

Discussion Paper: Components of a Young People at Risk Strategy

Summary

The purpose of this paper is to provide an overview of a proposed Young People at Risk Strategy and outline:

- The strategic and system-wide context
- The proposed components of the strategy
- An indicative timeline for the strategy's development
- The activity to be undertaken in the development, including engagement with partners
- The governance arrangements for the strategy's development
- The immediate next steps

The purpose of the Young People at Risk Strategy is to prevent serious youth violence and improve outcomes for young people at risk of becoming victims or perpetrators. Our ambition is for:

- Communities where all young people are safe, feel safe, can lead healthy and fulfilling lives, and reach their potential without having to fear or experience crime
- A borough where young people and their communities have confidence in civic institutions and where our partners and communities celebrate young people, work together to create a positive environment to prevent violent crime, and support enforcement where necessary.

We will achieve this by:

- Co-producing this strategy with our partners, communities and young people
- Focusing our efforts on prevention and early intervention, seeking to nurture the protective factors that help our young people to stay safe and on a positive path
- Safeguarding and reducing the vulnerabilities of young people who are in need of more targeted support
- Taking an inclusive system-wide partnership approach, recognising and making best use of the unique ways in which our partners interact with young people and families
- Ensuring that resources are invested in evidence-based interventions

We will measure our success against the outcomes relating to:

1. Young people are safe, and feel safe from violence at school, at home and in their community.
2. Young People have healthy relationships with their family, peers, and trusted adults.
3. Young people are happy and confident, enjoying their lives and with positive aspirations for the future.
 - i. Young people are engaged in education and have positive, clear, and achievable goals.
 - ii. Young people have opportunities to engage in the kinds of positive activities they want to outside of school.
4. Young people trust and have confidence in the Police and other civic institutions.
5. Young people and those around them know how to access help when they experience problems and are confident to do so.

Following co-production and engagement activities, the strategy will be live from Q1 2019.

1. Wider Context

A successful strategy to prevent serious youth violence and improve outcomes for young people at risk needs all the key parts of the system – the Council, education, health, police and CJS, community, families – and crucially, young people themselves – to have a shared vision and aim, and a clear approach. To succeed we need our partners to take ownership of the Strategy, and to lead its delivery with us. Therefore, it is vital that they are engaged from the start and work with us on its production. Young people, in particular, must co-produce the strategy, if it is to engage and support them effectively. We must also work closely with parents and the practitioners who work directly with them.

We should recognise that this is a complex issue that requires a long term fix, but that we can also take action that will have impact in the short term.

The Young People at Risk Strategy will have links with a range of current and forthcoming strategies, including but not limited to the Borough Plan, Community Safety Strategy, MOPAC Knife Crime Strategy, Violence Against Women and Girls Strategy, Young People's Strategy, Early Help Strategy, Communities Strategy, and Local Plan. The Strategy will align with and support these strategies and plans, as set out in Appendix 1.

2. Vision

The following vision statement is proposed:

Communities which celebrate and nurture their young people; supporting them to fulfil their potential and to grow up safe from harm.

3. Outcomes

In order to reduce serious youth violence over the short, medium and long term, it is proposed that the strategy focuses on the following outcomes, which protect young people:

1. Young people are safe, and feel safe from violence at school, at home and in their community.
2. Young People have good mental health and have healthy, supportive relationships with their family, peers, and trusted adults.
3. Young people are engaged in and enjoy their lives, and have positive aspirations for the future.
 - i. Young people are engaged in education and have positive, clear, and achievable goals.
 - ii. Young people are engaged in positive activities outside of school.
4. Young people trust and have confidence in the Police and other civic institutions and are valued within the community
5. A community-wide approach to supporting young people at risk, with clear pathways into support.
 - i. Young people, parents, guardians, and the wider community know how to access help when they experience or perceive problems and are confident to do so.
 - ii. Practitioners are empowered and equipped to prevent serious youth violence and to intervene as early as possible in order to improve the life chances of young people at risk.

