

Report title: Leading Greater Essex (LGE) - System Challenges	
Report to: Essex Health and Wellbeing Board	
Report authors: Shammi Jalota, Head of Profession, Equalities and Partnerships	
Date: 18 May 2022	For: Consideration
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County Divisions affected: All Essex	

1 Purpose of Report

- 1.1 The report attached as an Appendix was presented and agreed by Essex Partners in March/April of this year.
- 1.2 Members are asked to consider the report in advance of the meeting, at which time will be allocated for dealing with urgent issues or questions only.

Title: Leading Greater Essex (LGE) System Challenges 2022

Author: Shammi Jalota

1. Recommendation: Essex Partners (EP) is being asked to:

- a) Agree the ten system challenges set out in the accompanying table, at Appendix 1.
- b) Acknowledge the commitment from system sponsors for their part in driving LGE for 2022 and supporting the development of future leaders.
- c) Request an update on the progress of participants against these System Challenges at a future meeting.

2. Context

1. At the 22 February meeting of Essex Partners, Partners discussed the emerging System Challenges being proposed for the 2022 Leading Greater Essex (LGE) cohort and were asked to propose specific challenges.
2. The purpose of the system challenges is to ensure that individual participants apply their learning about system change – immersing themselves in a range of complex public policy challenges. They will be working in cross-sector teams to enable concepts and tools shared in the programme to be put into practice. The challenges provide an opportunity for participants to work with other people from different parts of the system to look at an issue that one organisation alone cannot resolve in isolation.
3. The expectations of the cohort teams working on the challenges isn't to solve the issues, but to focus on what they are both learning and offering as a response to the challenges in question.
4. Over recent weeks partners have responded positively to the opportunity to shape the System Challenges for the LGE cohort with outline challenges submitted from a range of organisations.
5. Each System Challenge requires a dedicated sponsor who will act as a key point of reference for the Action Learning Sets, setting the initial context for participants and forming part of the audience for the presentation of the groups thinking around the challenges, at the end of the LGE programme.
6. To support the development of the System Challenges for 2022 a framework was created that aided Challenge Sponsors in developing a good problem statement. Something that will provoke the right type of system thinking within a real-life context. The application of this framework has supported the challenges shared in this report.

3. Proposed LGE System Challenges

In total there are nine, primary System Challenges with a tenth held in reserve should group size require it.

Essex Partners previously agreed that this year's System Challenges would be linked to Levelling-Up Essex. In terms of Levelling Up¹ we mean: - '**everyone should have the opportunity to succeed in life and fulfil their potential; and that all places and communities should be able to share this**'.

All nine of the System Challenges set out at Appendix 1 seek to support the collective ambition to Level Up Essex through a series of different, themed approaches.

A list of System Challenges for 2022 (more detail set out at Appendix 1)

1. How do we create how a long-term, system-wide approach to road safety makes Essex a safer place to live, work and travel for everyone?
2. How can we create a talent pool for Essex?
3. How can we improve health and care outcomes for Veterans across Mid and South Essex?
4. How are the Levelling Up projects going to be measured to ensure success across Greater Essex and what does success look like?
5. How could we create a long-term, system-wide approach to addressing health inequalities in our coastal communities?
6. How can anchor institutions support SMEs in their supply chain to transition to a low carbon economy and take advantage of opportunities in green growth.
7. How can anchor institutions raise awareness and embed climate action across their staff.
8. How can we better identify and mobilise the skills and capacity within the voluntary and community sector in support of crime prevention across Essex?
9. In what ways can we better listen to voices and harness community assets across North East Essex (NEE) in order to improve engagement and create a shared vision for Neighbourhoods with providers and citizens?
10. How can anchor institutions use their estates to support green infrastructure and make their buildings more resilient to climate stress such as flooding, overheating and water scarcity.

4. Process and next steps

Following agreement by Essex Partners, work will be undertaken with Challenge Sponsors to establish more detailed context and background to the proposed system challenges.

