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## THE FUTURE OF ESSEX

### 1 PURPOSE OF REPORT

- 1.1 To endorse a vision for the Future of Essex, as set out in a document prepared by Essex authorities and partners. A copy of the Future of Essex is attached as Appendix 1 to this report.

### 2 INTRODUCTION

- 2.1 The Future of Essex was begun by Essex Partners. Its content has come from every corner of Essex: local people of all ages and backgrounds, community groups and schools; public, voluntary and private sector leaders have all contributed through interviews, surveys, engagement sessions, conversations and activities.
- 2.2 The content has been developed through an extensive and collaborative process led by partners at each stage; from engaging on the key issues and strengths of Essex, to choosing the key themes of the vision, to shaping and refining the ambitions.
- 2.3 The ‘we’ in this document includes those contributors, everyone working towards better outcomes in Essex – and every other person making their life here in Essex.
- 2.4 Leaders and Chief Executives from Essex authorities were all invited to take part in face to face interviews to shape the emerging themes of the vision as well as to the Essex Assembly. Many local authority officers were also involved throughout the process, including in the workshops where the ambitions were shaped and refined.
- 2.5 The vision was discussed at a meeting of Chief Executives on 13 July where it was agreed to focus on how each authority can translate it into reality in its local area. Subsequently, the vision was considered at a meeting of Essex Leaders and Chief Executives on 7 September 2017. The vision was then launched at the Essex Assembly on 19 September.

### 3 WHAT IS THE PURPOSE OF THE VISION

- 3.1 The purpose of The Future of Essex is to give all the many, different communities, groups and businesses of Essex a way to collaborate in planning our future. The key messages are: To set out the kind of Essex we want to live in; to transcend short-term agendas and move us towards the big things that matter to all of us; and to take pride in our county.
- 3.2 The vision recognises that because change is always coming, we want to make sure it’s positive, and that it happens on our terms. Further, we want to direct change, and seize the opportunities it presents; the only way to do that is to work together.

3.3 The vision sets out seven long-term ambitions for Essex, with a number of priorities for each. These have been developed through the engagement phase, with the key themes narrowed down at the Essex Assembly and workshops around each to develop and refine the ambitions.

3.4 The seven ambitions are to:

- Unite behind a sense of identity;
- Enjoy life long into old age;
- Provide an equal foundation for every child;
- Strengthen communities through participation;
- Develop our county sustainably;
- Connect us to each other and the world; and
- Share prosperity with everyone.

3.5 See part 2 of Appendix 1 for more details about the ambitions and priorities.

#### **4 NEXT STEPS**

4.1 The vision was launched at the Essex Assembly on 19 September 2017. The purpose of the Assembly was to build momentum, ownership and commitment to delivering the vision. The focus of the event was to move from what the vision says to what it means for different organisations and areas and how we can work together to achieve the ambitions in the vision.

4.2 Collaborate, a Community Interest Company supporting public sector collaboration, undertook an analysis of our system infrastructure and made recommendations on how, together, the Essex system can achieve its vision. A copy of the report is attached as Appendix 2.

4.3 From the report there are five practical recommendations to take forward over the next 3-6 months:

- Promote the vision and engage partners and stakeholders.
- Identify and build on existing pieces of work that exemplify the vision.
- Begin new work to support the vision.
- Build system coherence by creating a 'golden thread' that links the vision to other strategies.
- Widen system leadership and invest in staff and organisational development.

#### 4 DISCUSSION

- 4.1 The seven ambitions set out in The Future of Essex document, together with their related priorities, seem entirely reasonable and do in large measure reflect the principles set out in Rochford District Council's Business Plan.
- 4.2 The specific 'ask' over the next 3-6 months, as a starter on the journey, is that organisations, including local authorities, consider how the seven ambitions reflect on work programmes and service delivery. This can be achieved simply through consideration of the ambitions as part of the day to day work of the Council. Appendix 3 sets out some examples of joint working relating to the seven ambitions.
- 4.3 The fifth recommendation set out in paragraph 4.3 above (see Appendix 2), links closely with our recently approved People Plan, which sets out an ambitious programme for staff and organisational development.
- 4.4 Overall, it can be concluded that the ambitions set out in The Future of Essex are worthy of support. There are clearly marked differences in people and place across a county the size of Essex but, nevertheless, a more coherent vision and approach to service delivery, and improving the county, is to be commended.

#### 5 RESOURCE IMPLICATIONS

- 5.1 There are no specific resource implications arising from the proposal to support the vision set out in The Future of Essex.

#### 6 PARISH IMPLICATIONS

- 6.1 It should be noted that Parish and Town councils are also part of the vision and it is suggested that, subject to the Council endorsing the document, the details are communicated to the Parish and Town councils.

