

# Safer and Stronger Communities Overview and Scrutiny Committee

2 November 2023

## Horden Together Partnership Interim Report and Project Update



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### Report of Alan Patrickson, Corporate Director of Neighbourhoods and Climate Change

#### Electoral division(s) affected:

Countywide

#### Purpose of the Report

- 1 To provide the Safer and Stronger Communities Overview and Scrutiny Committee with an update on the work of the Horden Together Partnership as part of the development of a place-based approach within the Horden area.

#### Executive Summary

- 2 The Horden Together Partnership (HTP) pilot initiative was launched in September 2021. The HTP supports the principles of the County Durham Together Strategy and provides a new way of working with our communities towards achieving the County Durham Vision 2035.
- 3 County Durham Together is about working with communities, especially those most in need, making sure they are at the heart of decision making, building on their existing skills, knowledge, experience and resources to support everyone to thrive and to live happy, healthy and connected lives.
- 4 The overarching vision of the Horden Together pilot is to develop and promote better ways of working which could be replicated in other areas particularly where there are significant health, social and economic problems.
- 5 Horden was identified as a Phase 1 pilot area given the levels of multiple deprivation and ongoing community issues in the area.
- 6 The Horden Together partnership arrangements have been developed around 'people', 'place' and the 'community' and bring together a variety

of different partners who work in collaboration with local individuals and groups to address key local priorities.

- 7 The Partnership now consists of over 50 organisations and teams spread over the Local Authority, Voluntary and Community Sector, Central Government, Policing and Criminal Justice, Primary and Secondary Health and many others.
- 8 The work of the Horden Together Partnership focusses on addressing the needs of individuals and the community as a whole. Taking a problem solving approach in addressing wider determinants of health and working collaboratively with others the focus is on prevention of crime and disorder and the promotion of better health and wellbeing.
- 9 An interim progress report is attached in Appendix 2 and provides an overview of the ongoing work of the HTP and key deliverables and outcomes achieved over the first 18 months of the project.
- 10 Whilst it is expected that we will continue to develop and deliver this approach within Horden over next 18 months, it is envisaged that learning outcomes from this initiative will be taken forward and will help shape up a place based delivery model across County Durham.

### **Recommendation(s)**

- 11 Members of the Safer and Stronger Communities Overview and Scrutiny Committee are asked to:
  - (a) Note information contained within the report and comment accordingly.

## **BACKGROUND**

### **Horden Together Hub**

- 12 The Horden Together Hub is accommodated on the first floor of the Horden Welfare Centre building which is owned and managed by Horden Parish Council.
- 13 The Hub provides a shared office space for the HTP and provides a 'drop in' access point for key partners. The hub has been instrumental in establishing a visible and recognisable presence within the village and is well attended by a range of public service providers and partners.
- 14 To date we have over 50 organisations involved in the Horden Together Partnership and 115 individuals who are regularly accessing the hub accommodation.
- 15 Promoting a 'one team' approach has helped connect the community with local service providers and enabled better access to local services and community support through the HTP channels.
- 16 The co-location of services has promoted more collaborative working across a number of agencies and has enabled partners to improve data and intelligence sharing and has enabled those involved to identify further opportunities to develop a more co-ordinated and joined up approach in local service delivery.

### **Governance and Partnership Arrangements**

- 17 The HTP has established governance arrangements as outlined in Appendix 3.
- 18 The project is being led by the Head of Community Protection, Durham County Council who currently Chairs the Horden Together Management Board and is supported by Senior Leaders from key partner organisations within the County Durham Partnership.
- 19 An operational oversight group has been established to oversee the development and implementation of a HTP Action Plan and other projects.
- 20 Regular updates of the Horden Together Initiative are provided to the County Durham Together Board, County Durham Partnership, Safe Durham Partnership Board, Health Protection Assurance Board and Safer & Stronger Overview and Scrutiny Committee.

## Our Strategic Approach

- 21 Our approach to developing place based working is linked to the overarching County Durham Together Strategy.
- 22 The Horden Together Partnership has been developed around 'People' 'Places' and the 'Community' to bring together a range of partners responsible for delivering local services, together with the Voluntary & Community Services and local people to work together for the benefit of Horden as a place and for its community.
- 23 Working with individuals and communities to identify emerging issues is key part of problem solving and partners are developing this approach further by introducing community based interventions through co-production to restore community values, promote inclusivity as well as build a sense of belonging and community cohesion.
- 24 This initiative aims to encourage communities to accept and support each other by actively taking steps to solve problems and develop solutions that work. In that respect we are continually seeking opportunities to co-design and co-produce across the range of partner activity.
- 25 An added dimension of this approach is the focus on wider community engagement and restoration of cultural and social norms as well as the promotion of community resilience within Horden.

