

# Evaluation of Essex Future Vision Priority Projects

Conducted and Presented by the Catalyst Project Evaluation Team<sup>1</sup>

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# 1 Executive Summary

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## 1.1 Description

The Essex Vision was developed in 2017 as a collaborative effort by 100 of Essex County's top leaders, community groups and businesses. The goal was to galvanise the County's energy for collaboration and focus public sector organisations on the pursuit of common goals. Working together, members of Essex Partners aim to deliver better quality and better value outcomes for the people of Essex than would be achievable if member organisations worked alone.

The public service reform agenda in Essex is led by the Essex Partners, which includes senior leaders from across a range of public sector bodies, universities and the voluntary and community sector. Essex Partners is responsible for leading the development and delivery of the new Vision for Essex, the *Future of Essex*. This Vision includes 8 pillars, known as the Essex Vision Priority Areas, and 8 Essex Vision Priority Projects, which are public service projects representing the pillars.

Recognising the importance of shifting to a system leadership model, and of collaborating across organisational, cultural and other boundaries to deliver better outcomes for the people they serve, Essex Partners asked the University of Essex Catalyst Project to evaluate the initial implementation of the Essex Vision. The CPET evaluation took place from January – September 2019.

## 1.2 Objectives

The overall aims of the evaluation conducted by the University of Essex Catalyst Project Evaluation Team (CPET) have been to:

1. Evaluate the impact of the individual Vision projects.
2. Evaluate the impact of the Future of Essex whole-system approach and vision on individual project design and implementation.
3. Evaluate the extent to which collaboration occurs between and among the separate Vision projects.

### 1.2.1 Objective 1

In pursuit of Objective 1, an evaluation of the individual Vision projects, we note that time and accessibility constraints limited the extent to which we could evaluate the impact of each separate Vision Project. We therefore detail the extent to which we were able to evaluate the separate projects in Section 0 below, but concentrate in this report on Objectives 2 and 3.

### 1.2.2 Objectives 2 and 3

In pursuit of Objectives 2 and 3, we structured this evaluation to complement the survey regarding individual project design and implementation, which was created and administered by Fiona Marshall in spring 2019. Marshall's work was meant to investigate the integration of the whole-system approach into the management style of the 8 project leads, as well as the extent to which the whole-system approach has permeated each of their pillars. In short, Marshall's research aimed to reveal how the whole-system approach was being implemented within each pillar, or from the project lead *downward* to the base level of the pillar itself.

For CPET's part, we were tasked with evaluating how individual project leads have implemented the whole-system approach and vision at the structural level. Our work is meant to assess the implementation of the

whole-system approach from the project lead *outward* to the other projects, including project development and roll-out.

We also gauge levels of collaboration between the separate Vision projects and the central coordination of the Vision itself, as directed by the Equality and Partnerships Team at Essex County Council. This interaction could be considered to take place from the project lead *upward*, or from the Vision administration *downward*.

### 1.3 Key findings

Kania and Kramer (2011) identify the ideal type of whole-system approach, which they label a *collective impact initiative*:

*Collective impact initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organisation. [sic.] (p. 39)*

#### 1.3.1 Intra-pillar operation – from the project lead *downward*

As far as CPET can discern, each of the project leads has taken seriously the directive to operate as the backbone organisation in a collective impact initiative centred on their specific pillar/priority project. Though CPET did not evaluate the internal operations of the separate pillars, the interviews we did conduct reflect that many of the project leads are forging long-term commitments around a common agenda and supporting partners by instituting shared measurement systems and ongoing communication networks. We offer some self-reported progress from the project leads in the Appendix.

#### 1.3.2 Inter-pillar cooperation and collaboration – from the project lead *outward and upward*

Based on meetings and interviews over the 9-month evaluation period, CPET concludes that there is no independent backbone organisation supplying all the resources needed to make Essex Vision a successful initiative managed with a whole-system approach. As stated in the interviews and survey responses, the whole-system approach to accomplish the Vision lacks some of the fundamental components needed for success:

- Among project leads and central leadership, there is not a common or co-created agenda that includes a common co-created understanding of the initiative or a joint approach to implementing the initiative through agreed actions;
- The scope of the vision is not collectively defined or well understood;
- The goal(s) for desired change and set of guiding principles are not well understood;
- There is not a mutually agreed measurement and evaluation system;
- There are not mutually reinforcing activities and continuous communication;
- There is not continuous reflection and refinement of activities, priorities, and plans;
- There is not a backbone support organisation supplying leadership and direction, facilitating intra-network communication, and developing outreach and extra-network communications.

Based on Kania and Kramer's (2011) taxonomy of organisational types, CPET thus concludes that the Essex Vision is currently a *multi-stakeholder initiative*:

*Multi-Stakeholder Initiatives are ... activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge any true alignment of efforts or accountability for results. (p. 38)*

**In short, the whole-system approach to the Essex Vision lacks strong system leadership and resources to actually build and manage the system. Collaboration cannot be expected among project delivery teams that lack resources, encouragement, incentives, and infrastructure to collaborate.**

Currently, the Priority Projects with the greatest success in terms of delivering outcomes and assessing impact have resources and support infrastructure that is external to the Future of Essex Vision. Projects without this supporting structure beyond the Essex Vision are at a disadvantage when it comes to meeting the goals of the whole-system Vision.

Fortunately, the Essex Vision is at a juncture where the current state of the system can be reflected upon carefully, and the information reported here can be used to change the infrastructure moving forward in a way that can help achieve the desired whole-system change. To this end, we recommend the following investments and actions.

## **1.4 Key recommendations**

Previous scholarship indicates that whole-system management success can only be achieved under certain circumstances. First, there must be a backbone organisation or team of leaders that has the **resources** to provide substantial structural support to the network. Second, the whole-system management has to focus on **co-creation**, rather than top-down decision making. And finally, the whole-system managers and leadership team must be driven by **reflection**, refinement, and **curiosity** that allow for inspiring and creative problem-solving, rather than by reacting to issues as they arise. We highlight these ideas in our recommendations below.

### **1.4.1 Designate Essex County Council as the backbone organisation of the Essex Vision and give it the resources to perform the task.**

As the organisation in Essex with the greatest reach and infrastructure, Essex County Council (ECC) is the organisation best poised to function as a backbone for implementing and managing the Essex Vision whole-system approach. The backbone organisation needs to be given the **resources** to provide a considerable amount of management, facilitation, coordination, and logistical support, as well as a platform for collaboration and continual **reflection**. We therefore recommend means to achieve these goals in our further recommendations below.

### **1.4.2 Invest in dedicated whole-system leadership training among designated leadership personnel.**

It is unrealistic to expect managers to shift from a single-initiative approach to a whole-system approach without appropriate training and mentorship. We recommend that the leaders of the Essex Vision whole system be offered training in the whole-system approach from some of the leading national training facilities. These include (but are not limited to) the National College of School Leadership, the Cabinet Office, and the Leaders for London programme. If possible, Essex Vision leaders should attend these training sessions together, or have an in-service facilitation in a central location that all can attend. This type of training not only imparts the techniques of whole-system leadership, but also inspires the leaders to form rapport and create buy-in to the whole-system approach.

*Update → Upon review of the draft of this report, the Equality and Partnerships Team informed CPET that there exists a Leading Greater Essex program designed to instil the whole-system leadership approach into participants, and that all vision leadership staff have been through the program. If this is the case, we recommend that this program be evaluated to see whether it is*

*fit-for-purpose. Specifically, we suggest assessing the extent to which participants emerge with, implement, and sustain **co-creation** as a core tenet, **reflection** as a tool of refinement, and **curiosity** as a driving motivation for change.*

#### **1.4.3 Invest in cross-sectoral leadership training among system leaders.**

Secondments, internships, short job swaps, and job shadowing are all proven means of helping system leaders understand each other and each of the components' perspectives. We recommend the creation of a job shadowing program within the system, whereby designated leadership personnel are required to spend two weeks out of one month shadowing (or being shadowed by) each of the other leaders. With eight projects and one central management team, this should take approximately one year to coordinate and complete – in Month 1, for example, Leader 1 shadows Leader 5 for two weeks, while Leader 2 shadows Leader 6, Leader 3 shadows Leader 7, Leader 4 shadows Leader 8, and Leader 9 is not involved in shadowing. In Month 2, the rotation shifts, and so on, until all leaders have shadowed all other leaders. This will help share knowledge of system components, help develop deputy and associate leadership among people who host the shadowing leaders, and help facilitate knowledge sharing, **curiosity**-driven decision making, **reflection**, and refinement based on lessons learnt across the system.

*Update → Upon review of the draft of this report, the Equality and Partnerships Team informed CPET that 'a paper went to Essex Chief Execs making similar suggestions and there is a willingness in the system to explore this'.*

#### **1.4.4 Create rubrics, standards, and processes for evaluation, commissioning, accountability and outcomes.**

One recurring theme in all interviews and survey responses was the desire among system leaders/components for standards and rules to follow in terms of judging outcomes, submitting findings, sharing results, and more. Allow and encourage teams of system leaders to come together, **reflect**, and **co-create** systems they find useful and easy to follow. We recommend considering Essex Data (ECDA) as a key partner in this regard.

#### **1.4.5 Invest in whole-system support infrastructure and collaborative platforms, both in-person and online, that support continual reflection and idea-sharing.**

To bring about whole-system change, it is important to have the opportunity for continual **reflection** and communication. Collaborative platforms can help break down technological barriers and silos. We recommend the following possibilities to foster collaboration in day-to-day work:

- Wi-Fi (eduroam/govroam) passwords and network access for all partners in all partner locations
- A dedicated internal website (password-accessible) for posting concerns and reflections, conversation streams, questions for the group
- Co-accessible diaries, to facilitate meeting planning and event participation
- A large file-sharing platform with secure access for all partners
- Online project updates
- Platform for remote meetings
- Shared physical space to facilitate collaboration

*Update → Upon review of the draft of this report, the Equality and Partnerships Team informed CPET that 'the majority of the list is in place / in development'. If this is the case, CPET recommends that the collaborative opportunities in place be highlighted to project leadership, and that they be encouraged and given incentives to use the tools available.*





## 2 Background

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### 2.1 About Us

#### 2.1.1 Essex Partners

The public service reform agenda in Essex is led by the Essex Partners, which includes senior leaders from across a range of public sector bodies, universities and the voluntary and community sector. Essex Partners is responsible for leading the development and delivery of the new Vision for Essex, the *Future of Essex*. Essex Partners recognises the importance of shifting to a system leadership model, and of collaborating across organisational, cultural and other boundaries to deliver better outcomes for the people they serve.

#### 2.1.2 The University of Essex Catalyst Project Evaluation Team (CPET)

The Catalyst Project is a local partnership between University of Essex, Suffolk County Council and Essex County Council working to improve community services for vulnerable people. The Evaluation Team, led by Dr. Gina Yannitell Reinhardt, PhD, has led the Catalyst programme evaluation work stream since 2016. CPET studies policy documents, program impact, and project delivery to advise how organisations can best allocate scarce resources to achieve their priorities. CPET has developed the [Spotlight Toolkit](#) and the [Resilience Database](#) to help researchers and public agencies design evaluations and measure resilience. CPET comprises an interdisciplinary team of experts in public policy, political economy, public administration evaluation, quantitative research methods, criminology, geography, environmental studies, computerised text mining and data compliance.

### 2.2 Scope and Methodology

In developing this evaluation, the CPET team consulted and relied on both primary and secondary sources. We offer a brief review of literature on systems change and systems thinking to derive an analytical framework, drawing in particular from the Collaborate Report entitled 'Exploring the readiness of the Essex system to achieve the Essex Vision: Audit and roadmap' (August 2017). We use this previous work to invoke Nine Building Blocks of System Infrastructure needed for a successful whole-system approach to be implemented.

We then implement that framework to evaluate the implementation of Essex Vision via the whole-systems approach. We build on findings from Fiona Marshall's *Future Essex Vision Survey* (2019), and present primary data from interviews and conversations with the Project Leads of each of the Essex Vision Priority Projects. In these interviews we ask Project Leads: how the whole-system approach is being actualised in their work; whether the whole-system approach has been useful for their project; and how the whole-system approach has impacted people's lives.

### 2.3 About the Project

The Essex Vision was developed in 2017 as a collaborative effort by 100 of Essex County's top leaders, community groups and businesses. The goal was to galvanise the County's energy for collaboration and focus public sector organisations on the pursuit of common goals.

Senior leaders in Essex have come together in a wide variety of groupings on different issues and at different geographic levels. Partnership forums include Essex Leaders and Chief Executives meetings, as well as a wide range of partnerships that support more thematic work – such as the Essex Health and Wellbeing Board, the Safer Essex group, the Waste Partnership and Children's Partnerships. Working together, members of Essex Partners aim to deliver better quality and better value outcomes for the people of Essex than would be achievable if member organisations worked alone.

### *Essex Assembly*

The Essex Assembly meets twice yearly – generally in March and September. It brings together a wide range of leaders across the public sector, universities, the voluntary and community sector and business to discuss how the Council and community can work together to deliver the shared Essex Vision.

### *Essex Vision*

In September 2017, the Future of Essex Vision was launched, with seven ambitions. In January 2018, eight priority projects were agreed by Essex Partners to be delivered in 2018/19:

- Essex Innovates
- Essex Supports
- Essex Unites
- Essex Inspires
- Essex Communities
- Essex Leads
- Essex Spirit
- Essex Prevents

The projects were to be governed in a hierarchical structure with the project sponsors at the top, giving system leadership. Delivery leads and teams were responsible for day-to-day management. The Essex Strategic Coordination Group, comprised of the Equalities and Partnerships team and all the delivery leads, was to meet every six weeks to provide overview and support, and to share learning. The Essex Partners Board would meet three times yearly to review.

### 3 Evaluating a 'Whole-system' Approach

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Addressing complex problems often requires the participation of multiple agencies across multiple sectors in society. The *whole-system* approach to solving problems involves conceptualising problems as complex systems of interacting parts, rather than stand-alone issues. To be successful at a whole-system approach to management is not easy – it involves coordinating many actors, keeping them working toward one central goal while giving them freedom to direct their own portions of the project, streamlining measurement and evaluation while accounting for context-specific idiosyncrasies, and providing logistical and managerial support throughout.

*...large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organisations. ... substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact. It doesn't happen often, not because it is impossible, but because it is so rarely attempted. Funders and nonprofits alike overlook the potential for collective impact because they are used to focusing on independent action as the primary vehicle for social change. (Kania and Kramer, 2011)*

*System thinking* emerged in the early 1990s as a discipline for seeing interrelationships and patterns, rather than individual components or members of a whole (Frank, 2000). *Systems* are dynamic networks of actors that share a few traits: system components are often unaware of the behaviour of the network as a whole and respond only to what is known locally; small changes in one component can have large effects elsewhere in the network; and actors within the network react to it and change it as they perform their individual work (Holland, 1992; Augustinsson 1961; Edgren 2008).

#### 3.1 System Leaders

*System leadership* is the collaborative management of a network of people in different places and at different levels in the system, creating a shared endeavour and cooperating to make a significant change (Ghate, et al., 2013). An organisation that functions as a whole-system can be challenging to create and manage. Systems leadership is a collective activity, performed by many managers in concert, rather than working separately or under the authority of only one person. Successful systems leaders seem to share traits of curiosity and openness, as well as an appreciation of the complexity and diversity of the system itself (ibid.).

System leaders must be able to recognise and comprehend a complex problem from multiple levels and vantage points (Cabaj and Weaver, 2016). Successful system leadership involves supporting a reorientation of focus from solving problems as they occur toward planning for the future (Senge, Hamilton, & Kania, 2015). Strong system leaders marshal the will and energy of the network members to collectively drive change. Members work together toward a collective agenda because they recognise that not doing so is not accomplishing change (Cabaj and Weaver, 2016).

Although a system leader can come from any sector or level of authority, it is unlikely to be productive to try to instil system-oriented values and preferences in someone whose own values and preferences are contradictory to system thinking (Ghate, et al., 2013). It is, however, believed that a system *mindset* can be fostered and encouraged by providing leadership development and training opportunities, as well as tools, activities, and resources specifically designed to promote system management (Ibid.). Experiential learning, such as secondments, shadowing, and job swaps, is one of the most valuable ways to develop system leadership abilities. Coaching and mentoring from other leaders, as well as formal development programmes

(National College of School Leadership, the Cabinet Office and the Leaders for London programme) are also highly regarded (ibid.).

### 3.2 Collaborations

Importantly, the groups most successful at implementing whole-system approaches are those that embrace the idea of continual development and reflection (Senge, Hamilton, & Kania, 2015). According to Kania and Kramer (2011), partnerships between and among public, private, and non-profit sector organisations have long been called upon to address social problems. The ideal type of collaboration is what they term a *collective impact initiative*:

*Collective impact initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organisation. (p. 39)*

According to Kania and Kramer (2011), solving adaptive problems<sup>2</sup> requires collective impact initiatives wherein learning occurs on the part of the stakeholders, and where there is a systemic approach to social impact that focuses on the relationships between organisations and the progress toward shared objectives.

