

# Brent Youth Strategy

## 2021-2023



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## LIST OF ACRONYMS

Acronym	Explanation
ACE	Assistant Chief Executive's department
BCAP	Black Community Action Plan
BEN	Brent Environmental Network
BYP	Brent Youth Parliament
CAMHS	Children and Adolescent Mental Health Services
CDS	Customer and Digital Services
CVS	Community and Voluntary Sector
CWB	Community Wellbeing
CYP	Children and Young People's department
DFE	Department for Education
EHCP	Education, Health and Care Plan
ES&E	Education, Skills and Employment
FWC	Family Wellbeing Centre
HAF	Holidays, Activities and Food
JSNA	Joint Strategic Needs Assessment

Acronym	Explanation
LBoC	London Borough of Culture
LCEP	Local Cultural Education Partnership
NCiL	Neighbourhood Community Infrastructure Levy
NEET	Not in Education, Employment, or Training
PRUs	Pupil Referral Units
R&E	Regeneration and Environment department
SEND	Special Educational Needs and/or Disabilities
SENDIASS	Special Educational Needs and/or Disabilities Information, Advice and Support Service
VCS	Voluntary and Community Sector
YBF	Young Brent Foundation
YIF	Youth Investment Fund
YP	Young People
YSDG	Youth Strategy Delivery Group

## FOREWORD

**A**s Cabinet Member I'm very honoured to have the opportunity to introduce a new Brent Youth Strategy to reinvigorate our services for the next generation.

This strategy belongs to the young people of Brent. At every stage it was designed to represent their voices. The ideas and opinions we heard underpin both the strategy and our plan for delivery. I would like to thank every young person who took part for their time, energy and commitment.

The Independent Brent Poverty Commission, which reported in 2020, was a hugely impressive and important piece of work. It laid bare the huge challenges many people – especially the young – face in our borough. I am determined that we will not shirk from this challenge and am pleased that this strategy starts to set out how the council will work together in tackling poverty, inequality and social exclusion to improve outcomes for local young people.

But the council cannot achieve all of this on our own. This is why we collaborated closely with partners, including the voluntary sector, across Brent. I know that, as we work to deliver on the commitments in this strategy, our partnerships will grow and develop still further.

Central to our vision is a long-term approach. I want this strategy to make a difference in our borough for many years, so, I am pleased it will provide a statutory framework that will support future funding bids and improve service co-ordination.

Brent is a young, diverse and vibrant borough. Its young people are conscientious, articulate and determined. They deserve the very best we can offer and I am confident this strategy will deliver just that.

### **Cllr Margaret McLennan**

Cabinet Member for Children's Safeguarding,  
Early Help and Social Care



## PURPOSE

For youth services, local authorities have a statutory duty to secure access to positive activities, including educational and recreational leisure-time activities, 'so far as reasonably practicable'. This qualifier means that there is significant variance in national and regional arrangements for youth provision, generally reflecting available resources.

In Brent, youth provision is successfully delivered by a wide range of skilled and passionate individuals, groups and organisations of all sizes. This includes many trusted and high-quality offers that engage and support young people in their communities and across the borough; delivering activities and improving wellbeing. These partners have strong links and collaborative relationships with many Brent services – including those that support vulnerable and disadvantaged young people – to help plan, coordinate and promote provision.

This strategy has been co-developed and co-produced by local young people to ensure their youth provision can best meet their collective needs and enable all of Brent's young people to thrive.

It has been produced in response to the recommendations of Brent's Independent Poverty Commission, aimed at helping reduce poverty, inequality and social exclusion across the borough.



### Population

In Brent there are around **28,400 young people aged 13-19** – this group makes up around **8%** of the Brent population

### Special educational needs and/or disabilities

**2,805 young people aged 0-25** are supported through an EHCP (education, health and care plan)

### Diversity – ethnicity

Over three quarters of Brent pupils (**77%**) are from Black, Asian and Minority ethnic groups including **33%** from Asian groups and **23%** from Black ethnic groups

### Diversity – language

**Over two thirds of Brent pupils (68%)** have a first language other than English. In total, around **150 different languages** are used by Brent pupils

### Child Poverty

**Around 22% of children** in Brent live in poverty. This rises to **43%** where housing costs are considered

### Exclusions

**0.14%** of pupils are permanently excluded from Brent Secondary schools  
For England as a whole this is **0.20%**

### School attainment

Brent pupils have a **0.47 average** Progress 8 score – around half a grade more progress in each of their eight subjects at secondary school than pupils nationally

Brent pupils have an average **50.2 Attainment 8 score** – above both the London and national averages

On average, Brent pupils attain a grade C in each of their three A Level subjects – **equal to both the London and national averages**

### In Care

**38 out of every 10,000 children** in Brent are in care.

For England as a whole this is **67 out of every 10,000 children**

## VISION

Young peoples' vision for their ideal Brent is:

a place of endless opportunities, where young people are empowered to express themselves and dream big;

This includes:

The necessary resources and support for every young person to achieve their highest ambitions;

Spaces and places where young people can be together, have fun and feel like they belong;

Active, caring and united communities, where everyone has a voice and is heard;

A place of safety, happiness and peace;