Serious youth violence can affect any young person, but both victims and perpetrators are more likely to have particular characteristics and life experiences. In particular, boys from BAME

communities, with SEND and /or mental health conditions, and in the central and East neighbourhoods are most likely to be affected. Reducing inequalities within outcomes 1-4, between those with different characteristics, is likely to be a key aim of this strategy.

4. Principles

It is proposed that the Council and the system-wide partnership adopt the following principles at the outset of the development of the strategy, noting that these are subject to the outputs of the workstreams set out in Section 9:

- Co-producing strategy and delivery with young people, families, and partners
- Delivering the right support at the right time
- Focus on prevention and early intervention
- Investing to save
- Ensuring evidence-based and intelligence-led support in order to ensure efficient use of limited resources, maximise impact, and achieve the best outcome from investment.
- Celebrating diversity and avoiding a 'one size fits all' approach to supporting young people
- Promoting equalities by combatting discrimination, harassment, and victimisation; promoting equality of opportunity; and fostering good relations between communities; recognising that BAME young people are overrepresented among those most at risk, while BAME communities are disproportionately impacted by serious violent crime
- Creating an environment that promotes young people's wellbeing and builds their resilience
- Encouraging opportunities for our young people
- Safeguarding and reducing the vulnerabilities of those young people who are most at risk
- Targeting support to the cohorts of young people who need it most
- Seeking to prevent the criminalisation of young people and recognising that young people who are exploited are victims rather than perpetrators
- Holding perpetrators of crime and those who exploit young people responsible for their behaviour
- Building stronger, more resilient, and more cohesive communities, where people are able to help themselves and support each other
- Working in partnership within a coordinated system

5. Strategic Approach

5.1. Moving to a more preventative approach

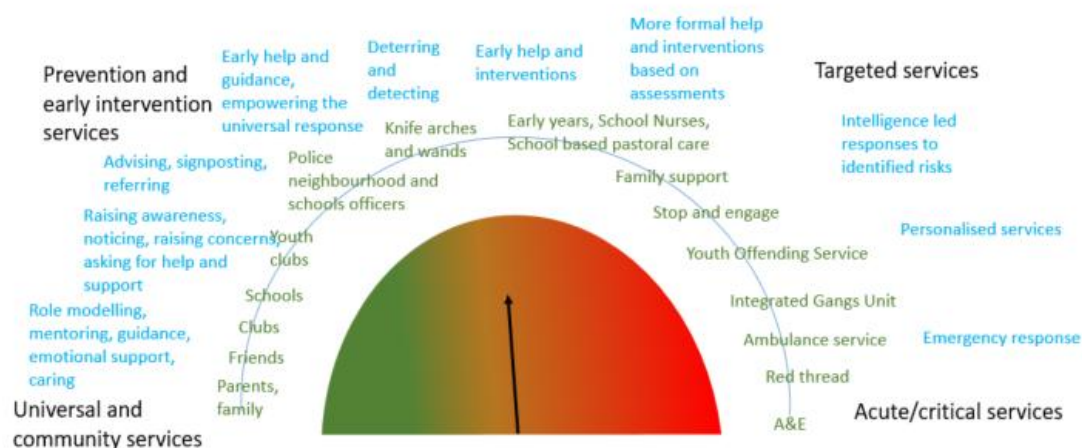
In order to achieve the outcomes above, we propose a strengths-based approach which offers support across the life course and at all levels of risk. The strategy would be rooted in the strong evidence that vulnerability is the root of youth violence and seeks to nurture the protective factors that help our young people to stay safe and on a positive path. In particular, there is a need to bolster the prevention and early intervention component of our current approach.

- **Prevention:** The Council and its partners will take a preventative approach to serious youth violence, starting from the early years, to nurture confident, happy young people who are supported by positive, stable relationships and have a wide range of opportunities to excel at schools and in communities in which they are and feel safe.
- **Early intervention:** The Council will either directly intervene or enable partners to intervene as early as possible in a young person's life if there is reason to believe that they are at risk

of becoming a victim or perpetrator of violent crime. This includes providing clear, accessible and trusted routes into targeted support at the earliest opportunity. Families, communities and schools are at the heart of this approach and support should be provided with the tools and support they need to help young people back on to a positive path, with confidence.

