

# Recovery and Renewal: report to inform the refresh of the Borough Plan

## 1. Introduction

We set a clear vision and ambition in our 2019 Borough Plan – to make Haringey a fairer and more equal borough.

That's not something we can do alone. The structures of poverty and injustice are complex and interwoven – and take a collaborative cross-cutting response to overcome. The council has to act in partnership with communities and community groups, with partners and business, for genuinely transformative change to happen.

It's why we started this term by setting up the Fairness Commission, talking to our residents and communities about what they think needs to change in Haringey.

In the first two years of the Borough Plan, the council has put its commitment to reducing inequality and building community into action:

Community wealth-building: we are using all our available levers to make sure every public pound delivers maximum public good and wherever possible builds the prosperity of local people and businesses

- London Living Wage: we have raised the wages of the people who staff our services (especially our care workers)
- Council housing: work to deliver the first 1,000 new council homes at council rents in Haringey is well underway
- Council Tax Reduction Scheme: we have introduced one of the most expansive council tax relief programmes to support our residents with the lowest-incomes
- Haringey Works: our local employment service is growing – with a key objective of raising the number of local residents hired by the council.
- In-house services: repair work for council properties is now provided by council staff, not outsourced to a private firm
- Youth Services: we have expanded the number of youth outreach workers and created the Haringey Fairer Education Fund to offer young people on low-incomes bursaries for higher education, work placements and continuous mentoring.
- Climate emergency: we have committed to retrofit council homes to reduce energy use and cut bills for council tenants. Planting hundreds of new trees – targeted at the most deprived areas of the borough with the highest levels of air pollution.

Our experience of dealing with COVID-19 has only reinforced what was set out in the Borough Plan. As we have mobilised to respond to the challenges posed by COVID-19, we have seen what we can achieve when, as a set of partners, we work together with our communities.

During the last eight months those who live and work in Haringey, our public services, our voluntary and community organisations, and local businesses, have all pulled together to support the community at a time of unprecedented and unpredictable change.

We have mobilised around the most urgent issues presented by this crisis – poverty and food security, social isolation and mental health – and this has made us closer as a result.

In responding to COVID-19, we have often worked differently, responding with agility to meet emerging needs and finding better ways to provide services and communicate with our residents and businesses.

We are proud of our shared partnership response to the challenge, but we know that there are still significant challenges ahead. The impact of the pandemic on all of our residents, communities and businesses has been profound, and will have a long tail into the weeks, months and years ahead. Alongside this there are other significant societal events on the near horizon, most notably the EU Transition (Brexit), all of which contribute to a dramatically changed and changing context in which the council operates.

There is an enormous amount to learn from the tumultuous experiences of 2020 – it has showed what can be done differently and reminded us of what we treasure. That's why we're now embarking on a refresh of our 2019 Borough Plan two years in. We need to ensure that, across everything we do, we recognise and address the disruption that the pandemic has caused and grasp the opportunities it has created.

At the end of April of this year, we began an in-depth Recovery and Renewal exercise aimed at understanding the impacts of covid-19 in order to put us in the best possible position to be able to respond to the challenges that Haringey is now facing. We have worked closely with residents, businesses and partners as part of Recovery and Renewal, and through this work have built stronger relationships; gained important insights into the experiences and priorities for our communities; and identified the key themes that we now need to focus on to be able to plan well for a period ahead that is characterised by uncertainty.

This document sets out some of the key learning from Recovery and Renewal that provides the background context for the Borough Plan refresh and the principles and approach for how the work will be done to ensure that we are being systematic and consistent in reviewing each of our priority areas (Housing; People; Place; Economy; Your Council).

## 2. What we have learned and what we have heard

We have undertaken a range of activities as part of a wider Recovery and Renewal process to help us make sense of the new context in which we are operating. These include:

- i. Looking again at our Borough Plan and reflecting on the areas in which the impact of COVID-19 will require us to adapt our priorities and approach to still achieve the vision set out in the Plan
- ii. Reviewing our service delivery, to meet the challenge of delivering services in a new world of living with COVID-19 and doing so in a smaller budget envelope
- iii. Working with partners to understand the systems-wide impact and what this means for our shared priorities

Rather than being a great leveller, Covid-19 has disproportionately hit those who already experience inequalities and exacerbated these. As a result, many residents, and communities, who already experienced challenge before the pandemics, will be under even more pressure than they were

before. So that even as the 'Black Lives Matter' movement has brought increased attention to the racial inequality and injustice in our society, we know that there is potential for the impact of Covid-19 to increase inequalities affecting black (Black, Asian and Minority Ethnic) Haringey residents, as well as other groups experiencing inequality, including residents living in poverty, disabled people and women.

What this means is that going forward, tackling inequalities needs to be even more front and centre to our strategy as an organisation. This is about justice and fairness for those affected by inequality – but it is also about recognising that inequality is bad for us all and that we need to come together to tackle it if we are to build a stronger borough going forward.

