

Report title: Essex Organisation Strategy	
Report to: Cabinet	
Report author: Gavin Jones, Chief Executive	
Date: 20 June 2017	For: Decision
Enquiries to: Gavin Jones, Chief Executive	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1. To ask the Cabinet to recommend that the Council adopts the Essex Organisation Strategy and to articulate its development process.

2. Recommendations

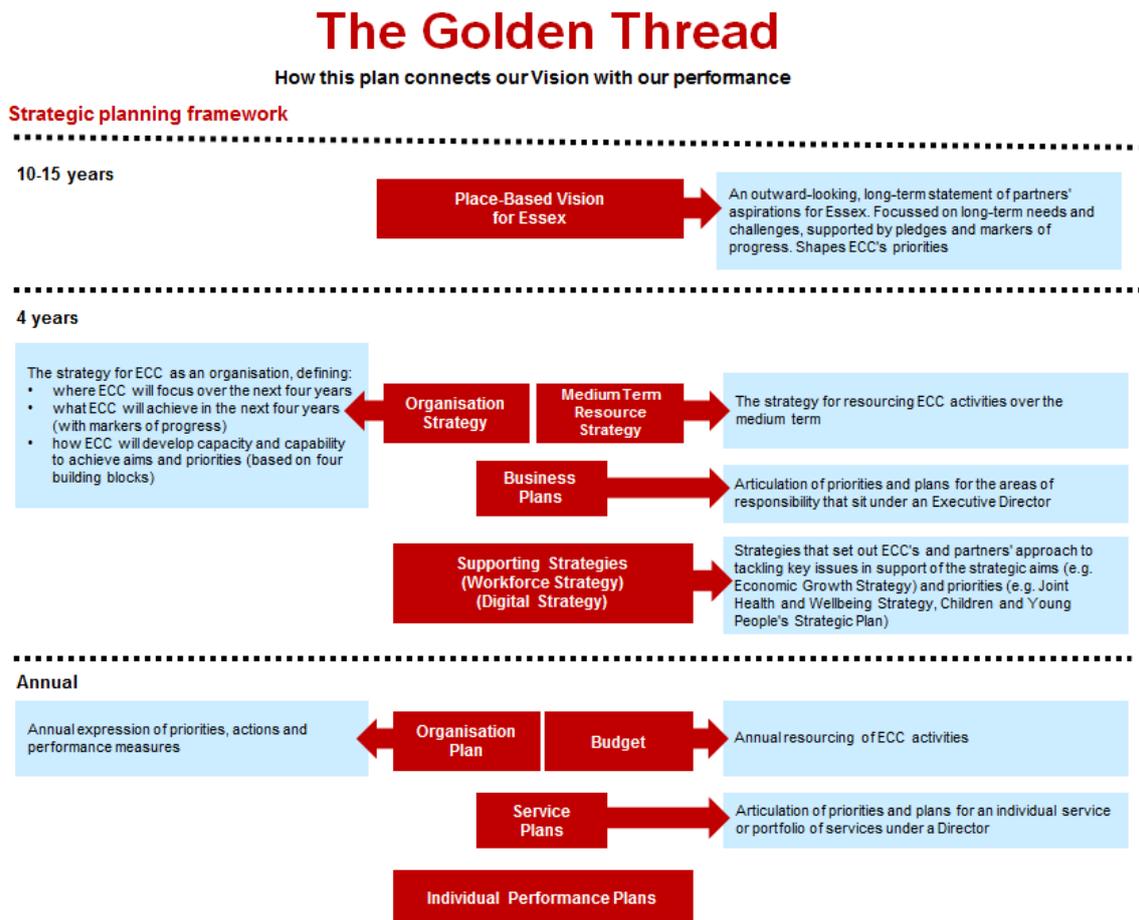
- 2.1. That the Organisation Strategy be recommended for adoption by Council in the form at Appendix 1.

3. Background and proposal

- 3.1.1. In the Chief Executive's 100 day report, it was identified that there was a need for a long-term strategy that would help the organisation to focus on and prioritise the things that matter most to our residents and communities. It was recognised that a clear set of priorities enables an organisation like the Council to plan ahead.
- 3.1.2. The types of challenges that both our residents and our organisation now face will not be solved in the short term: planning for an ageing population, moving towards a focus on early intervention and prevention, and building new homes and communities, require plans that extend beyond annual planning and budgetary cycles. The report committed to the development of a four year Organisation Strategy which would set out how the organisation would work and what it would seek to achieve over the next four years.
- 3.1.3. The Strategy was developed in parallel to discussions with partners on the development of a Vision for the county of Essex. That Vision is still in development but every effort has been made to shape the Organisation Strategy in the light of the emerging Vision for Essex. This is so that the organisation's priorities are firmly embedded in an appreciation of our long-term aspirations for the county.
- 3.1.4. The Organisation Strategy will underpin business and corporate planning and will provide a clearer strategic narrative for the whole organisation to follow and a 'golden thread' that connects our strategic priorities to the emerging

long-term Vision for Essex 2035 as well as to business and individual employee performance plans (see Figure 1).

Figure 1. The Strategic Planning Framework



3.2. Developing the Strategy

3.2.1. The Organisation Strategy is designed to:

- Define the organisation's priorities and areas of focus to inform allocation of its resources; and
- Define clear objectives and the actions needed to achieve them.