- **Targeted support:** Targeted support should be intelligence-led, and directed at the cohort of young people who are most vulnerable to becoming, or who have previously been, victims or perpetrators of violent crime. Targeted support should work to address the vulnerabilities of those young people who are most at risk, and their peers, through interventions to build positive relationships, tackle mental health issues and trauma, and address risky behaviours quickly and appropriately. A needs analysis will be undertaken to identify this cohort, but we are aware that young men from BAME communities are overrepresented among those who experience risk factors such as school exclusions and trauma, and are therefore likely to comprise a significant proportion of the young people most at risk.
- **Intensive support and crisis intervention:** Appropriate intensive support should be offered to young people already engaged in or on the periphery of gangs and violence. The emphasis should be on support, and not enforcement, wherever possible. This should include resource to mediate and resolve conflicts in the community.
- **Reintegration:** The strategy should also make provision for how the Council will work with the community and statutory partners to reintegrate ex-gang members and offenders and give them the opportunities to take a more positive path.

Whilst this is an approach rooted in the achievement of positive outcomes, we also recognise that there are times when enforcement is needed and we will also fully support the Police with this



where appropriate.

5.2. A system-wide approach

Youth violence is not an issue that the Council can tackle on its own. A system-wide, partnership approach is needed. Our key partners are: the families, friends and wider communities of our young people; the Police; schools; the voluntary and community sector; and health services. Each of these partners has a crucial part to play.

5.2.1. The Council

The strategy should recognise that the Council has a specific role to play as system leader, both in setting the strategy and in its delivery:

Strategy

- Set out a clear vision, including the strongest commitment to the safety and success of all of our young people and a celebration of their contribution to our Borough.
- Take an evidence-based approach to identifying what works.
- Set out the components of a system-wide approach, which identifies young people's vulnerabilities early and responds with appropriate support at the right time. Recognising that support is needed, not just for young people, but for their families and communities too.
- Work with our partners to define the role that each should play in this system-wide approach to reducing serious youth violence; identify the support that they need to play this role effectively; and seek to ensure that partners work together.
- Set out a clear, achievable delivery plan for implementing the strategy over the next 4 years.
- Coordinate the monitoring and evaluation of the Strategy across the partnership, and support and challenge all partners to respond to emerging evidence and issues.

Delivery

The Council will use a range of levers to deliver the strategy:

- **Direct delivery:** The Council directly delivers key aspects of the strategy including youth provision at Bruce Grove; creating safer neighbourhoods / ASB reduction; youth offending service; parenting support; creating employment opportunities for vulnerable young people.
- The new administration wants the Council to play a larger role in the direct delivery of youth provision, including detached youth workers and safe spaces across the Borough. Developing this will be a key focus of the strategy and delivery plan.
- **Commissioning:** the Council commissions a range of services that support the outcomes above. We should review the services currently commissioned, based on the available evidence, and consider whether this is the most effective package of interventions and whether they are being delivered in the most effective and efficient way.
- **Partnering:** The Council should seek to influence its partners to play their full part in delivering the strategy. This includes working with health services, the Police, housing providers, as well as families and communities. The Council should work also with its partners outside of the Borough (including MOPAC, the GLA and other Local Authorities) to maximise available resource and opportunities.
- **Capacity building and coordination:** the Council should play a coordination and capacity building role, particularly within the VCS (through Bridge Renewal Trust), but also in schools (through the HEP), health services and the wider community. We should share evidence of what works, map and identify gaps in provision, support funding bids, facilitate partnerships, and support professional development.
- **System pathways:** the Council has a key role to play in facilitating a joined-up system of support. This includes putting in place and promoting simple, accessible referral pathways; exploring new models of funding for tailored support; and developing information sharing

protocols and integrated working approaches such as joint assessment and lead professionals, as appropriate.

- **Lobbying and influencing:** the Council should lobby national and regional government for greater support and policy change, where appropriate.

