



# WE ARE COLCHESTER TOWN DEAL GOVERNANCE



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# 3 OVERVIEW

Colchester has been invited by the Ministry of Housing, Communities and Local Government (MHCLG) to develop a Town Deal: an ambitious programme of transformational change that will foster economic growth and prosperity, improve connectivity, and improve the built and natural environment of the town.

The first part of this process is to establish a Town Deal Board, a governance structure and the programme architecture required to ensure the Deal is developed by Summer 2020. This pack sets out the proposed arrangements to do just this, and has been designed based on learning from across Essex, as well as best practice from other areas, including:

## SWANSEA BAY CITY DEAL

Chaired by local authorities with board representation from private, HE/FE sectors

## TAY CITY DEAL

Chaired by economic & education sectors with local authority board representation

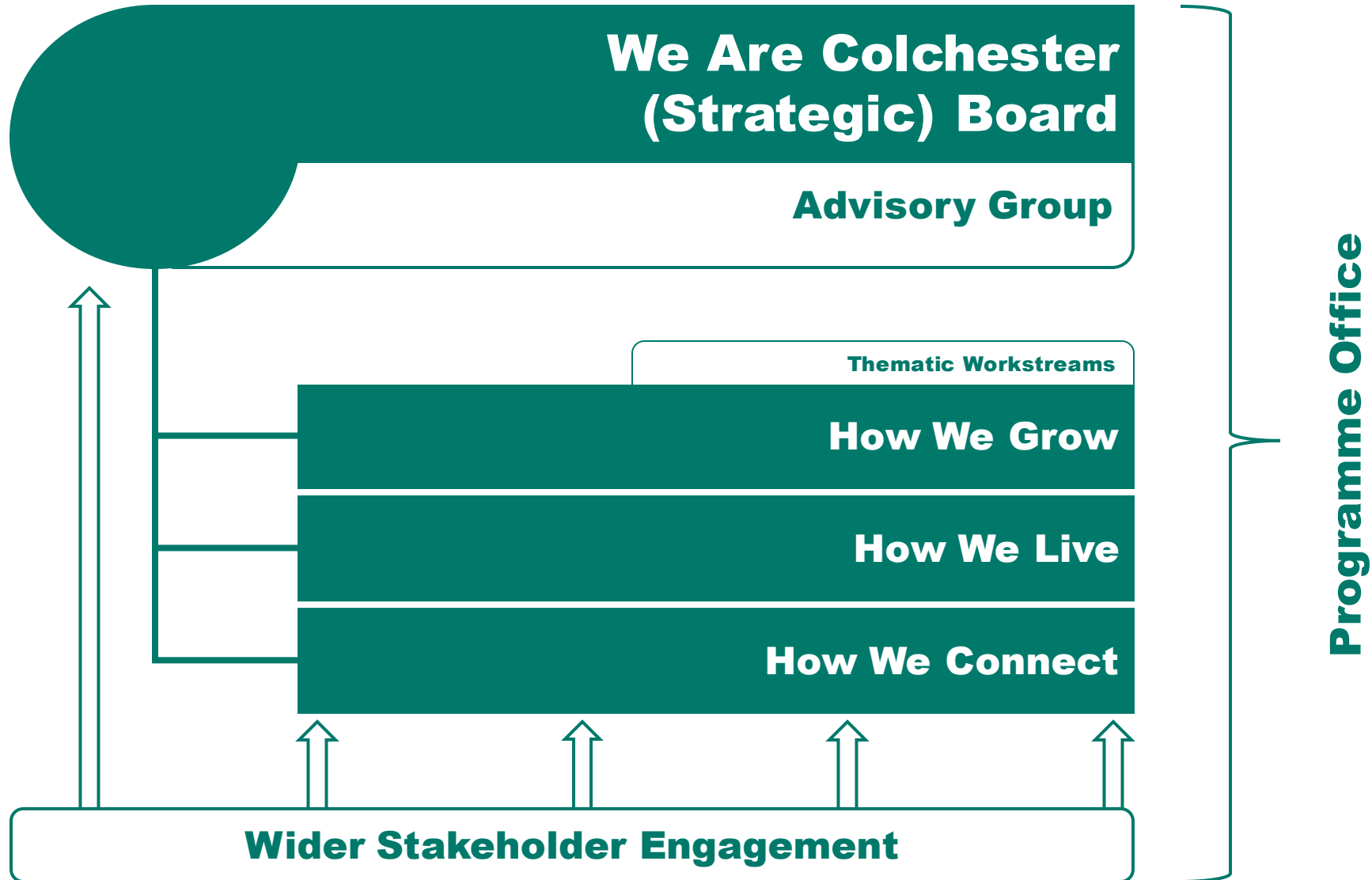
## GREATER GRIMSBY DEAL

Chaired by private entrepreneur with broader representation, and separate Town Deal Programme Board

It is important that the Town Deal tells a story of where Colchester Town has come from, and the direction that residents, businesses, communities and public bodies want to take the town in going forward. This is why a narrative has been developed which helps tell this story, and why the Town Deal Board will be known as the **We Are Colchester Board**, because it is all the varied and vibrant parts of the town that make it what it is, and only collectively are we known as Colchester.

