



Interim Report

June 2023



The Vision

In September 2021 Durham County Council funded the Horden Together Project (HTP), a three-year programme via the Neighbourhoods and Climate Change Directorate in the Horden Ward with the core aims of:

- **Making the community a safer and healthier place to live and work.**
- **Making the community a place where people in need receive simplified, joined up, holistic support.**
- **Re-building the trust in services that has been lost within the community.**
- **Producing a blueprint for inclusive and efficient place-based working that spans the public, private and voluntary sector - empowering the community, individuals and organisations.**



The Core Team

Upon launch on 1st September 2021, a core team was established which now consists of:

- Partnership Manager
- Team Leader-Place
- Team Leader-People
- Community Engagement Co-ordinator
- Principal Public Protection Officer
- 1.6 x Public Protection Officer
- 4 x Community Navigator
- Business Support Officer

Localism – a third of the team live in the village with a further third living within 2 miles.

The Office

A shared working space was created in The Horden Social Welfare Centre which has been made accessible to all partners and provides a positive environment for relationship building and collaboration.

At this stage we have 115 individuals authorised to access the space.



The Partnership

More than 50 organisations (and individuals) have come together so far, each one sharing the vision of the Horden Together Partnership.

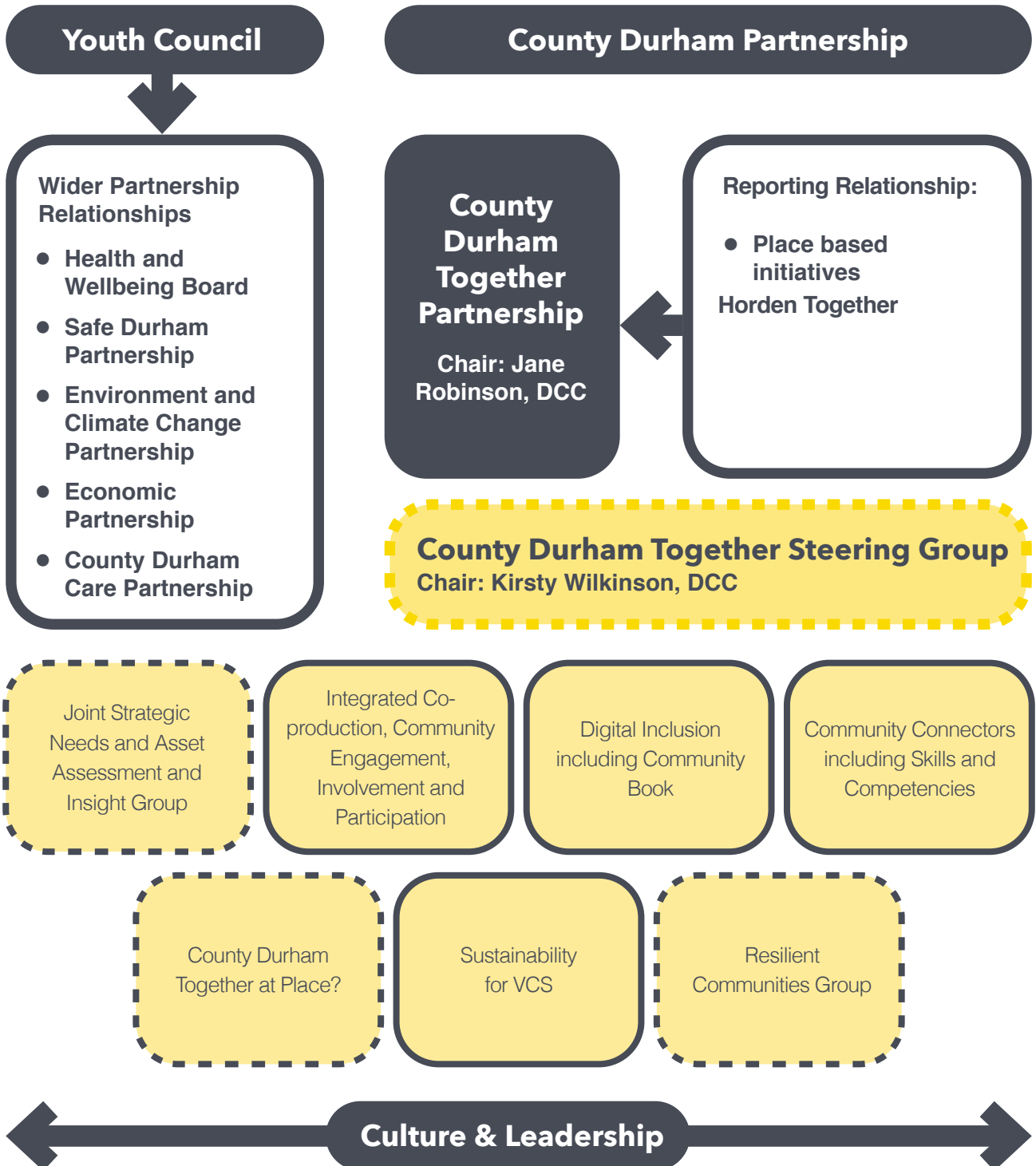
They include sports clubs, community buildings, faith groups, local politicians, housing associations working alongside Horden Residents Association, Horden Parish Council, East Durham Trust, Coalfields Regeneration Trust and the range of statutory delivery partners.

