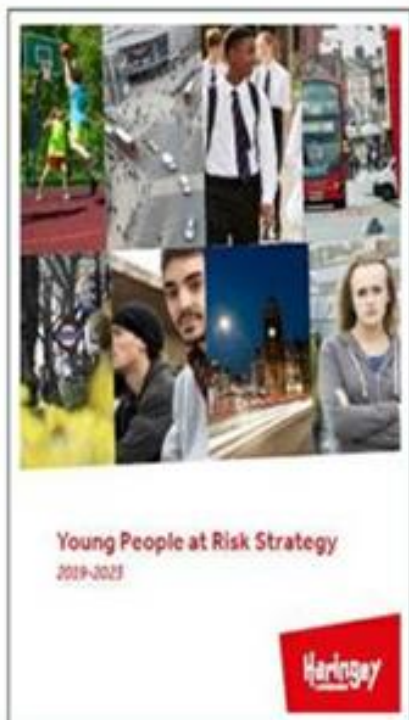
- Continued focus on reducing disproportionality amongst Black and Asian Minority Ethnic young people within the criminal justice system,
- Working with partners across the system to reduce the disparity on permanent school exclusions for children,
- A focus on developing and sustaining parental support programs across the partnership (Early Help, Youth Service, Community Safety and Voluntary Organisations)
- Working with partners across the system to reduce levels of serious youth violence and knife crime,
- A focus across the partnership on early intervention and prevention to reduce offending and reoffending by children using a multi-agency whole family approach
- A focus on improving health outcomes for young people within the criminal justice system,
- To review the National Standards Audits to evidence impact and demonstrate direction of travel, using findings to inform future planning,
- Responding to Covid 19 and implementing a recovery model.

On behalf of the Management Board, I am pleased to present Haringey's Youth Justice Strategic Plan for 2021-22.

Ann Graham
Director of Children's Services – London Borough of Haringey

Haringey Vision and Strategy

SUCCESS -The Young People at Risk Strategy



Adopts a **Ten-year** whole systems **public health approach**, with public sector agencies, voluntary sector groups, communities, and young people to reduce young people's vulnerabilities and build their resilience, to address the root causes of SYV.

Strategy focuses on achieving **five outcomes**, based on a comprehensive analysis of the factors that can keep young people safe or increase their vulnerability to involvement in violent crime:

- **Safe communities** with positive things for young people to do, where there are strong role models and trust in institutions
- **Supportive and positive family environments**, with low levels of family stress, good parenting; and young people able to develop strong, healthy relationships with peers and trusted adults
- **Confident, happy and resilient young people** able to cope with negative experiences, setbacks, and stress
- **Young people thriving in school**, with positive aspirations for the future and access to employment and training opportunities to get there
- **Young people protected from exploitation** and from experience of serious youth violence.

haringey.gov.uk

Children are the of all we do



H - we are **HUMAN**, we bring our whole selves to work.



E - we act **EARLY** together with our partners to prevent needs becoming worse



A - we take **ACTION** based on evidence, using our knowledge and skill. We act with empathy and we do with not to! We have the courage to hold ourselves to account.



R - RELATIONSHIPS are the intervention and they make change possible. We see the whole child in their lives. We are compassionate, respectful and honest in our relationships with families. It is **NOT** about being the expert in people's lives; **NOT** all about processes, forms, targets.



T – we learn **TOGETHER** and support each other. We are reflective and we recognise that there is no one lever, solution or tool. People are complex, issues are complex and systems are complex.



S - we believe in **STRENGTHS BASED** approaches – we see the strengths in all children, families and communities and we work with families to build on their strengths and tackle issues

Vision and Strategy for Partnership Board 21/22



- We will continue to strengthen relationships with statutory and non-statutory partners for the ongoing effective delivery of youth justice services. Statutory requirements for partners to co-operate, at both a strategic and operational level, are important for the delivery of effective youth justice services.
- Reduce levels of serious youth violence and knife crime in the borough as a means of increasing community safety and reducing the safety and well-being concerns relating to young people.
- Embed Haringey's commitment to "Children First, offenders second" culture, managed through a "trauma-informed" and contextual safeguarding. The recent refresh analysis of Children confirms this and therefore interventions that address the mental health and emotional well-being needs of Children is an area of attention and focus.
- To have a better understanding of the children and young people that are in custody, analysis of our children and young people on remand and serving custodial sentences needs to be understood by the board. Understanding the trends and patterns of this cohort is imperative so that the YJS are clear in how best to prevent and support within a partnership approach.
- The YJS and partnership (Early Help, Community Safety, Youth Service and Bridge Renewal Trust) to continue to provide and sustain bespoke targeted parenting seminars. Parents within the YJS and across the partnership must have a space for them to be educated and supported about key topics such as criminal exploitation, substance misuse, weapons awareness, social media.
- Underpinned by Haringey's Early Help Strategy and Youth at Risk Strategy, embedding a robust culture focused on using a team around the family approach to ensure wider issues within the family network are considered fully and addressed to improve outcomes for children and young people.
- A key focus on disproportionality and racial disparity is key for the board. The YJS will continue to drive initiative partnership projects (training and children's interventions) to ensure that strategically and operationally across the local authority that disproportionality is a key agenda item and that specific BAME interventions for children is imbedded within the YJS.
- To have a better understanding of the Children with 'health needs' within the YJS and an analysis of how health services are supporting children through their journey in the criminal justice system. A review of all YJS health resources must take place so that the needs of the children are adequately met and that YJS have the appropriate resources to be responsive to the identified needs without delays or restrictions.
- To increase the focus on disproportionality within exclusions, raise aspirations and continue to increase the numbers of children and young people in education, training, and employment.
- The YJS will continue to focus on the covid 19 recovery model to ensure that children, young people, and their families are receiving the support required. This means that YJS are continuing to develop a flexible and responsive service (virtually and face to face). Using local hubs to visit children to avoid unnecessary travel and increase engagement is critical.

Youth Justice Partnership Board Membership:

Role	Service
Director Children Services	LB Haringey Children's Services
Councillor	Communities and Youth Portfolio
Councillor	Cabinet Member for Children and Families
Assistant Director	LB Haringey, Safeguarding & Support
Assistant Director	LB Haringey, Early Help, Prevention and SEND
Assistant Director	LB Haringey, CYPS, Schools and Learning
Senior Commissioners	LB Haringey, Public Health
Head of Service	Young Adults and Youth Justice
Borough Senior Officer	Met Police
Children's Commissioning Group	Health
CAMHS Senior Officer	Health
Head of Schools & Learning	LB Haringey, Education
Head of National Probation Service	Probation Service
Head of Courts Service	Magistrates Court
Assistant Director	LB Haringey, Stronger Communities
Head of Innovation and Engagement: London	Youth Justice Board

The Youth Justice Partnership Board oversees the effective delivery of youth justice services by monitoring the implementation of the annual Youth Justice Plan. To ensure effective governance of the Youth Justice Service, specifically it;

- Monitors performance against both National and Local Indicators receiving for scrutiny, comprehensive quarterly performance reports and agreeing actions for improvement where needed.
- Ensure that the YJS are delivered within the allocated budget and complies with the YJB grant conditions.
- Oversees the implementation of the annual strategic Youth Justice Plan.
- Ensures key agencies representation at an appropriate level on the Partnership board.

- Investigate areas where performance is poor to ensure its analysis informs partnership developments.
- Ensure that the YJS is fully integrated and able to influence strategic developments with which partners are engaged. Specifically, Haringey Young People's Strategy, Haringey's Corporate Strategy Building a Stronger Haringey 2015-18 which includes: -Outstanding for all, enabling all Haringey children to thrive:
 - Safety for all, a place where everyone feels safe in their homes and communities,
 - Opportunities for all, a successful place for everyone



Structures and Governance

The delivery of services provided by the YJS is overseen and governed by the YJS Partnership Board which is underpinned by priority two (People) of Haringey's Borough Plan 2019-2023.

To strengthen shared ownership and accountability in delivering against our priorities, we will be moving towards two plans which will have an interface with each other as outlined below:

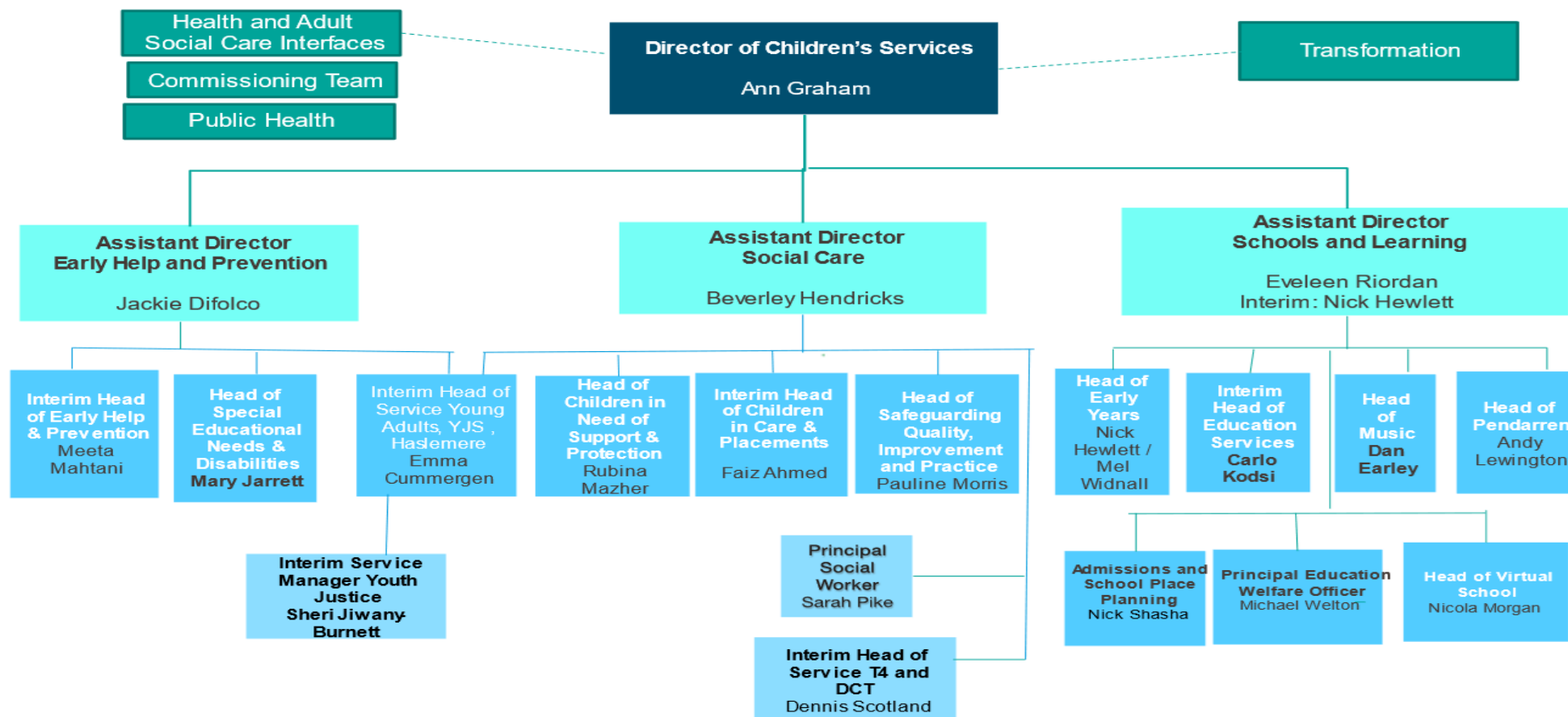
- Youth Justice Partnership Board plan – Strategic priorities will be led by members of the YJPS with the Head of Service for YJS holding partners to account for progress and impact. This will be reviewed at each board meeting.
- Youth Justice Service Operational Plan – Led by the Service Manager for YJS outlining operational priorities which are specific to the service only.