Kania and Kramer (2011) identify the conditions for success at achieving collective impact initiatives. First, there must be a *common agenda*, a shared vision ‘that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions’ (p. 39). Differences in defining the problem or the ultimate goal must be addressed, and all participants must agree ‘the primary goals for the collective impact initiative as a whole’ (ibid.).

Second, the *scope of the problem* or collective effort must be well defined (though boundaries can be flexible or adaptive, see Hanleybrown, et al., 2012). Third, the collaborating organisations must develop a *strategic action framework* that includes a clear: description of the problem; goal for the desired change; collection of strategies; set of guiding principles; and evaluation approach (Hanleybrown, et al., 2012).

Fourth, the collaboration must *agree a measurement and evaluation system* (ibid.). How will success be measured and reported? How often will reports be updated? How will member organisations track performance, and ensure that lessons are learned and shared? In short, how will the group guarantee alignment and accountability?

Fifth and sixth, the collaborating partners need to plan and engage in *mutually reinforcing activities* and *continuous communication*. As Kania and Kramer state, ‘The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from the coordination of their differentiated activities through a mutually reinforcing plan of action’ (p. 40). This is accomplished in part by continuously communicating, which fosters trust and appreciation of each member’s role and contributions.

Finally, all successful collective impact initiatives include a *backbone support organisation*. This organisation has the employees and resources to function as the central pillar of the initiative, and is charged with coordinating, planning, managing, facilitating, supporting, and reporting for the group. This organisation should offer leadership and direction, help partners communicate with each other, help the system with

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<sup>2</sup> *Adaptive problems* are complex, with answers that are either unknown or so difficult and complicated to implement that no one organisation could do so on its own. These are sometimes known as ‘wicked problems’. The contrast to adaptive problems are technical problems. *Technical problems* are well defined, with solutions known in advance. One or two organisations can implement the solutions. This is true for building a bridge, implementing a new accounting system, or hiring special education teachers at a school.

communications and outreach, manage data and evaluation, and acquire funding (Huberman, Klaus, and Davis, 2014).

### 3.3 The Nine Building Blocks of system infrastructure

Randle and Anderson, in their 2017 report *Building Collaborative Places*, derive nine structural elements they deem essential for accomplishing whole-system change in Essex:

1. Place-Based Strategies & Plans. Focus on a particular community to maximise chances for change (see also Fillingham and Weir, 2014).
2. Governance. Allow for addressing conflict via a collaborative leadership structure that is cross-sector, cross-cutting and able to hold the whole-system to account.
3. Outcomes & Accountability. Maintain network accountability through shared outcomes and metrics that are linked to the citizen and community experience; share responsibility among partners.
4. Funding & Commissioning. Implement collaborative commissioning platforms and local budgeting driven by social value and asset-based principles.
5. Culture Change & People Development. Develop system leaders; develop a system for developing system leaders; foster a transformation of the idea of how to handle complex problems across the space; highlight successes along the way and encourage peer support (see also Fillingham and Weir, 2014).
6. Delivery. Collaborate to provide service models that blend trust with implementation.
7. Data, Evidence & Evaluation. Collaboratively evaluate to boost morale, allow for continual updating, and capture learning as work progresses. Supported with shared data and insight-based work between statutory and non-statutory partners.
8. Collaborative Platforms. Provide online and in-person spaces to share ideas and reflections.
9. Communications & Engagement. Reflect within and between parts of the system so as to enable real-time collaboration and adaptive delivery.<sup>3</sup>

### 3.4 Summary

Transformational change is not easy. It can be challenging and time-consuming, and could take such a long time that those who implement it may not be around to see or benefit from positive outcomes (Ghate, et al., 2013).

Some of the most persistent problems in implementing a successful whole-system approach are leadership, governance, and evaluation. Implementing a *whole-system approach* to accomplish transformational change requires investment in the development of leaders who are committed to the whole-system approach. Governance needs to support the investment of time to build system capacity (Randle and Anderson, 2017). And there should be a consistent and continual focus on using data to inform, and to identify and track measures that lead to outcomes (Cabaj and Weaver, 2016).

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<sup>3</sup> Connor (2013) and Harwood (2015) also emphasise the critical importance of community engagement in moving toward transformational change.

## 4 Objective 1

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In pursuit of Objective 1, an evaluation of the individual Vision Priority Projects, CPET first noted that the individual impact evaluations of each of the 8 projects should be based on each project's own stated objectives. Upon speaking with the project leads, CPET learned the projects had varying levels of maturity and impact objectives. Further, the project leads had differing levels of accessibility and receptivity to the CPET evaluation goals.

Care was taken to reach out to representatives from the 8 separate Vision Priority Projects multiple times. With several project leads, CPET was able to facilitate the development of Logic Models. The elaboration of Logic Models in close collaboration with the Project Delivery Leads is useful in a number of aspects for the evaluation. It sheds clarity on project component objectives, as well as the 'theory of change' or how the project is supposed to achieve those objectives. With those connections described, evaluators can begin looking for data and measurements to estimate the effect of the project on its stated objectives.

The information we report below was gathered through a combination of project documents<sup>4</sup> and one-to-one conversations and interviews with Council personnel. Over the nine-month period of the evaluation, CPET facilitated:

- The creation of logic models for 6 projects (outlined below);
- The data collection and analysis data for 1 project (Essex Spirit).

For the remaining projects, completion of these steps was hindered by elements beyond CPET's control. Over time, the availability of data on project delivery, the accessibility of information about the projects themselves, and the reticence of some of the project leads to participate, led to the de-prioritisation of Objective 1 in favour of Objectives 2 and 3. We therefore report below the information we were able to compile on each Vision Priority Project, acknowledging that the evaluations of each separate project are incomplete.

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<sup>4</sup> Project descriptions are taken from the *Vision Project Overview (RCI) 270918*.

## 4.1 Individual Projects

### 4.1.1 Essex Supports

Will Herbert, Project Lead

The Vice Chancellor of the University of Essex and the Chief Executive of Tendring District Council have sponsored this project, designed to explore ways in which partners can reduce the incidence of people with mental health problems presenting in crisis. The project was intended to have several strands, including:

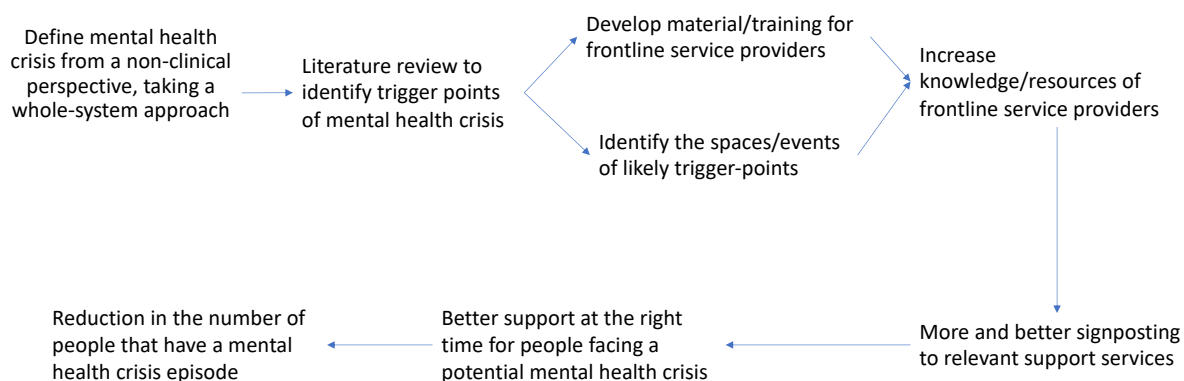
- Evaluating numbers of people with mental health problems who present in crisis;
- Developing an information resource for frontline staff, without mental health specialist skills, in public and voluntary sector services who may come into contact with people in mental distress; and
- Developing knowledge, skills and confidence of staff in frontline services (such as reception staff, primary care nurses and GPs, police, ambulance service, teachers) to recognise and manage mental distress and identify potential contributory factors.

Objective: To reduce the number of non-clinical mental health crisis events in Essex

Logic Model: With the assistance of CPET, the Essex Supports Project Lead articulated the theory of change depicted in Figure 1.

Data and Evaluation: Please consult project lead for update.

## Logic Model Essex Supports



*Figure 1 Essex Supports Logic Model*

### 4.1.2 Essex Prevents

Rod Cullen, Project Lead

The Chief Executive of Maldon District Council and Essex County Council’s Director of Strategic Commissioning and Policy have sponsored this project, aiming to develop a system wide approach to tackling homelessness. Areas of focus are to include:

- Recognising those groups most at risk of homelessness to develop earlier intervention and prevention;
- Developing and delivering open, honest, transparent services;
- Improving the flow of information and management of cases;
- Commissioning of relevant support services;
- Tackling the perception and stigma of homelessness and affordable housing; and
- Lobbying collectively for improvements to wider policy such as welfare reform, social care and local plans.

Objective: To reduce homelessness (rough sleepers, domestic abuse victims, care leavers, families)

Logic Model: With the assistance of CPET, the Essex Supports Project Lead articulated the theory of change depicted in Figure 2.

Data and Evaluation: Please refer to Section 8.2.1 below or consult project lead.

## Logic Model Essex Prevents Prison release protocol working stream

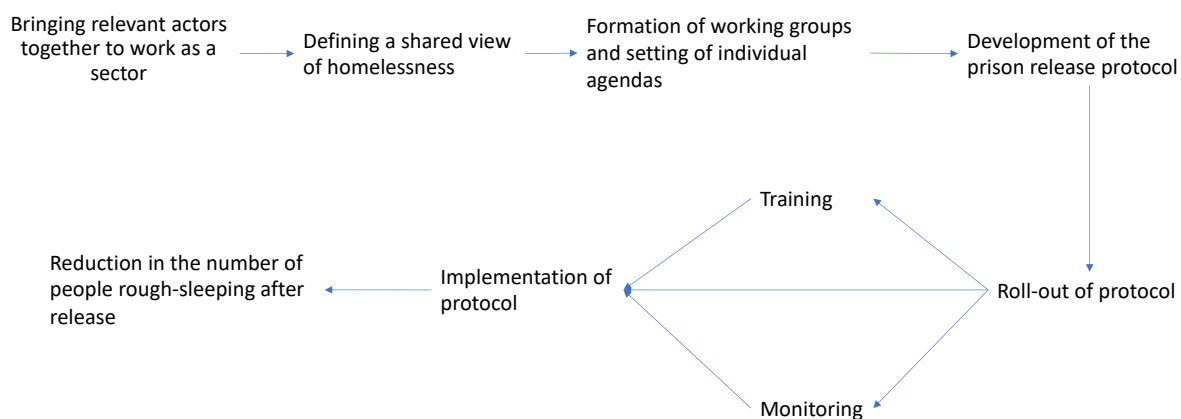


Figure 2 Essex Prevents Logic Model



### 4.1.3 Essex Spirit

James Taylor, Project Lead

Essex Spirit is sponsored by the Essex Police, Fire and Crime Commissioner and the Essex County Chief Fire Officer. Within the project, the Essex Risk Intervention Service (ERIS), delivered in partnership with Public Health, was to pilot the concept of a commissioned service to assess falls and order assistive technology during the ECFRS Safe and Well visits from April 2018 to April 2019. This project was delivered and completed as planned.

Objective: Safe, Well, and Secure (variable objectives depending on localities)

Logic Model: With the assistance of CPET, the Essex Supports Project Lead articulated the theory of change depicted in Figure 3.

Data: In collaboration with CPET, and under the management of ECFRS, Safe and Well technicians administered surveys to residents after visiting their homes, and followed up again several weeks later to gather more sentiments and outcome data.

Evaluation: Findings are fully detailed in *Safe and Well Evaluation Report (2019)* and updated in Section 8.2.2 below.

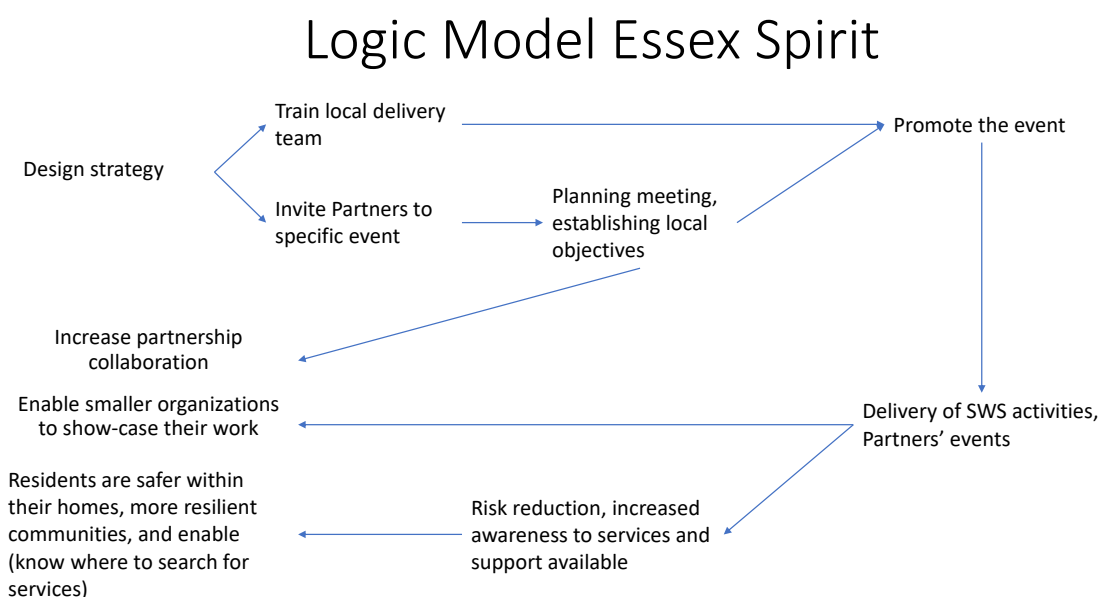


Figure 3 Essex Spirit Logic Model

#### **4.1.4 Essex Inspires**

Paula Hornett, Project Lead

The Vice Chancellor of the University of Essex and the Leader of Essex County Council co-sponsored this project. To combat education and skills inequality, they recognised a need to provide further support to pre- and post-16 education providers. The hope was that this support would help ensure increased opportunity awareness, and support the development of clear progression pathways at key transition points. The project aimed to:

- Inspire and increase young people's aspirations by encouraging education and business partnerships;
- Embed the eight Gatsby benchmarks across curriculum delivery;
- Seek opportunities to develop career pathways in identified growth sectors;
- Promote a combined approach to support schools and colleges to navigate the current often complex careers information marketplace.

Objective: A detailed project plan was never shared with CPET. We believe the objectives were to raising aspirations and skills, and to increase social mobility and economic growth.

Logic Model: Despite being offered the assistance of CPET, the Essex Inspires Project Lead chose not to share any theory of change or causal intentions with CPET.

Data and Evaluation: To conduct any sort of evaluation of Essex Inspires, evaluators would need the project lead to be receptive to an external evaluation. Additionally, we would need access to original documentation regarding project plans and strategy, as well as access to results indicators from project personnel.

#### **4.1.5 Essex Leads**

Jason Ferguson, Project Lead

The project is sponsored by the Chair of Active Essex and the Leader of Essex County Council. It aims to develop a whole-systems approach to promoting physical activity to support physical and mental health. The project will use Asset Based Community Development principals and action research to co-design and create evidenced based, quality assured, evaluated interventions that are customer lead, insight based and sustainable. It will be focused on deprived communities, especially families, elderly, and people with poor mental health, within 3 local authority areas: Colchester; Tendring; and Basildon. A development award from Sport England (£845,000) was secured to fund the first phase of the project.

Evaluation: Essex Leads issued a call for evaluation proposals, and the tender was awarded to a team headed by Sports Scientists Valerie Gladwell and Paul Freeman at the University of Essex. A separate evaluation by CPET will not be necessary or possible.

### 4.1.6 Essex Communities

Alastair Gordon, Project Lead

This project is sponsored by the Chief Executives of Essex County Council and Tendring DC. It was intended to deliver a series of high-profile speaking events and seminars, inspired by the TED talks model, promoting system-wide learning and new thinking on how development impacts upon public service outcomes. Each event would feature a keynote address from a recognised expert in fields such as planning, architecture and urban design. They will be aimed at current and future leaders across the whole range of Essex public services (not just those with a direct role in planning and development). The project team is currently being developed and next steps will be identifying speakers and preparing an 18-month programme of talks.

**Objective:** Engage public service sector leaders into new developments plans

**Logic Model:** With the assistance of CPET, the Essex Supports Project Lead articulated the theory of change depicted in Figure 4.