A clean and eco-friendly environment that is treated with respect by all

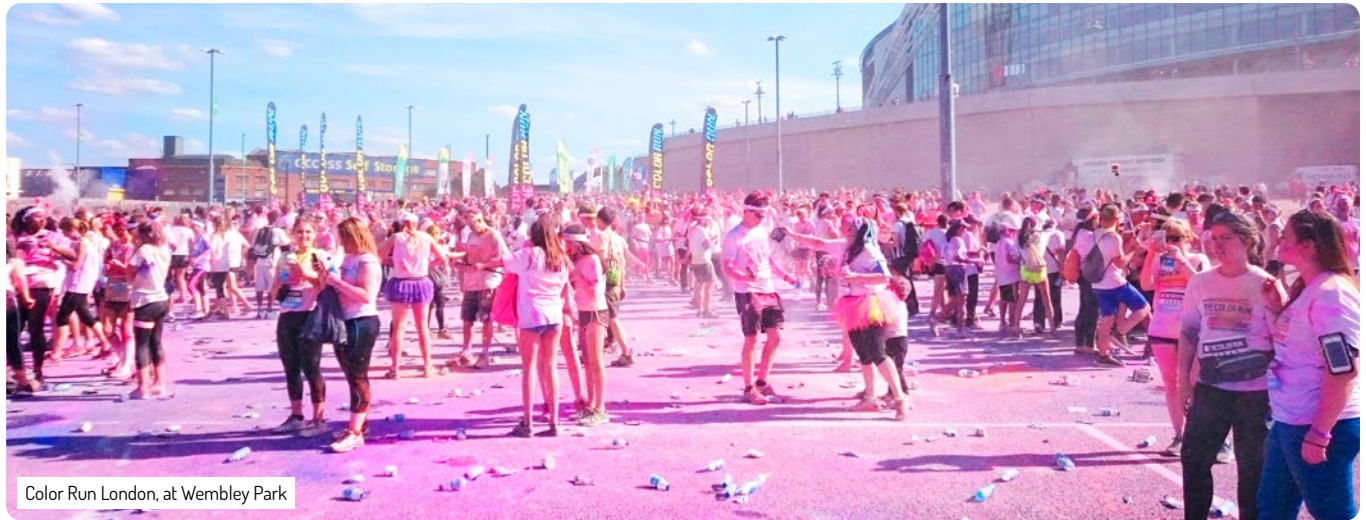


## STRATEGIC CONTEXT

In the backdrop of the global pandemic, the council has refined and refreshed its strategic focus from 2021 to take forward delivery of the five priorities set out in Building a Better Brent, the borough plan for 2019-2023. Providing Youth Opportunities is an area of enhanced focus, supporting the Every Opportunity to Succeed priority, with the desired outcome of increasing opportunities for children and young people to succeed. The implementation of this youth strategy will directly contribute towards achieving this outcome.

In early 2020, over six months, Brent's Independent Poverty Commission explored the ways in which the council could do more to reduce poverty, inequality and social exclusion amongst local people. This work spanned the dawning of the Covid-19 crisis and the first national lockdown. It recognised the disproportionate toll the pandemic was already taking on young people; stressing the importance of ensuring young people of all backgrounds can access activities, support and opportunities as crucial in tackling these issues. The Commission recommended development of this statutory-led youth strategy to help focus and coordinate efforts in this area.

Whilst the landscape for the introduction of this strategy is unprecedentedly challenging, it has not been developed from a standing-start. The borough is fortunate to benefit from an engaged youth sector, including a wide range of groups and organisations galvanised by the Young Brent Foundation (YBF) – a key Brent partner which, since its formation in 2016, has been increasingly successful in supporting local youth-focussed VCS, not-for-profit and social enterprises to build capacity and support improved outcomes for local young people.



Color Run London, at Wembley Park

Working in close partnership with community organisations and representatives is an area of strength for Brent, including ongoing collaboration to deliver the Brent Black Community Action Plan (BCAP), which was jointly developed in response to the inequalities highlighted by the Black Lives Matter movement. A primary aim of the BCAP is to improve outcomes for local young people in the black community; and many of the BCAP actions, which include enabling young people to explore and express their aspirations and make them aware of opportunities available to them, naturally dovetail with and support the goals of this youth strategy.

Brent's alternative provision and pupil referral units are increasingly engaging with a broader offer to provide an evolving wrap-around youth provision. The Roundwood Alternative Provision School, which opened in early 2021, working with the voluntary and community sector, provides an accessible outside-of-school-hours offer and is an example of how Brent has adapted its resources to meet changing needs. Ongoing work in exploring opportunities to develop a Youth Zone in Brent (in partnership with OnSide)

further demonstrates the scale of local ambitions for building a better Brent for young people.

Brent Council has adopted a contextual safeguarding approach led at a senior level in the Council. Our contextual safeguarding approach recognises that we need to look beyond the family to keep young people safe. We know that risks exist to young people through peer group associations and within neighbourhoods, schools and colleges and public spaces where young people develop relationships and spend their leisure time. Young people know best where these risks exist and we are committed to listening to them and working with them to make Brent a place of safety, happiness and peace.

**This strategy aligns with and was developed in parallel to the forthcoming Multi-Agency Early Help Strategy and the Brent SEND Strategy. The voices of young people included throughout this document include those who contributed to development of the Brent SEND strategy.**



## APPROACH

From its earliest stages, this strategy has been developed in partnership with local young people to ensure they have steered its focus and their collective voice is at its heart.

“Use your voice, create your vision, shape your future and build a better Brent”

This has been achieved through a co-designed engagement and strategy development approach that began with targeted sessions with Brent Youth Parliament, Young Brent Foundation Young Ambassadors and Care in Action groups. These sessions gathered initial feedback and tested online engagement approaches to inform the design of the annual Children’s Commissioners Takeover Day.

At Takeover Day 2020, hosted virtually for the first time due to pandemic restrictions, 30 young people representing six local schools and colleges collaborated in developing a bespoke engagement approach aimed at encouraging their peers to share their views and insights. Through tailored group exercises they created, tested and refined their own engagement questions, and developed vision statements and key messages intended to resonate with other young people.

The main product from Takeover Day was a short, co-produced survey with questions designed to generate responses that would directly shape the strategy’s vision, themes and goals.

“It’s time for you to take charge and help make the future better for young people”

The survey was promoted via the young people who developed it, young leaders and key stakeholders including: schools and colleges, PRUs, statutory partners, voluntary and community sector networks and Brent services – all were tasked with encouraging and supporting responses from the young people they engage or work with to ensure extensive opportunities to contribute.

High-level theming and analysis of all responses were coordinated by a young person on Brent’s supported internship programme – a programme for young adults aged between 16 and 24 with special educational needs and disabilities. Working closely with council officers, these themes were refined and draft strategic goals developed.

“You don’t have to be loud to be heard, you just need to use your voice and share your words”

The final stages of co-development included focussed sessions with YBF Young Ambassadors, Brent Youth Parliament and Brent River College – where the groups reviewed and discussed themed survey responses, providing detailed feedback and new insights for each area – and an aligned, thematic engagement session facilitated by Bang Edutainment.

A vivid and recurring voice throughout co-production of this strategy is that it must only be the start of young people’s involvement – they must continue to influence it through oversight of the delivery plan and opportunities for co-delivery. Many local young people have already invested their time and energy in developing this strategy and are committed to ensuring its successful implementation.

“Times are changing, YOU need to be heard”



At a strategic level, development of the strategy has been overseen by the Brent Early Help and Prevention Group – a council-led group, chaired by the Statutory Director of Children’s Services, including lead officers for Children and Young People, Public Health, Community Safety and Employment and Skills services, alongside key representatives from partners including the Police, Health and the Voluntary and Community sector. It has been further shaped through workshops and meetings with strategic partners and local youth sector leads, including drawing on earlier and ongoing work in this sphere.

## THEMES AND GOALS

This strategy was developed with local young people during the global pandemic. Whilst the shadow of the pandemic inevitably influenced conversations, the primary focus of young people was on driving positive change to ensure a better future.

**“We must not become victims of the pandemic – we must come out the end of it stronger than before”**

The strategy has been structured around eight key themes that emerged from the engagement process. These themes and their strategic goals overlap with and reinforce each other in achieving the young people’s vision for their ideal Brent.