Governance	Key outcomes for 2021/22
What the board does to ensure effective governance: <ul style="list-style-type: none"> • The YOT Management Board is chaired by the DCS for Children to ensure the most rigorous of oversight of service delivery. • The Board convenes quarterly, enabling the close monitoring of YJS performance against both National and Local Indicators. • Oversees the effective delivery of YJS by monitoring the implementation of the 	Key Outcomes 2021/22: <ul style="list-style-type: none"> • A 2% reduction in the number of children and young people who become first time entrants into the Criminal Justice System. We will use local data due to the ongoing delay in obtaining FTE data from the YJB. 20/21 FTE numbers were 86 young people therefore target for 21/22 is 84 young people. • Re-offending rates for young people to be no more than 40%. • 80% of YJS cases reviewed in QA to be rated as 'Good'. • 100% of the multi-agency staff to receive training to increase understanding ,

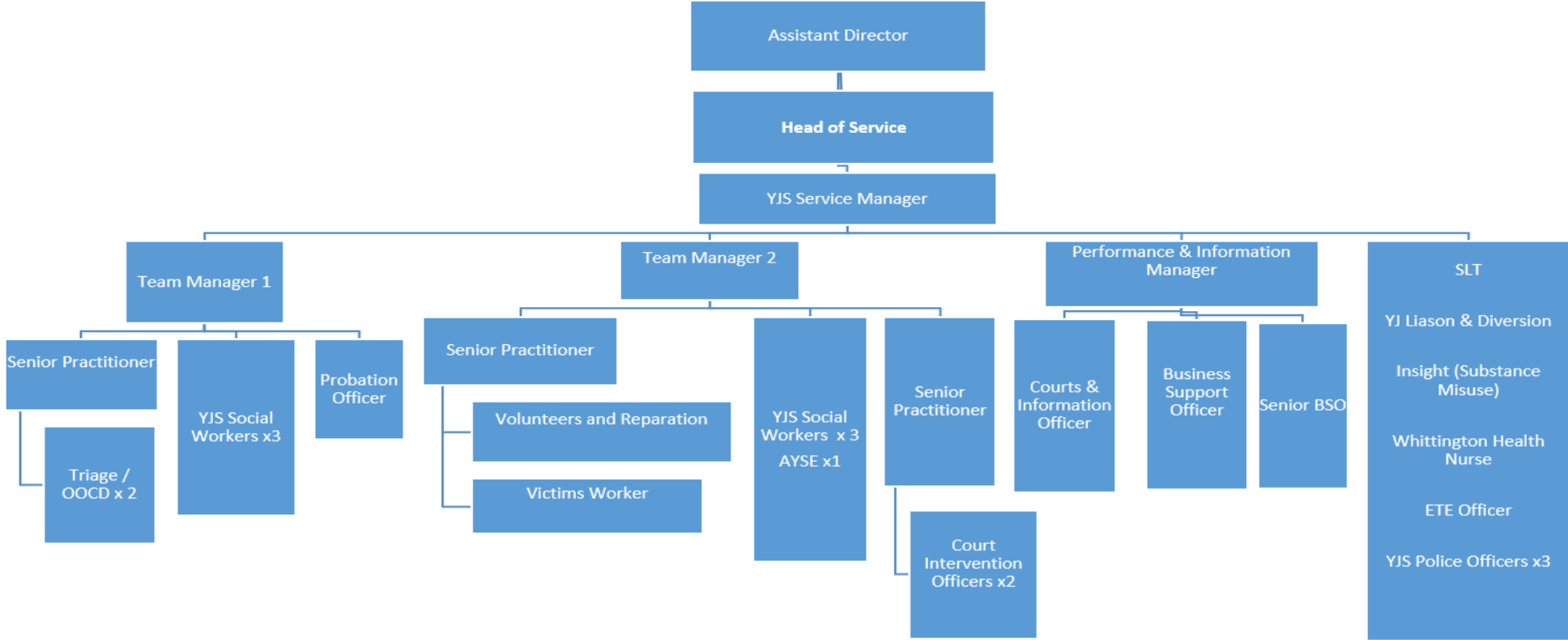
<p>annual Youth Justice Strategic Plan and action plan.</p> <ul style="list-style-type: none"> • Diligently monitors the YJS annual spending against the forecasted budget to ensure that all core YJS services are delivered on budget and in accordance with the Youth Justice Board's grant conditions. • Ensures that membership of the board is at an appropriately senior level with statutory partners in regular attendance. • Ensure the YJS 2021/22 Youth Justice Strategic Plan is fully implemented as agreed. 	<p>competence and application of trauma Informed practice.</p> <ul style="list-style-type: none"> • 100% of the multi-agency workforce to receive training to support an increased understanding and competence in conscious and unconscious bias. • Reduce use of remands into custody and those sentenced to custody disposals by 20% (4 in total) (i.e., 20/21 – 20 interventions) • Fewer children and young people involved/ exploited by the drug market either locally or in county lines. • Prevent children and young people from becoming involved in gang related violence and or radicalisation. This will include safeguarding victims of gang violence. • Interventions with children and young people to take place in a whole family context. • Improve access to good quality education, training, employment and housing (including resettlement) • Contribute to broader safeguarding agendas specifically CSE, Child Exploitation and Children Missing Education.
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Haringey Children's and Young People's Management Team

Children and Young People's Services Management Team- May 2021



Haringey Youth Justice Structure Chart





PERFORMANCE

Review of 20/21 Performance

AQA accredited units and certification

To reflect the hard work and commitment of our young people we have sought to recognise this with educational qualifications via the AQA Scheme. The Young Haringey Achievement Centre (as we are named) has in the past year seen 52 young people receive certificates for a combined total of 131 units. We are seeking to increase this number in the next year giving young people a confidence boost demonstrating to them the value of participation, recognition, and achievement in educational activities.

Out of Court Disposals Scrutiny Panels

The panel meets twice per year and provides an independent view on the appropriateness and rationale of the decision making of children who have been referred for an Out of Court disposal. The multi-agency panel consists of representatives from the Crown Prosecution Service, Youth Justice Board, The Metropolitan Police and Haringey Children's Services and Early Help. Six cases are blind selected by the YJB and scored during the panel on the appropriateness of the disposal given. Scrutiny panels have been completed virtually during the pandemic in October 2020 and April 2021 with a total of 12 cases reviewed which represented all the disposal options. Panel members agreed with the decision reached in 11 of the cases.

SEND

A protocol has been agreed with the local authority SEND team and this has led in enhanced working practices across the two services. The YJS ETE officer works closely with SEND to ensure that all relevant Children have an EHCP in place, with additional focus on those entering the secure estate.

The YJS has introduced a process whereby the Educational Psychology department are notified whenever a young person is sentenced to a Court order in order that records can be checked, and assessments refreshed where necessary.

As of the March 2021 the YJS had 12% of its live cohort subject to Educational Health Care Plans. With most of this cohort on plans for behavioral, emotional and social difficulties.

YJS has been focusing on outcomes for this cohort and applying over the past 18 months. The YJS and partnership were successful in achieving the quality mark through the Youth Justice Board Initiative.

Out of Court Disposals (OOC)

The Out of Court development plan was completed in March 2019 to improve overall practices in line with the new inspection framework and OOC thematic inspection of OOC. The OOC plan is reviewed every quarter to ensure the targets and development of the service is regularly monitored. The OOC panel was implemented at the end of March 2019, this is now fully functional and co-chaired on a weekly basis by the police and YJS. There is a wide range of partners who attend including representatives from Haringey Gangs Unit, Haringey Gold, CAMHS, Youth Team and Health. These meetings have continued to run virtually throughout the pandemic.

A partnership with Haringey Youth Team has been developed as a whole family approach for young people who have received an OOC. This can act as a step-down service following the completion of an OOC intervention or as a referral during the disposal to complete additional pieces of work and to support the wider family including siblings. This partnership work is in the early stages with referral pathways still being developed however there have successfully been young people and families referred to the team who have received support.

Personal performance reports continue to be an effective way of tracking timeliness of assessments and home visits. The introduction of monthly management oversight documents has been implemented for OOC cases.

Weapons Awareness

Knife Crime has been a key focus for the YJS. We commissioned two different organisations to support with our weapons awareness projects.

The vision is to have two distinct weapons awareness programmes for our pre court and post court cohort. Recent developments have seen us work in partnership with specialist providers such as Street Doctors and more recently the Aspire Higher (Safety Box) Programme.

Over the last year the impact of the pandemic has seen us transition from delivery of face-to-face weapons awareness to online virtual sessions. When it was safe to do so 5 young people attended the face-to-face session in September 2020 with Street Doctors.

Due to ongoing restrictions Street Doctor sessions have now reverted online as a webinar. To date 19 young people have attended this webinar and interacted well with the facilitators. To complement this whilst at the same time offering a more holistic wraparound weapons awareness programme the Youth Justice Service commissioned Aspire Higher to deliver a programme to young people. They have devised the Safety Box programme, this spans the course of 6 weeks. The programme is 'a holistic personal development program designed to change behaviour traits and negative mindsets for those young people that have been convicted of weapons awareness. It uses advanced coaching methodologies and a refined system of training and development in helping youth and adults to develop important life skills such as leadership, communication, teamwork, relationship building, presentation, conflict resolution, violence reduction, money management, business basics, personal development and problem solving'.

We are excited to continue our partnership working with Street Doctors and Aspire Higher and committed to reducing knife and weapon possession of young people.

Restorative Justice

Within 2020/21, 99 victims of crime were consulted, and all were offered an opportunity to participate in restorative processes with Haringey YJS. Thirty-six people consulted consented to a victim's assessment to provide their views regarding the impact on them of the offence(s) against them. The assessment draws their views on participation in direct (or indirect) restorative justice intervention with the child. The Victims Officer attended 76 community panel meetings where the victims' views were represented. One strand of the restorative offer is a letter of apology/explanation completed by the child and 19 of these were received directly by the victims.

There were 287 individual victim awareness sessions completed with children during the year ensuring that restorative work lies at the heart of youth justice intervention. A further 50 Restorative Justice Assessments/Screenings were completed to complement risk assessment, address victim safety issues, and assist in preparation of pre-sentence report

Internal Audits (National Standard Audits)

The YJS conducted two internal national standard audits of 77 cases from January 2020 to March 2021. The focus of this audit was completed in line with the new inspection framework and to review the quality of the practice. The Youth Justice Board were happy with our submission last year and validated our audits.

The third round of National Standard Audits will commence from September 2021- December 2022.

The YJS will also be conducting thematic audits with the local audit team around during practice weeks. The local Safeguarding board will provide direction on what areas the multi-agency should be focusing on this year.

Feedback from children and young people

Haringey have developed its own exit questionnaire which is completed by the young person within the last six weeks of their intervention. We have had 96 completed thus far. Forms are completed anonymously to illicit honest responses.

- 79% felt involved in the making of their plan.
- 61% said the best part of the intervention was working with their case manager.
- 94% said they were listened to.
- 100% said we had helped stop them offending (53% helped a lot)

We will be monitoring the outcomes on a regular basis with the intention of informing future practice and service delivery.