## Partnerships for People and Places

- 26 During 2022-2023 the HTP was one of 13 other national initiatives to be included within the Government's Partnership for People and Place Programme (PfPP).
- 27 The PfPP support grant of £100K was used to deliver a Theory of Change exercise which included focussed workshops around the **Community, People and Places** with participation from local community representatives, elected members, key strategic partners and a range of government offices e.g. DHLUC, BEIS Home Office as well as Homes England, Local CVS services and local businesses.
- 28 Key outcomes have been achieved through the PfPP links and include the following deliverables:-
  - East Durham Trust have been able to work with BEIS in from the North-East Local Net Zero Hub Board to support the establishment of a Mine Water Heating Community Energy project in Horden. securing £87,250.

- Development of a Horden Together newspaper to support communication and access to services. The most recent issue no 4 is attached in Appendix 4 and provides an insight into local services and events. This has become a valuable asset for the local community.
- Horden is now a Home Office 'Clear, Hold, Build' site with a framework of collaborative National, Regional, Local and Community activity in tackling Serious and Organised crime. This project builds on existing partnership working and enhances arrangements for joint working between agencies to deliver a more sustained and cohesive range of local interventions to tackle environmental blight, ASB and serious and organised crime.
- A critical friend report has been completed which provides honest and gritty feedback on current delivery and a series of recommendations. In response to the report, a review has been undertaken which has identified a number of key recommendations for strengthening community engagement and communications, skills and workforce development and sharing of data and information.
- An intensive and inspiring range of art-based community engagement was jointly funded and undertaken in partnership with East Durham Trust and Health, Happy, Places to gauge residents' impression of place. This is a concept that is being explored in collaboration with partners in the NHS, public health, regeneration, planning, design and the arts to look at a holistic approach to developing places and spaces that can create and support wellbeing and positive mental health in our communities through the built and designed environment. Healthy Happy Places, East Durham Trust and HTP jointly commissioned an artist and a local youth work provider to work with residents/groups with the aim of promoting pride of place through the collection of hopes and untold future stories. Place Changers is a digital platform which has been launched as a method of capturing local people's thoughts about aspects of the village both positive and negative which are recorded on an interactive map. To date there have been 217 comments. The group have also used physical maps in a series of face-to-face engagement activities with established local community groups to capture those thoughts for those who would be less inclined to access the portal. The outputs of which will inform recommendations for interventions as part of a wider investment framework and will help inform the Clear Hold Build Strategy and Horden Masterplan.

- A partnership and community engagement event linked to a Macmillan coffee morning was held at the Horden Hub on 29 September 2023 and was widely supported and attended by a range of partners organisations and local residents. Feedback from the event is shown in Appendix 5 and has been extremely positive.

## **Place**

- 29 The **Place** team provide an enhanced delivery of environmental health services provision in this small geographical location. Working reactively and proactively they respond to environmental and housing issues relating to disrepair, nuisance, drainage, dangerous buildings and pests.
- 30 Within a significant section of the village these issues are many and complex and can only be alleviated with shared resolve across all stakeholders.
- 31 The team are seeking to engage partners, homeowners, tenants, letting agents and the community to develop plans which reduce the significant impact from the blight caused by issues such as properties which are left open to access, vermin, missing (stolen) manhole covers and fly tipping.

## **People - Making Every Adult (and Child) Matter (MEAM)**

- 32 The HTP has continued to receive support through the National Making Every Adult Matter network involving a coalition of charities – Clinks, Homeless Link, Mind and associate member Collective Voice. The coalition work together to support local areas across the country to develop effective, coordinated services that directly improve the lives of people facing multiple disadvantages.
- 33 The HTP Community Navigators have worked closely with people facing multiple disadvantages experience a combination of problems including homelessness, substance misuse, contact with the criminal justice system domestic violence and mental ill health. They often fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives.
- 34 It is recognised that for many, engagement may be challenging however drawing upon the skills of the MEAM professionals we have been able to build rapport and trust with the individuals concerned to facilitate their assessment and access to the right support services.
- 35 The number of referrals has increased steadily over the last 18 months and the team have received well over 150 referrals relating to individuals within the community who have been assisted in accessing services and/or provided with enhanced support. Most notably 22% of referrals received have been from the individuals themselves.

