

## MUNICIPAL YEAR 2018/2019 REPORT NO.

**MEETING TITLE AND DATE:**  
**ACTION TO BE TAKEN UNDER**  
**DELEGATED AUTHORITY**

**REPORT OF:**  
Executive Director of  
People

**Agenda – Part:**

**Item:**

**Subject: NEXUS – support programme for schools and young people**

**Wards:**  
**Key Decision No: 4911**

**Cabinet Member consulted: Cllr Keazor**

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### 1. **EXECUTIVE SUMMARY**

Given the increase in youth crime, violence, and exploitation in Enfield the council has invested £1 million over two years into a range of interventions and diversionary activities to reduce violence and exploitation e.g. through support to schools to reduce exclusions and provide additional support and activities to young people as risk of criminal involvement. At the core of this offer is Nexus, a programme that will be led by the Secondary Behaviour Support Service and which with the Youth Development Unit will provide the overarching support programme for engaging schools and young people, as part of the Council's wider Early Help Offer.

The main aim is to connect with young people, parents, schools, the voluntary and community sector, faith groups, local businesses, professionals and the police, not only to make Enfield a safer borough to live in, but to empower our community to unite together and stay connected by forging positive relationships.

Although our intention is to see a reduction in criminal involvement it is difficult to measure what proportion of young people who are involved in the programme who would have become involved in criminal activities without this intervention. There is clear evidence that young people respond well to diversionary activities and that pupils who are in school are less likely to become involved in criminal activities.

### 2. **RECOMMENDATIONS**

### 3. **BACKGROUND**

To agree the establishment of the programmes within the report

Serious youth crime has been a concern in Enfield for over a decade and it is a problem that is increasing as is the criminal exploitation of young people e.g. through drug dealing. The prevention of crime, violence and exploitation involving young people and ensuring all young people have a chance to maximise their potential is thus a priority action in Enfield. This fits with Enfield's Safeguarding Adolescents from Exploitation (SAFE) strategy, which recognises that as well as taking a whole-family approach, we account for every context and environment that adolescents encounter beyond their family.

Ensuring the safety and wellbeing of young people and reducing their involvement/risk of involvement in crime is of critical importance. • Schools can put young people at an increased risk of experiencing violent crime when they exclude them either on a temporary or permanent basis. Due to these concerns £1million has been provided to help tackle this problem. This report sets out how the funding will be utilised and to support young people to make positive choices. It includes an overview of what will be provided and how this will be coordinated and managed. This is a far-reaching programme with a number of strands primarily delivered by the Secondary Behaviour Support Service (SBSS) and the Youth Development Unit.

The programme will link with the other crime reducing projects in operation across the council, especially the Supporting Families Against Serious Youth Violence (led by Director Childrens Services – involves 4 primary schools, will work with Y5&6 at a whole school level as well as individual family/ child intervention for at risk children) and Serious Youth Violence Data Project (led by Public Health). Enfield's Early Help Offer, which is being delivered under the auspices of the Family Resilience Strategy, is primarily focussed on early intervention being provided for parenting and developmental issues, particularly in the Early Years. This project will complement the programme by focussing on work with children and young people at higher levels of risk. There will also be opportunities to link with local FE colleges, including CoHENEL.

This is a preventative programme, our aim is to prevent young people becoming involved in crime, this is difficult to measure, however we know that young people who are excluded from school are more likely to engage in criminal activity and to become NEET/NK. Our success measures will focus on reducing exclusions and increasing youth participation in diversionary activities.

## **Aims of the Project**

- To reduce the number of secondary school exclusions across Enfield by working closely with schools on preventative interventions. (58 PEx in 2017-18, most recent validated data)
- To reduce the number of Fixed Term exclusions (3100 FEx 2017-18)
- To prevent young people engaging in criminal activities including reduce offending and re-offending, particularly regarding violent and gang related crimes and criminal and sexual exploitation.
- To evaluate the impact of specific programmes on exclusions and youth crime

**What the project will do:**

- provide a holistic and sustainable approach to assist in the well-being of parents and children, working collaboratively with early help services
- recruit and train volunteers from the local community to act as mentors to work with young people in mainstream schools and alternative provision
- increase Outreach and Detached youth work in the borough to ensure harder to reach young people are engaged into positive activities.
- recruit a community liaison worker to work with the parents of the mentored children to promote positive relationships within the family.
- create a public forum for parents to foster positive parenting practices in the borough and ensure links with the wider LA parenting offer
- engage with faith groups, sharing information and working together
- provide effective targeted support and programmes for children most at risk of becoming involved in the criminal justice system
- quality assure all new external establishments that want to engage with our parents and young people under this banner. Making sure they have a full understanding of the vision of making Enfield a safer place
- link up with organisations that will visit schools and inspire our young people; to spread confidence back in our community
- share information between the local businesses, police, schools, the voluntary and community sector and the local authority for the safeguarding of our young people

**Outreach and Detached Youth Work (YDU)**

The Head of the Youth Development Unit will utilise the funding to recruit and deploy extra sessional youth workers in order to increase patrols in areas of concern to ensure harder to reach young people are engaged. By increasing the use of this successful model of engaging with the Young People on the streets and attracting them into the youth centres we will ensure that more young people become engaged in positive activities and are diverted from negative pursuits.