#### 7 EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 None.

#### 8 RECOMMENDATION

- 8.1 It is proposed that Council **RESOLVES** to endorse the vision and ambitions set out in The Future of Essex document.



Shaun Scrutton  
Managing Director

**Background Papers:-**

None.

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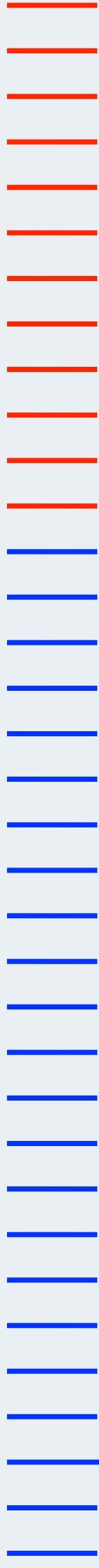
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If you would like this report in large print, Braille or another language please contact 01702 318111.



# The Future of Essex

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“It is this clash of East End pub and medieval barn that I love about it. A quintessential Essex road would feature a tumbledown Elizabethan Manor house, a used car lot, a terrace of dignified Edwardian workers homes, a gaudy bungalow, scrubby field with a horse and an ancient over-restored pub with a karaoke speed dating night.

It is this un-precious cheek by jowl existence of crass modernity that I love about Essex, its endless miles of marshy coast and new-town roundabouts, pebble dashed estates and bowered sunken lanes. The quaint market town of Chelmsford that I grew up in has been paved over and Americanised, yet criss-crossing the county you will find surprising antique monuments, chocolate box high streets but always with a pylon in the background to stop it becoming kitsch and lose its Essex soul.”

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Grayson Perry



# Part 1:

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# Background & Purpose



# Who started this?



The Future of Essex was begun by Essex Partners, a collection of organisations dedicated to improving our county.

Its content has come from every corner of Essex: local people of all ages and backgrounds, community groups and schools; public, voluntary and private sector leaders have all contributed through interviews, surveys, engagement sessions, conversations and activities.

The 'we' in this document includes those contributors, everyone working towards better social outcomes in Essex – and every other person making their life here in Essex.





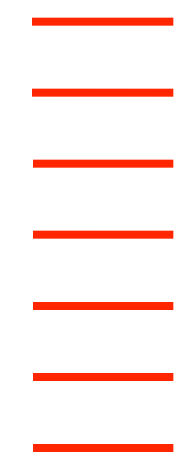
# What is its purpose?



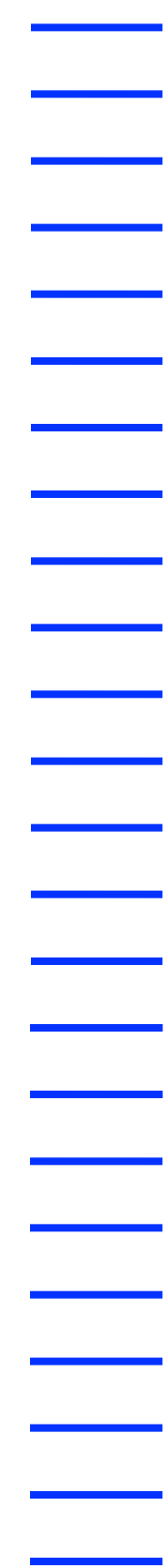
The purpose of The Future of Essex is to give all the many, different communities, groups and businesses of Essex a way to collaborate in planning our future. To unite us. To set out the kind of Essex we want to live in. To transcend short-term agendas and move us towards the big things that matter to all of us. To take our pride in our county, and channel it for the good of everyone.

*“Essex has masses of culture, innovation, and character.”*

Part 1: Background & Purpose



# Why?



Because change is always coming, and we want to make sure it's positive and that it happens on our terms. We want to direct it, and seize the opportunities it presents. And the only way to do that is to work together.





Part 2:

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**Ambitions**



# Our ambitions

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These ambitions set out the fundamental things we want to achieve for Essex in the next 20 years, and the things we'll focus on to make them happen. Together they provide a shared start and end point.

*“Things happen in Essex. We are do-ers.”*

## Part 2: Ambitions

## Unite behind a sense of identity

Essex is many places. A haven for wildlife, self-made millionaires, social housing and everything in between. Complicated, surprising, eccentric – there's no single way to describe who we are.

Our ambition is to find a way to capture our many local characteristics, the things that make Essex unique and special, to inspire pride in ourselves and so bring visitors, investment, opportunities and new people to Essex.

