

# **HIGH PEAK BOROUGH COUNCIL**

## **Community Select Committee**

**16 June 2021**

<b>TITLE:</b>	<b>Working in Partnership to Deliver Aim 1 of the Corporate Plan</b>
<b>EXECUTIVE COUNCILLOR:</b>	<b>Councillor Anthony McKeown - Council Leader HPBC</b>
<b>CONTACT OFFICER:</b>	<b>David Smith - Principal Officer Communities &amp; Partnerships</b>
<b>WARDS INVOLVED:</b>	<b>All</b>

**Appendices Attached – Appendix A: Partnership Working and Delivery of the Corporate Plan; Appendix B: High Peak Together Partnership Structure; Appendix C: Wider determinants of health.**

### **1. Reason for the Report**

- 1.1 The Council's Corporate Plan identifies effective relationships with strategic partners as a key objective. This report describes how the Council works in partnership to deliver Aim 1 of the Corporate Plan and makes recommendations for further developing partnership working.

### **2. Recommendation**

- 2.1 That the Committee recommends that the Executive approves that:
- The principles at 11.3 for partnership working that are set out in this report should be adopted.
  - Each key partnership be invited annually to the relevant Select Committee to present an overview of activity.
  - Councillors should be provided with regular updates on work in partnership with an emphasis on how this has helped to achieve the Council's corporate objectives.
  - The appointment of a representative on the Place Alliance should be formally agreed, and added to list of outside body appointments.

- Training for Officers and Elected Members should be arranged to further develop the tools and practical approaches needed for managing relationships and effective partnership working.
- Officers should continue discussions with key partners to review and further strengthen partnership working.

2.2 That the Committee notes the partnership working that currently contributes towards the delivery of Aim 1 of the Council's Corporate Plan.

### 3. **Executive Summary**

3.1 High Peak Borough Council's corporate plan emphasises working in partnership as a means of delivering the Council's aims and objectives. This report describes how partnership-working can help the Council to deliver Aim 1 of the corporate plan: *to create a healthier, safer, cleaner High Peak*. It focuses on those key partnerships whose priorities align with Aim 1, and does not seek to capture all partnership working the Council is engaged in. It does, however, highlight where the partnership working also supports other aims within the corporate plan.

3.2 Partnerships that assist the Council to meet its priorities around the 'healthier' agenda include:

- High Peak Health & Wellbeing Partnership.
- High Peak Place Alliance Group; and
- Glossop Strategic Partnership.

3.3 The key partnership delivering on the 'safer' agenda is the High Peak Community Safety Partnership.

3.4 The key partnership delivering on the 'cleaner' agenda is the High Peak include :

- Derbyshire Fly-tipping Forum; and
- High Peak Green Network.

3.5 The Covid-19 crisis has emphasised the importance of partnership working and it has been increasingly recognised that involvement in the various partnership structures and their sub-groups can assist the Council more broadly to deliver its corporate priorities and services. Fortunately, the local response to the pandemic highlighted the strong commitment to partnership working that already exists within High Peak across statutory and non-statutory organisations and groups.

3.6 The report also presents recommendations for ways in which the Council can improve its approach to partnership working. The raised importance of, and increased emphasis on, partnership-working has also prompted partners in

High Peak to review current arrangements and identify areas for further development and improvement.

#### 4. **How this report links to Corporate Priorities**

- 4.1 This report focuses primarily on Aim 1 of the corporate plan: to create a healthier, safer, cleaner High Peak

#### 5. **Alternative Options**

- 5.1 Working in partnership with community, voluntary and partner groups and organisations is an essential part of the Council's work and this report looks at how we can strengthen those arrangements.

#### 6. **Implications**

##### 6.1 Community Safety - (Crime and Disorder Act 1998)

The report considers how the Council works in partnership with others to improve community safety.

##### 6.2 Workforce

None specifically arising from the report.

##### 6.3 Equality and Diversity/Equality Impact Assessment

None.

##### 6.4 Financial Considerations

None.

##### 6.5 Legal

The report highlights where the Council is statutorily obliged to work in partnership.

##### 6.6 Climate Change

Partnership working can assist the Council to respond to the climate emergency (Aim 4 of the Council's Corporate Plan).

##### 6.7 Consultation

The contents of the report have been discussed with representatives of the various partnerships that are described in the report.