This will involve increasing the Youthwork Outreach patrols in Southgate, Edmonton, Enfield Town, Highway, Turkey Street and Enfield Lock areas and will see an increased offer at the Youth Centres. The Youth Centres have become increasingly busy and are struggling to cope with demand and additionally there have been calls from the Police and other agencies to open them more often and for longer periods. This extra funding will ensure that more young people can be supported in the centres and they can continue to provide a diversion for young people.

Specifically:

- Providing additional Open access youth club sessions at all youth centres.
- Ensuring that there is holiday provision at the Youth Centres in Half term and school holidays.
- Ensuring that there is a targeted, bespoke, support programme for those young people involved/at risk of youth crime
- Further developing the Youth Academy Award Programme to develop young leaders across Enfield

## **Nexus**

This is the project name for the work that the Secondary Behaviour Support Service (SBSS) will be coordinating. This will include:

### *Mentoring*

The project coordinator and the Head of SBSS will recruit and train volunteer mentors. These mentors will support learners in our schools to make positive choices. The intention is to work with local faith groups, the voluntary sector and community groups to identify opportunities to engage young people in youth activities and to recruit volunteer mentors from faith communities. With volunteers mentoring in our schools we aim to reduce permanent exclusions. Mentors will also be provided to pupils who change school as part of the Managed move Process within the LA.

This will support those young people to have a positive fresh start and to avoid permanent exclusion.

### *Community Liaison*

A newly recruited community liaison worker will support schools and families on the edge of exclusion, this will supplement the work of the parent support advisors who currently support school behaviour panels. This worker will link families and community volunteers together and help facilitate parent forums. The community liaison worker will be the key contact for faith groups and will sign post families to faith and community groups. This post holder will also be key in signposting other Council and voluntary sector services. Parenting workshops will also be set up to provide a safe space for parents to access information, this will be pre-parenting course work but will signpost parents into more appropriate support as needed. This could include the wider parenting offer provided by Educational Psychology, Parent Support Service, Change & Challenge and other early help services.

### *CHiPs*

We will work with ECYPS to reinvigorate the Community Help Point Scheme. ECYPS will recruit, vet and train local businesses, the council will publicise the scheme and ensure that schools share the information with their pupils.

### *Holler*

The Holler programme has been set up by Justin Cochrane the England U15 football coach and we are pleased that this programme will be offered to all schools in Enfield without charge. This organisation will recruit and train volunteers who are successful in their field to work with schools providing inspirational talks to young people and helping to support their positive decision making.

### *Butterfly Programme*

This girls project consists of a specialist twelve-week programme, covering subjects such as aspirations, self-esteem, cyber bullying, e-safety, body image, decision-making and healthy relationships as well as providing one to one coaching/mentoring for girls and young women with particular difficulties or those demonstrating risky behaviour.

The Butterfly Programme helps to build the self-esteem and confidence of girls and young women aged between 11 and 16 years of age, in addition to raising aspirations and supporting them to become resilient and capable

adults. The programme will target girls at the PRU and in other schools across the LA.

### *Boxing club*

SBSS will be working in partnership with the Joe Morris Legacy to set up a community boxing club in Ponders End. This will be primarily for children from age 7, however adults will also be able to access the facility.

The main aim of the boxing club is to engage young people positively through the sporting discipline of boxing and to promote community cohesion.

There is a growing body of empirical evidence as to impact of boxing to disaffected young people, whilst the statistics highlight that it is predominantly males who are the perpetrators of gang and knife crime, we are acutely aware that there is risk of girls becoming embroiled in criminality; either in the gang culture or for sexual exploitation. Therefore, we will be developing female specific sessions. To ensure that our project has maximum impact we will be including a mentoring element to every session to ensure that young people have the opportunity to disclose any fears or concerns they have in their personal lives and provide direction and support to make future positive life choices. This will also ensure that mentor is able to spot any indicators and signs that the young person is on the cusp of the criminality and take steps accordingly to prevent this or escalate it to the authorities.

Wrapped around this will also be an education programme where professionals will be educating the young people on a range of topics and issues, they may face in their lives such as: drugs and alcohol awareness, sexual health, healthy diet and realistic elements such as how to deal with injuries/wounds should the situation arise. This programme will be supported by a member of staff from the SBSS and the Education Psychology Service. There will be an outreach programme to engage with schools and we intend this project to be a community resource. There will be links with YOU and local community groups.