***“Essex is a contradiction.”***

### Our priority...

Busting stereotypes, celebrating achievement, building pride.

## Part 2: Ambitions

## Enjoy life long into old age

Essex is full of people who have enjoyed a long, fruitful life here – the people who built our county. And it has the potential to offer everyone the same excellent quality of life as they live and grow old here.

Our ambition is to ensure more people get the chance to achieve that quality of life: to enjoy independent, healthy, safe lives. By using new technologies to deliver new forms of care, supporting individuals and families in caring for each other, encouraging healthy and active lifestyles and by addressing the many needs of an ageing population that will continue to have a higher average age than the rest of the country.

***“The biggest challenge facing Essex is its increasing population and the increasing age of its citizens.”***

### Our priority...

Reducing the gap in life expectancy, tackling avoidable physical and mental illnesses and promoting independence wherever possible.

## Part 2: Ambitions

## Provide an equal start for every child

Over three quarters of Essex's schools are good or outstanding, and as our county and our communities grow, so will the opportunities for every young person.

Our ambition is to make sure every child has the chance of a great future by eradicating the gap in outcomes for disadvantaged children, giving every child the knowledge, support and security they need to seize every chance at success and happiness.

***“Children and young people are our future and we need to make sure they want to stay in Essex.”***

### Our priority...

Improving school readiness, supporting safe and secure relationships, and making sure every child can go to a great Essex school.

## Part 2: Ambitions

## Strengthen communities through participation

The strength of Essex is its people. We are home to many tight knit communities, with an incredible voluntary sector and community spirit.

Our ambition is to spread that spirit everywhere. To foster the bonds that hold us together, celebrate differences and show the importance of personal participation so that we have safe and cohesive communities. Because communities grow from individual participation and a sense of purpose, not from top down action.

***“Essex is many small, strong communities – not a single community.”***

### Our priority...

Nurturing a safer, better connected society by giving people more ways to control and contribute to their communities.



## Part 2: Ambitions

## Develop our county sustainably

Essex is unique. Historic market towns and radical new towns. The longest coastline in Britain and working ports communities. Ancient, beautiful, modern, challenging.

Our ambition is to use the need for 140,000 new homes over the next 20 years as an opportunity to enhance the County – with infrastructure development, healthier places, safer communities, more school and amenities and greater opportunity. Not preserving nor building over – but rather adding to the beauty, diversity and uniqueness in a considered, sensitive way.

***“Essex is full of hidden gems.”***

### Our priority...

Enhancing the things that make Essex a great place to live – our countryside, our coastline, our heritage – and working with local people and communities, to build homes not houses, places not developments, communities not estates.

## Part 2: Ambitions

## Connect us to each other and the world

Essex has an unbeatable location – close proximity to London, a gateway to Europe and links to the rest of the world.

Our ambition is to amplify the possibilities our location offers, by unshackling us from cars and congestion with efficient, modern and sustainable transport networks and digitally connected homes and businesses.

***“We have become prisoners of the commute.”***

### Our priority...

Tackling congestion on our roads and railways, securing large scale investment in low carbon modes of transport and delivering super-fast broadband to every part of Essex.

## Part 2: Ambitions

## Share prosperity with everyone

Essex is home to some exciting organisations and more entrepreneurs for the size of our economy than anywhere else in the UK. We're known for our confidence, smile and swagger.

Our ambition is to back our can-do attitude with skills and support, unlocking personal potential across Essex – attracting and growing big businesses that will provide the growth, investment, and opportunities we all need to prosper, and for our County to compete in a changing global economy.

***“Essex people are always ready to do business.”***

### Our priority...

Giving more people the chance to achieve the highest qualifications in key growth industries, providing the space for businesses to grow and relocate, and developing a united and relentless focus on attracting and maximising investment in Essex.




# Part 3:

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# Statement of Intent

## Part 3: Statement of Intent



**Change is unstoppable. So, we will make it happen on our terms. We will amplify all that is good and unique about Essex and its people – our boldness, our cheek, our loyalty and fierce independence. We will harness this spirit, and make it contagious. Embrace the new and celebrate our differences. We will create a County where every single person has the support, the opportunity, the self belief to fulfil the promise of their potential. And we will do it together.**

**Change is unstoppable. And so are we.**



# Exploring the readiness of the Essex system to achieve the Essex Vision: Analysis and recommendations summary

**collaborate**  
for social change

# Whole-system, whole-place working: the vision and behaviours

Whole-system, whole-place working requires a range of system actors - local people and institutions, both statutory and non-statutory, to be supported to collaborate to achieve positive change

To achieve whole-system working, there are a number of vision/principles and behaviours (left) required from people working in public services

These represent a new set of operating principles for local public services and places

In Essex, the development of shared principles will bring the Vision to life and they should be designed collaboratively, with input from citizens and partners

In order to see sustainable change, these principles/behaviours need to be knitted into the system through collaborative infrastructure



# The nine building blocks of collaborative, place-based systems



## 1. Place-Based Strategies & Plans

A vision for place, based on a shared understanding of local challenges and co-produced with the 'unusual suspects'. Too often, these turn out to be works of fiction. But system leaders can make them stick and make them real.