Young People's Plan Booklet

The Young Persons Plan (YPP) is bespoke to Haringey Youth Justice Service. It was developed to ensure the centrality of a young person's needs and is underpinned by the Signs of Safety framework, theory of desistance and the 'Good Lives Model'. The YPP is reviewed and modified after regular young people's feedback, practitioner feedback, new initiatives and interventions becoming available.

Recognition of and commitment to diversity and disproportionality issues for the youth justice cohort are crucial to capture and the most recent version launched in March 2021 has enhanced this key area as well as ensuring that it is shared with and in parallel with plans from partner agencies. The YPP has a 'co-ownership' philosophy, young people and their parent/carers are always encouraged to review progress and express their own aims and desired outcomes.

Reparation

Haringey Youth Justice Service reparation projects since April 2020 have been outdoors as the result of the Covid 19 pandemic. The Youth Justice Service is very thankful to all our partners in the community who have supported us to continue delivering high quality Reparation projects in the Borough of Haringey. Thanks are extended to Haringey Parks Services who have provided storage facilities for equipment at various locations.

Over the past year, young people have worked in Bruce Castle Park. Their hard work has helped the Parks maintain its Green Flag award for another year. Young people trimmed flower heads promoting growth of new buds bringing a rainbow of colours to the park. Amongst other tasks young people have maintained the grass area by clearing fallen leaves in the autumn/winter and young people were approached by park service staff who praised their work. During 2021 and the easing of lockdown young people have swept basketball, football and tennis courts from broken glass, stones, and branches to ensure safe play for users. In Wood Green, young people have worked in Chapmans Green and their contribution enabled the community park to retain its green flag award status.

We continually seek to consolidate partnerships and expand our portfolio of projects in the community. In October 2020 we established a new project via our partnership with the Parks. Judges at Wood Green Crown Court approached Zina Etheridge (Chief Executive) and requested support with tidying, clearing and maintaining the garden area in front of the court. Via enquiries with Parks management and their recommendation of the work completed at other sites we became involved. Staff provided over 50 kg of flower bulbs which were planted all over the grounds of the crown court. Young people then cleared one of the large beds from ivy roots and old shrub. Via physical exertion and sheer determination

Social Work Practice

Haringey Children's Academy ensuring that National Assessment and Accreditation System (NAAS) is implemented across Children Services. The objective of NAAS is to provide a consistent way of assuring that child and family social workers, supervisors and leaders have the knowledge and skills for effective practice.

Candidates will have workshops to attend that will support them with their Knowledge Skills Statements (KSS) and will need a focus on the KSS in their supervision so that they have clear support plan with their line managers as well as the support offered by the service manager and Haringey Children's Academy.

YJS has three staff signed up for the first cohort with the view of:

- Gaining a better understanding of practice and a clear benchmark of expertise.
- Support to develop their knowledge and skills and ensure they meet the post-qualifying standards.
- A framework for discussion about career development and progression pathways
- Accreditation

Parent/Carer Involvement

Progress has been made in relation to parent / carer involvement and this has formed one aspect of the YJS Improvement Plan. The service is aiming to ensure that 100% of parent /carers complete a self-assessment at the commencement of our involvement and that 100% of parent / carers be invited to reviews.

The YJS has been strengthening its parenting support by working alongside the Brandon Centre Multi Systemic Therapy provision, and Haringey Positive Families Partnership functional therapy offers.

Over the past year we have recognised that parents/carers within the criminal justice system and across partnership services need to be able to gain knowledge and education on the core risk areas that have been identified within the cohort of children known to the YJS.

In response to this the YJS, Early Help, Youth Services, Community Gold, Exploitation Service and Bridge Renewal Trust have come together to deliver bespoke virtual seminars. This Targeted parenting approach allows parents to access these seminars from the own comfort of their homes.

The parenting seminars focuses on topics such as weapons awareness, children exploitation (CSE and CCE), substance misuse, social media, parting skills.

young people then planted bedding flowers provided by the park's services. We have 4 more flower beds to work on in 2021.

We have nurtured and maintained positive relationship with the Registry Office in George Meehan House. Young people have cleared all the beds of stubborn weeds, planted a variety of bulbs in the beds and grass area to bring colour for when people take photographs after their wedding ceremony. It is a project we will continue with in 2021.

In December 2020 we were approached by Haringey Library Service to participate in a new project in St. Ann's Library garden with the aim of creating a new food growing area. Library services had established a partnership with a construction company who were responsible for the work in the garden. Young people worked alongside construction mentors and truly enjoyed the sessions. We are building on our new relationship with the Libraries in Haringey our next exciting project will be clearing the garden area in Muswell Hill Library.

As of April 2021, young people working with us will resume valuable work with the Markfield Centre for disabled children. Young people will help keep the area tidy for children to use including trimming the grass, scrubbing the outdoor wood if it becomes slippery, moving the chip bark under swings and climbing areas as well as vacuuming inside soft play area and wiping with viral and bacterial spray all the mats on the walls and climbing.

The lockdowns that have periodically cancelled our outdoor activities led us to explore other ways of working. In the last 12 months we have developed and established several virtual reparation programs. In collaboration with Alexandra Palace young people have been involved in planning and consultation around several cultural events ensuring that our young people are involved in decisions that promote engagement and enrichment for all in the local community.

Young people have been involved in the recruitment process for interviewing a new Assessed and Supported Year in Employment (ASYE) and participating in consultation services with the YJS Service Manager. Young people also contributed to our inaugural Youth Justice Service podcast that was released in April 2021.

Candidates will have workshops to attend that will support them with their Knowledge Skills Statements (KSS) and will need a focus on the KSS in their supervision so that they have clear support plan with their line managers as well as the support offered by myself and Haringey Children's Academy.

YJS has three staff signed up for the first cohort with the view of:

- Gaining a better understanding of practice and a clear benchmark of expertise.
- Support to develop their knowledge and skills and ensure they meet the post-qualifying standards.
- A framework for discussion about career development and progression pathways
- Accreditation

HMIP Thematic Inspection on how the Youth Justice Service meets the needs of the Black and Mixed Heritage boys and young men.

The outcome of this inspection with any areas for development will be reflected in the operational and strategic delivery plans.

Review of 20/21 Achievements



Implementation of YJS
Personal Performance
Reports and Performance
Clinics

Community Reparation
Projects

YJS is now a AQA
registered licenced
awards centre called
'Young Haringey
Achievement Centre

Signs and Safety approach
to YJS Risk Management
Panel

Disproportionality Project
and Development Plans

Partnership with Youth
Service for OECD cohort

SEND Quality Lead Award
Achieved

Parenting Seminars
(Weapons Awareness,
Social Media, Substance
Misuse, Exploitation)

DFE laptops distributed to
children to support with
education

Police Partnership – MET
Cup

National Standard Audits
reviewed

Restorative Justice
developments with
Referral Order Panel



The Quality Lead Award
July 2020

For partnerships securing better outcomes for children
and young people with special education needs
in the youth justice system

Presented to

**Haringey Local Area
Partnership**
by

Prof Sonia Blandford
Founder and CEO of Achievement for All
and Andy Peadar
Chair of the Association of YOT Managers



20/21 AQA Certification

30 young people

76 Units Completed

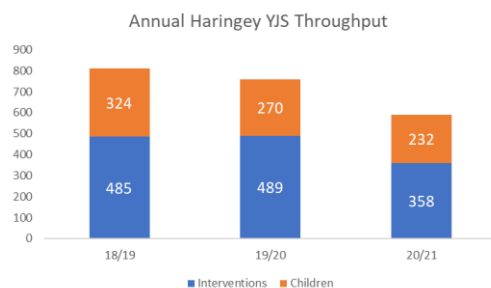
22 BAME

Local Demographics

The key factors pertaining to the youth justice population in Haringey in 20/21. Data excerpts are from the Haringey Youth Justice Dashboard.

The Haringey youth population stood at 23,783 (2011 census), of which the Youth Justice Service worked with 232 children in 20/21 representing 0.98% of the population. The following data relates to the throughput of interventions and children between April 2020 and March 2021.

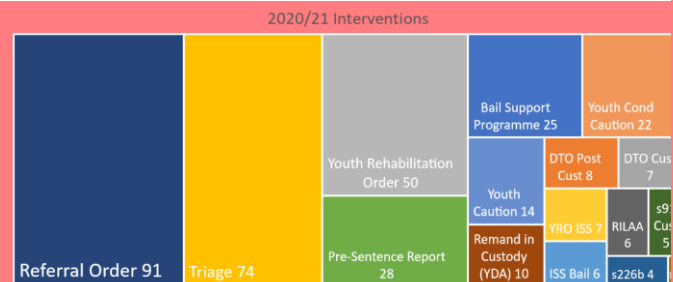
The 20/21 throughput was 358 interventions across 232 children, consisting of 110 Out of Court Disposals and 248 post court cases. There has been a 27% (131 interventions) reduction since last year. There has been a 29% reduction in the OOCd caseload since 19/20. Possible explanations for the reduction in caseloads include: -



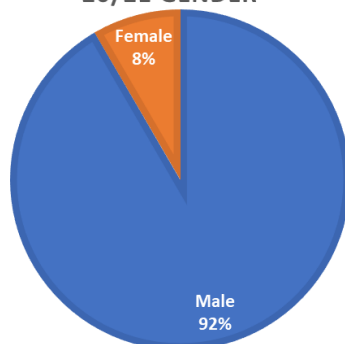
- The pandemic and ensuing lockdown has significantly impacted upon crime levels in Haringey and nationwide.
- Increase in the use of community resolutions.
- Offences remaining under investigation by the Police for extended periods.
- Political will to resist criminalising Children for lower tariff offending.

Interventions

Referral Orders is the most common intervention representing 25% of all interventions in 20/21. Triage is the most common OOCd pre-court intervention representing 21% of our caseload. All OOCds constitute 31%. Community Orders make up 40% and Custody 7% (4% Sentenced, 3% remand). 2% are released on licence. 4% were given ISS sentences/bail.



20/21 GENDER



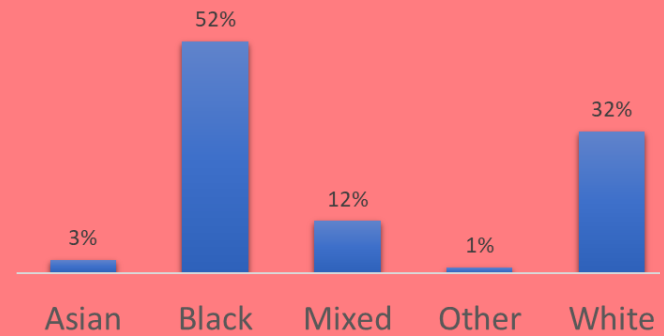
Gender

92% of the caseload are Male. The gap between genders continues to widen each year. It is thought this is due to females committing more lower-level offences which are less likely to be investigated/prosecuted. This is a similar pattern to other Youth Justice Services.

Ethnicity

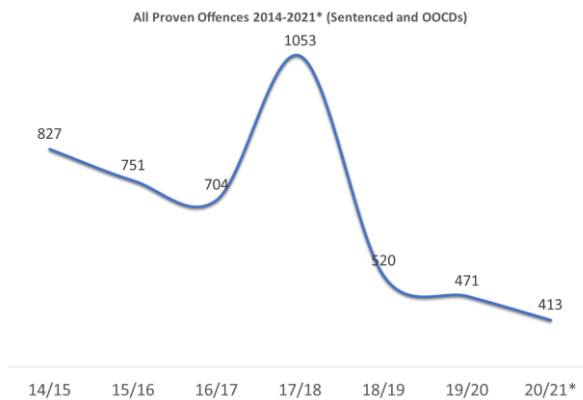
52% of our caseload are black children which remains disproportionate to the % of population residing within the Borough according to the 2011 census (29%). However, this figure has reduced from 55% in 19/20. All other ethnicities are below the % residing within the Borough.