### **Staff Development**

Working with the schools and services we will increase the staff training and development opportunities to ensure that best practice is shared. Training will include:

- De-escalation techniques
- Attachment Friendly Schools
- Speech and Language training
- Whole school behaviour management

### **NEET Support**

The programme will ensure that Careers advice and support is provided to the most vulnerable pupils, supporting their access to education and training. We will also explore best practice in identifying young people who stop attending school after year 11. It is our statutory responsibility to monitor NEETs and this programme will reengage services and schools with the group of young people who become NEET or Not Known.

### **Additional PRU Support – Early Intervention and Prevention**

The PRU will develop a Turnaround Programme for schools to use as an early intervention programme to equip young people at risk of exclusion with better communication skills. This will support vulnerable young people to make better choices and to communicate better with adults in school. The programme will equip them with classroom survival skills. This is a 6-week programme that will be offered to schools across the LA. Pupils will receive support to reintegrate back into school.

**Spending Plans** – the additional funding will cover (Per Annum subject to review) (Staffing costs are estimated based on restructure)

Nexus Coordination	£55,000
Administration	£30,000
Full-time community Partnership Liaison worker	£35,000
Boxing Club Coach and overheads	£45,000
Vol. Mentoring & Training	£25,000
Volunteers expenses	£10,000
Upskilling teachers to reduce exclusions	£45,000
Resources & marketing	£10,000
Parenting Forums	£15,000
Inspirational Speakers and outside professional support	£15,000
Business & Community Safeguarding Project (CHiPs)	£34,500
Additional summer sports Activities	£5,500
Additional targeted support for PRU pupils	£30,000
NEET Support	£20,000
Youth workers	£125,000
Total	£500,000

**Measuring Impact:** The projects will be overseen by a project monitoring board involving key colleagues across the department. This board will be responsible for overseeing the impact and monitoring the work of the teams. The board will be chaired by the lead member, meet half termly and engage key stakeholders. The board will review the value for money of each of the initiatives.

Each of the elements of the project will have an access target and the young people will be tracked to see the longer-term impacts. The board will oversee the monitoring and evaluation of each element of the programme. Our intention is to work with young people who are at risk of exclusion but not yet involved with criminal activity. Our intention is to prevent these young people from being excluded or becoming known to the YOU.

Programme Element	Access Target (Min)	Success measure
Mentoring	170	<ul style="list-style-type: none"> <li>Each secondary school has access to a volunteer mentor.</li> <li>Reduction in exclusion both in terms of permanents and fixed term.</li> <li>Reduction from 2017-18 validated data across the LA with a particular focus on high excluding schools.</li> </ul>
Community Liaison, this targets families who attend Behaviour panels	40 families	<ul style="list-style-type: none"> <li>Testimonies from families</li> <li>Attendance of YP in school</li> <li>Behaviour incidents to reduce in school</li> <li>Target pupils to remain in education</li> </ul>
Holler	5000 students in 2yrs	<ul style="list-style-type: none"> <li>Students access a range of role models and motivational speakers</li> <li>Holler speakers to visit 75% of schools over two years</li> </ul>
Butterfly	36 girls	<ul style="list-style-type: none"> <li>Students reintegrated back to mainstream if at PRU</li> <li>Other students feel safe in their community – Pupil Voice surveys</li> </ul>
Summer sports activities		<ul style="list-style-type: none"> <li>16 young people per session</li> </ul>
Boxing club	50 members of the club	<ul style="list-style-type: none"> <li>50 Members in first year</li> <li>60% retention of original</li> </ul>



	136 YP outreach	members in year 2 <ul style="list-style-type: none"> <li>• Outreach programme delivered in 80% of schools</li> <li>• Sessions are at 80% capacity (25 per session)</li> </ul>
Staff Training	100 key staff trained	<ul style="list-style-type: none"> <li>• Evidence from school reviews shows training is impacting in the classroom</li> <li>• Reduction in behaviour incidents for key groups</li> </ul>
NEET		<ul style="list-style-type: none"> <li>• Reduction in post 16 not knowns from 8.2% in 2018</li> </ul>
Detached Youth workers	800 young people to engage in positive activities	<ul style="list-style-type: none"> <li>• 500 young people to engage in positive through our open access youth provisions each year</li> <li>• Detached and Outreach team to engage 250 young people each year and divert / sign post to desired services.</li> <li>• 50 young people to be recruited and trained as young leaders</li> <li>• 32 young people to receive mentoring intervention through targeted intervention - referral from Youth Offending Unit, Change and challenge and our open access youth provisions</li> </ul>

#### 4. ALTERNATIVE OPTIONS CONSIDERED

Various discussions have been held at various levels regarding options and the options set out in this report are consider the ones that will be the most effective and economic and best utilise this funding to increase community resilience

#### 5. REASONS FOR RECOMMENDATIONS

The activities set out in this report augment current services in the most efficient, effective and economic way, increase community resilience and will link up existing services. Additionally, the programme as set out ensures that Enfield maintains oversight, quality assurance and performance management of the extra provision.

