

Harlow Council
Community Resilience Strategy
2021 – 2023
FINAL DRAFT (V5)

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1. Foreword

Building a stronger community post-COVID

The pandemic brought out the best in our community. Key workers, health and care professionals, faith groups, charities and volunteers all pulled together to provide support to the most vulnerable. The countless acts of selflessness and courage to confront COVID-19 helped keep many people safe, but we must not forget the tragedy endured by individuals and families who have lost loved ones.

That is why this Community Resilience Strategy is important. It acts as a master plan for the council to navigate the response to the social impact of the pandemic and offers a strategic vision to strengthen the ties that hold our community together. The council is acutely aware of the need to respond in earnest to capture the momentum achieved by the grassroots response. This can be achieved by building a new social contract to enable our community to better support those who have been impacted the most whilst there has been a pause in normal life.

The health crisis has brought with it a renewed sense of purpose and ambition to build on our existing community network. Through the six pillars included as part of this strategy, the council will press ahead with a plan, working closely with individuals, community groups and sector partners to co-create the key elements that make up this vision document for a stronger community post-COVID.

It is the council's determination that physical and mental wellbeing are continuing priorities by looking at ways to invest in our existing community services, boosting the capacity of faith and charitable groups, creating a new long-term vision to celebrate the arts and culture, and focus relentlessly on driving out anti-social behaviour. These areas of focus sit under the central commitments to deliver greater levels of inclusion and opportunity, so that everyone benefits from the recovery.

None of this can be achieved overnight. It will take time to embed the strategy and deliver the individual pillar actions, but it is a clear roadmap for how the council will focus on the recovery in the years ahead.

Enhancing the council's ability to be responsive to community need is best served through increased levels of engagement, building a two-way conversation that identifies what the barriers are and how the town can work collectively to overcome them.

This strategy is only the first step forward – only by working together can we build a better connected town that helps people from all backgrounds to feel a greater sense of belonging and empowerment. Building a renewed sense of community purpose matters because it contributes towards delivering an inclusive recovery that tackles inequality and delivers social cohesion.

Cllr Joel Charles
Deputy Leader of Harlow Council
Portfolio Holder for Community Resilience

2. Introduction

This strategy offers an ambitious overarching approach to enhance how the council works with the many different communities that make up our diverse and future-focused town. It covers the direction of travel over a three year period, but also takes into consideration the longer term challenges that our town faces and acknowledges that additional actions may be required to address the identified issues. The actions, guided by the six pillars, make it clear that there needs to be flexibility in terms of delivery and reacting to events. Therefore, the associated action plan will remain a fluid document that can be adapted to respond to events to meet the needs of our community and the new trends that emerge during the lifetime of this document.

At the heart of our strategy is a plan to reach all sections of our communities to build a resilient and prosperous post-Covid future for Harlow. We recognise that life will be different, at least for the foreseeable future, and aim to maximise opportunities to bounce back both economically and socially allowing people to get on with more of their normal lives. Covid-19 is not a short term crisis and work has already begun to help our residents and businesses adapt to a new reality so that people can return to work, children can go to school, and families and friends can connect with each other again. The council's actions to rebuild from the pandemic will be undertaken through a cautious approach, mindful that it is important to do whatever possible to make sure livelihoods can be protected while continuing to further contain the spread of the virus.

Focusing on three key themes we aim to help build strong, connected and resilient communities that will be crucial to maintaining a vibrant, forward thinking and prosperous town. These themes will, importantly, move forward plans to support our town to recover from the pandemic and live as safely as possible with Covid-19 for as long as we need to, going forward.

Key themes:

- Social Inclusion
- Opportunities for all
- Strengthened community engagement

Focusing on these key themes will help build community resilience and foster a sense of inclusion and fairness by ensuring that people from all backgrounds feel included and involved; that no one is left out or has fewer opportunities than others because of their cultural, social or financial background and that everyone has the opportunity to have their voice heard by the Council so that we can co-create services, solutions and community-led action for the benefit of our town.