3.2.2. A wide range of people from across the organisation have played an active role in the development of the Strategy.

3.2.3. Early engagement work was focused on establishing the principles that would shape the Strategy and ensuring employees were fully engaged in its development from the outset to create a sense of ownership across the organisation.

- 3.2.4. The need for culture change, the importance of digital, innovation and collaborative working across the organisation were all identified at this stage as key to transforming the Council, improving outcomes for residents and managing significant budget pressures.
- 3.2.5. A series of workshops were held at the end of last year that were attended by around 300 employees to consider what issues and challenges residents of Essex were facing and what should be done to address them. These sessions were supported with insight and analysis on six themes that included both social, environmental and financial issues and data.
- 3.2.6. The outputs of these workshops were used to inform the drafting of the Strategy. Key Officers and Councillors have been given regular updates for input and review.
- 3.2.7. In addition to this, all Members were invited to attend a Scrutiny Committee meeting to engage in the development of the strategy and to review the final draft ahead of the Cabinet Meeting.

3.3. The Essex Organisation Strategy: Content and Structure

- 3.3.1. The Organisation Strategy clarifies our objectives. It sets out what we should achieve and how we should achieve it over the next four years. It connects the emerging 20 year Essex-wide vision, through our four strategic aims for ECC, to guide functional leadership teams' four year business plans. Activity in the business plans will be brought together each year in the Organisation Plan in order to create a policy context for the budgeting process.
- 3.3.2. The main audience for the document is ECC councillors and employees, although it will also be published more widely.
- 3.3.3. The four strategic aims are:
- Enable inclusive economic growth
 - Help people to get the best start and age well
 - Help to create great places to grow up, live and work
 - Transform the Council to achieve more with less
- 3.3.4. Under the four main aims sit 12 strategic priorities; down from the 40 in the previous commissioning strategies. Figure 2 provides more detail on these priorities.

Figure 2 – The Organisation Strategy on a page



3.3.5. The Strategy supports our business needs and new organisation design principles. In addition to supporting prioritisation, the Strategy helps ECC save money. About half the activities that make up the Strategy are directly tied to either reducing expenditure or increasing income.

3.3.6. It also promotes collaboration – there is a strong focus on working better with partner organisations, and the Strategy is also framed to support our ambition to join up our activity across ECC.

3.3.7. It also recognises that the role of the County Council is changing and that we need to put a greater emphasis on digital transformation to build new relationships with our communities and to help them, where appropriate, to help themselves.

4. Next steps, success measures and business planning

4.1.1. Measurable ambitions for the strategic aims and priorities in the Strategy will be developed over the summer, in parallel to the development of the Medium Term Resources Strategy and budget, and included as part of the scheduled

review and refresh of the Strategy that forms part of the overall business planning process. A schedule for this is included in appendix two.

- 4.1.2. Cabinet is asked to recommend that the full Council adopts the Strategy at its meeting on 11 July 2017 in line with the approval process in the Council's Constitution.

5. Issues for consideration

None

5.1 Financial implications

The Organisation Strategy provides the framework for setting the budget. Delivery of the Strategy will therefore be set out clearly each year within the budget presented to Council in February and within the constraints of the resources available.

5.2 Legal implications

The adoption of the Strategy by full Council means that neither Cabinet nor Cabinet Members – nor officers acting on their behalf – are able to take a decision which is contrary to the Strategy – any proposed decision contrary to the Strategy would take effect as a recommendation, leaving full Council to make the decision.

6.0 Equality and Diversity implications

- 6.1 The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not.
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

- 6.2 The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for (b) or (c) although it is relevant for (a).

- 6.3 Although the equality impact assessment indicates that the vast majority of impact is likely to be positive, it is too early to assess the overall impact of proposals in this report as individual equality impact assessments will need to be undertaken as project proposals to deliver the strategic aims set out within the Strategy begin to develop.

6.4 The overall aim of the Strategy is to improve outcomes for the residents of Essex. The intention of the Strategy is to develop the resilience of communities, improve health outcomes, give residents the best start in life and foster inclusive economic growth across Essex - growth that will benefit everybody. Whilst it is intended that all Essex residents will benefit from the general principles of the Strategy, individual equality impact assessments will be needed on significant decisions under the Strategy to determine whether any adverse impact on protected characteristics exists and, if so, whether it will need to be mitigated against.

6. List of appendices

1. Draft Essex Organisation Strategy
2. Strategic Planning Cycle
3. Equality Impact Assessment

7. List of Background papers

- 100 days report
- Horizon scanning trend analysis
- Medium Term Resources Strategy

Appendix One – Draft Essex Organisation Strategy

Essex Organisation Strategy

2017-21

Foreword

This document sets out Essex County Council's Organisation Strategy for the four year period 2017-21.

Essex is a great county, from metropolitan towns inside the M25 to coastal villages looking out to Suffolk. We have vibrant urban centres, international ports and airports, universities and world class firms, alongside beautiful rural countryside and the longest coastline in England.

At Essex County Council we are passionate about better lives for people in Essex. We believe prosperity is the best route to achieve that - so people can help each other, and themselves. We are also ready to step in - to protect vulnerable children, to help care for older people, and to support our economy to flourish.

As a public body it is important that we spend taxpayers' money wisely, on the issues that matter to our residents. To offset reductions in government funding, we must constantly manage demand, reshape and reimagine services and look for opportunities to generate income. It is also important that we work tirelessly to secure investment into the county that can help make Essex an even better place to live and work.