A Challenge Sponsor event will take place in April bringing together the LGE participants with system sponsors. This session provides an opportunity for Sponsors to present their challenges and for groups to ask questions and to better understand the local, County and National drivers behind their respective Challenges, before they begin to work on them.

3 Next Steps

Work around the System Challenges will commence in May through to the end of the programme in November 2022.

¹ Page 5, Essex White Paper- Levelling Up [Essex County Council Levelling-up White Paper](#)

Appendix 1 - Leading Greater LGE 2022 System Challenges

	Sponsor	Challenge
<p>1</p>	<p>Sponsor Rick Hylton, Chief Fire Officer / Chief Executive. Essex County Fire and Rescue Service</p> <p>Support Officers Andrea MacAlister, Road and Water Safety Manager – Prevention, andrea.macAlister@essex-fire.gov.uk</p> <p>Nicola Foster, Group Manager Road Safety Chairman of Safer Essex Roads Partnership, nicola.foster@essexhighways.org</p>	<p><u>Challenge</u> How do we create how a long-term, system-wide approach to road safety makes Essex a safer place to live, work and travel for everyone?</p> <p><u>Context</u> Globally, road traffic crashes cause nearly 1.3 million preventable deaths and an estimated 50 million injuries each year – making it the leading killer of children and young people worldwide. Vision Zero and the safe system approach rejects business as usual and calls on stakeholders to take a new path – one that prioritises and implements an integrated ‘Safe System’ approach that squarely positions road safety as a key driver of sustainable development. It also calls for actions that help the target of a 50% reduction in the number of road traffic deaths and serious injuries by 2030, with an aspirational target of zero road deaths by 2040.</p> <p>The Safer Essex Roads Partnership (SERP) comprises Essex County Council, Southend-on-Sea Borough Council, Thurrock Council, Essex Police, Essex Fire and Rescue Service, Highways England and Essex and Herts Air Ambulance Trust, East of England Ambulance Trust and The Safer Roads Foundation. We are a single mission organisation with a strategic aim to reduce road death and injury in Essex.</p> <p>We have a partnership programme of work in place. The work supports and complements a range of plans, including the Essex Police and Crime Plan (extension 2020-21), the Fire and Rescue Plan, and ECC’s Safer, Greener, Healthier campaign. This challenge will offer candidates the opportunity to contribute to a workstream which has environment, economical and health outcomes for the residents of Essex.</p>

<p>2</p>	<p>Sponsor Danny Hariram, Chief People Officer in MSEFT. danny.hariram@nhs.net</p> <p>Mid/South Essex Foundation Trust</p>	<p><u>Challenge</u> How can we create a talent pool for Essex?</p> <p><u>Context</u> Essex as a place to live and work is being promoted through Everyone’s Essex and other campaigns being run by ECC. This aims to level up and attract individuals and businesses to come and work in Essex. Mid and South Essex Foundation Trust (MSEFT) and other partners in health and care continue to compete for employees with London, Cambridge, and other places across the country. The offer the health and care sector can offer future employees could be enhanced by linking it in with the Essex offer. Also, various organisations are developing their own talent pools for current and future workforce.</p> <p>The ask for this project group would be to look at:</p> <ol style="list-style-type: none"> 1. The current ‘Essex offer’ and see if it is a rich offer for employees from health and care sector and identify gaps that could be developed? 2. Work with various system partners to understand how to develop a talent pool for Essex once we attract people to Essex health and care employers. This could be for wider public sector depending on how we can differentiate ourselves from other regions.
<p>3</p>	<p>Sponsor Charlotte Williams, Chief Strategy and Improvement Officer, MSEFT Charlotte.williams31@nhs.net</p> <p>Mid/South Essex Foundation Trust</p>	<p><u>Challenge</u> How can we improve health and care outcomes for Veterans across Mid and South Essex?</p> <p><u>Context</u> MSEFT has a programme of work reducing inequalities in care and using local assets to support communities that are disadvantaged due to various reasons. The MOD estimate that the population of all veterans in Essex is 68,000. In Mid and South Essex, it is estimated that c17,000 veterans are males over the age of 80 and it is estimated that c18 admissions every day to Mid and South Essex Hospitals are for male veterans within this demographic. Despite these numbers, locally, less than 1% are registered or recorded by their GP as being veterans. If they are not identified across the health and care sector, they may not have access to dedicated resources available to them resulting in poorer outcomes. Within Essex, we have assets like the Veterans and Families Institute (VFI) at Anglia Ruskin University. The ask of the project group is to identify how veteran’s outcomes can be improved by identification and signposting across the broader veteran community both in the acute trusts, community service, using evidence from ARU and in collaboration with the charitable sector.</p>