The overarching aim of this strategy is to ensure that no-one in our town is left behind as a result of the pandemic or otherwise. By enhancing opportunities for all, we want to ensure that businesses, communities and individuals can all benefit from

a route to safe, bright and fulfilling futures. As the community leader, Harlow Council will work in partnership with statutory, non-statutory, community and voluntary organisations and its residents to achieve this aim.

“Our administration’s determination to promote social inclusion is integral to this strategy. Only by confronting exclusion and working with community leaders, who are passionate about building an inclusive recovery, can we deliver on the commitments we have made.

“The pandemic has had an unprecedented impact on people’s livelihoods and health. This means the council must move at pace to identify and respond to the challenges faced by our community.

“We are committed to building a post-COVID future that delivers more opportunities for all residents to learn, earn, thrive and succeed”.

Councillor Joel Charles,
Deputy Leader of Harlow Council and Portfolio Holder for Community Resilience

3. Background

Since March 2020, like the rest of the country and indeed the world, Harlow has been impacted by the Coronavirus pandemic, which has triggered major economic impacts and hastened trends that have changed the way of life for both businesses and residents. Our local businesses, voluntary sector, communities and individuals have suffered both economically and socially. Some businesses have not been able to survive and some are now struggling to recover. Residents’ employment status’ have changed, household incomes have been affected and some people have struggled financially. People have felt disconnected from family and friends and unable to access support services in the usual way which has led to many people feeling lonely and isolated, especially those categorised as Critically Extremely Vulnerable, who spent months shielding. Many people, especially the town’s older residents, feel anxious about returning to clubs, activities and services and tragically some of our residents have also experienced the loss of loved ones through Covid-19 and their lives will have changed forever.

People’s physical and mental health has suffered due to the social and financial pressures placed on individuals as a result of the pandemic and access to routine health services has been restricted while hospitals have focused their resources on responding to and containing Covid-19. The town has a growing population of residents aged over 65 years, which is likely to increase by 16% from 2020 to 2030 (Source: 2018 based subnational population projections ONS) and we must ensure that we are able to support our older residents to re-engage with services safely and confidently as part of the town’s recovery from Covid-19. We must work now to

address loneliness and social isolation in our community, but we must also plan ahead for how we will work with our partners so that our older people's longer term physical and mental health and wellbeing needs can be met appropriately.

Whilst social and health inequalities have always existed, the pandemic has had a disproportionate effect on the most vulnerable people in our community and we need to work in earnest to identify local need and reduce inequality across all sections of our community. The Council will lead on this work through the Harlow Health and Wellbeing Partnership Board which will launch a new, robust Health and Wellbeing Strategy during 2022.

“COVID-19 has shone harsh light on some of the health and wider inequalities that persist in our society. It has become increasingly clear that COVID-19 has had a disproportionate impact on many who already face disadvantage and discrimination.

The impact of the virus has been particularly detrimental on people living in areas of high deprivation, on people from Black, Asian and minority ethnic communities (BAME), and on older people, men, those with a learning disability and others with protected characteristics.

A central part of responding to COVID-19 and restoring services must be to increase the scale and pace of NHS action to tackle health inequalities to protect those at greatest risk”

Source: NHS England website, August 2021

<https://www.england.nhs.uk/about/equality/equality-hub/action-required-to-tackle-health-inequalities-in-latest-phase-of-covid-19-response-and-recovery/>

Data from the (2019) Essex Joint Strategic Needs Assessment gave us insight into our town's health needs and challenges at the time but we acknowledge that these may have changed significantly over time, in particular as a result of Covid-19. We will therefore ensure that the Community Resilience Strategy Action Plan is informed by the most up to date data sets as soon as they become available. However, we know from the 2019 data that in Harlow:

- We had the lowest average employment income in England and Essex
- Our environment was the most densely populated in Essex
- The concentration of fine particles in our air quality was the third highest in Essex
- The density of fast food outlets was the second highest in Essex
- Childhood obesity at reception age was above Essex but similar to England
- Childhood obesity at Year 6 was the highest in Essex and higher than England

- The number of overweight and obese adults was higher than in Essex and England
- The percentage of people physically active was the third lowest in Essex
- The number of people eating five portions of fruit and vegetables daily was the lowest in Essex

We know that people living in west Essex are living longer and that there are significant differences in health experience and outcomes between its least and most deprived communities and must address such differences as part of our work to level up communities. We will support and promote access to effective and responsive services that reduce inequalities, meet identified needs and ensure maximum positive health impact within the resources available.