We need to connect with local residents to support them with the wide range of issues they may be facing at the very earliest opportunity, using a range of methods to: bring our services closer to residents and neighbourhoods, making use of local strengths; proactively building residents' confidence and skills and not waiting until a crisis point is reached before we and partners step in; and, extending our reach, including by building trust in the Council through voluntary and community partners who will help to advocate and reach all residents and households in the borough.

But as well as responding to the immediate challenge presented by the pandemic, we need to recognise that the foreseeable future will be characterised by great uncertainty. As a society we will need to manage the ongoing risk presented by the virus while an effective vaccine is produced and rolled out, freeing us again to resume stalled activities. And this will happen at a time when our residents are less trusting of central government and so the success with which we are able to do this is particularly dependent at local level – and the leadership role of local government.

We also recognise that the post-pandemic world will take a different shape to the world we knew before, and there may be no return to 'normal.' It will take time for the economy to recover and potentially to reshape itself, and the impact of the pandemic is likely to persist for our residents and communities and be reflected in fundamental things like mental and physical health issues and longer- term health inequalities. This uncertainty is compounded by other national and global challenges, including potential impacts from EU Transition ('Brexit'), emerging climate change impacts and fast emerging changes to the nature of work, like automation, the outcomes of which are unknown.

This uncertainty is already affecting our residents, influencing their sense of security and optimism about the future. And we also know that this uncertainty places an unequal burden on those within our communities are less able to weather further shocks to their household finances or manage new pressures that may exacerbate poor health or wellbeing.

We know that periods of hardship and instability can be unifying, but they can also exacerbate existing tensions. So, whilst many in our communities pulled together to support each other early in the pandemic, and continue to do so, we also need to prepare for the risk of increased community tensions and social unrest. For example, in response to greater disquiet in relation to Covid-19 restriction measures, or the challenges that Brexit will pose for some of our residents and businesses. As such, the refreshed Borough Plan will have an even greater focus on how we can help our residents respond to, and navigate adversity – working closely with them, our communities and partners to co-design and produce our services, policies and interventions.

## 2.1 What has changed for our residents?

Our Community Impact Assessment, included as an appendix to this report, details the impact of Covid-19 on our residents up to September 2020. We all recognise that we are in a rapidly changing environment which needs to be reflected in how we respond. As such we will continue to actively seek ways to monitor impact on an ongoing basis.

Whilst there will be very few of our residents whose lives have been untouched by this pandemic, we know that impacts have not been evenly felt across our communities. COVID-19 has exposed the vulnerability of the worst off and has had a disproportionate impact on those residents and communities already experiencing inequality and disadvantage. Haringey was an unequal borough prior to COVID-19 with one-third<sup>1</sup> of the borough's areas in the top fifth most deprived areas nationally, and we know the pandemic will have exacerbated deprivation and wider inequality.

From early in the pandemic, there was clear evidence that older people and people with specific underlying health conditions and disabilities were at greater risk of dying from Covid-19, and central government early advice to these groups reflected this. These illnesses are equally distributed across the population and in some cases appear to be linked to risk factors associated with deprivation (including issues like poor air quality as a risk in respiratory illness).

However, it also soon became clear that Black, Asian and minority ethnic (often referred to as 'BAME') people were also at greater risk of dying from the virus<sup>2</sup>, and that these differences could not be explained either by pre-existing health conditions or genetic factors, but most strongly associated with demographic and socio-economic factors, such as place of residence and occupational exposures<sup>3</sup>. More widely, there is some evidence that people in insecure, low paid jobs, and overcrowded housing appear to have been particularly exposed to contracting the virus.

Key facts to highlight:

- Nationally, people in the most deprived areas are 110% more likely to die from COVID-19 than the people in the least deprived areas
  - Mortality rates are over three times as high among people with disabilities compared to people without disabilities
- Nationally, Black/Black British, Asian/Asian British, and people of mixed ethnicity are more likely to be diagnosed with and/or die from COVID-19

The highly varying sectoral impacts of the economic crisis has disproportionately impacted some residents more than others. Low paid and insecure workers, younger and older workers have experienced loss of employment at disproportionately high rates.<sup>4</sup>

The social impacts have also been unevenly distributed. We know that lockdown, and for some, the need to 'shield' at home, has had a disproportionate impact on elderly and disabled people, and people with long-term conditions, who are often more isolated and have suffered from loneliness and reduced support from informal networks. We also know it has a profound impact on our children and

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<sup>1</sup> 'People and places in London most vulnerable to COVID-19 and its social and economic consequences'. New Policy Institute. October 2020.

<sup>2</sup> In a diverse borough like Haringey this was an urgent concern and was reflected in work led by the Bridge Renewal Trust to highlight this impact and identify ways to address the inequalities which cause it.

<sup>3</sup> [ONS](#)

<sup>4</sup> <https://www.resolutionfoundation.org/app/uploads/2020/10/Jobs-jobs-jobs.pdf>

young people – not only disrupting their educations – but also the social contact and development that is so important from early years through to the transition to adulthood, and that these impacts are not evenly distributed, but instead disproportionately affect those already experiencing disadvantage and inequality.

