

15 March 2022

Report of	Strategic Director of Customer and Relationships / Chair of Safer Colchester Partnership	Author Sonia Carr
Title	Work of the One Colchester Partnership, and its relationship to the Safer Colchester Partnership	282976
Wards affected	Not applicable	

1. Executive Summary

- 1.1 A decision was taken in January 2020, by the statutory partners of the Safer Colchester Responsible Authorities Group (SCRAG) to integrate the overall governance into the One Colchester Partnership (OCP). The reason for this decision was to reduce duplication, enable wider strategic input and develop a new, more dedicated approach to partnership working aimed at improving community safety at a delivery level.
- 1.2 This approach ensures statutory responsibilities are maintained, but meetings streamlined, and a systems Leadership approach adopted linking to wider but associated themes of Health and Wellbeing and Prosperity.
- 1.3 It was proposed that the One Colchester Strategic Board (OCSB) be supported by a dedicated Community Safety Delivery Board (CSDB). Therefore, the CSDB was formed in April 2020 and is one of two delivery boards that are accountable to the OCSB.
- 1.4 This paper provides an overview of the operating arrangements of the Safer Colchester Partnership (SCP) and its relationship to the OCP. A presentation on the evening of the panel will supplement this report and provide an opportunity for the panel to understand more about the OCP and its work.

2. Action Required

- 2.1 To review the work of the OCP and consider the relationship with the SCP.

3. Reason for Scrutiny

- 3.1 Following a request at the Crime and Disorder (C&D) Committee in September 2021, this report will share details of the work of the OCP and its relationship to, and governance arrangements linked with, the SCP, which sits within it.

4. Background Information

- 4.1 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 SCP which now receives oversight from the OCP, and whether details of that decision were available for scrutiny.

- 4.2 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.
- 4.3 The concept of local multi-agency partnership working developed in the 1980's and was vital in preventing and reducing crime. Following a number of initiatives to create such partnerships on a voluntary basis they were given a statutory footing in 1998. The Crime and Disorder Act imposed a duty on certain key public sector organisations to work together to make places safer.
- 4.4 The SCRAP provided that multi partnership working platform and whilst it worked well, there was room for improvement, so the statutory partners agreed some changes in 2020.

5. What changed and why?

- 5.1. With the increase in System working, strategic partners found themselves very regularly in meetings together discussing different, but related things. It was agreed that there was a need to bring meetings together to avoid duplication.
- 5.2. Strategic partners identified a need for both strategic and more detailed discussions about delivery and initiatives to resolve some of the complex problems being tackled. This was difficult with the existing structure given the time available, and level of detail strategic leaders could realistically be expected to discuss.
- 5.3. Tackling what are complex 'system' wide issues meant more partners were needed round the table to increase the opportunities for improved outcomes.
- 5.4. To help improve the effectiveness of the SCP and solve some of the problems noted above, a proposal to combine the SCP within the overall governance of the OCP was discussed, ensuring statutory responsibilities are maintained, but meetings streamlined and a more systems Leadership approach adopted linking to wider but associated themes of Health and Wellbeing and Prosperity. The amalgamation was agreed in January 2020.
- 5.5. The OCSB took responsibility for the Borough's statutory functions related to Community Safety from April 2020. The OCSB 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 Borough. Please refer to Appendix A for the OCSB Terms of Reference.
- 5.6. A presentation from the OCP Vice Chair will supplement this report and share more information with the Scrutiny panel at the meeting.
- 5.7. It was also proposed that the OCSB be supported by a dedicated Delivery Board and therefore, the Community Safety Delivery Board (CSDB) was formed in April 2020 and is one of two delivery boards that are accountable to the OCSB.