**Data and Evaluation:** Please consult project lead for update.

## Logic Model Essex Communities

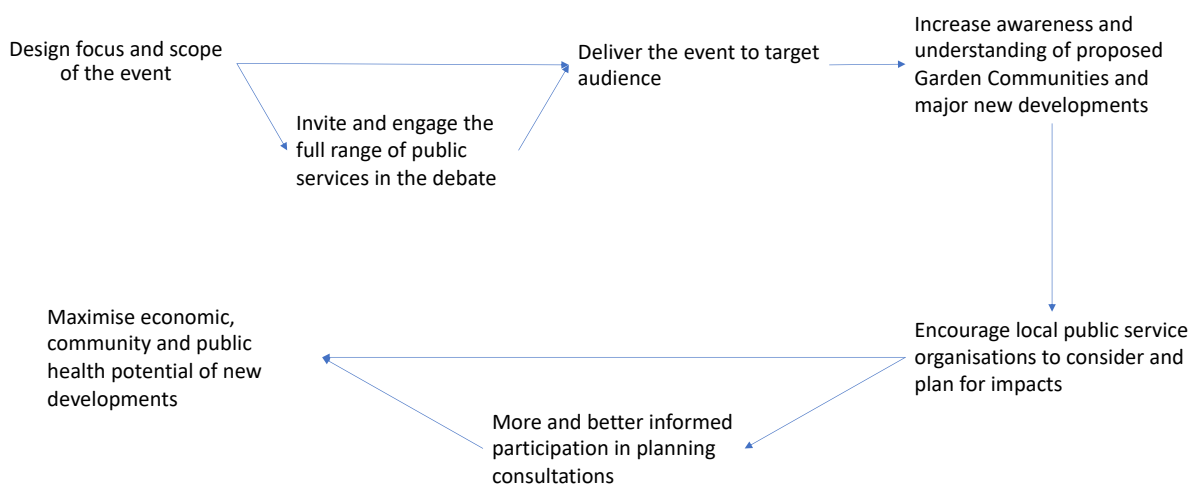


Figure 4 Essex Communities Logic Model

### 4.1.7 Essex Innovates

Nicola Mallet, Project Lead

This project is sponsored by the Chief Constable of Essex Police, Chief Executive of Essex County Council and the Vice Chancellor of the University of Essex, and it aims to make Essex a national leader in using the power of data science and artificial intelligence to tackle public policy challenges. The aim is to form a collective view on where Essex County is in relation to its analytics maturity journey, and to understand existing capabilities and infrastructure across the partnership. Activity was to include self- assessments using NESTA's data maturity model, mapping of existing assets, projects and impact, interviews with key stakeholders, and a best practice review of other places. A detailed project plan is in place.

Objective: Enable other teams to be more efficient, responsive

Logic Model: With the assistance of CPET, the Essex Supports Project Lead articulated the theory of change depicted in Figure 5.

Data: Previously, CPET created and analysed a survey of users of the predictive analytics prototypes. The survey was designed to be fielded in multiple waves and capture perceptions of usability over time. Rather than pursue this recommendation, the Project Leads would prefer to conduct qualitative interviews of a small group of people.

Evaluation: Please consult project lead for update.

## Logic Model Essex Innovates First two phases

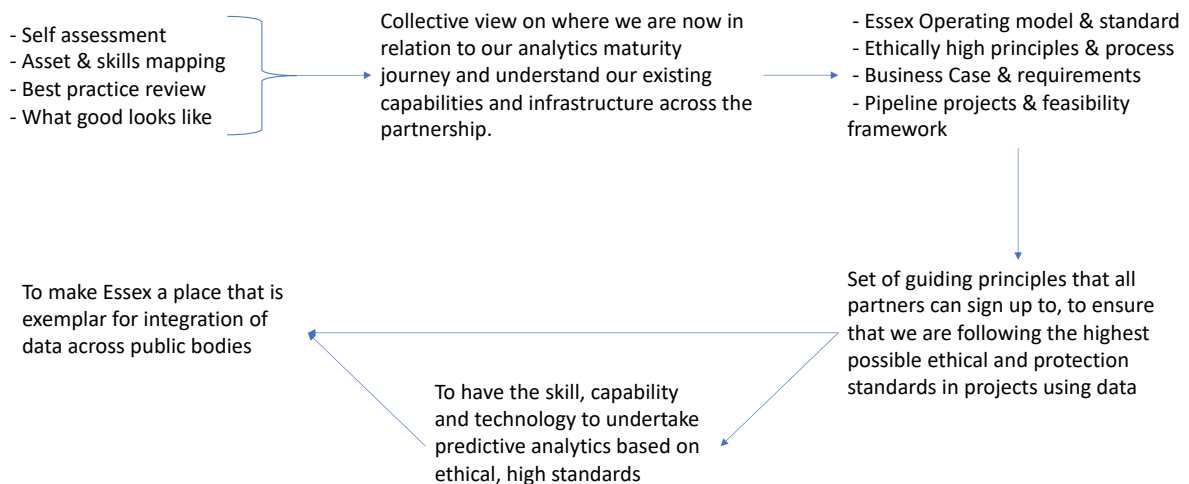


Figure 5 Essex Innovates Logic Model

### 4.1.8 Essex Unites

Kirsty O’Callaghan and Nicole Conlon, Project Leads

This project is sponsored by the Bishop of Colchester and the Leader of Uttlesford District Council, and the delivery team is made up of partners from across the public and voluntary sector. The project aims to build civic pride and social capital in Essex, and was originally intended to have a twitter campaign but reduced the plan to community chest micro-grants. Next steps include modelling key drivers for Community Participation to consider what prompts people into civic action, a deep dive research into social capital indicators in Essex, a best practice showcase of citizen-led micro initiatives. A detailed project plan is being developed.

#### Objectives:

1. To give partners and communities a better understanding of the impact and benefits of building social capital, the impact of loneliness, and how help each other.
2. To build on community assets and build capacity to support people to live well.
3. To instill pride in the people of Essex for the place they live, and to help people be better connected to it.

Logic Model: With the assistance of CPET, the Essex Supports Project Lead articulated the theory of change depicted in Figure 6.

Data and Evaluation: Please refer to Section 8.2.3 below or consult project lead.

## Logic Model Essex Unites Micro-grant community projects

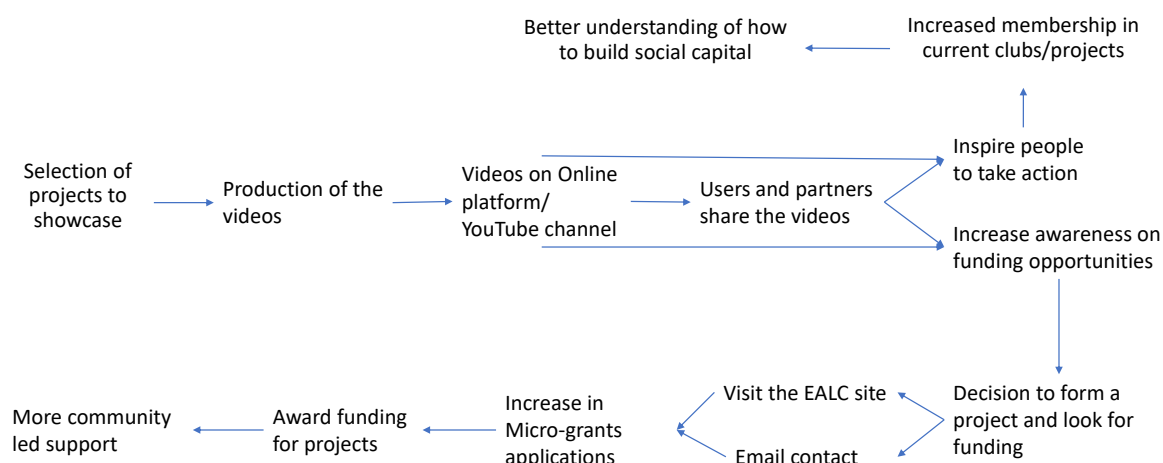


Figure 6 Essex Unites Logic Model

### 4.2 Summary

Because the Priority Projects are operating on different timeframes for planning and delivery, it is not possible to identify and measure outcomes for all projects at this time. We note that for all projects, a co-created and centrally agreed evaluation rubric and mechanism would be helpful in solidifying standards and creating a space for project leads to record evaluation data and share results.

## 5 Objectives 2 and 3

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In pursuit of Objectives 2 and 3, evaluations of the impact of the Future of Essex whole-system approach and vision on individual project design and implementation and the extent to which collaboration occurs between and among separate Vision Priority Projects, we first note that Fiona Marshall has produced a review based on work designed to assess how each of the Essex Vision Priority Project Leads operated their own pillars. Her work was intended to examine how the whole-system approach was being implemented from the project lead *downward*. We do not wish to duplicate these efforts, but rather to augment or complement them.

CPET therefore intend to structure our evaluation so as to capture how individual project leads have implemented the whole-system approach and vision at the structural level. Our work is meant to assess the implementation of the whole-system approach from the project lead *outward* to the other projects. We also gauge levels of collaboration between the separate Vision projects and the central coordination of the Vision itself, as directed by the Equality and Partnerships Team at Essex County Council. This interaction could be considered to take place from the project lead *upward*, or from the Vision administration *downward*.

CPET interviewed each project lead (or their designees) to determine:

- How the whole-system approach is being actualised with respect to other project leads and overall Vision leadership;
- Whether the whole-system approach to the 8-pillar vision has been useful for this particular Essex Vision Priority Project;
- How the whole-system approach, with respect to other project leads and overall Vision leadership, has impacted people's lives.

Ideally the whole-system approach, and the extent to which it has been deployed, would be revealed unprompted by going through the individual evaluations, specifically when developing the logic model with each project lead. When these evaluations were de-prioritised, we explicitly asked questions about these aspects to see whether project lead's thoughts on the issues are consistent with our observations. Please see interview questions and transcripts in 8.1 below.

### 5.1 Essex Future Vision Survey (Fiona Marshall)

Fiona Marshall designed and administered a survey of all Essex Assembly participants in March 2019. Twenty survey responses were received from a range of partners, including: Police (5); Fire (1); Essex University (1); Local Authorities (4); Parish Councils (3); Private Sector (1); Voluntary Sector (2); Clinical Commission Group (1); Mid Essex and Southend Hospital Group (1); and Essex Community Rehabilitation Company (1). Interviews were carried out with 13 senior leaders from across Essex Police, Essex Fire, and Crime Commissioner, Local Authorities, Essex Community Rehabilitation Company and Clinical Commissioning Groups.

The survey and interviews indicate unanimous agreement on the need for collaboration in Essex. There is a reasonable level of awareness of the Vision, but more work to do to operationalise it and in particular to clarify what the Vision is seeking to address, what the partnership can do to address it, and how the partnership will measure success (Marshall 2019).

Importantly, Marshall's report reveals comments from respondents that echo the systems literature presented in Section 3 above. Specifically, her findings highlight:

- A need for effective communications within the system so different components can share insights, lessons, and resources;

- A need for a structure of the ‘whole-system’ that streamlines project development and delivery, data collection, and evaluation;
- A need for governance that is easily identified, with transparent performance metrics and clear definitions of success;
- A need for a well-defined culture of collaboration, with clarity of behaviours and strategies for achieving it.

## 5.2 Unprompted Responses: Vision Priority Projects Leads

Ideally the whole-system approach, and the extent to which it has been deployed, would be revealed unprompted by going through the individual evaluations, specifically when developing the Logic Model with each Project Lead. Table 1 demonstrates what was revealed to CPET through discussions that did not specifically prompt discussion of the whole-system approach. Through this sort of discussion-as-observation, CPET is able to give an outsider’s assessment of how immediately evident the whole-system approach is for each project, and how central it is to the Project Delivery Leads.

*Table 1 Unprompted response to system-wide approaches*

<b>Vision Priority Project</b>	<b>Interviewee(s)</b>	<b>Degree of System-wide approach</b>
<b>Essex Supports</b>	Will Herbert	Includes defining the problem.
<b>Essex Prevents</b>	Rod Cullen	Collaboration across the board (except businesses), at design and implementation phases.
<b>Essex Spirit</b>	James Taylor	Collaboration across the board (except businesses), at design, implementation, and feedback phases.
<b>Essex Inspires</b>	Not applicable	No unprompted conversations took place.
<b>Essex Leads</b>	Not applicable	No unprompted conversations took place.
<b>Essex Communities</b>	Alastair Gordon	Includes inviting and engaging full range of public service providers, private enterprise sector, universities, and the third sector on a topic-event basis.
<b>Essex Innovates</b>	Nicola Mallet	Includes collaboration with partners for specific projects.
<b>Essex Unites</b>	Kirsty O’Callaghan Nicole Conlon	Includes sharing videos with partners.

## 5.3 Formal Interviews: Vision Priority Project Leads

CPET conducted semi-structured interviews in person with the project leads for Essex Supports, Prevents, Spirit, Leads, Communities, and Innovates. For Essex Unites, questions were answered via email. Essex Inspires did not speak with us.

Interviews cover the design and delivery of the project, the level of development in terms of the Nine Building Blocks highlighted by the Collaborate report, and the level of collaboration with other Essex Vision Priority Projects. Transcripts can be found in Section 8.1 below.

### 5.3.1 Objective 2 - Design

As noted in Section 3 above, transformational change depends on cross-sector coordination, which should supplant isolated interventions of individual organisations. The project design phase is therefore an important opportunity for co-creation, collaboration, reflection, and ensuring system values are embedded

into each component. CPET asked each project lead about design to see the extent to which the whole-system approach entered into their project design. Table 2 summarises answers to these questions.

*Table 2 Summary of Interview Answers Pertaining to Design*

<b>Design Questions</b>	<b>Summary of Responses</b>
<b>Was this project designed before the Vision was released?</b>	Yes (3); No (4)
<b>Would this project exist/be possible without the Future of Essex Vision?</b>	Yes (4); No (2); Maybe (1)
<b>Would this project exist/be possible without the support of Essex Partners?</b>	Yes (4); No (3)
<b>How did the Vision impact the design (or redesign) of the project?</b>	Very much (1); Somewhat (3); Not at all (3)
<b>Does the project have a whole-system approach?</b>	Yes (4); No (3)
<b>What is the relevant system?</b>	Development planning ecosystem (1); Data sharing (1); Data analytics in the county (1); Ecosystem of physical activity (1); All organisations that deal with homelessness and rough-sleepers (1); Community resilience (1); Personal safety (1); Unclear (2)
<b>What is the place of the system?</b>	Basildon (1); Tendring (2); Colchester (1); Specific targeted communities (1); Depends on the event within the project (1); Essex-wide (2); Unclear (2)
<b>What partners are included? (including public services, businesses, universities, and the third sector)</b>	Public Services (7); Private sector (3); Universities (5); Third Sector (7);
<b>What partners are missing? (including public services, businesses, universities, and the third sector)</b>	Health sector (1); Private sector (3)
<b>Does the project have a specific link to the Ambitions set by the Vision?</b>	Yes, several, depending on event (1); Tenuously (1); Maybe (1); More or less (1); Project objectives were not informed by Ambitions, but there might be overlap and links (1); Strengthen communities through participation (1); No (1)

We note:

- Three of the seven projects were already designed and being implemented prior to the launch of the Vision; their design has not been impacted by the Vision. Four would exist without the Essex Vision or the support of Essex Partners.



- Four project leads acknowledged having a whole-system approach. An additional fifth project lead revealed in later answers that their project also has a whole-system approach, though does not refer to it as such.
- Two projects identified a clear *place* within Essex County. Essex Leads will operate in Basildon, Tendring and Colchester, while Essex Spirit tailors and delivers the *Safe, Well, and Secure* modules to singular communities. All other projects have Essex-wide strategies or are unclear on their place.
- Three projects are partnered with the whole range of public services, businesses, universities, and the third sector. The strongest partner relations seem to come from Essex Spirit, which actively brings to the table all actors deemed relevant, from Essex Police to local charities.
- Links between each project and the Ambitions set by the Future of Essex Vision is in general unclear or tenuous. Even projects scoped specifically for the Vision seem to have only an indirect link with the Ambitions.
- It seems that having clear objectives within the project leadership is more valuable than alignment with the Ambitions in terms of generating partner collaboration. Projects with a clearer link to an Ambition do not exhibit high levels of collaboration, while projects with high collaboration with partners (Essex Spirit, Prevents, and Innovates) have no clear links with the Ambitions.

### 5.3.2 Objective 2 - Delivery

To accomplish transformational change, project delivery phases should include continual reflection, updating of information, and feedback into the system leadership and network. Table 3 summarises the answers given to questions of project leads that pertain to delivery.