## 2. Governance

A collaborative leadership governance structure that is cross-sector, cross-cutting and which holds the whole system to account. Turning up to meetings is not enough – governance needs to support collaborative purpose and system leaders need to invest time in building the capacity of the system.



## 3. Outcomes & Accountability

Local accountability through shared outcomes and metrics that have a direct line to the experience of citizens and communities. What is needed is shared responsibility and accountability among partners for what really matters in a place.



## 4. Funding & Commissioning

Collaborative commissioning platforms and local budgeting driven by social value and asset-based principles. This means a new code of conduct for commissioners, and an increasingly key role for independent funding.



## 5. Culture Change & People Development

Capacity to build collaboration readiness and hold the weight of profound change across agencies. Workforce development needs to emerge from the shadows as part of a more collaborative approach to performance management.



## 6. Delivery

Collaborative and integrated service models that blend a hard implementation focus with the need for trust-based working at the front line. Network building and social connection are just as important as service delivery.



## 7. Data, Evidence & Evaluation

Collaborative learning and evaluation, supported by shared data that supports insight-based working between statutory and non-statutory partners. This goes beyond data sharing to generating collaborative insight into the root causes of need and demand.



## 8. Collaborative Platforms: Digital & Physical

Shared spaces – online or in person – which function as the 'junction box' of the system. Public services should invest, enable and create space for others to come together and improve outcomes.



## 9. Communications & Engagement

Feedback loops within and between parts of the system which enable real-time collaboration and adaptive delivery. Today the risk of not collaborating outweighs single organisation delivery risk in many areas.

Collaborate has identified the nine building blocks of infrastructure, or hard-wiring, that are required to translate principles and ambition into fundamental changes in culture and practice.

They connect people and organisations (including public services, anchor institutions such as businesses and universities and the third sector), aligning incentives and creating a gravitational pull towards collaboration for shared outcomes.

The identification of these nine is the result of a year of action research in Coventry, Oldham and Essex and engagement with expert practitioners from spanning the public, private and not for profit sector. Improving outcomes in today's context depends on strengthening the 'system infrastructure' that underpins services



# A model of change – delivering the vision

In order to shift from rhetoric to system change, places must start building the collaborative infrastructure required for 'whole-place whole-system' approach to change.

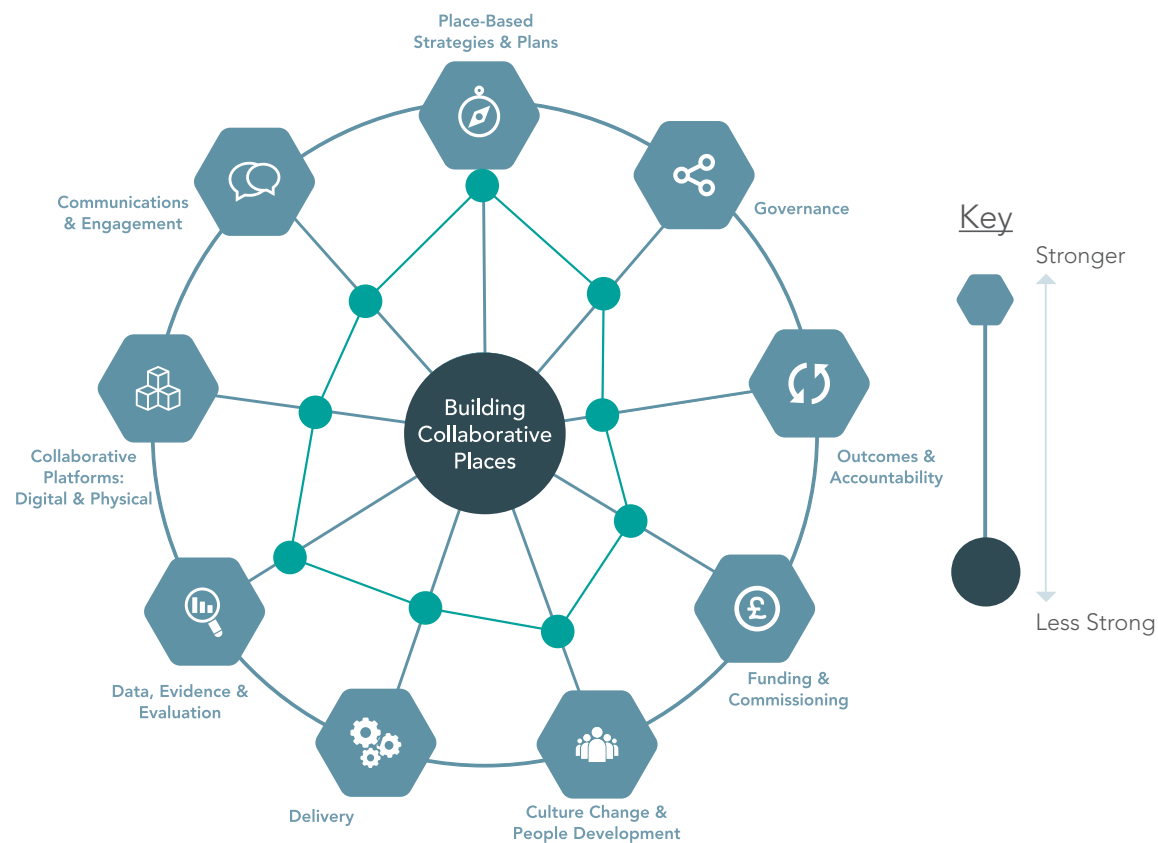
Evidence suggests that for change to be sustainable and to have a system-wide benefit that individuals can feel, all nine interdependent building blocks outlined here must be managed in concert.