## 6.8 Risk Assessment

None

Mark Trillo

### Executive Director (Governance & Commissioning)

#### **Web Links and Background Papers**

#### **Contact details**

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Principal Officer Communities & Partnerships  
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## 7. **Working in Partnership**

7.1 High Peak Borough Council's corporate plan emphasises partnership working as a means of delivering the Council's aims and objectives, and includes the following key objectives:

- "Effective relationships with strategic partners" (Aim 1);
- "Work with our partners and the community to address health inequality, food and fuel poverty, mental health and loneliness" (Aim 1); and
- "Use innovation, technology and partnership with others to help improve the efficiency of services, improve customer satisfaction and reduce our impact on the environment" (Aim 2).

7.2 The plan also commits the council to working with and supporting partners to influence a variety of positive outcomes for the Borough, including:

- maintaining the provision of accessible health and social care (Aim 1);
- dealing with antisocial behaviour (Aim 1);
- More effective use of council assets to benefit our communities (Aim 2);
- regeneration, development and job creations schemes (Aim 3); and
- responding to the climate emergency (Aim 4).

7.3 To support this focus on partnership working, the Council maintains a register of partnerships and conducts an annual review of how the partnerships contribute to corporate aims and priorities, and seeks to identify any risks and opportunities.

7.4 This report describes how partnership working can help the Council to deliver Aim 1 of the corporate plan: *to create a healthier, safer, cleaner High Peak*. It focuses on those key partnerships whose priorities align with Aim 1 and does not seek to capture all partnership working the Council is engaged in. It does, however, highlight where the partnership working also supports other aims within the corporate plan.

- 7.5 Commencing this year, the Council has requested information from the key partnerships that support Aim 1 and has asked them to highlight any notable achievements, progress towards delivery of the partnership's plan, challenges and lessons learned, and any future challenges or opportunities.
- 7.6 This report is one of a series of three. The Community Select Committee considered a report on how the Council works in partnership with the Voluntary, Community and Social Enterprise (VCSE) Sector on 31 March 2021, and a further report on how the Council works with the Arts Sector will be brought before the committee later in the year.

### *Peak District Partnership*

- 7.7 Although the report focuses on those partnerships that can assist the Council to deliver Aim 1 of the Corporate Plan, the cross-cutting nature of the Peak District Partnership (PDP) also requires highlighting. The PDP was established to function as the Local Strategic Partnership<sup>1</sup> for the High Peak and Derbyshire Dales. In 2019 it was agreed that the PDP would focus on delivering an annual 'think tank' event and any follow-up action. The PDP has delivered two 'think tank' events to date: one focusing on "*the impact of demographic change on the Peak District from both an economic and health and wellbeing perspective, looking 15 years ahead*", and the second examining the "*future proofing of the Peak District's town centres*".
- 7.8 A new 'think tank' meeting is planned for July 2021 to "*explore the opportunities and challenges likely to be faced by those seeking to establish community focused social enterprises within the Peak District*". It will also consider the opportunities that might arise from the Government's £150m Community Ownership Fund.

## **8 'Healthier'**

### *Health & Well-being Partnership (HWP)*

- 8.1 Derbyshire's Health and Wellbeing Board (HWB), which is required by statute<sup>2</sup>, exists to advance the health and wellbeing of people in Derbyshire, and to encourage local health and social care service providers to work in an integrated manner. Derbyshire's Health and Wellbeing Strategy sets out 5 priorities and focuses action to address the wider determinants of health<sup>3</sup>:
1. Enable people in Derbyshire to live healthy lives.
  2. Work to lower levels of air pollution.

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<sup>1</sup> Local Strategic Partnerships (LSPs) are non-statutory public, private and voluntary and community sector partnerships. LSPs provided a mechanism for developing and implementing a Community Strategy. Each local authority had a statutory to prepare such a strategy from 2000 until the duty was repealed by the Deregulation Act 2015.

<sup>2</sup> Sections 194 and 195 Health and Social Care Act 2012

<sup>3</sup> Wider determinants of health – Appendix C.

3. Build mental health and wellbeing across the life course.
4. Support our vulnerable populations to live in well-planned and healthy homes.
5. Strengthen opportunities for quality employment and lifelong learning.