Our role is changing. The digital revolution opens up new opportunities for how services are delivered and how residents access information and choices. Increasingly our job is to create opportunities for people and communities to choose and act themselves, rather than to simply deliver services over which the public has no say.

This Organisation Strategy sets out our areas of focus over the next four years. It articulates how we will achieve better outcomes for Essex and secure the ambitions set out in the Vision for Essex.

To do that, we will need to change the way we work as an organisation. Our ambition, at the end of this period is for Essex to be the best local authority in the country – because that is what the people of Essex deserve.



Cllr David Finch, Leader



Gavin Jones, Chief Executive

Essex Organisation Strategy

Our Strategic Aims

Enable inclusive economic growth

Help people get the best start and age well

Help create great places to grow up, live and work

Transform the council to achieve more with less

Our Strategic Priorities

1. Help people in Essex to prosper by increasing their skills
2. Enable Essex to attract and grow large firms in high growth industries
3. Target economic development to areas of opportunity

1. Help keep vulnerable children safer and enable to them fulfill their potential
2. Enable more vulnerable adults to live independent of social care
3. Improve the health of people in Essex

1. Help to secure stronger, safer and more neighbourly communities
2. Help secure sustainable development and protect the environment
3. Facilitate growing communities and new homes

1. Limit cost and drive growth in revenue
2. Develop our people's capability, performance and engagement
3. Re-imagine how residents' needs can be met in a digital world

Our Organisational Building Blocks

Our people are our most important asset. We will be demanding a lot from our employees over the next few years as we shift the culture and have the best employees in local government.

Our transformation will be underpinned by securing the benefits of **digital approaches** to service & outcome improvements. We will use digital to rethink current provision and fundamentally re-imagine what we do and how we do it.

Commissioning is a key capability for the organisation. Our redesign process has focused on ensuring that commissioning as a capability is built in to our DNA.

ECC is embedded in one of the most complex public policy systems in the country. We have a large number of **partners** who are critical to our ability to secure key outcomes.

Strategic Aim - Enable Inclusive Economic Growth

Faster economic growth will improve not only the living standards of people in Essex but also their health and wellbeing, opportunities and life chances. Securing economic prosperity is the best means of helping people help themselves; and an inclusive economy is one where the benefits of growth are shared by all. In 2015 Essex contributed over £31bn to the national economy, and has international gateways in Stansted and Southend Airports and Harwich Port as well as major economic engines in Chelmsford City, Harlow, Basildon, and Colchester. We host some of the world's best companies, creating world-leading technologies including Raytheon, E2V and Arrow as well as being the best place in the UK to start a new business with an average of 235 start-ups for each £1bn of GVA (gross value added) – a rate that is higher than London's.

We also have a strong SME market and Essex is well-known as one of the most entrepreneurial counties in the UK. However, we must strive to grow our economy in order to meet the aspirations and aims of the future. We have had a growth rate of 0.9% a year over the last decade and while growth is good this currently sits below the UK average. The gap between our wealthiest and most deprived places is too wide, with economic inactivity remaining particularly high in Tendring (26.5%) and Maldon (25.1%) compared to Essex as a whole (19.8%). Ninety-four per cent of schools in Essex have an Ofsted rating of 'good' or 'outstanding' and progress has been made in raising qualification levels, but only 29% of residents have at least a level 4 qualification compared to 37% for the rest of the UK. We are working with our education colleagues to ensure this level is increased and opportunities in growth sectors are offered, particularly in the digital economy, STEM and Care. Longer term the lack of appropriate skills for a digitally driven economy will only widen this gap. Already we are seeing how the internet is changing industries; delivering a new type of competition, which provides both opportunities and challenges to the jobs market. Over the next 20 years it is estimated that artificial intelligence will take 35% of existing jobs leading to a longer term impact on the job market.

There is enormous untapped opportunity in the economy of Essex and an entrepreneurial spirit that is hard-wired in to our DNA – which is why we can be confident in asserting an overarching ambition not only to accelerate the pace of growth in the economy compared to similar areas but also to ensure that the growth we do achieve benefits local people and places.

Strategic Priorities

We have set three Strategic Priorities for this strategic aim: increasing skills levels; attracting large firms in high growth industries; and targeting economic growth to areas of opportunity.

1. Helping people in Essex to prosper by increasing their skills

While the number of well qualified people in Essex has increased, the workforce is less well qualified than the UK as a whole, and there is a mismatch between the courses offered to learners after the age of 16, and the skills our employers need, especially in the growing technology sector.

2. Enabling Essex to attract and grow large firms in high growth industries

We need to attract larger firms based here, given the size of our economy, and not enough firms in the sectors that are growing fastest nationally. Many of our roads are congested at rush hour and commuters to London travel on crowded trains, making some people in Essex wary of further development.

3. Targeting economic development to areas of opportunity

Essex has significant untapped economic potential compared to the rest of the South East. We need to focus our economic activity on those areas with significant development opportunities whilst at the same time making sure that we secure the benefits of economic growth for local people.