We are keen to ensure that the voluntary sector and community are equal partners in the development of a place-based strategy with co-design, co-production and co-delivery at its heart.

We have found an amazing group of people who bring their passion and enthusiasm in the development and delivery of a range of activities from supporting individuals to providing warm spaces to exploring sustainable green energy sources.



County Durham Together



Place Based Working

The project is divided into three interrelated domains of activity:



The staffing within the Place team clearly provides an enhanced capacity for delivery of Environmental Health services in a small geographical area. Additionally, their focus has been to better integrate with the community and service providers to have a greater impact in the built environment of Horden.

They reactively and proactively respond to environmental and housing issues such as:

- Housing Disrepair (prior to Selective Licensing)
- Nuisance
- Drainage
- Dangerous buildings
- Pests

77%

of service requests (2022/23) stem from officer proactive patrols or multi-agency working/walkabouts.

Many service requests can be long standing and deep rooted and need to be tackled with a fresh, shared perspective using the full range of tools at our shared disposal.

A total of **420** service requests were created for the Horden Together team in the financial year 2022/23 (does not include Street Warden cases).

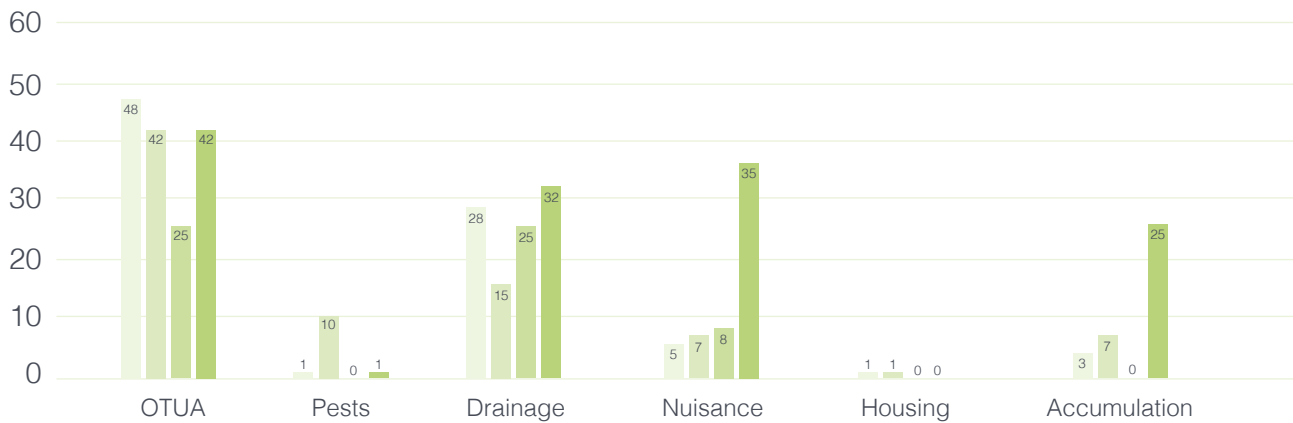
Horden ward covers some

3532 properties

and whilst making every effort to cover the entire village it is perhaps inevitable that much of our time has been occupied within the 'numbered streets'.

Type of service Request per Quarter

Q1 - Apr May Jun 22 Q2 - Jul Aug Sep 22
Q3 - Oct Nov Dec 22 Q4 - Jan Feb Mar 23



Our approach in the first instance is to work with owners and tenants to resolve issues informally. The team regularly go above and beyond to support clients thereby reducing the burden on other services and enabling that level of community-based education so that problems do not re-occur. We have amended our case management process to capture these actions since 01/01/23.

Where unsuccessful the team will take enforcement action to remedy any problems. This is usually in the form of a legal notice. The Notices are served under a variety of legislation, depending on the issue.

A key strength of the team is their experience and understanding of shared tools and powers meaning that they can act creatively, within the range of legislation and policy to get to a more effective and sustainable outcome.

Notices Served by Legislative Tool 2022-23

Prevention of Damage by Pests Act 1949 s.4 Removal of Vermin from Land	124
LGMP 1982 s.29 Open to Access	55
Building Act 1984 s.59 Requiring Execution of Work	36
LGMP Act 1976 s16 Requirement for Info	14
PHA 1961 s.17 Remedy Stopped Up Drain	3
Building Act 1984 s.76 Remedy Defective State of Premises	2
H24 S239 & S25 Part 1 Power of Entry to Inspect for Category 1 & 2 Hazards	2
Building Act 1984 s.79(1) Ruinous & Dilapidated	1
JJB Improvement Notice	1
Total	238

Being rooted in the community and working in this inclusive, proactive manner the team can provide a more concentrated service for the village.

