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100 Day Report



So this report is about:

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looking at things differently...



Essex is a great place... and Essex County Council is a great authority

It is because ECC is already performing so well that I believe we have the potential to be the best Council in the country. That is what the people of Essex deserve.



Reflections

In my first 100 days I have been genuinely surprised and delighted by the welcome I have received from employees, partners and residents. People have been willing to share their thoughts very openly with me. I really appreciate that. It has helped me enormously to develop my views as to what this 100 Day Report should cover.

This report cannot possibly cover everything. It focuses on the issues that you told me were important. What employees said to me was you are proud of the great services we deliver for Essex, but:

- You find our organisational structures unnecessarily complex and unwieldy
- You think we are too bureaucratic and that sometimes process gets in the way of our ability to get things done
- You think we could take more risks and be more entrepreneurial
- You think we could celebrate some of the great work we do more openly and publicly
- You would welcome the opportunity to work more closely with Members
- You want to be treated with respect and for the organisation to be more transparent and open with you about the need to change
- You think we need to focus more and that our values, behaviours, operating styles and overall sense of purpose as an organisation is not as clear as it could be
- And you value and recognise the importance of working with partners and communities and think we should emphasise this more as part of how we work going forwards.

I hope that this resonates with you. And I hope this report represents the start of a response to those challenges. It is offered as a contribution to our ongoing dialogue on these matters, not as a final statement.

It sets out our collective ambition for a strong outward-focused leadership that builds bonds of trust across our county; a culture that puts doing the right thing ahead of all other considerations and that welcomes appropriate risk-taking, entrepreneurship, innovation and creative thinking; an organisation that is simple, streamlined and enables you to get on with serving our residents; a more commercial orientation that enables us to take advantage of our financial prudence; and finally a rigorous focus on the things that will really make a difference to Essex and its people.

If we get these things right, if we deliver what we set out to deliver, we will be a long way down the road to continuing to give our residents the Council they deserve.



Gavin Jones, Chief Executive
Essex County Council

Challenges and the need to change

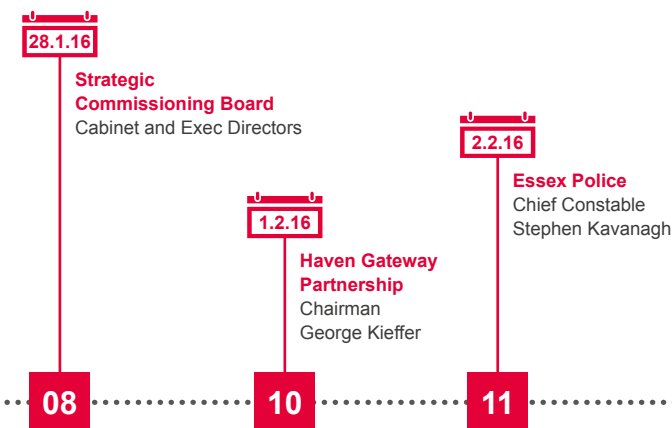
ECC has responded brilliantly to the last six years of austerity and to the dramatic changes in the public policy landscape. In doing so, we have maintained constructive relationships with our residents, our public sector partners, the voluntary sector and the business community.

WE HAVE SAVED:

£520m
SINCE 2012

But this is the beginning, not the end, of a sustained period of public service reform. The pace of change over the next five years will quicken even further. The requirement on us will be to think radically and imaginatively about what we do, how we involve our residents and communities and how we make ourselves relevant for the future. Technology illustrates the pace of this change. The number of devices connected to the internet has doubled in the last five years and the global volume of data being created and collected is expected to grow sixtyfold between 2009-20. People's ability to connect with each other, to get information, and their expectations of what good looks like are growing exponentially.

The pace of change in society means that the council of 2021 will need to be very different to the council of 2016 if we are to keep pace and remain relevant.



EXPECTED:

60%
GROWTH IN
INTERNET
USE BY 2020

By 2020 local government will be completely self-financing. That means that all the money we have to spend will have been raised locally. There will be no top-ups or hand-outs from Westminster. While that may be quite scary, it is also empowering. It enables us to form a new relationship with businesses so they can see the taxes they pay are central to supporting the aspirations of the local community in which they operate. Financial autonomy will also mean we will be freer to determine how we choose to spend our resources.

Devolution also offers new opportunities for us to work collaboratively with our district, borough and city partners and with businesses on the issues that matter. Areas such as Manchester are taking on greater powers over health, transport, planning, skills, trade and investment and housing. In Essex, we need to be ambitious for the same.

These changes have taken place over a relatively short period of time. No doubt by the time we get to 2021 it will be a different place to the one we envisaged in 2016. However, the fundamental principles enshrined in this report will remain unchanged – most importantly of all, **the need to work more collaboratively with our residents, our partners, our communities and our businesses to shape the Essex we want to live in – an Essex where people can thrive and prosper without dependency on the Council and where the public sector is regarded as working seamlessly to enable people to get on with their lives.**

Our challenges are considerable. We know we need to find ways of saving money – over £300 million by 2020/21, on top of the £520 million we have already saved. We know we have an ageing and growing population that potentially creates unsustainable demand on our services. We know our key infrastructure routes – road and rail – are straining at capacity. And we know that not enough houses are being built to meet demand. We also know that our partners – especially Health – face financial and operational pressures of their own.