5.2.2. Family

The strategy should recognise that resilient families are the best bulwark against young people becoming involved in violence. Some families find it more difficult to provide a stable, nurturing home for their children. This is a key risk factor for youth violence later in life as well as entry into the care system. There should also be better, earlier, and more targeted support, including from the wider community. These families need access to preventative and earlier interventions in order to reduce the need for intensive targeted support for parents and children later on. This will not only help to improve outcomes for children and young people but also help to prevent costly entries into the care system.

The teenage years can be challenging for parents. Parents of young people at risk report that they don't know where to turn for support when they sense that their children are beginning to get into trouble. The strategy should look at how to support parents to build their skills and confidence, and to provide them with clear and trusted pathways to support when they need it.

5.2.3. Communities

We need local communities to celebrate and support young people, to take ownership of local areas so that they are safe places to grow up, and to demonstrate that violent crime will not be tolerated. Community members need to feel confident to tackle emerging issues with young people in their community. Additional support might include:

- Cultural change within the community that establishes anti-violence norms
- Community-based mentoring
- Community response to incidences of violent crime

5.2.4. VCS

Community and voluntary sector organisations provide young people with opportunities to engage in meaningful activities that can enhance their life chances and provide routes out of offending behaviour. They provide opportunities to develop positive relationships with trusted adults, work through problems and safe spaces to enjoy time with their peers out of school.

We need strong VCS-led coordination of the local offer to young people.

- Bridge Renewal should continue to build capacity in the VCS to ensure that community-led activities are coordinated, evidence-based, intelligence-led, meet young people's needs, are delivered by skilled practitioners, are able to leverage external funding, and are able to demonstrate impact
- Encourage provision of safe places outside of the home and school where young people can spend time and engage in meaningful activities.

5.2.5. Schools

Schools are a key partner in delivering and facilitating preventative interventions and teachers are uniquely placed to interrupt the pathway to youth offending through a process of early identification and timely intervention.

We need schools to engage all young people in education, provide extra support to those most at risk and develop alternatives to exclusion. Schools should support young people to develop healthy relationships, including how to resolve conflicts peacefully. As such we will:

- Work with schools to build capacity to identify children and young people at risk early and build their confidence to intervene
- Foster cultural change across public service workforces in Haringey that raises our expectations and aspirations for young people as well as their own aspirations

5.2.6. Health

The strategy should recognise domestic violence and poor mental health as factors that can increase young people's risk of becoming a victim or perpetrator of violent crime, and as likely consequences of victimisation or exposure to violent crime. Children's and Adolescent Mental Health Services will therefore be a key partner in a system-wide effort to reduce the risk of violence to young people.

Healthcare settings also provide opportunities to identify families whose children may already be or later become at risk and deliver preventative and early interventions. Acute settings can also be an opportune place to provide victim support and deescalate conflict following an incident. As such, Haringey CCG, local NHS trusts, and individual hospitals will be important partners.

5.2.7. Police

The Metropolitan Police have a unique position and authority to tackle crime and are crucial to any reduction in youth violence. We need the police to foster confidence and build trust with young people, to respond proportionately to incidents, and to avoid criminalising or alienating young people. As such, we will:

- Foster cultural change across public service workforces in Haringey that raises our expectations and aspirations for young people as well as their own aspirations
- Develop pathways for referral that recognise multiple risk factors

6. Timescale

The following timescale is proposed for the Young People at Risk strategy:

Activity	Output	Target Date for Completion
Needs analysis	Identification of cohort(s) most at risk	July 2018
Evidence Review	Analysis of what works well in other localities	August 2018
Practice Review	Analysis of what works well locally	September 2018
Individual partner engagement	Feedback and partner buy-in	September 2018
Partner engagement event	Agreed partnership roles, responsibilities, and system-wide approach	September 2018
Corporate Board	Initial feedback on draft strategy	December 2018
Cabinet Advisory Board	Feedback on draft strategy	December 2018
Cabinet	Approval of strategy	January 2019

7. Workstreams

7.1. Needs Analysis

Officers will undertake a needs analysis to identify the cohort of young people most at risk and obtain a baseline assessment of the issues specific to young people in Haringey in order to inform effective targeting of interventions.