Working in partnership we will take a preventative, rather than reactive approach, so that we have the best chance of success.

As the pandemic hit, the Council immediately stepped up and worked both independently and with our valued partners to set up the Covid-19 Community Hub service to provide a range of much needed support including emergency food, prescriptions, financial matters and health and wellbeing support to people of all ages and from all backgrounds. We want to continue this work to support our residents whilst building community resilience so that people are enabled to support themselves and others in the future. This approach during the peak of the pandemic had cross-party support – the current administration is committed to working with all community leaders as the town continues to rebuild.

There is no better time than now to embark on this important work which will support our communities not only to recover from the pandemic but to live safely with Covid-19 going forward and ensure everyone feels, and is, part of a town that welcomes, embraces, supports and encourages opportunities for all to ensure we can live and grow together; thrive and achieve together; be happy and healthy together and be safe in our town.

Our guiding principles for this strategy are:

- Recovery from the pandemic cannot be achieved in isolation – we must all work together
- Embedding Social Inclusion into everything we do is key to ensuring nobody is left out or left behind regardless of ability, disability, origin or background
- Ensuring that everyone has opportunities to grow, learn, thrive and achieve is essential to levelling up communities and ensuring the best possible life chances for everyone

- Recognising the needs of local businesses, providing access to networks and collaborating to source investment opportunities for employers to expand their footprint in the town
- Strengthened and effective community engagement and consultation helps us better understand issues that affect our residents and businesses and be able to respond appropriately and effectively
- Redefining, promoting and embracing a shared sense of identity and purpose for the town will help us work together as one to recover from the pandemic and achieve our collective aims for the future

4. Our Vision

Through renewed community leadership and working together with our partners and local communities to drive social capital and maximise resilience, we will lead on a recovery built around supporting equal life chances and opportunities for all regardless of age, race, sexual orientation, faith, ability or background. Through strengthened community engagement and new, innovative ways of reaching out to our communities we will better understand the needs of residents and businesses and be able to focus our response and resources where they will have maximum benefit.

Through an assets-based approach that acknowledges and invests in the strengths and capabilities of our communities, we will increase resilience by building on the town's incredible community response to Covid-19 and work to ensure that residents, businesses, community and voluntary sector organisations are supported and empowered to respond and recover from adversity both now and in the future.

The council recognises the huge contribution that community and voluntary groups and individuals have made to support the town's most vulnerable residents. Our communities have pulled together in ways we have not seen previously and many people have found a new sense of purpose in supporting others through both formal and casual volunteering opportunities. By building on the strengths already present in our community we will work to lay the foundations for future years to ensure that everyone benefits from the town's recovery both socially and economically.

Our vision is for Harlow to be recognised as a fantastic place to live, work and visit; a place where businesses and communities thrive and children and young people can achieve their full potential through access to excellent education, training and employment opportunities that will support the town's future prosperity. A town where individuals and those who want to start and raise a family together can enjoy all the

benefits the town has to offer, including our open green spaces, community services, shopping centres and opportunities to access the Arts.

The Council will aim to build and support communities where people from all backgrounds can live healthily and happily together, demonstrating community spirit and pride in our town. A town where people are able to acknowledge their own support needs and know how and where to get the help they need, but also a place where people not only look after themselves but come together to help and support each other.

Central to achieving this vision and building strong, inclusive and resilient communities is the Council's wholehearted commitment to changing and improving the way in which we engage with our residents and businesses. Only by knowing our communities well, listening to their worries, hopes and aspirations for the future can we understand their needs and target resources to support them.