- 5.8. 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 contained in the Annual Partnership Plan ([SCP Annual Partnership Plan 2021 - 22](#)). Please refer to Appendix B for CSDB Terms of Reference.
- 5.9. The CSDB Chair attends the OCSB meetings to provide an update on how the SCP key priorities are being achieved, report any barriers to achievement and take back guidance / direction to CSDB members.
- 5.10. The SCP remains subject to oversight by the C&D Committee on an annual basis. Senior level statutory partners from the OCSB input into the report provided to the C&D Committee, as well as attend the meeting to answer questions raised by the panel.

6. Impact of the new governance arrangements

- 6.1 Placing the SCP function within the OCP enabled an improved system wide 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 in the Borough. This has also reduced duplication of meetings and ensures good engagement at a strategic level.
- 6.2 The formulation of two delivery boards, CSDB and One Colchester Delivery Board (OCDB) ensures that 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.
- 6.3 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 that was not present prior to the new operating arrangements being adopted.
- 6.4 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 (successful and unsuccessful) to the Police Fire and Crime Commissioners' (PFCC)'s Community Safety Development Fund (all previously reviewed by SCRAG). This has greatly reduced the pressure on Strategic Leaders time required to review bids (that are often received at short notice) but also increased awareness of provision locally, avoiding duplication of projects. OCSB are advised of any possible gaps in provision or services that may need to be addressed at a strategic level.
- 6.5 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.

7. Standard References

- 7.1 As this report does not relate to a new policy or amendments to an existing policy with Colchester Borough 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

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

8. Health, Wellbeing and Community Safety Implications

9. The Community Safety implications are the subject of this report.

Abbreviations:

APP	Annual Partnership Plan
BID	Business Improvement District
C&D	Crime and Disorder
CCG	Clinical Commissioning Group
CSDB	Community Safety Delivery Board
CSP	Community Safety Partnership
DHR	Domestic Homicide Review
LDP	Local Delivery Pilot
MACE	Missing and Child Exploitation
NE	North Essex
OCDB	One Colchester Delivery Board
OCSB	One Colchester Strategic Board
PFCC	Police, Fire and Crime Commissioner
PFH	Portfolio Holder
SCP	Safer Colchester Partnership
SCRAG	Safer Colchester Responsible Authorities Group

Appendices:

- Appendix A OCSB Terms of Reference
- Appendix B CSDB Terms of Reference

APPENDIX A

ONE COLCHESTER STRATEGIC BOARD (OCSB) – TERMS OF REFERENCE

What is ONE Colchester?

A senior level partnership 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 Borough.

ONE Colchester Aims

Recognising the changing landscape ONE Colchester provides a vehicle for system wide strategic leaders to work together and collaborate, our key aims include:

- To promote and facilitate joint working
- To develop a sophisticated understanding of our Place
- To increase the impact of services and to better meet future need
- To provide a single focussed leadership group
- To minimise duplication, streamline meetings and better utilise resources
- To empower citizens, communities, and businesses to mobilise assets
- To engage in social action to improve quality of life
- To provide a united regional and national voice from and into Colchester
- To maximise partnership funding opportunities & avoid duplication
- To provide a vehicle to meet relevant Statutory Requirements
- To provide a formal body for ratifying decisions and dealing with Health and Wellbeing initiatives and activities.

ONE Colchester Membership

Diagram 1 below confirms the organisations included on the ONE Colchester Board.

The Board is a strategic multi-agency partnership bringing together representatives of the community, business, public and voluntary sectors.

Membership of the Strategic group is 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 break down operational barriers.