Example - Proactive work

Pest Surveys

Vermin are an ongoing concern in the village due to the high concentration of accessible waste and a damaged, decaying drainage network.

A targeted programme of surveying has taken place this year, **consisting of 8 phases**.

Each phase consisted of a **minimum of 9 properties** within a single terrace and during the programme a **total of 57 properties** were visited a minimum of 3 times, to survey and subsequently check compliance.



Land Charge
Value

£858

PDPA
Notices

77

Non-
compliance

52%

Example - Proactive work

Once a public house, the former Trust Building had fallen into serious despair.

An aerial investigation showed considerable damage to the roof and the internal fabric of the building. Once this had been established, it was obvious that it would not be cost effective way to bring the building back into use. After some investigation and discussion with the owners, and working with the Economic Development Team, the building was demolished in April 22.

This has had a positive impact on the environment and the community, with the land now being ready for redevelopment as part of the 'Levelling Up Fund proposal' to 'the land is now cleared and has been included within the Levelling Up Fund proposal.

Trust Building



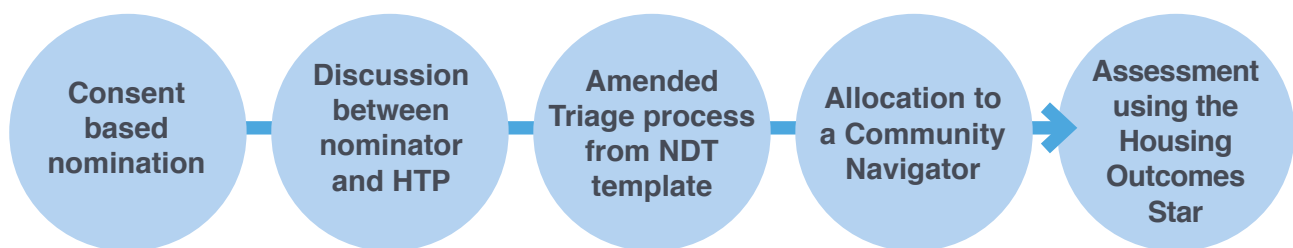
People - Making Every Adult Matter (MEAM)

The team have developed pathways which enable clients to access voluntary and community sector and public sector services; aiming to connect people to the right help at the right time, they support and handhold clients to stabilise behaviours and emotions and break the cycle of crisis intervention.

Goals:

- **Enabling people experiencing multiple disadvantage to achieve their goals and improve their lives.**
- **Ensuring that services/systems (and the people involved in them) understand and are navigable for people experiencing multiple disadvantage, providing better outcomes as a result.**
- **Allowing systems and services that support people experiencing multiple disadvantage use available local resources – building upon community assets and strengths.**

Nomination processes are established using the practice and evidence base of the existing national MEAM support framework.



From an initial surge in “new service” referrals we have been able to stabilise our activity and raise the quality and relevance of those nominations. We anticipated being a ‘hand holder’ for individuals who have failed to maintain contact with specialist services or as an enabler into the network of local community-based activity; seeking to break the cycle of **crisis – intervention – disengagement – crisis**.

