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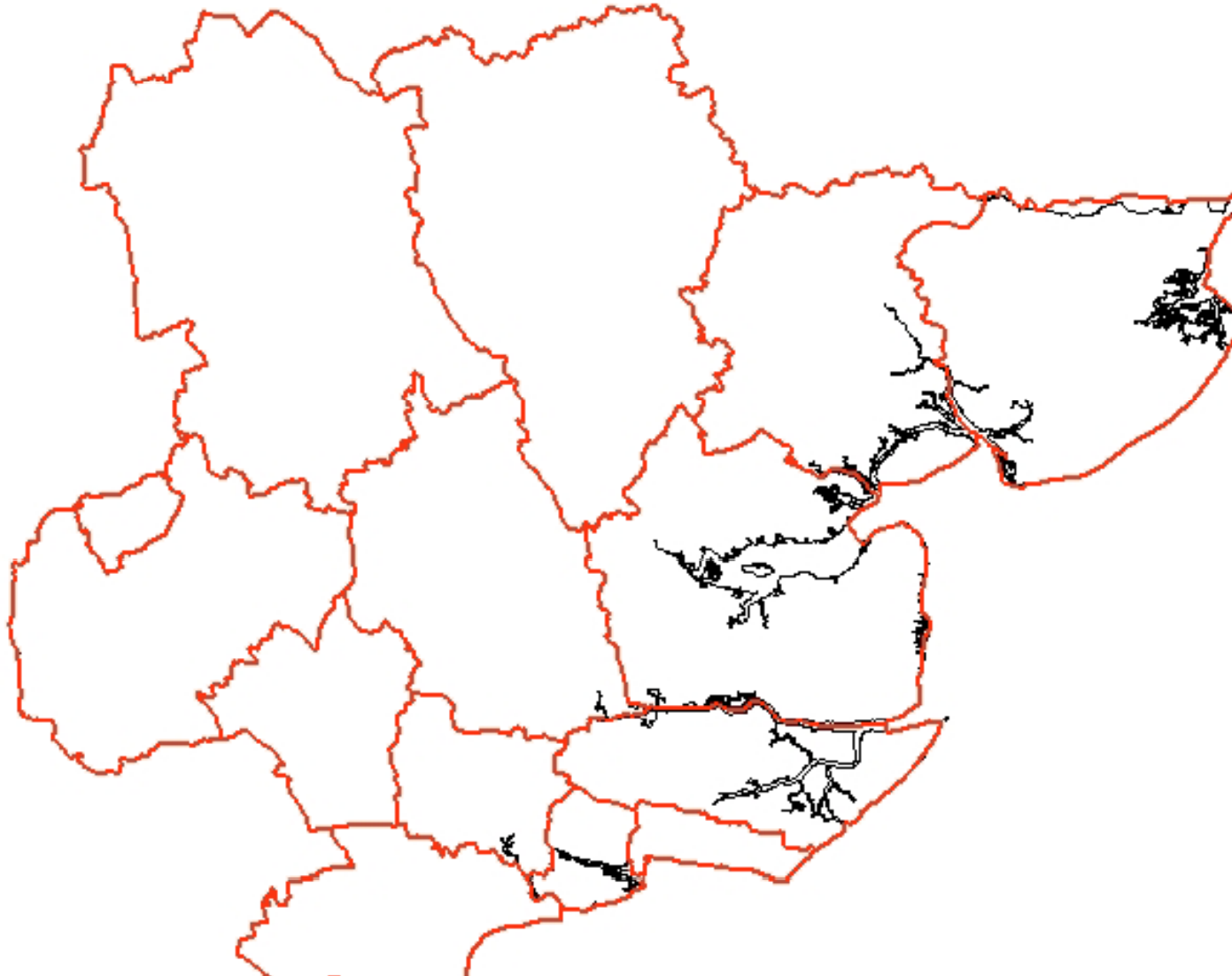
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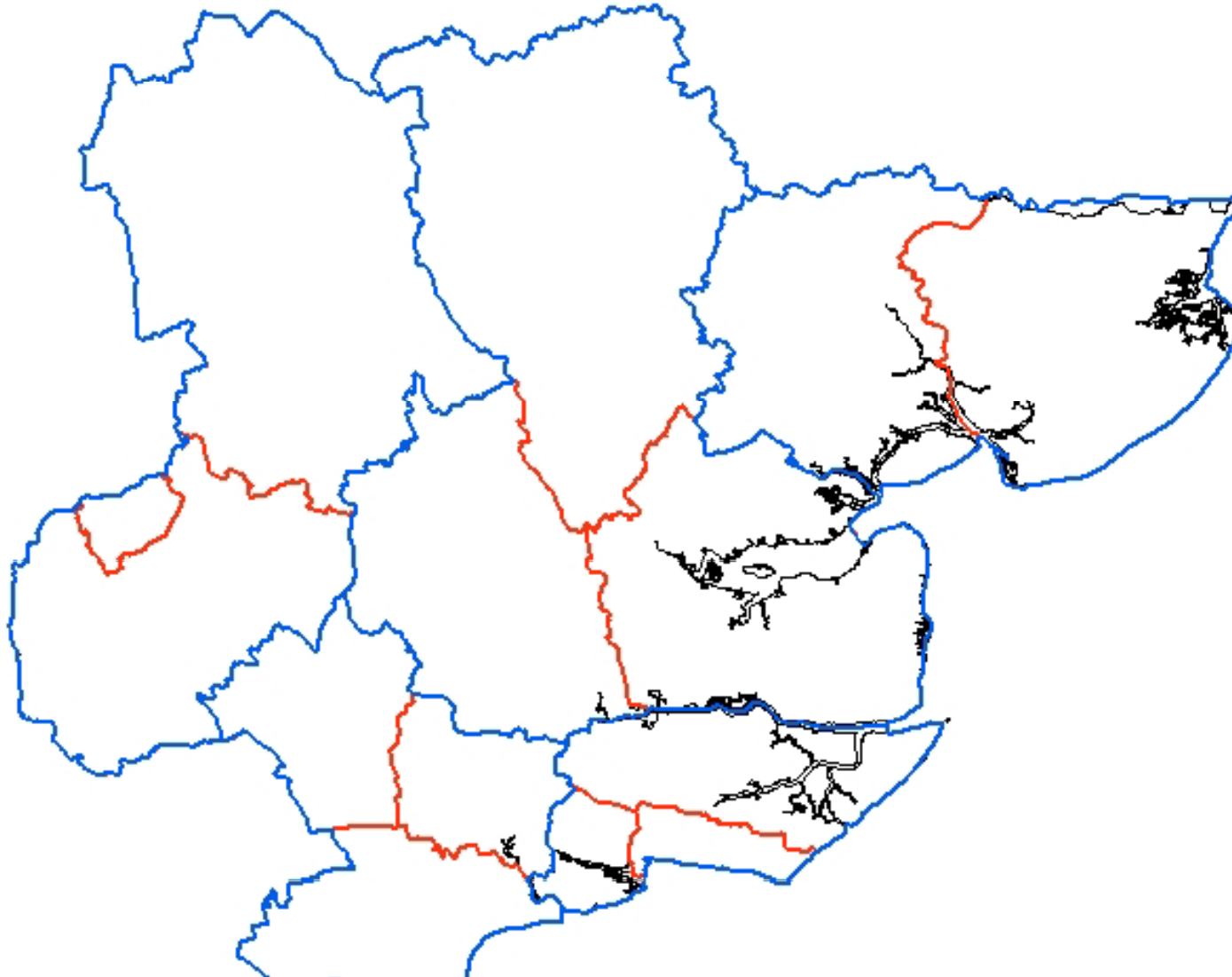
Partners - Essex