This pandemic has exposed inadequacies of the nation's social safety net, an issue previously highlighted by Haringey's Fairness Commission. We have seen our residents struggle to feed their families as they wait for universal credit payments, and despite the £20 per week temporary uplift, we have still seen some households struggle financially. We have also seen the impact on those without access to support, namely those residents with no recourse to public funds (NRPF).

The pandemic has also highlighted issues with, and in some instances damaged, trust in public authorities, institutions and organisations and inequalities in access to public services and support. Some people in our community have not had confidence in seeking help for a range of reasons, including a fear of contracting COVID-19 in healthcare settings and concerns around seeking help with insecure immigration status.

We have already seen how the impacts of the pandemic have affected our residents in the short term: they are reflected in the sharp rise in claims for universal credit and in the increase in our unemployment rate; in requests for assistance with emergency food and fuel; and, in the dramatic increase in domestic abuse.

Going forward, the impacts of the pandemic are likely to express themselves in a range of medium to long term impacts which will be unevenly distributed across our population. Finding ways to mitigate these is important for the wellbeing of our communities, whilst ensuring we intervene early to prevent negative COVID-19 impacts from becoming chronic crises that impact community cohesion and demand for services.

It is also important to recognise that whilst the impact of Covid-19 have largely been very negative, there have been some positive impacts. So, for example, during the first lockdown we saw improvements in air quality and an increase in active travel; more use of parks and green spaces; and communities mobilising spontaneously in their neighbourhoods and online to respond to local need and issues. Building on and seeking to sustain what is positive, will make an important contribution to people's sense of optimism about the future.

## 2.2 What has changed for the council?

We are doing everything we can to support people in Haringey through COVID-19 and to make sure residents and businesses remain safe and well and are able to cope with one of the greatest challenges of our generation. As we find ourselves amid a second wave in the autumn of 2020, we face a period of prolonged uncertainty; but we do know that things might get more difficult before they become easier.

The action we have taken to respond to Covid-19 work has seriously affected our budget, and we have also lost vital income from sources like parking charges, rent and council tax. Where possible, we have taken steps to alleviate the financial impact on more vulnerable residents. As a result, just as for many local authorities, we now face a challenging financial period ahead.

The impact on the Council operations has also been significant. Almost overnight, we moved to a position where most of our staff are working from home, including those staff who are shielding or vulnerable, and for whom managing Covid-19 exposure will be particularly important. Our staff have done an extraordinary job of rising to the challenge, adapting to find new ways to support our

residents. And as a result, we have also temporarily changed the way we deliver many of our services, ceasing face-to-face service delivery and support during the pandemic and finding ways of doing this remotely, and will be assessing and consulting on what changes to retain going forward. So, for example:

- the Haringey Adult Learning Service (HALS) has moved entirely on-line, and is providing its courses for free;
- we have implemented new models of care at Osborne Grove & Protheroe House assisted living facility;
- we have offered video contact to families who use the Maya Angelou contact centre;
- we have reconfigured mental health day services to an outreach model;
- provided more than 200 devices to vulnerable residents, families, young people and carers to help them get online;
- our social workers have seen or virtually contacted 1,000 vulnerable children every two weeks.

Where possible we have worked with residents and stakeholders to make these changes. For the future, we want to explore further how we can co-produce shared solutions to challenges by engaging with our diverse residents and wider stakeholders including Members, voluntary and community organisations and statutory partners including the NHS. This will make best use of the specialist skills and interventions of statutory partners whilst building a stronger and more sustainable network of community-based support.

As well as changing the way they deliver council services, our staff have also looked outwards, working more collaboratively with the residents, voluntary sector organisations and businesses who have mobilised to support their communities.

These positive changes in how we deliver services provide the seeds of the transformation we need to undertake if we are to deliver on our priorities and respond to our budget challenge. Throughout this period, we have maintained focus on developing work across the Council to transform what we do and to respond to the short, medium- and longer-term impacts and risks set out here. This approach, articulated in different ways, is aimed at transforming the way that we work so that we use our assets and organise our services to meet identified resident and business needs. Our budget reflects transformation work which seeks to automate and simplify how we work behind the scenes to free up resources and to use our assets to deliver those things that can make the biggest difference. For instance, we have become used to accessing more services and information online and for many of us this has proven convenient and user-friendly. Going forward, we will increasingly ask those that can, to interact with us digitally to enable us to invest face-to-face time with those who don't have access to digital technology or who have the greatest needs. We are committed to use our property assets to help us to do this across the borough and in places that are accessible to residents.

The pandemic has also highlighted the day to day impacts of inequalities and has shown us how we could change as an organisation to better respond to the needs of our residents. We need to connect with residents to support them with the wide range of issues they may be facing at the very earliest opportunity, using a range of methods including access to digital.