8.2 The work of the HWB is supported locally by the High Peak Health & Wellbeing Partnership. The HWP identified six priorities for the period 2018-2020. The priorities are due to be refreshed but it is likely that they will remain very similar:

- Supporting younger people.
- Supporting older people.
- Mental health & wellbeing.
- Increasing physical activity.
- Financial inclusion.
- Access to activities, volunteering and services.

8.3 Four sub-groups have been established by the HWP to support the delivery of these priorities:

- Improving Mental Wellbeing.
- Physical Activity.
- Financial Inclusion.
- Social Connectedness (two working groups: Digital Inclusion; Befriending- Communications)

8.4 In addition to supporting overall action to improve the health of High Peak communities, the HWP provides the Council with a forum to work in partnership to deliver corporate priorities such as access to leisure and use of parks and open spaces, delivering the Council's Access to Services Strategy, and addressing food and fuel poverty through linkages to the Council's Revenues and Benefits Service.

*Place Alliance (not including Glossop)*

- 8.5 Joined Up Care Derbyshire, also known as Derbyshire's Integrated Care System<sup>4</sup> (ICS), brings together health and social care organisations across Derbyshire (not including Glossopdale) to provide a more joined-up approach to health and social care. The JUC Board established eight "Place Alliances" across Derbyshire to focus on:
- supporting people to stay well for longer through a consistent set of work areas which include frailty, falls, care homes and supporting people to die well; and
  - locally identified health and wellbeing needs.
- 8.6 The High Peak Place Alliance has established four priorities for the High Peak:
- Ageing Well
  - Mental Health
  - Integrated Care
  - Community Resilience
- 8.7 This work is developed by multi organisational sub-groups including:
- Dementia Working Group
  - Hub Working Group focusing on integrated working at Cavendish Hospital
  - Mental Health sub group & Living Well Collaborative
  - Community resilience Group led by the High Peak Alliance (Voluntary Sector)
- 8.8 The Place Alliance changed its emphasis during the pandemic and acted as a COVID-19 Community Resilience Forum. This allowed organisations to share COVID resources (such as information leaflets), information on service delivery, and community intelligence. It also allowed trends and gaps in provision to be identified.

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<sup>4</sup> <https://www.england.nhs.uk/integratedcare/what-is-integrated-care/>

### *Glossop Neighbourhood Delivery Group (GNDG) and Strategic Partnership*

- 8.9 Glossop residents have their health care commissioned by the NHS Tameside and Glossop Clinical Commissioning Group.
- 8.10 The Glossop Neighbourhood Delivery Group (GNDG) is chaired by the Integrated Neighbourhood Manager from the [Tameside & Glossop Integrated Care NHS Foundation Trust](#). In addition to the Foundation Trust, the group is attended by Derbyshire County Council, NW Ambulance Service, Glossop Primary Care Network, The Bureau, and patient representatives. The group has the following priorities:
- Long term conditions (Prevention, Identification and Early Intervention).
  - Frailty and Falls.
  - Living well with long-term conditions.
  - Palliative & End of Life Care
  - Digital Inclusion.
- 8.11 The Glossop Strategic Partnership is not a formally constituted group, but was established during the Covid pandemic and provides an opportunity for the Council to discuss health issues in Glossop with partners.
- 8.12 The main link between the work of the Place Alliance and GNDG and the Council's corporate priorities and service delivery is through the provision of social housing and, in particular, 'frailty and falls' and the delivery of the Council's Carelink service. Consequently, it is suggested that Housing Services should represent the Council on these groups.

### *Housing and Homelessness*

- 8.13 In addition to the above, there are also a number of borough-wide partnership meetings to consider the housing/homelessness agenda, which are a key wider determinant of health (Appendix C). These include the High Peak Homelessness Forum, Rough Sleeper Action Group, and Empty Property Working Group. The Borough Council also attends the Derbyshire Housing Health Systems Group, Young Persons Positive Pathway Group and Strategic Housing Officers Group.

### *Regeneration Civic and Arts Partnerships*

- 8.14 The quality of the built environment is one of the wider determinants of health (Appendix C). This report does not consider the Council's involvement in Regeneration and Civic Partnerships but their contribution to the health and well-being agenda should be recognised.
- 8.15 Organisations, including the World Health Organisation, have recognised that the arts can influence the social factors related to health, contribute to children's development, promote health-enhancing behaviour, prevent

illnesses and support treatment of patients. The Council's support for the Arts Sector will be described in a further report.