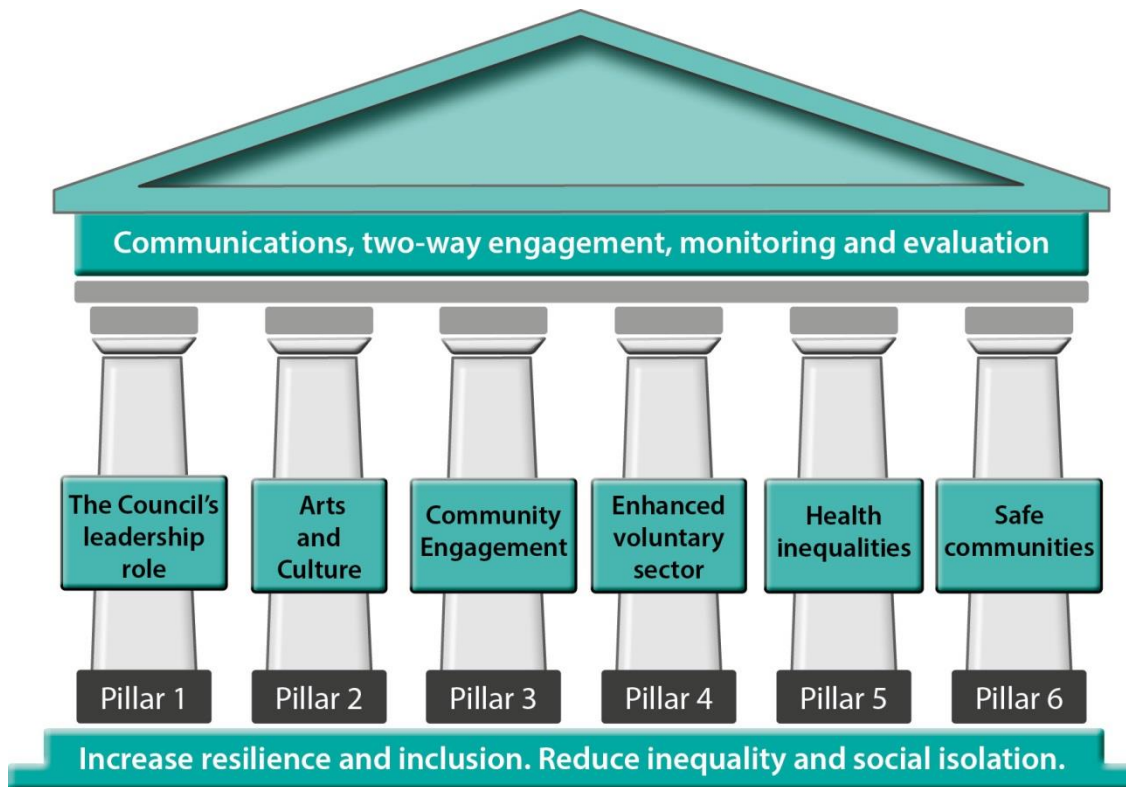
Through meaningful conversations and active listening, we will better understand the barriers people experience and will lead on work to remove identified barriers as well as supporting and enabling people to take collective community-led action themselves. We will increase capacity to undertake new community engagement work and invest in resources that will enable us to strengthen our existing engagement work across the town.

The Council will introduce new innovative ways of connecting with businesses and people from different walks of life in their workplaces, places of worship, schools and public areas such as parks and shopping centres as well as delivering engagement roadshows in the community. We will actively target marginalised groups that, for whatever reason, are not engaging with services and adopt a range of approaches to this work including one-to-one and group conversations, surveys, printed materials and online opportunities for people to engage with the council to make their views known.

The Council will embed a culture of effective, co-ordinated community engagement across the council to help us realise the ambitions of this Strategy and a strengthened Community Engagement Strategy will be developed and published on the Council's website by the summer of 2022.

Our vision is set on a solid foundation of established and effective partnership working and our aim is to increase community resilience and promote social inclusion whilst tackling inequality, exclusion, loneliness and isolation in all its forms.

This vision is supported by six strategic pillars to ensure the whole community benefits from recovery, opportunity, inclusion and future prosperity.



5. Pillar 1, The Council's leadership role

Our leadership role is intrinsically linked to all of the work that will be undertaken in respect of the five other Pillars that support delivery of this Strategy. We see our role as an enabler, working with the community at large, to successfully embed the work set out under each Pillar. This is to ensure that, by working with partners, businesses and residents, we can realise the aims of this strategy and achieve positive impact in our town.