The themes and goals are validated throughout this document in the...

### Young people told us...

...sections, which are a synthesis of the strongest views and insights gathered through engagement with young people.

The St. Raphael’s Family Wellbeing Centre Mural shown here was created in Spring 2021 by nine young people, aged 11-16, from St. Raphael’s Estate. The artwork is a reflection of the togetherness and diversity within the estate and celebrates the vibrant colours and patterns of the multi-cultural community.



## THEME 1 – ENGAGEMENT AND VOICE

Brent has a number of established youth engagement forums including Brent Youth Parliament, Care in Action, Young Brent Foundation (YBF), Blueprint Collective, Young People Thrive, school councils and the SENDIASS youth forum; where young people play active roles in influencing decision making and tackling the issues that matter to them.

“Engagement is well and good, but engagement needs to come with empowerment...”

The voluntary nature of youth engagement requires innovative approaches to increase participation and amplify voices that may otherwise not be heard. Recent projects led by YBF and local youth sector partners have reinforced the crucial role of detached and outreach work in different communities to connect with more young people and understand their needs and aspirations.

“In a year’s time we could be the ones doing the chats and being given the platforms...”

### Young people told us...

- We must ensure that all engagement comes with empowerment, including opportunities for increased responsibility and equipping young people with the tools to do more things autonomously in and for their communities.
- Familiar faces, including other young people, breeds trust and understanding that can unlock richer insights. These faces should be empowered to lead engagement across communities and develop relevant skills including public speaking, hosting talks, active listening and facilitating workshops.

“I enjoy talking to my friends. And my Disability Sports club”

- Routes in to and promotion of engagement should clearly demonstrate the value of young people’s time, including how their views will be translated into action and how they as individuals will tangibly benefit – there needs to be relevant and appealing answers to “why should I give you my time?”
- Incentives can take many forms but should consider access to resources, power and support to implement things themselves, opportunities for peer to peer collaboration and holding decision-makers to account.

- Youth engagement needs a greater and more effective social media presence and there are many untapped opportunities to explore through digital engagement. The landscape for discussion is changing and online communities have become increasingly important. Young people are rapidly adopting new platforms and engagement approaches need to reflect this to ensure all young people can share their voices through their preferred channels.

“I’d feed into my community if it was easier to do...”

- Barriers and resistance to engagement are wide ranging and include lack of trust, digital poverty, consultation fatigue and perceptions that some forums may require a high level of understanding (and are therefore intimidating). These need to be addressed.



## THEME 2 – ACTIVITIES

Recreational, cultural and sporting activities and events can be enriching and rewarding experiences. High quality, inclusive and diverse offers that appeal to young people of all backgrounds are essential in enabling them to lead happy and healthy lives. The role of the council in coordinating youth sector partner offers, including through supporting funding bids, is key in ensuring the provision best meets local priorities.

“I want to meet my friends. I want to go out without my family. There is nothing to do...”

The pandemic saw many organisations diversify and flex their offers to continue connecting with young people, including remotely. It is anticipated that the positive attributes and innovations from this step-change can help enhance future programmes.

“If you’re putting something in then make sure it lasts...”



Credit: Brent 2020 London Borough of Culture

“We need things to look forward to...”

### Young people told us...

- We must ensure that all engagement comes with empowerment, including opportunities for increased responsibility and equipping young people with the tools to do more things autonomously in and for their communities.
  - The stability and dependability of activities is key to maintaining trust and ongoing participation. Being actively involved in something with peers and establishing a sense of belonging is extremely valuable, but trust can quickly evaporate if clubs and programmes are perceived to end abruptly without clear communication or justification.
  - There is a concern amongst young people that, during the pandemic, they and their peers lost an entire year of in-person interactions and the social and personal development they naturally enable. This has served as a critical reminder of the importance of in-person group activities and their value in developing relational abilities.
  - Young people are keen to have new experiences and try different things. Diverse, youth-designed programmes, including regular taster sessions, would help reach a wider range of young people and encourage them to engage with youth activities, including sports, music and performing and visual arts.
- Young people want to have a say and more control over what activity programmes are available to them, but their preferences should be collected in a streamlined and integrated way. This includes simple methods for them to share their opinions, insights and stories, and for these to be collated to inform intelligence-led programmes that meet different needs and aspirations.

“Plenty of active clubs that everyone can enjoy...”

- There are limitless opportunities to capitalise on pandemic-driven digital and hybrid innovations. This should include more modern activities, including e-sports and gaming, that enable wider access and new ways of engaging young people. The virtual Nike London Youth Games, which included young people setting each other physical challenges through videos that they created, was a well-received example of what is possible.
- Events and activities that bring young people together help to remove barriers and improve cohesion. There is significant appetite for a young people-led post-lockdown event/festival that could help young people both reflect on their experiences of the pandemic and look to the future, including making new connections, getting involved in new things and having fun.

## THEME 3 – SKILLS AND OPPORTUNITIES

The skills needed to support wellbeing, confidence and personal development are fundamental in equipping young people to succeed. This includes opportunities for developing life skills and readiness for further education and employment.

“There’s such a broad range of jobs out there, but even asking us what we want to do is offensive, as we have no way of knowing what exists and what would be right for us...”

Brent Council and partners currently offer a diverse range of support in this area including Brent Works, Connexions/Prospects, the Moving on Up programme, Tech Camps, Supported Internships, the Skills Summit and the annual What’s Next event.

“Most youth have ideas on what they want to do but need support to execute it...”

These types of offers and more will be essential in mitigating the impact of the pandemic on young people achieving their ambitions.

“I would like to learn how to drive, go to college and find a job...”

### Young people told us...

- We must ensure that all engagement comes with empowerment, including opportunities for increased responsibility and equipping young people with the tools to do more things autonomously in and for their communities.

“I feel like I need a mentor for some things but I could be a mentor for others...”

- Raising awareness of all types of futures and pathways is key. Young people recognise that success takes many forms, and not everyone will be a sports star or a musician, but every young person can be successful with the right information and opportunities. This includes inspiring young people of all backgrounds to understand the full scope of the life choices and careers available to them, including examples of successful and relatable role models in these fields and the journeys they took to get there.
- There is an abundance of interest and genuine excitement for entrepreneurial opportunities. Approaches for harnessing this enthusiasm – from enabling the first steps, through to support in refining and developing business ideas, testing elevator pitches, teaming up with partners and accessing funding – can capture the imagination of young people seeking greater control of their destiny.