20/21 Ethnicity

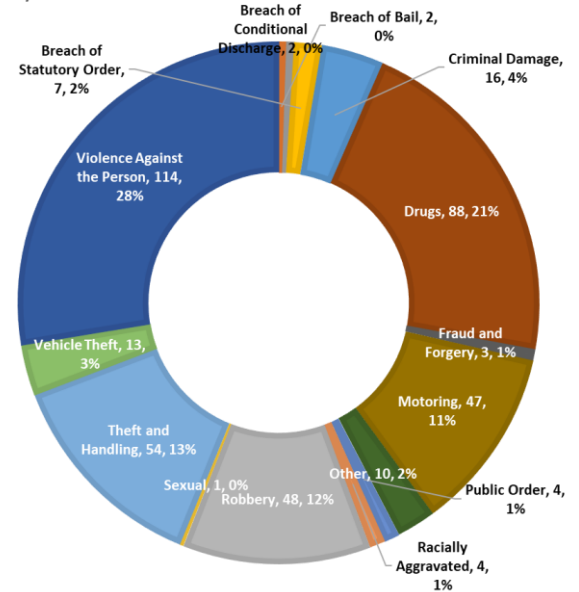


Offending

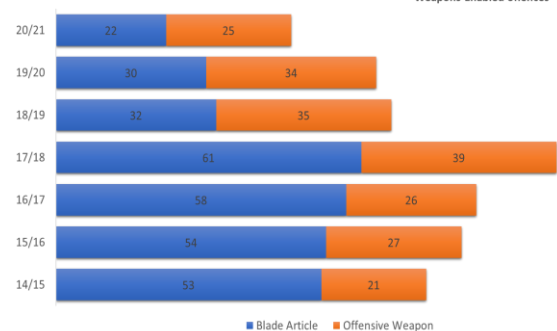
There were 58 less offences committed in 2020/21 than the previous year, a reduction of 12%. Violent offences remain the highest offending category. There were 114 violent offences committed in 20/21 which represents 28% of all offending. Compared to 19/20, Violent offences reduced by 1%, Robberies by 51% and Drugs by 14%.



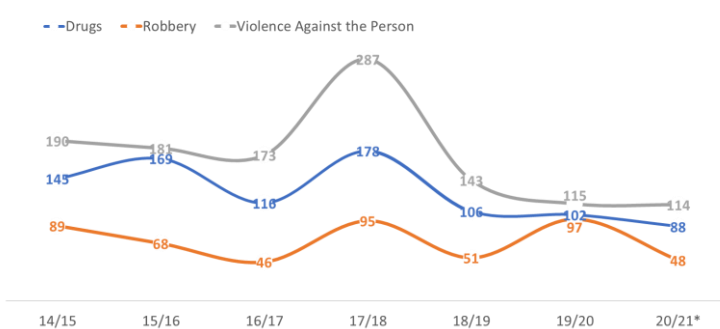
2020/21 OFFENCES WITH AN SUBSTANTIVE OUTCOME



Weapons-Enabled offences

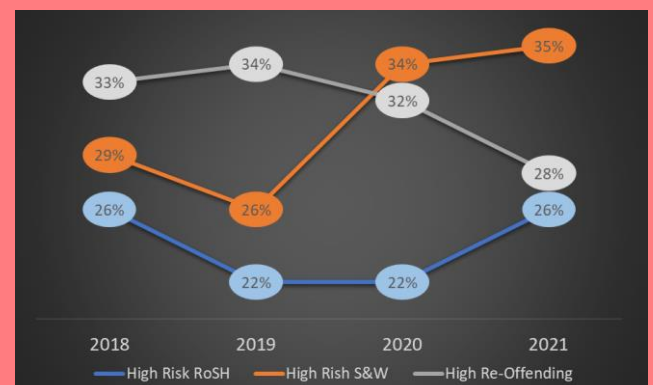


SERIOUS YOUTH VIOLENCE 2014/15 TO 2020/21



Risk

There remains a high/very high level of risk across the caseload; High/Very High Risk of Serious Harm is 26%, High/Very High Safety and Wellbeing 35% and high risk of re-offending 28%. Safety and Wellbeing risk increased by 1%, RoSH increased by 4% and the risk of re-offending reduced by 4% compared to last year.



Legal Status

This LAC analysis covers the year Apr 20 to Mar 21, 42 (28%) of the 152 active cases were LAC. The LAC % increased throughout the year as the caseload reduced. The analysis below compares the LAC against the general population on a wide range of measures. The LAC population presents far higher level of risk in most categories, excluding educational concerns and attitudes to offending. It must also be noted that the majority of the LAC cohort reside outside of Haringey. The following was of particular concern: -

- the re-offending rate was 30% higher (with LAC children)
- the risk of safety and wellbeing was 52% higher
- the custody rate was 10% higher
- risk of serious harm to others was 20% higher
- NEET % was 14% higher
- There were 24% higher with mental health concerns

Apr 20 to Mar 21	Non-LAC Population	LAC Population
Not in Education (NEET)	27%	41%
Pre-Entry/Entry Level Literacy	44%	35%
Pre-Entry/Entry Level Numeracy	46%	41%
Over 15 Offences Committed	6%	28%
Average No of Offences Charged (ever) per YP	8	9
Charged with Knife/Blade offence ever	49%	50%
Violent Offence committed (for current intervention)	21%	43%
Robbery Offence committed (for current intervention)	8%	6%
Drugs Offence committed (for current intervention)	19%	19%
Re-Offending Rate	27%	57%
High Safety and Wellbeing	17%	69%
High Serious Harm	16%	36%
Mental Health Concerns (ASSET Plus)	40%	64%
Evidence of Substance Misuse (ASSET Plus)	60%	90%
Physical Health Concerns (ASSET Plus)	12%	17%
SEN Identified (ASSET Plus)	17%	33%
Risk of CSE (ASSET Plus)	6%	17%
Sexual Harmful behaviour (ASSET Plus)	1%	2%
Self Harm/Suicide Concerns (ASSET Plus)	15%	24%
Learning Needs Concerns (ASSET Plus)	25%	26%
ETE Concerns (ASSET Plus)	73%	83%
Behaviour Concerns (ASSET Plus)	64%	79%
Attitude to Offending Concerns (ASSET Plus)	45%	36%
Accommodation Concerns (ASSET Plus)	47%	67%
Local Tensions / Issues (ASSET Plus)	53%	64%
Custody Rate	4%	14%
Breach Rate	32%	17%

Disproportionality



Working with Highbury Corner Youth Court:

Haringey YJS is currently working with the six other Youth Offending Service using the North London Youth Court at Highbury Corner to better understand and address issues of disproportionality at Court. The seven-borough consortium meet regularly to share practice in order to ensure that issues impacting disproportionality.

Improved Court Report Templates:

To effect change for our young people and address unconscious bias Haringey launched new Court report templates in November 2020. Pre-sentence reports have historically referenced the offence 1st and the child's circumstances afterwards. This way of presenting a child at court can create unconscious bias an ultimately show the child secondary to their offence. In an effort to push a more child and young person-centered approach we amended our pre-sentence and breach report templates to discuss the child first, giving the court the opportunity to understand the context in which the child exists therefore offering mitigation before the court reads what offence they stand before the court. We have also changed the nuances and focuses of how we wish our pre-sentence reports to be adding a more systemic and trauma informed lens, we feel that this approach will challenge unconscious bias and bring forward the structural barriers that children of BAME face.

We launched our breach template in January 2021, this too change the focus of our breach reports asking case managers to be more curious about why young people are disengaging, pushing the emphasis on what we as a youth justice service can do to re-engage young people opposed to focusing purely on willful noncompliance which again feeds into issues of unconscious bias.

Magistrate's feedback:

The YJS has been seeking feedback for court reports from judges and benches for over a year, unfortunately receiving feedback has not been as consistent as we had hoped however the aspect of court report feedback has been raised amongst the seven boroughs directly to court staff judges and benches as a priority for us as justice services. Since then, we have noted a marked improvement of received feedback from the magistrate's bench. This feedback has been essential to improving practice, it has also been a reminder of the excellent practice that exists within the team currently.

After the launch of our new report format one Bench made comment of how powerful it was to read about the child's circumstances prior to reading the offence analysis as it gave good context to the behavior – he was very complementary and asked if all YOTs were going to be doing this.

Quotes from Court Report feedback:

“overall rating for the report is excellent - it was easy to read clearly set out in a way that is easy to find what you need”

“the young person state of mind difficult circumstances was well expressed and gave the bench a good guide to the background of the young person’s offences”

“the report was particularly good assessment of difficulties an attitude to the offence and the challenges the young person faced it was good and helpful to read the information regarding the victim impact as the CPS did not have this”

“the report fully addressed the young person’s Romanian heritage and family characteristics”

Disproportionality Pilot Project through the Youth Justice Board:

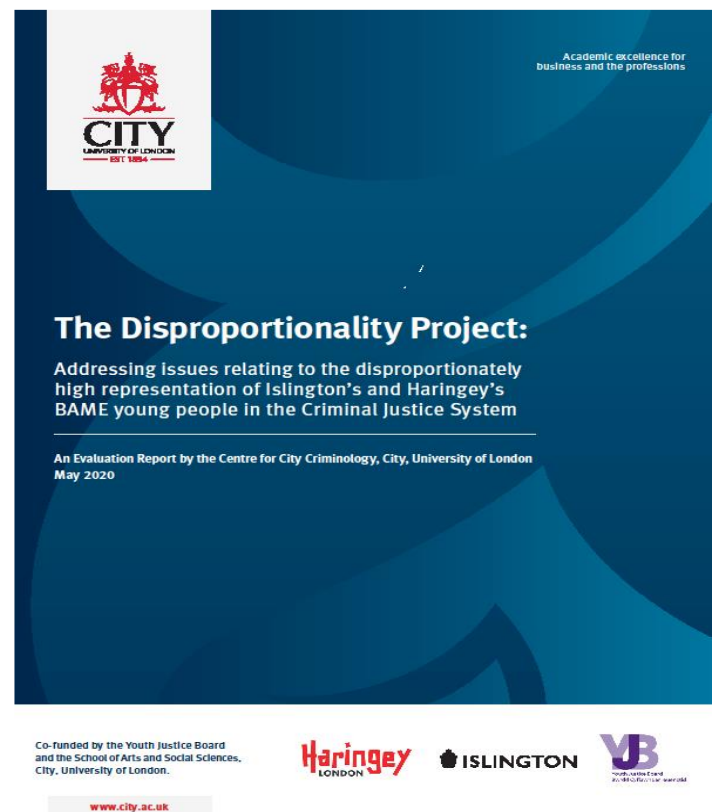
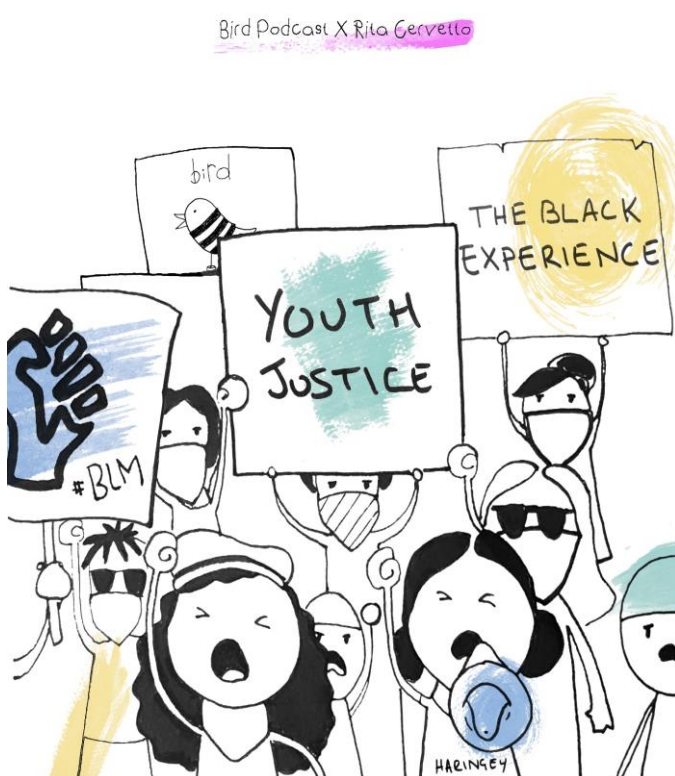
YJS submitted jointly with Islington YOS through the Youth Justice Board a proposal to tackle serious youth violence with a view of improving outcomes for BAME children and families. We were successful in the bid and joint commissioning arrangements were successful. This project was completed from September 2019 to December 2019 with the evaluation report published in May 2020 by City of London University. The training element of the pilot project (unconscious bias, was also be rolled out to Haringey Targeted Response Team¹ and Early Help Team ² as part of the diversion and prevention agenda.