MEAM Monthly Referrals

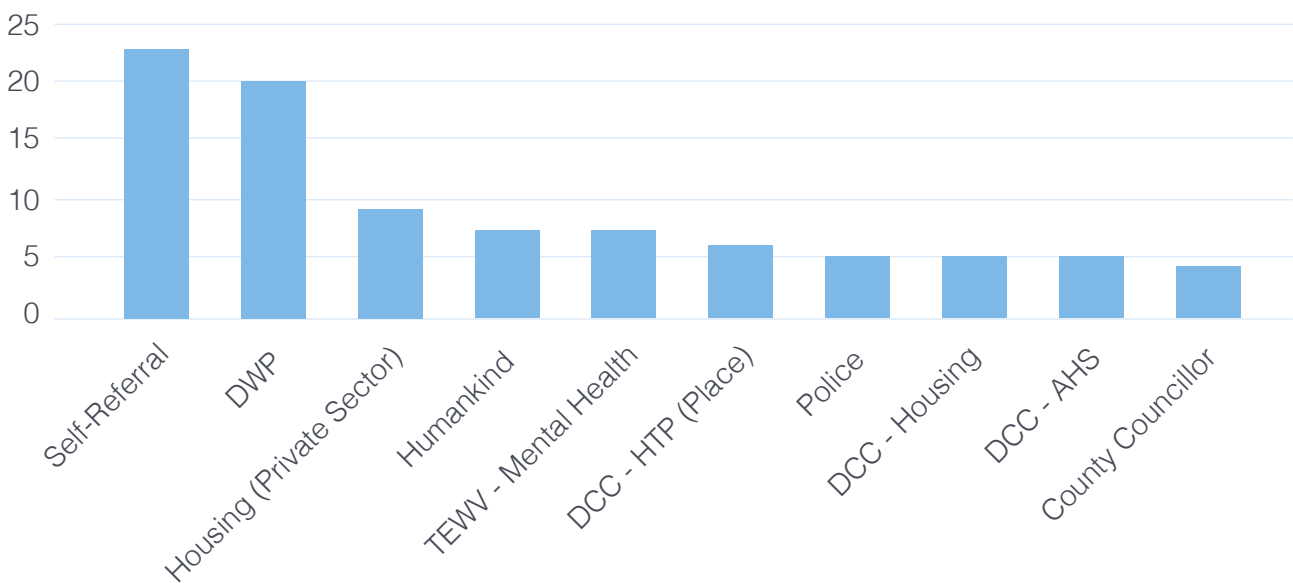


Where referrals are deemed not appropriate for intensive MEAM support we have a direct contact with the client and signpost them directly to alternate services after a guided conversation around their needs. We have found that this has proved more successful in directing people to appropriate support and helped maintain positive relationships with referrers.

Taking learning and practice from other MEAM projects it was expected that our predominant referral source would be Adult Social Care and Mental Health and our set up was predicated upon that assumption.

The following table shows that has not been the case and we have developed a wide range of partners. This has meant however that we needed to adjust processes to take into account the fact that nominators often didn't have the level of client knowledge which we anticipated, thereby negating the scoring mechanism.

Top 10 Referral Sources 2022/23



A significant indicator of our reach into the community is the fact that in this reporting period

22% of our referrals have come from the individual themselves



from word of mouth of either current/past clients or family members or friends.

Our scored triage method via the NDT assessment has been replaced by a more generic and open question set to glean more qualitative information on the client and not rely on a matrix model for allocation.

The table below is replicated from the national MEAM methodology of reporting “distance travelled” within the cohort. It is based upon self-reporting assessment data of 47 clients who have engaged through three quarters of assessment to allow for comparison.

Longitudinal comparison is needed because it is common for clients to give unrealistic scores initially. When trust is built the score may decline as the real extent of their issues becomes clear. It is expected that progress begins to be made and can be charted more accurately from that point. Scores continue to be tracked for the entirety of the engagement.

**Data for those people with 3 Qs of assessment*

	Positive Change		Stayed the same	Negative Change	
	% of people	Average number of stages of positive	% of people	% of people	Average number of stages of positive
Managing Tenancy and Accommodation	83	3.2	6	11	1
Managing Money	56	4.8	11	28	2.6
Meaningful Use of Time	78	3.5	6	17	3.3
Self-Care and Living Skills	72	3.4	11	17	2.7
Physical Health	78	2.9	17	11	1.5
Emotional and Mental Health	72	3.9	11	17	3
Motivation and Taking Responsibility	72	3.4	11	17	2.7
Social networks and Relationships	72	3.1	0	28	2.4
Substance Misuse	28	2.6	50	22	1.8
Alcohol	39	1.6	44	17	1.3
Impact of Crime Victim	44	4.8	44	11	4
Impact of Crime Perpetrator	28	1.8	72	0	0



- A majority of clients show positive change across most areas.
 - In the data presented Substance use and Alcohol show no real change, however we observe and are told that there are huge problems with both issues in Horden. The cohort have increasingly been more honest with navigators about use over time and are signposted to Humankind services at the earliest opportunity. This is working very well, especially now that we have a seconded member of staff in the team.
 - Managing tenancies is a problem affecting many of the complex clients and it is positive to see this is an area of high impact so far.
 - Many of the clients with money problems have been supported into debt advice services, and this is one of the areas that people often don't feel able to disclose on initial engagement.
 - Of the clients who report having been victims of crime tend to show most positive change as they are reassured and supported back into their community (e.g., a male victim of sexual violence who was suicidal and using alcohol who is engaging in VCSE activities and making good progress.
 - Conversely where clients experience negative change it is often because they become a victim of crime during their engagement. They often feel too afraid to report the crime and so are left feeling vulnerable of repeat offences. Part of our work has been supporting people to feel confident to report the issues affecting them.

In a survey this month referrers rated our end to end service with

4.9 out of 5 stars

In this period we assessed that 10% of nominations were in crisis but too chaotic to engage with our service at that point in time. Where referrals are deemed not appropriate for intensive MEAM support we have a direct contact with the client and signpost them directly to alternate services after a guided conversation around their needs. We have found that this has proved more successful in directing people to appropriate support and helped maintain positive relationships with referrers.

Taking learning and practice from other MEAM projects it was expected that our predominant referral source would be Adult Social Care and Mental Health and our set up was predicated upon that assumption.