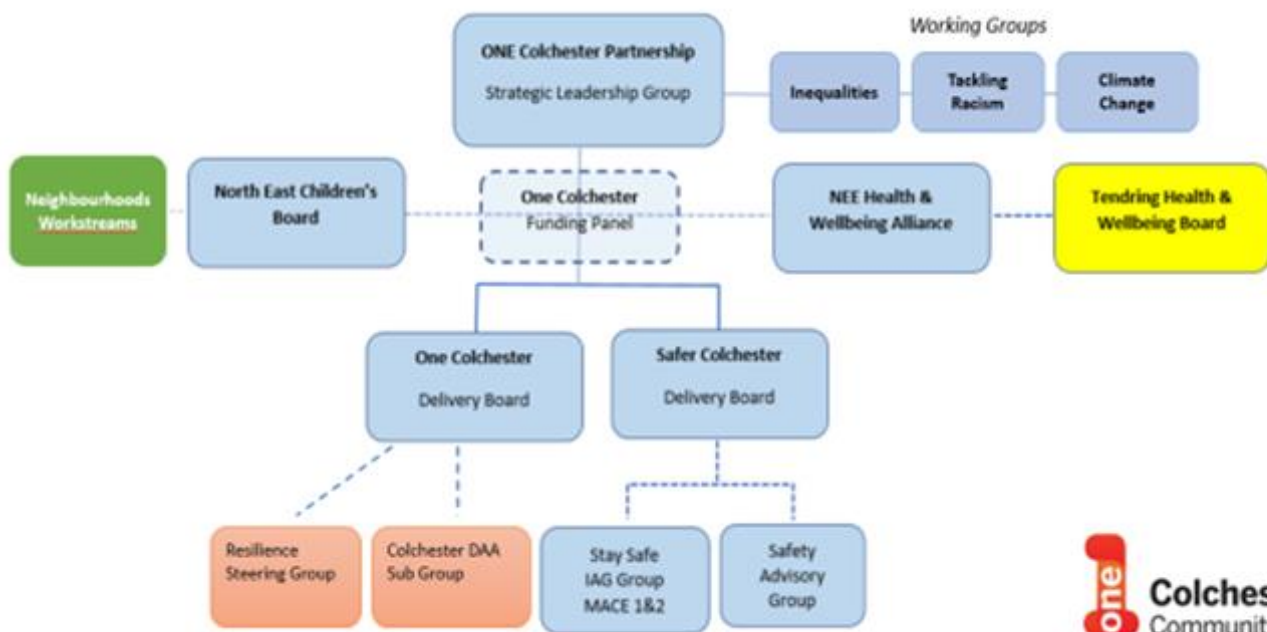
ONE Colchester will utilise existing Thematic groups and a specific ONE Colchester Delivery Board to represent specific services /sectors, and able to bring detailed insights at an operational level, commit to collaborative working, be able to cascade information to teams or managers within their own organisations and contribute to enabling actions as determined by the Strategic group.

Diagram 2 below shows the relationship between ONE Colchester and the partnerships and groups it will work in collaboration with.

Diagram 1 – Membership



Diagram 2 – One Colchester Partner relations



ONE Colchester Purpose

- To provide the opportunity to pool and deepen 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.
- To focus on three key themes, namely Community Safety, Prosperity and Health and Wellbeing.
- To carry out the Borough's Statutory functions related to Community Safety.
- To provide a Borough Health and Wellbeing Board function, where relevant.
- To provide a systems leadership approach in support of Health Alliance and LDP
- To collaborate over grant funding and external funding to reduce duplication, maximising opportunities, and value.
- 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 and work with existing partnerships such as NE Children's Partnership Board.
- 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 ONE Strategic Partnership Board will meet quarterly to develop its 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 the Thematic Operational groups or Task and Finish groups for time specific agenda items.

The ONE Colchester Delivery Board and Community Safety Partnership Delivery Board will meet bi-monthly to share information, co-ordinate activity, and implement detailed work to achieve the partnership's Strategic Priorities and action plan.

Chair & Vice Chair

The One Colchester Chair will be elected annually for a maximum of 2 consecutive years. 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 to keep the process fluid and be action focused.

Reporting & Communication

The Chair of the Strategic Group will provide an agenda at least 7 days in advance of the meeting along with any reports or updates.

Reports & agenda items for presentation to the group must be lodged with the chair for agreement a minimum of 10 days prior to the meeting date.

Meeting summary and action points will be provided to the membership within 10 working days of the meeting.

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

PR and Communications should be picked up and discussed as a regular agenda item.