As Covid-19 restrictions have been incrementally eased over recent weeks and months, we have already begun the task of providing clear and robust leadership through the initial post Covid-19 recovery stage by safely reopening our services to residents and visitors. With our partners, we have begun addressing immediate Covid-19 related public health challenges and will work closely with other community leaders to co-create a timely and proportionate response that reflects the needs of all residents across our richly diverse communities.

Part of this initial response is to support the delivery of the new pilot Covid-19 Community Hub service to ensure the town's most vulnerable residents can continue to access the help that they need across a wide range of issues including food insecurity, loneliness and social isolation, financial and employment matters.

Through our role as the community leader we will also:

- Lead on the Harlow Health and Wellbeing Board and Safer Harlow Partnership to ensure effective partnership work is undertaken to deliver against identified priorities, address local needs and provide challenge and support where necessary
- Support a system wide approach within which partners listen, engage and work with each other and communities to deliver services and support community led projects and activity
- Through partnership working and co-creation, lead on the review and development of existing and new services to ensure they meet the current and emerging needs of our residents not only in relation to recovery from Covid-19 but also more generally
- Focus relentlessly on business resilience by working with local employers to understand their needs and what workers require to achieve greater earning potential – leadership on growth and productivity will be a key area of focus for the Council. We are committed to supporting one single body that represents the interests of all local businesses and will continue to ensure employers and their workforces have a voice that is heard and listened to
- Embed a focus on social inclusion that reflects the town’s rich and diverse community across all activities in Harlow Council and to uphold the same expectation of all those agencies with whom we work in partnership
- Lead on work with marginalised groups and local disability advocacy groups to challenge exclusion and ensure inclusion across all communities through the development of more accessible community services. This work will include the Council’s commitment to strengthening leadership on issues affecting Black and Minority Ethnic groups (BAME)
- Continue to promote and support Harlow Youth Council to ensure we better understand the issues that affect the town’s young people; ensure their voices are heard on matters that affect them and that they have opportunities to influence local decision making
- Develop new opportunities, in line with the new medium-term financial strategy, to continue to guarantee the financial security of the Council’s non-statutory community services including The Playhouse, Harlow Museum, Pets Corner and Sam’s Place the council’s service for children with a disability
- Continue to support the Harlow School Readiness Project to ensure that pre-school children from all backgrounds have the opportunity to gain essential skills that will enable them to learn, thrive and achieve when they start school

- Recognise that education is critical for social mobility, income and future life chances and work closely with schools, colleges, adult education providers and other partners to ensure children and young people have access to excellent education, skills, training and employment opportunities. Through this work we will support the Government Kickstart Scheme and local Apprenticeship schemes and work with adults who seek to upskill or retrain as a result of changes to their employment status

Harlow Ethnic Minority Umbrella (HEMU) is a not-for-profit voluntary group that aims to improve the lives and experiences of people from minority ethnic groups living in Harlow. Working with community leaders and valued partners such as Harlow Council, Essex Police and a range of local community and voluntary groups we offer advice, support, education and awareness raising opportunities to people from all backgrounds.

We aim to achieve better understanding of Harlow's richly diverse communities and bring people together to create strong, inclusive communities where we celebrate differences, value each other and have the skills to support ourselves and each other.

We welcome Harlow Council's new Community Resilience Strategy to benefit Harlow residents and look forward to being involved in strengthened community engagement work that will ensure the voice of marginalised groups is heard in local decision making processes and the co-creation of services and community led social action.

Neela Hibbert, HEMU

6. Pillar 2, Arts and Culture – we will promote Harlow's past history whilst looking ahead to a post-Covid-19 future and ensure access and participation for all. We will:

- Promote Harlow as a centre for culture, promoting the value of the Arts
- Actively promote the town's Arts and Culture agenda using clear messaging that encourages and welcomes participation from people across all social and cultural backgrounds
- Develop a new ten-year vision statement to articulate the future development of the Arts and our heritage, this will include the future role of the Playhouse, Gibberd Gallery and the town's public sculptures as standard-bearers for promoting culture and inclusion through the freedom of expression