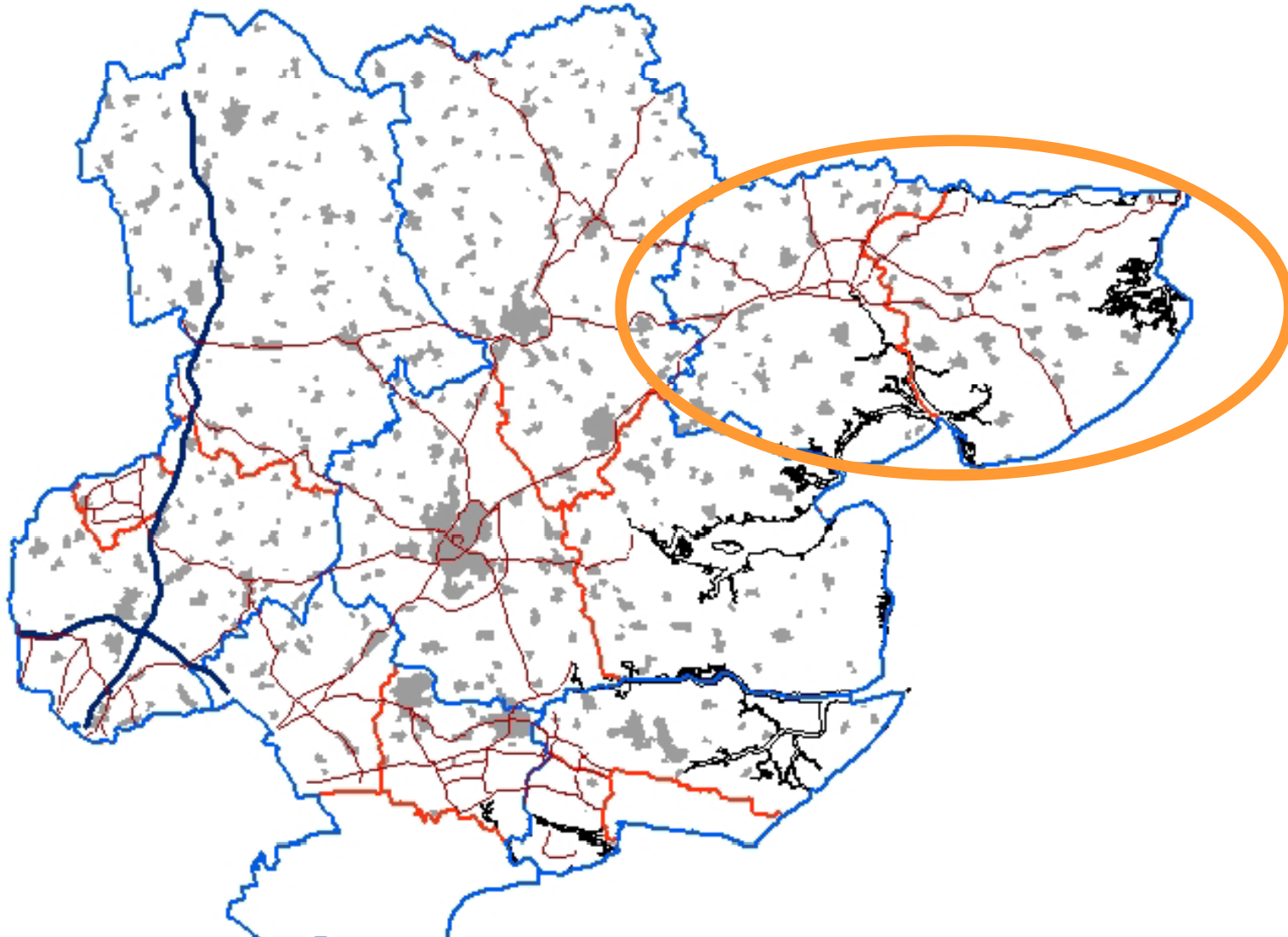
Partners – Districts and Unitaries



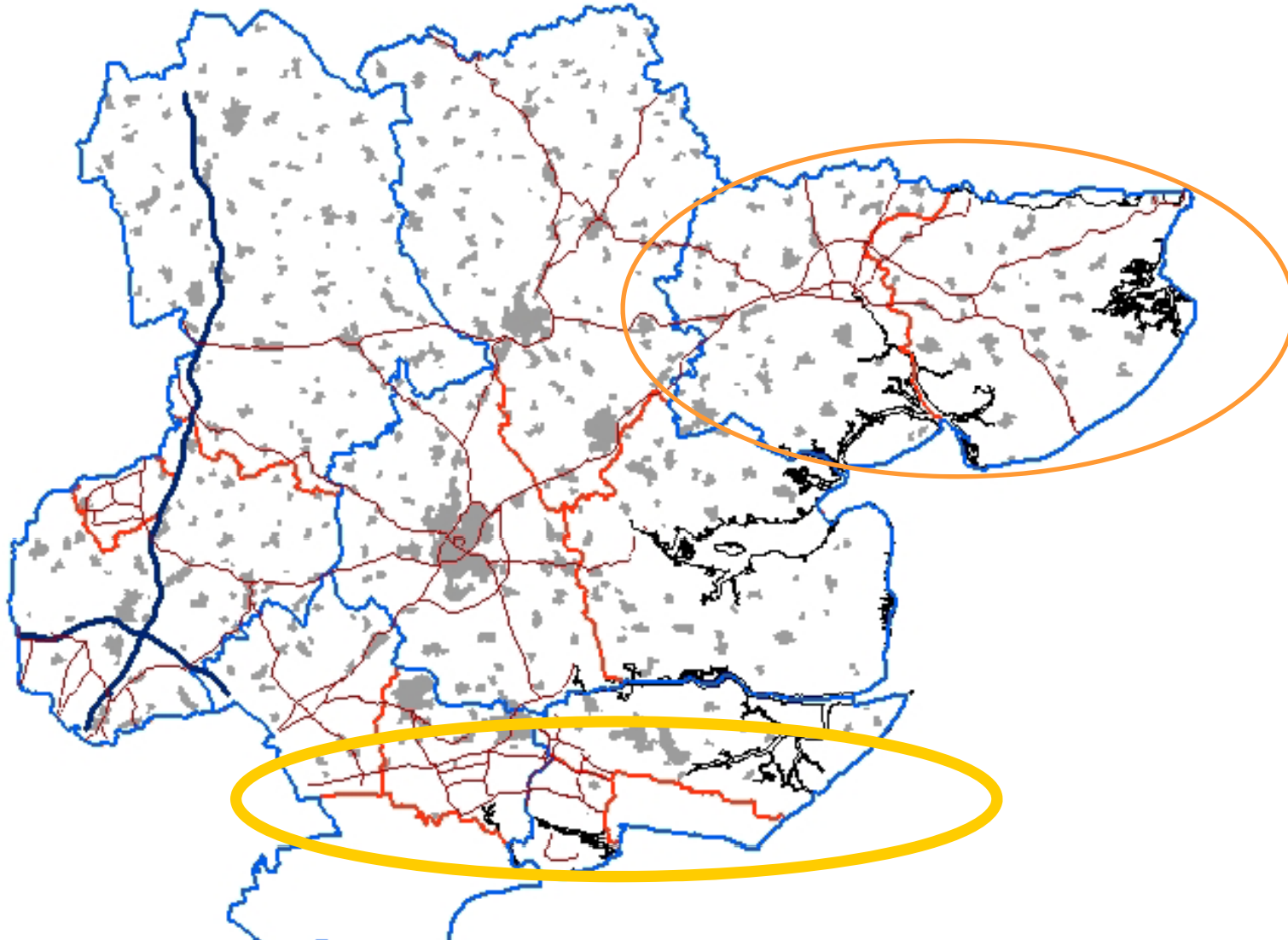