The Essex Vision provides Essex partners with an excellent platform for change, and a route in to explore this model. The question partners are now grappling with is: How can the Vision be translated into a way of working across Essex?

To help answer that question, Collaborate analysed to what extent the 9 system infrastructure are currently present in Essex...



# The analysis: to what extent are the 9 collaborative place-based system infrastructure present in Essex?



## Methodology

- Collaborate interviewed a range of partners from the Strategic Coordination Group (and beyond) to understand their perspective on the value and role of the vision, and what needs to come next
- 15 one to one interviews were carried out with a range of partners (the PSR team, NHS, University, CCVS, health partners etc.) and insights were played back to the Essex Strategic Coordination Group
- Collaborate’s system infrastructure framework guided the work
- The insights gathered from the interviews were complemented with comparative analysis - looking at other places going through a similar process

A full analysis of each of the 9 infrastructure can be found in the main report

## What the analysis told us:

- Essex has good (and live) examples of collaborative infrastructure that can provide a basis for learning
- There is further work to be done to build a collaborative place-based model – the infrastructure should underpin this
- Good initiatives aren't always recognised and promoted for what they are:
  - Our interviews suggested that good place-based/whole system examples are not always well-recognised by partners – they are 'under the radar'
  - The examples are not always seen as relevant to the Vision or how it will be achieved
  - Projects & initiatives therefore feel somewhat disconnected, and in some cases 'in spite of', rather than 'how', the system works
- There is uncertainty about what 'whole system' really means:
  - Interviewees reflected different views on the importance of working with parts of the Essex system beyond the public sector
  - Our interviews suggest that (most people) think 'public sector' and 'services' first
  - The role of all sectors is not clearly understood: the value of the voluntary sector did not come through clearly in most interviews, and the role of business was mentioned only a couple of times

# The Road Map: achieving the Essex Vision and building the infrastructure

The following recommendations are based on the infrastructure analysis, desk research, and our experience elsewhere. Delivery of the recommendations will help achieve two things:

1. Strengthen & build the readiness of partners to work in collaboration to achieve the Essex Vision
2. Develop the system infrastructure, the building blocks that underpin a shift towards a whole-place, whole-system model of working

## 5 suggestions for the next 3 – 6 months

Communication and engagement

Identify & build on existing work

Begin new work

Build system coherence

Widen system leadership & staff/ org dev

## 5 areas for further development

Build data capability

Develop shared outcomes & metrics

Governance development

Develop role of community & vol sector

Build collaborative platforms

# 5 suggestions for the next 3-6 months

Recommendation	The collaborative system infrastructure that underpin this activity
<p>Promote the plan and engage stakeholders                      Aim: to frame the Vision in terms of 'how' as well as 'what'...</p>	
<p>Identify existing pieces of work that exemplify the aims of the Vision                      Aim: build understanding of what the Vision means in practice and begin to establish new operating principles</p>	
<p>Begin new work to support the Vision                      Aim: 'operationalise' the commitment to systems working, help win hearts and minds</p>	
<p>Build system coherence                      Aim: creating a 'golden thread' that links the Vision to other strategies</p>	
<p>Broaden the offer of system leadership &amp; staff/organisational development                      Aim: capacity building for a new way of working at all levels and changing the culture of our organisations</p>	

