

Safer and Stronger Communities Overview and Scrutiny Committee

31 October 2023

Horden Together Partnership Project Update



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 HTP is effectively an operating model of the County Durham Together approach: Working with a community 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 Horden Together Partnership approach continues to develop a local framework for the promotion of better integrated and effective ways of working.
- 5 Efficiency savings and the shared operating model enabled us to extend the period of the approach from April 2024 to March 2027 within existing budgets. A clear vision for the coming three years is to look beyond Horden and develop the case for scaling up and replicating the approach more broadly/universally.

- 6 Changes in our governance structure will see the HTP Management Board becoming an East Durham Together Commissioning Group. We will take the learning from the past three years to shape up a delivery model for a broader geographical area. It is envisaged that learning can then be taken to scale up this as a Countywide place-based delivery model.
- 7 The Partnership now consists of over 70 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 A data set is attached in Appendix 2 and provides an overview of the outputs achieved over the past 12 months of the project.

Recommendation(s)

- 9 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 Partnership Hub

- 10 DCC have recently completed negotiations with Horden Parish Council which will see the HTP retain its shared space in the Horden Social Welfare Centre until March 2027.
- 11 The space has developed in its usage and is used by a broad range of services, both DCC and wider. Examples being NE First Credit Union, Shelter, Health Squad, Seascapes, Community Mental Health and Victim Care and Advice – we are also delivery partner with East Durham Trust's FEED programme in the distribution of emergency food parcels.
- 12 The 'one team' approach continues to develop with a strong focus on information sharing and collaboration to reduce inefficiencies and remove barriers to engagement.

Governance and Partnership Arrangements

- 13 The HTP Management Board have recently agreed to amend our governance arrangements as outlined above to develop a focus on upscaling the approach within East Durham, initially.

- 14 The new East Durham Commissioning Group will be chaired by Graham Easterlow - CEO of East Durham Trust and will be populated by senior leaders and commissioners across the Local Authority, County Durham Partnership and Integrated Care Board.
- 15 The operational Oversight Group will replace the Management Board and oversee the continued development and implementation of the HTP Action Plan and other projects.
- 16 Targeted Delivery Groups are in place on the themes of; Vulnerable Households, Crime, Place (Housing & Environment) and Community. Each has its own terms of reference, priorities and action plan.
- 17 Our work with the Dept for Levelling Up, Housing and Communities (as was) within the Partnerships for People and Place programme concluded. The evaluation report has been published. <https://www.gov.uk/government/publications/partnerships-for-people-and-place-learning-and-evaluation-report>
- 18 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 Approach

- 19 Our approach to developing place-based working is linked to the overarching County Durham Together Strategy.
- 20 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.
- 21 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.

Community Activity

- 22 We undertook a community crime, anti-social behaviour and safety survey which saw an impressive 10% response rate. From that, resident focus groups have been established, Policing/partnership activity is co-ordinated within the Crime Delivery Group and a feedback loop has been created.

- 23 The Horden Together Partnership Newspaper will remain in place for the lifetime of the current funding arrangement due to local collaborative efforts. It continues to offer a lifeline into community activity and provides a localised platform for direct engagement for a range of organisations. Issue 8 is in preparation for launch in early November. [horden-together Publisher Publications - Issuu](#)
- 24 This year, we launched a small grant scheme to support community-led projects. Through this scheme, we have successfully supported: 20 multi-sport youth sessions, formation of a youth band, development of a community garden, football training and coaching for 130 children and young people, a 2024 calendar project, a community radio station/podcast, therapeutic hair and beauty treatments and 'Hooked on Crafts' sessions.
- 25 To date, we have distributed 196 food parcels to vulnerable households (23/24/25 in collaboration with East Durham Trust).
- 26 We have established partnership with The Basement Recovery Project, an award-winning Social Enterprise, to provide a weekly user-led drop-in Breakfast Club and Peer Support Group. The Basement Project provide peer-to-peer and person-centred health and social care services within the drug and alcohol misuse field.
- 27 In June we were shortlisted at the Local Government Chronical (LGC) award ceremony under the Community Involvement category.
- 28 In September we were awarded 'Advancing' status by Northumbria in Bloom for a price of work with DCC's Civic Pride team, the Horden Residents Association and Seascapes in the development of better access to the heritage coastal path.
- 29 Our focus continues to be on enabling community provision and utilising the obvious strengths within the village to support better health and wellbeing for clients and residents alike. Our data tells us that 44% of referrals for additional services are into community/VCSE based activities. Only one quarter of referrals go up into specialist provision.