Partners – PCTs



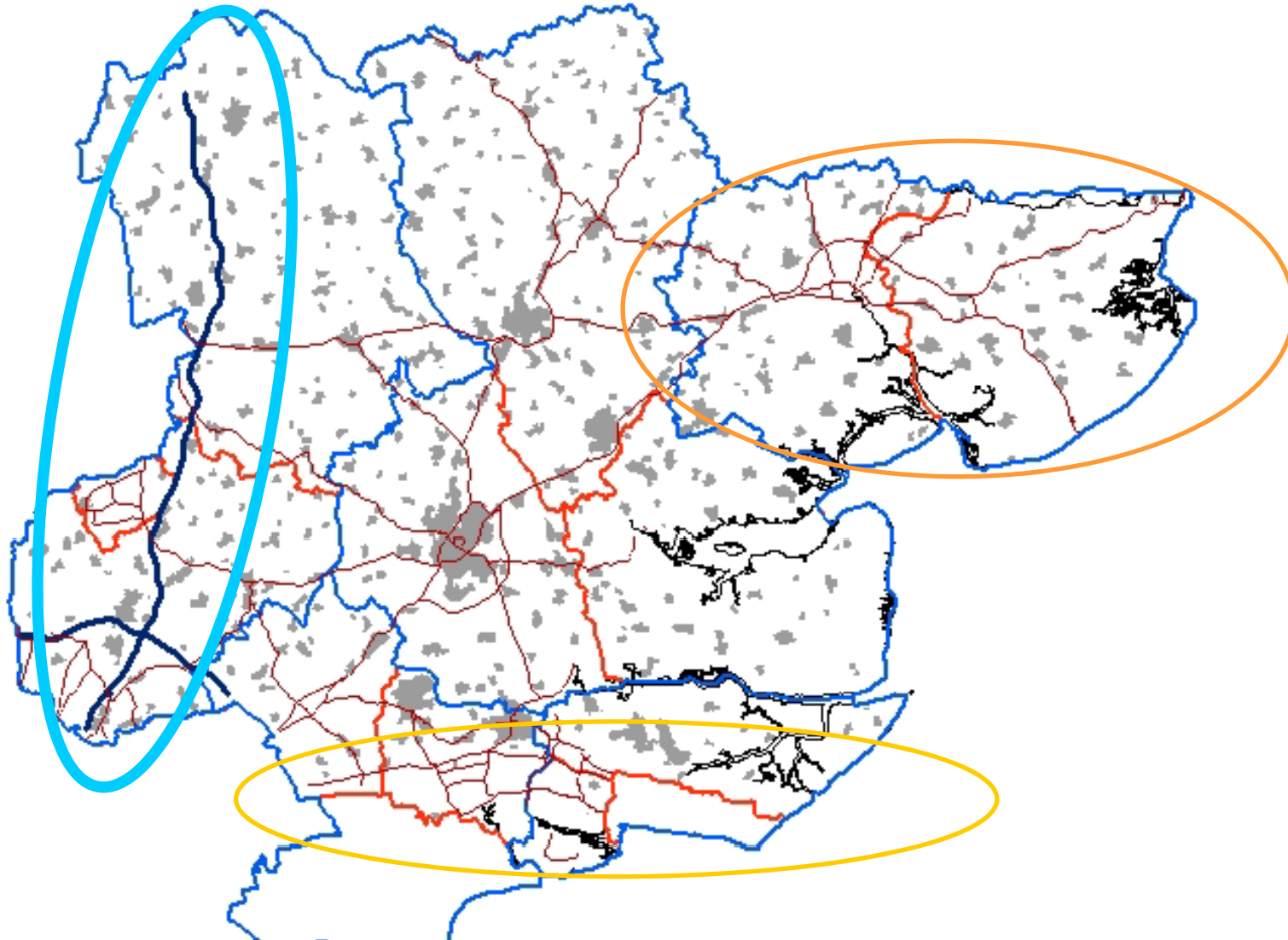
Partners – Haven Gateway



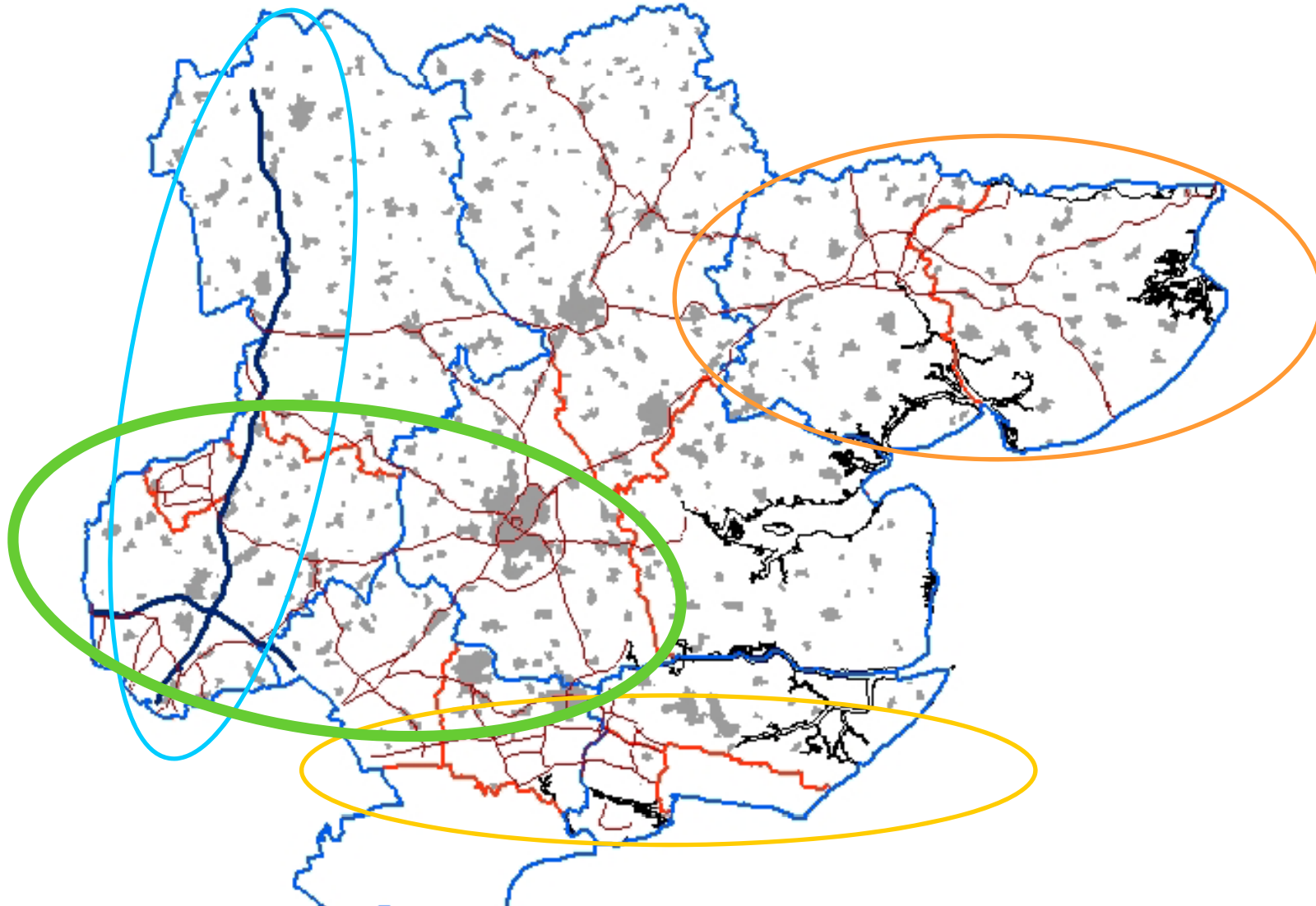