The following table shows that has not been the case and we have developed a wide range of partners. This has meant however that we needed to adjust processes to take into account the fact that nominators often didn't have the level of client knowledge which we anticipated, thereby negating the scoring mechanism.

MEAM Case Study

“Michelle”

‘Michelle’ was referred in November 2021 by Durham Police after a call to the address relating to anti-social behaviour. The Officers attending felt she was vulnerable and in need of help. A single mum of three who had fled domestic violence with no community ties and being from another part of the country. She had no white goods and was struggling with her living conditions.

Michelle engaged really well initially and completed her assessment, being very honest about the struggles she had with her mental health and how it was affecting her parenting. We worked with the schools to identify additional support they could offer. Michelle was also supported to engage with her GP around a medication review at that stage

Her engagement became very poor, she often made and then cancelled appointments with us and partner agencies. Persistence and assertive outreach approaches were applied, however weeks passed without meaningful contact.

When the family were affected by Storm Arwen, Michelle reached out for help. The roof had a large hole in it and the family were cold. She had used her last money trying to heat the house and had no gas, or food to eat. Emergency food parcels were applied for and an energy voucher was also supplied from East Durham Trust. Blankets were provided by the charity and delivered to the home.

Michelle began to engage meaningfully and the true extent of her difficulties at home became apparent. Support was given to tidy the yard as her bins had been stolen and the landlord had failed to replace them. With money tight at Christmas we applied to the Salvation Army to help out with presents.

Referrals were made to the private rented team who began to pursue the landlord for

repairs needed. Michelle was supported to engage in community activity, which she found very difficult, but it built trust and she opened up about her trauma, including the murder of her baby by an ex-partner. She became the victim of domestic abuse again at the property and referrals were made to Harbour and Safeguarding Services. Safeguarding were satisfied that all necessary actions were being taken by Horden Together. Safer homes security measures were provided by Community Safety for reassurance. She then became a victim of ASB at the property by local youths.

The family worked with the ASB team who were able to identify and intervene with the youth via the local school so that the actions weren't repeated.

We offered wellbeing support to Michelle and the children, due to the trust which had developed she made further disclosures about her own unresolved childhood traumas. Referrals were made for support for the children from Harbour, and from Young Carers as the extent of mum's mental health impacting in the home became apparent.

Michelle was supported to move although she was able to stay close enough to keep the children in the same schools to maintain positive relationships

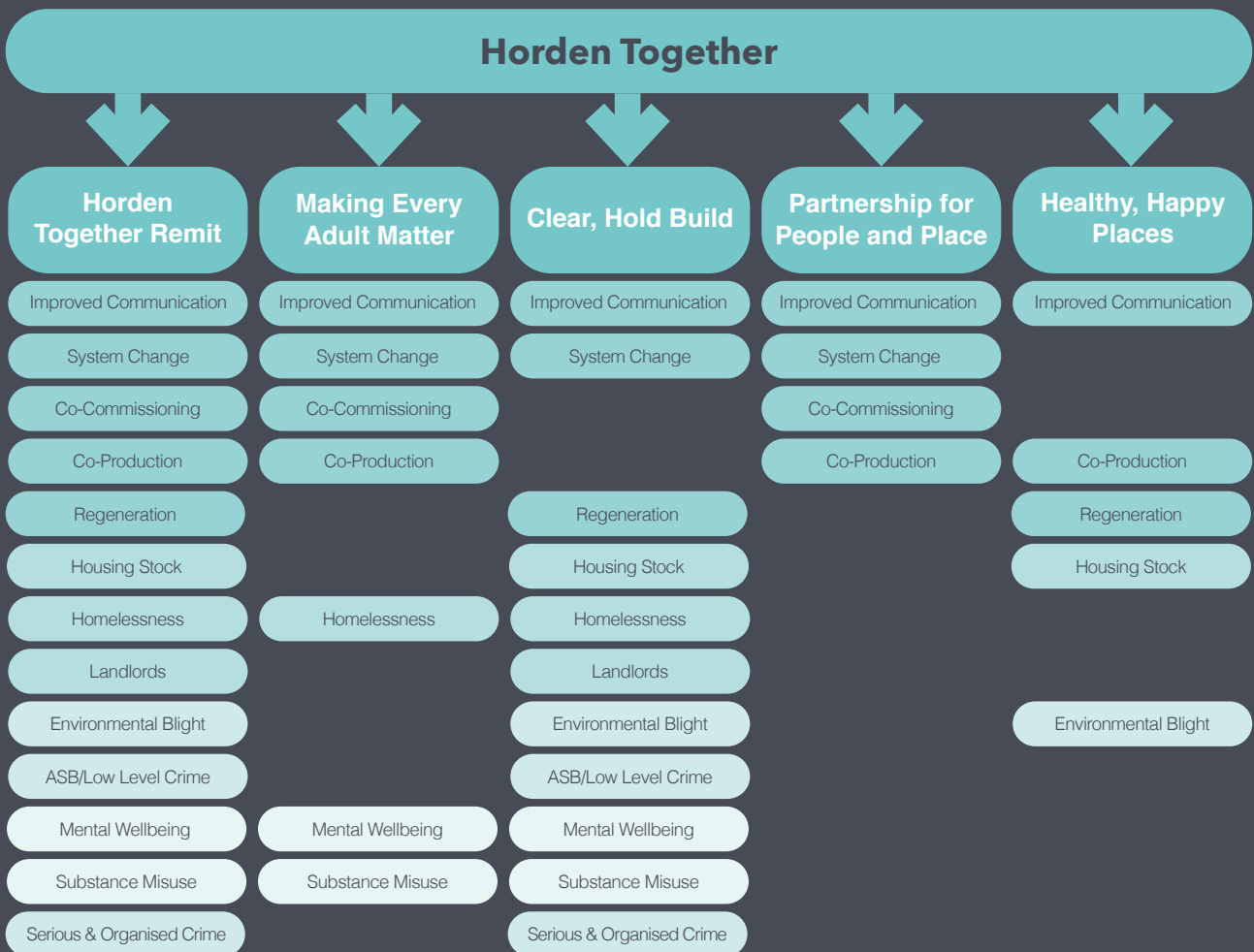
We had a 'goodbye tea' at the ASDA café when the £1 meals were available and the whole family reflected on their progress. Oldest daughter now in work came over on her lunch break to say thank you and the younger children told their mum how proud they were of the changes they had seen. Michelle had been a victim of trauma for much of her life but was now caring appropriately for her children. She said she was glad of the 'kick up the bum' and that we didn't give up on her when she needed us most.