- 36 The Community Navigators have received excellent feedback from clients and partners who have recognised the valuable role that they play in helping individuals to gain greater trust and confidence to live more fulfilling lives within the community. An insight into the feedback received is provided in the interim report (Appendix 2).
- 37 Whilst demand for these services continues to remain high, the HTP has been able to draw in additional capacity from the wider partnership and VCS partners to maximise resources and help people with complex needs around substance misuse, homelessness and mental health gain access to available services.
- 38 We are seeking to build further capacity through expansion of our volunteer networks and will be supporting our volunteers through provision of free training and education to help develop their skills, increase employability and volunteering opportunities for those involved.

## **Material Considerations**

### **Horden Masterplan**

- 39 The Horden Housing Masterplan has been developed following extensive community consultation and has subsequently led to significant investment from DCC for the acquisition, demolition and remediation works to a defined area within Horden.
- 40 Those areas which fall outside the scope of the regeneration project have been identified and project based activity has already commenced via the HTP Tactical 'Place' Group and targeted interventions to improve these areas will continue as part of Clear, Hold, Build initiative.
- 41 This is likely to be subsumed into Major Projects board governance arrangements as a housing interventions workstream and incorporated into the plan for joint activity around housing and general regeneration; reducing the number of void properties and related environmental issues which they bring.

### **Data and Information Sharing**

- 42 It is clearly apparent from our day to day working within the Horden locality that our current data and information sources do not adequately reflect the state of the village. Crime and ASB are accepted and go widely un-reported, some apparent void properties are occupied and individuals with clear health needs have not accessed mainstream services and have fallen under the radar.
- 43 In order to ensure that we have a firm evidence base to inform local priorities and assessment of need we must ensure that reporting

arrangements are channelled effectively and available data is made available to the HTP. Under reporting within the community is a key factor but it is also essential that our systems enable accurate recording/reporting of incidents and requests for service.

- 44 All three of the 'Theory of Change' exercises highlighted data sharing as being a barrier to more effective working. Further consideration will be given to our arrangements around data and information sharing as well as the ability and capacity to collate, analyse and review data and intelligence to inform future service delivery.

### **Next Steps**

- 45 The final 'Theory of Change' exercise targeted at Strategic/Corporate partners across Central and Local Government will be delivered within the coming months.

### **Conclusion**

- 46 The HTP initiative has been well received by the local community and is well supported by a range of partner organisations including the Police, County Durham Fire & Rescue Services, PCC, Probation Service, East Durham Trust and many others.
- 47 Continuation of collaborative place-based working will provide further opportunity for proactive, early intervention and over time will deliver impactful and sustained outcomes.

### **Background papers**

None

### **Other useful documents**

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## **Appendix 1: Implications**

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### **Legal Implications**

The partnership will deliver a range of interventions which may include using regulator powers and escalated enforcement actions. Whilst each partner organisation will have their own enforcement policy and decision making processes, it is envisaged that all partners will be committed to good enforcement practice which is fair, proportionate, transparent and consistent.

### **Finance**

Costs associated with the establishment of the core HTP and other operational costs will be met by DCC with additional contributions from partners and other grant funds being held the Horden Together earmarked reserve reserves by the Council as the hosting authority.

### **Consultation**

None

### **Equality and Diversity / Public Sector Equality Duty**

The MEAM referral / review process will capture the protected characteristics of any individuals and equality impact assessments will be undertaken to inform the ongoing case management.

### **Human Rights**

Interventions must be undertaken applying the principles of the European Convention on Human Rights, in accordance with the Human Rights Act 1998.

### **Crime and Disorder**

The key deliverables and outcomes of this project aim to tackle crime and disorder, reduce reoffending, fear of crime and promote rehabilitation of offenders.

### **Climate Change**

Interventions undertaken by the partnership will include improvements to the local environment, reducing waste and promoting good environmental stewardship.

### **Staffing**

13 FTE officers within the Horden Project team will be staffed by the Council within the Community Protection Service. Additional staff capacity will be built

from existing staff from partner services who will continue to be employed each relevant organisation.

### **Accommodation**

Current lease arrangements for use of the first floor accommodation will come to an end in June 2024. Further negotiations with the Parish Council to utilise existing space and identify additional space requirements will need to be undertaken.

### **Risk**

This work requires a firm commitment from partners to modify and reshape their delivery mechanisms and explore opportunities for new ways of working including co- commissioning of services.

### **Procurement**

The Council is the hosting authority for the project and will adhere to current Council practice and procurement procedures.