- There is a gap in opportunities for many young people to develop the life skills needed to be ready for the transition from secondary school to further education, work and independence. This includes significant un-met demand for activities that help develop skills and knowledge around money management, cooking, legal basics and statutory entitlements.
- Mentors and role models can be key enablers for developing life skills. This could be supported by developing peer to peer mentoring opportunities and better enabling skills sharing between young people.
- Volunteering and other experience and reference-supporting opportunities can be very hard to find, and there is a perception that most volunteering positions are targeted at adults. Tailored approaches for connecting more young people with suitable opportunities in these areas are needed.



## THEME 4 – PLACES AND FACILITIES

The places where young people spend their time are vitally important for their development and wellbeing. The right places and facilities, inclusive to all – including SEND friendly spaces, can enable young people to be themselves, develop positive relationships and connect with support if needed.

“I’d like somewhere where I could chill with other young people and just have normal conversations...”

Brent has a varied range of buildings, parks and community assets that young people access in their leisure-time. There is also potential for schools and further education sites to play enhanced roles as venues for more out-of-hours activities. Emerging opportunities to better tailor places and facilities for young people include new arrangements at the Roundwood Centre, the Family Wellbeing Centres network and BCAP ambitions for developing community spaces; as well as increasingly important virtual places.

“Introduce more youth centres so that young people aren’t always out on the streets...”

### Young people told us...

- There is extremely high demand for more local, youth-dedicated spaces where young people can meet, relax and socialise with other young people and feel like they belong.
- Youth-dedicated spaces must help to connect young people with activities, support and opportunities. They should support outreach and help expand horizons by acting as gateways to diverse offers with wide appeal.
- There should be more spaces that enable young people to feel part of and connect with their local communities, including a sense of stake and ownership.

“More places to play games with my friends...”

- Parks and sporting facilities should be more easily accessible (taking into account booking arrangements and cost barriers), and include more young-person-specific design features and equipment. The small things matter – for example, basketball hoops need to have nets or chains – and can help show that spaces are well looked after and should be treated with respect.

- Youth spaces should include robust digital connectivity and modern technology. This includes free Wi-Fi to help mitigate digital poverty, equipment to enable virtual and hybrid activities (such as workshops and gaming challenges), and support to create and collaborate in producing art, music and media content.

“I want to have fun. I want to meet my friends. I don’t want my parents to be there...”



## CO-DESIGN

We are committed to working with young people to deliver this strategy. The images below show our co-design approach in developing our Family Wellbeing Centres.



## THEME 5 – WELLBEING AND MENTAL HEALTH

The 2021 Princes Trust National Youth index outlined the toll the pandemic has taken on young people's wellbeing and mental health, particularly those from more disadvantaged backgrounds. Locally this impact has been highlighted by the Brent Poverty Commission, including related issues of food and fuel poverty, overcrowding and familial challenges.

**“I've used a mental health service but there was no youth element to it – it was done via an older woman who I don't think understood me...”**

The full impact of the pandemic will not be understood for a generation and, as new evidence emerges, innovative responses will need to be continuously developed.

**“The greatest support that youth can offer to each other is communication...”**

One clear legacy of the pandemic to date is the increased profile of young people's wellbeing and mental health and how it must be better supported.

**“Making sure they feel comfortable and free to express how they feel...”**

### Young people told us...

- The impact of multiple lockdowns, where young people have been at risk of isolation and increased vulnerabilities, is at the forefront of their concerns for themselves and their peers.
- We need to increase awareness of what trusted, wellbeing-specific information and support is available for young people outside of schools and colleges. This should include easy access to someone trusted they can talk to – someone who will listen without judging. This should be accessible in safe spaces, both in-person and virtually.
- The pandemic has highlighted how neglected young people's wellbeing and mental health was previously. They are pleased that it now has a higher profile and want the conversations and action to continue.
- Easy access to in-person groups and activities is more important than ever in offering a break from challenging home lives and helping to identify if a young person needs support. For many young people their friends are their family, and they need to be able to turn to them when in need.
- Young people are passionate about being empowered to work together in tackling pre-existing and pandemic-driven issues that intensify their wellbeing and mental health pressures. This includes racism, discrimination, inequalities, bullying, social media, trauma and bereavement.
- Young people are more likely to approach their peers than adults when facing serious challenges. This includes confiding in peers about not eating, having suicidal thoughts, self-harming and challenging home lives. This means young people should be better equipped to support each other – they want to be able to help but need more detailed understanding and training of how they can help at a peer level.
- There is significant appetite for a young people-led post-lockdown event that could help them reflect on their experiences of the pandemic and let them express their views in a fun way. This could include multi-media 'time-capsule' elements to document and share different perspectives.





## THEME 6 – SAFETY

Being and feeling safe are central pillars in supporting the development of young people and enabling healthy behaviours and lives.

“You might not necessarily be in a gang or be related to a gang member, but it is a real thing when people from an area know that you’re not from there...”

Insights from the young person-designed ‘Building a safer Brent for young people’ and joint, pan-London ‘Challenging the narrative’ events showed how safety themes underpin all aspects of young people’s day to day experiences – demonstrating the value of a public health approach to improving safety.

“Positive relationships lead to positive outcomes...”

“For me it’s about how can I understand the community and help the community...”

“I don’t like that in my area there are paths which are dangerous at night and I cannot go out alone...”

### Young people told us...

- Young people want more control and influence around their narrative and place in society. This needs to be a positive narrative that focusses on their value and does not treat them with suspicion or position them as a problem.
- There are mixed views around the police and young people’s relationship with them. Whilst many young people see more police as an obvious solution for improving safety this is not a unanimous view – many others point to personal or peer experiences, including stop and search, that have eroded their trust. There is consensus that more needs to be done to improve this dynamic, including increased opportunities for collaboration and training, as well as more informal interactions outside of the traditional power-balance. This should include approaches that enable behavioural reflections for all participants, helping to bridge the gap and increase understanding and awareness of different perspectives.
- The fallout from the pandemic includes increased levels of vulnerabilities for many young people, which can make them more susceptible to risky behaviours such as engaging in gang-related activity and other harmful practices. Outreach to listen to, understand and connect these young people with positive activities, support and opportunities is essential.
- Young people are passionate about improving community cohesion and raised many areas to consider. These include improving local engagement and building new networks between young people from different neighbourhoods, paid and voluntary community opportunities that provide a sense of purpose and belonging, giving voice and taking action in response to specific local concerns (police presence, CCTV, street lighting etc.) and developing community safe spaces where local people can come together and young people can access and work with relatable mentors.
- Following lockdown and periods of isolation, the digital wellbeing and safety of young people are increasingly important. This includes online bullying and abuse, digital-addiction and cyber security. Educating and equipping young people with the skills to better support themselves and each other in these areas should be a priority, and these steps should be embedded in the process of introducing new digital innovations.