Partners – Thames Gateway



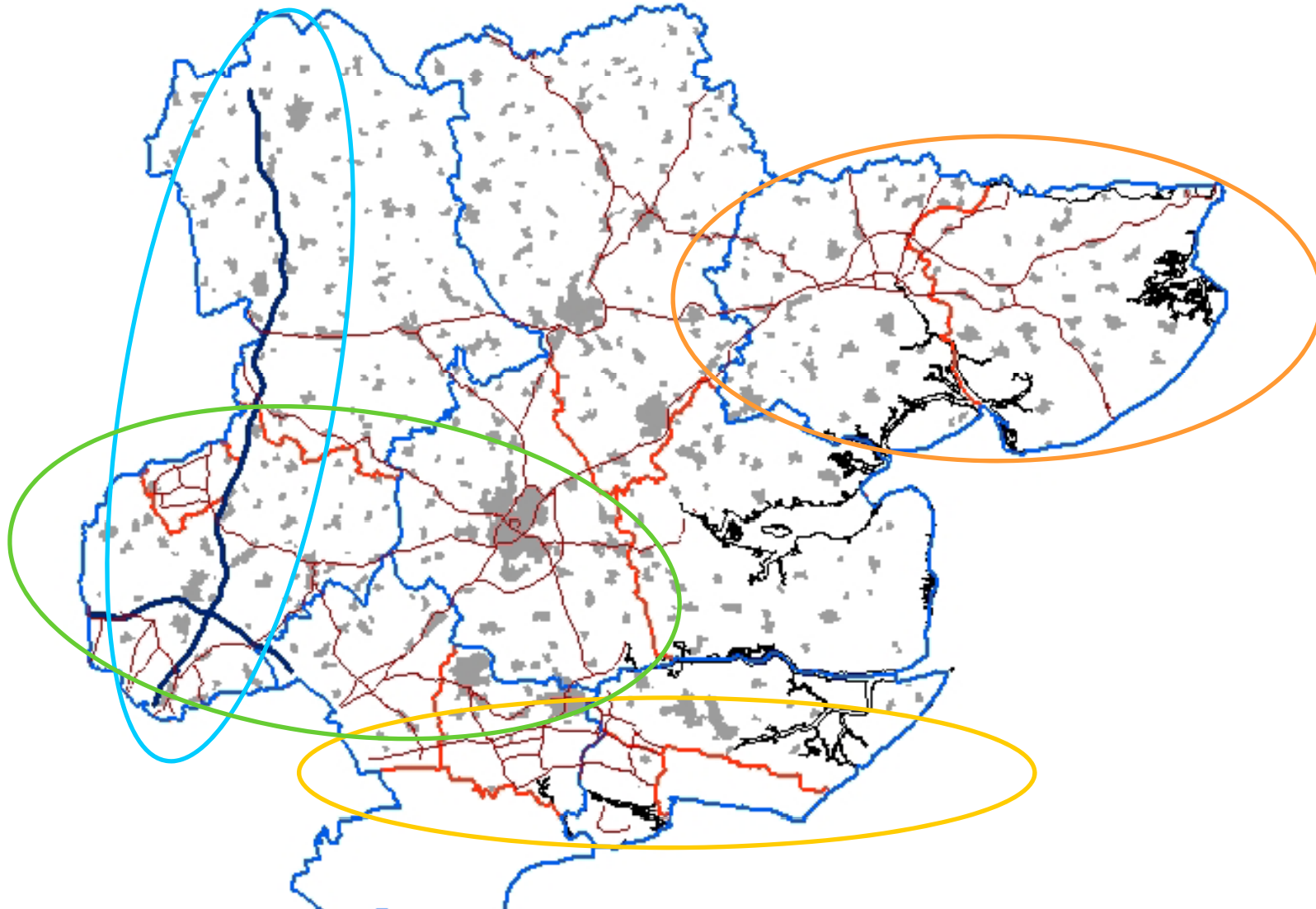
Partners – Harlow Growth Area and M11 Corridor