4	<p>Sponsor Anastasia Simpson, Assistant Director, Partnerships asimpson@tendingdc.gov.uk www.tendingdc.gov.uk</p> <p>Tending District Council</p>	<p>Challenge How are the Levelling Up projects going to be measured to ensure success across Greater Essex and what does success look like?</p> <p>Context Essex is a relatively affluent county, it has a £40bn economy, low unemployment and nine out of ten schools are rated as either good or outstanding. But this doesn't tell the whole story:</p> <ul style="list-style-type: none">• more than 123,000 people in Essex, (including 40,000 children), live in areas that rank amongst the most deprived 20% in England. This is a figure that has doubled since 2007.• there is a 30% gap in GCSE attainment between Essex's most and least deprived areas.• there is a 7.5-year difference in male life expectancy between Essex most and least deprived areas.• partners are committed to tackling these issues and levelling-up the county. But the drivers of inequality are systemic and subject to a range of influences, and positive changes may not be seen for a long time. <p>The ask of the project group therefore, is to identify how can we measure progress towards levelling-up Essex, developing an approach that reflects the challenges faced by communities; can give partners' early confidence that we they on the right track; and enables us to learn lessons about 'what works' in tackling local inequalities.</p>
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<p>5</p>	<p>Sponsor Prof Mariachiara Di Cesare, Professor in Population Studies and Global Health Director Institute of Public Health and Wellbeing m.dicesare@essex.ac.uk</p> <p>David O'Mahony Dean of Partnerships, Research and Professor of Law domahony@essex.ac.uk</p> <p>University of Essex</p>	<p><u>Challenge</u> How could we create a long-term, system-wide approach to addressing health inequalities in our coastal communities?</p> <p><u>Context</u> Coastal communities have some of the worst health and wellbeing outcomes in the country, with a burden of disease higher than the one observed in non-coastal communities. These communities are characterised by social, economic, and environmental factors, which have a major impact on the levels of deprivation and the health and wellbeing of the population. Higher unemployment rate, lower levels of educational attainment, an ageing population are all factors that directly and indirectly shape the physical and mental health profile of the population.</p> <p>We are looking for an approach that thinks beyond the remit of specific sectors; understand what, among what has been done so far, has not worked and why; think in solutions that are transformative more than incremental.</p> <p>We are looking to work with communities, stakeholders, providers, and other partners to change the perspective and find solutions from the community point of view.</p>
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<p>6</p>	<p>Sponsor Sam Kennedy, Director Environment & Climate Action Place and Public Health samantha.kennedy@essex.gov.uk Essex County Council</p>	<p><u>Challenge</u> How can anchor institutions support SMEs in their supply chain to transition to a low carbon economy and take advantage of opportunities in green growth.</p> <p><u>Context</u> The Essex Climate Action Commission published Net Zero, Making Essex Carbon Neutral, setting out how to build climate resilience and achieve net zero in Essex by 2050 in line with the UK's legal commitment.</p> <p>The challenge can seem both overwhelming and too big for individuals to make an impact on. In fact, what we do in our own lives, how we commission and manage our services have a very significant impact and can generate momentum for change. Anchor staff are a significant cohort of people in Essex who could be champions for climate action at work and at home.</p>
<p>7</p>	<p>Sponsor Sam Kennedy, Director Environment & Climate Action Place and Public Health samantha.kennedy@essex.gov.uk Essex County Council</p>	<p><u>Challenge</u> How can anchor institutions raise awareness and embed climate action across their staff</p> <p><u>Context</u> The Essex Climate Action Commission published Net Zero, Making Essex Carbon Neutral, setting out how to build climate resilience and achieve net zero in Essex by 2050 in line with the UK's legal commitment.</p> <p>SMEs are a key part of the Essex economy - notably in the construction sector - and anchor institutions purchase goods and services that could be supplied by local SMEs. However, SMEs struggle to participate in public sector tenders, and struggle to understand what is required to transition themselves to be green companies. Employment is a key determinant of health and ensuring Essex is at forefront of green growth is key to wellbeing.</p>