Furthermore, and to aid the Board and local partners to develop this ambitious programme, three thematic areas have been identified to help frame discussions: **How We Connect**, **How We Grow**, and **How We Live**. These themes are an integral part of the programme architecture detailed in this pack, and facilitated by a programme team, advised by a group of experts, and led by local strategic partners, the Town Deal will make Colchester an even greater place to live, work and visit.

# 3 PROPOSED GOVERNANCE



# 3 STRATEGIC BOARD: PURPOSE

The **overarching purpose of the Board is to ensure that the Colchester Town Deal (and associated products) is developed and adopted** by central government, both local authorities (Colchester Borough Council and Essex County Council) and other strategic partners.

After the formal adoption of the Town Deal, the Board may decide to continue to play a role in providing collective and strategic leadership for the town.

Beyond this purpose, the Board will also be responsible for:

- Defining the vision and strategic direction for the town itself at a high level,
- Establishing the scope for each workstream and appointing a lead officer from each local authority,
- Ensuring that suitable resources are allocated to the Town Deal Programme, including the three workstreams,
- Providing oversight and guidance as propositions are developed, including acting as sponsors for each workstream,
- Ensuring that strategic links are maintained between the Board and the Advisory Group, and
- Negotiating and resolving any issues that may arise.

The Strategic Board will be supported by the Town Deal Programme Office, which will serve as the Board's secretariat.

# STRATEGIC BOARD: MEMBERSHIP

The **membership** of the Board will be drawn from key local partners across the public, private and third sectors, and along with the Advisory Group (detailed in Section 4), **it will be compliant with the criteria specified by MHCLG in the Town Fund Prospectus**. As the Board's main purpose is to deliver the Town Deal, the membership of the Board reflects this purpose – it consists of those who can take strategic decisions on behalf of the town.

The proposed membership of the Board is set out below.

**Cllr Cory**  
Vice-Chair (CBC)

**Simon Blaxill**  
Provisional Chair

**Cllr Ball**  
Vice-Chair (ECC)

**Adrian Pritchard**  
Local Authority Lead (CBC)

**Shona Johnstone**  
Homes England

**Mark Carroll**  
Local Authority Lead (ECC)

**Adam Bryan**  
SE LEP

**Mark Jarman-Howe**  
North East Essex Alliance

**Tracy Rudling**  
Colchester 360

**Lucy Johnson**  
University of Essex

**Chris Rhodes**  
Hiscox

**Ashleigh Seymour-Rutherford**  
COLBEA

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## ADVISORY GROUP: PURPOSE

The Advisory Group consists of sectorial leads and subject matter experts whose **purpose it is to advise the We Are Colchester Board and contribute to the work of the thematic workstreams**. The Group will ensure that the Town Deal is developed with input from a range of backgrounds and skillsets, including: public health, business development, education, community engagement, planning, finance, capital investment, urban design, and heritage.

Specifically, the Advisory Group will:

- Act as advisors to the We Are Colchester Board as and when required by the Board and the Programme Office,
- Contribute to, advise on, and provide critical challenge to the work produced by the thematic workstreams and the Programme Office,
- Aid the Board in identifying suitable individuals and organisations to sit on the workstreams, and
- Act as champions of the Town Deal in and beyond Colchester, as well as representatives of their respective organisations and sectors.

Whilst the Advisory Group will be largely engaged virtually, there will be opportunities at semi-regular intervals throughout the Town Deal programme for this group to come together physically.

It is proposed that a small number of dedicated ‘sub-groups’ are established to provide advice, guidance and capacity on specific products, such as the Town Investment Plan that must be developed alongside the Town Deal.

The Advisory Group will be managed and supported by the Town Deal Programme Office.

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# ADVISORY GROUP: MEMBERSHIP

Membership of the Advisory Group will be voluntary, however there will be an **expectation that members will engage with the Town Deal programme as and when required**. The membership may also shrink or grow depending on the strategic direction set by the Board. An initial set of individuals and organisations are detailed below, along with the first dedicated sub-group that focuses on Funding and Investment. This **member set is provisional**.