## THEME 7 – ACCESS AND AWARENESS

Local authorities have a statutory duty to publicise information about the local youth offer. In Brent this is achieved through various channels including Brent Youth Zone – an online platform, co-designed by local young people, where youth sector partners can submit their activities, opportunities, groups, clubs and events for young people to view in a single location.

Extending the reach of youth provision and connecting with young people of all backgrounds is a constantly evolving challenge. This requires continuous innovation, including tailored outreach approaches, to increase awareness and understand and overcome barriers to access.

“There’s things I’d like to try but I’m not sure where to go...”

“Get it on my social media feeds...”

“It can’t be assumed that just having the right activities or spaces will mean young people will come...”

“I want to try new activities and go to more places but not sure where...”

### Young people told us...

- There’s a broad range of provision across the borough but it needs to be better marketed. More positive, youth-relevant activity is happening than is listed in any one place, and different groups of young people are aware of different local offers but not others.
- Student and youth leaders should be more involved in promoting youth provision – they can be the bridge for getting other young people connected. This can include utilising groups and virtual networks that young people are already engaging with to organically create awareness. We should better empower young leaders to do this, giving them the information, resources and support they need.
- Following the pandemic, there need to be increasingly active efforts to reach disengaged young people, as these are often the most vulnerable. Trusted outreach workers and community mentors with the skills and tools to overcome barriers are more important than ever in supporting access to provision.
- Social media and influencers should play a larger role in raising awareness and connecting more young people with provision. Young people spend much of their time on their phones, so promotion needs to be tailored to this device and reach them via their social media feeds. This includes using established platforms young people are already engaged with (e.g. Eventbrite) to increase range.
- Digital poverty is a serious issue. Not all young people have the devices and connectivity needed to support access and awareness of youth provision. Fully addressing this barrier is an essential step in tackling inequalities and could be an incentive for encouraging more young people of different backgrounds to become more engaged.
- To capitalise on opportunities to support more young people virtually, or to just stay connected to those they’d previously only see in-person, the local youth sector also needs robust digital capacity – with multiple other options available (e.g. Netflix, YouTube), frustrating lost connections and broken conversations could see previously engaged young people disengage.
- Affordability is a common access barrier, especially for sporting activities and facilities. Provision should be free wherever possible and promotional approaches should include incentives that help mitigate costs and reward participation.
- Inspiration works. Seeing and hearing about examples of success and positive outcomes for relatable people can have a huge impact. It often takes just one person or one story to get through and open a young person’s mind to trying something new, looking at things differently, or taking the first step to connecting with support.

## THEME 8 – THE ENVIRONMENT

Young people deserve a clean and sustainable environment as a fundamental right. When voicing their vision for an ideal Brent, many local young people intrinsically linked the green agenda with their youth provision priorities.

“I want to help out at the Recycling Centre near my house but I am too young...”

In 2019 Brent Council declared a Climate and Ecological Emergency and began developing a ten year strategy including how everyone who lives, works and studies in Brent can contribute towards tackling the climate crisis. Young people’s energy in this area will be essential for successfully delivering the Climate Emergency strategy, which will include aligning relevant activity with the Brent Youth Strategy.

“Full of opportunities, free from pollution...”

### Young people told us...

- Linking youth provision with environmental themes is an opportunity to increase engagement and participation in key areas. This ranges from developing practical skills for sustainable employment in the green economy through to programmes of recreational activities that connect young people with nature and support related wellbeing outcomes.

“It feels disorganised with decisions made for the environment...”

- Environment themed, youth-focussed volunteering and engagement opportunities could be a catalyst for getting more young people actively involved in their communities. This should include addressing challenges in the round, not just the symptoms (e.g. litter), and enabling young people to develop an increased stake in their local areas.
- There should be more opportunities for young people to participate in and lead campaigns that help to develop literacy around environmental issues, educate and demonstrably influence the wider picture. Examples of viral campaigns that encourage participants to take action themselves

and nominate others to do the same (e.g. run 5k, donate £5, nominate 5 friends) were cited as approaches that could have far reaching and impactful application in this area.

“We need a nice healthy environment and community...”



## STRATEGIC GOALS

The following strategic goals each span and support multiple themes and priorities:

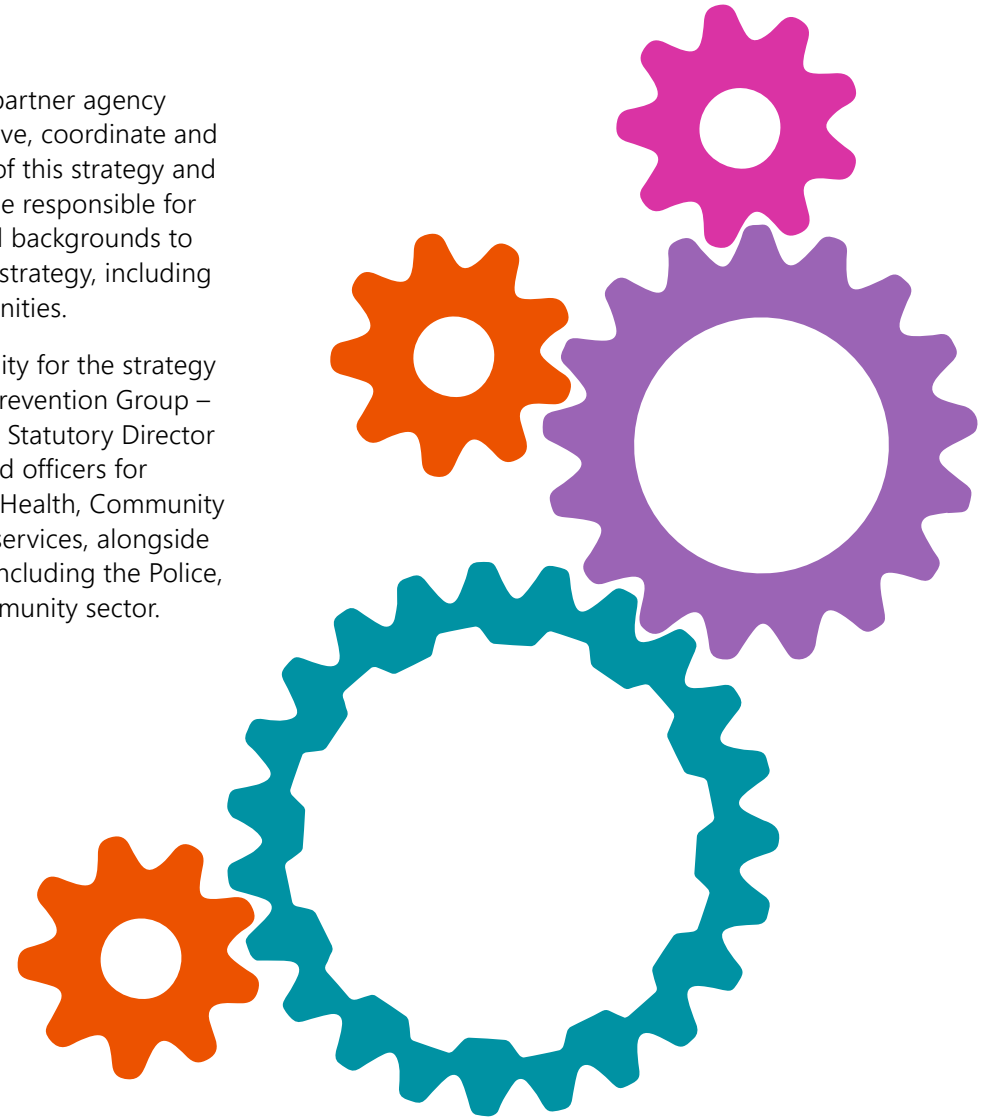
1. Create more opportunities and increase participation of young people from all backgrounds to become actively engaged and empowered members of their communities.
2. Develop increasingly sustainable, inclusive, diverse, and engaging recreational opportunities that bring young people together and respond to evolving priorities.
3. Inspire and enable all young people to grasp opportunities and achieve their ambitions.
4. Support the development of modern and accessible youth-dedicated spaces.
5. Promote and embed wellbeing and mental health priorities, including access to support, within the local youth provision.
6. Enable positive relationships and healthy behaviours to ensure all young people feel safe in their communities.
7. Ensure all young people are aware of and are able to access local youth provision.
8. Harness young people's passion for a green and sustainable environment.