Community

After an initial period of consultation and mapping the project has worked to:

- **Knit community assets together to provide a cohesive local offer; supporting shared initiatives and integrating activities.**
- **Develop better communication across all stakeholders; creating an atmosphere where people are confident to report incidents and raising awareness of pathways into support from both within the community and service providers.**

In support of these aims we brought additional support, oversight and funding from a number of sources represented below. Their interconnectedness is intentional with outputs attributable to all projects and certainly their impact would be lessened without that diverse range of knowledge/expertise.



Partnerships for People and Place

Working in partnership with East Durham Trust in March 2022, HTP was one of thirteen schemes nationally to secure funding from The Department for Levelling Up, Housing and Communities (DLUHC). Our submission and action plan was based upon what we see as the single biggest issue for Horden and our wider communities – **COMMUNICATION!**

- **When it comes to the ‘place’ residents do not trust or communicate in a sustained way with service providers, culminating in low reporting levels across the board.**
- **Place based partner activity tends to be based on proactive ‘trawling’ and patrols, yet even with that reporting and recording across the partnership is inconsistent.**
- **Systems relating to people can hinder rather than encourage effective, integrated working and allow those in need to ‘fall through the cracks’.**

We aimed to use our £100,000 allocation to improve:

- **Community confidence in services, leading to increased reporting of crime and environmental issues.**
- **How local delivery partner processes and practices can work better together to ensure that the right support is given to the right people at the right time. Increasing efficiency and value for money.**
- **The link into central government decision making, to highlight where policy hinders local delivery and provide a connection into communities.**

Grounding the activity in the community and utilising local VCS expertise, East Durham Trust delivered a series of Theory of Change workshops entitled “Connecting the Dots” and a three-point action plan created around the themes of **PEOPLE, PLACE** and **COMMUNITY**.

Our central government engagement has been with DLUHC, The Home Office, Homes England, The Department for Business, Energy and Industrial Strategy (BEIS) and The Department for Work and Pensions (DWP). Evaluation is being undertaken by Grant Thornton.

Key Outcomes:



Three Theory of Change exercises have been undertaken - involving **177 partners across 15 local organisations and the community.**

Through the PfPP link, East Durham Trust were able to work with BEIS in **securing £87,250** from the North-East Local Net Zero Hub Board to support the establishment of a Mine Water Heating Community Energy project in Horden.

The Horden Together newspaper

has been revelatory in our ability to disseminate info and has led to improved engagement with community activities- most notably warm hubs.



Horden is now a Home Office Clear, Hold, Build site with a framework of collaborative National, Regional, Local and Community activity in targeting 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 for future connectivity.

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.

Is there anything we could have done differently or better?
"Greater capacity to take on more referrals"

The final Theory of Change exercise targeted at Strategic/Corporate partners across Central and Local Government and within the community remains outstanding, reflecting a difficulty in creating opportunities for system change discussions above an operational level.

Is there anything else you'd like to tell us?
"Great joint approach, good model for other areas"

Healthy Happy Places

Healthy Happy Places is a programme being funded and led by the Academic Health Science Network for the North East and North Cumbria (AHSN NENC) and the North East North Cumbria Integrated Care System (NENC ICS).