*Table 3 Summary of Interview Answers Pertaining to Delivery*

<b>Delivery Questions</b>	<b>Summary of Responses</b>
<b>Was the projected already being implemented before the Vision was released?</b>	Yes (3); No (4)
<b>How did the Vision impact the implementation of the project?</b>	Very much (1); Somewhat (1); Not at all (4)
<b>How was the projected supported by Essex Partners?</b>	Very much (3); Somewhat (3); Not at all (1)
<b>Elaboration</b>	Little support from Sponsors and Essex Partners (1); Essex Partners give permission, time for the agenda, to work together, change the culture. High level partner support help raise profile. Expectation of collaboration with local partners (1); Big support by Sponsor, high seniority at board level, driving capacity to complete work. Support to unlock data/resources. Very important at the start to build momentum (1); No contact with Essex Partners or significant support from Sponsors. Being a Vision project raised the profile somewhat, and might have helped release some resources (1).

We note:

- Three of the seven projects report receiving formative support from Essex Partners. Each of these mentioned collaboration across the system as one of the key inputs from Essex Partners.
- Backing and active participation from project sponsors was reported by three projects as helping build momentum and make connections.
- Projects that did not receive support from Essex Partners still performed well (Essex Communities), even when the project did not depend on the Vision (Essex Spirit).
- Respondents collectively believe support from sponsors and Essex Partners is positive, though it was not always present.

### 5.3.3 Objective 2 - Nine Building Blocks

As described above, the Collaborate Report offers nine building blocks of system infrastructure that they deem essential for accomplishing whole-system change in Essex. Table 4 summarises the answers given to questions that pertain to the Nine Building Blocks.

*Table 4 Summary of Interview Answers Pertaining to Nine Building Blocks*

<b>Nine Building Blocks</b>	<b>Level of development</b>
Place Based Strategies – Focus on a particular community to maximise chances for change.	High (1); Medium (1); Low (2); No help or not aware (3)
Governance - Allow for addressing conflict via a collaborative leadership structure that is cross-sector and cross-cutting and can hold the whole-system to account.	High (3); Medium (1); Low (1); No help or not aware (2)
Outcomes and Accountability - Maintain network accountability through shared outcomes and metrics that are linked to the citizen and community experience; share responsibility among partners.	High (1); Medium (1); Low (3); No help or not aware (2)
Funding and Commissioning - Implement collaborative commissioning platforms and local budgeting driven by social value and asset-based principles.	High (2); Medium (1); Low (2); No help or not aware (2)
Culture Change & People Development - Develop system leaders; develop a system for developing system leaders; foster a transformation of the idea of how to handle complex problems across the space; highlight successes along the way and encourage peer support.	High (0); Medium (3); Low (2); No help or not aware (2)
Delivery - Collaborate to provide service models that blend trust with implementation.	High (1); Medium (2); Low (1); No help or not aware (3)
Data, Evidence and Evaluation - Collaboratively evaluate to boost morale, allow for continual updating, and capture learning as work progresses. Supported with shared data and insight-based work between statutory and non-statutory partners.	High (2); Medium (0); Low (2); No help or not aware (3)

Collaborative Platforms - Provide online and in-person spaces to share ideas and reflections.	High (1); Medium (3); Low (1); No help or not aware (2)
Communications and Engagement - Reflect within and between parts of the system so as to enable real-time collaboration and adaptive delivery.	High (3); Medium (1); Low (1); No help or not aware (2)

We note:

- Half of the respondents were aware of the Nine Building Blocks or found them conceptually useful.
- Essex Spirit had the highest level of development of the building blocks, but still acknowledges challenges in the area of ‘Culture Change’, and could use help in further developing its ‘Data, Evidence and Evaluation’, as well as its ‘Outcomes and Accountability’ blocks. Essex Spirit is strong in ‘Collaborative Platforms’ and ‘Delivery’, which it has achieved without support from Essex Partners.
- The most developed building blocks were ‘Communications and Engagement’ and ‘Governance’, both areas where the support of Essex Partners was evident.
- The most underdeveloped building blocks were ‘Collaborative Platforms’ and ‘Delivery’.

### 5.3.4 Objective 3 - Cross-Project Collaboration

The third objective of this evaluation is to assess the extent to which collaboration occurs between and among separate Vision Priority Projects. Table 2 summarises the answers given to questions that pertain to cross-project collaboration.

*Table 5 Summary of Interview Answers Pertaining to Cross-Project Collaboration*

<b>Question</b>	<b>Answer</b>
<b>Has there been collaboration between your project and other Vision projects?</b>	Yes (3); No (4)
<b>If no: Why not?</b>	The facilitators of the meetings tried to foster collaboration, but it wasn’t really doable. Lack of collaboration was inevitable, because it wasn’t designed in (1); Very successful with Essex Data. Sponsored project presented to their board, but not as Essex Vision collaboration (1); Communications lacking (1)
<b>If yes: Has it been successful?</b>	Yes (2); No (1)
<b>In what aspects (Nine Building Blocks)?</b>	Essex Partners consolidate agreements and have facilitated projects with the three other Essex Vision Projects (1); Data and Evidence (1)
<b>What could be done to increase participation/collaboration?</b>	Nothing really, since the projects were not scoped to be collaborative. They had specific objectives. The ambitions themselves are fine and might work together reinforcing each other, but many more things are necessary for links to emerge naturally between projects (1); Health sector: need for senior officers to come regularly to the table. There seems to be no buy-in of the Vision from the Health network (1);

	Technology for day to day collaborative work (1); More work communicating what others are doing (1); Increase communication (1)
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We note:

- There is little evidence of communication between and among the Priority Projects.
- Collaboration between Priority Projects remains low. The main space of activity is around Essex Innovates. By providing data analytics services and support, the Essex Innovates *Essex Data* project has attracted collaboration with Essex Prevents, Essex Leads, and Essex Supports. It should be noted that these collaborations are one-to-one and not necessarily facilitated by the Vision.
- CPET did not find evidence of clear collaboration between and among all Essex Vision Priority Projects. As one respondent put it:
 

*The projects were not scoped to be collaborative. They had specific objectives. The ambitions themselves are fine and might work together reinforcing each other, but many more things are necessary for links to emerge naturally between projects.*
- There are some opportunities for collaboration that may not yet have been fully explored. For example, Essex Spirit could use the support of Essex Innovates for data and evidence services.

## 6 Conclusions and Recommendations

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As stated above, Kania and Kramer identify the ideal type of whole-system approach as a collective impact initiative:

*Collective impact initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organisation. [sic.] (p. 39)*

### 6.1.1 Intra-pillar operation – from the project lead *downward*

As far as CPET can discern, each of the project leads has taken seriously the directive to operate as the backbone organisation in a collective impact initiative centred on their specific pillar/priority project. Though CPET did not evaluate the internal operations of the separate pillars, the interviews we did conduct reflect that many of the project leads are forging long-term commitments around a common agenda and supporting partners by instituting shared measurement systems and ongoing communication networks. We offer some self-reported progress from the project leads in the Appendix.

### 6.1.2 Inter-pillar cooperation and collaboration – from the project lead *outward and upward*

Based on meetings and interviews over the 9-month evaluation period, CPET concludes that there is no independent backbone organisation supplying all the resources needed to make Essex Vision a successful initiative managed with a whole-system approach. As stated in the interviews and survey responses, the whole-system approach to accomplish the Vision lacks some of the fundamental components needed for success:

- Among project leads and central leadership, there is not a common or co-created agenda that includes a common co-created understanding of the initiative or a joint approach to implementing the initiative through agreed actions;
- The scope of the vision is not collectively defined or well understood;
- The goal(s) for desired change and set of guiding principles are not well understood;
- There is not a mutually agreed measurement and evaluation system;
- There are not mutually reinforcing activities and continuous communication;
- There is not continuous reflection and refinement of activities, priorities, and plans;
- There is not a backbone support organisation supplying leadership and direction, facilitating intra-network communication, and developing outreach and extra-network communications.

Based on Kania and Kramer's (2011) taxonomy of organisational types, CPET thus concludes that the Essex Vision is currently a *multi-stakeholder initiative*:

*Multi-Stakeholder Initiatives are ... activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge any true alignment of efforts or accountability for results. (p. 38)*

**In short, the whole-system approach to the Essex Vision lacks strong system leadership and resources to actually build and manage the system. Collaboration cannot be expected among project delivery teams that lack resources, encouragement, incentives, and infrastructure to collaborate.**

Currently, the Priority Projects with the greatest success in terms of delivering outcomes and assessing impact have resources and support infrastructure that is external to the Future of Essex Vision. Projects without this supporting structure beyond the Essex Vision are at a disadvantage when it comes to meeting the goals of the whole-system Vision.

Fortunately, the Essex Vision is at a juncture where the current state of the system can be reflected upon carefully, and the information reported here can be used to change the infrastructure moving forward in a way that can help achieve the desired whole-system change. To this end, we recommend the following investments and actions.

## 6.2 Key recommendations

Previous scholarship indicates that whole-system management success can only be achieved under certain circumstances. First, there must be a backbone organisation or team of leaders that has the **resources** to provide substantial structural support to the network. Second, the whole-system management has to focus on **co-creation**, rather than top-down decision making. And finally, the whole-system managers and leadership team must be driven by **reflection**, refinement, and **curiosity** that allow for inspiring and creative problem-solving, rather than by reacting to issues as they arise. We highlight these ideas in our recommendations below.

### 6.2.1 Designate Essex County Council as the backbone organisation of the Essex Vision and give it the resources to perform the task.

As the organisation in Essex with the greatest reach and infrastructure, Essex County Council (ECC) is the organisation best poised to function as a backbone for implementing and managing the Essex Vision whole-system approach. The backbone organisation needs to be given the **resources** to provide a considerable amount of management, facilitation, coordination, and logistical support, as well as a platform for collaboration and continual **reflection**. We therefore recommend means to achieve these goals in our further recommendations below.

### 6.2.2 Invest in dedicated whole-system leadership training among designated leadership personnel.

It is unrealistic to expect managers to shift from a single-initiative approach to a whole-system approach without appropriate training and mentorship. We recommend that the leaders of the Essex Vision whole system be offered training in the whole-system approach from some of the leading national training facilities. These include (but are not limited to) the National College of School Leadership, the Cabinet Office, and the Leaders for London programme. If possible, Essex Vision leaders should attend these training sessions together, or have an in-service facilitation in a central location that all can attend. This type of training not only imparts the techniques of whole-system leadership, but also inspires the leaders to form rapport and create buy-in to the whole-system approach.

CPET is aware of the Leading Greater Essex program designed to instil the whole-system leadership approach into participants. We recommend that this program be evaluated to see whether it is fit-for-purpose. Specifically, we suggest assessing the extent to which participants emerge with, implement, and sustain **co-creation** as a core tenet, **reflection** as a tool of refinement, and **curiosity** as a driving motivation for change.

### 6.2.3 Invest in cross-sectoral leadership training among system leaders.

Secondments, internships, short job swaps, and job shadowing are all proven means of helping system leaders understand each other and each of the components' perspectives. We recommend the creation of a job shadowing program within the system, whereby designated leadership personnel are required to spend two weeks out of one month shadowing (or being shadowed by) each of the other leaders. With eight projects and one central management team, this should take approximately one year to coordinate and complete – in Month 1, for example, Leader 1 shadows

Leader 5 for two weeks, while Leader 2 shadows Leader 6, Leader 3 shadows Leader 7, Leader 4 shadows Leader 8, and Leader 9 is not involved in shadowing. In Month 2, the rotation shifts, and so on, until all leaders have shadowed all other leaders. This will help share knowledge of system components, help develop deputy and associate leadership among people who host the shadowing leaders, and help facilitate knowledge sharing, *curiosity*-driven decision making, *reflection*, and refinement based on lessons learnt across the system.

#### **6.2.4 Create rubrics, standards, and processes for evaluation, commissioning, accountability and outcomes.**

One recurring theme in all interviews and survey responses was the desire among system leaders/components for standards and rules to follow in terms of judging outcomes, submitting findings, sharing results, and more. Allow and encourage teams of system leaders to come together, *reflect*, and *co-create* systems they find useful and easy to follow. We recommend considering Essex Data (ECDA) as a key partner in this regard.

#### **6.2.5 Invest in whole-system support infrastructure and collaborative platforms, both in-person and online, that support continual reflection and idea-sharing.**

To bring about whole-system change, it is important to have the opportunity for continual *reflection* and communication. Collaborative platforms can help break down technological barriers and silos. We recommend the following possibilities to foster collaboration in day-to-day work:

- Wi-Fi (eduroam/govroam) passwords and network access for all partners in all partner locations
- A dedicated internal website (password-accessible) for posting concerns and reflections, conversation streams, questions for the group
- Co-accessible diaries, to facilitate meeting planning and event participation
- A large file-sharing platform with secure access for all partners
- Online project updates
- Platform for remote meetings
- Shared physical space to facilitate collaboration

## 7 References

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## 8 Appendix

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### 8.1 Interview transcripts

#### 8.1.1 Essex Communities

##### 8.1.1.1 Design

###### **When was the project first conceived?**

The project was first scoped after the Vision was launched as a space for Essex Partners to constructively criticise and bring input into new development plans.

It was substantively reshaped in mid-2018 when it became clear that the initial project might open development plans to external attacks and even litigation.

In its new form, the project looks to bring external insight to challenge how people think about development planning in general.

###### **Was it designed before the Vision?**

No, it was scoped for the Vision.

###### **Would this project exist/be possible without the Future of Essex Vision?**

Not particularly, the Vision has not made it possible, in the sense that it has not brought people on board or raised the agenda.

###### **How did the Vision impact the design (or redesign) of the project?**

Bringing people from outside the box, but no new model of working, no new coalition of actors.

###### **Does the project have a whole-system approach?**

Yes, but restricted by the topics.

###### **What is the relevant system?**

Development planning ecosystem.

###### **What is the place of the system?**

Dependent on the topic of the event.

###### **What partners are included, are missing? (including public services, businesses, universities, and the third sector)**

Public services, businesses, universities, and the third sector were all included, but not necessarily in all events. For instance the private enterprise sector was prominent in the technology event, but the voluntary community sector might be more prominent in other events.

###### **Does the project have a specific link to the Ambitions set by the Vision?**

Yes, to several, but dependent on each topic event.

##### 8.1.1.2 Delivery

###### **Was the project already being implemented before the Vision?**

No

###### **How did the Vision impact the implementation of the project?**

###### **(in terms of partners, resources, support from Sponsors, culture of collaboration)**

Only in terms of scoping, but not at the implantation phase. Little support from Sponsors and Essex Partners. Little level of involvement from senior officers. Invitations to the events were sent, but the attendance to was delegated to subordinates.

### 8.1.1.3 *The Nine Building Blocks*

Not aware of them, and not very useful. The Collaborative Platforms might have helped with the scoping.

### 8.1.1.4 *Objective 3*

#### **Has there been collaboration between your project and other Vision projects?**

Early meetings between Project Delivery Leads, updates but no real collaboration.

#### **Why not?**

The facilitators of the meetings tried to foster collaboration, but it wasn't really doable. Lack of collaboration was inevitable, because it wasn't designed-in.

#### **Has it been successful?**

No

#### **In what aspects (Nine Building Blocks)?**

None

#### **What could be done to increase participation/collaboration?**

Nothing really, since the projects were not scoped to be collaborative. They had specific objectives. The ambitions themselves are fine and might work together reinforcing each other, but many more things are necessary for links to emerge naturally between projects.

## 8.1.2 **Essex Innovates**

### 8.1.2.1 *Design*

#### **When was the project first conceived?**

Previously Essex Data, Essex Innovates accelerated the work of ED.

#### **Was it designed before the Vision?**

Partly, Essex Data delivered the shared data platform, but Essex Innovates has new objectives and scope.

#### **Would this project exist/be possible without the Future of Essex Vision?**

Probably not, Essex Partners provided much more support than previously. New connections to implement Data Analytics.

#### **How did the Vision impact the design (or redesign) of the project?**

What capacity was needed.

What is important for Essex Partners, shared vision.

#### **Does the project have a whole-system approach?**

Essex Innovates as an enabler of the other projects/ambitions.

Signal to change the working culture, and start working collaboratively.

#### **What is the relevant system?**

Data sharing, data analytics in the county.

#### **What is the place of the system?**

Essex wide? unclear

#### **What partners are included, are missing? (including public services, businesses, universities, and the third sector)**

Everyone (Police, UoE, ECC, District Councils, Nesta, Office of Data Analytics, Exentra, Virgin and Bernardo's, Datakind).

Struggle to connect with the Health sector

**Does the project have a specific link to the Ambitions set by the Vision?**

Tenuously: equal foundations for all children, strengthening communities, connecting to each other.

*8.1.2.2 Delivery*

**Was the projected already being implemented before the Vision?**

As Essex Data, the Essex Sharing Platform

**How did the Vision impact the implementation of the project?**

(in terms of partners, resources, support from Sponsors, culture of collaboration)

Finding best practices, what good looks like, skills audit, tracking training progress.

Set of standards, ethics framework, setting up the Ethics Board.

Using the skills across the partnership, multidisciplinary work, getting commitment from other Partners has been essential.

Partnership roles, co-funded by the UoE, Police, ECC.