- Method: Initial workshops with the service leads will be followed by desktop analysis. Business Intelligence will compile the needs analysis and host a wrap-up workshop to secure agreement from the service leads. This will look at London wide needs analysis, as well as what is specific to the Haringey context.
- Output: A single document that identifies the cohort most at risk; sets out the prevalence and severity of the issues that they and their families face. This will form the basis for discussions with partners during engagement exercises and be a central item in the partner engagement event, as detailed below
- Deadline: Friday 27th July

7.2. Practice Approach

Officers will map existing services across Council, partner, and VCS provision that seek to address the issues highlighted by the needs analysis. Officers will then collate a single practice approach that captures the ways in which the partnership will work with young people at risk, their families, and their communities.

- Method: This will include a review of the different approaches currently used including Attachment Theory, Trauma-based approaches and others.
- Output: A document that sets out the partnership's single practice approach
- Deadline: Friday 3rd August

7.3. Evidence Review

Officers will undertake an exercise to build on the needs analysis and the practice review (below) by identifying what works well locally, in comparable London boroughs, and in other localities, to reduce the risk faced by young people. This will incorporate findings from the Godwin Lawson Foundation report on Youth at Risk, the YOS audit of the 20 most prolific offenders, and the scrutiny report on BAME disproportionality, as well as other relevant studies and reports.

- Method: Primarily desktop research in consultation with officers from the identified service areas, colleagues in other London boroughs, colleagues in comparable local authorities, local stakeholders, and academics in the policy area.
- Output: An evidence pack on young people at risk that underpins the strategy and its recommendations and which sets out the evidence base for programmes and projects that meet local needs, are suitable, are sustainable, and have a high likelihood of achieving the strategy's objectives

- Deadline: Friday 10th August

7.4. Practice Review

Officers will undertake a review of the current system-wide approach to addressing the needs of young people at risk across all partners with a view to identifying:

- Whether the current range of approaches and interventions are best practice
- Whether partners have the right skills and resources
- Whether appropriate referral systems and joint-working practices are in place
- What works well within the current approaches and what does not work well
- Opportunities to improve
- Risks to current service provision

Officers will engage with partners with a view to capturing learning, identifying opportunities, and aligning strategic approaches to the issues affecting young people at risk across the partnership. This engagement will also include young people and parents, with specific groups and opportunities to be identified through conversations with partners. The output of the review process will be a report for the Strategic Group and the Cabinet Member for Communities that includes a set of recommendations. Key partners to engage include the following:

Partner	Lead Contact(s)
Greater London Authority	Sophie Linden
Metropolitan Police	Helen Millichap
Secondary Heads Forum	Patrick Cozier
Primary Heads Forum	Maria Kokotsis
Haringey School Heads	Tony Hartney
Russ Lawrence	Haringey Sixth Form Centre
Andy Forbes	CONEL
BAME Head Teachers Group	Jane Blakey
Haringey Education Partnership	James Page
Frederick Guobadia	Haringey Involve Parent Participation Forum
Youth Offending Service	Jennifer Sergeant
Bruce Grove Youth Space	Alison Hackshaw
Youth Council	Meeta Mahtani
CAMHS	Fidelis Chibwe
Haringey CCG	Dr Peter Christian
North Middlesex University Hospital NHS Trust	Janet Saldiray
Whittington Health NHS Trust	Steve Hitchins
Bridge Renewal Trust	Geoffrey Ocen
Selby Trust	Sona Mahtani
Mind In Haringey	Lynette Charles
Godwin Lawson Foundation	Yvonne Lawson
NLPC Ltd	John Egbo
Project Future	Fatima Bibi
Victim Support	Karolina Bober
Young People	Appropriate forums and opportunities for engagement will be identified through consultation with the Cabinet Member for
Families	
Community	