It 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.

As mentioned, Healthy Happy Places, East Durham Trust and HTP jointly commissioned an artist and a local youth work provider (Creative Youth Opportunities) to work with residents/groups with the aim of promoting pride of place through the collecting of hopes and untold future stories.

Placechangers 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 – there is a clear need to ensure that this piece of work integrated with the Horden Masterplan and wider discussion on regeneration.

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217
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Clear, Hold, Build

The project came about through the links into other governmental departments with PfPP.

It will build upon an existing Tactical Group which was established by HTP and Durham Police to develop better communication between partners at the level of place and provide more sustained and cohesive activity across the range of regulatory activity from environmental blight, through ASB and up to serious and organised crime. The framework is in its early stages, albeit a fairly comprehensive local and regional action plan is already in existence with a number of delivery groups providing the activity.



Other Successes

Andy's Man Club

ANDYSMANCLUB are a men's suicide prevention charity, offering free-to-attend peer-to-peer support groups across the United Kingdom and online. They aim to end the stigma surrounding men's mental health and help men through the power of conversation. #ITSOKAYTOTALK

During asset mapping, we made contact with Neil, one of the charities champions. A quickly developed partnership with the Parish Council and Horden Community Welfare Football Club saw the first group session for County Durham in February 22. The group has gone from strength to strength, outgrowing the initial venue in welcoming around 15 participants weekly and moving to the Horden Social Welfare Centre in November.

We know that it's making a difference. Just one of the many comments of support came from Malcolm who attends the sessions "Without a doubt, Andy's Man Club has saved my life".

Warm Spaces, Community Food Provision and Advice Centres

In recent months we have grown a partnership of all village community venues in the formation of a collective plan to provide a network of warm spaces, activities and free/subsidised food provision to support residents through the winter and beyond. This group continues and is seeking opportunities to expand the range of the collective offer.

“

**Without a doubt,
Andy's Man Club
has saved my life.**

”



The Old Oak

In February 22 HTP was visited by acclaimed director Ken Loach who had chosen Horden as one location for his new film. We assisted the Location Manager by showing them around, connecting them into the community and helping to facilitate arrangements for filming. The crew also shared our office space and further used the Social Welfare Hall as a base for their filming – inviting the community in to act as extras.

The film is scheduled to premiere in The Cannes Film Festive in May.

Additionally, the production company donated £900 to the community for the support which was given to them by HTP. This will go to the village's three Primary Schools via East Durham Trust.

**The production
company donated
£900
to the community
for support.**

Co-production

To date we have tried to establish a firm methodology to co-production and community engagement but have lacked capacity to complete the task other than the ongoing activity which is listed previously. Despite recruiting 2 volunteers who have supported activity provision and recruitment we still have some way to go. Now that we have recruited a Community Engagement Coordinator we can push forward with this aim and are engaging with East Durham Trust, Pioneering Care Centre and MEAM.

The coordinator will develop local strategies around, Children and Young People, Social Isolation, Food Poverty and Communication. We will also push to ensure that co-production becomes a golden thread which runs through all parts of our work, grounding the work in the community and developing its legacy.



Critical Thinking

Horden has issues which are unique in their complexity and poses a challenge to us in how we address the many metrics which continue to head in the wrong direction. A recognised Left Behind Neighbourhood (APPG Jan 2022) the community of Horden keenly feel what they see as lack of investment and have largely normalised the poor state of the village, the issues of crime and the lack of local opportunity.

Place-Based Working

Collaborative place-based working provides opportunities for proactive, early intervention which deliver impactful and sustained outcomes.

In the 18 months that this partnership has existed there are some improvements in provision. Examples of better communication between organisations have led to some swifter resolutions and increased our ability to react swiftly to community concerns and individual

Housing Solutions enabled HTP staff to access the case management tool - Arbitras. Community Navigators can now view on a read-only basis how/if a shared client is engaging with the housing teams which makes for swifter outcomes through better understanding and targeted intervention.

What hasn't happened to any great degree is system change.

Provision is mostly reactive, and colleagues tend to continue to address issues in a singular and organisationally biased nature which hasn't led to significant improvement in the physical space or our ability to navigate adult support networks.

An example relates to intervention within Sixth and Seventh Street. In the past 5 years our team costs have been circa £1500 per household on enforcement and abatement activity. If we were to add Environmental Services and Policing costs that number would multiply exponentially. In that same period by most metrics those streets have become a worse place to live.

Linear processes and systems often disincentivise real problem solving. Colleagues can report an inability to engage outside of tight single-output framework leading to a rush to close cases and 'pass the parcel'.

Immediate improvement – an MS Teams chat was set up by the Neighbourhood Policing Team Inspector, including Horden Together, Safer Communities, ASB and Street Wardens. We can now instantly communicate about 'live' issues – brilliant for officer safety and intelligence sharing!