Delivery plan activities to achieve these goals should respond to and address what **Young people told us...** throughout co-development of this strategy.

## GOVERNANCE

A group of appropriate Brent and partner agency leads will be established to help drive, coordinate and ensure successful implementation of this strategy and delivery plan. This group will also be responsible for empowering young people from all backgrounds to become actively engaged with the strategy, including co-design and co-delivery opportunities.

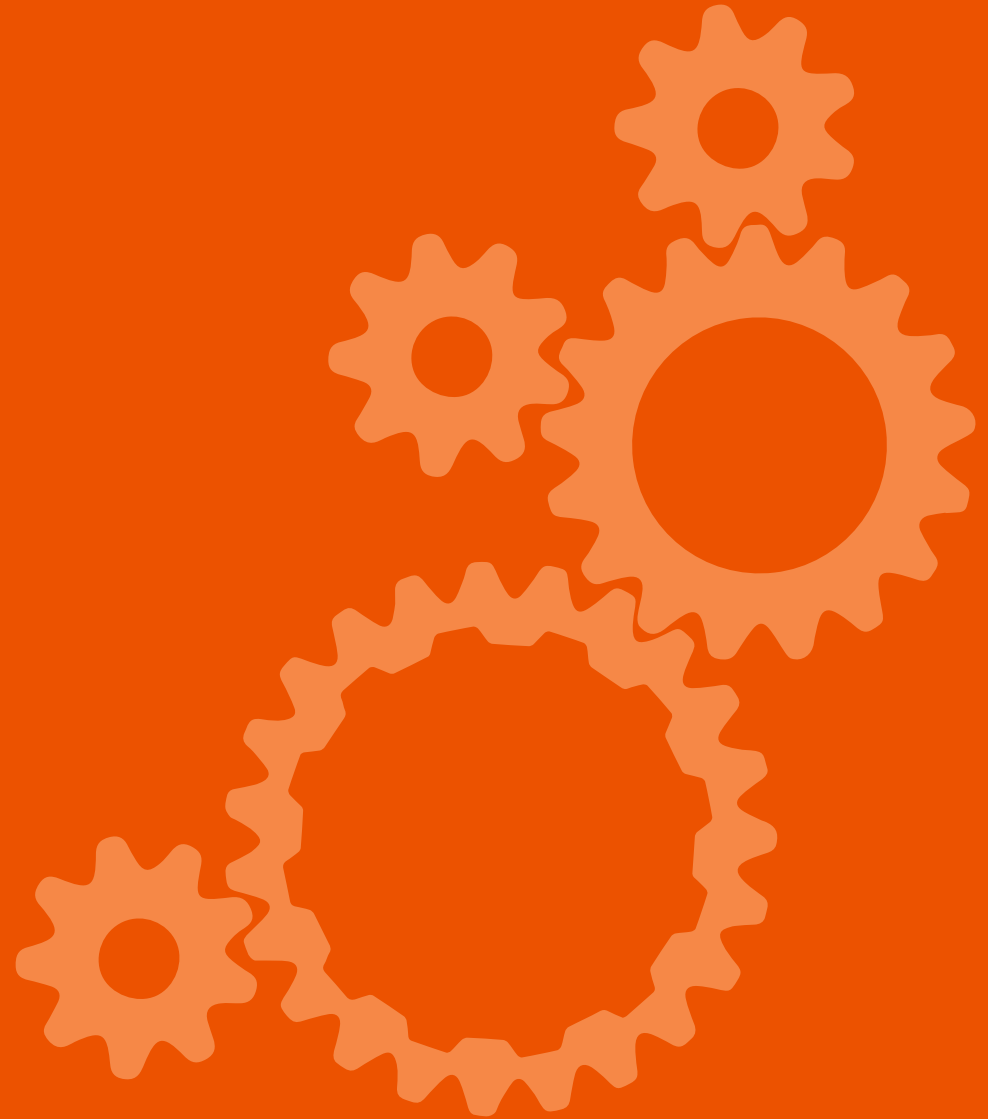
Strategic oversight and accountability for the strategy sits with the Brent Early Help and Prevention Group – a council-led group, chaired by the Statutory Director of Children's Services, including lead officers for Children and Young People, Public Health, Community Safety and Employment and Skills services, alongside key representatives from partners including the Police, Health and the Voluntary and Community sector.



## YOUTH STRATEGY DELIVERY PLAN

A group of Brent and partner agency leads will be established to help drive, coordinate and ensure successful delivery of this strategy. This Youth Strategy Delivery Group (YSDG) will consist of members with the seniority, influence and expertise required to progress the high-level actions outlined below.

The delivery plan recognises there is already a huge breadth of existing and planned activity that supports the goals of this strategy. It therefore includes multiple actions to link with, support and enhance this work, as well as addressing the gaps and issues young people have told us about.



# YOUTH STRATEGY DELIVERY PLAN

## Theme 1 – Engagement and voice

Create more opportunities and increase participation of young people from all backgrounds to become actively engaged and empowered members of their communities.

