

Essex Partnership Board

Essex Leadership Collaborative



What our client wanted

Frontline is designing and facilitating the work of the Essex Leadership Collaborative. This is an initiative funded by a Transformation Challenge Award (TCA), with the aim to enhance the level of system working across Essex. The impetus behind the system leadership work is the recognition that complex problems of public service delivery require a whole-system approach rather than working as a series of dis-connected organisations.

What Frontline did

For this to happen, system leaders in Essex recognise that they need to change their mind-set, to focus on priority activities that maximise public resources. Essex leaders are on a journey of discovery to think and work in different ways. This long-term approach will directly impact on both the use and delivery of public services in Essex.

This project is on-going, and has a number of strands. First, we are working with the Essex Partnership Board to build support among system leaders for this initiative, including leaders in local government (members and officials), the NHS, fire, police and ambulance services, the voluntary sector, representative organisations such as religious organisations, and community groups. The premise underpinning success is that leaders and their organisations will engage by choice rather than direction.

Second is the design of a system leader event that will give legitimacy to the work of the Leadership Collaborative. Our design is based on the principles of public value and adaptive approaches to enable top leaders to get out of their comfort zone and into a disruptive environment. They will get into the shoes of citizens who use public services. In small groups they will spend time with vulnerable and disadvantaged groups – from the young to the elderly – to learn about citizen experiences of what it is like to receive the services that they and their organisations deliver. This insight will give Essex system leaders a new perspective of the role of government and the role of citizens, and allow them to understand citizen priorities, and what represents value for them.

Third, we are designing an evaluation framework that will allow the work of the Collaborative to be judged in terms so of the ultimate impact that it has. Our logic model that underpins the evaluation process shows the 'cause and effect' linkage of the inputs, activities and outputs of the Collaborative to the outcomes and impact that it will generate. For instance, we are working towards impacts such as increased citizen confidence in public services and more empowered communities, and a reduction in demand on public services through greater citizen responsibility.

What difference we made

The Collaborative is being co-designed by both those who give it legitimacy and those who are part of it. This ensures that it is owned the participants, and becomes core to what they want to achieve in their leadership roles in Essex. The Collaborative is undertaking real work. It is not a talking shop, but rather a cross-system leadership group that is co-designing its own programme to that it has ownership of what it does. Frontline is facilitating the work of the Collaborative.