Strategic Aim - Enable Inclusive Economic Growth

Priority One	To do this we will:
Help people in Essex prosper by increasing their skills	1. Offer children good economic prospects, by providing an outstanding education in Essex, in particular for disadvantaged children and in lower performing places
	2. Improve the skills of young people and adults in occupations Essex firms require, by ensuring skills providers reflect local employers' needs now and in the future
	3. Raise the aspirations of young people for careers in growth sectors by ensuring better career information, advice and guidance is available to them
Priority Two	To do this we will:
Enable Essex to attract and grow large firms in high growth industries	1. Attract new large firms, and improve Essex's reputation beyond the county by providing an outstanding investment offer
	2. Enable Essex firms in high-growth sectors to consolidate and expand, by providing advice and increasing business space
	3. Support trade, by better connecting key economic centres, especially along major transport corridors, and helping people to travel by public transport, bike and on foot
	4. Increase the number of businesses with access to good broadband by rolling out the broad band programme
Priority Three	To do this we will:
Target economic development to areas of opportunity	1. Optimise the potential for economic growth, by targeting places with strong development opportunities
	2. Optimise the benefit of economic growth for Essex residents, by linking new investment to areas with lower employment
	3. Deliver economic growth in partnership, by building strong relationships with partners in opportunity areas

Strategic Aim - Helping people get the Best Start and Age Well

Essex County Council has a critical role to safeguard and support the most vulnerable people in the county. Our focus is on ensuring that children get the best start in life, and that everyone can enjoy health and well-being and is enabled to fulfil their potential.

One fifth of Essex's population (20%) is over 65 and this is projected to increase to almost one third (32%) by 2030. With demand for services growing faster than income, especially in adult social care, we need to help people to help themselves and make the best choices. We will work with communities and the NHS to achieve this change. Technology offers significant opportunities for residents to manage their own care more effectively. From monitoring at home, to online social networks facilitating care support, ECC and partners will ensure that services are designed to always take advantage of the benefits technology brings.

Essex County Council also has a critical role to play in safeguarding and supporting the most vulnerable people in the county and currently supports over 6,500 children and young people, including 1,000 who are in care and 17,000 adults with social care needs. We want to ensure that the most vulnerable children and young people are supported to have every opportunity of achieving the same social, educational, health and economic outcomes as their peers.

While the overall life expectancy in Essex for both men and women is higher than the England average, there is a significant gap (7.2 years for men and 5.5 years for women) between our wealthiest and most deprived places. Our focus is on ensuring that everyone can enjoy health and well-being and is able to prosper.

We will never compromise on our paramount responsibilities to keep vulnerable children safer and enable them to fulfil their full potential and to ensure that as people enter old age they can live the lives that they choose for themselves.

Strategic Priorities

We have set three Strategic Priorities for this strategic aim: keeping vulnerable children safer and helping them to fulfil their potential; enabling vulnerable adults to live independent of social care; improving the health of the people of Essex.

1. Help keep vulnerable children safer and enable them to fulfill their potential

The council's innovative approach has helped make it safer for children to live at home, reducing the number of children who live in care. We face new challenges that include dealing with sexual exploitation and gangs but it is our priority to improve outcomes for the most vulnerable children, young people and families in Essex.

2. Enable more vulnerable adults to live independent of social care

Essex has a growing and ageing population and demand for care is growing. But 13% of over 65s are in work and this figure is increasing. Satisfaction with adult social care is rising but is lower than our peers.

3. Improve the health of the population

Life expectancy is higher than national averages but varies by geography and is lower for vulnerable and socially excluded groups due to deprivation. Lifestyle choices can exacerbate these inequalities. Avoidable deaths from heart disease and mental health remain key issues. Obesity, diabetes and dementia are growing problems.

Strategic Aim - Helping people get the Best Start and Age Well

Priority One	To do this we will:
<p>Help keep vulnerable children safer and enable them to fulfill their potential</p>	<p>1. Protect the most vulnerable - including through tackling sexual exploitation, domestic abuse, youth violence and e-safety - by strengthening safeguarding across the children’s partnership and putting things right when they go wrong</p>
	<p>2. Close the gap in outcomes for the most vulnerable children, young people and families by improving school attendance and attainment, embedding national programmes of reform and increasing access to preventive health care as well as support for emotional well-being and mental health</p>
	<p>3. Build resilience by providing practical advice that enables children, young people and families to make positive choices and resolve their own difficulties before accessing services</p>
	<p>4. Achieve better outcomes by innovating, collaborating with partners and using our resources efficiently to increase our collective focus on the needs of young people through early help and the mobilisation of community assets, and an increased focus on young people’s needs through the Community Grant Programme</p>
	<p>5. Help children, young people and families achieve better outcomes by developing a well-trained and supported workforce across the system, with the right culture and capability to deliver effective interventions.</p>
Priority Two	To do this we will:
<p>Enable more vulnerable adults to live independent of social care</p>	<p>1. Reduce the need for hospital admissions or formal care services, by delivering community based solutions</p>
	<p>2. Support elderly people and those with learning disabilities to live independently by working with the market and community to make sure there are high quality solutions available and providing extra care where needed</p>
	<p>3. Fully engage service users and carers in the design and delivery of our support offer, by coproducing it with them where possible</p>
	<p>4. Support people to support themselves, where appropriate, by innovating, including through digital and community solutions</p>
	<p>5. Ensure that people can plan for, source and pay for their care, by accessing information and digital infrastructure</p>