Leading Greater Essex – System Challenges

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<p>8</p>	<p>Sponsors Pippa Brent-Isherwood, Chief Executive, Office of the Police, Fire & Crime Commissioner, pippa.brent-isherwood@essex.police.uk</p> <p>Rachel Nolan, Assistant Chief Constable, - rachel.nolan@essex.police.uk</p>	<p>Challenge How can we better identify and mobilise the skills and capacity within the voluntary and community sector in support of crime prevention across Essex?</p> <p>Context We all know that Essex has a vast and thriving voluntary and community sector. Local and hyper-local charity and voluntary groups have been critical in the system response to the coronavirus pandemic, demonstrating once again the importance of community-led infrastructure and resilience that enables communities to support and respond to local needs effectively in both the short and long term. An important feature of the community-level COVID-19 response was the shift from local to ‘hyper-local’ forms of intervention and organisation, which commonly utilised digital infrastructure (e.g., WhatsApp and Facebook groups) to coordinate and function effectively.</p> <p>However, there is a great volume of hugely effective and very localised voluntary groups that remain largely “under the radar” of both statutory organisations and funders. The Essex Community Foundation has recently found that around 30% of applicants for funding were not known to the Foundation beforehand.</p> <p><i>*Assets 4 and 5 of the Crime Prevention Strategy: “We will support Safer Essex to realise partnership capabilities and capacity” and “We will support ECVS to unlock community potential, develop and deliver community led solutions.”</i></p>
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<p>9</p>	<p>Sponsor Lizzie Amodio, Head of Alliance Development and Outcomes Elizabeth.amodio@nhs.net North-East Essex Alliance</p>	<p>Challenge In what ways can we better listen to voices and harness community assets across North East Essex (NEE) in order to improve engagement and create a shared vision for Neighbourhoods with providers and citizens?</p> <p>Context There are currently significant and legitimate barriers preventing providers such as primary care and citizens from engaging with Neighbourhoods. Through listening and engaging we aspire to find innovative ways of overcoming those barriers and building upon the strengths of our community assets to improve connectivity in an inclusive way across our local population.</p> <p>NEE Alliance is at the vanguard of health care reform and is working with partners at county and regional level to ensure that its ambitions are articulated through the Live Well Domains, are reflected in Health & Wellbeing Strategies and align with the Future of Essex. Recent pressures on primary care and other providers pose barriers to innovation in tackling inequalities. This challenge aims to refresh engagement with providers and communities and empower them to create a shared vision of what can be achieved through prevention and tackling the wider determinants of health to improve the outcomes that they value.</p>
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10	<p>Sponsor Sam Kennedy, Director Environment & Climate Action Place and Public Health Essex County Council</p> <p>samantha.kennedy@essex.gov.uk</p>	<p>**RESERVE CHALLENGE**</p> <p><u>Challenge</u> How can anchor institutions use their estates to support green infrastructure and make their buildings more resilient to climate stress such as flooding, overheating and water scarcity.</p> <p><u>Context</u> The Essex Climate Action Commission published Net Zero, Making Essex Carbon Neutral, setting out how to build climate resilience and achieve net zero in Essex by 2050 in line with the UK's legal commitment.</p> <p>Greening Essex is key, as green infrastructure (GI) – trees, meadows, sustainable drainage – both absorbs carbon and protects us from worsening climate risks. The GI helps the landscape absorb water and then store it – significantly reducing flood risk and helping reduce water scarcity: both flooding and water pressures are worsening year on year in Essex. Greening our buildings and streets is key to preventing overheating as our hot summers get ever hotter.</p>
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