	Communities, the above partners, and officers
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- **Methods:**
 - The Policy and Strategy team will facilitate workshops with service leads within the Council to identify current good practice, risks, and opportunities within existing provision.
 - The Policy and Strategy team will draw up an engagement framework that sets out the key questions and issues for discussion with each partner and subsequently arrange and facilitate engagement sessions and workshops with the identified partner contacts, to be attended by relevant service leads.
 - Through partner engagement, officers will seek to scope potential sub-groups to take forward delivery on identified priorities and embed a holistic and joined-up multi-agency approach. These sub-groups will be empowered to do investigate issues, make recommendations to partners, monitor partners' performance, and hold partners to account. These may include an Exclusions Task Force, informed by Haringey Corporate Delivery Unit's forthcoming report on school exclusions, and a Habitual Knife Carriers Panel
- **Outputs:**
 - A report to the strategic group which sets out what works well and what doesn't work well, and which makes a series of recommendations for interventions to be continued, those to be scaled up, and issues to be addressed across the partnership.
 - Defined sub-groups
- **Deadline:** Friday 28th September

7.5. Partner Engagement Event

Officers will arrange a forum for the above partners to come together and workshop the issues, the proposed strategic approach, and the outline of the strategy.

- **Output:** Agreement among partners of a single view of the issues as well as the proposed strategic approach.
- **Deadline:** Friday 28th September

7.6. Draft Strategy

Officers will draft the strategy, incorporating the views of partners, the Cabinet Member for Communities, and the Leader; the evidence base; the results of the needs analysis and the practice review; and the single practice approach.

- **Output:** The draft strategy and papers for Corporate Board, CAB, and Cabinet.
- **Deadline:** Friday 26th October

8. Delivery Planning

Delivery plans will be developed that set out how the strategy will be delivered as well as timescales, responsibilities, and performance measures for delivery. These will be co-produced with partners in order to ensure strategic alignment, prevent duplication, and maximise opportunities to achieve the strategy's proposed outcomes. Recognising the need for clarity in the delivery plans, the Council will approach the delivery planning process with an open mind and an intention to secure a joined-up system-wide set of plans.

9. Monitoring and Evaluation

Delivery plans will include targets against defined objectives. Progress towards achievement of these targets will be monitored on an ongoing basis and evaluated periodically in order to identify and address any delivery issues. Partners will be encouraged to share performance data in order to enable a system-wide view of the partnership's performance. Performance data will also be open to young people and families involved in the design of the strategy so that the community's voice can shape its delivery on an ongoing basis.

10. Governance

A Young People at Risk Strategic Group will oversee the development of the strategy. The Strategic Group's roles and responsibilities will include:

- Ensuring that the workstream leads deliver their outputs
- Defining the strategy's vision, principles, outcomes, and objectives

The Chief Executive will chair the Strategic Group, with the Policy & Strategy Team acting as the secretariat. The membership of the Strategic Group will be as follows:

- Chief Executive
- Director of Children's Services
- Director of Environment and Neighbourhoods
- Assistant Director for Early Help and Prevention
- Assistant Director for Strategy and Communications
- Assistant Director for Commissioning
- Head of Community Safety and Enforcement
- Head of Targeted Response and Youth Justice
- Head of Policy & Cabinet Support
- Consultant in Public Health
- Policy & Equalities Officer
- Metropolitan Police Representative
- Haringey Schools Representative

The Strategic Group may co-opt additional members by agreement and may invite additional officers and other stakeholders to attend on an ex-officio basis to advise and guide on specific issues.

Meetings of the Strategic Group will be held on a monthly basis until the Young People at Risk Strategy is approved by Cabinet. The Strategic Group may decide to continue to meet after the strategy is approved by Cabinet, at which point its purpose and membership will be reviewed.

The Strategic Group will report to the Cabinet Member for Communities in the Cabinet Member's Strategic 1:1 meetings and to the Cabinet sub-group on Young People at Risk in order to update the Cabinet Member on the progression of the strategy development and ensure that political priorities are incorporated into the workstreams and the content of the strategy as appropriate.

The Strategic Group will coordinate engagement with relevant partnership bodies and forums, including but not limited to the Community Safety Partnership, the Early Help Partnership Board, and the BAME Network.