“
This place has been left behind and forgotten about, people know that but this community has an unbreakable hope in it's heart.
”

Horden is largely no different from most of our villages in terms of variety and quality of housing stock – the issue comes with 10 terraces known locally as ‘the numbered streets’.

A Horden Housing Masterplan was developed following extensive community consultation which subsequently led to

£6m being secured

from DCC Capital and Towns and Villages funding for use in relation to acquisition, demolition and remediation works.

In August 2022 a Levelling Up Fund (LUF) bid was made to deliver community, housing and infrastructure improvements in Horden. Unfortunately the bid was unsuccessful however, an opportunity remains to make a bid for round 3 LUF. Further detail on round 3 funding is expected to be released over the summer.

Being sited within the community allows HTP to develop a deeper understanding of some of the adverse activity which is particularly centred within the numbered streets:

- **There is clear evidence that landlords have been reluctant or are refusing to invest in properties in the face of potential compulsory purchase. This has led to a significant percentage of void houses with disrepair and boarding up becoming the norm in some streets – Fifth, Sixth and Seventh in particular.**
- **Problematic houses are being bought and sold at auction with increasing regularity and can move through several individuals/organisations hands in quick succession.**
- **Overt drug dealing, burglary, cannabis grow houses, fly-tipping, waste accumulation and vermin issues are prevalent but often un-reported.**
- **Some residents live behind boarded doors and windows due to safety fears.**

Project based activity has already commenced via the HT Tactical Group and will continue as part of Clear, Hold, Build. This is likely to be subsumed into Major Projects Board Governance Arrangements as a Housing Interventions Workstream bringing a plan for joint activity around housing and general regeneration; reducing the number of void properties and related environmental issues which they bring.

Data and Analysis

Many of the metrics which we would ordinarily use to measure the state of the village are indicative at best. Crime and ASB are widely accepted to go widely un-reported, apparent void properties have people living behind boards and individuals with clear health needs have not accessed services in some time.

In order to ensure that we have a firm evidence base for developing this approach we clearly need to understand the extent of the issue. We know that under reporting within the community is a factor but it is also true that systems enable inaccurate recording/reporting of crime and nuisance.

All three of the Theory of Change exercises highlighted data sharing as being a barrier to more effective working. A consideration should be to develop a specific Information Sharing Agreement for the HTP.

Analysis, research and insight will be needed to inform the future direction of this project. A dedicated analyst post was in the initial scope for this project but reconsidered after failing to recruit into the post.

Calculating the fiscal and social return on the investment which has been made in the HTP would further the discussion around this model of place-based working and its impact in our communities. A commissioned exercise could provide a substantial evidence base for our local commissioning bodies to consider.

Supporting People

The MEAM team have worked tirelessly in this period to develop operational links across the entire sector. They are very well established across the VCSE locally, however what is clear is that the role of the team is not widely known across our partnerships with Adults and Health Services, Children and Young People's Services and Tees, Esk and Wear Valley NHS Foundation Trust. Case reviews and discussions with colleagues have shown that where known, and once the professional relationship has been established, we have been seen as a valuable resource with the ability to be much more responsive than most services. We have highlighted areas where processes are either confusing or actively appear to work against one another and have been forceful advocates for our clients. We need to do more to ensure that colleagues in specialist and safeguarding services are aware of the offer to establish the position of HTP in the continuum of care. Similarly, MEAM staff are largely not qualified professionals in specialist delivery. The team would benefit from the ability to access single points of contact within partner agencies which develop shared working practices and provide specific advice.

A Public Health funded Humankind Recovery Worker has been seconded into HTP for the past year. This role vastly improved our integration with Drug and Alcohol services and our ability to address those issues in our client group.

Oversight Group

Within the governance structure of HTP it was formerly agreed to establish a framework for senior managers collaborate to remove/consider barriers to operational delivery and developing cross partnership learning. Clear, Hold, Build further provides the vehicle for this and a group is currently being established.



Opportunities

In enhancing this place-based approach and delivering meaningful change to the community, partners could consider system change or trialling the following:

- **Replicating the HTP relationship with Humankind. A recovery worker is seconded to our team, funded by DCC – Public Health. We have shared case allocation, joint working, skills and knowledge dispersal and a more holistic approach to multi-faceted issues presented by clients.**
- **Allocating a nominated single point of contact to liaise with HTP to provide day to day linkages, sharing intelligence and deliver enhanced casework. That individual could ideally operate from the HTP office or alternatively work in a more integrated fashion than current.**
- **Development of a clear information sharing protocol with agreed pathways and access to relevant data and intelligence.**
- **Development of top to bottom, themed planning. Clear, Hold, Build will provide us with a framework and methodology.**



Report prepared by:
Derek Robson

*Horden Together Partnership
June 2023*