Project Aims:

To provide training around Adverse Childhood Experiences (ACEs) within BAME communities, Trauma and Relationship building with BAME families. Other aspects of the training focused on conscious and unconscious bias and a return to an understanding of institutional racism and how it impacts on individuals and communities. The project also provided workshops for parents from BAME backgrounds to have a space to discuss the pressures associated with their children’s involvement in ASB and/or offending behaviour and the structural and societal pressures they face. The final part of the project gathered the views of the Children involved in the criminal justice system.

YJS Post Project Developments 2020/2021:

- **Disproportionality Development Plan:** This comprehensive plan has been created following the disproportionality project and evaluation. This is a strategic and operational plan which at present focuses on Youth Justice Service, Early Help and Youth Services.
- **Ether programme over the summer 2020:** This programme is an eight-session programme aimed towards Black, Asian and Minority Ethnic young men involved with the youth justice system. This highly motivational and inspirational leadership course directly addresses issues around race and identity and perceptions of self, as well as self-esteem and confidence, attitude and behaviour and independent thinking. Sessions also include discussions around stereotypes, breaking barriers, and perceptions of masculinity. Two further programmes for 2021 have also been commissioned.
- **Cooking Virtual Club:** This initiative is completed with young people virtually to get them to embrace their culture and improve their life skills.
- **Diversity Workshop:** This was completed with staff to review how the YJS are addressing and evidencing diversity within key focus areas assessments, plans and interventions.
- **Reports for court:** The report templates for the YJS have been reviewed so that we have a more 'child first' and 'identity lens' approach opposed to 'offender' dominating the initial part of the reports.
- **YJS Disproportionality Podcast:** Focus of the podcast is about spreading the awareness of disproportionality, gaining three young people experiences of growing up in Haringey and going through the criminal justice system. The podcast was produced by an organisation called Bird Podcast. The YJS Service manager and Cllr were also interviewed to give a wider perspective on disproportionality.
- **Development of the YJS Haringey racial disparity analysis:** This has been completed alongside YJS, Education and Health data to capture a live picture of the racial disparity for the YJS cohort. This has been shared with the management board and presented at local authority conferences.
- **Social Workers In Schools (SWIS):** Disproportionality Pilot Project to be embedded within the pastoral structures in 7 secondary schools. One of the areas is to try and bring the governors, school staff and parents together in a series of training workshops to support with learning and culture change to support with school exclusions. Plan to start this project from May 2021-July 2021



PARTNERSHIP ARRANGEMENTS



Haringey YJS Partnership Arrangements	
Safeguarding	There is a joint protocol between Children's Social Care and the YJS. In addition, there is membership from Youth Justice Service senior management on the Safeguarding Children board.
Looked After Children	YJS report to the Corporate Parenting Advisory Group (CPAG) and operationally the YJS staff attend LAC meetings as necessary both in the community and custody settings.
MACE	YJS representation at the MACE meetings to contribute to information sharing about victims and potential perpetrators of child exploitation. Whilst also having a focus on key locations that need to be targeted.
PREVENT	There is an operational representative from the YJS that works directly with those delivering the Prevent agenda and ensuring that the agenda is embedded into the service delivery.
MARAC	The YJS also now attend MARAC operational meetings when Children and parents known to the service.
MAPPA	YJS management representation at MAPPA level 2 meetings where Children from the YJS are being discussed. All level 1 screenings/threshold forms are shared with the MAPPA administrator.
Troubled Families	There is representation within the Early Help Partnership Board which oversee the work of the Troubled family's programme.
Gangs Programme	YJS representatives sits on Gangs Action Group panel and the Exploitation panel so that there is a link between these panels and the serious youth violence.
CAMHS and Substance Misuse	There is strategic partnership between CAMHS and substance misuse services where regular meetings take place to review service delivery. The YJS partnership management board have a good representative from the public health and health commissioning partners.
Community Safety and Early Help	Strategic leaders from the YJS sit on the Community Safety Partnership board and Haringey Early Help Strategic Partnership Board and contribute to the developments of the Youth at Risk Strategy and Haringey's Early Help Strategy.

Evidence of Partnership Effectiveness on National Indicators



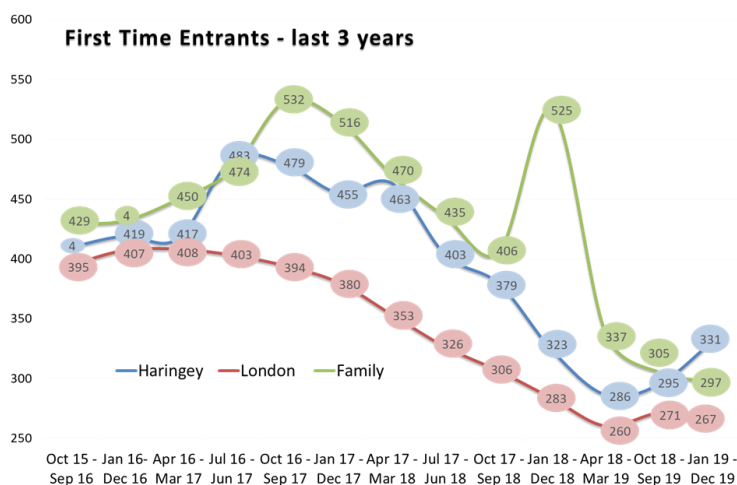
These are Haringey National Indicator data returns for q3 (Oct – Dec 20)

1) First Time Entrants:

The latest available period for FTE is January to December 2019 due to the unavailability of Police data. The pattern was that the number of children and young people becoming first time entrants was reducing prior to the pandemic albeit with a minor increase in the last two quarters. The expectation is that the decrease has accelerated due to the pandemic and ensuing reduction in offending. The most recent data indicates 331 per 100,000 ten to seventeen-year-olds entered the youth justice system. In terms of actual numbers this represents 82 children. There continues to be a focus on the whole family approach and partnership with the Police and Magistrates to consult on cases to ensure that where appropriate, Children receive Out Of Court Disposals. OOCs program have been successful, evidenced by a 24% re-offending rate which is far lower than the Haringey re-offending rate.

Risks to Future Delivery

- Increase in Police Resources (Stop and Search and Detection Rates)
- Increase in offending following easing of lockdown and social distancing measures.
- Spikes in offending (unanticipated trends ie civil unrest)



Haringey is higher than the family and London averages. Haringey is 8th best in family and 26th best in London.

Priorities for 2021-22:

There are a number of initiatives being undertaken in Haringey in order to further reduce the number of children and young people becoming first time entrants coming into the Youth Justice System. These include the following: -

- There will be further developments of the Youth Service partnership work with the out of court disposal.
- Development with the Operation Alliance diversion initiative with the police and Youth Services.
- Developments with the new Wood Green Youth Centre
- Continued focus on scrutiny panel for OOC to ensure that children that meet the criteria to get a Triage are being treated fairly.
- Embedding a multi-agency team around the family approach to address wider issues within the family to improve overall outcomes for children and young people.

2) Reduce Use of Custody:

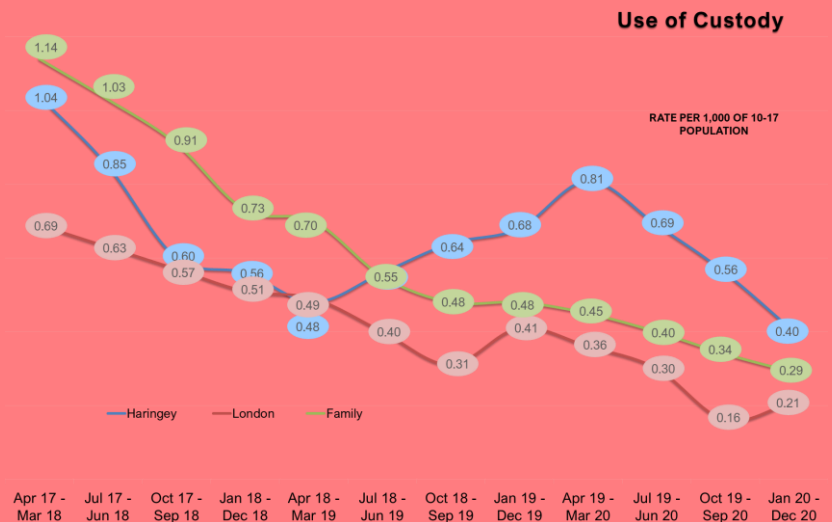
Haringey have improved performance over the last year. Numbers of custodies have declined steadily following a spike in 2019 where there were several serious incidents where custody was the only viable option.

Haringey also has a dedicated Intensive, Supervision and Surveillance (ISS) team of practitioners who provide a rigorous ISS programme. We had 13 children on ISS, our highest for at least five years.

In an effort to push a more child centred approach we amended our pre-sentence and breach report templates to discuss the child first, giving the court the opportunity to understand the context in which the child exists therefore offering mitigation before the court reads what offence they stand before the court. This hoped to support with unconscious bias within the court arena and to ensure that children are being sentenced proportionately.

Risks to Future Delivery:

- Increase in committal of serious offences, there have been a number of serious incidents in 2021 which could impact on the future numbers sentenced to custody if found guilty. 10 children were remanded to custody (20/21)
- Increase in offending following easing of lockdown measures.
- Media attention and pressure applied on courts for tougher sentencing.
- Ongoing tensions between rival group/gangs and revenge incidents.



Haringey has seen a marked decrease in the use of custody from 0.68 in 19/20 to 0.40 per 1,000 of population in 20/21, reflecting a 41% reduction. There were ten custodies in Haringey in 20/21. The rate remains higher than the family and London averages, however the gap is closing.

Priorities for 2021/22:

- The YJS continues to take a number of steps to reduce the need for custodial sentences. Firstly, via a proactive and positive relationship with Court staff and professionals through offering the courts robust alternatives to custodial sentence.
- Haringey will continue to facilitate PSR/ISS Planning Panels to ensure congruence between proposal and sentencing.
- A forecasting monitoring remand process has now been implemented to review remand costs.
- Development and use of the of the YJB London Accommodation Pathfinder to support in diverting children from custody (remand and sentence).
- Review national research around the ethnic disproportionality of those receiving custodial outcomes to identify best practice.
- Further development to utilise the Police station reporting mechanism, especially for those children subject to strict bail conditions and require weekend reporting to enhance our bail programme offer.