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Develop opportunities for young people to act as leaders and influencers, embedding ways to treat young people as stakeholders with a voice and opportunities to celebrate achievements	<ul style="list-style-type: none"> <li>• Mapping of existing opportunities in and outside of school and college settings</li> <li>• Upscale or create new opportunities, in partnership with local businesses and organisations</li> <li>• Promote opportunity of BYP via schools and social media platforms</li> <li>• Delivery of BCAP leadership development programme</li> <li>• Encourage young people to become engaged with Brent Connects including options for shaping future agendas e.g. the climate and ecological emergency</li> <li>• Align youth voice to the development of local safety programmes and projects</li> </ul>	<p>Opportunities for young people to act as leaders and influencers are in place and work well</p> <p>More visible engagement with young people in local government processes and decision-making resulting in better outcomes</p> <p>More frequent celebration of young people in the borough</p>	March 2022	CYP/BCAP	CYP/BCAP/Community Engagement/Climate and Ecological Strategy Team/Community Safety
Coordinate and streamline engagement activity	<ul style="list-style-type: none"> <li>• Develop annual Youth Survey with partners</li> <li>• Utilise BYP and SEND Young People Network links into schools, colleges and local areas to connect with communities</li> <li>• Use mapping exercise to identify gaps and opportunities, including targeted outreach</li> <li>• Develop engagement partnership approaches, supported by co-produced themed events during the year (e.g. cultural/arts, employment)</li> </ul>	<p>Shared insights and reduction in engagement fatigue of young people</p> <p>Stronger links between engagement activity and local communities</p> <p>Improved coordination of engagement activity and increased profile of opportunities</p>	Progress review by March 2022	CYP/BCAP	CYP/Community Engagement/BCAP

## YOUTH STRATEGY DELIVERY PLAN

### Theme 2 – Activities

Develop increasingly sustainable, inclusive, diverse, and engaging recreational opportunities that bring young people together and respond to evolving priorities.

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Pursue and secure funding for recreational programmes that best respond to young people's priorities	<ul style="list-style-type: none"> <li>Utilise the CYP thematic partners group (chaired by YBF) to identify and promote funding opportunities</li> <li>Facilitate and coordinate funding bids, including NCiL youth projects and other council grant schemes</li> <li>Through the Brent Community Lottery actively support good causes that deliver recreational activities for young people</li> </ul>	<p>More successful funding bids for youth-focussed projects</p> <p>More recreational activities that meet the priorities of young people</p>	Progress review by March 2022	CYP/ACE/YBF	CYP/Strategy and Partnerships Grants Team
Coordinate recreational programmes that best respond to young people's priorities and build on the legacy of LBoC	<ul style="list-style-type: none"> <li>Brent LCEP-led research, mapping and quality assurance of cultural and recreational opportunities</li> <li>Coordinate borough-wide programmes of activity, including Family Wellbeing Centres, DFE Holiday Activities and Food (HAF) programmes and Funfit Families</li> </ul>	<p>Visible legacy for young people from Brent's LBoC</p> <p>Greater participation of young people in local youth activities</p>	<p>Progress review by March 2022</p> <p>March 2022</p>	CYP/YBF	CYP/YBF

## YOUTH STRATEGY DELIVERY PLAN

### Theme 3 – Skills and opportunities

Inspire and enable all young people to grasp opportunities and achieve their ambitions.

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Develop approaches for connecting young people with entrepreneurial and self-employment opportunities	<ul style="list-style-type: none"> <li>• Introduction to Entrepreneurial Education (BCAP project): delivery of a pilot project focused on commissioning and piloting the approach.               <ul style="list-style-type: none"> <li>◦ Formalise sub-group</li> <li>◦ Procurement process</li> </ul> </li> <li>• Market trading programme (BCAP project): a supported programme that provides training and opportunities for self-employment, including but not limited to young people, through:               <ul style="list-style-type: none"> <li>◦ The piloting of a street market in the London Borough of Brent</li> <li>◦ Delivery of a free online and in-person market trading training and support programme</li> <li>◦ Pilot will run from Summer 2021 to Spring 2022</li> <li>◦ Development of the Creative Coordinators Programme across Brent to introduce young people to the concept of Project Management. (YBF)</li> </ul> </li> </ul>	<p>More young people engaged in entrepreneurial activity</p> <p>More young people engaged in self-employment opportunities</p>	March 2022	CYP/BCAP/YBF	CYP/BCAP/YBF
Develop opportunities for young people to gain life skills	<ul style="list-style-type: none"> <li>• Financial literacy (BCAP project): deliver a series of sessions aimed at ensuring young people are equipped to navigate the world.               <ul style="list-style-type: none"> <li>◦ Working with sub-group</li> <li>◦ Review links with corporate Financial Inclusion work</li> </ul> </li> </ul>	Opportunities for young people to gain life skills	March 2022	CYP/BCAP	BCAP

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# YOUTH STRATEGY DELIVERY PLAN

## Theme 3 – Skills and opportunities (continued)

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Use the council's social value and procurement policy to increase skills and experience opportunities for young people	<ul style="list-style-type: none"> <li>Deliver social value outcomes, including work experience, placements and skills opportunities</li> </ul>	Value of commitments by suppliers for relevant 'Every Opportunity to Succeed' measures.	Ongoing	Procurement/ES&E	Procurement/ES&E
Promote young people focussed Brent Works and commissioned provision, including Kickstart and Moving On Up projects and the apprenticeship scheme	<ul style="list-style-type: none"> <li>Delivery of a range of support to enable young people to gain sustainable employment.</li> </ul>	<p>Decrease in young people who are NEET</p> <p>Increase in support for marginalised, excluded or vulnerable groups</p>	Ongoing	CYP/BCAP/ES&E	BCAP/ES&E
Develop and promote volunteering opportunities that appeal to young people	<ul style="list-style-type: none"> <li>Explore dedicated young people volunteering opportunities with partner organisations</li> <li>Exploration of the Volunteers Go Global Programme (YBF)</li> </ul>	<p>YP improve their skills and opportunities through volunteering</p> <p>YP improve intercultural dialogue and understanding through global volunteering projects.</p>	March 2022	CYP/ACE/YBF	<p>CYP/Strategy and Partnerships</p> <p>YBF/CYP/Strategy and Partnerships</p>

# YOUTH STRATEGY DELIVERY PLAN

## Theme 4 – Places and facilities

Support the development of modern and accessible youth-dedicated spaces.

