

14 March 2023

Report of	Strategic Director	Author Samantha Goodman
Title	Work of the One Colchester Partnership	
Wards affected	Not applicable	

1. Executive Summary

- 1.1 This paper provides an overview of the operating arrangements of One Colchester Partnership (OCP). A presentation on the evening of the panel will supplement this report and provide an opportunity for the panel to ask further questions to understand more about the OCP and its work.

2. Action Required

- 2.1 To review the work of the OCP, how they operate and ensure satisfactory governance procedures are in place to ensure it provides added value.

3. Reason for Scrutiny

- 3.1 At the annual C&D Committee meeting on Tuesday 14th September 2021, one of the Committee Panel asked about the governance arrangements linked to the migration of the Safer Colchester Partnership (SCP) which now receives oversight from the OCP, and whether details of that decision were available for scrutiny.
- 3.2 The Chair explained that the linking of the SCP with the OCP had not changed its terms of reference, its statutory role or fundamental structure. The Chair of the SCP offered to bring the overall work of the OCP, and its relationship to the SCP, to a future meeting of the Scrutiny Panel. The Committee welcomed this.
- 3.3 The initial request was relating to governance of the SCP. Clarification on this was given at the C&D Committee meeting in Autumn 2022. The focus is now to provide clarity on the structure of the OCP, how it operates and the added value it provides in the City.

4. The One Colchester Partnership

Structure

The One Colchester Partnership meet in a forum called the One Colchester Strategic Group (OCSG). Membership at a strategic level includes senior decision makers of public, voluntary and commercial partners from the ICS, CCC, ESNEFT, Essex County Council, We Are Colchester, University of Essex and arts and culture sector. One Colchester is aligned to key system programmes (see Appendix B) and the connections are supported through representation, joint-working and devolution of budgets to the One Colchester Funding Panel.

The OCSG oversees two delivery boards: The One Colchester Delivery Board (OCDB) and the Community Safety Delivery Board (CSDB). The OCSG co-ordinates several thematic working groups at high level to address targeted concerns, including Tackling Racism, Ukrainian Support and Strategic Winter Response.

The OCSG introduced a Funding Panel to the structure in April 2022. This Panel manage and administer funding on behalf of the Partnership. National Lottery, North East Essex Health and Wellbeing Alliance and Essex County Council funds have been held in trust for One Colchester to distribute to voluntary and community sector organisations to achieve outcomes for local people. The panel holds over £1.5 million in trust (administered by C360) which are monitored by the OCFP. The OCFP membership includes public, voluntary and commercial sector representation and reports directly to the OCSP.

The One Colchester Boards have key relationships with many strategic partnerships including NEE Health and Wellbeing Alliance, Safer Essex, and the Safer Colchester Partnership. Where applicable, this has extended to One Colchester being assigned a position within relevant committees, most notably the North East Essex Community Services (NEECS) contract managed by ESNEFT to co-ordinate community healthcare programmes.

The OCP took responsibility for the City's statutory functions related to Community Safety from April 2020. The OCP consists of senior level partners working together to facilitate a system wide approach to a Safer Colchester; a Prosperous Colchester and a collaborative approach to maximising the opportunities for good Health and Wellbeing across the city. Please refer to Appendix A for the OCP Terms of Reference.

Prior to April 2020, the OCP was supported by a dedicated Delivery Board, formed in 2014, which continues to operate alongside the Community Safety Delivery Board (CSDB). These two delivery boards are accountable to the OCSB. These Boards ensure there is no duplication of provision/projects, highlights an awareness of gaps in provision, plus increased accessibility of resources and funding opportunities. A representative from the CSDB attends OCDB meetings and vice versa to ensure information sharing between the two delivery boards.

Three key themes sit within the One Colchester Partnership. The Delivery Boards interact to support each of them:
Community Safety – led by CSDB
Prosperity and Hardship – led by OCDB
Health and Wellbeing – led by OCDB

Achievements

Highlights in the last year include:

- Establishing One Colchester Funding Panel and doubling available budget
- Ensuring members are integrated into developments of the Integrated Care Board (ICB)
- Co-ordinating partners to explore potential for a Community Supermarket in Colchester (ongoing)
- Providing webinars and networking opportunities for system wide priorities – i.e., climate change, Town Deal

5. The One Colchester Delivery Board

The OCDB is Chaired by the Community 360 Head of Programmes with the Vice Chair being the Colchester City Council Community Enabling Manager. The OCDB has a wide group of partners, drawn from across sectors in the City. New representatives are invited and engagement with these partners widens dependent upon topics/activity. The PFH for Communities is invited to all meetings. The OCDB retains responsibility for delivery of programmes of work assigned to it by system partners, including Dementia Friendly Communities and Winter Resilience response. The programmes of work are subject to change depending upon priorities set by the Strategic Group.