The scale of these challenges means we need to rethink our role from first principles. We are no longer a deliverer of standardised 'off-the-shelf' services. We are an enabler of people exercising their own choices. We need to be pro-active seeking out and welcoming innovation and interaction with our residents and communities, and not simply an organisation that reacts to requests and complaints. Doing this well, will mean making effective use of the most up-to-date technology. We need to help individuals, communities and businesses to be as successful and independent as they can be.

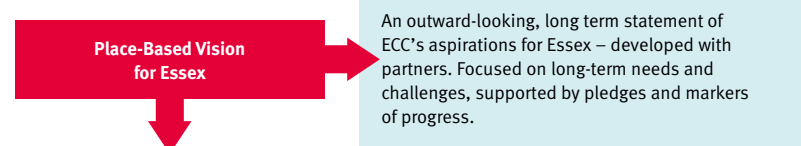
That is a challenge for each and every one of us. Our role will be more deeply collaborative than it has ever been before.

Why we're here

The most important thing I have done in my first 100 days is spend time with you. I have heard and witnessed for myself some of the great work we do every day to make people's lives better.

Strategic planning framework

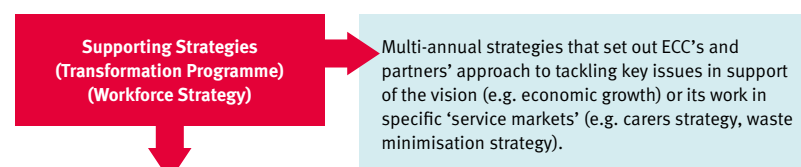
10-15 years



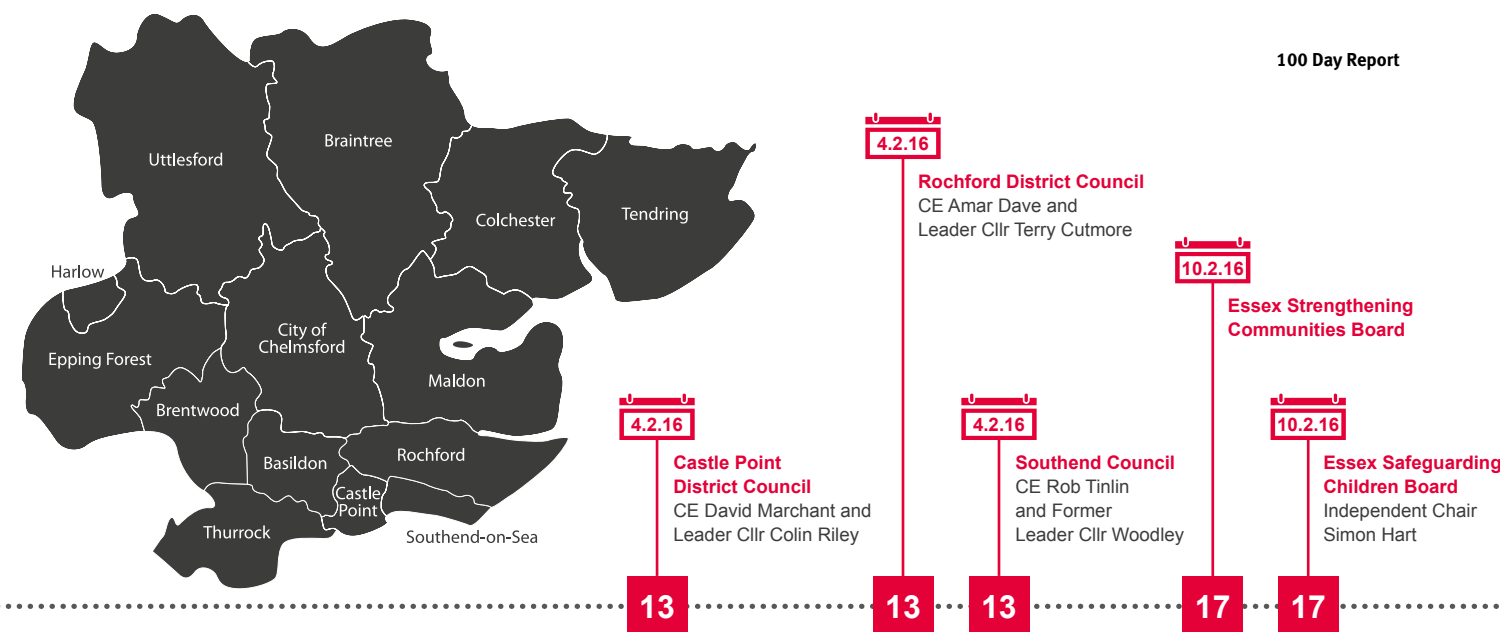
4 years



Multi-annual



Annual



But I have also heard you say that you find the organisation complex and you do not understand how everything fits together. I share those views. One of the things I have been most focused on is clarifying the strategic planning framework for the organisation. I think everyone, from those at the heart of our organisation delivering services in our communities down to the chief executive should understand how their role and what they do on a daily basis fits with ECC's objectives and improves the lives of Essex residents.