11. Resourcing

There is no additional money for this. We are operating in a financial context where funding cuts by central government have seen a real terms reduction of 40 per cent in council funding since 2010. More than £160million has already been saved, and further savings need to be found. Therefore, we need to **be relentlessly strategic and evidence-based to ensure money goes as far as possible, through:**

- **re-prioritising existing resources**, removing duplication and focussing on what works; including being prepared to stop activity that is not going to deliver clearly against the strategy.
- **Securing additional funding through grants**, such as the Young Londoners Fund and wider opportunities such as MOPAC joint funding applications.
- **Being entrepreneurial**; taking the opportunities that may be available to bring resources in to support the strategy (eg partnerships with the private sector, Haringey Giving)

However, it is important to recognise that this strategy will help the Council and the wider partnership of public sector bodies to meet medium- and long-term financial objectives. Keeping young people safe, preventing them from entering the criminal justice system, fostering resilient social networks, and working to improve young people's mental health and increase their aspirations while reducing inequalities will have a long-term positive financial impact through:

- Fewer entries into the care system
- Reduced demand for acute healthcare
- Reduced need for criminal justice interventions
- Reduced need for alternative educational provision
- Improved educational outcomes and employment prospects

Within this strategic approach, we must also ensure that we are creating space for innovation, particularly through community-led grassroots approaches.

12. Next Steps

- **Agreement of timeline and responsibilities:** It should be recognised that delivering the type of approach outlined above is going to be a long-term process, but that there are actions that can be taken quickly which will have impact.
 - The strategy will take around six months to produce.
 - There are opportunities to secure grant funding for new activity and to sharpen our focus in the shorter term.

Appendix 1: Strategic Context

Borough Plan (2018-22)

The Young People at Risk Strategy will sit under the 'People' and 'Place' themes of the Borough Plan. It will support the 'People' vision of "A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential" and the associated outcome for "All children and young people across the borough, [to] be healthy and happy as they grow up, feeling safe and secure in their family and in our community." It will support the 'Place' vision of "A place with stronger connected communities where together we improve our environment by making it safer, cleaner and greener whilst enabling people to lead more active and healthier lives" and the associated outcome of "A safer place."

Fairness Commission (2018-19)

Without pre-judging the conclusions of the Fairness Commission, the Young People at Risk Strategy will align with its strategic goal of reducing inequalities, most notably for young people from BAME communities.

Community Safety Strategy (2018-22)

The Young People at Risk Strategy will sit under the Community Safety Strategy and be aligned to its vision and certain relevant outcomes. It will support the Community Safety Partnership's collective effort "to make Haringey one of the safest boroughs in London" by enabling greater safety among young people. It will enable achievement of certain outcomes by focusing on young people. Specifically, it will help reduce the number of high harm crimes committed by and against young people, and increase young people's confidence in the police and local authority.

Violence against Women and Girls (VAWG) Strategy (2016-26)

The Young People at Risk strategy will support the VAWG strategy's vision for Haringey "to become one of the safest boroughs in London for women and girls in which no form of abuse is tolerated." Its approach will align with the VAWG strategy's priorities to develop a coordinated community response to VAWG, prevent VAWG, support victims/survivors, and hold perpetrators accountable. It will support the delivery of the strategy's outcomes:

1. Community groups play a key role in building the resources of victims/survivors to help deliver lasting improvement in their lives.
2. Community groups and champions provide safe spaces for disclosure and know how to respond appropriately.
3. Views that condone or support violence against women and girls are challenged and changed.
4. Education and community initiatives promote positive attitudes.
5. All services are trained and supported to take active steps to identify signs of abuse.
6. All services are equipped to support victim/survivors in a way that delivers lasting improvement in their lives.
7. Perpetrators of abuse are held accountable for their actions and supported to change their behaviour.
8. Perpetrator programmes support the safety and recovery of victims.