We will start to focus on three areas of activity:

- Being close to residents – by working out in localities and improving our digital offer, ensuring that we can shape what best suits local neighbourhoods, making use of local strengths

- Intervening earlier – proactively building confidence and skills and not waiting until a crisis point is reached before we and partners step in
- Extending our reach – building trust by working in partnership with local community organisations

In practice what this also means is that we will seek to automate and simplify how we work behind the scenes to free up resources to spend on things that can make the biggest difference. For instance, we have become used to accessing more services and information online and for many of us this has proven convenient and user-friendly. Going forward, we will increasingly ask those that can, to interact with us digitally, through our website, social media, apps and My Account. This will enable us to invest face-to-face time with those who do not have access to digital technology or who have the greatest needs.

We will also need all our residents and businesses to play their part and to work with us and with each other to strengthen our potential to address these challenges. We are currently spending millions of pounds each year cleaning up litter from our streets and parks, and in cleaning up fly-tips. If we all take responsibility for keeping our borough clean, not only is it better for all residents using our parks, shoppers buying locally or parents walking their children to school but we will also be able to allocate more resources to making a difference positively by supporting older people or tackling the housing crisis.

We have seen the power of community through this pandemic with neighbours pulling together to help and support one another. However, in future there may be some services that the Council has traditionally provided but which we may no longer have the resources to continue. Where this is the case, we will work with our communities and local voluntary sector to find new ways of doing things.

### 2.3 What has not changed

We are still ambitious about Haringey's future. The Borough Plan 2019-23 sets out five priorities areas. Our commitment to delivering on these high-level priorities has not changed, even if we may need to pursue and deliver them differently:

- **Housing:** A safe, secure and affordable home for everyone, whatever their circumstances;
- **People:** Strong families, strong networks and strong communities which nurture all residents to live well and achieve their potential;
- **Place:** Stronger, connected communities where together we improve our environment by making it safer, cleaner and greener;
- **Economy:** A growing economy which provides opportunities for all our residents and supports our businesses to thrive
- **Your Council:** the way the council works.

What has also not changed is our commitment to meeting the needs of our residents and our ambitions for the borough. We believe by focusing on the most significant risk and challenges, supporting our residents, businesses and communities to steer through adversity, and capturing the opportunities this crisis offers us, build a stronger borough and create a greater sense of hope about the future.

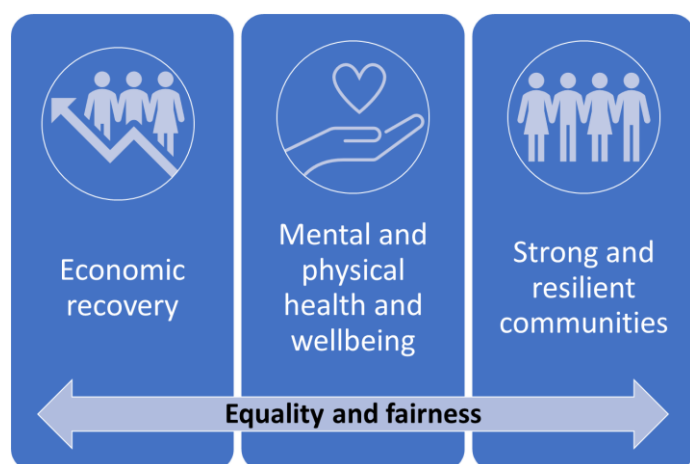
### 3. What does this mean for our priorities?

How we work and deliver services differently is most important. We have seen and understood more about the inequality and unfairness that already exists in our borough during the pandemic. We also know that while people who live and work in Haringey have grappled with the physical and mental

health impacts of COVID-19, many have also lost their jobs, their homes, and their education. This means that we will need to support some people more than ever.

Our 2019 Borough Plan already focuses on tackling many of these issues, but we know some aspects of the plan need more urgent focus in the short to medium term if we are to mitigate the worst impacts of Covid-19 and deliver on the priorities set out in it. So, based on the recovery and renewal conversations that took place within the council and with partners over the summer, we think that there are three key issues that we need to prioritise over the next 12-18 months, and which are the lens through which we should assess our existing priorities. These are:

- i. economic recovery
- ii. health and wellbeing
- iii. strong and resilient communities



These are not new priority areas in themselves. Instead they represent areas of focus which we believe will help us to refresh the Borough Plan in way that helps us to deliver on our existing priorities, taking into account the new content in which we are working. The outcomes of this review will the flow into re-prioritised year 3 delivery plans and will of course reflect the progress already made since the Borough Plan was developed.

The language used to describe the three themes set out in this report is intended to align with a strength-based approach. It is important that the refresh of the Borough Plan is not only described in the language of loss and the damage that Covid-19 as caused. Outcome eight of the Borough Plan, for example, is focused on '*strong communities where people look out for and care for one another*'. Whilst not universally achieved, we have seen the huge contribution that our local voluntary sector makes and the power of communities coming together to support each other. The report is intended to support a robust and reflective process for reviewing all of the priority areas including identifying the areas for which the experiences of the last year have either accelerated progress against key outcomes, or provided us with the learning to be able to harness the more positive aspects of the last year so that they can continue to be built on.