Using outcome of projects to apply for funding, bidding together, joint-commissioning.

Essex partners give permission, time for the agenda, to work together, change the culture.

Collaboration on data sharing, ethics considerations.

*8.1.2.3 The Nine Building Blocks*

Collaborative Platforms - Shared spaces – online or in person that provide partners with the space to unite and collaborate to achieve a desired outcome.	To an extent (Essex Sharing Platform), but big room for improvement.
Data, Evidence and Evaluation - Collaborative learning and evaluation, supported by shared data that supports insight-based working between statutory and non-statutory partners	Using data sharing, data analytics, and insights.
Place Based Strategies - A vision for place, based on a shared understanding of local challenges and co-produced with the ‘unusual suspects’	Essex-wide
Delivery - Collaborative and integrated service models that blend a hard implementation focus with the need for trust-based working at the front line.	?

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.	Essex Partnership Governance, ECDA Board, strong governance, Chief Exec’s Association aligned priorities.
Outcomes and Accountability - Local accountability through shared outcomes and metrics that have a direct line to the experience of citizens and communities.	Need to improve Shared accountability.
Communications and Engagement- Feedback loops within and between parts of the system which enable real-time collaboration and adaptive delivery.	Everyone communicating and engaging, not only on personal role.
Funding and Commissioning - Collaborative commissioning platforms and local budgeting driven by social value and asset-based principles	Culture change on how commissioning works, and use of evidence.
Culture Change & People Development - Capacity to build collaboration readiness and hold the weight of profound change across agencies	Yes.

#### 8.1.2.4 Objective 3

#### **Has there been collaboration between your project and other Vision projects?**

Essex Prevents, data analytics, predicting homelessness.

Essex Leads, data analytics, predicting physical inactivity.

Essex Supports, data sharing and analytics, predicting mental health crisis.

All have been thru the governance process and feasibility check-list.

Some collaboration with Essex Communities,

#### **Has it been successful?**

Yes

#### **In what aspects (Nine Building Blocks)?**

Essex Partners consolidate agreements and have facilitated projects with the three other Essex Vision Projects.

#### **What could be done to increase participation/collaboration?**

Health sector: need for senior officers to come regularly to the table. There seems to be no buy-in of the Vision from the Health network.

Technology for day to day collaborative work:

- WIFI (eduroam/govroam)
- Web-site management
- Calendars, to check for availabilities and plan meetings
- Large file-sharing platform
- Online project updates, remote meetings platform
- Long waiting times to get the software needed for the work (still waiting on R to be installed on ECC computers)
- Shared physical space

Break down the barrier, the silos in IT. Need to start looking from a partnership perspective.

### **8.1.3 Essex Leads**

#### *8.1.3.1 Design*

##### **When was the project first conceived?**

Bid to Sport England (Local Delivery Pilots) 18 months ago at least.

##### **Was it designed before the Vision?**

Yes

##### **Would this project exist/be possible without the Future of Essex Vision?**

Yes

##### **How did the Vision impact the design (or redesign) of the project?**

It didn't, the project was already set in the original bid.

##### **Does the project have a whole-system approach?**

Recognition of its importance, but not yet fully developed.

##### **What is the relevant system?**

Ecosystem of physical activity. Determinants of physical inactivity are many, it's important to determine where local efforts can be most effective.

##### **What is the place of the system?**

The three districts: Basildon, Tendring, Colchester

##### **What partners are included, are missing? (including public services, businesses, universities, and the third sector)**

ECC, local Borough/District Councils. UoE conducting the independent evaluation for Sports England. Third sector, clear ask (but no clarity on which actors). No private businesses (but plans to do so). Intention to reach directly to the people.

##### **Does the project have a specific link to the Ambitions set by the Vision?**

Maybe, in line with the Vision. Connect to each other, Strengthen communities.

#### *8.1.3.2 Delivery*

##### **Was the projected already being implemented before the Vision?**

Yes

##### **How did the Vision impact the implementation of the project?**

(in terms of partners, resources, support from Sponsors, culture of collaboration)

High level partner support help raise profile. Expectation of collaboration with local partners. Shared accountability. Essex Vision helps the working relationship with local-tier partners.

### 8.1.3.3 *The Nine Building Blocks (out of 10)*

Collaborative Platforms - Shared spaces – online or in person that provide partners with the space to unite and collaborate to achieve a desired outcome.	6
Data, Evidence and Evaluation - Collaborative learning and evaluation, supported by shared data that supports insight-based working between statutory and non-statutory partners	4
Place Based Strategies - A vision for place, based on a shared understanding of local challenges and co-produced with the ‘unusual suspects’	7
Delivery - Collaborative and integrated service models that blend a hard implementation focus with the need for trust-based working at the front line.	6
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.	8
Outcomes and Accountability - Local accountability through shared outcomes and metrics that have a direct line to the experience of citizens and communities.	6, sharing results with partners regularly.
Communications and Engagement- Feedback loops within and between parts of the system which enable real-time collaboration and adaptive delivery.	8
Funding and Commissioning - Collaborative commissioning platforms and local budgeting driven by social value and asset-based principles	7
Culture Change & People Development - Capacity to build collaboration readiness and hold the weight of profound change across agencies	5

### 8.1.3.4 Objective 3

(referred back to Jason Fergus)

**Has there been collaboration between your project and other Vision projects?**

Why not?

**Has it been successful?**

**In what aspects (Nine Building Blocks)?**

**What could be done to increase participation/collaboration?**

Essex Partners could help with the Outcomes and Accountability building block. Linking directly with the targeted individuals, involve them in the accountability, and more use of data and firm evidence.

Using the placed-based strategy to better define the public service providers that should be prioritised in specific areas.

Recognise the broader determinants, and determine the right sequence of action.

Determine the current culture of work, and where do we want to move to. Plot the journey of change.

## 8.1.4 Essex Prevents

### 8.1.4.1 Design

**When was the project first conceived?**

Scope for the Vision, Rod came in shortly after

**Was it designed before the Vision?**

No, although other homelessness projects did exist in Essex before

**Would this project exist/be possible without the Future of Essex Vision?**

No, it is unique in its sector-wide approach to homelessness and rough-sleeping.

**Would this project exist/be possible without the support of Essex Partners?**

No, big role of Dawn as Sponsor

**How did the Vision impact the design (or redesign) of the project?**

From the ground up. Essex Vision workshop, bringing people Essex-wide to build knowledge and consensus on the issue and agree on areas of work. Driven by people who have an interest (organisational or personal).

Recognising and respecting every voice, acknowledging different levels of commitment and participation.

**Does the project have a whole-system approach?**

Yes, as reflected in the work-streams and their composition.

**What is the relevant system?**

All organisations that deal with homelessness and rough-sleepers. Shared objective to reduce homelessness and rough-sleeping, and putting in place systems to prevent them.

**What is the place of the system?**

Essex-wide, no particular geographical focus.

**What partners are included, are missing? (including public services, businesses, universities, and the third sector)**

Health, criminal sector, fire, universities, districts, voluntary sector, but no private sector.

**Does the project have a specific link to the Ambitions set by the Vision?**

More or less: Share prosperity with everyone, Enjoy life into old age, Sustainable county.

### 8.1.4.2 Delivery

**Was the projected already being implemented before the Vision?**

No

**How did the Vision impact the implementation of the project?**

**How was the projected supported by Essex Partners?**

**(in terms of partners, resources, support from Sponsors, culture of collaboration)**

Big support by Sponsor, high seniority at board level, driving capacity to complete work. Support to unlock data/resources. Very important at the start to build momentum. Successful projects attract more people. Partnership wide-cross sector to invite input, but avoid turning into a ‘talking-shop’. Volunteers to join the work-streams, individual champions to lead from across the system.

Resources in terms of space (big meeting rooms) and people (time allocated). Beneficial work for their organisations as well.

### 8.1.4.3 The Nine Building Blocks

Collaborative Platforms - Shared spaces – online or in person that provide partners with the space to unite and collaborate to achieve a desired outcome.	In person, big groups, important to ‘keep people involved’.
Data, Evidence and Evaluation - Collaborative learning and evaluation, supported by shared data that supports insight-based working between statutory and non-statutory partners	Not too strong at the start, more now in some individual work-streams (prison release protocol).
Place Based Strategies - A vision for place, based on a shared understanding of local challenges and co-produced with the ‘unusual suspects’	Essex-wide
Delivery - Collaborative and integrated service models that blend a hard implementation focus with the need for trust-based working at the front line.	Successful bids, prison release protocol ready, hospital discharge protocol half-way thru.
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.	Very important support from Dawn as Sponsor.
Outcomes and Accountability - Local accountability through shared outcomes and metrics that have a direct line to the experience of citizens and communities.	A little late but working on it now. Need evidence after first roll-outs.
Communications and Engagement- Feedback loops within and between parts of the system	Good internally and with Essex Partners, other Boards. The Essex



which enable real-time collaboration and adaptive delivery.	Vision Projects could have kept better communications and updating each other.
Funding and Commissioning - Collaborative commissioning platforms and local budgeting driven by social value and asset-based principles	Successful partnership biddings.
Culture Change & People Development - Capacity to build collaboration readiness and hold the weight of profound change across agencies	Building cross-sector knowledge.

#### 8.1.4.4 Objective 3

#### Has there been collaboration between your project and other Vision projects?

Yes, ongoing collaboration with Essex Data.

Some cross-over with Essex Supports, building a common understanding on mental-health.

#### Why not?

#### Has it been successful?

Very successful with Essex Data. Sponsored project presented to their board, but not as Essex Vision collaboration. The work-stream came with the idea of predicative analytics and pitched it to Essex Data. Good as a lobbying tool, and a predictive tool, for all Partners involved (particularly Districts).

#### In what aspects (Nine Building Blocks)?

Data, Evidence

#### What could be done to increase participation/collaboration?

More work communicating what others are doing.

Rod Cullen is a new recruit to Leading Greater Essex leadership program.

### 8.1.5 Essex Spirit

#### 8.1.5.1 Design

#### When was the project first conceived?

January 2018, then known as ‘Surround the Town’

April 2018 renamed ‘Safe Well and Secure’

#### Was it designed before the Vision?

Yes

#### Would this project exist/be possible without the Future of Essex Vision?

Yes, it’s led by the Fire Service, with the Governance of the Emergency Services Collaboration Board (Police, Fire, Ambulance Service)

#### How did the Vision impact the design (or redesign) of the project?

No input, no changes since becoming an Essex Vision Priority Project

#### Does the project have a whole-system approach?

Partnership approach, various organisations coming together (20-25 per event, up to 40 in some cases) All sectors involved (Education, Social Care, Voluntary, Health, Emergency, Local Authority, Local Parish),

including private sector (local businesses, high street vendors) to build relationships, promote the event (but no sponsorships yet).

Assets-based week-long events, very cost effective because using all the resources already available.

**What is the relevant system?**

Community resilience, personal safety.

**What is the place of the system?**

Specific targeted communities. First one was selected based on known partners. Then communities with known social problems: fire issues, deprivation, unemployment, rate of smoke detectors, car accidents. In one case, the incidence of arson and police issues was the reason for the local authority to request the event. Events planned for March 2020 in rural areas, where human trafficking issues can arise.

**What partners are included, are missing? (including public services, businesses, universities, and the third sector)**

See above,

**Does the project have a specific link to the Ambitions set by the Vision?**

The objectives of the project were not informed by the Ambitions, but there might be overlap and links.

*8.1.5.2 Delivery*

**Was the projected already being implemented before the Vision?**

Yes, first event in March 2018

**How did the Vision impact the implementation of the project?**

(in terms of partners, resources, support from Sponsors, culture of collaboration)

No contact with Essex Partners or significant support from Sponsors. Being a Vision project raised the profile somewhat, and might have helped release some resources.

*8.1.5.3 The Nine Building Blocks*

Collaborative Platforms - Shared spaces – online or in person that provide partners with the space to unite and collaborate to achieve a desired outcome.	Joint delivery using the Fire Stations
Data, Evidence and Evaluation - Collaborative learning and evaluation, supported by shared data that supports insight-based working between statutory and non-statutory partners	Good, feedback from all Partners, data from all services informing the impact of the event and adjustments. Could benefit from expert support.
Place Based Strategies - A vision for place, based on a shared understanding of local challenges and co-produced with the ‘unusual suspects’	Very high, special focus on each community, fluid thinking to adapt the event to fit the place. Bringing the ‘unusual suspects’, small local charities, and giving them a larger stage.
Delivery - Collaborative and integrated service models that blend a hard implementation focus with the need for trust-based working at the front line.	Completely collaborative. Use of all personnel to delivery and amplify each other’s message. Unification of the module.

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.	Collaborative Board, but little feedback from it. Too much structure and rigidity could backfire, importance of a fluid approach, and ownership by the delivery team.
Outcomes and Accountability - Local accountability through shared outcomes and metrics that have a direct line to the experience of citizens and communities.	Report at the end of each event. Local accountability is very high. KPI's versus qualitative approach. An emphasis on meeting metrics has the danger of 'doing it <i>to</i> the community, instead of doing it <i>with</i> the community'.
Communications and Engagement- Feedback loops within and between parts of the system which enable real-time collaboration and adaptive delivery.	Very high, communications throughout and continuous, starting with Community-based initial meeting. Very high engagement.
Funding and Commissioning - Collaborative commissioning platforms and local budgeting driven by social value and asset-based principles	None really. Very few extra costs (literature and ancillary). Project is assets-based. It works without external funding. Could use additional funding to expand engagement, by paying for transport for more people to attend (especially those with mobility issues). In general this project should be saving public services money.
Culture Change & People Development - Capacity to build collaboration readiness and hold the weight of profound change across agencies	The delivery team has invested in cultural change, developing to find their own way. Culture of evaluation is still challenging to internalise. Collecting evidence of impact is as important as delivery, but a culture change is necessary at the Fire Service level.

#### 8.1.5.4 Objective 3

##### **Has there been collaboration between your project and other Vision projects?**

Limited, explorative work with Active Essex. Potential for collaboration, but limited to the pilot districts.

##### **Why not?**

Communications lacking.

Possible missed opportunities to collaborate with Essex Prevents around homelessness prevention, and Essex Communities to deliver a module in a new development.

**Has it been successful?**

Not really.

**In what aspects (Nine Building Blocks)?**

Safe Well and Secure is a delivery module, it could help other projects hold events and push their objectives.

**What could be done to increase participation/collaboration?**

Increase communication. Limited Project Delivery leads meetings, occasional newsletter. Even informal meetings help (for instance with Jason Fergus of Active Essex).

No involvement of Sponsors so far, but it could help promote the project outside the current partnership. It's useful to say it's part of the Essex Future Vision, and being sponsored by a high level chief executive (at least in principle).

Safe Well and Secure could be better promoted by Essex Partners with local Councillors and chief executives.

James Taylor is enrolled in the Leading Greater Essex program, part of the second cohort. It was promoted by the Fire service, not by Essex Partners. Good experience, chance to collaborate at a wider level.

**8.1.6 Essex Supports**

*8.1.6.1 Design*

**When was the project first conceived?**

January 2017, but then restructured in May 2018

**Was it designed before the Vision?**

No

**Would this project exist/be possible without the Future of Essex Vision?**

Maybe, given the work on Mental Health at ECC

**How did the Vision impact the design (or redesign) of the project?**

Unclear

**Does the project have a whole-system approach?**

Largely driven by ECC, some emerging partnerships with Tendring District Council

**What is the relevant system?**

Unclear

**What is the place of the system?**

Initially Essex-wide, recently focused on Tendring

**What partners are included, are missing? (including public services, businesses, universities, and the third sector)**

So far ECC, with potential local partners in Tendring, from public services and voluntary sectors.

**Does the project have a specific link to the Ambitions set by the Vision?**

No

*8.1.6.2 Delivery*

**Was the project already being implemented before the Vision?**

No, the project is still under redesign, with the potential to embedded it into other efforts to tackle Mental Health at ECC: Commissioners on Health, local authorities in Tendring, Service Design team, Voluntary sector (Tendring).

**How did the Vision impact the implementation of the project?**

(in terms of partners, resources, support from Sponsors, culture of collaboration)

No implementation yet.

*8.1.6.3 The Nine Building Blocks*

Some work on data end evidence, handed over to Essex Data.

Need to improve delivery and funding.

Lack of resources, specifically people (allocated time to work on the project)

*8.1.6.4 Objective 3*

**Has there been collaboration between your project and other Vision projects?**

Essex Data, better understanding ‘crisis’ with data from providers, new project team, but unclear collaboration.

Essex Active, some collaboration (overlap)

Essex Prevents, some collaboration (shared knowledge)

**Why not?**

**Has it been successful?**

Partly, more resources could be allocated by ECC/Essex Partners

**In what aspects (Nine Building Blocks)?**

**What could be done to increase participation/collaboration?**

Need to build a team to deliver project.

Some contact with Leading Greater Essex leadership program. Looked at some pathways that lead to mental health crisis.