Priority Three	To do this we will:
Improve the health of people in Essex	1. Reduce health inequalities and improve levels of health, by reducing economic inequality between more affluent and deprived communities
	2. Give all children the best chance of an outstanding education, by offering targeted parenting and school readiness initiatives
	3. Enable people to make healthier choices, by facilitating community programmes and enabling access to good, appropriate health and dental care services for children in care
	4. Improve mental health and the life chances of people with mental health issues, by prevention, early intervention and enabling better lifestyle choices, social inclusion and economic opportunities
	5. Help people live longer, by ensuring that targeted health checks and health programmes are available to those most at risk of heart disease, stroke and diabetes

Strategic Aim - Helping to create great places to grow up, live and work

Essex is a county of immense contrasts with a combination of rural, urban and coastal communities. It has a total population of 1.44 million and a series of large urban settlements, however, at almost 1,500 square miles in size, almost three quarters (72%) of the county is considered to be rural. Over a third of the population in Essex (36%) call these rural areas home. Residents enjoy a high quality of life in the county and 82% have indicated that they are either ‘very satisfied’ or ‘fairly satisfied’ with their local area. But they are also concerned about the pace of change and the character of development that the county will need to accommodate – 136,000 new homes over the next twenty years - and don’t want to see the characteristics of the county that they cherish compromised by these changes. Great places are the products of their people and communities, supported by good public services and private enterprise. City, district and borough councils, and the emergency services in Essex, have important roles to play in shaping our communities as places to live. But we are also keen to work with the thousands of voluntary and community groups we have across Essex to make sure that they can continue to play a key role in supporting the communities they serve.

People live their lives in places. We recognise the key role we have to play in ensuring that our communities are safe, neighbourly, and linked to opportunities. That is why, in addressing our housing challenge, our key concern is the quality of the communities that will be created, not just the number of houses that will be built – ensuring that house building is led by the needs of the economy and always supported by the provision of social infrastructure.

Strategic Priorities

We have set three Strategic Priorities for this strategic aim: helping to secure stronger, safer and more neighbourly communities; helping to secure sustainable development; and protecting the environment.

1. Helping to secure stronger, safer and more neighbourly communities

Individuals, families and communities are the best guardians of their own interests. Where it is appropriate to do so, we should support communities to help themselves by seeking to foster and build community capacity and capability. But we also recognise that there are times when public services need to step in – we will continue to work with communities and partners to address crime and the fear of crime.

2. Helping to secure sustainable development and protect the environment

Essex is 72% rural with 350 miles of coastline. Resident satisfaction with Essex as a place to live is high. Housing growth needs to be linked to economic growth and supported by appropriate infrastructure to ensure jobs are available and communities are sustainable. Essex also has areas of flood risk that need protecting.

3. Facilitating growing communities and new homes

Essex's residents recognise the importance of high quality homes. As a county, we need a flexible housing market that reflects changing needs and affordability at various stages of life. At the same time our residents value the diversity of the county's landscape and question what the consequences of housing growth will do to the county they love. Essex will need to build 136,000 new homes over the next 20 years. That is an increase of 24% on the existing housing stock. We are committed to facilitating that housing growth and we will do so, working with partners, in such a way that the characteristics of the county that we cherish are protected and enhanced not undermined. We are not just building new homes, we are building communities.

Strategic Aim - Helping to create great places to grow up, live and work

Priority One	To do this we will:
Help to secure stronger, safer and more neighbourly communities	1. Realise the strength of our communities, by enabling residents to develop their independence
	2. Enable local communities to identify their own local issues and tackle them, by using their own assets
	3. Improve the well-being of residents, by working with the voluntary and community sector to address local social issues
	4. Make communities in Essex safer, in particular for our most vulnerable residents, by working collaboratively with partners
	5. Address discrimination wherever we find it, by taking action to tackle the root causes of disadvantage across Essex

Priority Two	To do this we will:
Help to secure sustainable development and protect the environment.	1. Reduce the impact of flooding, by working with local communities to increase their resilience to flooding
	2. Improve the quality of life for Essex residents, by continuing to improve our open green space and making the most of the Essex countryside for the wider benefit of all
	3. Reduce the environmental impact and cost to the taxpayer of dealing with waste, by operating efficient waste management services and working effectively with partners and communities
	4. Improve the image of the county, by enhancing our cultural offer and promoting the very best of Essex
	5. Reduce carbon emissions and energy costs for the public and businesses, by developing new strategies that promote clean growth and affordable energy
Priority Three	To do this we will:
Facilitate growing communities and new homes	1. Protect and enhance the quality of places, by promoting high quality, forward-thinking design of communities and homes
	2. Deliver new homes, by working with partners to develop new settlements on garden community principles, and releasing public land
	3. Deliver sustainable new communities, by effectively identifying and securing sufficient investment in infrastructure for new development
	4. Ensure growing communities are sustainable, by offering quality opportunities for work and leisure that people can access, alongside new homes

Strategic Aim - Transform the Council to achieve more with less

To deliver our priorities and maximise our positive contribution to the lives of people and businesses in Essex we need to continue to develop as a proactive, efficient and effective organisation.