**Table 1 Current Council Officer Representation on Health Partnerships**

Partnership/Group/Sub-Group	Link to Corporate Plan		Council Representation	Role
	Aim	Objective(s)		
<b>Health &amp; Wellbeing Partnership</b>	1	Address health inequality and mental health	Principal Officer (Communities and Partnerships)	Group member
- <b>Physical Activity</b>	1	Address health inequality and mental health	Principal Officer (Leisure and Recreation)	Chair
	4	Provision of high-quality leisure facilities both in formal leisure centres and swimming pools and out in our communities  Effective provision of quality parks and open spaces		
- <b>Financial Inclusion</b>	1	Address food and fuel poverty	Head of Revenues & Benefits  Housing Strategy Technical Officer	Group member
- <b>Improving Mental Wellbeing</b>	1	Address mental health	None	
- <b>Social Connectedness</b>	1	Address loneliness		
- <b>Digital Inclusion Working Group</b>	2	Ensure our services are readily available to all our residents in the appropriate channels and provided “right first time”	Head of Customer Services	Group member
- <b>Communication and Community Engagement Working Group</b>		Use innovation, technology and partnership with others to help improve the efficiency of services, improve customer satisfaction and reduce our impact on the environment.	Head of Customer Services  Communications Business Partner	Vice-Chair  Group Member

<b>Place Alliance</b>	1	Loneliness  Fit for purpose housing that meets the need of tenants and residents (links to Carelink Service)	Principal Officer (Communities and Partnerships)	Group member
<b>Glossop Neighbourhood Delivery Group (GNDG)</b>  <b>Glossop Strategic Partnership</b>	1	Loneliness  Fit for purpose housing that meets the need of tenants and residents (links to Carelink Service)	GNDG – no current representation  Principal Officer (Communities and Partnerships)	Group member

## 9 'Safer'

### *Community Safety Partnership*

- 9.1 The Borough Council is required to work with partners to formulate and implement a community safety strategy. The Council discharges this duty through its involvement in the High Peak Community Safety Partnership (CSP). A separate report on how the Council delivers its community safety functions is an agenda item for this meeting of the Select Committee.
- 9.2 The CSP's strategy must focus on:
- Reducing crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment);
  - Combatting the misuse of drugs, alcohol and other substances in the area; and
  - Reducing re-offending in the area.
- 9.3 To achieve these broad aims, the CSP has identified the following priorities for 2021/22:
- Acquisitive and Drug-Related Crime.
  - Anti-Social Behaviour.
  - Domestic Abuse.
  - Personal Safety.
  - Preventing re-offending.
  - Rural Problems..
- 9.4 The partnership has also identified two cross-cutting priorities: working with the community and voluntary sector, and improving mental health.
- 9.5 The CSP has two sub-groups: a Multi-agency Problem Solving Group, which meets monthly, and a Violence and Licensing Group, which meets quarterly. In addition, the Council also attends fortnightly police tasking meetings.
- 9.6 The CSP is part of a Countywide structure that includes the Derbyshire Safer Communities Board, which meets every quarter, and various sub groups. The Board meeting is supported by a Core Group, which is made up of Community Safety Officers from across the County with other key partners.

9.7 Key successes and activities in 20/21 include:

- Funding Crossroads to deliver two training programmes empowering women to improve the quality of their lives through understanding domestic violence.
- Funding a fencing scheme and upgrade of lighting around the shop and hub area on the Fairfield Estate to help to reduced anti-social behaviour.
- Working with the Council's Housing Service to allocate funding to social housing tenants for improved security in response to safety concerns
- Purchasing and distributing heavy duty bike locks, and shed and driveway alarms to reduce crime.