The OCDB facilitates closer working relationships between partners through monthly meetings. This forum facilitates opportunities for collaboration, gathering and distributing insight and intelligence to inform cross sector working, and monitoring and evaluating projects through its network. It implements delegated responsibilities from the OCSG, including Tracking the Covid-19 Recovery Programme, Disseminating the principles of the Communities Can... approach and shaping and delivering activities to address demand within the system, for example, strategic winter response group.

The OCDB can evidence partnership working in practice through successful case studies. These evidence how the One Colchester Hub serves as a central focal point for teams and residents, how cross referral between trusted partners has been effective, and how access to practical help has been made available as part of Winter Resilience programme. The OCDB facilitates support to VCSE partners to continue to operate services through funding and provide links to the LDP programme.

Achievements

Highlights in the last year include:

- Opening One Colchester Hub in new location in Long Wyre Street with partner engagement
- Integrating with Alliance led Neighbourhoods programme, including distributing over £240,000 to VCSE groups through Hyperlocal Fund
- Directly supported nearly 3000 people through Winter and Dementia Friendly programmes
- Co-ordinating the Dementia Friendly Communities programme, including securing Lottery funding for seven years of sustained activity (ending March 2025)
- Integration with key local workstreams, including Neighbourhoods.
- Broadening membership base and continuing to do so.

6. The Community Safety Delivery Board

The CSDB consists of individuals representing statutory partners and organisations that work in partnership to reduce crime and disorder in Colchester and deliver the key priorities set by the Safer Colchester Partnership, contained in the Annual Partnership Plan ([Annual Partnership Plan 2022-23 .docx](#) ([sharepoint.com](#)))

CSDB has a wide membership with partners from education, voluntary sector, Police, Neighbourhood Watch, Crimestoppers etc, with more partners asking to join all the time. Links to external groups such as Stay Safe, Missing and Child Exploitation (MACE) 1 & 2 and Prevent have been successfully formed, allowing a flow of information.

Placing the SCP function within the OCP enabled an improved systemwide approach to be taken to its community safety work and ensured that key partners such as health and education providers have an improved strategic oversight of Community Safety.

The CSDB has taken over the responsibility for reviewing all local funding bids received to the SCP Community Safety fund and now has oversight of bids to the Police Fire and Crime Commissioners' (PFCC)'s Community Safety Development Fund. This has increased awareness of provision locally, avoiding duplication of projects.

The CSDB has also developed a key role in reviewing the annually produced Strategic Assessment of Crime, adding partner input where relevant, before final approval is sought from the OCSB. This has greatly reduced the time pressure on Strategic Leaders to review the assessment. This level of local partner input did not take place prior to the new operating arrangements being adopted.

Achievements

Highlights in the last year include:

- Launch of #SeeYouSafer, a widespread social media campaign promoting key messages for people to keep safe in the night time economy. Further expanded to deliver engagement events in the High Street and at educational establishments including the University.
- Funding programmes with Next Chapter including opportunities to recruit a new Male IDVA and a CYP Officer for Colchester.
- Successful funding bid to the Home Officer Safer Streets Fund and Violence and Vulnerability Grants have enabled a range of projects to be commenced for the Town Centre and Greenstead ward.
- A new Public Space Protection Order was introduced to tackle Vehicular Nuisance across the whole city.

The One Colchester Partnership response to Covid-19

When Covid struck, the One Colchester Partnership pulled together to provide a co-ordinated community-led response. Working as a team including Council, communities, volunteers, Ward Councillors, Parishes, and Community Leaders they able to provide support, advice, and assistance to those who live in the city.

Achievements

Highlights in the last year include:

- Rapid response to serve as a tactical group to co-ordinate multi-agency working, including weekly strategy meetings at the peak of the pandemic
- Establishment and management of Community Hub offer for vulnerable citizens, conducting over 14,700 welfare calls.
- Recruiting and supporting over 500 volunteers
- Co-ordinated communications campaigns for citizens to access support

7. Standard References

As this report does not relate to a new policy or amendments to an existing policy with Colchester City Council, there are no particular references to consultation or publicity considerations or equality, diversity and human rights, financial, risk management, or environmental sustainability implications.

8. Strategic Plan References

This work contributes to the Council's Strategic Plan 2020-2023 (Strategic Plan 2020-23) under the 'Creating safe, healthy, and active communities' theme.

9. Health, Wellbeing and Community Safety Implications

The One Colchester Strategic Group serves as the functioning Health and Wellbeing Board for Colchester. By integrating the Board into the wider OCSG the partnership is able to develop strategies to tackle the wider determinants of health from a more comprehensive range of partners than by operating a separate Health and Wellbeing Board.