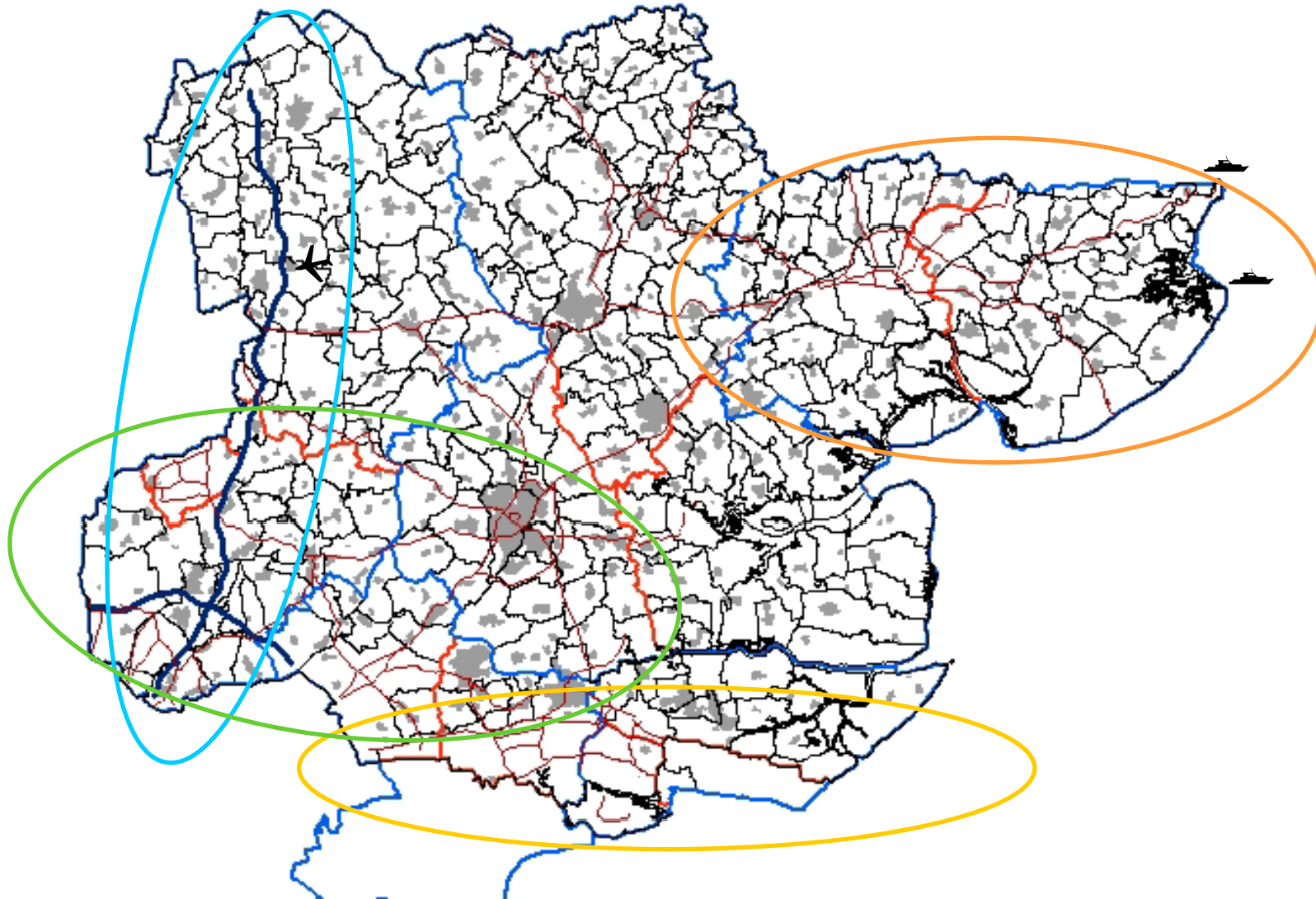
Partners – London Arc



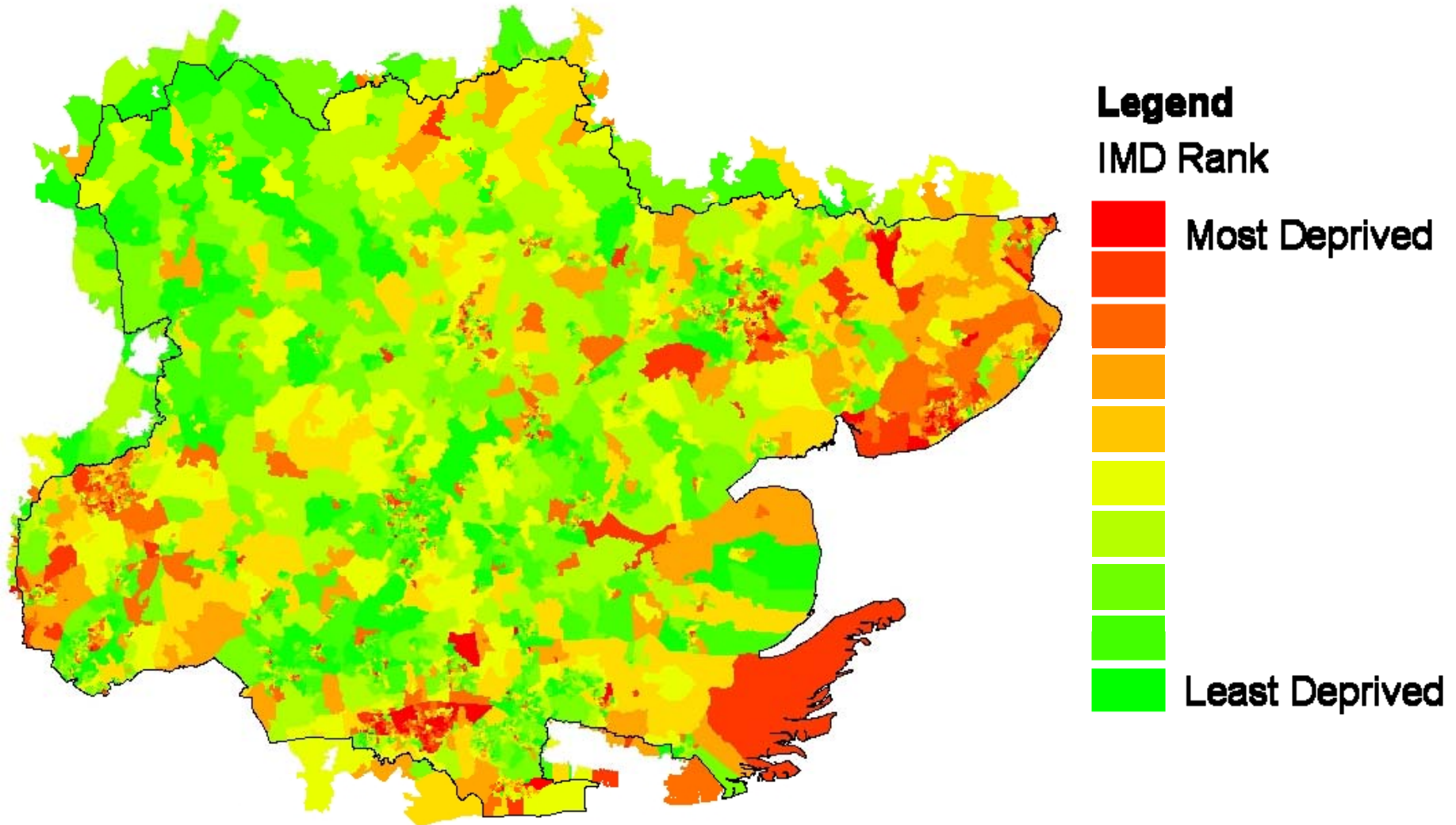
Partners – Stansted



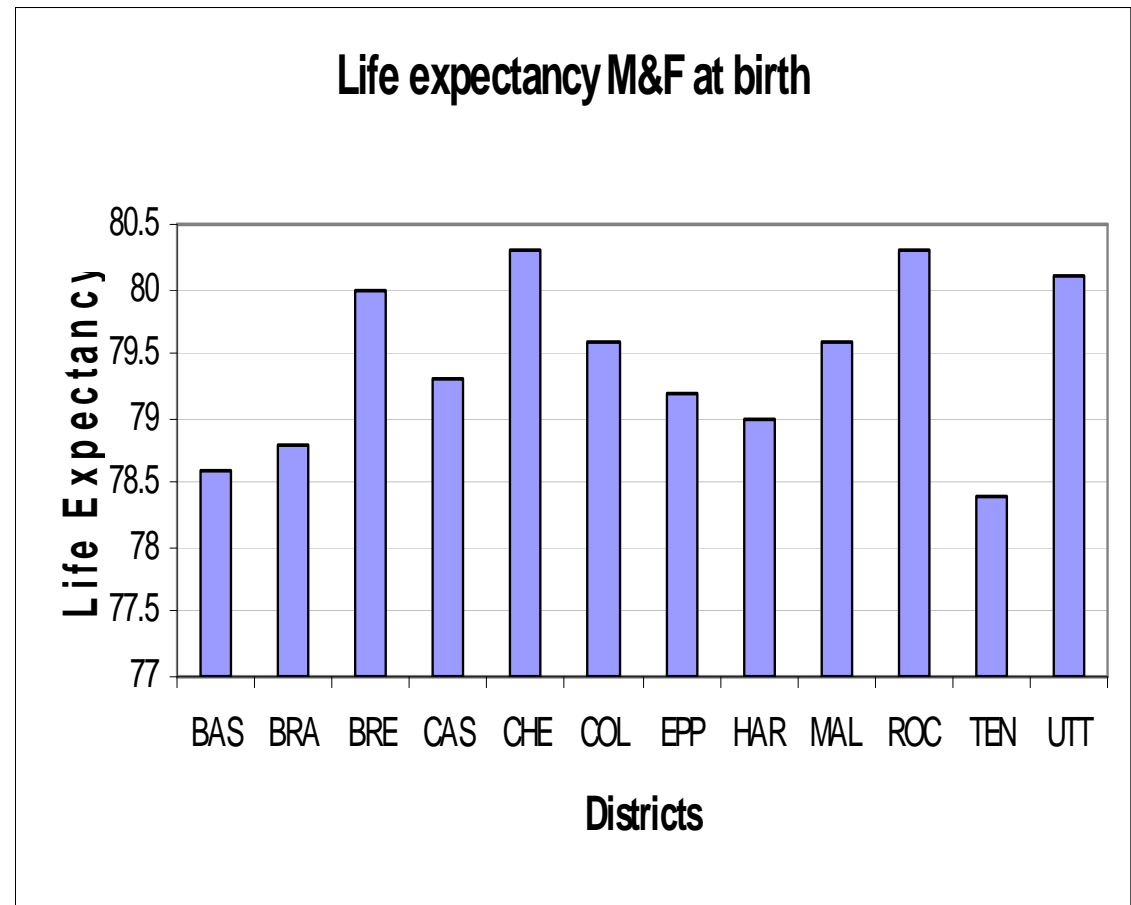
Partners - Parishes



Context: Diversity



Diversity: Life Expectancy

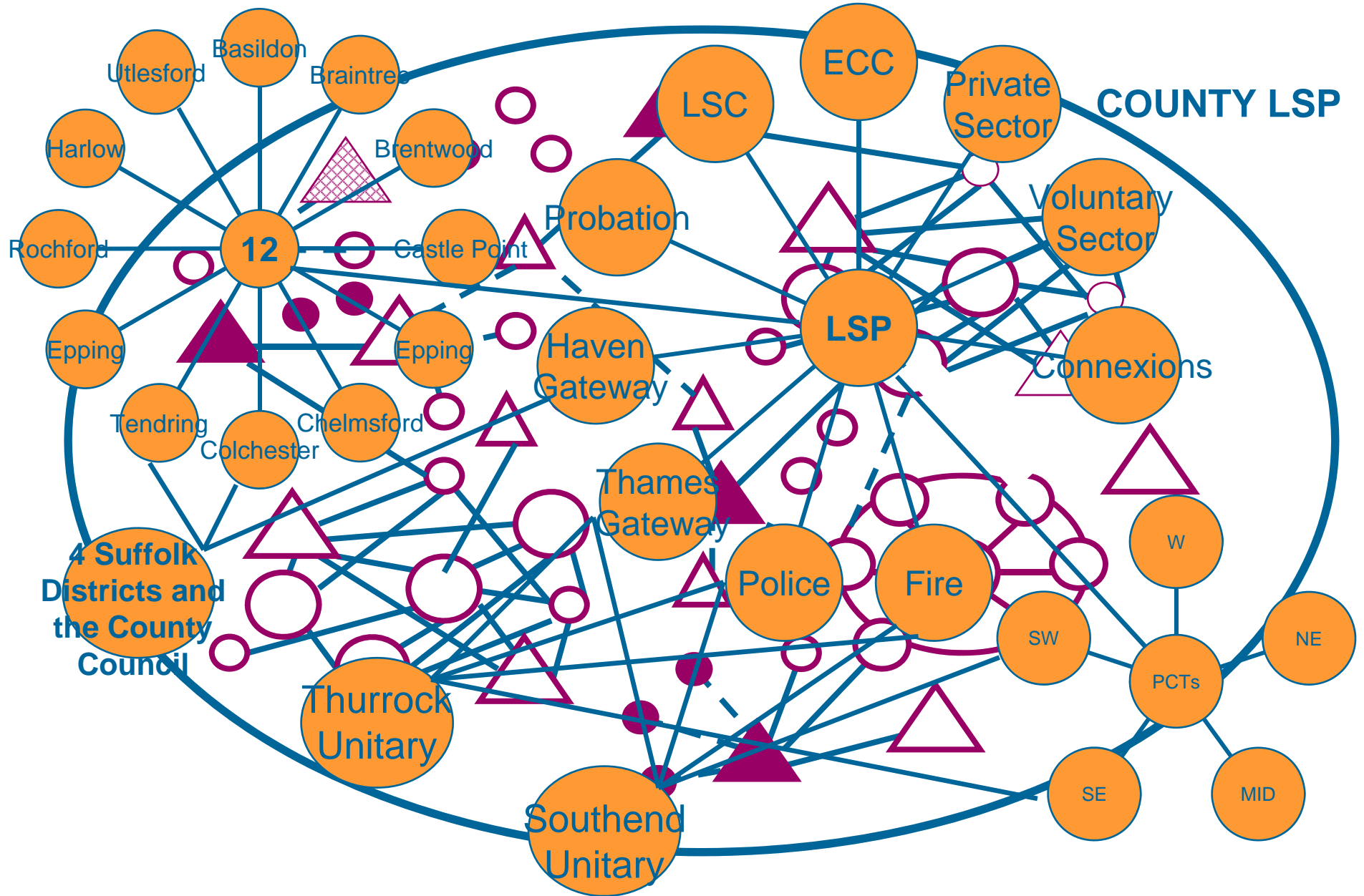


The Issue: Who's In Charge?

“we live in a ‘shared power’ world, a world in which organisations and institutions must share objectives, activities, resources, power or authority in order to achieve collective gains or minimise losses”

Leadership for the Common Good,
John Bryson and Barbara Crosby, 1992,

The Issue: Complexity of the operating environment



The Issue: Complexity – a lot of partners

- Age Concern Essex
- Anglia Ruskin University
- Arts Council England East
- Association of Secondary Heads in Essex (ASHE)
- Association of Special Education Senior Managers in Essex (ASESME)
- BAA, Stansted Airport
- Basildon and Thurrock University Hospitals NHS Foundation Trust
- Basildon Citizens Advice Bureau
- Basildon District Council
- Basildon, Billericay & Wickford Council for Voluntary Services
- Bishop of Bradwell Anglican Diocese of Chelmsford
- Bradwell Episcopal Area Thames Gateway office
- Braintree District Council
- Braintree District Voluntary Support Agency (BDVSA)
- Brentwood Borough Council
- Brentwood Council for Voluntary Services
- British Red Cross – Essex
- Business Link for Essex
- Campaign to Protect Rural Essex (CPREssex)
- Castle Point Association of Voluntary Services
- Castle Point Borough Council
- Chelmsford Borough Council
- Chelmsford Council for Voluntary Service
- Chelmsford Environmental Partnership
- Colchester Borough Council Essex HECA Forum
- Colchester Borough Council
- Colchester Community Voluntary Services
- Colchester United Community Sports Trust
- Council for Voluntary Services Uttlesford
- Country Land & Business Association
- Countryside Agency
- East of England Ambulance NHS Trust
- [East of England Ambulance Service](#)
- East of England Development Agency (EEDA)
- East of England Strategic Health Authority
- English Heritage
- English Nature
- Environment Agency
- Epping Forest College
- Epping Forest Council for Voluntary Service
- Epping Forest District Council
- Essex Archaeological and Historical Congress
- Essex Association of Local Councils (EALC)
- Essex Calf: Group of Essex Writers & Historians
- Essex Chambers' of Commerce