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Develop modern and accessible youth-dedicated spaces	<ul style="list-style-type: none"> <li>• Develop a post-16 skills resource centre for young people (16-25) with SEND to develop preparation for adulthood skills</li> <li>• Pursue development of an Onside Youth Zone for Brent</li> <li>• Progress Youth Investment Fund (YIF) bid</li> <li>• Co-develop FWC spaces to ensure they are welcoming and inviting for young people, including appropriate:               <ul style="list-style-type: none"> <li>◦ murals and art</li> <li>◦ facilities and equipment</li> <li>◦ digital connectivity</li> </ul> </li> </ul>	<p>A new space for young people and young adults with SEND</p> <p>A new youth-dedicated space</p> <p>More young people accessing and using FWC spaces</p>	Progress review by March 2022	CYP	CYP
Promote and encourage use of youth accessible spaces	<ul style="list-style-type: none"> <li>• Utilise the FWC model and seven localities/catchment areas to:               <ul style="list-style-type: none"> <li>◦ map local youth-accessible spaces</li> <li>◦ identify and address unmet need</li> <li>◦ connect young people with local community assets</li> </ul> </li> </ul>	Greater understanding of youth-dedicated spaces across the sector	March 2022	CYP	CYP

## YOUTH STRATEGY DELIVERY PLAN

### Theme 5 – Wellbeing and mental health

Promote and embed wellbeing and mental health priorities, including access to support, within the local youth provision.

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Develop the strategic approach for Children's Mental Health and Wellbeing, <b>including connectivity with Integrated Care Systems</b> (led by Brent Children and Young People Wellness group – a sub-group of Children's Trust/Joint Commissioning Group)	<ul style="list-style-type: none"> <li>• Refresh of the JSNA</li> <li>• Detailed mapping and gaps analysis of what is available including via schools and colleges, CAMHS and CVS partners</li> <li>• With young people, co-develop approaches for how information about services can be presented to young people and other stakeholders including professionals, schools and families</li> </ul>	Young people know where to go for help and support	March 2022	CYP/CWB/ Partners	CYP/CWB/Partners (inc Health, Thrive)
Develop approaches to build the skills and capacity of young people, equipping them to support themselves and each other	<ul style="list-style-type: none"> <li>• Deliver the Mental Health and Wellbeing recovery programme – to combine an extended capacity of mental health specialist expertise in Brent schools, building on and extending the Mental Health Support Teams in schools model which launched in Brent in October 2020, with community based young person peer to peer support through a commissioned community sector provider and extended access of online and digital support packages, such as Kooth</li> </ul>	More young people with relevant training and skills, including Mental Health First Aid	March 2022	CYP/BCAP	CYP/BCAP
Develop personal resilience skills and create spaces to have difficult conversations, so that young people are enabled and given the ability to prepare for and handle situations	<ul style="list-style-type: none"> <li>• Work with schools and local organisations to develop opportunities for young people whereby resilience skills will be built</li> <li>• Work with local health providers to promote and raise awareness of the benefits of therapy</li> </ul>	<p>Spaces developed for young people to build resilience and have difficult conversations</p> <p>Improvements in the wellbeing and mental health of young people</p>	March 2022	CYP/BCAP	CYP/BCAP

# YOUTH STRATEGY DELIVERY PLAN

## Theme 6 – Safety

Enable positive relationships and healthy behaviours to ensure all young people feel safe in their communities.

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Develop the Safer Brent Partnership Strategy and action plan, including alignment with the youth strategy activity and the Brent Violence Reduction Action Plan	<ul style="list-style-type: none"> <li>Engage with young people in the development of the strategy, including incorporating the insights shared in developing the youth strategy</li> <li>Jointly-develop actions for improving relationships between young people and police</li> <li>Incorporate the youth voice into all quarterly service provision reports</li> </ul>	<p>Young people feel safer</p> <p>Young people are able to share ideas to improve their communities</p> <p>Young people know how and feel safe to report crimes and to safeguard each other</p>	March 2022	CYP/Community Safety	CYP/Community Safety
Support and promote awareness raising, diversionary activity and early intervention programmes	<ul style="list-style-type: none"> <li>Deliver the Violent Crime and Gang awareness training programme (recovery project) – A training programme aimed at Secondary School children and parents and carers in order to divert from/identify indicators of, gang/knife crime</li> <li>Promote and support YBF-led projects (e.g. MyEnds, Global Thinking, Valuing Life and Youth Independent Advisory Group)</li> <li>Early intervention to support through referral into the Violence and Vulnerability program and Early Help services</li> </ul>	<p>Reduced likelihood of young people being involved in or impacted by violence and gangs</p> <p>Development of community and youth-led solutions</p> <p>Increased understanding of local risk, reduce perception of crime and build resilience</p>	Progress review by March 2022	CYP/R&E/YBF	CYP/Community Safety/YBF

## YOUTH STRATEGY DELIVERY PLAN

### Theme 7 – Access and awareness

Ensure all young people are aware of and are able to access local youth provision.

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Develop promotional approaches that meet the needs and preferences of young people	<ul style="list-style-type: none"> <li>• LCEP-led review of the current promotional landscape, tools and approaches:               <ul style="list-style-type: none"> <li>◦ Network building with partners and assets to coordinate approaches</li> <li>◦ With young people, co-produce and implement a digital and social media strategy</li> </ul> </li> </ul>	YP are better aware of the local youth provision and how to access this	Progress review by March 2022	CYP/LCEP/BCAP	CYP/LCEP/BCAP/YBF
Remove barriers to access and awareness of the local youth provision	<ul style="list-style-type: none"> <li>• Deliver 'Insight Day(s)' – themed events promoting the breadth of provision available to young people</li> <li>• Digital Packages for Children and Young People recovery project: a device donation and crowdfunding campaign to provide digital packages for children and young people in Brent</li> </ul>	Improved digital access for young people	Progress review by March 2022	CYP/CDS	CYP/Digital Transformation

# YOUTH STRATEGY DELIVERY PLAN

## Theme 8 – The environment

Harness young people’s passion for a green and sustainable environment.

Actions	Action details	Measures	Timeframe	Lead	Delivery resource
Promote and coordinate opportunities for collaborative environmental action	<ul style="list-style-type: none"> <li>Promote and develop the Brent Environmental Network (BEN) including:                             <ul style="list-style-type: none"> <li>Targeted callouts for activity aligned to the priorities of young people</li> <li>Development of a schools sub-group and an enhanced role for young people</li> <li>Explore opportunities for young people led campaigns (podcasts, TikTok etc.) and access to small grants for projects that help tackle the climate emergency</li> </ul> </li> <li>Develop the Brent Goes Wild Programme (YBF) in all primary schools by 2025</li> <li>Develop a horticultural facility (as part of the SEND skills resource centre), linking into schools, including bio-diversity programmes</li> </ul>	<p>More young people actively involved with the green agenda and BEN</p> <p>Young people are better informed of climate and environmental issues and impacts, globally and locally</p>	Progress review by March 2022	CYP/ACE/YBF	Climate and Ecological Strategy Team/CYP/YBF