# 5 suggestions for further development/ longer term

Recommendation	The collaborative system infrastructure that underpin this activity
<p>Building data capability</p> <p>Aim: using data as an enabler of learning, evidence, resource allocation and change in culture and practice</p>	 <p>Delivery      Data, Evidence &amp; Evaluation      Outcomes &amp; Accountability</p>
<p>Building shared outcomes &amp; metrics</p> <p>Aim: establishing shared accountability &amp; ownership for progress of the Vision</p>	 <p>Outcomes &amp; Accountability      Governance      Funding &amp; Commissioning      Data, Evidence &amp; Evaluation      Delivery</p>
<p>Governance development</p> <p>Aim: developing arrangements that support new ways of working</p>	 <p>Governance      Delivery      Culture Change &amp; People Development      Funding &amp; Commissioning      Place-Based Strategies &amp; Plans</p>
<p>Developing the role of community and voluntary sector</p> <p>Aim: building system capacity in a critical sector</p>	 <p>Place-Based Strategies &amp; Plans      Delivery      Culture Change &amp; People Development      Communications &amp; Engagement</p>
<p>Build collaborative platforms</p> <p>Aim: creating places where people can connect &amp; collaborate (online and physical)</p>	 <p>Collaborative Platforms: Digital &amp; Physical      Communications &amp; Engagement      Governance      Delivery</p>

## Summary of recommendations: 3-6 months

Next 3-6 months	What/How
<p><b>Promote the plan and engage stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Use the engagement phase to develop a simple accompanying piece to the Vision that explains: how we are going to work, what it means for staff across the public sector, and the culture change you are trying to bring about. For ECC staff this can explicitly reference the '100 Days' paper, which places emphasis on collaboration</li> <li>• Draw on, and promote, existing work that highlights best practice across Essex.</li> <li>• Engagement is not about telling organisations what to do; it's about helping organisations find how the Vision is relevant to them – diversity &amp; scale are less challenging when thought about in terms of developing common behaviours &amp; operating principles</li> </ul>
<p><b>Identify existing pieces of work that exemplify the aims of the Vision</b></p>	<ul style="list-style-type: none"> <li>• Partners (the PSR team and ESCG, for example) should map relevant existing work and establish a process of inquiry with partners (through workshops) to understand:                         <ul style="list-style-type: none"> <li>• What principles were guiding these pieces of work? I.e. what do they have in common?</li> <li>• How can these principles become better understood and embedded? For example, do they explore: early intervention, demand management, supporting stronger/more resilient communities through participation?</li> </ul> </li> <li>• This is an organic way of a) developing some operating/Public Service Reform principles to guide the work that falls from the Vision b) promoting the role of the Vision in providing focus to Essex, and its ability as a vehicle to support and scale work</li> </ul>

## Summary of recommendations: 3-6 months

Next 3-6 months	What/How
<p><b>Begin new work to support the Vision</b></p>	<ul style="list-style-type: none"> <li>• New work is an opportunity to recast the relationship between partners and residents</li> <li>• The work should be cross-cutting, and use any guiding principles that have been uncovered through looking at previous work to help establish a new, collaborative way of working from the outset.</li> <li>• The aim <b>“strengthen communities through participation”</b> from the Vision is about how you work – we recommend it becomes a thread, or principle, running through everything you do</li> <li>• New work could be at different scales – hyper-local v larger area, some strategic and some more operational. The key is to give them visibility, share the learning &amp; insights, position them as relevant to the Vision and how it is achieved.</li> <li>• Broad involvement is critical, right to the frontline and citizens – but strategic leaders need to be engaged in the work and understand the value. For example, you could build on the school readiness data work, exploring with partners the commissioning and ‘delivery’ implications of that</li> </ul>
<p><b>Build system coherence</b></p>	<ul style="list-style-type: none"> <li>• This is about working towards a golden thread that ensures a level of coherence &amp; coordination across Essex. It requires a long-term commitment to developing a common approach to place-based change and how partners will work together</li> <li>• Critical step: understand what are the key strategies that should be initially informed by the Vision E.g. Health &amp; Well Being and district strategies</li> <li>• Host sessions with the relevant Board groups &amp; get them to identify points of alignment, and understand the broader model of change/operating principles. This will be a critical part of the engagement (and embedding) process</li> </ul>