**8.1.7 Essex Unites**

*8.1.7.1 Design*

**When was the project first conceived?**

Essex Map (Emma to provide)

Launched #essexandproud in April 2020

**Was it designed before the Vision?**

No this wasn't designed before the vision (Emma to confirm status for map)

**Would this project exist/be possible without the Future of Essex Vision?**

Yes this would still exist within communities and the work ECC do within communities

**How did the Vision impact the design (or redesign) of the project?**

It enhanced the work we are already doing within communities

**Does the project have a whole-system approach?**

Project is still beginning stages so unknown at this stage

**What is the relevant system?**

N/A for #essexand proud

**What is the place of the system?**

N/A for #essexand proud

**What partners are included, are missing? (including public services, businesses, universities, and the third sector)**

Local community groups

CVs

District councils

**Does the project have a specific link to the Ambitions set by the Vision?**

Strengthen communities through participation

*8.1.7.2 Delivery*

**Was the projected already being implemented before the Vision?**

No for #essexandproud

**How did the Vision impact the implementation of the project?**

(in terms of partners, resources, support from Sponsors, culture of collaboration)

Support from partners such as Bishop of Colchester

*8.1.7.3 The Nine Building Blocks*

*No answer given.*

*8.1.7.4 Objective 3*

**Has there been collaboration between your project and other Vision projects?**

No

**Why not?**

Still in early stages at this stage

**Has it been successful?**

N/A

**In what aspects (Nine Building Blocks)?**

N/A

**What could be done to increase participation/collaboration?**

N/A

## 8.2 Self-Reports of Individual Projects

As stated above, CPET evaluations of the individual projects (aside from Essex Spirit) did not take place. Some of the project leads did, however, offer their own project updates. These reports have not been independently verified or validated by CPET.

### 8.2.1 Essex Prevents

*Progress Report from Rod Cullen, 3 October 2019*

<b>Report title:</b> Essex Prevents	
<b>Report to:</b> Essex Vision Evaluators.	
<b>Report author:</b> Rod Cullen	
<b>Date:</b> 3 <sup>rd</sup> October 2019	<b>For:</b> Information
<b>Enquiries to:</b> Rod Cullen, Housing Growth Lead (Homelessness & Rough Sleeping)	

- 1. Introduction** - Essex Prevents has continued in its “system wide approach” to reducing homelessness and rough sleeping within Essex. We are currently working on seven workstreams aiming to reduce both the number of families and individuals that are affected by developing interventions that improve their life chances.

The current workstreams are:

#### 1.1 Rough Sleeping –


- 1.1.1** A group of districts, county and voluntary sector partners are looking at rough sleeping services and needs in Essex.
- 1.1.2** A conference of Essex providers and districts took place, developing an understanding of rough sleeping in Essex, highlighting services that work and gaps. In addition to this we are developing aspirations for homelessness services and how to achieve these in large geographical areas of urban and rural nature, as seen in Essex. We are creating a model for an Essex Wide response to Rough Sleeping.
- 1.1.3** The partnership was successful in a £180k bid to the government Rough Sleeper Initiative Fund for a mid-Essex Outreach service working in Chelmsford, Maldon, Braintree and Epping Forest.

#### 1.2 Predictive Analytics –

- 1.2.1** We have been working with the Essex Innovates workstream to develop a large data tool to predict homelessness within Essex using large data sets from housing, health, police and welfare benefits partners.
- 1.2.2** A steering group has been developed with county and district partners and this group meets regularly.
- 1.2.3** The first results from the first pilot are about to go live and a full report of all Essex districts will be going live in April. The aim of this tool is to predict homeless needs going forward and define what interventions are needed and where. A tool useful for both commissioning and lobbying.

#### 1.3 Increasing Affordable Housing –

- 1.3.1** A task and finish group was developed of county, district officers, registered providers and the National Housing Federation (NHF), looking at how we can work within the current development processes, models and ethos to develop more properties that are affordable to Essex residents for rent.
- 1.3.2** 2 conferences have now taken place, the first in partnership with the NHF, setting registered providers the challenge to build more affordable properties in Essex, the 2<sup>nd</sup> was with Essex Developers. A 3<sup>rd</sup> conference is being organised with Essex planners.
- 1.3.3** Once all 3 conferences have taken place, we will be feeding back our findings to the Ministry of Housing, Communities and Local Government (MHCLG) to promote change.

- 1.3.4 We are working strongly going forward to increase the number of properties truly affordable to rent within Essex
- 1.4 Prison Release Protocol –**
- 1.4.1 A Prison Release Protocol has been developed by partners from the Housing, Voluntary Sector and Offender Management services. The aim of this protocol is to reduce the number of offenders who leave prison without accommodation and become rough sleepers.
-   
Essex Prison  
Release Housing Prc
- 1.4.2 The protocol was launched on the 12<sup>th</sup> September with representatives from the signatories: Chelmsford Prison, Criminal Justice System, ECC and the districts.
- 1.5 Hospital Discharge Protocol –**
- 1.5.1 A 2nd draft of the Essex Hospital Discharge Protocol has been developed by Housing and Health partners. The aim of this protocol is to reduce bed blocking, reduce the numbers of patients discharged without accommodation and decrease health inequalities for homeless people and rough sleepers.
- 1.5.2 The Hospital Discharge Protocol will be going out for wider consultation in October 2019 with the aim of rolling out a unified service in the 3 pilot hospitals of: Bromfield, Southend and Basildon in December 2019.
- 1.5.3 If successful, the aim is for the protocol to be rolled out Essex wide.
- 1.6 Mainstreaming the Trailblazer Programme –**
- 1.6.1 The LGC Awards nominated Trailblazer programme came to the end of its government funding in March 2019. We have worked hard to mainstream the learning from the programme into the newly rolled out ECC Floating Support contract. The aim of this contract is to prevent homelessness among Essex households.
- 1.7 London Boroughs placing homeless families in Essex –**
- 1.7.1 As partners we have developed our data and understanding of the issues of London Boroughs placing vulnerable homeless people in Essex.
- 1.7.2 We have been working with the Local Government Association (LGA) on “Out of Borough” placements and Dawn French (CEO Uttlesford) & Rod Cullen (Essex CC) have been co-opted onto the LGA national “Out of Borough” working group.
- 1.7.3 A group of Essex politicians met London politicians in June to negotiate a change to the current situation which has seen hundreds of families moved into poor newly converted office blocks accommodation in Basildon and Harlow. This has been followed up with Officer meetings between London and Essex.
- 1.7.4 The aim is to develop a Bilateral Agreement between all Essex and London authorities that reduces the number and vulnerability of households placed into Essex and that makes any move that does happen work better for the household and the local communities.
- 1.7.5 We are aiming to have this bilateral agreement in place by December 2019.
- 1.7.6 However, the first successes have already been seen with the London Borough of Enfield already agreeing to not place any families into Essex going forward and to bring back into London any family already placed.
- 2. Funding -** We have been successful in applying to the LGA for £49,000 funding.
- 2.1 The funding will hire an Advisor to implement some of the Essex Prevent prevents projects to reduce homelessness – helping house offenders, helping homeless people leaving hospital, turning data analytics predictions on homelessness into action, and helping to join up housing with adult social care commissioning.  
A
- 2.2 A by-product of this positive partnership work and the implementation of sector wide homelessness and rough sleeping solutions is to strengthen Essex Housing Officers Group (EHOG).

Cullen further reports:



We have worked a 9 pillar approach:

- 1. Place-Based Strategies & Plans:** Our place is not a geographical place but a group “place”, the Homelessness and Rough Sleeping population in Essex.
- 2. Governance:** We have clear governance led by our sponsor Dawn French (CEO Uttlesford). We have developed 8 Task and Finish Groups led by a champion from the wider sector and they are working on 1 workstream each, with interested partners joining up in the pieces of work that they can support. These Task & Finish Groups report back to the wider Essex Prevents partners via regular bi monthly meetings that have occurred over the last 18 months. These meetings can and often do have 30-50 partners. We also as Essex Prevents report back to the Essex Leaders and other wider monitoring and governance groups.
- 3. Outcomes & Accountability:** The partnerships success are the partners successes. We have had successes in each of our workstreams (see attached) and we have more planned. It should be noted that one of our biggest outcomes has been the development of the relationship between the wider partners.
- 4. Funding & Commissioning:** An area that is currently being developed via an Memorandum of Understanding (MOU). We have committed at a local level, resources and staffing from our own organisations, though extra funding would be very helpful.
- 5. Culture Change & People Development:** There is a commitment to the “Leading Greater Essex” training programme for developing our leaders and taking forward our systems wider approach to the challenge of homelessness. We have also tried to build an Essex wide understanding of the wide breadth of issues of homelessness. We have also given feedback to the wider Essex Assembly on our work and homelessness as a whole.
- 6. Delivery:** We turned the “talk talk” into “work work”. A blend of work programmes that have achieved and that have been co-designed from input of the wider Essex Assembly partnership as well as at the local level.
- 7. Data, Evidence & Evaluation:** We are working to develop an understanding of the impact from the work rolled out and the work being rolled out. This will be an integral part of our work going forward. Our governance structure is looking to see the impact of each of the workstream towards the overall goals of the project, Just importantly the development of the relationships from the Essex Prevents partners is just as important as some of the work. This will create a sustainability of our work.
- 8. Collaborative Platforms:** We have developed some of this but also there is a virtual platform developed in the relationships of the partners.
- 9. Communications & Engagement:** Good regular updates electronically and via steering group meetings means we have good communication.

## 8.2.2 Essex Spirit

### Evaluation Framework

It was essential to include all stakeholders from the process of organisation, delivery and those engaged within the various activities. The methods used assisted in capturing as much information as possible considering the above. It would enable qualitative information and benefit the future design and development of the concept.

The context of evaluation followed a common theme, which put simply was to understand:

- What worked ?
- What didn't ?
- What could be done differently to improve future activity?

### **The Methods of Evaluation utilised within the activities:**

Community	Face to face with door step engagement sheet
External Partners / Organisations	Feedback sheets post events / Debrief
Attendees to events	Feedback document post event
Internal staff	Survey

Evaluation target	Inputs	Outputs	Outcomes
Community	<ul style="list-style-type: none"> <li>• Door step Engagement</li> <li>• High street public engagement</li> <li>• Partner events</li> </ul>	<ul style="list-style-type: none"> <li>• Behavioural change</li> <li>• Risk reduction information</li> <li>• Awareness to access to existing services / support</li> <li>• Community feedback gathered.</li> <li>• Highlight existing risks and issues previously unknown.</li> </ul>	<ul style="list-style-type: none"> <li>• 98% satisfaction of face-to-face visit gathered.</li> <li>• Significant increase in referrals to service / support providers.</li> <li>• Immediate solutions already in place offered to support.</li> <li>• Community suggestions included with future delivery.</li> </ul>
External partners	<ul style="list-style-type: none"> <li>• Evaluation feedback documents</li> <li>• Face to face debrief</li> <li>• Continual Formative review.</li> <li>• Electronic Survey.</li> </ul>	<ul style="list-style-type: none"> <li>• All stakeholders valued.</li> <li>• Overall perspective opportunity.</li> <li>• Additional benefits / barriers identification.</li> <li>• Provide an insight to improve future delivery.</li> <li>• Consider individual needs with accessibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Supported beneficial change in future delivery.</li> <li>• Developed a strong network within the organisations.</li> <li>• Created an inclusive environment where all stakeholders input was encouraged and valued.</li> <li>• Promoted the strength of collaboration and partnership working.</li> <li>• Removal of barriers considering time impact for individuals.</li> </ul>
Evaluation target	Inputs	Outputs	Outcomes
Attendees to events	<ul style="list-style-type: none"> <li>• Evaluation feedback documentation</li> <li>• Face to face engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver accurate, timely feedback</li> <li>• Provide an insight to improve future delivery.</li> <li>• Highlight what worked and what did not.</li> </ul>	<ul style="list-style-type: none"> <li>• Supported beneficial change in future delivery.</li> <li>• Identified potential barriers.</li> <li>• Greater perspective gathered.</li> <li>• Determined if expectations were met.</li> </ul>

Internal staff	<ul style="list-style-type: none"> <li>• Evaluation Feedback documents</li> <li>• Electronic survey.</li> <li>• Face to Face engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Identify risks hazards barriers.</li> <li>• Continual review</li> <li>• Promote inclusion</li> <li>• Provide direct relevance to role</li> <li>• Impact</li> </ul>	<ul style="list-style-type: none"> <li>• Identified benefits for future delivery.</li> <li>• Highlighted the impact on business as usual.</li> <li>• Developed solutions for barriers initially unidentified.</li> </ul>

Sample questions from the evaluation methods

- Have you found this visit beneficial for you today? (Community)
- From your involvement, what do you consider went well? (Partners / Organisations)
- From your involvement, what do you consider went well? (Partners/Organisations/internal Staff)
- What do you consider could be changed or improved?(Partners/Organisations/internal Staff)
- Were there any benefits, aside from the focus of the engagement that you would like to share? I.e. new relationships formed from the awareness of other organisations, a new opportunity to be involved in volunteering etc...(Partners/Organisations/internal Staff)

Across the various evaluation documents the list below are samples taken from those documents.

Issues arising

- These engagement days are a great idea but the areas need to be looked at, to see if they are going to be beneficial for the residents and also the partners carrying out the engagement. I have worked on these days before in different districts and the areas are picked if they have had an increase in problems in the area or if the community have expressed a concern in the area.
- Awareness amongst general public, more marketing for greater awareness. Stationary locations where there is good footfall and capacity for various exhibitors, space was a bit tight but made for cosy atmosphere.
- Maybe going into a few more schools within the area beforehand to promote the event and engage with more students.
- Learning points to be implemented to enable other towns/villages to be targeted. Increased timescales to ensure sufficient resources and change in planning methodology. Better support from within ECFRS especially if larger areas are to be covered.
- Lack of publicity, pop up signs would be good in particular areas, which could be moved around various locations.
- Looking at staff availability and their prior engagements before settling on a date. Also bear in mind the travelling time for staff and the time briefings are. Prior meetings before the day goes live so the paperwork is not alien to the deliverer. In addition, the use of red and black numbered properties could be taken out of context in the field. When working in a group and saying that is a 'black' property so leaflets can be left, general public could take it as an ethnic minority address.
- Using up to date population data and better triggers to assess vulnerability rather than just age.
- The day centre had very little footfall from the general public - a more central location would improve that
- Referrals were a problem when made through Frontline as DOB were not collected - our target audience is over 65
- More time to plan, start earlier.
- Social care would take part again, however would consider providing staff at 2 hours a time rather than whole day.

Positive Feedback

- Face to face interaction with the public and the positive reactions from the community

- High amount of resident's doors we knocked on. Their feedback some positive some negative. The high turnout of various agencies and the camaraderie between services to obtain information required at event. Partnerships working well together
- I thought the event went really well and thoroughly enjoyed taking part in working with the community
- I was only briefly involved in the event. That said, I still managed to strike up some new relationships with other individuals/organisations, which was very useful.
- The networking with the other exhibitors. We have arranged to work together with Speed watch and neighbourhood Watch and signed up several people for Time Bank. Of the public who came, we were pleased to sign up a third.
- I think a lot of work went into the organisation of this event and it was well organised. It is a real dilemma about how to connect with the people who need support. I know that the Church in Thaxted offered help for venues and the Information Place could be checked out. Advertising of the event in local papers, Parish Mags, face book, posters round town. Many towns now have a web page.

Evaluation of the External Partners involvement

“Excellent event, ECFRS leading the way in partnership working” – *Essex Cares Limited*.

“Great to see how the initiative has evolved since Thaxted in March. I hope you are able to maintain the momentum and SWS will grow in support next year. Was completely unaware of the ECC quality innovation team until today, so great to have them here. As we have reached Friday, there is a real sense of having achieved something” – *Council Voluntary Services Uttlesford*

“We were able to talk to the right people about the right things. I feel that especially for our continued work with increasing access to older adults, the links and understanding of other services is invaluable Thank you. – *Healthy Minds*.

Stronger relationships with existing partners, new volunteer opportunities. – *Volunteer Uttlesford*.

The organisations attending are now very aware of what we do and know us. We also have more understanding of what their organisations do. - *IAPT*

As the Lead Officer for the CSP I latched on to the STT initiative, and promoted National CSE Week through Thaxted by visiting licensed premises and providing them with literature and stickers identifying warning signs of CSE.- *Uttlesford DC CSP*

I thought the basis and foundations of this event were very solid and a great 'coming together' initiative which can be positively built on in the future. It showed us that we all have a lot to offer each other and that we can together positively improve, develop and enrich the communications within a community. - *Time Bank Uttlesford*.

I personally met with ECFRS CSW officer and now will move forward with our ideas, as well as connections with the disability and impairment officer. - *Uttlesford DC community team*.

Of the public who came to the event, we were pleased to sign up a third. - *Time Bank*.