- Essex Citizens Advice Bureaux
- Essex Coalition of Disabled People
- Essex Community Foundation
- Essex Council of Voluntary Youth Services / Essex Association of Boys Clubs
- Essex County Council
- Essex County Fire & Rescue Service
- Essex County National Farmers Union
- Essex County Scout Council
- Essex Development & Regeneration Agency (ExDRA)
- Essex Disabled People's Association (EDPA)
- Essex Early Years and Childcare Partnership
- Essex Fire Authority
- Essex HECA Forum
- Essex Police
- Essex Primary Heads Association (EPHA)
- Essex Racial Equality Council (EREC)
- [Essex Rivers Healthcare NHS trust](#)
- Essex Schools Governors Association (ESGA)
- Essex Southend & Thurrock Connexions Ltd
- Essex Tourism Association
- Essex Voluntary Association for the Blind (EVAB)
- Essex Wildlife Trust
- Families in Focus
- Farming and Wildlife Advisory Group
- Federation of Essex Colleges (FEDEC)
- Federation of Small Businesses
- Government Office for the East of England (GO-East)
- Harlow Centre for Voluntary Support
- Harlow College
- Harlow District Council
- Haven Gateway Partnership
- HM Prison, Chelmsford
- Housing Corporation, The Eastern Region
- Institute of Directors
- InterAct
- Jobcentre Plus
- Learning & Skills Council
- Maldon and District Council for Voluntary Service
- Maldon District Council

- [Mid Essex Hospital Services NHS Trust](#)
- Mid Essex Primary Care Trust
- National Association of Citizens Advice Bureaux – East Region
- National Probation Service Essex Area
- NEST
- North East Essex Primary Care Trust
- North Essex Mental Health Partnership NHS Trust
- Rayleigh, Rochford and District Association for Voluntary Service (RAVS)
- Rochford District Council
- Royal Horticultural Society (RHS)
- Rural Community Council of Essex
- South East Essex Primary Care Trust
- South Essex Mental Health Partnership NHS Trust
- South West Essex Primary Care Trust
- Southend Association of Voluntary Services
- Southend Borough Council
- [Southend University Hospital NHS Foundation Trust](#)
- Sport England
- St John Ambulance
- Tendring Community Voluntary Services
- Tendring District Council
- Thames Gateway South Essex Partnership Ltd (TGSEP)
- [The Princess Alexandra Hospital NHS Trust](#)
- Thurrock Council
- Thurrock Council for Voluntary Services
- Trade Unions Council (TUC)
- Transport 2000
- UK Youth Parliament
- University of Essex
- Uttlesford District Council
- West Essex Primary Care Trust
- William Sutton Trust
- Young Essex Assembly
- [0-11 Forum – voluntary sector](#)
- Representing Essex PCTs**
- Representing Essex District and Borough Councils**
- Representatives from Essex Chief Executives' Association**
- Representatives from Essex Economic Development Officers' Group**

The Issue: Complexity - the systems approach

“The more interdependent components a system has, the lower its reliability will be”

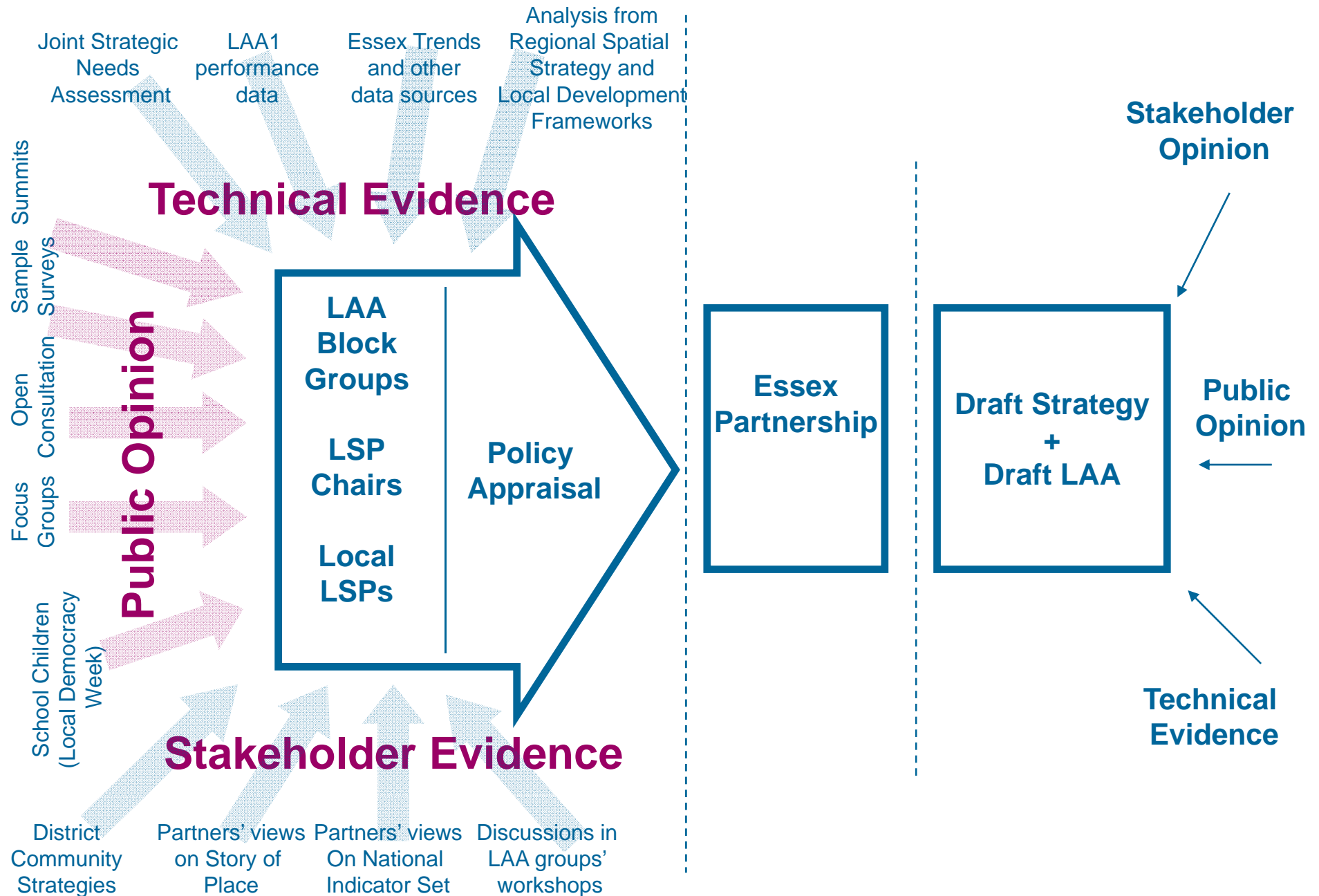
“With a system of 400 components, even if the reliability of each individual component is 99%, the whole system will be working for less than 5% of its time”

MTBF

(Slack, Chambers, Johnson, *Operations Management*)

Phase 1 (July – November)

Phase 2 (December – April)



Solutions: Triangulating the evidence

Microsoft Excel - MASTER_Essex Strategy_Summary of Issues_Evidence and Opinion

Type a question for help

75%

Arial 10

Reply with Changes... End Review...