## Summary of recommendations: 3-6 months

Next 3-6 months	What/How
<p><b>Broaden the offer of system leadership &amp; staff/organisational development</b></p>	<ul style="list-style-type: none"> <li>• Partner/ Essex-wide commitment to systems leadership and systems ‘thinking’ is critical if Essex are to see the Vision and its activity as model of change approach rather than a project</li> <li>• Invest in staff development programmes across the public sector (multiple partners) to change behaviours &amp; practice. This could take the form of a shared/coordinated staff development/leadership programme</li> <li>• Involve anchor institutions and other partners to help them understand the value of shift to a ‘systems thinking’ approach – and build the capacity and capability!</li> <li>• Any OD programme should act as a connector and translator between the collaborative approach the Vision is promoting and existing work, helping staff to understand how this will inform and support everything they do, rather than “a project that sits to one side” (partner)</li> <li>• Anchor and broaden existing system leadership work by embedding system behaviours across organisational development and staff development approaches, and establish the golden thread through job descriptions, performance management, team days etc.</li> </ul>

## Summary of recommendations: longer term

Next 3-6 months	What/How
<p><b>Promote the plan and engage stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Develop and position the Essex Shared Data Platform more explicitly in relation to progressing the Vision and its themes – exploring how shared data can help partners understand the priorities for action and progress &amp; the impact of new approaches.</li> <li>• A shared data platform should drive the Vision, prove its value and legitimacy, and support the development of shared outcome and accountability models</li> <li>• The Essex Centre for Data Analytics that Essex CC, Police and the University are developing is a valuable asset that the partnership should leverage, linking to the vision to inform the areas of focus, and outcomes they are collectively working towards</li> </ul>
<p><b>Develop shared outcomes &amp; metrics</b></p>	<ul style="list-style-type: none"> <li>• Develop shared outcomes and a small number of KPIs for each of the key partners sign up to and build into their own outcome frameworks</li> <li>• Shared performance goals should begin to shape partnership working and help organisations know where to focus their time, and articulate how they are contributing to the ambitions</li> </ul>

## Summary of recommendations: longer term

Next 3-6 months	What/How
<p><b>Governance development</b></p>	<ul style="list-style-type: none"> <li>• Convening groups (board, partnerships etc.) need to be designed to give the ‘system’ the best chance of thriving. They need to move away from a ‘project’ mentality and instead reflect the intention of the Vision as a collaborative model for change. As Clare Morris suggests in her 2016 paper, the establishment of the ‘Greater Essex Partners’ could send a clear signal shift to partners and residents about how support will be organised and overseen across Essex</li> <li>• Many interviewees suggested that ‘functional’ arrangements, whereby people convene &amp; connect around areas of common concern, or localities, as a springboard for specific pieces of work, would be a different way of thinking about the role of the Partnership Board. This could be an interim solution – for example for 12 months to begin new pieces of work identified through the Vision</li> <li>• Place-based governance models require shared intelligence – this builds trust, coherence and cohesion across the partnership</li> <li>• It is worth considering that some place-based approaches have multi-agency boards to oversee delivery, but the governance arrangements often have the local authority as the lead partner (certainly to begin with)</li> </ul>
<p><b>Develop role of community &amp; voluntary sector</b></p>	<ul style="list-style-type: none"> <li>• Based on our interviews we suggest a piece of capacity-building/development work is undertaken to build and strengthen voluntary and CVS infrastructure organisations that are ready to play a system role. This would need to be addressed sensitively and possibly by a neutral third party</li> <li>• Based on interview evidence, the CVS and other voluntary organisations have – and are playing in some cases - a key system role in place-based change. CVS infrastructure organisations in particular are critical as:             <ul style="list-style-type: none"> <li>• They can convene the sector &amp; provide a platform for engagement with other partners, including the statutory sector</li> <li>• They can raise funds, provide services, coordinate volunteers, but also influence the behaviour of the sector more broadly, help unpick silo working, provide alternative routes to better outcomes, for example via opportunities for participation &amp; new models of ‘delivery’ such as social prescribing</li> </ul> </li> </ul>

## Summary of recommendations: longer term

Next 3-6 months	What/How
<p><b>Build collaborative platforms</b></p>	<ul style="list-style-type: none"> <li>• Online and offline platforms in Essex should be promoted as enablers of collaboration, culture change, learning and new forms of delivery, for example:                             <ul style="list-style-type: none"> <li>• Online spaces for sharing &amp; learning across the public sector</li> <li>• Greater promotion of physical spaces where communities can come together</li> <li>• Spaces where staff can problem solve and collaborate</li> </ul> </li> <li>• The website idea proposed by Uniform would be a good example of a collaborative platform that would support the aims of the Essex Vision</li> <li>• In the longer term, it could be valuable to review existing platforms and identify opportunities to create new spaces where people can come together to contribute directly or indirectly to the aims of the Vision</li> </ul>