3) Reduce Re-offending

This measure has not been updated due to Police data not being unavailable. The latest available period is Jan to March 2018 tracked for one year.

The rate was 43.3%, average number of re-offences was 3.12 per re-offender, average number of offences was 1.35 per offender.

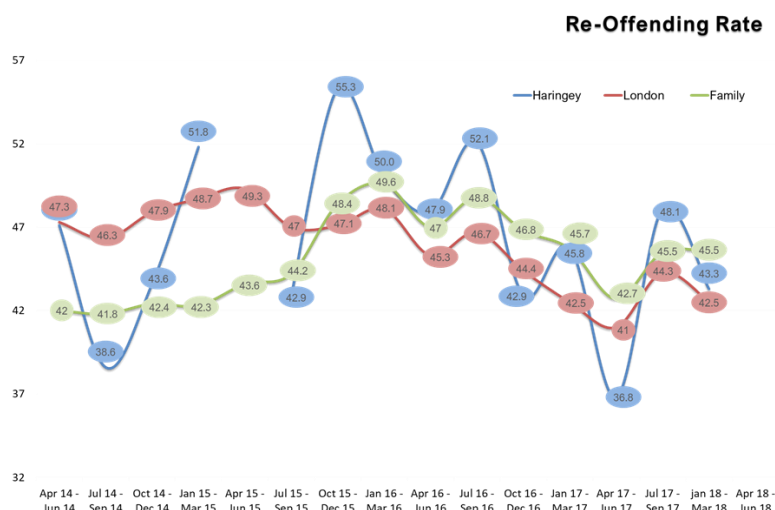
Haringey have been tracking the local position using the Live Toolkit which contains more recent analysis of re-offending.

Risks to Future Delivery

- Increase in arrests for serious youth violence.
- Increase in Police resources would affect caseload as many young people have been released under investigation.
- Increase in use of Stop and Search.
- The number of children subject to statutory orders has significantly reduced over recent years. Whilst the cohort size has reduced, the YJS is now managing Children who invariably have very complex risks and needs. With the increase in serious youth violence there is a risk that this will directly impact on reoffending rates.

Priorities for 2021-22:

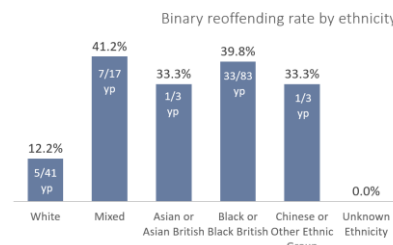
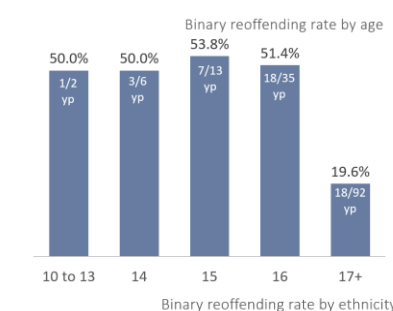
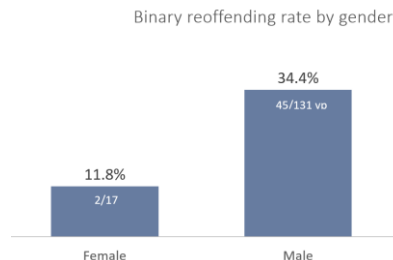
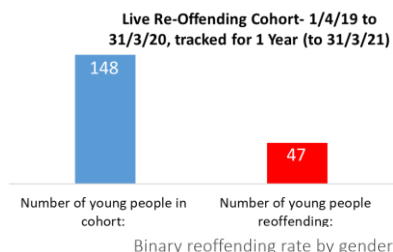
- The YJS is committed to reducing the overall numbers of Children reoffending. A core element of this is ensuring Children are engaged in full time education, training (ETE) as this is a protective factor.
- Tracking the re-offending cohort to further monitor and evaluate the reoffending of Children to enhance our understanding of the factors leading to reoffending and to ensure we are developing effective interventions that reduce this risk.
- YJS risk panels to monitor the risk factors of those most likely to re-offend and or assessed as high risk of serious harm.
- Improve the level of information sharing with the Integrated Offender Management (IOM) Service. This is to ensure that there is a clear transition between the youth and adult provision for the most prolific offenders to effectively



Haringey was lower than the family average and higher than the London average. Haringey's rate was 15th best in London and third best in family.

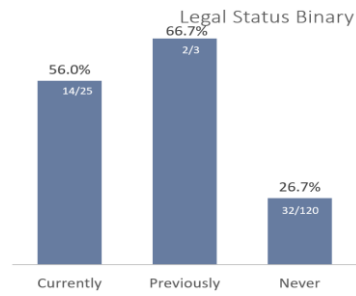
Live Toolkit

The cohort used was all young people sentenced/received a disposal between 1/4/19 to 31/3/20. They were then tracked for a year up to the end of March 2021.

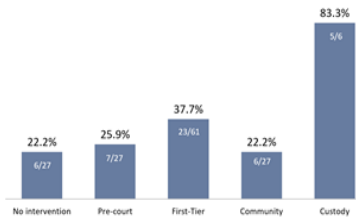


- 47 (32%) from 148 young people re-offended
- Gender - Male re-offending rate is 34%, Female is 12%
- Ethnicity - Mixed re-offending rate is 41%, Black 40%, White 12%
- Ethnicity - Black re-offending frequency is highest (3.15 offences per re-offender), White 2.20, Mixed 2.00
- Legal Status - Currently LAC 56%, Previously LAC 67%, Never LAC 27%
- Intervention Tier - Custody 83%, Community 22%, First Tier 38%, Pre Court 26%, No intervention 22%. Concerning that Pre- Court and First Tier re-offending rates are higher than community (YROs)
- Intervention Tier - First Tier also has the highest number of re-offences (3.26) when a yp re-offends. Community 3.00, Custody 1.80, Pre-Court 1.77. Children with no intervention 3.67.

- manage the risk of serious harm and reoffending.
- Improve the health services available for Children to access throughout the criminal justice system. This includes liaison and diversion, MST, sexual health etc.
- Utilising the development of the London resettlement pathfinder will be key to supporting young people being released from custody.
- Ensuring that the YJS continues to have meaningful and creative one to one and group work interventions which meet the children's needs.
- Mobilizing the intervention and services offered to children and their parents/carers in their local area. Developing our partnership with the library services is critical for this to be achieved.



Binary reoffending rate by tier of intervention



- Original Offence Type - Theft and Handling has the highest re-offending rate 50% followed by Robbery at 44%
- Time to First Offence - of those that re-offended 52% committed their first re-offence within the first three months.
- YOGRS - The re-offending rate increases with the YOGRS score as expected. 60% of those with a high YOGRS score re-offended.
- Seriousness - 15% re-offended at a more serious level. 31% re-offended at a less serious level



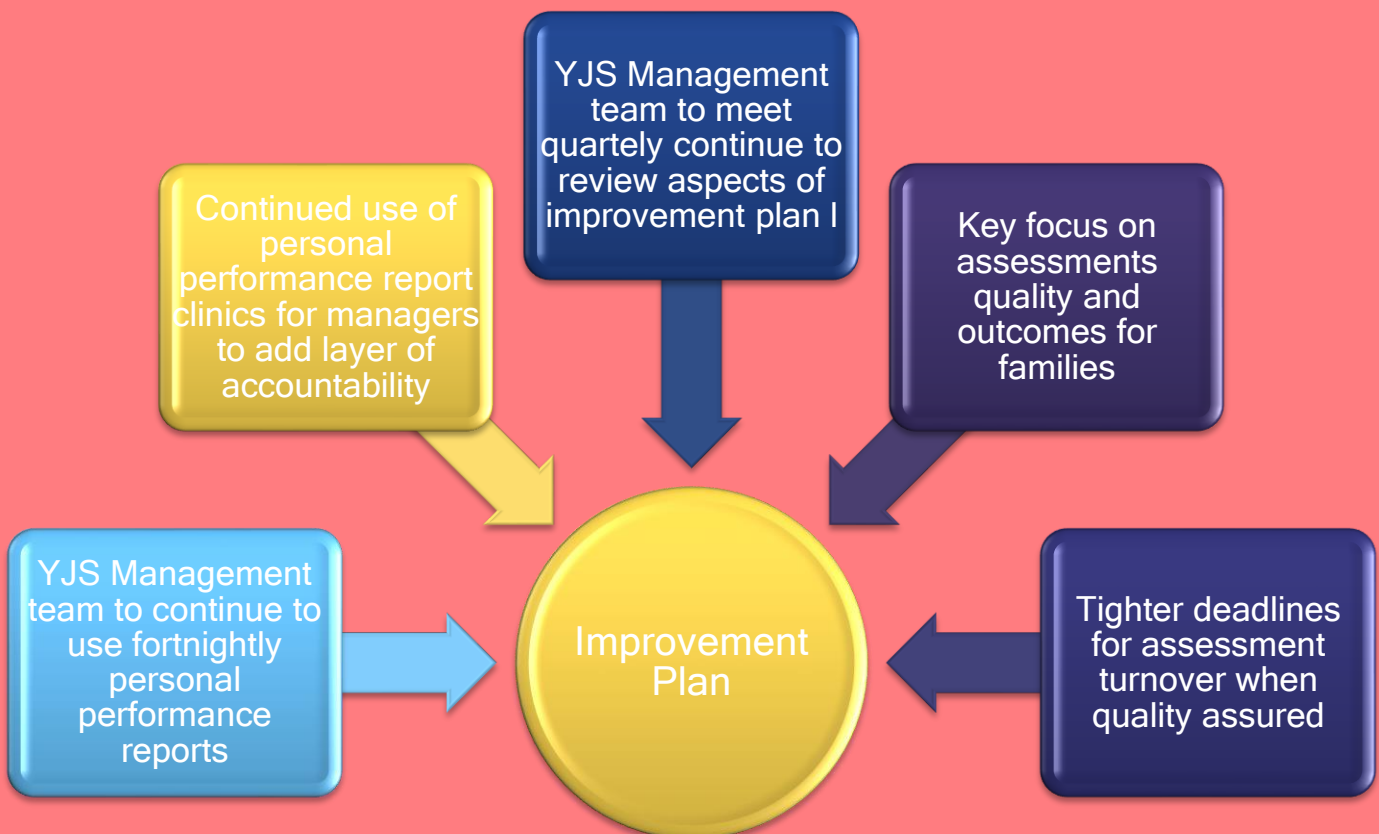
Performance Management – Overview

What is working well in Haringey?

- Introduction of the fortnightly new 'Personal Performance Reports' (PRP) for staff, which supports with monitoring and targets around timeliness of assessments, home visits, young people's plans and data cleansing. This has had a real positive impact and is starting to impact on driving individual performance and overall performance has already improved by 28% since April 19 when we commenced the Reports and 4% since last year.
- The YJS data analysis is comprehensive which support the management team and partnerships joint data sets.