**Table 2 Current Council Officer and Member Representation on the Community Safety Partnerships**

Partnership/Group/Sub-Group	Link to Corporate Plan		Council Representation	Role
	Aim	Objective(s)		
CSP Strategy Group	1	Practical support of community safety arrangements	Executive Member for Climate Change, Environment and Community Safety  Executive Director (Governance & Commissioning)  Principal Officer (Communities and Partnerships)  Community Project Officer	Chair  Group member  Support Officer  Support Officer
Multi-Agency Problem Solving Group (MAPS)	1	Practical support of community safety arrangements	Community Project Officer	Group member
Violence and Licensing Group	1	Practical support of community safety arrangements	Senior Officer (Housing, Public Health and Licensing)  Licensing Officer	Chair  Goup member
County ASB Group	1	Practical support of community safety arrangements	Community Project Officer	Group member
County Core Group	1	Practical support of community safety arrangements	Community Project Officer	Group member
Derbyshire Safer Communities Board	1	Practical support of community safety arrangements	Executive Member for Climate Change, Environment and Community Safety  Principal Officer (Communities and Partnerships)	Chair  Group member

## 10 'Cleaner' (and 'Greener')

### *Derbyshire Waste Partnership*

10.1 The Derbyshire Waste Partnership primarily focuses on waste and recycling but the agenda frequently includes issues such as litter and fly tipping. This includes discussions of patterns and incident trends, and sharing of best practice. The Environment Agency also attend the meetings and provides updates on their work.

### *High Peak Green Network*

10.2 The quality of the natural environment is one of the wider determinants of health (Aim 1) and also links to Aim 4 of the corporate plan and the objectives around effective waste management, and provision of open spaces.

10.3 The High Peak Green Network is a recently formed affiliation of green groups across the High Peak. It was originally established to work with High Peak Borough Council on its declaration of a Climate Emergency. The following organisations are part of the network:

- Acclimatise Whaley
- Biodiversity Buxton
- Hope Valley Climate action
- Sustainable Hayfield
- Transition Buxton
- Transition New Mills
- High Peak Green New Deal.

10.4 Successes and activities to date include:

- Working with High Peak Borough Council following the Climate Emergency declaration;
- Establishing a HPGN Bio-diversity Group and a group to work with young people on Climate/Biodiversity issues;
- Established WARM AND ECO HOMES HIGH PEAK Facebook page to act as a forum for those retrofitting and draught proofing their homes.

**Table 3 Current Council Officer Representation on ‘Greener’ Partnerships**

Partnership/Group/Sub-Group	Link to Corporate Plan		Council Representation	Role
	Aim	Objective(s)		
Derbyshire Waste Partnership	1	Effective provision of high-quality public amenities, clean streets and environmental health	Head of Service Commissioning	Group member
	4	Effective recycling and waste management		
High Peak Green Network	1	Meeting the challenge of climate change and working with residents and business across the High Peak to implement the climate change action plan	The Council has a regular liaison meeting with the Network.	None
	4			

## 11 Conclusions

- 11.1 The Covid-19 health crisis required a multi-agency response and the Borough Council has actively increased its representation on key partnerships over the last 12 months. The crisis emphasised the importance of partnership working and it has been increasingly recognised that involvement in the various partnerships and their sub-groups can assist the Council more broadly to deliver its corporate priorities and services. Fortunately, the local response to the pandemic highlighted the strong commitment to partnership working that already exists within High Peak across statutory and non-statutory organisations and groups.
- 11.2 Appendix A shows how working with key partnerships can assist the Council to deliver key objectives in its Corporate Plan.

### *Principles*

- 11.3 The recommendations presented in this section are underpinned by the following principles:
- The Council's involvement in partnerships should support the delivery of the Council's corporate objectives.
  - The Council will identify the most appropriate person, and at which level in the organisation, to support partnership activity according to the aims of each partnership.
  - The Council will identify the most appropriate way of engaging with each partnership. This may involve establishing and administering some partnerships; helping to influence the priorities and actions of others; or maintaining an awareness of partnership activity without direct participation.
  - The Council's Select Committees should play an active role in supporting and scrutinising partnership activity.
  - Councillors should be provided with regular updates on partnership working with an emphasis on how this has helped to achieve the Council's corporate objectives.

### *Areas for Improvement*

- 11.4 The raised importance of, and increased emphasis on, partnership working has prompted partners in High Peak to review current arrangements and identify some areas for further development and improvement.
- 11.5 The complexity of the partnership landscape can make it difficult to obtain and maintain an overview of partnership activity. This creates the risk of:
- Duplication;
  - Omission (issues falling through the gaps);
  - Inefficient use of resources (including time);
  - Missed opportunities;
  - Activity not being recognised, celebrated and/or promoted.