## **FROM OTHER DEPARTMENTS**

### **5.1 Financial Implications**

£0.5m per annum is allocated within the 2019/20 and 2020/21 budgets to fund an enhanced mentoring programme and data analytics to enable targeted early intervention for young people at risk of involvement in serious youth violence.

The exit strategy must be considered, e.g. creating the posts on a fixed term basis.

### **5.2 Legal Implications**

5.3.1 Local authorities in England have wide powers and duties in the areas covered by this report.

5.2.2 In relation to general wellbeing and public health, a local authority is required to take 'such steps as it considers appropriate for improving the health of people in its area' under section 2B(1) of the National Health Service Act 2006.

5.2.3 In relation to the service proposed to support young people at risk of NEET, section 68(1) of the Education and Skills Act 2008 requires a local authority to make available to young persons 'such services as it considers appropriate to encourage, enable or assist the effective participation of those persons in education or training'. Statutory guidance has been issued on this duty – 'Participation of Young People in Education, Employment or Training' (September 2016).

5.2.4 A local authority also has the duty under Paragraph 4(1) of Schedule 2 of the Children Act 1989 to 'take reasonable steps, through the provision of services under Part III of this Act, to prevent children within their area suffering ill-treatment or neglect'.

5.2.5 Section 112(1) of the Local Government Act 1972 permits a local authority to appoint such officers as they think necessary for the proper discharge of their functions.

5.2.6 The proposals set out in this report fall within the legislation and guidance set out above.

### **5.3 Property Implications**

*None.*

## **6. KEY RISKS**

There is a significant risk is the funding is not directed to these programmes that exclusions will increase and that there will be more young people at risk of exploitation and criminal involvement.

The project uses a significant number of volunteer mentors in order to reduce safeguarding risks, all volunteers will have an enhanced DBS check and will receive training and support in relation to safeguarding and to develop their role as effective mentors. There will also be a programme of regular supervision in place to provide ongoing support

The programme board is intended to mitigate the risk of poor performance and will ensure that all work is monitored, and impact analyses is used effectively.

In order to reduce risk of redundancy to the council all posts associated with this will be on fixt term contracts.

## **7. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **7.1 Good homes in well-connected neighbourhoods**

### **7.2 Sustain strong and healthy communities**

This programme will ensure that young people, most of whom are BAME and/or from deprived communities, who are involved in, or at risk of, involvement in crime as victims and/or perpetrators) and exploitation are supported to try and help them attain their maximum potential. Particularly it will ensure those at risk of exclusion have access to support to enable them to remain in school and be successful learners. Extra bespoke support will be provided for the most vulnerable pupils to ensure they are kept engaged with education and training.

A key aspect of this programme is to further develop community resilience. The programme aims to bring together a number of community partners and to quality assure provision going into schools. This will promote community cohesion and engage partners in addressing serious youth crime. The project will provide support to your people and positive community-based role models. This will help the community to address the problems of youth disengagement in their areas and to make a positive contribution.

### **7.3 Build our local economy to create a thriving place**

*(All reports should show how the proposals meet the Council's Corporate Plan 2018-2022 of Creating a Lifetime of Opportunities in Enfield. This could be a combination of positive/negative and/or neutral and should consider the full range of the Council's manifesto commitments. If you require any advice on completing this section, please contact Shaun Rogan – Head of Strategy, Partnerships, Engagement and Consultation (ext.3836).*

## **8. EQUALITIES IMPACT IMPLICATIONS**

An EQIA has been completed and there are no concerns raised. The programmes will work with vulnerable young people and we will monitor access and impact data based on protected characteristics.

## **9. PERFORMANCE AND DATA IMPLICATIONS**

The board will monitor the impact of each project in terms of pupil engagement and exclusions. Our key data sources will come from a range of sources including attainment data, exclusions and participation data.

## **10. PUBLIC HEALTH IMPLICATIONS**

Serious youth violence and exploitation are significant Public Health issues influencing the wellbeing of children and families directly involved as well as the wider community. By collaboration with local communities, schools, families and young people to reduce serious youth violence and exploitation this project is likely to have a positive impact on the well being of residents of Enfield as well as supporting young people to reach their potential. By addressing issues such as mental wellbeing, positive family functioning, employment opportunities, educational attainment, community capacity and reducing offending outcomes the project will also contribute towards addressing wider inequalities.

### **Background Papers**

*(NOTE: Text in italics is for guidance only, please remove when preparing your report.)*