### 3.1 A cross cutting focus on equality and fairness

We have considered carefully whether there should be a fourth theme within our model that looks at equality and fairness. However, we have taken the view that it is the golden thread that must flow through everything we do.



A focus on equality and fairness will cut across all these priority issues. As we set out above, and in the Community Impact Assessment (CIA), we know that the impact of Covid-19 on our residents has been uneven and, in many cases, has exacerbated existing inequality.

Equality and fairness therefore needs to be an especially strong focus as part of what we do going forward, cutting across our the three key issues set out above, and influencing how we work with all our communities, target our resources, design our services, and mobilise around key issues.

We will play a leading role in working with partners across the borough, including health, police, and the voluntary sector to tackle inequality, whatever form it takes. At the centre of this is a need to deepen and accelerate our work to address racial injustice, as part of a shared response to Black Lives Matter.

We will continue to take a long-term perspective, establishing the foundations of a more equal community rooted in resident voice, a deep understanding of how inequalities hold some residents back from the life they would like to lead, and a focus on increasing trust in public institutions. The Borough Plan framework by which we make decisions about priorities and resources now, will determine our success in shaping fairer outcomes for residents, sometimes years from now. Yet there is also important action which we can take now which will have a more immediate impact, such as focusing on creating more opportunities for local people in our organisation and addressing under-representation in leadership positions.

In addition to equality and fairness, we will continue to focus on intervening early and preventing issues from escalating, building wealth in Haringey's communities, sustaining the environmentally positive behavioural changes that increased during lockdown, and helping people to use digital methods of communication to interact with us and each other.

### 3.2 Rationale for the themes of the review

#### 3.2.1 Economic recovery

In the spring of 2020, we set out our vision of what a good economy looks like for Haringey: this was an economy where growth was not valued as an end in itself, but because of the role it can play in helping our residents to realise their potential and live good lives, strengthening local communities and growing a resilient business base<sup>5</sup>. We proposed that going forward, we would seek to assess successful growth on the basis of whether it delivered a set of important outcomes for residents and businesses: fairness and equality; good work; health and wellbeing; environmental sustainability; and, a resilient business base.

Yet since then, COVID-19 and the resulting lockdown measures have had a dramatic impact on the global, national, and local economy. If we're not able to set Haringey back on a path to economic recovery, then it is unlikely that we will be able to achieve the vision that we describe in the Borough Plan. Businesses have suffered negative demand and supply shocks; workers have been furloughed or seen their hours reduced; consumers have adjusted spending in line with changing incomes. The impact on employment in Haringey has been severe, with the borough experiencing the highest rate of Universal Credit claimants<sup>6</sup> and furloughed residents<sup>7</sup> in London. With job losses and falls in

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<sup>5</sup> [Economic Development Strategy 2020 – 2035: Consultation](#)

<sup>6</sup> <https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/datasets/claimantcountbyunitaryandlocalauthorityexperimental>

<sup>7</sup> <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-october-2020>

earnings being more common among the low paid and workers on insecure contracts nationally, Haringey's economically marginalised residents will have been hardest hit.

#### Key risks/impacts

- 10.9% of residents are claiming Universal Credit – the highest rate in London<sup>8</sup>
- 16% of residents were still furloughed as of 31 August – the highest rate in London<sup>9</sup>
- Over 3,000 16-24 year olds started claiming Universal Credit between March and September<sup>10</sup>
- Negative employment impacts are more concentrated amongst low earners, women and BAME workers
- Over 3/4 of Haringey businesses needed to close during lockdown according to our business survey
- 99% of respondents to our local business impact survey needed support with short-term cashflow]

We are yet to know what the economic impact of Brexit will be for Haringey businesses and residents, or partners who may have previously depended on EU funding and/or supply chains. Our refreshed plans will need to acknowledge that there are known unknowns and put us in the best possible position to respond any future financial shocks.

As we look to navigate a course to recovery in the coming 12 to 18 months, we will use our vision of a Good Economy as a guiding light. Our Good Economy Recovery Plan sets out our approach, with a focus on re-opening high streets; supporting businesses; getting residents into employment and training; securing social and economic value through investment. Central to our purpose will be on increasing access to 'Good Work'. This means a job that pays a living wage, provides security of good terms and safe working conditions that promotes working wellbeing. Our Employment and Skills Recovery Action Plan describes our plan to grow employment and training opportunities for our residents in the months ahead, with an eye on the quality jobs of the future. Our support will be tailored to the individual's needs, acknowledging some may move quickly back into work after focussed training or job search support where others will need a more gradual, holistic approach. We will work with partners to realise new opportunities and to promote Good Work in the business community. We will continue to use all the levers available to us to retain and grow wealth in the local economy, maximising the value of every public pound we spend to residents and local businesses, namely through insourcing, procurement and local recruitment.

