# Everyone's Essex



On overview of the Plan for Essex 2021-2025

#### **OUR FUTURE PLANS AND AMBITIONS**

#### **KEY THEMES**









Our people, businesses and communities have suffered greatly as a consequence of the pandemic

 But we are on the road to recovery and we will accelerate into an even brighter future. Renewal means being clear about our strategic ambitions for this Council and being rigorous in delivering them. We perform well in the aggregate, but performance at the Essex level masks what is going on in particular parts of the county and for specific parts of our population

 Some people and places need more help than others. We will target our attention and focus on the people and places where we can make the biggest difference to improve lives. It is always important to reach for the stars. It doesn't always matter if you get there but attempting to is ambition

 We want to be the best local authority in the country – not by the standards of other councils, but by the standards of the people, businesses and communities we are here to serve. We cannot change everything overnight, that is why being clear about our long-term ambition is important so that what we do today enables us to get to where we need to be tomorrow.

### **OUR STRATEGIC PLANNING FRAMEWORK**

This provides a framework for all organisations in Essex to work together to **Essex Vision** Vision improve outcomes for our places and people Leader's 100 Day The 100 Day Plan sets out the early tactical deliverables for the Organisation Plan Strategy This sets out our strategic aims for the next four years anchored in our long-term **Plan for Essex** ambitions Strategy **Strategic Aim** These are the plans per strategic aim that enable us to understand how we will **Action Plans** achieve the things we are committed to in the strategy across the organisation These set out how we will tackle key strategic issues, and statutory responsibilities and **Thematic** are often developed across partnerships – these need to be aligned with the ECC strategies Strategy This is how we organise and operate as a Council to achieve our strategic **Operating Model Delivery** priorities **Org Plan/Budget** This is the annual expression of our budget and key deliverables **Business Plans** These are the high level summary plans function by function

These plans will build on and complement existing key strategic activity: the climate action commission; the covid commission; the education task force etc

#### STRUCTURE OF THE STRATEGY

Foreword

This sets out the strategic context, the Leader's vision for the council and the county and our approach to Renewal, Equality and Ambition

**Our 20 Commitments** 

This sets out the commitments we are making as an organisation over the next 4 years with 5 commitments for each of our strategic aims



Strong, inclusive and sustainable economy



Health, wellbeing and independence for all ages



A good place for children and families to grow

Levelling Up – Runs through all of our strategic aims

Levelling Up & Equalities

This sets out our commitment and approach to tackling inequalities and to level-up our most deprived cohorts

Service Excellence

This will set out the narrative on the importance of sustaining excellence in service delivery and our approach to that over the next 4 years

How we will deliver the strategy

This sets out our approach the delivering the strategy, principles for how we will work, and performance measures that we will use to measure and monitor progress our strategic aims and commitments

## **OUR 4 STRATEGIC AIMS**









A good place for children and families to grow

### **OUR 20 COMMITMENTS**

- 1. GOOD JOBS
- 2. LEVELLING UP ECONOMY
- 3. INFRASTRUCTURE
- 4. FUTURE GROWTH AND INVESTMENT
- **5. GREEN GROWTH**

- 6. NET ZERO
- 7. TRANSPORT & BUILT ENVIRONMENT
- 8. MINIMISE WASTE
- 9. LEVELLING UP ENVIRONMENT
- 10. GREEN COMMUNITIES

- 11. LEVELLING UP HEALTH
- 12. HEALTHY LIFESTYLES
- 13. PROMOTING INDEPENDENCE
- 14. PLACE-BASED WORKING
- 15. CARERS

- 16. EDUCATION OUTCOMES
- 17. LEVELLING UP
  OUTCOMES FOR
  FAMILIES
- 18. FAMILY RESILIENCE AND STABILITY
- 19. SAFETY
- 20. OUTCOMES FOR VULNERABLE CHILDREN

#### **LEVELLING-UP**

Consistent with the Government's focus on levelling up, we are making addressing inequalities and achieving levelling up a key pillar of our new strategy. There are financial and economic reasons why we should care about levelling up, but there is also a very strong moral argument that a person's potential should not be defined at birth by who their parents are or where they live.

- Levelling Up is written into our 20 commitments (as above)
- We have also set out some clear principles for how we are approaching Levelling Up:
- 1) It is levelling up we are not interested in making everyone equal if that is achieved at the expense of making some people or places worse off.
- 2) It is both place-based and cohort focused recognising that inequalities affect people and places.
- 3) It is long-term we don't believe that there are quick fixes here and we believe the Council has to demonstrate its commitment to this over the long term.
- 4) It is multi-dimensional we believe the actions to address levelling up will need to take place right across the Council and the wider system.
- 5) It is cross-cutting we recognise that levelling up will not be achieved issue by issue but by joining up our work at a place and/or people level.
- 6) It is structural we want to address root causes and culture, not symptoms.
- 7) It embraces our statutory equalities responsibilities.

### **ENGAGEMENT ON THE PLAN FOR ESSEX**



# **ECC**Councillors

- Discussion at Corporate Policy and Scrutiny Committee (4<sup>th</sup> August)
- We will set up an all Members briefing session for September
- We will engage scrutiny committee chairs on performance measures during second half of September



#### **ECC Partners**

- We have written round to a wide range of partners to engage them on the strategy
- We are engaging partners collectively through partnership boards
- We are also having some bilateral discussions including with all district leaders and chief executives



#### **ECC Staff**

- Senior leaders have already been closely engaged in the strategy development process
- We are engaging staff across the organisation through a series of workshops, through employee networks and through the line management chain

 Engagement discussions are not just about how we refine and finalise The Plan for Essex but about strengthening collaboration for successful delivery over the next four years

#### **DEVELOPING PERFORMANCE MEASURES**

What is our development process?

Proposed measures & targets developed with Cabinet Members and Senior Officers

**August – Early Sept** 

Overseen by Corporate Policy Board

**Pre-scrutiny (date tba)** 

Mid Sept – late Sept

**Full council** 

**Mid-October** 

What makes a good performance measure?

Clear to communicate

Tells us something important about our strategic aim

Supported by robust and timely data

Target setting

COVID pandemic has had a disruptive impact on many services and outcomes

This presents a challenge to effective target setting – particularly over the longer-term

Potential for an iterative approach to target setting

This information is issued by:
Essex County Council
Strategy, Insight and Engagement

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