Over the last five years we have saved £597million and during the course of this Corporate Strategy we will need to identify a further £186million through savings or income generation. Given the commitments we have made in the Strategy, that means we will need to think very differently about how we operate. We will need to be more innovative, more open to risk and risk mitigation, more entrepreneurial and more commercially-minded than ever before. But we are building on a solid platform for change. Almost three-quarters (72%) of our residents are open to new technological innovations and over half (57%) of all Essex households are prepared to contact ECC through online channels. To deliver our priorities and maximise our positive contribution to the lives of people and businesses in Essex we need to seize the opportunity that new digital technologies provide to both lower costs and improve customer experience. We are fortunate to have some of the best public employees in the country.

Just as our County is changing, so too must the organisation that serves it. We are already a long way down that path – having run local government’s largest transformation programme. But the pace will accelerate during the life of this Strategy. We will invest in our employees to make sure they can drive the transformation our communities need and we will embrace the opportunities created by new technology to make Essex County Council the leading local authority for digital transformation in the country.

Strategic Priorities

We have set three Strategic Priorities for this strategic aim: limiting cost and driving growth in revenue; developing the capability, performance and engagement of our people; re-imagining how residents’ needs can be met in a digital world.

1. Limiting cost and driving growth in revenue

During the course of this Organisation Strategy, the County Council will transition to becoming more or less fully self-financing – through Council Tax and possible changes to Business Rates retention. That means we must continue to ensure that we operate as efficiently as possible and maximise the value of every pound of taxpayers’ money that we spend whilst seeking out new opportunities to grow our income streams.

2. Developing the capability, performance and engagement of our people

We employ approximately 7500 people. They are our greatest asset. All public services are at heart people services. We are building an organisation that values doing the right thing for the people we serve above everything else. And we will continue to invest in our people to make sure they have the skills and capabilities to serve the people of Essex as they deserve.

3. Re-imagine how residents’ needs can be met in a digital world

The digital revolution is transforming the way we live our lives. Over the next decade artificial intelligence and big data will reshape the possibilities that are open to us. Right now we are living through an age when products are dissolving into services, and services are being recreated on shared platforms. We must reimagine our role and the services that we enable, to better meet people’s needs and expectations in the internet age.

Strategic Aim - Transform the Council to achieve more with less

Priority One	To do this we will:
Limit cost and drive growth in revenue	1. Maximise income for us and the districts, by facilitating appropriate housing and business growth to create sustainable communities
	2. Optimise revenue from services, by charging appropriately and realising commercial benefit
	3. Drive out inefficiency, by reducing costs, increasing productivity including through lean methods and better tools for sharing, collaboration and flexible working
	4. Get maximum value out of every pound of tax payers' money spent in Essex, by working collaboratively with partners
	5. Reduce the financial burden on tax payers and enhance facilities, by the targeted use of capital investment
Priority Two	To do this we will:
Develop the capability, performance and engagement of our people	1. Promote high performance and new, effective ways of working across the organisation and with partners, by driving a shift in our culture
	2. Better understand and develop the skills and capabilities the organisation needs, by working with employees and partners in the private and community sectors
	3. Ensure everyone understands how their work contributes to the delivery of our mission and operating strategies, by engaging appropriately
	4. Enable employees to work effectively and feel valued, by providing a good working environment and fit for purpose tools
	5. Have the right people in place to meet changing requirements, by understanding the people we have and the people we need
	6. Have staff who understand the need for and deliver change, by creating a highly engaged and forward thinking workforce
Priority Three	To do this we will:
Re-imagine how residents' needs can be met in a digital world	1. Deliver successful services designed around the user, by providing appropriate access to information as an enabler
	2. Design services in collaboration with partners, driven by the needs of users
	3. Drive cheaper, better, faster service delivery, by embracing technology
	4. Use digital as the engine to drive whole system change, by building digital skills into our core capability in our workforce

Making it Happen: Building Blocks

This Organisation Strategy represents the most ambitious and comprehensive statement of our medium-term priorities that the County Council has published. It is based on a realistic assessment of where we currently are, the challenges we face, and the opportunities we must seize.

Everything we are seeking to achieve in this Organisation Strategy is built on four key building blocks and it is important that this Strategy is understood in relation to these key elements. They are covered in the Strategy – but to recap.

Building Block	Why It's Important	Key Strategy Linkage	Content	Date For Agreement
People	We are a people business. Our people are our most important asset. We will be demanding a lot from our employees over the next few years as we shift the culture in the ways described in this Strategy and it is important that we make the investment that will be required to ensure we can continue to secure the best employees in local government.	Workforce Strategy	The Workforce Strategy will transform the way in which we work, to enable us to achieve our strategic priorities. It will clearly define and prioritise our approach to building the critical people capabilities and culture the organisation needs. It will set out our framework for attracting, retaining and developing talent, and the way our people are led, engaged and deployed.	November 2017
Digital	Our transformation will be underpinned by securing the benefits of digital approaches to service and outcome improvements. We will use digital not just to rethink current provision but to fundamentally re-imagine what we do and how we do it.	Digital Strategy	The digital strategy will not only set out the areas of focus and the capabilities we will need as an organisation but also the principles that will underpin how we work. Those principles are set out below.	July 2017
Commissioning	Commissioning is a key capability for the organisation. Our redesign process has focused on ensuring that commissioning as a capability is built in to our DNA. We will not be able to secure the aspirations set out in this Strategy if we do not get right our approach to commissioning.	Re-imagining Commissioning Report	The Re-imagining Commissioning Report will help us re-think our approach to commissioning and how the organisation, with partners, can equip itself to be a truly great commissioner for the outcomes our communities need.	September 2017

Partners	ECC is not an island entire to itself. We operate in one of the most complex public policy systems in the country. We have a large number of partners who are critical to our ability to secure the outcomes set out in this Strategy. It is therefore important that we have an agreed sense of where we need to go with our key partners.	Vision	We have many strategies agreed with our partners but the one that sets out comprehensively our collective sense of long-term ambition is the Vision for Essex. The Vision for Essex sets out our long-term aspirations for the County to 2035.	September 2017
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Principles that will drive our approach to Transformation

Derived from the Government’s Digital Service and enshrined in our Digital Strategy, the following principles will drive our approach to change and service-based transformation.