Partner debrief evaluation:

A debrief meeting was held after both Thaxted and Saffron Walden. All participating parties involved in the delivery of activities were invited to take part. Thaxted evaluation was by a group meeting and a record of the feedback was hand written and transferred into the final report (Appendix1). Saffron Walden's group meeting was supported by a questionnaire document. The results for the 28 participants in Saffron Walden were as follows:

***Do you consider your involvement as a positive experience within the activities you were part of?***

Strongly Agree	Agree	Neither Agree/ Disagree	Disagree	Strongly Disagree
28%	70 %	2%	0%	0%

***Please share what you consider worked well.***

Event management	30%	Promotion of activities	7%	Collation of data	70%
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Briefings	70%	Partner engagement during activities	40%	The feeling of being involved	80%
Transport and logistics	35%	Public engagement during activities	45%	Supported to achieve your organisations aims.	70%
Activity timings	30%	Internal Communications	25%	Achieved your organisations aims	40%
Activity locations	30%	External Communications	15%	Teamwork	90%

**Please share what you consider did not work well.**

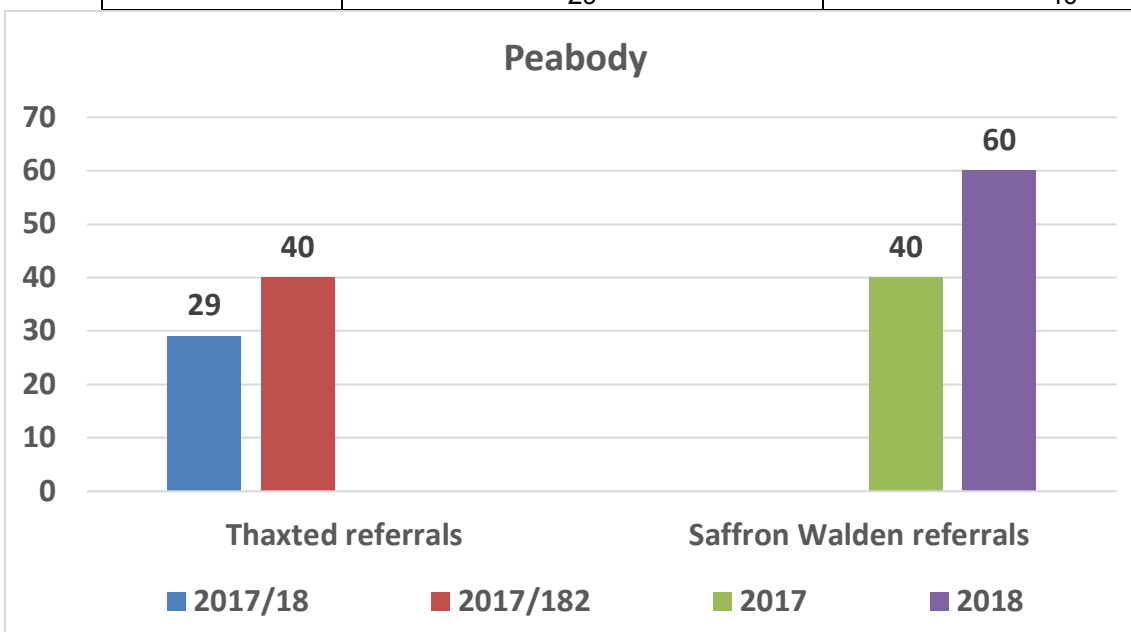
Event management	7%	Promotion of activities	40%	Collation of data	0%
Briefings	7%	Partner engagement during activities	7%	The feeling of being involved	0%
Transport and logistics	7%	Public engagement during activities	30%	Supported to achieve your organisations aims.	0%
Activity timings	20%	Internal Communications	0%	Achieved your organisations aims	7%
Activity locations	25%	External Communications	25%	Teamwork	0%

The common theme in the written feedback was

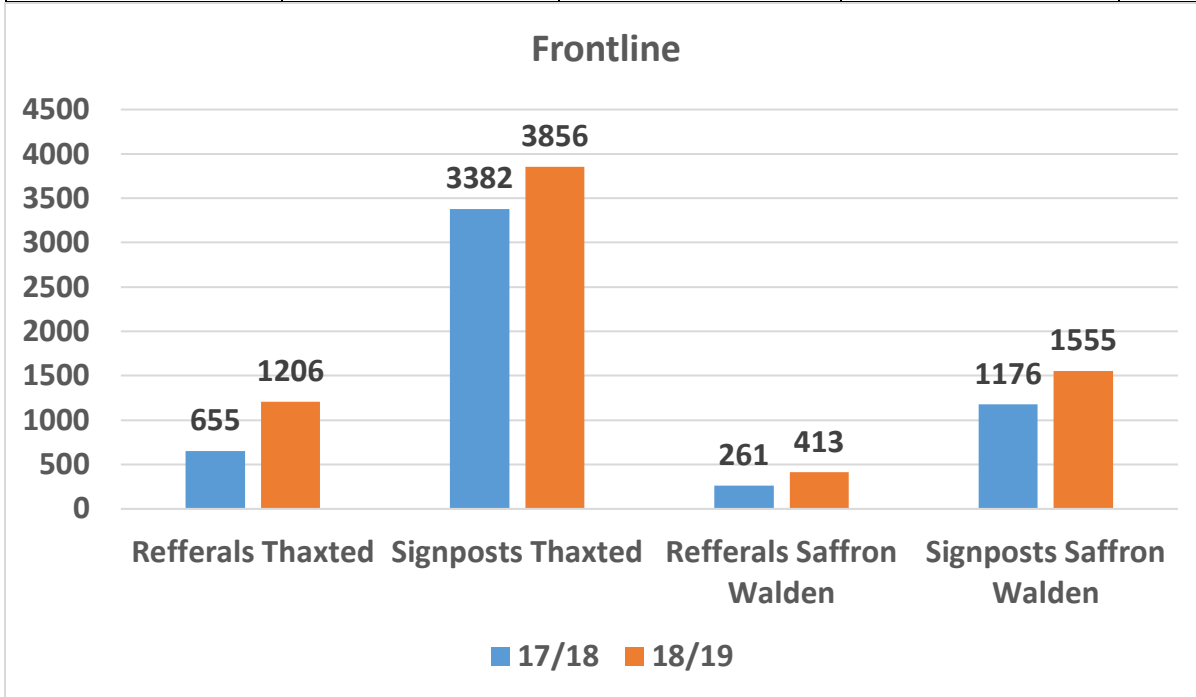
- Better location for the partner event in a central location to attract the passing public.
- The activity needs to be promoted more prior to the event.
- The doorstep engagement was more beneficial than other activities.
- Utilise more community assets such as libraries, faith assets etc.

Sample of external partner's activity relating to their service offer pre and post the collaborative approach.

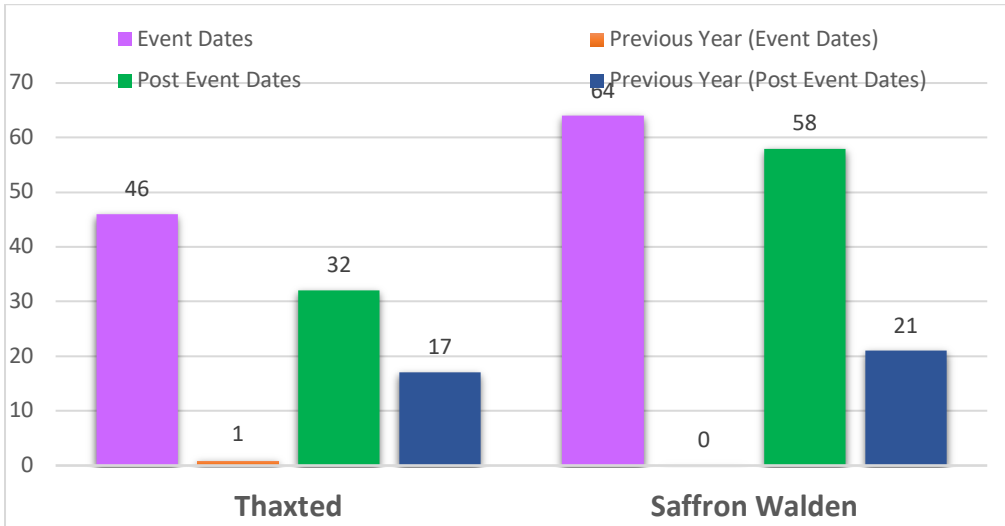
<u>Data Field</u>	<u>Previous Year</u> March to June 2017/18	<u>Post Event</u> March to June 2017/18
Peabody Thaxted District	Referrals	Referrals
	TBC	TBC
<u>Data Field</u>	<u>Previous Year</u> September to December 2017	<u>Post Event</u> September to December 2018
Peabody Saffron Walden	Referrals	Referrals
	29	40



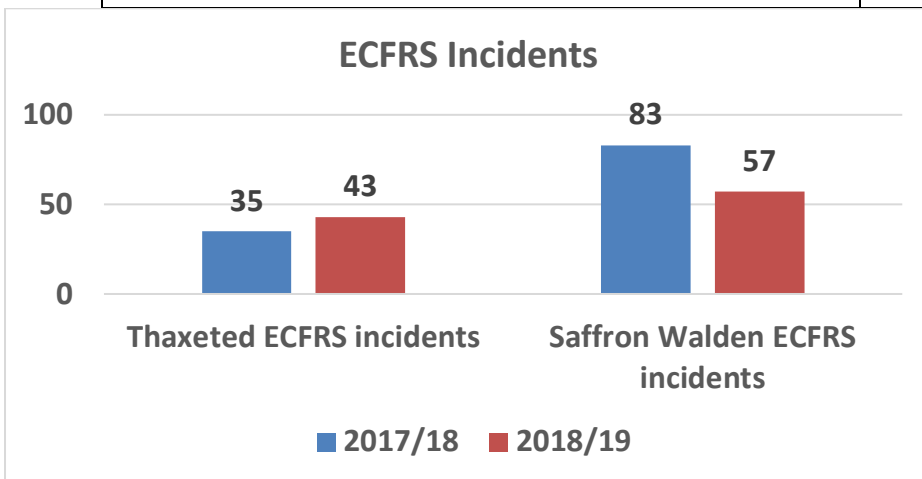
Data Field	Previous Year March to January 2017/18		Post Event March to January 2018/19	
	Referrals	Signposts	Referrals	Signposts
Frontline – Thaxted District	655	3382	1206	3856
Data Field	Previous Year September to January 2017/18		Post Event September to January 2018/19	
	Referrals	Signposts	Referrals	Signposts
Frontline – Saffron Walden	261	1176	413	1555



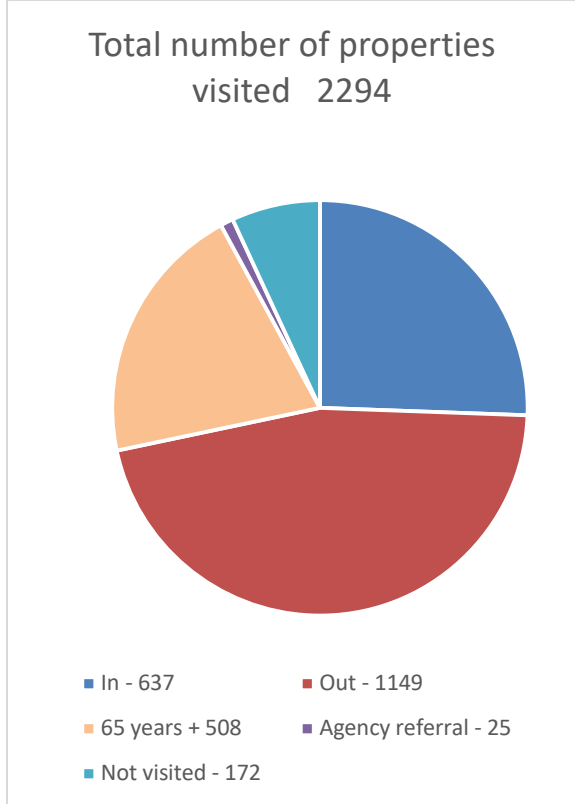
Data Field	Event Dates 21/03/2018 23/03/2018	Previous Year (Event Dates) 21/03/2017 23/03/2017	Post Event Dates 24/03/2018 20/01/2019	Previous Year (Post Event Dates) 24/03/2017 20/01/2018
Thaxted HSV's	46	1	32	17
Data Field	Event Dates 24/09/2018 29/09/2018	Previous Year (Event Dates) 24/09/2017 29/09/2017	Post Event Dates 30/09/2018 20/01/2019	Previous Year (Post Event Dates) 30/09/2017 20/01/2018
Saffron Walden HSV's	64	0	58	21



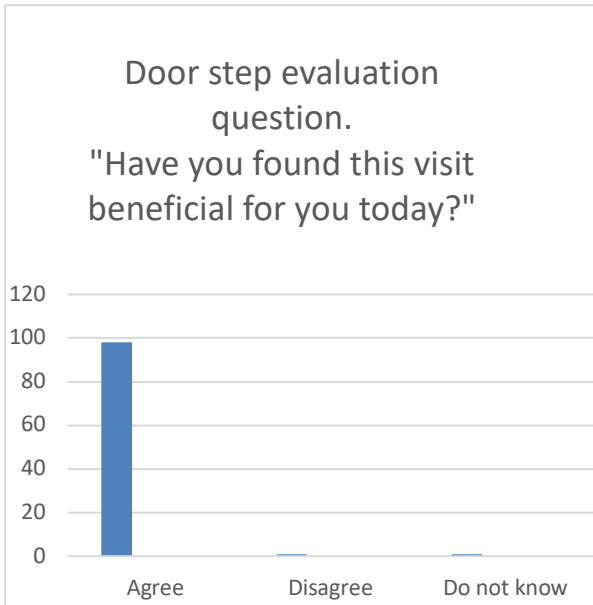
<u>Data Field</u>	<u>Previous Year Post Event Dates</u> 24/03/2017 20/01/2018	<u>Post Event Dates</u> 24/03/2018 20/01/2019
Thaxted ECFRS Incidents	35	43
<u>Data Field</u>	<u>Previous Year Post Event Dates</u> 30/09/2017 20/01/2018	<u>Post Event Dates</u> 30/09/2018 20/01/2019
Saffron Walden ECFRS Incidents	83	57



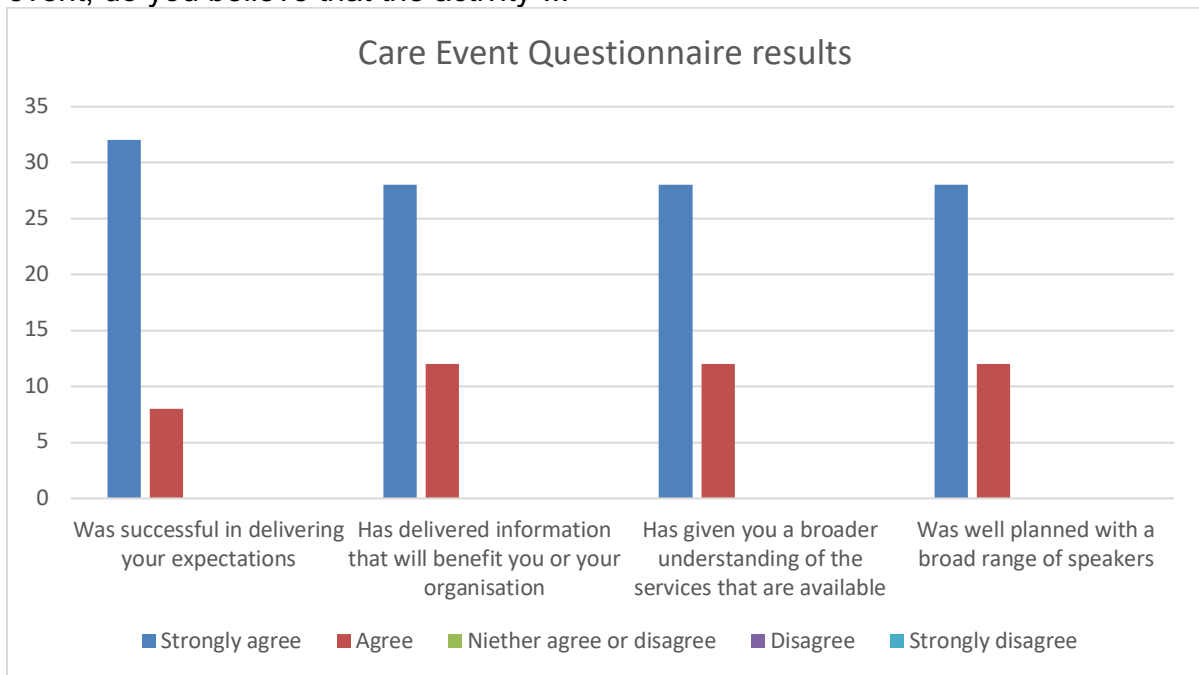
**Evaluation – SafeWellSecure Saffron Walden**



The following tables provide data and evaluation information on the week’s activities involving ECFRS.