Young People's Strategy (2015-18)

The Young People at Risk strategy will support the Young People's Strategy's vision for the Council to "will work with local communities and partners to enable young people to thrive and flourish: to be safe, sociable and successful." It will align with the strategy's principles to:

1. Recognise that young people need to be engaged and remain in employment, education or training in order to gain the relevant skills for future employment which enable them to thrive and achieve;
2. Work with young people to design and deliver support and services and encourage their participation in decisions that affect them;
3. Ensure young needs are met at the earliest opportunity;
4. Build strong partnerships with a wide range of stakeholders to invest in young people;
5. Align funding sources, and resources, with partners to increase opportunities and avoid unnecessary duplication of activities

The Young People at Risk strategy will support delivery of the Young People's Strategy's strategic priorities of ensuring that young people in Haringey are valued for the positive contribution they make to communities and the economy; establishing clear pathways into an attractive and relevant range of employment, learning and enterprise opportunities; enabling good quality health and wellbeing outcomes; and engaging to reach vulnerable young people and intervening to ensure their safety and wellbeing.

The Young People at Risk strategy will build on commitments in the Young People's Strategy to:

- Provide quality pathways and skills to develop and support aspiration in order to help all young people to take up learning, employment and enterprise opportunities
- Ensure early identification and intervention of health and wellbeing needs
- Adopt strengths-based focus on the vulnerable child within a holistic family context to intervene effectively with the most vulnerable young people and effect change
- Develop a multi-agency assertive outreach approach to engage with young people on the edge of offending, exclusion, gangs, and at risk of child sexual exploitation
- Provide holistic family support for young offenders to prevent re-offending and promote access to skills and life opportunities
- Raise awareness of risk factors across all partners to better identify and address unmet need earlier
- Challenge ourselves, and partners, to shape activities to enable more young people to feel safe
- Encourage more effective reporting from young people
- Consider how we can adapt the built environment so that the threat of crime is reduced
- Challenge the police, and other partners, to be more visible to young people
- Continue to build confidence
- Reduce the number of women and girls experiencing forms of violence

Early Help Strategy (2015-18)

The Young People at Risk strategy will support the Early Help Strategy's vision to "work together with families to ensure that every child in Haringey has the very best start in life, including through world class education." Its approach will align with the strategy's priorities to deliver prevention and early intervention to reduce escalation of need; enhance access to and co-ordination of integrated services; sustain resilience for children, young people and families; and increase equity of access to

quality provision for all children, young people and families. It will also align conceptually with the Early Help Strategy's principles of promoting equalities, empowering communities, working in partnership, taking a customer focus, and achieving value for money.

Communities Strategy (2015)

The Young People at Risk strategy will be informed by the Communities Strategy's vision to "work with communities to achieve their ambitions, by making best use of the strengths of the borough and ensuring that we build capacity and foster independence and self-reliance." It will align conceptually with and support the delivery of the strategy's objectives to "increase community participation, deliver open and customer-led services that enable residents to participate in the design and delivery, increase independence and self-reliance within communities, facilitate positive community conversations enabling residents to make socially responsible and sustainable choices." It will also make use of the strategy's 'Toolkit for Engagement' in order to ensure that it is co-produced with the community and with young people.

Local Plan (2017-27)

The Young People at Risk strategy will support and align with the Local Plan's vision statement for Haringey in 2026:

"Haringey is a safe borough where people feel secure and confident and can enjoy all the wonderful spaces and places the borough has to offer. Crime and the fear of crime have reduced. Haringey has high quality buildings and public realm guided by international and national best practice. The borough's open spaces are of high quality, accessible for all residents which are safe and secure, and provide appropriate facilities [...] Haringey has a healthy population. All residents have access to health and education facilities and social and community services, and enjoy a healthy lifestyle and improved quality of life and well-being which is measurable across the borough."

The Young People at Risk strategy will accordingly align with three of the Local Plan's strategic policies:

- Safer for all by reducing both crime and fear of crime through good design and improvements to the public realm and by creating safer, cleaner streets
- Healthier people with a better quality of life by providing better housing, meeting health and community needs and encouraging lifetime wellbeing at home, work, play and learning
- People and Customer Focused by providing high quality, accessible services that give value for money, respond to people's need and meet their aspirations. Put greater emphasis on community engagement and tackle social exclusion

The Young People at Risk Strategy will sit under the broader Young People and Community Safety strategies, forming a key component of both.