- 11.6 It is not always clear where some issues should sit within the structure (such as domestic abuse). In some cases, more than one group has been established to address the same issue (such as mental health) and it can be difficult to decide how to best deliver some cross-cutting issues (such as communication and community engagement/resilience).
- 11.7 Some partnerships have strong links with each other (such as the Place Alliance and Health & Wellbeing Partnership), whilst others such as the Homelessness Forum, Sleeper Action Group and Local Children's Partnership currently have little or no connection with other partnerships.
- 11.8 Not all partnerships or groups have action plans or the plans are out of date (this is partly because development work was put on hold to respond to Covid). This can result in a lack of focus and it can be difficult to demonstrate how and where some partnerships add value. It can also make it more difficult for partners to know how and where to best engage. This is particularly problematical for smaller organisation who lack the capacity to attend multiple meetings; or where an organisation has an interest in only a small area of a partnership's activities.

#### *Developing Partnership Working within the Council*

- 11.9 Partnership working and stakeholder engagement are widely recognised as crucial elements in the effective delivery of services in the public, private and third sectors. Given the emphasis within the Corporate Plan on partnership working as a delivery model, it is important that Council Officers and Elected Members are helped to further develop the tools and practical approaches needed for managing relationships and effective partnership working. Consequently, it is recommended that the Council arranges for suitable training for Officers and Elected Members.
- 11.10 Service plans will be required to identify how individual services will work in partnership with others (including the Voluntary, Community and Social Enterprise (VCSE) Sector). The development of effective relationships with strategic partners will be further encouraged and prioritised by the inclusion of partnership working within staff appraisals for Heads of Service and those within other key positions that involve partnership working.
- 11.13 Appendix A describes officer representation on the key partnerships that assist with the delivery of Aim 1 of the Corporate Plan. Most arrangements in place but some require further development, which will take place over the coming year.

#### *Councillor involvement*

- 11.11 As noted above, Councillors have a key role in scrutinising the Council's work in partnership with others. The Council also appoints Councillors to represent the authority on certain partnerships:

<b>Partnership</b>	<b>Representative</b>
Peak District Partnership	Leader or Deputy Leader
High Peak Community Safety Partnership Strategy Group  Safer Communities Board	Cllr Todd
Place Alliance	To be appointed

11.12 The following actions are proposed to formalise and further develop the involvement of Councillors in scrutinising partnership activity:

- The appropriate Select Committee should invite each key partnership to present an annual overview of activity.
- Councillors should be provided with regular updates on work in partnership with an emphasis on how this has helped to achieve the Council's corporate objectives.
- The appointment of representative on the Place Alliance should be formally agreed.

#### *High Peak Together*

11.12 Preliminary discussions have taken place with representatives from the Place Alliance, Health & Wellbeing Partnership and Community Safety Partnership about ways of improving partnership working across the High Peak. This approach has been branded as 'High Peak Together'.

11.13 Adopting a more joined-up approach to working together offers the possibility of overcoming those risks and presents an opportunity to:

- Improve communication between partners and with the community;
- Promote diverse thinking;
- Encourage holistic approaches to tackling problems;
- Identify and develop synergies;
- Further promote partnership working, including involvement of the voluntary sector, through greater transparency of priorities and activities resulting in a better understanding of how organisations can contribute and add value; and
- Put the voice of the community at the heart of decision making.

11.14 An emerging option is to develop a new more strategic group to sit at the heart of the current partnership structures, to be called the High Peak Together Strategic Forum, that would meet quarterly or biannually to :

- Allow oversight of partnership activity and provide a mechanism for reducing the risks identified above;
- Provide a forum for discussing the 'big issues' affecting High Peak;
- Provide a mechanism for co-ordinating partnership activity;
- Influence organisational and other priorities; and
- Provide a united voice for High Peak.

11.15 One of the proposed functions of the High Peak Together Strategic Forum would be to develop and implement common processes for partnerships (as far as possible). This would include:

- action plan templates
- performance frameworks, and
- reporting mechanisms (from sub-groups to partnerships, and partnerships to Forum).

11.16 The Forum should provide great transparency, allow the Council to evaluate the value of partnership working and make it easier to obtain an overview of partnership activity without having to attend all partnership meetings.