- Support the work of the Harlow Cultural Leaders Group in developing the town's arts and culture sector and ensuring it is accessible by audiences as diverse as the town's demographics thus increasing engagement by Harlow residents
- Acknowledge and promote the positive benefits that access to the Arts has on people's mental and physical wellbeing and the opportunities it brings for people to connect, be creative and enjoy
- Promote leisure, cultural and educational opportunities for all at Harlow Museum and Walled Gardens where people can learn about Harlow's rich and diverse history

Arts venues are places of safety and sanctuary for some of the most vulnerable people. They are places where people come to talk, learn and enjoy and participation in the arts is proven to relieve stress and anxiety. Cultural leaders in communities can work together to provide inclusive access to cultural experience and help to shape stronger community relations.

"Making and experiencing arts and culture transforms quality of life for individuals and communities."

Arts Council England

7. Pillar 3, Community Engagement – we will have honest and open two way conversations with our residents and businesses and involve them in local decision making processes about things that affect them. We will:

- Through renewed and strengthened community engagement and consultation, ensure we understand what support communities need to recover from the Coronavirus pandemic and build resilience against future adversity so that people feel enabled to look after themselves and each other without the need for statutory intervention
- Involve residents and service users in the co-creation of services, projects and new initiatives that can meet their needs, in the right place at the right time, and ensure everyone feels they have an opportunity for their voice to be heard in the process
- Identify and promote opportunities for individuals to access a range of support through various channels to help them recover financially and socially from

the pandemic and reduce long-term reliance on support services going forward

- Ensure the council is digital by default, so that services are easy and convenient to use. This will not come at the expense of those that cannot access services in this way – addressing digital exclusion is a community leadership role the Council takes seriously. We will make better use of social media platforms to engage and consult with residents and businesses, and communicate positive changes as a result of their involvement. Making sure all digital functions are accessible to people of all abilities is a fundamental commitment.
- We will capture information and feedback to improve customer engagement and assist the Council's decision making about the services it provides and its wider work

“We have improved the way that we communicate with our residents by ensuring that we reach as wide an audience as possible using channels that we know our residents use. Our social media reach has significantly increased over the last few years and throughout the pandemic we have played a key role in ensuring that relevant information was available to all of our residents in an easy to understand format. We understand the need to ensure that although digital is the main way residents consume information, other methods are just as important in order to ensure no one is excluded.

As we recover from the pandemic we will develop a revised communications plan that builds on the Council's aspirations for strengthened community engagement and improved social cohesion and reaches out to our diverse community. The Council is committed to improving opportunities for Harlow residents to participate in local decision making processes and to shape the way that we interact with our residents in the future.”

Customer and Media Services Manager, Harlow Council

8. Pillar 4, Enhanced Voluntary Sector – we will work with the voluntary sector to recognise its value and capabilities and support them to access resources for community benefit. We will:

- Work with voluntary, charitable and faith groups to help them do more to support the most vulnerable across our diverse community. This will include supporting proactive and reactive work through the Harlow Poverty Partnership and engagement with local disability advocacy groups too

- Support community and voluntary sector networks to thrive and be able to access resources and tools to take collective action with benefits for local people and places
- Identify opportunities to work with community groups to strengthen their networks by bringing groups and individuals together for specific activities or events that promote inclusion, unity and pride in our town
- Work with the voluntary and community sector to provide low-level support to improve health, wellbeing, participation and resilience through utilisation of community connectors and social prescribing methods
- Support the voluntary sector to identify and access new funding opportunities to deliver scalable pilot projects to meet local need and deliver social value across different communities

"Most of the people in Razed Roof with learning disabilities had been isolated for most of the year; then the Rainbow Tech Library came to the rescue. The loan of devices and access to the internet enabled us all to access Zoom sessions. At last we could do creative activities together and have all-important contact with others. A massive thank you to the Rainbow for enabling some of the most excluded to be connected..... and for your technical advice when we needed it!"