Digital Principles	
Start with the user	<ul style="list-style-type: none"> • Understand user need • Make users succeed first time • Encourage everyone to use digital • Ensure a consistent online user experience • Test end to end service
Deliver agile projects	<ul style="list-style-type: none"> • Use agile methods • Have a multidisciplinary team • Iterate and improve frequently • Do ongoing research
Manage performance	<ul style="list-style-type: none"> • Identify performance indicators • Collect performance data • Report performance data • Test with Cabinet lead
Run excellent systems	<ul style="list-style-type: none"> • Use open standards and common platforms • Make all new source code open • Understand security and privacy issues • Evaluate tools and systems • Make a plan for being offline

Making it Happen: Assessing our Impact



Strategic Planning Framework and the Golden Thread

Through the publication of this Organisation Strategy we are strengthening our business planning framework. The Organisation Strategy is driven by the Vision – what is it that we, with partners, want to achieve for Essex over the long-term. Our specific contribution to that is set out in the Organisation Strategy. Each of the County Council’s functions will then plan out in detail what they will do to give effect to the commitments in our Organisation Strategy. A detailed plan will be derived from those business plans every year so that we are clear about what our key priorities are for the next twelve months. Each service might well develop its own plans setting out how it will contribute to the achievement of these key outcomes. And ultimately every individual in the organisation, through their individual performance plans, should be able to link their daily work back to the organisation’s strategic aims and priorities and ultimately to the Vision for Essex.

Measuring Success

Success statements for the Organisation Strategy are being developed through the Business Plan process alongside our medium-term resource planning. These statements will be translated in to measures and targets. On an annual basis those measures and targets will be published as part of our Organisation Plan and we will report on our success in delivering against the targets in an Annual Report.

Appendix Two – Strategic Planning Cycle

4 Year Strategic Planning Cycle				
Date	Year 1	Year 2	Year 3	Year 4
Apr	Org Strategy informally agreed and Business Plan development continues Financial expectations agreed	Business Plans annual review and refresh Financial expectations refreshed	Business Plans annual review and refresh Financial expectations refreshed	Business Plans annual review and refresh Financial expectations refreshed
May	County Elections			
Jun	New Cabinet agrees Org Strategy (including reference to existing MTRS) CMB agrees Business Plans			
Jul	New Council agrees Org Strategy setting the agreed priorities First draft of next years budget, MTRS & capital programme Organisation Plan development begins			
Aug				
Sep				Begin development of new Org Strategy which will drive Budgets from Year 2 of cycle
Oct	Business Plans half year review Service changes/savings options reviewed Updated draft Budget, MTRS & capital programme Refreshed Organisation Plan	Business Plans half year review Service changes/savings options reviewed Updated draft Budget, MTRS & capital programme Refreshed Organisation Plan	Business Plans half year review Service changes/savings options reviewed Updated draft Budget, MTRS & capital programme Refreshed Organisation Plan	Business Plans half year review Service changes/savings options reviewed Updated draft Budget, MTRS & capital programme Refreshed Organisation Plan
Nov				
Dec	Final draft Budget for next year, MTRS, capital programme & and Organisation Plan for Year 2 reviewed	Final draft Budget for next year, MTRS, capital programme & and Organisation Plan for Year 3 reviewed	Final draft Budget for next year, MTRS, capital programme & and Organisation Plan for Year 4 reviewed	Final draft Budget for next year, MTRS, capital programme & and Organisation Plan for Year 1 reviewed (based on existing Org Strategy)
Jan	Political sign off on Budget, MTRS, Capital programme and council tax agreed	Political sign off on Budget, MTRS, Capital programme and council tax agreed	Political sign off on Budget, MTRS, Capital programme and council tax agreed	Political sign off on Budget, MTRS, Capital programme and council tax agreed
Feb	Council agrees Budget, MTRS, Capital programme and Organisation Plan for Yr 2	Council agrees Budget, MTRS, Capital programme and Organisation Plan for Yr 3	Council agrees Budget, MTRS, Capital programme and Organisation Plan for Yr 4	Council agrees Budget, MTRS, Capital programme and Organisation Plan for Yr 1 (based on existing Org Strategy)
Mar	Annual Strategic Review and horizon scan on performance and issues	Annual Strategic Review and horizon scan on performance and issues	Annual Strategic Review and horizon scan on performance and issues	New Business Plans development starts

Appendix three – Equality Impact Assessment

Equality Impact Assessment

Context

- Under s.149 of the Equality Act 2010, when making decisions, Essex County Council must have regard to the Public Sector Equality Duty, i.e. have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act;
 - advancing equality of opportunity between people who share a protected characteristic and those who do not; and
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
- The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief

- sex/gender
 - sexual orientation
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
 4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
 5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy.
 6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
 7. The EqIA will be published [online](#):
 8. All **Cabinet Member Actions, Chief Officer Actions, Key Decisions and Cabinet Reports must be** accompanied by an EqIA.
 9. For further information, refer to the EqIA guidance for staff.
 10. For advice, contact:
 Shammi Jalota shammi.jalota@essex.gov.uk
 Head of Equality and Diversity
 Corporate Law & Assurance
 Tel 0330 134592 or 07740 901114

Section 1: Identifying details
Your function, service area and team: Corporate Development, Corporate Strategy, Strategy Team
If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: NA
Title of policy or decision: Essex Organisation Strategy
Officer completing the EqIA: Petra Crees Tel: 0333 013 6161 Email: petra.crees@essex.gov.uk
Date of completing the assessment: 5th June 2017

Section 2: Policy to be analysed

Is this a new policy (or decision) or a change to an existing policy, practice or project?

This is a new policy.

Describe the main aims, objectives and purpose of the policy (or decision):

The Essex Organisation Strategy sets out how the organisation will work and what it will achieve over the next four years. It defines the organisation's priorities and areas of focus.

What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)?

The outcomes are our four strategic aims:

1. Enable inclusive economic growth
2. Help people to get the best start and age well
3. Help to create great places to grow up, live and work
4. Transform the council to achieve more with less

Does or will the policy or decision affect:

- service users
- employees
- the wider community or groups of people, particularly where there are areas of known inequalities?

All of the above

Will the policy or decision influence how organisations operate?

Yes, through changing how we commission and fund service delivery with partner organisations and community and voluntary groups.

Will the policy or decision involve substantial changes in resources?

The Strategy will be used to inform resource allocation across the authority in a joined up business planning and budgetary process. This year is a transition year and a fully joined up budgetary and planning process will commence from 2018/19.

Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?

The Strategy defines the corporate outcomes for the next four years and will shape decision-making and resource allocation. Once agreed it will be used to drive Functional Business Plans owned by each of the Executive Directors, service plans and individual employee supporting success objectives in a simplified business

planning process that strengthens the golden thread through the organisation.

Other strategies that will be influenced by the Organisation Strategy are the Workforce Strategy, Digital Strategy and Re-imagining Commissioning Report.

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>The following links will provide a socio-economic analysis of the groups likely to be affected by the delivery of the Organisation Strategy. Whilst high level it is likely that one or more protected characteristics will be impacted upon during the life cycle of the Strategy concerned.</p> <ol style="list-style-type: none">1. Effective and efficient organisation2. Sowing the seeds for future success3. An unbalanced age4. Changing demand for skills5. Lifestyle related diseases6. Recurrent care7. The London effect8. Infrastructure and economic growth
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>Although individual/community groups have not been consulted in relation to the Organisation Strategy, it has been influenced by the Essex Vision which has been developed with extensive engagement with Essex residents, businesses, partner organisations and voluntary groups. This report contains detailed information on who was consulted and included young people, the voluntary sector and businesses.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary. Please include any reasonable adjustments, e.g. accessible formats, you will provide as part of the consultation process for disabled</p>

¹ Data sources within EEC. Refer to Essex Insight: <http://www.essexinsight.org.uk/mainmenu.aspx?cookieCheck=true> with links to JSNA and 2011 Census.

	<p>people:</p> <p>See 3.2 As part of the launch of the Strategy a range of accessible methods will be used for engaging with the public. For example, we will ensure that standard wording is used to encourage those with accessible needs to access the strategy according to their needs. The Strategy is a framework; decisions arising from this framework will be fully consulted on in accordance with due process.</p>
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Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Positive - Different parts of the Strategy have a specific focus on particular age groups where appropriate but the overall balance of the Strategy does not favour one age group over another. For example, there are focuses on young people in respect of safety and education, adults for skills retraining and housing and the elderly in respect of care and support.	H
Disability – learning disability	Positive – The Strategy specifically acknowledges the needs of people with learning disabilities	H
Disability – mental health issues	Positive – Mental Health needs are recognised in several places in the Strategy both specifically and generally as part of our aim to improve the health of residents in Essex.	H
Disability – physical impairment	Positive – Whilst physical impairment is not mentioned specifically, it does form part of the aims around improving health and supporting people to live independently	M
Disability – sensory impairment (visual, hearing and deafblind)	Positive – Whilst sensory impairment is not mentioned specifically, it does form part of the aims around improving health and supporting people to live independently	M

Gender/Sex	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of gender/sex	L
Gender reassignment	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of gender	L
Marriage/civil partnership	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of marriage/civil partnership	L
Pregnancy/maternity	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of pregnancy/maternity	L
Race	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of race	L
Religion/belief	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of religion/belief	L
Sexual orientation	Neutral – there is nothing in the Strategy that would impact disproportionately in respect of sexual orientation	L
Cross-cutting themes		
Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Socio-economic	Positive – the overall aim of the Strategy is to improve outcomes for the residents of Essex. It looks specifically at improving the resilience of communities, improving health outcomes and life chances/economic prospects.	H
Environmental, eg housing, transport links/rural isolation	Positive – The Strategy offers a balance between required development and protecting the environment and access to green spaces. It seeks to improve transport links and infrastructure and enable residents to move more freely around the county	H

Section 5: Conclusion			
		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.