<b>Cllr King Chair (CBC)</b>	<b>North East Essex CCG</b>	<b>Creative Colchester</b>	<b>Funding and Investment</b>
<b>Policy &amp; Place (CBC)</b>	<b>Economic Growth (ECC)</b>	<b>Oxford Innovation</b>	<b>Invest Essex</b>
<b>COLBEA / Relocon</b>	<b>Colchester Institute</b>	<b>Cities and Local Growth Unit (BEIS)</b>	<b>Essex Housing</b>
<b>Office of Police, Fire &amp; Crime Commissioner</b>	<b>Historic England</b>	<b>Churchmanor</b>	<b>Transport East</b>
<b>Colchester Amphora</b>	<b>One Colchester / CBC</b>	<b>Citizens Advice</b>	<b>Colchester Borough Homes</b>
<b>Age Concern Colchester</b>	<b>Colchester Ambassadors</b>	<b>Public Health (ECC)</b>	<b>Metrobank</b>
			<b>CBC Conservative Group</b>
			<b>Colchester Civic Society</b>



# 3 THEMATIC WORKSTREAMS

Three thematic workstreams have been proposed to help develop the Town Deal and its' associated products:

## HOW WE CONNECT

**Infrastructure, digital connectivity and sustainable travel**

## HOW WE GROW

**Economic prosperity, business growth and skills**

## HOW WE LIVE

**Place-making, built and natural environment, culture, and regeneration**

These thematic workstreams have emerged from the exploratory work conducted so far, which includes discussions with local authority officers, local businesses and voluntary organisations. Whilst they are broad at this stage, it will be for the We Are Colchester Board to define the scope of each workstream as well as appoint the leads for that workstream.

Each workstream will have **two leads, an officer from Colchester Borough Council and an officer from Essex County Council**. These leads will have responsibility to develop propositions that will deliver the strategic vision of the Town Deal, and ensure that the right organisations are involved in that development (with support from the Programme Office).

To help ensure a strategic link between the Board and each workstream, a sponsor from the Board will provide leadership and guidance and this sponsor will ensure progress, and any risks or issues raised within that workstream, are reported to the Board. Again, this link will be facilitated and supported by the Programme Office.

Membership of the workstream will range from between 5 and 10, with additional support available from the Programme Office and the wider resources and capabilities of both local authorities and other partner organisations.

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# WIDER STAKEHOLDER ENGAGEMENT

An integral component of the Town Deal process is **engagement** with a broad range of agencies, businesses and communities that may have an interest in, or an influence over, the propositions developed as part of the Town Deal. This wider group of stakeholders will be engaged at key points of the process on specific items, and will be categorised to ensure that there is a breadth and depth of representation from across Colchester and beyond. Whilst this list will be expanded throughout the programme, an example list of stakeholders is set out below.

<b>Business &amp; Enterprise</b>	<b>Colchester Ambassadors</b> <b>Colchester Town BID</b> <b>Colchester Credit Union</b>	<b>Essex Chambers of Commerce</b> <b>South Lanes Project</b>
<b>Wider Public Sector</b>	<b>Colchester Garrison</b> <b>Colchester General Hospital</b> <b>Dementia Friendly Town</b>	<b>Anglian Community Enterprise</b> <b>Provide</b> <b>Academy Trusts</b>
<b>Communities &amp; Residents</b>	<b>Residents' Associations</b> <b>Friends of Castle Park</b> <b>Religious &amp; Ethnic Representatives</b>	<b>Parish &amp; Community Councils</b> <b>High Steward of Colchester</b>
<b>Culture &amp; Heritage</b>	<b>Arts Council</b> <b>Mercury Theatre</b> <b>FirstSite</b>	<b>Colchester &amp; Ipswich Museums</b> <b>Colchester Archaeological Trust</b> <b>Colchester Civic Society</b>
<b>Political</b>	<b>Borough Councillors</b> <b>County Councillors</b> <b>Local MPs</b>	<b>Highwoods Independents</b> <b>Colchester Green Party</b> <b>Colchester Labour Party</b>

# 3

## PROGRAMME OFFICE

Given the ambition of the Town Deal, and the timescale set by central government, it is proposed that a Programme Office is established to ensure that the programme is delivered, and the vision set by the Board is met. The Programme Office will be **largely run on a matrix management basis**, with the full-time and dedicated posts supplemented by further specialisms as needed. This multi-disciplinary and flexible team will be managed by the two programme leads, with requests for additional resources escalated to the local authority sponsors. The final arrangements of the Programme Office will be decided by the We Are Colchester Board.