Support

The elected Chair of the group will provide the resource to support the group in terms of monitoring projects, taking minutes and monitoring actions and other relevant key tasks to ensure successful co-ordination and support to the group.

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

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

[CSP GOVERNANCE / STATUTORY REQUIREMENTS](#) – As per Community Safety Partnership requirements ONE Colchester will ensure it has a strategic approach to Community Safety, undertakes a needs assessment which analyses performance of the strategy; establish and or Lead DHR's (through the CSP Operational Group); enable the Local Authorities to carry out required arrangements to scrutinise the functioning of the 'Community Safety Strategy Group' and have due regard for the priorities of the Police and Crime Commissioner.

APPENDIX B COMMUNITY SAFETY DELIVERY BOARD (CSDB) – TERMS OF REFERENCE

COMMUNITY SAFETY DELIVERY BOARD

Terms of Reference



General

The Community Safety Delivery Board (CSDB) consists of individuals representing statutory partners and organisations that are well placed to make a valuable contribution to crime and disorder in the Colchester Borough. The CSDB will provide one member from the group (usually the chair or vice chair) to attend The One Colchester Strategic Group.

All CSDB core and other members will sign up to the overarching One Colchester Information Sharing Protocol, to enable system wide working and open and transparent conversations.

CSDB Aims

To provide a forum for members to work in partnership to reduce crime and disorder in Colchester and deliver the key priorities contained in the Annual Partnership Plan (APP).

Core Membership (including Community Safety Partnership Statutory Members)

- Colchester Borough Council Community Safety, PFH, Neighbourhoods, Communications
- Colchester Borough Homes
- Essex Police
- Essex County Fire & Rescue Service
- Health/CCG
- The Probation Service
- Open Road
- Beacon House
- Next Chapter

Other members

Membership of the CSDB, may be flexible to ensure other organisations or people are able to attend and make a valuable contribution to crime and disorder reduction in the Colchester Borough; this will include organisations such as Community 360, Colchester Garrison, University of Essex and the BID. Some may attend specific meetings to discuss a particular area of work or project.

CSDB purpose

To achieve sustainable solutions in reducing crime and disorder in Colchester Borough by operating primarily in response to the Crime and Disorder Act 1998 together with identifying local needs and priorities. This will be achieved by:

1. To monitor and evaluate all projects and initiatives being delivered as a result of the SCP APP
2. To provide reports on the planning, implementation and performance of tasks delegated by the One Colchester Board.
3. To contribute to and oversee the preparation and publication of the Strategic Assessment of Crime and the APP
4. To maintain an information flow with the One Colchester Board in order to ensure the delivery and monitoring of its priorities
5. To make decisions on applications to the Community Safety Partnership Fund.

Frequency of Meetings:

- CSDB will meet quarterly to review progress against projects and priorities and to ensure feedback is provided to the One Colchester Strategic Board.
- It will have the ability to meet more often if required to deliver key pieces of work.

Chair and Vice Chair:

Colchester Borough Council Assistant Director Communities will Chair the CSDB, with the Safety & Protection Manager taking the Vice Chair role.

Quorum

The minimum number of partners present at any meeting must include 5 agencies (one person per agency to vote). If less than 5 separate partners present, they can recommend and seek ratification through email of decisions in order to keep process fluid and action focussed.

Reporting and Communication

The Chair will provide an Agenda at least 7 days in advance of the meeting along with any reports or updates.

The Chair will provide the One Colchester Strategic Board with updates from the CSDB when required and at every quarterly meeting of the Board.

PR and Communications will be discussed at every meeting.

Support:

CBC Community Safety Officer will provide support for the group, monitoring projects, taking minutes and monitoring actions and other relevant key tasks to ensure successful co-ordination and support to the Chair.

Accountability

The CSDB is accountable to the One Colchester Strategic Board and will report progress and action at the quarterly meetings.

Amendments to TOR:

To be agreed by the One Colchester Strategic Board.