Razed Roof - Charitable organisation

9. Pillar 5, Health Inequalities – we will help level up communities by identifying the health needs of our most vulnerable residents and work with partners to promote health and wellbeing campaigns and services to meet locally identified need. In addition we will:

- Lead on the work of the Harlow Health and Wellbeing Partnership Board and work with health and social care partners to identify and address health inequalities. We will ensure resources are targeted where they will have maximum benefit for all residents whilst recognising that ill health and health inequality is strongly linked to deprivation and that economic factors must also therefore be targeted and addressed
- Promote mental health initiatives, support suicide prevention activity, safeguard children and adults most at risk and help identify new innovative ways of supporting people facing personal crisis whilst working with health

partners to ensure residents are given choice and true engagement in the delivery of local health services

- Continue to work with partners to provide a new Health and Wellbeing Community Hub at Osler House for the benefit of all Harlow residents and utilise Public Health funding to support projects and activities that can achieve good physical and mental health outcomes for residents of all ages
- Tackle issues of loneliness and social isolation that affect people's mental and physical health by helping people from all communities feel connected, involved and supported. We will achieve this by working in partnership to enable delivery of a wide range of activities and events in the community; through social prescribing and effective signposting and referral pathways
- Support targeted work with groups such as BAME (Black And Minority Ethnic), LGBTQ (Lesbian, Gay, Bisexual Transgender and Questioning), Gypsy, Roma and Traveller (GRT), Armed Forces Veterans and disabled people who for a variety of reasons may not routinely access relevant health services to ensure they are not disproportionately affected

“The pandemic has seen an increase in the number of residents that are feeling lonely, isolated and disconnected from family, friends and services. This is particularly true of older people and those from marginalised groups. By working with valued partners, including Harlow Council, we are able to support people who, for whatever reason, would benefit from help to address specific issues in their lives and re-engage with activities, events and hobbies that will help improve their overall health and wellbeing. By taking a holistic, person centred approach we aim to help build confidence and skills to empower people to connect with others as part of strong, resilient and connected communities where people feel included, valued for their contribution and able to help themselves and others to lead happy, healthy lives.”

Sarah, WECAN, United In Kind Coach, Harlow

10. Pillar 6, Safe Communities – we will work with our partners to tackle and reduce crime, violence and anti-social behaviour and keep our most vulnerable residents safe

- Continue to support a Community Hub approach to delivering community based support to the town's most vulnerable residents by helping people to

self-isolate safely and easily able to access local vaccination services and direct support in emergency situations

- Work with Essex Police and criminal justice partners to identify and tackle the root causes of crime and antisocial behaviour to ensure all residents feel and are safe in the community and their own homes and have the confidence to report crimes without fear of recriminations
- Through the Safer Harlow Partnership, its priority subgroups and other established networks, we will work with partners to access Government and Local Authority funding to deliver innovative projects to help keep people and places safe and free from crime and anti-social behaviour
- Maintain an early identification, intervention and prevention approach to keeping children, young people and adults at risk safe from abuse and exploitation and support the work of both adult and children's health and social care services in this respect
- Work directly with residents, Residents' Associations and community groups to build resilient communities where people feel safe, healthy, connected and able to help themselves and each other through community-led solutions and by addressing barriers that prevent community-led activity

"I found that no-one could do more to help, encourage, support and assist each other in the time of great uncertainty. It was very levelling to see the unselfish way in which people from all walks of life gave their time and effort to support those, who through no fault of their own, needed the human touch even if it was just a welfare call, collection of prescriptions or delivery of an urgent food parcel to a vulnerable resident. Being involved in last year's Covid-19 emergency aid and supporting the Harlow Community Hub Service was both a humbling and rewarding experience."

Andy, Harlow Community Hub Volunteer

11. Monitoring and Evaluation

This Strategy will be supported by a robust and comprehensive three year action plan that will be developed over the coming months and will set out short (year 1), medium (year 2) and long term (year 3 plus) actions and desired outcomes that will help us achieve our vision and aims as set out above.

This Strategy will be monitored and reviewed every three months and an update report will be submitted to the Council's Senior Management Board and the Portfolio Holder for Community Resilience.