Haringey's diverse, creative and energetic SME base is one of our greatest strengths. Unfortunately, many of these businesses operate in sectors that have been forced to limit operations due to public health restrictions. We are determined to support these businesses through the difficult times ahead, whilst looking to realise opportunities in growth sectors like Green, Health and Social Care, STEM and

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<sup>8</sup> <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/unemployment/datasets/claimantcountbyunitaryandlocalauthorityexperimental>

<sup>9</sup> <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-october-2020>

<sup>10</sup> <https://researchbriefings.files.parliament.uk/documents/CBP-8748/CBP-8748.pdf>

Construction. Through our Community Wealth Building approach, we are using the tools and levers we have at our disposal, namely insourcing, procurement and recruitment, to bring value and opportunities to local businesses and residents.

### 3.2.2 Health and wellbeing

We are currently renewing our Health and Wellbeing Strategy. This will set out the health and wellbeing priorities for Haringey over the next four years. The draft new Health and Wellbeing strategy for 2020-24 was organised into five key themes: Creating a healthy place, Start well, Live well, Age well, and Violence prevention. The principles of working together identified were: partnership working, community-focused, long-term impact, an informed approach, equity, and quality. However, in light of the COVID-19 pandemic, and its impact on Haringey residents, we will need to review and edit the strategy before we go out for consultation with residents.

The COVID-19 pandemic has thrown the importance of good physical and mental health into acute focus. The pandemic has also highlighted the extent to which economic and social inequalities impact on health, for example through the increased exposure to the virus of people working in lower paid frontline jobs such as security guards. We now know that specific health conditions, many of which are socially patterned, put people at greater risk of severe health impact or death from COVID-19. Existing health inequalities have played a role in the disproportionate impact of COVID-19 on residents from deprived backgrounds and in black, Asian and minority ethnic groups.

However, at a time when the importance of good health and wellbeing is more prominent than ever, our Community Impact Assessment and COVID-19 Impact Survey show there is concerning evidence of negative impacts on physical health, health and wellbeing behaviours and people's willingness to seek medical advice and treatment for non-COVID conditions. We also see, in a reflection of the national picture, that people's mental health and wellbeing has suffered during the pandemic, exacerbating pre-existing conditions for some, and resulting in the development of new issues for others.

We know all too well, that living a healthy life isn't as straightforward getting a diagnosis and treatment for an identified health condition. Unemployment can have a significant and lasting impact on people's mental and physical health, and poor mental and physical health can become significant barriers to finding and retaining good employment. As well as the primary health and wellbeing impacts, COVID-19 has impacted key social determinants of health like income, employment, education, and family relationships. These impacts could lead to both an exacerbation of mental and physical health issues, and a widening of pre-existing health inequalities, further undermining the strength and resilience of our residents, their households and communities.

The pandemic has also impacted the vulnerability and safeguarding needs of residents. Instances of domestic abuse increased in Haringey during lockdown, highlighting the increased risk faced by vulnerable women and children. Public health restrictions have, at times, had implications for the delivery of key support services, including access to face-to-face support that some residents find provide them with security and stability.

So, for example:

- 56% of residents to our Covid-19 impacts survey reported a negative impact on their physical health
- 67% of residents reported a negative impact on their mental health
- 24% reported having a poorer diet because of Covid-19

Going forward, we need to retain the focus on health and wellbeing set out in the Borough Plan, but more immediately look at how we can bring our collective efforts to bear in addressing the primary health impacts of COVID-19. This will include increasing people's confidence in reengaging with primary and secondary health care and addressing inequalities in access to support; and, promoting healthy behaviours and recognising the role of local spaces and assets in this, including sustaining positive behaviours that emerged under COVID-19; investing in mental health support. But we will also need to ensure that we are fully recognising the extent to which good health and wellbeing becomes the enabler of a thriving borough, and by contrast poor health and wellbeing will become a barrier to achieving the vision of the Borough Plan.

### 3.2.3 Strong and resilient communities

Our existing borough plan recognises the role of strong families, strong networks and strong communities in nurturing all residents to live well and achieve their potential, and sets out a number of commitments that reflect the role the council can play in supporting residents and communities to be strong and resilient.

COVID-19 has illustrated the power of local residents, voluntary sector organisations, businesses, networks and communities to come together and respond to the needs of not just their friends and neighbours, but also fellow residents who they may not ever have met. They have done this in many ways: through mutual aid groups, community cook-ups, in the provision of online advice and support, and myriad other acts of initiative and kindness.

We know that for many, the help that they have received has been a lifeline at a time of crisis, and that in many cases, both individuals and community organisations have reached vulnerable people or communities that the council or other public sector organisations may have struggled to. During this time, the council and voluntary sector have also worked together even more closely and have started to cement these new ways of working, identifying areas where we can start to build our coproduction practice. However, we are also vitally aware of the impact the pandemic has had on the voluntary and community sector and its financial viability, and the risks to long term sustainability.