Place Activity

- 30 We continue to be a Home Office, Clear-Hold-Build site with policing colleagues having significant successes in breaking down organised criminality.
- 31 Crime has been reduced by 21% throughout the course of this approach.

- 32 The Healthy, Happy Places project (focus on emotional wellbeing and the links with the environment) has concluded with recommendations and resources produced (hard copies available for distribution).
- 33 The Place team continue to respond to environmental and housing issues relating to disrepair, nuisance, drainage, dangerous buildings and pests.

People Activity

- 34 The HTP Community Navigators continue to work closely with people who face multiple disadvantage and 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.
- 35 In June the HTP were awarded a Highly Commended status at the Municipal Journal (MJ) Awards in the A Whole-Council Approach to Tackling Health Inequalities category.
- 36 Our membership of the National Making Every Adult Matter network has just been reconfirmed; we continue to receive support and access training for frontline staff and partners.
- 37 We have developed a pathway into employment with the instigation of the Trainee Community Navigator role. Designed to provide a first step towards work in social care the job is designed for those who have lived experience and may be long term unemployed. We recruited two people into the posts in March 2024. See case study in Appendix 3.
- 38 At this stage the partnership boasts a dedicated staff member from both Waythrough (formerly Humankind Drug and Alcohol Service) and DCC's Selective Licensing Team. The benefits are tangible, but not yet quantified. This is a priority for this next period of development. See case study in Appendix 4.
- 39 Children's social care is one of the most significant costs to the Local Authority. Our partners in Children and Young People's Services have identified our operating model as a method for proactive and early community-based intervention. We will be launching an Intensive Family Support programme in Horden in the next month.
- 40 Mental Health Transformation is a five-year national programme to improve the lives of people with serious mental illness and the way they're supported in their local communities. HTP is represented in the East Durham Steering and sub-groups, and we continue to develop greater

integration with colleagues in Community and Access Mental Health teams.

Material Considerations

Horden Masterplan

- 41 HTP continue to support the operational delivery of the Horden Housing Masterplan. Providing place based logistical and engagement support. A further £4.5million has recently been allocated to Horden by the North-East Combined Authority – this will facilitate the extension through to phase two of the plan.
- 42 The Place Delivery Group continues to deliver plans around environmental/housing issues which fall out of the current scope of the regeneration scheme. Actions exist on reducing void properties, developing compulsory purchase options and include an application for a Closure Order on a residential property.
- 43 HTP is represented on the Regeneration board at Head of Service level and in operational delivery groups.

Horden Minewater Scheme

- 44 HTP continue to support the development of the Horden Minewater scheme in conjunction with DCC and East Durham Trust. The scheme is progressing towards providing valuable legacy infrastructure and possible employment.

Data and Information Sharing

- 46 Integrated working and information sharing were previously identified as barriers to effective partnership working. Using the Community Safety Partnership Information Sharing Protocol as the basis, we developed a series of individual partnership agreements which give greater clarity as to responsibilities and permissions.

Conclusion

- 47 The HTP initiative continues to be well received locally and the partnership is evolving and ongoing. The next phase of the programme will be a focus on materially proving the concept in terms of fiscal and social return on investments. Using the Greater Manchester Combined Authority methodology, we are currently working on some people, place and community models. We are also actively involved in the Changing Futures national working group in seeking the ability to put numbers to the case studies.

- 48 We will continue with our focussed work in Horden whilst seeking the opportunity to scale up across East Durham in delivering collaborative place-based proactive, early intervention to a broader section of our community.

Background papers

None

Other useful documents

Contact: Joanne Waller Tel: 03000 260 924
Head of Community Protection

Appendix 1: Implications

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.