The Care Event was evaluated in the form of a paper questionnaire given out to attendees. The table below displays the responses to the question asked “Following your involvement with today’s event, do you believe that the activity”...



Below are some examples of feedback received within the comments section of the questionnaire

*“Excellent event, ECFRS leading the way in partnership working” – Essex Cares Limited.*  
*“Great to see how the initiative has evolved since Thaxted in March. I hope you are able to maintain the momentum and SWS will grow in support next year. Was completely unaware of the*



ECC quality innovation team until today, so great to have them here. As we have reached Friday, there is a real sense of having achieved something” – Council Voluntary Services Uttlesford  
 “We were able to talk to the right people about the right things. I feel that especially for our continued work with increasing access to older adults, the links and understanding of other services is invaluable Thank you. – Healthy Minds.

“Thoroughly enjoyed the event. It was very useful to learn new things and to refresh my memory of other agencies. Very much appreciated all the speakers and will take away and advise colleagues”. - Peabody

“I have done a lot of networking and made useful contacts, very well organised” – Action for family Carers Macmillan Support.

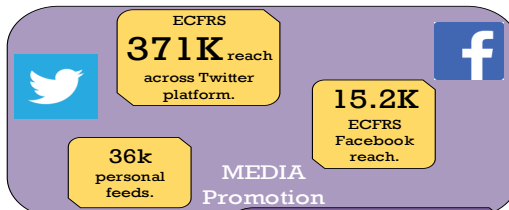
For three days across the weeks activities **54** people from a range of organisations came together to visit homes in the **Castle** and **Shire** wards with face to face door step engagement.

Residents were asked questions on **Smoke Alarm** ownership, would they like a Free **Home Safety** and **Crime Prevention** or **Safe & Well** visit Were they prepared for **Winter Weather** with keeping their home **Warm?**

They were shown a list of over **20 Different** organisations that support the **Community** in providing such things as **Health, Wellbeing, & Volunteer** opportunities, and asked if they would like more information from them.

**Information Packs** with each organisations leaflets were either given by hand or posted through the letterbox if there was no answer, ensuring **All** properties visited were made aware.

**SafeWellSecure**  
 Saffron Walden September 2018  
 A range of targeted activities were delivered to the community of Saffron Walden, to help make them **SafeWellSecure**. This activity was developed to help strengthen and support the residents of Saffron Walden through a collaborative approach from a range of different organisations



**2294** properties visited

**155** smoke alarms installed,  
**25** partner referrals

Day centre **Wellbeing** event  
 Dementia friend sessions town **Library**  
 Care event at **UDC** offices  
 Market place stalls & **Health** checks  
 Local superstore Emergency service event  
 Partner event held on the **Common**.

**2000** vehicle checks from APNR. **11** speeding courses. Various stolen property recovered. **5** vehicles fined and **1** seized for no road tax

### 8.2.3 Essex Unites

Progress Report from Kirsty O'Callaghan, 3 October 2019

The elements to be evaluated by Essex Partners were:

- Essex Unites Social Movement Campaign #Essexandproud - Please see metrics from Twitter below. To be clear this launched a couple of months ago and requires proper resourcing to continue it. We are currently working with visit Essex on an Ambassador Role - this will be shared at our meeting with Roger on the 23rd.
- The Essex Map <https://www.essexmap.co.uk/>
- Inspiring Essex Best Practice Communities Toolkit <https://www.essexmap.co.uk/inspiring-essex/>
- Micro-grants allocated since we commenced this project following the Essex Unites Launch.

It is of note that the Leader agreed to trial micro-grants through the top slicing of CIF and this will now continue next year. The approach has also informed how our LDP will deliver funding and has attracted interest from North Essex STP colleagues to do something similar.

Updated 3rd October			
<b>Summary - Micro Grant</b>			
	<b>Number of Applications</b>	<b>£</b>	
<b>Work in Progress</b>	14	£7,050	
<b>Approved</b>	62	£29,389.84	
<b>Rejected</b>	46	£21,962.40	
<b>On Hold</b>	2	£1,000.00	
<b>Grant Returned</b>	2	-£1,000.00	
<b>Unallocated (MG72)</b>	1		
<b>Total</b>	<b>127</b>	<b>£58,402.24</b>	
<b>Summary - CIF</b>			
	<b>Number of Applications</b>	<b>£</b>	<b>£</b>
		<b>Grant Requested</b>	<b>Matched Funding</b>
<b>Pre Applications</b>		N/A	N/A
<b>Full Applications</b>	143	£1,184,671.00	£1,163,470.00
<b>Total</b>	<b>143</b>	<b>£1,184,671.00</b>	<b>£1,163,470.00</b>
<b>Additional Detail</b>			
<b>FULL Micro Grant Applications - Made up of:</b>			
	<b>Number of Applications</b>	<b>£</b>	
Parish Councils	30	£13,359	
Other: Charity, Clubs, Associations, LTD, CIC's	96	£45,043	
	<b>126</b>	<b>£58,402</b>	
<b>FULL CIF Applications - Made up of:</b>			
	<b>Number of Applications</b>	<b>£</b>	
Parish Councils	26	£190,381	
Village Halls	15	£117,294	
Other: Charity, Clubs, Associations, LTD, CIC's	102	£876,996	
	<b>143</b>	<b>£1,184,671</b>	

Last Updated: 03/10/2019										
Work in Progress										
Type	Date	Application Number	Name of Organisation	Project Title	Amount Requested	Match Funding	District	Submitted to Panel	Charlene Approved	Peter Approved
Other	02/09/2019	MG108	Wickford Parkrun	Parkrun	£750		Basildon	09/09/2019		
Other	03/09/2019	MG109	Witham Tree Group	Memorial Garden	£500		Braintree			
Council	27/09/2019	MG116	Thaxted Parish Council	Swift Boxes and Booklets	£500		Uttlesford			
Council	27/09/2019	MG117	Wickham Bishops Parish Council	Tables, Benches and Chairs	£500		Maldon			
Other	27/09/2019	MG118	Laindon and Langdon Hills Chat Group	School Uniform Bank	£300		Basildon			
Council	27/09/2019	MG119	Mayland Parish Council	Parish Map	£500		Maldon			
Council	27/09/2019	MG120	Rettenon Parish Council	Village Hall Herb Garden	£500		Chelmsford			
Council	27/09/2019	MG121	Earls Colne Neighbourhood Plan Group	Meet the Village	£500		Braintree			
Other	27/09/2019	MG122	Beaumont Village Hall	Hall Insulation	£500		Tendring			
Council	27/09/2019	MG123	Little Baddow Parish Council	Speedwatch Campaign	£500		Chelmsford			
Other	30/09/2019	MG124	Bicknacre Memorial Village Hall	Replacement Heating Pump	£500		Chelmsford			
Other	30/09/2019	MG125	1st Chesterford Scout Group	Putting Sport into Scouting	£500		Uttlesford			
Other	30/09/2019	MG126	Chestertots Stay & Play	Under 5's Weekly Playgroup	£500		Uttlesford			
Other	01/10/2019	MG127	Pit Dig Equipment	Annual Pit Dig	£500		Uttlesford			
Work in Progress Applications					£7,050					
Approved										
Type	Date	Application Number	Name of Organisation	Project Title	Amount Requested	Match Funding	District	Submitted to Panel	Charlene Approved	Peter Approved
Council	01/04/2019	MG01	Thaxted Parish Council	Welly Boot Wood Plaque	£300	£50	Uttlesford	15/04/2019	Approved	Approved
Other	08/04/2019	MG04	Purleugh Community Shop	Community Shop Re Fit	£500		Maldon	15/04/2019	Approved	Approved
Other	08/04/2019	MG05	Braintree Youth Project Charity	Coffee Bar	£500	£1,000	Braintree	15/04/2019	Approved	Approved
Other	09/04/2019	MG06	First Stop Centre	Memory Boxes	£500		Braintree	15/04/2019	Approved	Approved
Other	15/04/2019	MG08	Burnham Art Trail	Art on the Quay	£500		Maldon	15/04/2019	Approved	Approved
Other	15/04/2019	MG09	Neighbourhood Community of Molehill Events	Neighbourhood Community Events	£500	£50	Uttlesford	15/04/2019	Approved	Approved
Other	16/04/2019	MG10	More in Common on the Common	Community Event	£500		Uttlesford	17/05/2019	Approved	Approved
Other	18/04/2019	MG12	Brighter Opportunities for Special People	Tots Equipment	£481.16		Basildon	17/05/2019	Approved	Approved
Other	26/04/2019	MG15	Heybridge Swifts Football Club	Community Project	£500		Maldon	17/05/2019	Approved	Approved
Council	02/05/2019	MG17	Wickham St Pauls Parish Council	Wildlife and Nature Trail	£500	£600	Braintree	17/05/2019	Approved	Approved
Other	02/05/2019	MG18	Outpost	Art Exhibition Promotion	£500		Maldon	17/05/2019	Approved	Approved
Other	02/05/2019	MG19	The Sunflower Café	Memory Café	£500		Rochford	17/05/2019	Approved	Approved
Other	02/05/2019	MG20	Mersea Community Support	Kitchen Refurbishment	£500	£1,000	Colchester	17/05/2019	Approved	Approved
Council	09/05/2019	MG21	Stanford Rivers Parish Council	Phone Box Tourist Info Point	£500	£0	Epping	20/06/2019	Approved	Approved
Other	09/05/2019	MG22	Braintree District Neighbourhood Watch Steering Group	Purchase of Neighbourhood Watch Street Signs	£200		Braintree	17/05/2019	Approved	Approved
Other	10/05/2019	MG23	Maldon & District Community Voluntary Service	Shed Inside at Fulbridge Mill	£500		Maldon	17/05/2019	Approved	Approved
Other	07/05/2019	MG24	Ideas Hub Chelmsford	Community Fridge	£500		Chelmsford	17/05/2019	Approved	Approved
Other	13/05/2019	MG25	Brightlingsea Indoor Bowls Club	Replacement Mats	£500	£1,300	Tendring	20/06/2019	Approved	Approved
Other	14/05/2019	MG26	Human Roots	Community Allotment	£500		Uttlesford	17/05/2019	Approved	Approved
Council	20/05/2019	MG28	Alresford Parish Council	Community Allotment Polytunnel	£491		Tendring	17/05/2019	Approved	Approved
Other	28/05/2019	MG30	Community Music Colchester CIC	My Music Memories	£500		Colchester	20/06/2019	Approved	Approved
Other	28/05/2019	MG31	Bar 'n' Bus Trust	Youth Support Worker Internship	£500	£950	Castle Point & Rochford	20/06/2019	Approved	Approved
Other	28/05/2019	MG32	Baby Bank Tendring	Baby Bank Development Project	£500		Tendring	20/06/2019	Approved	Approved
Other	28/05/2019	MG33	Forget Me Not Activity Club	Activities Matter	£500		Brentwood	20/06/2019	Approved	Approved
Council	28/05/2019	MG35	North Weald Parish Council	The Sunflower Project	£500		Epping	20/06/2019	Approved	Approved
Other	03/06/2019	MG36	No Shame	The Mental Health Movement	£500		Chelmsford	14/06/2019	Approved	Approved
Other	06/06/2019	MG37	Dangerous Pockets Project	Dangerous Pockets Project	£500		Colchester	20/06/2019	Approved	Approved
Other	07/06/2019	MG39	Shootsmartphone	Smart Phone Film Making	£500		Basildon	20/06/2019	Approved	Approved
Other	11/06/2019	MG42	West Bergholt Football Club	Kitchen Refurbishment	£500		Colchester	20/06/2019	Approved	Approved
Other	17/06/2019	MG43	Dunmow Shed Inside Group	Dunmow Shed Inside	£500		Uttlesford	20/06/2019	Approved	Approved
Other	17/06/2019	MG45	Marketing Witham CIC	Bringing back the Royal Charter Market	£500		Braintree	20/06/2019	Approved	Approved
Other	20/06/2019	MG46	Trustees of the Open Memorial Hall	Garden Digging Area	£500		Colchester	20/06/2019	Approved	Approved
Council	27/06/2019	MG47	Great Baddow Parish Council	Purchase of Picnic Tables	£500	£1,000	Chelmsford	12/07/2019	Approved	Approved
Other	01/07/2019	MG49	Human Roots Community	Printer & Childrens Gardening Tools	£492		Uttlesford	12/07/2019	Approved	Approved
Council	01/07/2019	MG50	Pleshey Parish Council	Playground Fencing	£500	£2,470	Chelmsford	12/07/2019	Approved	Approved
Other	25/06/2019	MG51	Dumont Luncheon Club	Chest Freezer	£300		Tendring	01/07/2019	Approved	Approved
Other	04/07/2019	MG53	Saffron Walden Shed Inside	Saffron Walden Shed Inside	£250		Uttlesford	12/07/2019	Approved	Approved
Other	05/07/2019	MG54	Support 4 Sight	Community Marquee	£500		Uttlesford	12/07/2019	Approved	Approved
Other	05/07/2019	MG55	Motivated Minds	EmpowerMeReads	£500		Basildon	12/07/2019	Approved	Approved
Other	05/07/2019	MG56	Colchester Community Group	LitterPick Equipment	£500		Colchester	12/07/2019	Approved	Approved
Other	09/07/2019	MG61	The Arts Centre (Dunmow)	New Boiler	£450		Uttlesford	09/07/2019	Approved	Approved
Other	11/07/2019	MG62	1163 Squadron Air Training Corps	Classroom Instructor Resources and Learning Aids	£500		Braintree	12/07/2019	Approved	Approved
Council	11/07/2019	MG63	West Mersea Town Council	Wheelchair Access Picnic Table	£450		Colchester	12/07/2019	Approved	Approved
Other	12/07/2019	MG66	Schools Ministry Billerica	Uniform/DBS Check	£500		Basildon	12/07/2019	Approved	Approved
Other	12/07/2019	MG71	Essex Soccability League	Football Equipment	£500		Various	12/07/2019	Approved	Approved
Other	12/07/2019	MG78	Twinshead Community Cricket Club	Pop up Marquees/Gazebo	£500		Braintree	12/07/2019	Approved	Approved
Council	12/07/2019	MG80	Thorpe-le-Soken Parish Council	Gazebos	£265		Tendring	12/07/2019	Approved	Approved
Council	25/07/2019	MG84	Burnham Town Council	Marquee	£500		Maldon	16/08/2019	Approved	Approved
Other	29/07/2019	MG85	Coalport Close Community Group	Community Talking Seat	£500		Harlow	02/08/2019	Approved	Approved
Other	29/07/2019	MG86	Mid Essex Pulmonary Fibrosis Support Group	Support Group Equipment	£380		Chelmsford	02/08/2019	Approved	Approved
Other	29/07/2019	MG88	The Recovery Café	Kitchen Equipment	£483		Tendring	02/08/2019	Approved	Approved
Other	01/08/2019	MG90	Acorn Village - Creative Craft Centre	Sensory Settee	£500		Tendring	02/08/2019	Approved	Approved
Other	05/08/2019	MG92	Channels Residents Community Group	A Year in the Life of the Channels Community	£500		Chelmsford	07/08/2019	Approved	Approved
Other	06/08/2019	MG94	Rowena Davey Centre	Hot Water Dispenser	£500		Uttlesford	07/08/2019	Approved	Approved
Council	06/08/2019	MG97	Bowers Gifford & North Benfleet Parish Council	Pop up Marquee/Gazebo	£468		Basildon	06/08/2019	Approved	Approved
Other	09/08/2019	MG98	Maldon & Tiptree Cloth Nappy Library	Denzie Cloth Nappy Library	£500		Maldon	16/08/2019	Approved	Approved
Other	15/08/2019	MG99	Jaywick Sands Revival	Jaywick Sands Revival Kiddies Garden	£500		Tendring	16/08/2019	Approved	Approved
Other	16/08/2019	MG100	Disability4Sport	Colchester D4S Wellbeing Football Project	£500		Colchester	16/08/2019	Approved	Approved
Council	29/08/2019	MG106	Terling & Fairstead Parish Council	Telephone Box Library	£380		Braintree	09/09/2019	Approved	Approved
Other	30/08/2019	MG107	Steeple Community Group	Wildlife Garden	£500		Maldon	09/09/2019	Approved	Approved
Other	05/09/2019	MG112	Birdbrook Bowls Club	Equipment	£500		Braintree	09/09/2019	Approved	Approved
Other	05/09/2019	MG114	Witham Town Lunch Club	Kitchen Equipment	£500		Braintree	09/09/2019	Approved	Approved
<b>Total</b>					<b>£29,389.84</b>					
<b>Total Fund for 19/20</b>					<b>£50,000.00</b>					
<b>Balance left in Fund</b>					<b>£20,610.16</b>					