Key risks stats:

- 955 people who were managing to make ends meet before the crisis, were 'struggling' or 'in crisis' in August.
- 2,964 who were previously not in debt are now in either rent or council tax arrears
- 20,500 food parcels delivered to 3,300+ unique households in Haringey from March to July
- Over 700 street homeless people were moved into emergency accommodation in the months to August]

Going forward, we are clear that collaboration with our residents, businesses, communities, and voluntary sector will play an essential role in ensuring that we are supporting people to be as resilient as possible. This needs to involve a strong focus on coproducing our approach with residents with lived experience of the issues we are seeking to address.

We need to invest in the things that will help individuals, their families and communities navigate adversity and remain strong and connected in the face of the challenge ahead. Transformation will be a key driver of change in this area, helping us to connect with local residents to support them with the

wide range of issues they may be facing at the very earliest opportunity. We will start to focus on three areas of activity:

- Being close to residents – by working out in localities and improving our digital offer, ensuring that we can shape what best suits local neighbourhoods, making use of local strengths
- Intervening earlier – proactively building confidence and skills and not waiting until a crisis point is reached before we and partners step in
- Extending our reach – building trust in the Council through voluntary and community partners who will help to advocate and reach all residents and households in the borough

This also includes working to promote financial security and inclusion (including via the establishment of a local welfare assistance fund); digital inclusion; food security (including addressing gaps in support to prevent children going hungry at school because their parents cannot afford to feed them); help with skills and employment; and access to advice and support.

Steering through times of adversity is difficult to have without the security of appropriate and good quality housing. Our housebuilding programme is focussed on building council homes at council rents, so that residents have a real opportunity to put down roots in Haringey and, for those at the sharpest end of the housing crisis, we are taking early action to prevent homelessness. We are also taking critical action to help residents live well by prioritising good health and employment, as set out above.

Residents rarely experience only one challenge: they often many at the same time, which can lead to crisis. Early intervention is more effective than waiting for issues to escalate. Our planned transformation has the core aim of building a local system of advice and support that works with residents to build what is important to them (a good life), building on their strengths and foster people's ability to navigate adversity over the longer term. This is about accessible, and relationship based public services, but also about recognising the contribution of a much wider set of actors including the voluntary and community sector, people's networks and communities.

We also recognise that the high levels of community cohesion that Haringey has experienced in the past, and the very moving way in which our community has mobilised to help each other during Covid-19, should not be taken for granted. Over the past few months, we have seen an increase in community tensions, including hate crime and increased expressions of extremist views. Going into the new year, we know that we need to not only monitor this situation but work with our partners act to promote and support community cohesion, mobilising around our shared value and proactively addressing tackle hate crime and extremism.

#### 4. Principles/ways of working

The three themes described above will form the basis of the review and refresh of the Borough Plan. The tables below outline the overarching principles that we will hold to, and tools that we will employ to complete the refresh and develop the year 3 delivery plans.

### 3.1 Principles which will inform our focus

Principle	Why this is important	What this might mean in practice
1. Equality and fairness (equity)	C-19 has both thrown into focus the significant inequalities experienced by our residents (in particular, health inequalities) but also risks exacerbating these inequalities and reducing the life chances for some.	<ul style="list-style-type: none"> <li>➤ Developing a more thorough understanding of our communities and their needs, circumstances, and priorities, including through use of data from the next census.</li> <li>➤ Addressing the barriers that reduce access to, and appropriateness of council and other public services, for some resident groups</li> <li>➤ Targeting of support at those who need it most</li> <li>➤ Monitoring the equality impact of our activity and investment</li> <li>➤ Working with partners in health, police and the voluntary sector to tackle inequality together</li> <li>➤ Greater investment in hearing from 'seldom heard' voices</li> <li>➤ Strengthening our focus on equality and equity in all council decision making</li> <li>➤ Celebrating our strengths, history and diversity</li> </ul>
2. Early intervention, prevention, and helping people to navigate adversity	Many of the immediate impacts of C-19 (for example on income, employment, households and families) have potential to lead to secondary impacts and more serious problems if we do not intervene early, and use the levers available to us to prevent or mitigate harm.	<ul style="list-style-type: none"> <li>➤ Taking action to mitigate the worst impacts of the crisis on residents' wellbeing and sense of security, including by focusing on food and fuel security, financial and digital inclusion</li> <li>➤ Ongoing investment in data and insight to understand the nature and extent of C-19 impacts, and critically, who is affected.</li> <li>➤ Greater collaboration and partnership working to ensure we are taking a joined-up approach to supporting residents and are not missing opportunities for early intervention and prevention</li> <li>➤ Developing the monitoring tools that support an early intervention approach</li> </ul>
3. Community Wealth Building	In the context of the significant economic impact, C-19 will have on our borough, ensuring that public spend has maximum public benefit will be especially important.	<ul style="list-style-type: none"> <li>➤ Building a Good Economy in Haringey, with Good Work and equality at its heart</li> <li>➤ Using our levers to retain and grow wealth in the local economy, maximising the value of every public pound we spend to residents and local businesses</li> <li>➤ Working with residents, businesses and community groups to involve them in the design and delivery of services and social infrastructure</li> <li>➤ Working with anchor institutions to ensure that public sector spend benefits local communities</li> </ul>
4. Environmental sustainability	This is about recognising ongoing urgency of the climate emergency and	<ul style="list-style-type: none"> <li>➤ Using behaviour change during C-19 as basis for promoting modal shift to forms of active travel</li> </ul>