We will shortly be publishing the Corporate Plan for the organisation and by the end of the year we will have developed, together with you and our partners, our organisation strategy for the next four years. In doing this work we will slim down and simplify our articulation of values, behaviours and operating styles so that we are crystal clear about how we should work.

I have also started the work on thinking through what sort of place we and our residents want Essex to be in 10-15 years time and what we are going to do, with our partners, to ensure we bring that future Vision in to being. We will be seeking to publish that place-based Vision document later in the year.

I hope all of that will be helpful. But it's not enough. We do need to be clear about what we are doing and how we are doing it, but most important of all we need to be clear why we are doing it. I know from speaking to you that what motivates you is making a difference to people's lives, particularly our most vulnerable residents. Regardless of the financial pressure we are under, we must never lose sight of that over-riding sense of what we are about as an organisation and why we come to work in the mornings. Being well grounded in our core purpose will provide us with the strongest possible foundation on which to build for the future.

I would offer this simple formulation to express our core purpose:

To make a difference to the lives of all Essex residents, we seek commitment, creativity, innovation and collaboration, in order to maximise the value of every pound of public money invested in Essex.

I would be interested in your views on this and what you think is important in working for ECC. Improving the lives of our residents should be the most important work that any of us ever do. We should be incredibly proud of our jobs and we should be intolerant of anything that gets in the way of serving the people of Essex to the best of our ability.

We have the potential to be the best council in the country.
That is what our residents deserve.

Our Organisation Strategy:

5 Principles

We have already demonstrated our capacity to deliver significant savings while maintaining satisfaction levels and improving outcomes in key services for our residents. But the social and economic challenges we face now are unlike any we have encountered before. They demand a response not just from one part of our system but from all parts. In thinking about these challenges I have worked with colleagues to develop five key principles that will help us address these issues and that will underpin our development of the organisation strategy. These principles are designed not just to make Essex County Council the best it can be, but to make Essex the best it can be – the future prosperity and wellbeing of our communities depends on getting this right.

What the principles cover

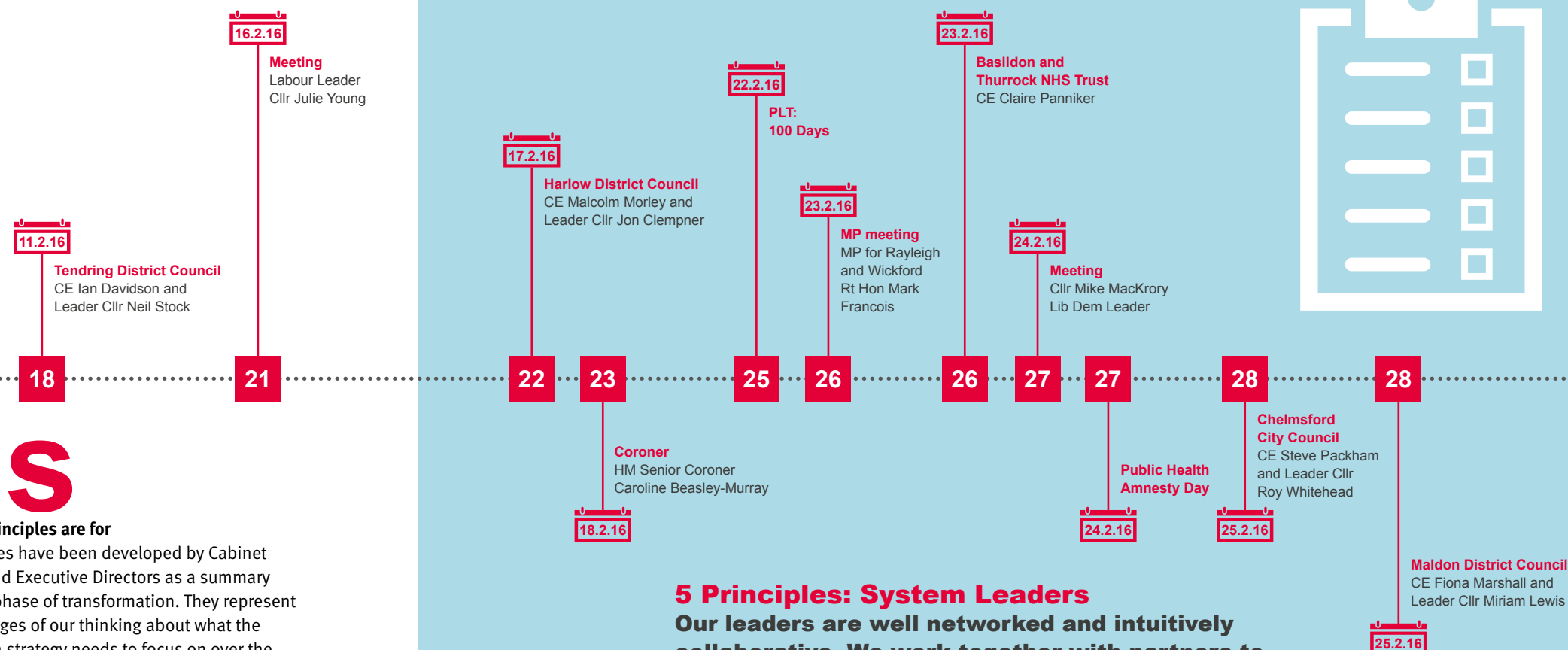
The principles address those issues that are most mission critical for Essex's wellbeing in the future. They demand new ways of thinking about our role, skills, culture and capability. The principles build on one another and are strongest taken together. They recognise that in the future we will be fully self-reliant as a Council, so we must think more imaginatively and innovatively about how we achieve outcomes. We cannot do that in isolation from our partners or the individuals and communities we serve – we must therefore focus on the whole system and our role in helping people help themselves. Technology will play an important part in enhancing our ability to do that and harnessing the long-term potential of digital technologies to transform lives is a key aspect of the principles.