## Conclusion

- Essex has produced an ambitious, long term Vision that stretches across the county and provides a shared challenge and opportunity for partners. This in itself is a fantastic achievement. The critical piece now is to bring the document to life; to build on what has been achieved, embed collaboration, and fuel a sense of progress for the people of Essex
- If the Vision is to be achieved, partners must acknowledge that sustainable and scalable change depends on more than commitment and good will - strengthening the 'system infrastructure' that underpin services to the public is essential
- The recommendations laid out here offer critical pointers for how partners can begin to close the gap between the vision – for future public services that are outcomes-based, unique to Essex, and collaborative, and the ability of partners and organisations to put this vision into practice.

**collaborate**  
for social change

COLLABORATE

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<b>Promoting independence wherever possible</b>		
Coordinated approach to discharge from hospital	Joint Discharge Teams DFGs / Adaptations Community Transport Schemes	Heath Social Care Housing Community Services Voluntary Sector
Connecting with the right support services	Connects Well Social Prescribing	Heath (GPs, Community, Acute) Public Health Mental Health Services Social Care Housing Community Services Voluntary Sector
The right home to enable independence	Planning for life time homes Independent living schemes Care homes	Local Planning Authority Housing services (District and County) Registered Providers HCA
<b>Reducing Gap in Life Expectancy</b>		
Pro-active prevention	Shared JSNA data Joint Education Campaigns Signposting to keep active health and wellbeing services Fitsteps Winter Warmth Advice	Public Health Team Heath (GPs, Community, Acute) Leisure service providers Environment Services Housing advice Comms
<b><u>PROVIDING AN EQUAL START FOR EVERY CHILD</u></b>		
<b>Supporting Safe and Secure Relationships</b>		
Education and engagement with young people	School curriculum Crucial Crew events	Schools Local Authorities Blue light services Sports and leisure clubs Community Safety & Policing Hubs
<b>Making sure every child can go to a great school</b>		
Planning for school provision		Local Planning Authority ECC

**STRENGTHENING COMMUNITIES THROUGH PARTICIPATION**

<b>Nurturing a safer, better connected society by giving people more ways to control and contribute to their community</b>		
Engaging with the community	Customer engagement Liaison with:- Parish Councils Elected members Voluntary sector Schools Targeted grant schemes Open data	Community Parish Councils Voluntary sector All public services
Accessible information on services	Connect Well Programme	All
Understanding what technology can do	Market shaping events	Local Authorities County Universities Voluntary Providers

**DEVELOPING OUR COUNTY SUSTAINABLY**

<b>Enhancing the things that make Essex a great place to live, countryside, coastline and heritage</b>		
Protecting our countryside, coastline and heritage	Local Planning Policy Development Management system Parks and open spaces Public footpaths Conservations services Shoreline management planning SUDS Coastal paths	Local Authorities EA
Working with local people and communities to build homes not houses places not developments, communities not estates		
Local Planning to meet our objectively assessed housing need Place Shaping	Joint studies and evidence collection Duty to cooperate Master planning Garden communities Community engagement	Local Authorities Infrastructure providers Health Education EA



<b>Tackling congestion on our roads and railways,</b>		
Highways Planning and Investment	Infrastructure and route planning Joint lobbying Public consultation	Local Authorities Highways England DoT
Changing travel patterns - Promote mobile and flexible working	Broadband provision Culture change Business and community engagement	LAs Business Schools
<b>Securing large scale investment in low carbon modes of transport</b>		
<b>Delivery superfast broadband to every part of Essex</b>		
Maximise Broadband provision	Joint lobbying for govt funding	LAs Business Providers
	Programme delivery	
	Infrastructure Planning	
	Section 106 contributions	
	Promotion and engagement	

**SHARE PROSPERITY WITH EVERYONE**

<b>Give more people the chance to achieve the highest qualifications in key growth industries</b>		
Meeting the skills demand	Understanding the need - business engagement and research Training provision Joint funding bids STEM programme Promoting available opportunities	LAs Skills Board FE Providers Business Schools
<b>Providing the space for businesses to grow and relocate</b>		
Local planning and land allocation	Joint studies and evidence collection Duty to cooperate Place Shaping and Master planning Community liaison and engagement	Community Local Authorities Infrastructure providers Land owners Business
<b>Developing a united and relentless focus on attracting and maximising investment in Essex</b>		
Promoting the County as a place to do business	Business engagement Development of local and County Economic Strategies Marketing	
Attracting inward investment	Joint promotion / lobbying for funding and investment	