	continuing to pursue our carbon commitments as part of approach to recovery.	<ul style="list-style-type: none"> <li>➤ Further embedding of carbon reduction into the New Local Plan</li> <li>➤ Pursuing solutions to address fuel poverty, recognising the impact of this issue on both resident health and wellbeing and climate change.</li> <li>➤ Continue leading on the delivery of an energy network</li> </ul>
5. Digital inclusion	Digital communication and platforms have become even more important during C-19, facilitating access to public health information, public and commercial services, as well as social contact and leisure. This has meant that some residents who have not previously been confident using digital technologies have begun to use them out of necessity. It has also meant that some services which transformed to deliver online in response to C-19 have learned that this works well, and plan to continue post C-19. Against this backdrop, those residents who continue to be digitally excluded at greater risk of disadvantage.	<ul style="list-style-type: none"> <li>➤ Understanding the ongoing nature and causes of digital exclusion in the borough, including access to devices, a secure internet connection, and digital skills</li> <li>➤ Embedding digital literacy in wider services offers including employability support</li> <li>➤ Consideration of digital access a universal basic service and plank of resident and community wellbeing and ability to navigate adversity</li> <li>➤ Capitalising on advantages of digitalisation through greater inclusion of residents formerly excluded by previous service delivery models</li> </ul>
6. Locality working	C-19 has impacted our communities unevenly and presents complex and significant challenges for them going forward. In this context, area based, integrated and multidisciplinary working will be needed if we are to both respond to resident need holistically, based on a sound understanding of local need and to draw on local strengths and assets.	<ul style="list-style-type: none"> <li>➤ Recognition of the opportunities, through locality working, to address inequities in service access and experience of support.</li> <li>➤ Recognition of the role local physical assets, including the public estate, can play in supporting social infrastructure in our communities.</li> <li>➤ Identifying opportunities for area based resident participation and co-production.</li> </ul>
7. Financial sustainability, and income	The scale of the financial challenge facing the council means that, if we are to discharge our obligation to ensure the financial	<ul style="list-style-type: none"> <li>➤ Careful prioritisation based a strong understanding of resident need and priorities, robust analysis and a shared understanding of financial resources.</li> </ul>

	<p>sustainability of the organisation, we need to both ensure that all of our financial commitments are affordable, but also identify opportunities for income generation.</p>	<ul style="list-style-type: none"> <li>➤ A strategic and entrepreneurial approach to securing grant funding to sustain investment in our priorities.</li> <li>➤ Finding new forms of income to offset a loss of income from services that were previously operating in a different way before C-19</li> </ul>
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### 3.2 Tools we will use to do this

Tool	Why this is important	What this might mean in practice
a. Resident insight and participation	The C-19 pandemic emergency response has in some ways brought public services closer to our communities and deepened our understanding of their perspectives, needs and circumstances. We need to build on this experience by developing the way we understand residents' lives and priorities. This will be particularly important given the evolving nature of the situation we find ourselves in, and the scale and complexity of the challenges we need to face together.	<ul style="list-style-type: none"> <li>➤ Ongoing work to update and develop the Community Impact Assessment (CIA), including to support analysis of emerging secondary impacts from C-19, project effect on future outcomes, need and demand</li> <li>➤ Using the Citizen's Panel to track impact of C-19 on our residents, and involve them in process of recovery and renewal, including as part of participatory and co-production activity with services.</li> <li>➤ Working with residents and communities to understand need, design our services and develop solutions to the collective challenges facing us</li> <li>➤ Increasing representation of views from 'seldom heard voices'</li> </ul>
b. Data	Use of data has been critical in supporting our emergency response, but we also now know more about our residents and communities because of work we have done to support them. Going forward, we expect data collection and analysis to play a critical role in helping us to identify and target where intervention and support is needed, as well as positive opportunities for structural or behaviour change.	<ul style="list-style-type: none"> <li>➤ Using data to better understand our communities, their needs, and access to services and support</li> <li>➤ Using data to identify inequities in service access and experience.</li> <li>➤ Using data on risk to identify opportunities for early intervention and prevention.</li> <li>➤ Greater use of 'live' metrics to allow us to understand, track and respond to evolving/emerging C-19 impacts</li> <li>➤ Use of data on resident behaviour to identify opportunities sustaining positive change.</li> </ul>
c. Partnership and integration	The scale and complexity of the challenge facing us as we build back from COVID means that close partnership working, and in some cases integration, will be more important than ever.	<ul style="list-style-type: none"> <li>➤ Working closely with residents and partners, building on good work already done before and during C-19</li> <li>➤ Working with partners to bring services together, based on what residents tell us is important to them</li> <li>➤ Supporting the development of networks and alliances to strengthen our shared response to challenges like food insecurity</li> </ul>