Throughout delivery of this work we will continuously ask ourselves:

Where are we now?	<ul style="list-style-type: none"> • Why is this Strategy important? • What has happened recently and what is our current position? • What is our role and remit in bringing about positive change?
↓ ↓ ↓	
Where are we going?	<ul style="list-style-type: none"> • What do we want Harlow's future to like? • What do we, our partners and our residents want to achieve? • What would success look and feel like for our town?
↓ ↓ ↓	
How will we get there?	<ul style="list-style-type: none"> • How can we work towards our goals? • Who and how can others help us? • What more can the Council do in its role as the community leader?
↓ ↓ ↓	
Are we being effective?	<ul style="list-style-type: none"> • How do we know what impact we are having? • How do we know what has changed? • How will we respond to future changes?

We will be mindful of emerging trends and the changing needs of our residents and businesses. We will be flexible in our approach to delivery of the supporting action plan to ensure it continues to reflect local need which will inevitably change over time as we recover from the pandemic and look forward to a bright future for Harlow. In addition, to support effective monitoring and evaluation of our work, we will consult with residents and businesses whenever relevant and possible to inform the co-creation of services and community focussed solutions to identified issues and ensure that there is social value in everything we do.

In delivering this Strategy, we will also be mindful of other relevant council strategies and those of our partners to ensure joined up working when relevant and to avoid

duplication of effort and ensure that resources are targeted appropriately to ensure maximum benefit for our residents. This document will also be aligned to the medium-term financial strategy and the work to develop the municipal budgets that will span the life of this approach towards community resilience. Other Council strategies will include the Harlow Health and Wellbeing Partnership Board Strategy; Harlow Council Community Engagement Strategy; The Town Investment Plan and Harlow Council's Community Safety Strategy. External influences may include the West Essex Clinical Commissioning Group One Health and Care Partnership Strategy; the Active Essex 'Find Your Active Campaign' and Essex Joint Health and Wellbeing Strategy and 'Fit for the Future Campaign'.

Set out in the table below are some examples of the action we will take to drive forward our work against each of the six Pillars throughout the lifetime of this Strategy. Progress against each action will be monitored, evaluated and reported on.

	Year 1	Year 2	Year 3
Pillar 1 The Council's leadership role	Embed social inclusion as a key priority across all council services and in everything we do Launch the next phase of the Community Hub service	Establish and lead a working group to strengthen leadership on a range of BAME, disability, LGBT and wider issues impacting diversity in the town, whilst looking at more opportunities to promote the agenda	Conduct a review of the impact achieved by the community resilience strategy to inform the development of a refreshed action plan
Pillar 2 Arts and Culture	Work with the Harlow Arts Trust to identify new partnership projects that aim to raise the profile of works of art in all forms	Develop a ten-year vision statement to strengthen the council's commitment to the arts and culture	Launch a town-wider young artist of the year competition, potentially in partnership with local employers, to recognise emerging talent
Pillar 3 Community Engagement	Develop recommendations to boost the council's ability to engage with the	Identify critical gaps in engagement and publish a refreshed strategy (to be	Launch an engagement roadshow to tour Harlow and seek the views of local

	community, measures could include a new dedicated resource to deliver this priority	presented to the Cabinet in March 2022)	residents about the future of our community services
Pillar 4 Enhanced Voluntary Sector	Review the allocation of the Council's Partnership Grants Develop a new Resilience Fund to respond to the challenges of the pandemic	Develop an action plan with the town's voluntary sector to boost the representation of community causes that are targeted towards supporting identified hard to reach groups	Support the development of workshops that aim to enhance the agility and capacity of the town's voluntary sector to respond to emerging need
Pillar 5 Health Inequalities	Review the role and remit of the Harlow Health and Wellbeing Partnership Board	Develop and publish a Health and Wellbeing Strategy that will address health inequality in our communities	Launch a public health campaign in collaboration with the West Essex CCG that raises awareness of health inequalities. This campaign will be informed by the latest public health data
Pillar 6 Safe Communities	With our partners co-create and publish a robust Community Safety Strategy Undertake a full review of the Safer Harlow Partnership and its priority subgroups	Review the council's approach to identifying and supporting vulnerable adults at risk of criminal exploitation with colleagues from the housing department	Deliver a programme of new focused action days to raise awareness and understanding of community safety issues that will help confront the realities of crime and anti-social behaviour, alongside Essex Police and other criminal justice partners