What the principles are for

The principles have been developed by Cabinet Members and Executive Directors as a summary of our next phase of transformation. They represent the early stages of our thinking about what the organisation strategy needs to focus on over the next four years in order to achieve the best possible outcomes for Essex. The principles signal the need to shift our thinking and the direction of that shift. For example, moving from being a provider of services to an enabler of outcomes doesn't mean that we will cease to provide services in all parts of our business. It is possible that we will continue to always provide services to some parts of our community, particularly the most vulnerable, where that will achieve the best outcomes at the best value for money. It does mean, however, that we must do more, across all aspects of our work, to enable people to do more for themselves and our role increasingly will be to go out and collaborate with partners in the service of our communities.

How will we work with the principles

The principles represent our current state of thinking about the transformation Essex needs, in order to be successful in the future. For the principles to be really meaningful they need to make sense to you, in your part of the business, and they need to make sense to our partners in terms of their engagement with their communities. We will be sharing the principles more widely over the course of the next few months and will also start to use them to support our business planning processes, making sure they are embedded in our thinking about the future and drive, not just what we do, but how we do it. The principles are not set in stone and we will revisit them periodically. For now they are our promise to one another, to our partners and to our residents, about the approach we will take to ensure the future prosperity and wellbeing of this great county.



5 Principles: System Leaders

Our leaders are well networked and intuitively collaborative. We work together with partners to secure the “Essex we want to create” through public sector reform which results in the best outcomes for Essex and its residents.

5 Principles: Enabler

More often than not the Council is a facilitator. We add value by anticipating and, with partners, help shape the conditions for outcomes to be achieved. We empower people to support themselves and proactively influence and shape demand.

5 Principles: Digital Leader

We embrace digital first at every opportunity either via direct service delivery or through partners. All interactions are optimised for a fast, accessible, user-friendly, inclusive and reliable digital experience.

5 Principles: Collaborative

By default we collaborate with our partners, communities and residents, jointly designing the best solutions with them and being accountable to maximise the value for Essex people.

5 Principles: Self Sustaining

Having an innovative, commercial and entrepreneurial culture across the whole organisation, the Council is financially self-sustaining. We drive efficiency and create profitable income to enable investment in services for Essex residents.

What needs to change to make this happen

Throughout my 100 Days I have been focused on what we need to do to make a real difference to the lives of the people of Essex.



My job is to ensure that the organisation lines up behind you to make that as easy as possible. So this report is not about a set of public facing initiatives but it is about addressing those things that make your ability to serve our people as easy as possible.

Focus on what matters

The ability to focus on and prioritise the things that matter most to our residents and communities is a key strategic capability. Most organisations struggle to prioritise because prioritisation means making choices between competing goods. But without a clear set of priorities it is impossible for any of us to connect up what we are doing today with what we need to achieve tomorrow.

“Strategy is at least as much about what an organisation does not do as it is about what it does”

**Richard Rumelt,
Good Strategy/
Bad Strategy**



Organisations will tend to devote plenty of time to their near-term concerns and not enough time to their long-term challenges. We will not solve the housing and infrastructure needs of our communities or the challenges of an ageing population in the course of one electoral cycle. We will not be able to transform the life chances of disadvantaged young people during a single budgeting period. And we will not be able to reshape our investment profile to support early intervention and prevention in the course of a single corporate planning round. Long-term systemic challenges demand a consistent, sustained and relentless focus on the things that will really make a difference to the future of our communities. And our performance and planning frameworks need to help us join up our day to day activities to our political and financial planning cycles and to the enduring needs of our communities.

To support our ability to plan for the long-term, during this 100 days I have:

- Put in place a process for developing a new business plan and business planning approach to make clearer the golden thread that runs from our long-term Vision to the work that individual employees do on a daily basis
- Introduced a single template for all board meetings, decisions and briefings
- Audited our existing priorities with a view to simplifying and clarifying to provide more focus to our activity
- Initiated work on the development of an Organisation Strategy which will set out how we will work and what we will be seeking to achieve over the next four years
- Started thinking about a Vision for Essex as a place over the next 10-15 years and how we get there
- Started to simplify the project support we provide to transformation activity
- Streamlined our investment decision process so responsibility rests with a single Investment Board.