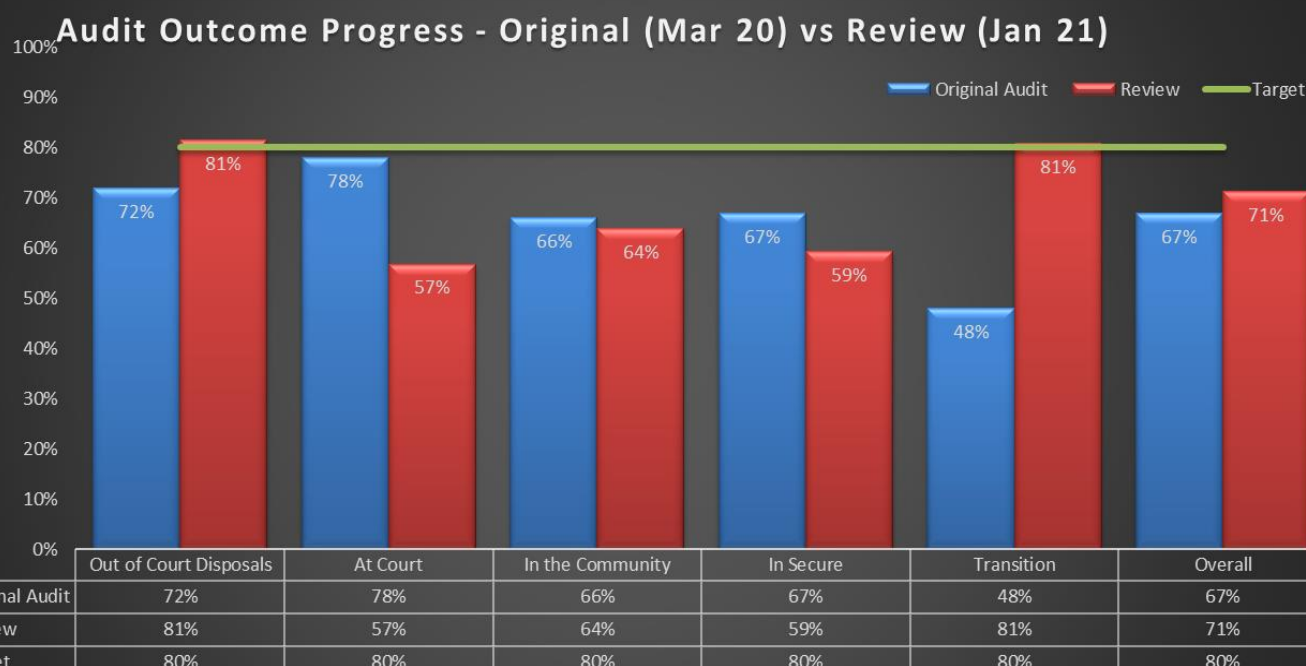
What are our key areas for improvement?

- The YJS to be part of the multi-agency practice week audits.
- The YJS key performance indicators embedded as part of the children services QPN performance review meetings.
- National Standard Audit to be reviewed every year to evidence impact, show direction and travel and inform future planning and delivery.



PERFORMANCE MANAGEMENT

National Standards Audit 20/21



Section	Original	Review	Change	Latest Rating
Assessment	68%	80%	↑ 12%	Outstanding
Planning	71%	79%	↑ 8%	Good
Children/Parent Involvement	70%	83%	↑ 13%	Outstanding
Effective Relationships	80%	89%	↑ 8%	Outstanding
Out of Court Disposals Review	72%	81%	↑ 10%	Outstanding
At Court Overall	78%	57%	↓ -21%	Requires Improvement
Engaging Children	89%	78%	↓ -11%	Good
Managing the Court Order	63%	30%	↓ -33%	Inadequate
Supervision and Oversight of Orders	73%	62%	↓ -11%	Requires Improvement
Assessments	67%	73%	↑ 6%	Good
Planning	58%	59%	→ 2%	Requires Improvement
Reviews	63%	40%	↓ -23%	Inadequate
In the Community Overall Review	66%	64%	↓ -2%	Requires Improvement
Post Sentence	48%	52%	→ 3%	Requires Improvement
Planning	72%	57%	↓ -15%	Requires Improvement
Intervention and Delivery	78%	72%	↓ -6%	Good
Post Release	80%	100%	↑ 20%	Outstanding
In Secure Settings Overall	67%	59%	↓ -8%	Requires Improvement
Transition to Probation	53%	74%	↑ 22%	Good
Resettlement	46%	84%	↑ 38%	Outstanding
Transition and Resettlement Overall	50%	81%	↑ 31%	Outstanding
Overall Score %	67%	71%	→ 4%	Good

The original NS Audit commenced in March 2020 and a review took place in January 2021. We audited 75 cases in total. The overall performance score of the original audit was 67% and this increased to 71% for the review audit. Particular improvements were evident with OOCs (10%) and Transition and Resettlement (31%). Conversely, reductions were evident in At Court (21%) and In Secure (8%) sections. In many cases, despite work being undertaken it was not evidenced on the case management system. The Audit will again be reviewed in September 2021.

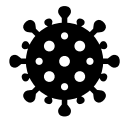
National Standards 21/22 Road Map



National Standards Audit Roadmap 21/22



PANDEMIC RESPONSE



Responding to the pandemic and recovery from COVID-19

What is working well in Haringey?	What were some of the challenges?
<ul style="list-style-type: none"> • The YJS has responded positively during all three stages of lockdown. The YJS office has remained opened two days a week with the staff working in 'bubbles'. We have a comprehensive service rota that helps manage this. • Comprehensive PPE for all staff members available for office, court, home visits, prison visits etc. • Virtual and face to face meaningful interventions (one to one and group work) and contacts have been ongoing since the initial pandemic • Good use of Food Banks for food parcels where required • Regular meetings with the YJB and YCS about issues the service faces • Community Reparation sessions were completed virtually and face to face • Virtual workshops for parents • Lateral flow testing available next door to the YJS office 	<ul style="list-style-type: none"> • Limitations of monitoring and surveillance for Children subject to intensive disposals for public protection purposes • Backlog at court and charging decisions from police • Increased poverty for families • Children receiving a lack of education and lack of educational facilities at home • Staff well-being and increased sickness levels • Restriction to visiting and communicating with children in custodial establishments • Decrease in home visits and focus on only doorstep visits • Seconded staff redeployment • Lack of facilities and buildings open to see young people • Liaison and Diversion work in police custody has been impacted due to restrictions to staff going into custody and lockdown measures • Children mental health needs have increased with limited resources to meet their needs • Limited information from education providers during periods of lockdown

What next?

The YJS are expected to have a reduced caseload for the first half of the year due to the backlog in police charging decisions and in court hearing/trials. However, it is expected that the cohort will increase especially in the out of court disposals. The complexity of the YJS cohort still remains very complex and the service will continue to mobilise services to ensure that resources are supportive of the children and young people's identified needs.

Road map to recovery for operational delivery based within Haringey.

- 12th April 21 – The YJS building open three days a week (Monday, Tuesday, Wednesday)
- 17th May 21 – The YJS building will be open four days a week (Monday, Tuesday, Wednesday, and Thursday)
- 21st June 21 – The YJS building will be open 5 days a week (Monday to Friday)

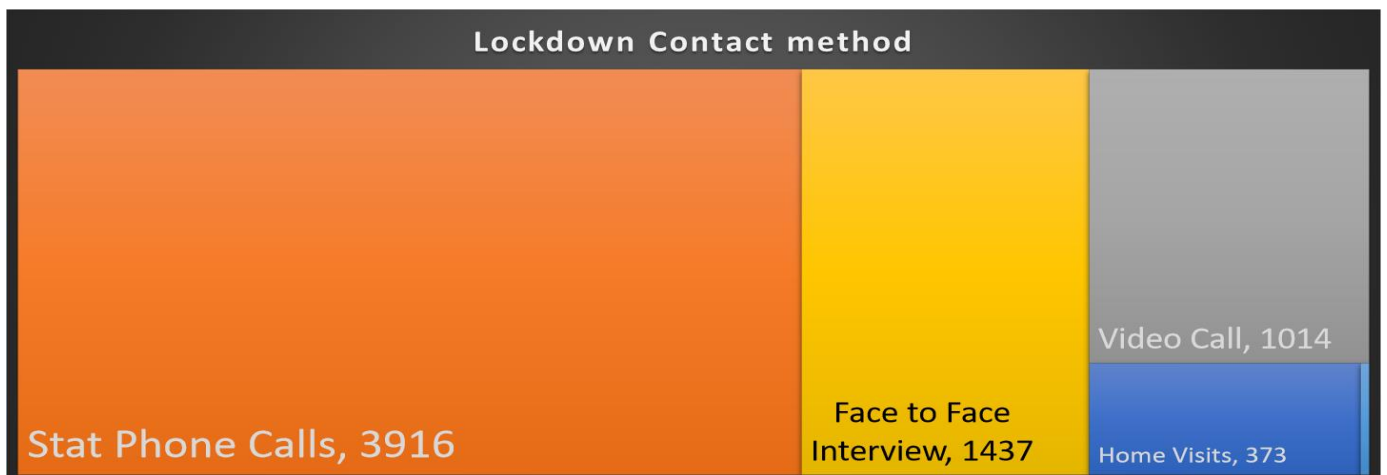
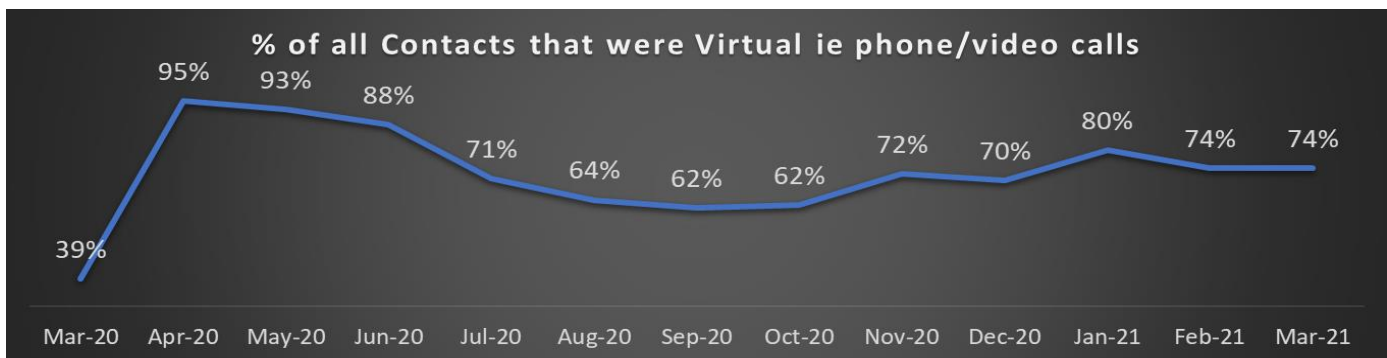
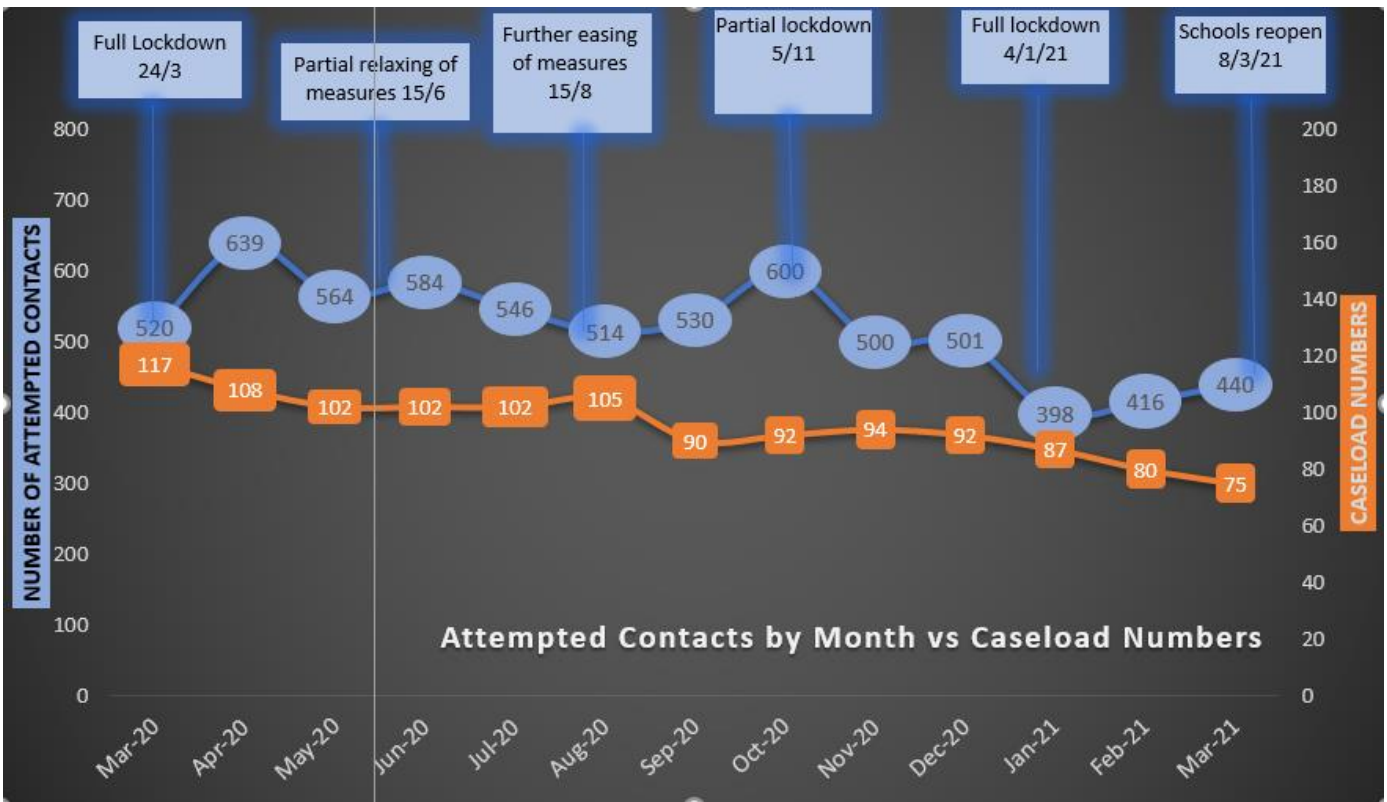
Mobilisation of services:

- Library services, arrangements have been agreed that YJS can use the library services as hub spaces across the local authority, meaning that one to one and group work sessions can be facilitated in local areas. The RO panels can be remobilised within the community and that our reparation projects can be enhanced by supporting with the regeneration of spaces in and around the library services.
- Health services, the schools nurse offer will be extended and remobilized to the Tottenham Hale area as well as continuing to offer the service in Wood green. This is hoped that the children within the east of the borough will not need to travel across the borough and can access physical health screening's more locally with the view of increasing the physical health screenings within the service.
- Interface with prisons, custody establishments, youth service and social care will continue to be maintained and regularly reviewed to ensure that our partnership arrangements are focused on delivering outcomes for children and young people.

YJS Contact with Children during Lockdown



We have been tracking client contacts since the beginning of lockdown in March 2020.



- We attempted an average of 519 contacts with children per month across the service. An average of 120 per week.
- The highest number of attempted contacts we had in a month was 639 in April 2020 and lowest in January 2021 (398)
- The caseload has reduced by 36% since the start of the pandemic.
- Client contacts have reduced by 15% since the start of the pandemic.
- Breakdown by type of contact is 58% statutory phone calls, 21% face to face, 15% Video calls, 6% home visits.
- Average number of home visits attempted per month is 29, Phone calls 301, Video calls 78, Face to face 111
- The % of all face-to-face contacts (home visits, office, prison visits) was increasing each month up to 38% in October 20. However, since the second lockdown the number reduced to 20% however it is risen up to 26% following the recent easing of measures.
- The % of virtual contacts currently stands at 74%.
- Attendance rate for March 2021 was 74%. This is an increase from December (66%) and more in line with previous months.
- Home Visit contacts had the highest attendance rate (85%), followed by Phone Calls (79%) and Face to Face (69%) Video calls (60%)

RESOURCING, VALUE FOR MONEY AND RISKS**2021-22 Finance/Budget**

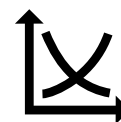
Agency	Payment in Kind	Other delegated funds	Total
Police and Crime Commissioner	£150,000		£150,000
Probation	£35,208		£35,208
Health (Clinical Commissioning Group)	£55,000	£18,000	£73,000
Local Authority		£1,102,274	£1,102,274
YJB		£545,652	£545,652
Other (NHS England L&D post)	£56,000		£56,000
Total	£296,208	£1,665,926	£1,962,134

YOS Partnership contributions are essential to the effective running of the multi-agency Youth Offending Service.

Budgetary Summary for 2021/2022	Value for Money
<p>The YJS Partnership will fund the Youth Offending Service for 2021-2022 as detailed above, with the changes summarised as follows:</p> <ul style="list-style-type: none"> Funding (payments in kind) from the Police, Health and Probation will remain 	<p>The YJS marginally came within budget during 2021/22. The commissioning aspects of the workshops and programmes for young people for this year has most been funded through last year's budget.</p>

<p>the same this year. These are strictly staffing costs.</p> <ul style="list-style-type: none"> • CCG contribution has remained the same for this year. • The entire YJB grant was used on staff salary costs and the increase to service areas such as business support and management team. In total three new posts were created last year. • There has been a big commitment to ensuring that the YJS has appropriate and relevant interventions and group work programmes that meet their needs. The commissioning aspect has mostly been paid of last year budget. • The Youth Justice Board grant has increased to £545,652 for 2021/2022. This is around a 10% uplift and enabling the YJS to use the extra funding to priority areas of need such as contribution to health services. 	<p>Haringey has adopted a range of partnership initiatives to ensure the YJS can demonstrate value for money.</p> <p>These include the following: -</p> <ul style="list-style-type: none"> • The Community Gold at risk strategy commitment to intervene at the earliest available opportunity, to reduce the likelihood of escalation into high-cost acute services in the future. • The borough has and will be utilising a number of accredited and evidence-based programmes such as Multisystem Therapy (MST). • The Youth Service has restructured to increase the teams in prevention and diversion, particularly around the exploitation and whole family work offer. <p>Risks</p> <ul style="list-style-type: none"> • There is limited scope to respond to any unexpected financial demands. There will be additional costs incurred in relation to the commissioning further posts especially agency costs. • Additional pressure on services in Haringey including the YJS will be difficult to manage within the climate of reduced budgets. • Serious youth violence has devastating consequences for too many Children in Haringey. Haringey has the 3rd highest volume of Serious Youth Violence in London over the past 12 months.
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Haringey Youth Justice Budget Plan 2021-22



Expenditure Category	Description	£
Staffing	Salaries	1,313,274
Accommodation	Premise’s maintenance	1,750
Overheads	Support Service Costs inc. IT/HR etc	265,100
Equipment		2,052
Activity costs	Supplies & Services	83,750
Total		1,665,926

Management Board Signature



Signed on behalf of Haringey Youth Justice Partnership Board

Name and Role	Signature
Ann Graham Chair of YJS Partnership Board	

Appendix A – YJS Training Plan 21/22

Training Requirement	Learning Objective/Outcome	Target Audience	Group size	Timeframe	Specialist course Y/N	Training Provider
Court Practice	Internal workshops to increase best practice at court, Breaches, Bail and Remand, Report writing	YOT ops managers and case workers	8 - 10	On going	Yes	Internal YJS Workshops
Risk assessments, Desistance, Analysis. (using assetplus)	To ensure staff are effective at analysing and effectively managing risk based issues	Case managers and social workers and managers	10-15	Within 3 months	Yes	www.wardellassociates.co.uk
Restorative Justice Practices	To understand the RJ principles and how to apply these to direct work with young people and victims	YJS, TRT and Early Help	Up to 25	Within the next 3 months	Yes	www.restorativenow.com
Exploitation	To understand the signs and symptoms of exploitations and professional curiosity	All YJS		Dec 2021	Yes	Haringey Council LSCB course
Gangs	Gangs awareness training	All YJS		Dec 2021		Haringey Council LSCB course
Attachment and Relationship-Based Practice	Understand and appreciate how to bring knowledge of attachment research and trauma-informed approaches to teams and services	A one-day course for social work managers		Dec 2021	Yes	Haringey Council

	Be more confident when applying relationship-based practice with team members.					
Disproportionality	training x3 around Adverse Childhood Experiences within BAME communities, Trauma/Aces for BAME families and Relationship building with BAME families. Training for staff will highlight cultural and community competence, conscious and unconscious bias and a return to an understanding of institutional racism and how it impacts on individuals and communities.	All staff	30		Yes	Haringey Academy
Trauma Informed Practice Refresh	Refresh and continuation of three day training in 2018.	All		TBC	Yes	Icon
Chronologies Training	Facilitated by Bev Hendricks, Assistant Director Safeguarding & Social Care and Sarah Pike, Principal Child & Family Social Worker Safeguarding, Quality, Improvement & Practice	Social Workers and Managers	Virtual	Dates: 2021 13th April 27th April 11th May 25th May 8th June 22nd June	Yes	Haringey Workforce Development Programme

Practice development Training – Young People's Plan	To discuss key elements of how we can introduce diversity, absent fathers to the plan and be more strengths based (use guidance available)	All case managers	Virtual	TBC	Yes	YJS Service manager
Practice development Training – Absent Fathers	To discuss how we can engage absent fathers from Assessment, Plans and Interventions. Key aspects of Referral Order Panels and compliance meetings also need to be discussed.	All Case managers	Virtual	TBC	YES	YJS Service manager
YJB Inset training	Working with young people who display Sexually Harmful Behaviour (Aims 3 Training) Disproportionality and Youth Justice Effective risk practice to promote the safety of young people and others Effective practice to support children and young people's desistance Improving Court Skills & Confidence Challenging Behaviour: working with young people in distress Social media and Young People – Risks, Safeguarding and Challenges Effective Transitions for children & young people in youth justice AssetPlus Quality Assurance, Fast & Effective QA of AssetPlus Stages AIM3 for Supervisors	All YJS Staff and managers		Various		Youth Justice Board Inset Training programme.

	Unconscious Bias Coaching for Managers Children and young people using violence and abuse in close relationships. Trauma Informed Practice- an introduction Contextual Safeguarding for Youth Justice Practitioners					
Unconscious Bias – Social Graces	Support staff to gain a systemic lens to unconscious bias – support them with clear evidence based strategies to implement this tool in assessment and intervention. Support them to learn about the young persons live4d experience whilst looking at their own and understanding how their "Graces" will impact the young people we work with	All YJS Staff and managers	Virtual	TBC	Yes	TBC – possibly Haringey WFD
Reflective Practice and Decision Making	Support staff to utilise reflective practice – with a focus on assessment deskin making and supervision	All YJS Staff and managers	Virtual	TBC	Yes	Haringey WFD or YJS Interim Service Manager TBC
Youth Mental Health First Aid	Accredited course to support staff to increase their knowledge and skills around emotional wellbeing and mental health of young people	Social Workers and Senior Pracs	Virtual	10 staff	Yes	Public Health – London Mayor