11.17 Three main options have been identified:

Option 1	<p>Chairs of the key partnerships/groups plus representatives of other key agencies that would otherwise be excluded.</p> <ul style="list-style-type: none"> <li>- Not all key agencies chair a subgroup and would not be represented on the group if the membership was limited to partnership chairs.</li> <li>- The Community Safety Partnership is atypical in that it is Chaired by an Elected Member.</li> </ul>
Option 2	<p>A more senior group of officers from key organisations</p> <ul style="list-style-type: none"> <li>- This option would provide an escalation mechanism.</li> <li>- Senior representation could assist in removing barriers/making things happen.</li> <li>- It would also require attendance by partnership chairs to present reports/information, which could make the group too big.</li> </ul>

Option 3	<p>A two-tier model with an Executive Group and Key Officer Group.</p> <ul style="list-style-type: none"> <li>- The Key Officer Group would meet prior to the Executive Group to set the agenda and prepare papers for the Executive Group.</li> <li>- This option creates an additional meeting (but would be required to make the Forum work).</li> </ul>
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11.18 A series of risks associated with introduction of the revised approach can be identified:

- The Forum just becomes a ‘talking shop’ (although dissemination of information is one aim)
- Lack of agency buy-in/lack of buy-in at the right level
- Adds another tier(s) of meetings
- Increased bureaucracy (although the introduction of common plans, templates is designed to assist with this)
- The Forum would require administrative support.

11.19 Appendix B provides an overview of partnership activity, with the High Peak Together Forum at the centre of the complex web of partnership activity. The partnership diagram is based upon the wider determinants of health model (Appendix C), which provides a framework, or lens, for viewing the interactions and contributions of partnership activity.

11.20 The diagram highlights a number of areas where partnership working can be rationalised (for example, there are two groups looking at mental health). Although there are groups that look at housing provision, these do not currently link with the other partnerships. This may present an opportunity given the importance of housing to improving health and also the work of the Community Safety partnership around domestic abuse.

11.21 The partnership diagram at Appendix B includes the High Peak & North Dales Locality Children’s Partnership, which is described in more detail below. High Peak Borough Council is not represented on this partnership and has a limited role in contributing to the partnership’s direct priorities. However, delivery of the partnership’s first priority would contribute towards the Corporate Plan objectives of addressing mental health and health inequalities. Actions to support the emotional wellbeing may also contribute to community safety. This is an example of where the Borough Council could develop better links to the Partnership, and understanding of its activities, via the High Peak Together Forum without having to attend the Children’s Partnership meetings.

### *High Peak & North Dales Locality Children's Partnership*

The Partnership, which is Chaired by the Head teacher of Elton School, Matlock), has the following priorities:

- Improving and supporting the emotional wellbeing of children 0-19 in High Peak and North Dales, including development conditions.
- Children and Young People to be school ready and transition ready, to achieve and aspire to all they can be.
- To support Early Help Services<sup>5</sup> being delivered by key agencies within the locality.

The High Peak and North Dales Youth Forum supports the creation and delivery of the partnership's action plan.

Key successes and activities include:

- Establishment of a Transition Team following the review of the Early Help Offer to work at a community development level supporting voluntary groups, volunteers and parent led groups to deliver universal services.
- Youth and Community Engagement Workers are also working in partnership with the High Peak CVS to develop a Youth Forum to ensure that the voice of the young people is heard and listened to help identify their needs and any gaps in provision.
- Derbyshire County Council's Early Help Team (Children's Services) has introduced creative methods to deliver child development programmes to parents to support their child's development during lockdown.
- A specialist CAMHS Advisor (SCA) regularly attends LCP, Early Help Practitioners Meetings and Vulnerable Children Meeting (VCM).

11.22 Similarly, the Borough Council does not provide direct mental health services but does refer customers to such services for support and provides a range of supporting elements such as parks, leisure and related activities. The need for mental health support has been increasingly highlighted by Council services, such as Housing and Customer Services, and the High Peak Together Forum could provide a mechanism for the Council to better influence and support service provision.

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<sup>5</sup> The Early Help approach supports a shift of focus away from managing short-term crises and towards effective support for children and young people and their families at an earlier stage, with them at the centre of enabling environments rather than them being dependent on organised public services. [www.derbyshire.gov.uk/social-health/children-and-families/support-for-families/early-help/early-help.aspx](http://www.derbyshire.gov.uk/social-health/children-and-families/support-for-families/early-help/early-help.aspx)