An agile structure fit for the future

Structure follows on from being clear about why we exist, what we are trying to achieve and how we will do that. I have started the process of reviewing how we are organised to support our strategic ambitions. I am keen to undertake the structural changes to the organisation as quickly as possible. I do think some change is necessary. You have told me that some of our structure doesn't support our ambition to be an agile and adaptive organisation – I will be seeking to address that and will be publishing proposals for how we change the top two layers of the organisation in the next month or so.

To support our ability to think carefully about what our future structure should look like, during this 100 days I have:

- Undertaken a review of what commissioning means to ECC
- Published as part of this report five operational principles that will drive our direction of travel for the future
- Started to develop our long-term strategy to ensure the structure of the organisation aligns with our future direction of travel and what we are trying to achieve.

Three builders are asked what they do...

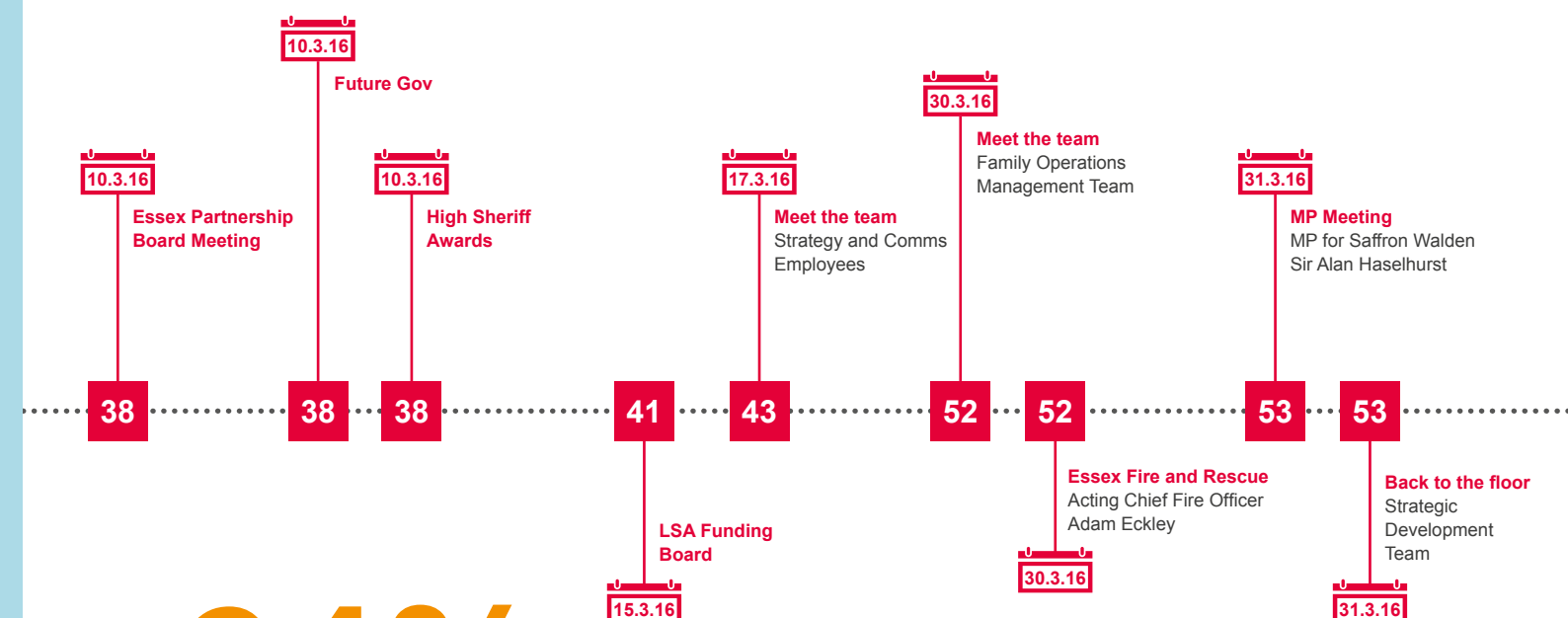
The first says, “I make bricks”.

The second says, “I make walls”.

The third says, “I make *cathedrals*”.

“Culture precedes positive results. It doesn’t get tacked on as an afterthought on your way to the Victory stand. Champions behave like champions before they’re champions; they have a winning standard of performance before they’re winners”

Bill Walsh,
American football coach of
the San Francisco 49ers



64% of us say we are proud to work for the County Council. **THAT IS PRETTY GOOD BUT WE ASPIRE TO BETTER.**

A dynamic organisational culture

Culture is our greatest asset. There are many different ways to describe it. At its simplest, culture is expressed through:

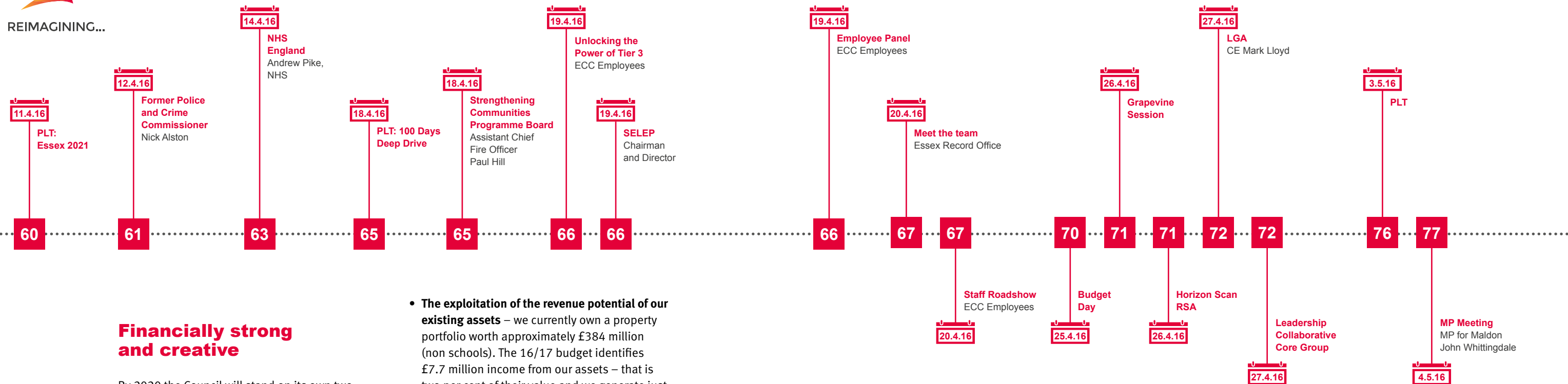
- Our mind-set – are we constantly and consistently pushing against the boundaries of what is possible?
- Our way of working – are we an organisation that values process or product?
- Our commitment – will ECC always do its best for our residents and communities however difficult that may be?

Sixty-four per cent of us say we are proud to work for the County Council. That is pretty good. It is an improvement on last year and it is close to the benchmark for local authorities. But I want all of us to be proud to work here. We have the opportunity and the responsibility to change people’s lives – we should be incredibly proud of our work.

In thinking about culture I am very conscious of the huge amount of change that confronts our organisation. The management of change is an opportunity both to build and to demonstrate our culture. In my first 100 days I have heard many people from all parts of the organisation say that we don’t manage change as well as we might, that we are not as open or transparent as we could be and that our change agenda is held tightly at the centre of the organisation. I want that to end.

As part of this 100 Day Plan I am inviting you to come forward and volunteer to drive our change activity. I am creating a new change network drawn from volunteers across the organisation who are passionate about being the change the County Council needs to make. No longer will it be possible to say that change is something that is done by one part of the organisation to others or by one layer of the organisation to others. Collectively we are the organisation and together we will shape its future.

I have also initiated work on the development of a workforce strategy. Our employees are our single most important asset in achieving outcomes. The workforce strategy will clearly define how we will build the capability, skills and culture we need for the future and will also demonstrate the progress we are making across these dimensions.



Financially strong and creative

By 2020 the Council will stand on its own two feet financially. We will no longer be supported by government and all of the revenue to pay for services will be derived from local sources. This is a significant change. I welcome the opportunity it creates for us to be masters of our own destiny but also recognise the challenges it poses.

Despite the significant reductions in funding of the last few years, we are in a relatively strong financial position. Our last two phases of transformation have saved over £500 million and we have much more capacity to borrow to invest for future savings than virtually any other County Council in the country.

But the pressures on finances will continue to grow. We cannot carry on down our current path. We need to think differently and more entrepreneurially about how we use our money to solve the problems of tomorrow. Now is absolutely the right time to do that.

That is why during my first 100 days, we have started to explore:

- **Work on a residents' deal** – to ensure we are making best use of fees and charges in support of all residents.
- **The use of our capital to drive down revenue costs** – there are opportunities to address the pressures on our revenue budgets by thinking more creatively about how we use capital investment, particularly for our most vulnerable residents, providing better outcomes at lower long-term cost.

- **The exploitation of the revenue potential of our existing assets** – we currently own a property portfolio worth approximately £384 million (non schools). The 16/17 budget identifies £7.7 million income from our assets – that is two per cent of their value and we generate just £250,000 income a year from our commercial property. To date our management of assets has been in the service of operational needs. We need to change our mindset to recognise the commercial potential of our assets.
- **The extension of our traded strategy** – the 16/17 budget sets a target of £7 million of trading profit which is a modest growth on previous years. Given the radical change propositions that we are pursuing in other parts of our business and the focus we are placing on more commercially-minded approaches to what we do, we need to extend the approach to traded services even further and extend to new areas as appropriate.
- **New funding mechanisms** – Essex was an early pioneer of alternative funding mechanisms to support core service delivery – we were the first local authority in the country to negotiate a social impact bond for children on the edge of care, for interventions funded by third party investors. I am keen that we build on this tradition of innovation and explore the opportunities that exist to bring in new sources of external funding to support the achievement of our key priorities.
- **Exploratory work to investigate the potential to establish a multi-million pound Property Investment Fund.** Such a fund would not only generate income to reinvest in frontline services but also enable ECC to invest in assets that would drive economic growth in the county and support the prosperity of the local economy, benefiting local communities and taxpayers.