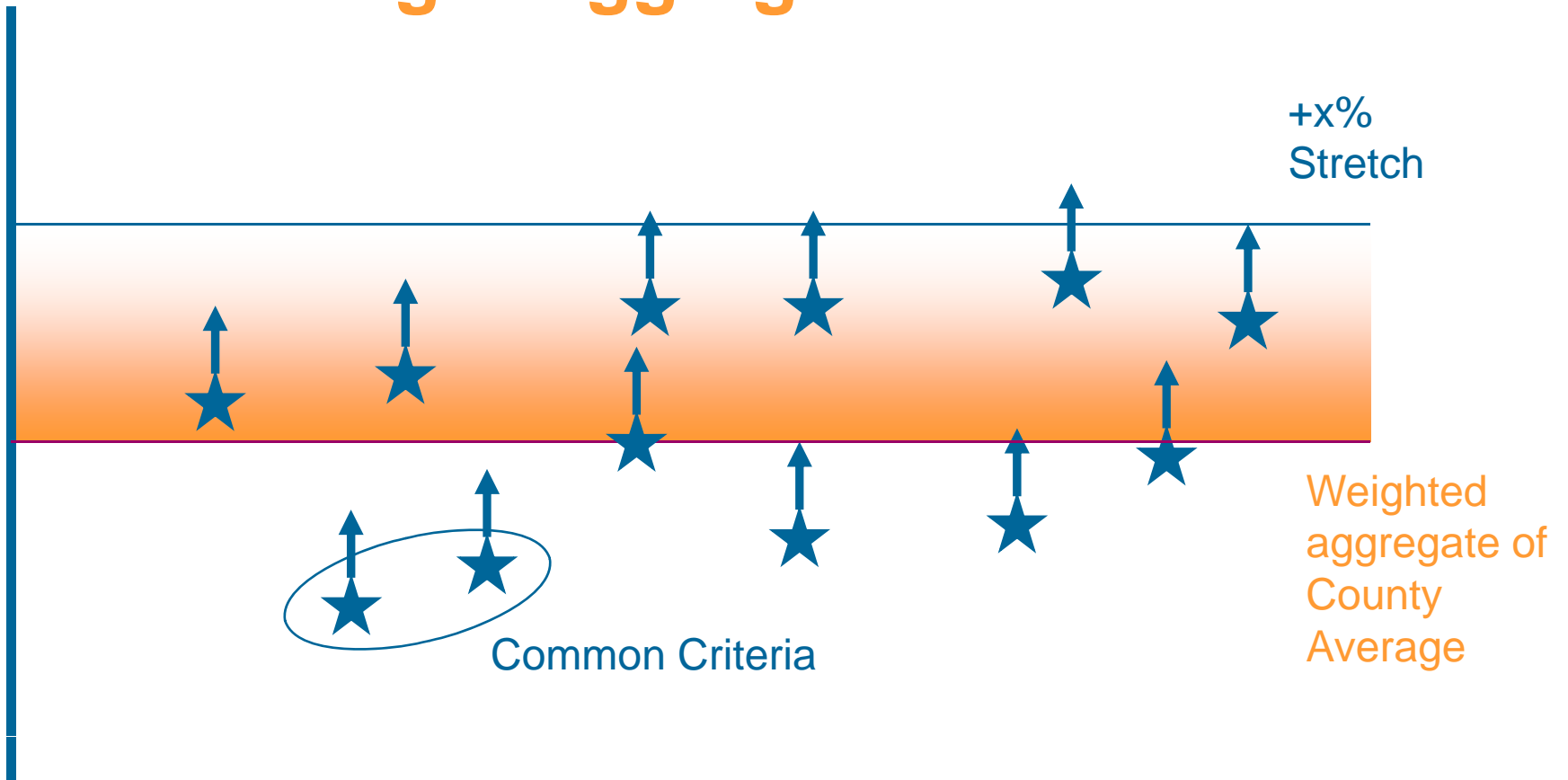
1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
1	ISSUE	OVERALL TREND	EVIDENCE OF NEED													
2			BAS	BRA	BRE	CAS	CHE	COL	EPP	HAR	MAL	ROC	TEN	UTT	COMPARATOR	NC
27																
28	Older people living at home safely		3.11	2.42	2.28	3.17	5.4	2.87	3.35	10.6	2.83	5.88	2.43	3.2	Actual 3.20 Target 3.97	Re Re
29	Tackling fuel poverty															
30	Support for carers		9.51	9.47	10.23	10.44	9.62	9.54	10.18	8.96	10.43	10.27	11.46	9.79	10.06	% co
31																
32	Crime:															
33	serious acquisitive crime		23.72	8.46	14.75	14.3	11.15	11.77	19.09	20.4	6.65	7.58	12.3	7.44		Re
34	assault with injury															
35	specialist support to victims of a serious sexual offence		56	35	9	15	61	64	23	27	14	10	35	14		Re
36	Domestic violence		329	169	100	119	234	321	222	243	82	82	288	46		Re
37	Antisocial behaviour		32.9	20.4	16.8	21.1	14.8	18.9	21.1	26.9	24	16.7	23.9	15.2		
38	CYP experiencing bullying and crime (Crimes where victim was 0-19, per 1,000 of 0-19 population: 2006)	stable	27.8	18.2	22.1	21.8	25.6	28.0	21.4	44.3	17.1	14.1	25.5	9.3	N/A	
39																
40	Misuse of alcohol (violent crime)		4.8	4.27	4.76	3.29	5.19	6.87	4.96	10.44	3.64	2.83	5.1	3	5.56	Ea 100
41	Drugs		91	35.8	30.6	41.6	28.8	29	37.3	42.6	51.8	32.5	50.8	31.8	40	Ev
42																
43																
44	Supportive communities															
45																
46	Affordable housing	2001-2006 - up 76% (124,900 to 220,100)	114.45	121.42	98.42	111.87	106.21	116.01	79.63	108.95	103.28	106.58	104.25	94.99	100	Av pri
47	Lifetime homes standard		21.19	36.76	11.92	4.95	25.68	30.14	12.7	5.15	38.89	23.73	25.75	1.29		Pr by
48																
49	Neighbourliness		52.1	57.7	56	49.6	55.9	51.7	59.1	53.3	64.5	58.1	63	55.8		Fc Cc
50	Formal volunteering		59.3	60.8	52.4	54.9	59.9	75.8	65.7	79.1	42.5	61	62.4	74.4	64	wc
51	Community action															
52																
53	Social cohesion - getting on well together		70.31	81.48	81.25	81.97	83.87	83.33	78.46	73.85	80	86.67	76.79	83.33	79	Ev
54	Social inclusion - feeling isolated		726	580	330	452	643	661	551	354	256	336	624	292		Tr.
55	Social inclusion - access to services		83.6	78.7	80.8	82.1	83.5	83.4	77.2	84.3	79.8	80.7	79.3	76.6		Tr.

Ready NUM

Start Inbox - Microsoft ... missingstoryofplac... Microsoft PowerPo... LAA 2 Policy Appra... MASTER_Essex ... 15:27

The Essex Solution - Localisation

LAA2: Target Aggregation





Conclusions: Values

- Risk
- Trust
- Leadership
- Pragmatism

Timetable

Mid January - first draft SCS and LAA issued – includes outline priorities and indicators.
Mid February - deadline for partner's comments on first draft.
Early March - Issue second draft of SCS and LAA – includes local targets.
End of March - Deadline for responses on second draft SCS and LAA.
Early April – Papers for Essex Partnership Forum issued.
Mid April – Essex Partnership Forum – agrees changes required to final draft SCS and LAA
Early May – final draft of SCS and LAA agreed by ECC full council as “responsible local authority”