

THE HORIZONS PROJECT
PUBLICATION SERIES
HP-014

Working Together

Strengthening relationships between individuals, communities and existing services.

Version 1.0
Publication Edition
July 2026

About This Publication

No single organisation can meet every need a person may have. Healthcare, housing, education, employment, social care, community groups and voluntary organisations all play important roles at different times in people's lives.

The Horizons Project was never created to replace these services. It was created to work alongside them.

This publication explains why collaboration lies at the heart of Horizons, how Momentum strengthens engagement with existing support, and why successful outcomes are often built through shared responsibility rather than isolated interventions.

Following on from HP-013 – Building Community Connections, this publication looks at how those connections become stronger when individuals, communities and services work alongside one another with clarity and respect.

The central message is simple: lasting Momentum is built through collaboration, with every person and organisation contributing their own expertise towards a shared purpose.

Why Collaboration Matters

Behind almost every journey are many different people: a GP, counsellor, housing officer, recovery worker, probation practitioner, social worker, family member or trusted friend. Each sees only part of the wider picture; together they form something much more complete.

Horizons recognises that meaningful support rarely comes from one organisation working in isolation. It grows through cooperation, communication and mutual respect.

Working together matters because people's lives do not fit neatly into organisational boundaries. Support becomes stronger when services understand one another's roles,

respect one another's expertise and remain focused on the person at the centre of the work.

What Working Together Looks Like in Practice

For the person at the centre of support, collaboration is not an organisational chart or a formal process. It is the lived experience of feeling less alone, less confused and more able to take part in the support already around them.

In practice, this might mean preparing questions before appointments, understanding each professional's role, knowing who to contact, sharing information with informed consent, respecting different expertise and helping people feel confident rather than overwhelmed.

When collaboration works well, the person does not simply hear that organisations are working alongside one another. They experience it in ordinary, practical ways.

They can say, "I know who to ask," "I understand why my GP says something different from my counsellor," or "I do not feel caught between organisations anymore."

This is why Horizons keeps the focus on the individual's experience. Working together matters most when it helps people feel clearer, safer and more confident in the support already surrounding them.

Respecting Professional Expertise

Every profession brings its own knowledge, responsibilities and areas of competence, and Horizons values those differences.

A counsellor provides therapeutic support, a GP offers medical care, a housing officer understands housing legislation and a recovery worker brings expertise in addiction support.

Horizons does not seek to perform these roles. Instead, it helps individuals engage with them more confidently and consistently.

Respecting professional boundaries is not a limitation. It is one of the ways collaborative working becomes effective.

When each organisation remains clear about its own role, people are less likely to feel pulled in different directions and more likely to experience support as connected, purposeful and respectful.

Supporting Existing Support

Many people already have services, professionals and informal networks around them. The purpose of Horizons is not to create another competing voice, but to strengthen the person's ability to make use of the support that is already there.

Sometimes that means helping someone understand what has been discussed, organise letters, questions or next steps, or return to a service they have begun to drift away from.

Much of this collaborative work happens between formal appointments, where small conversations and practical support help people remain connected with existing services.

By supporting engagement between appointments, Horizons helps existing services become easier to access, easier to understand and easier to remain connected with.

Preparing People for Appointments

Many forms of professional support take place through scheduled appointments. These appointments are often essential, yet life continues between them: questions arise, confidence changes, motivation fluctuates and unexpected challenges appear.

Horizons seeks to help individuals maintain engagement during the time between formal appointments, encouraging them to remain connected with the professionals and services already supporting them.

Rather than replacing those relationships, Momentum helps people make the most of them.

Preparation can make a significant difference. A person who arrives with clearer thoughts, better questions and greater confidence is often better able to participate in the decisions that affect their life.

Communication Builds Confidence

Successful collaboration is built upon communication. Sometimes that means helping someone prepare for an appointment, encouraging them to ask questions they have been avoiding, or discussing, with informed consent, how information might be shared appropriately between professionals.

Any sharing of information takes place only with the individual's informed consent unless safeguarding responsibilities or legal duties require otherwise.

Horizons believes good communication helps people feel more involved in the decisions that affect their lives. When individuals understand what is happening around them, they are more likely to remain engaged with the support available.

Clear communication also protects professional relationships. It helps avoid confusion about who is responsible for what, what has already been agreed and what needs to happen next.

Professional Boundaries

Horizons does not provide therapy, diagnose, replace counselling, medical care, social work, housing advice, recovery planning or any other professional service. Nor does it rewrite recovery plans, treatment plans or statutory decisions.

Instead, Horizons works alongside existing support by helping individuals understand, prepare for and remain engaged with the services already involved in their lives.

Clear professional boundaries protect everyone. They help individuals know what Horizons can and cannot do, while helping professionals remain confident that Horizons is supporting collaboration rather than stepping beyond its role.

Shared Purpose

Although organisations often have different responsibilities, many share similar hopes: people living safely, maintaining tenancies, improving wellbeing, remaining connected to healthcare, reducing crisis, increasing independence and strengthening communities.

Horizons contributes to these shared outcomes by supporting the individual's ability to remain engaged with the wider network already surrounding them.

Success therefore belongs to everyone involved, not because every organisation does the same work, but because each contributes something valuable towards the same overall purpose.

Horizons in Practice

Claire is working with several organisations at the same time. Her GP is reviewing her medication, a housing officer is helping with a tenancy issue and she attends counselling every fortnight.

Despite receiving support from each service, she feels overwhelmed trying to keep track of appointments, letters and decisions.

During Momentum Support Sessions, the focus is not on replacing any of those professionals. Instead, Claire uses the conversations to prepare for appointments, organise her thoughts and build confidence in asking the questions that matter most to her.

Over time, she begins attending appointments feeling more prepared and more able to explain her experiences.

The professionals around her remain the specialists in their own fields. Horizons simply helps strengthen her engagement with each of them.

Relationships Matter

Collaboration is more than exchanging information. It is about building relationships between professionals, organisations and communities, and most importantly, between the individual and the people supporting them.

Trust develops through consistency, respect grows through listening and partnership becomes stronger when every participant understands and values the contribution of others.

Horizons hopes to become known not simply for the support it provides, but for the quality of the relationships it helps strengthen.

Looking Ahead

Working together has always been central to The Horizons Project. No organisation achieves lasting change alone.

By encouraging confidence, strengthening engagement and supporting communication, Horizons hopes to make existing services even more effective for the people they serve.

The next publication explores another important aspect of this approach: how learning from experience and measuring meaningful outcomes help ensure that Horizons continues to grow responsibly and remain focused on what truly makes a difference.

An Invitation

Every organisation has its own expertise, every community has its own strengths and every individual brings their own experiences, hopes and ambitions.

When these different perspectives work together with openness and respect, something important happens: support becomes more connected, people become more confident and communities become stronger.

Horizons has never sought to stand at the centre of that picture. Its role is quieter than that: to help strengthen the connections that already exist.

Because when people and organisations work well together, Momentum belongs to everyone.

Continue Exploring

Continue exploring with the next publication.

HP-015 — Measuring What Matters

Understanding success through meaningful outcomes, learning and the experiences of the people we support.

Publication Information

Publication: HP-014 – Working Together

Version: 1.0

Status: Publication Edition

Publication Date: July 2026

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