Entrepreneurial mind-set

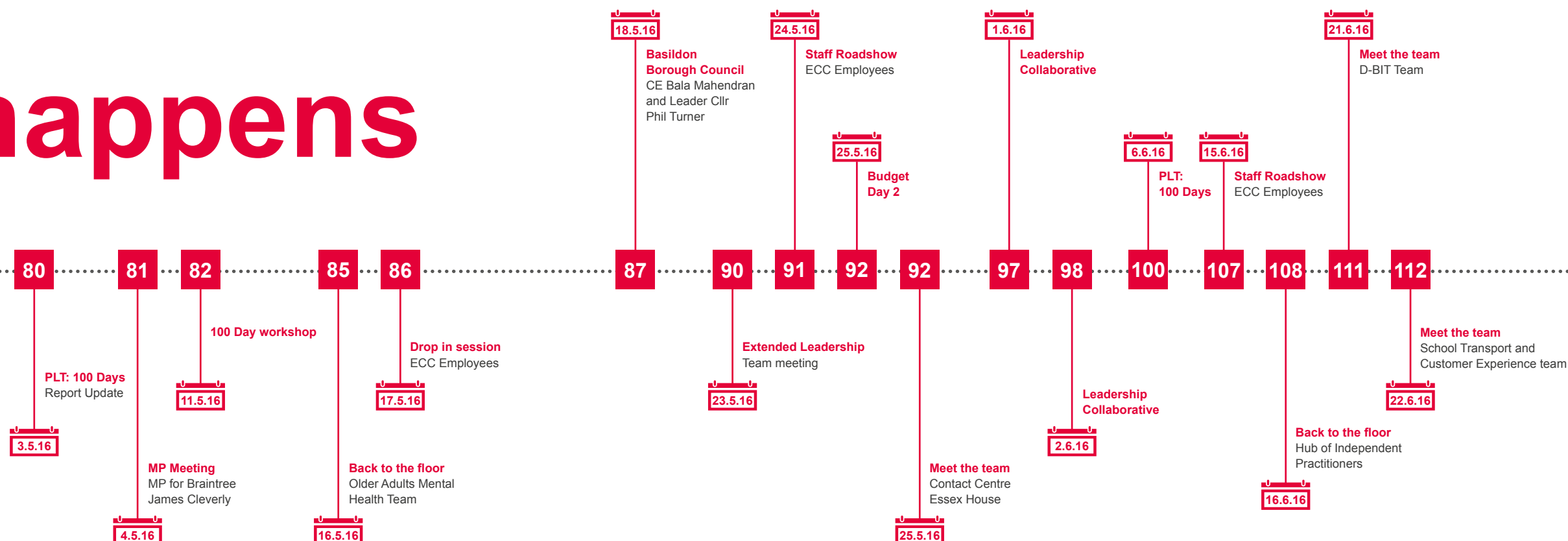
Essex people are proud of their entrepreneurial spirit. When the chips are down, they roll their sleeves up and make things happen. We must do the same. The old solutions won't address the new problems. We need to think differently about our role and what we are best placed to do to secure the outcomes our residents deserve. In doing that we need a mind-set that sees through problems to opportunities. We should also recognise that we don't have all the answers. And that that's fine. We don't care where the great ideas come from. They are as likely to come from our communities and from our partners as they are to come from us. Our job is to be bold in backing fresh thinking and innovative ideas that will improve the lives of our residents. If we do that, we can't always be sure we will get it right. But if we don't do that, we can be certain we will always get it wrong.

Finally, ambition

The greatest constraint we face is not one that comes from outside but one that comes from within; our own ambition for Essex and its people. I want us to know no limits to our thinking about what is possible for Essex and its communities. We should constantly be pushing at the boundaries of what is possible, it is only by doing that that we can change lives. No one in Essex will ever be criticised for showing too much ambition for its people and places.

“The tragedy of life is often not in our failure, but rather in our complacency; not in our doing too much, but rather in our doing too little; not in our living above our ability, but rather in our living below our capacities” Benjamin E. Mays

What happens next...



The 100 days are over. I have gained a fascinating insight into Essex, the County Council, our partners, residents and you. I have been impressed by the commitment I have seen, by the work you are doing with colleagues and by the can-do spirit of Essex which is prepared to roll up its sleeves and get on with the hard work of getting things done.

I have heard about many examples of excellent practice across all of the areas that I think are important to our future.

If I have asked about systems leadership you have told me about our community budget leadership, our Family Solutions work, the Gypsy and Traveller Unit (which we worked with many partners to deliver – saving money, improving outcomes for one of our most disadvantaged communities and improving the lives of Essex residents).

If I have asked about digital leadership you have told me about the risk stratification work you are doing on Public Service Reform, about the iMatter project, using technology to put new mums in touch with new mums – recognising that family, friends and peers, not public services, are the best support system – and about Total Transport, a digital platform to increase choice for residents in rural areas who might otherwise be isolated.

On collaboration you told me about the Leadership Collaborative we are putting in place across public services in Essex – an initiative that goes further than anywhere else in the country in actively building a culture of joined-up public service leadership – or you have pointed to the pre-birth to 19 integrated support activity – recognising that collaboration should be not just with other public service professionals but most importantly with the people we are here to serve. I could go on, there are many, many examples I have come across not just of good work, but work that is genuinely breaking new ground for public services nationally.