The OCDB takes responsibility for implementing programmes of work which will prioritise improving the health and wellbeing of residents working closely with the North East Essex Health and Wellbeing Alliance. Monthly meetings are structured to reflect the Live Well Domain areas, with accountability to the OCSG that topics relevant to each domain are embedded into the annual programme of meetings. The Alliance Neighbourhoods programme is a standing agenda item each month to ensure that the wider system partners represented on the OCDB can engage with the approach.

The Community Safety implications are the subject of this report.

Abbreviations:

APP	Annual Partnership Plan
BID	Business Improvement District
C&D	Crime and Disorder
CSDB	Community Safety Delivery Board
CSP	Community Safety Partnership
DHR	Domestic Homicide Review
ESNEFT	East Suffolk and North East Essex Foundation Trust
ICB	Integrated Care Board
ICS	Integrated Care System
LDP	Local Delivery Pilot
MACE	Missing and Child Exploitation
NE	North Essex
NEECS	North East Essex Community Services
OCDB	One Colchester Delivery Board
OCSG	One Colchester Strategic Group
OCFP	One Colchester Funding Panel
OCP	One Colchester Partnership
PFCC	Police, Fire and Crime Commissioner
PFH	Portfolio Holder
SCP	Safer Colchester Partnership
SCRAG	Safer Colchester Responsible Authorities Group

Appendices:

- Appendix A OCSP Terms of Reference
- Appendix B Structure of the OCP

APPENDIX A

One Colchester Strategic Partnership Terms of reference

Aims

- To promote and facilitate joint working between agencies to develop a sophisticated understanding of our Place, to increase the impact of services and to better meet future need
- To encourage empowered citizens and communities to mobilise all their assets and to engage in social action to improve quality of life
- To narrow the gap between the most deprived neighbourhoods and the rest of the Borough

Membership

A strategic multi-agency partnership bringing together representatives of the community, business, public and voluntary sectors.

Membership of the Strategic group to be at a sufficiently senior level to be able to represent whole organisations or sectors, determine the Strategic Plan, make high level decisions, commit resources, and be in a position to break down operational barriers.

Membership of the Operational group to be by those representing specific services, and able to bring detailed insights at an operational level, commit to collaborate upon joint activities or projects, be able to cascade information to teams or managers within their own organisations and contribute to enabling actions as determined by the Strategic group.

Purpose

To provide the opportunity for agencies to pool and deepen their understanding of our Place, and to collaborate towards a shared plan to meet the strategic needs of the whole Borough.

To identify and collaborate on specific quality of life issues to better meet the needs of Colchester's citizens and communities, and to allow future needs to be met at a time of reducing financial resources. These issues will include community safety, employment, health, housing, skills and others.

To build on the Borough's strong community spirit by supporting social action to improve quality of life and to reduce the impact of deprivation.

To provide the leadership and decision making required to achieve these priorities, co-ordinating existing resources and assets to achieve the desired outcomes.

To aspire to be an example of partnership best practice, be open to new ideas and learn from other examples of best practice.

Regularly review and refine its structure and its own terms of reference to ensure it remains 'fit-for-purpose' and focused.

Nature and Frequency of Meetings

The Strategic Partnership will meet quarterly to develop a Strategic Plan and to review progress towards achieving the priorities within the Plan.

It will have the ability to meet more often if required and instruct Task and Finish groups for time specific agenda items.

The Operational Group will meet bi-monthly to share information, co-ordinate activity, and implement detailed work to achieve the partnership's Strategic Plan.

Chair

The One Colchester Chair will be elected annually for a maximum of 2 consecutive years.

Vice Chair

The One Colchester Chair will be supported by a Vice Chair.

Quorum

The minimum number of Partners present at any meeting must include 5 agencies. If there are less than 5 Partners present they can recommend and seek ratification through e-mail of decisions in order to keep process fluid and be action focused.

Reporting Process

The Chair of the Strategic Group will provide a written report to the membership at each meeting

The Chair of the Strategic Group will provide the Chair of the Operational group with updates of Strategic group meetings to be reported to Operational group meetings. The Chair of the Operational group will do likewise to enable Strategic group members to be updated.

Accountability

The One Colchester Strategic Partnership is accountable to the people of the Colchester Borough through the accountability structures of the participant members. These include direct accountability to voters for some public sector agencies, accountability to communities and members for third sector agencies, and accountability to local customers and to shareholders for businesses

The Partnership will at all times seek to ensure that it understands the priorities of the borough and its people and is responding to their views and interests.

Each participant Partner member remains accountable to his or her parent organisation.

The Strategic group will provide an annual report to allow members to keep their organisations fully briefed and to inform members of the public.

One Colchester Boards have key relationships with many strategic partnerships including NEE Health and Wellbeing Alliance, Safer Essex, Live Well Domains and Neighbourhood teams