This report is a starting point not an end point. It signals a significant agenda that will be taken forward as part of our normal business processes. It is now time to move on and focus on the challenges that await us. We should do that with the confidence that comes from having a track record of delivery behind us, a clear pathway ahead of us and a strong sense of purpose.

The 100 days are over. But our journey continues. Together we will make Essex the best local authority in the country. A Council the people of Essex deserve.

Thank you

Ambassadors

I want to thank the many people who have given up their time to share with me their thoughts and experiences of working in Essex and for Essex County Council. Ninety per cent of the people who work for the County Council also live in Essex. We are Essex as much as the people we serve. I want all of us to feel proud about working for one of the best public service organisations in the country. And I want you to talk to your family, friends and neighbours about the great work that we do and bring the insights you get from those conversations back into your work.

I want us all to be ambassadors for Essex and the County Council.

I particularly want to thank those of you who took the trouble to write into my 100 Days mailbox or who posted a comment on Yammer and whose very thoughtful comments have informed my thinking. Thank you to...

Sharon Smith | Phil Martin | Liz Ridler | Paul Crick | Tom Heenan | Philipp Friemann | Le Ho-Everiste | Tina French | Susan Cooper | Karen Wilson | Debbie Knopp | Glenn Yates | Joshua Resoun | Jonathan Cuthbertson | Julie Hook | Louise Layton-Joyce | Mohit Farmah | Jane Barber | Danny Stanesby | Michael Gardiner | Peter Davies | Amy Hamilton | Liz Martlew | Katy Chambers | Melanie Evans | Kim Gisby | Peter Cook | Steve Lynch | Graham Thomas | Narrell Hales | Natalie Quickenden | David Claydon | Lucy Shepherd | Hayley Skargon | Amy Hamilton | Andrea Bonner | Andy Allsopp | Angela Martin | Annette Chan | Annie Davidsen | Annmarie Ives | Ash Moorcroft | Ben Orrin | Bridget Craigen | Carla Johnson | Carole Hudson | Cecilia Ockelford | Charlotte Britton | Cheryl Arthur | Chris Simmonds | Christopher White | Colin Slater | Dan Newton | Darren Connew | David Chilvers | Dominic Lund-Conlon | Emma Douglas | Emma Sayers | Emma Wakeling | George McDonald | Gerald Price | Gill Bright | Gillian Furlong | Gordon Kerr | Heather Ancient | Helen Gilbert | Helen Jones | Henrietta Barkham | Holly Baker | Hue Hewitt | Ian Phillipson | Jackie Roberts | Jacqui Carlton | Jane Berry | Jennet Watkin | Jeremy Phillips | Jo Jacobs | Jon Phillips | Julia Cook | Katherine Crowe | Katrina Davies | Kay Asuni | Keith Grinsted | Ken Donald | Leah Prevost | Leonard Matariro | Liz Fowler | Liz Higgins | Liz Martlew | Lloyd Hastings-Dasent | Lois Cousins | Lottie Moore | Louisa Fisk | Louise John | Lucy Rose Coleman | Marina Dimopoulou | Mark Whiting | Michael O'Brien | Michael Plant | Nalini Vaidya | Nicola Cooke | Nicola Perry | Oliver Newton | Olivia Shaw | Patrick Sturch | Paul Harris | Paul Probert | Rebecka Champion | Richard Coward | Rob Huffey | Robbie Watson-Levey | Robin Harbord | Rochelle Mathieson | Sabira Ladha | Sally Rogerson | Sandra Mann | Sarah Harris | Sarah Read | Sarah-Joy Maddeaux | Scott Wright | Sharon Asplin | Shauna Jordan | Sophia Looney | Steve Peacock | Sue Cook | Suraya Casey | Susan Cooper | Tanya Kempe-Tummon | Vicky Branchett | Vicky Leech | Wendy Grafton | Will Chaney |

A note on the brand

You may have noticed that the graphic elements of this report are different to what you are used to seeing. I thought it might be helpful to set out the rationale for the new approach.

‘Reimagining...’ is the branding we are using for our next round of transformation activity (Essex 2021). It is not a rebrand of ECC and will be developed further as we develop our thinking on the next phase of transformation.

The logo is based on the seax – an iconic symbol that represents the county of Essex and is a constituent part of the Essex County Council logo. While embracing the history, the county and the association with the seax, the brand aims to create something new that can be seen as a clear evolution of the original seax symbol. This is reflective of the evolution the County Council will see as a result of the activity signalled through this report. At the heart of our future is the collaborative effort of ECC and residents, public services, businesses and the voluntary organisations of Essex. Therefore at the heart of the logo is the figure of a person, reflecting the importance of each individual in Essex. The logo is multi-faceted, contemporary and dynamic. It is comprised of several elements that work together to make a whole, much like the many elements of Essex County Council and of Essex that will come together to transform lives.

The purpose of the brand is to signal activity relating to our transformation programme. Please continue to use ECC branding for everything else.



REIMAGINING...