

LGE 2020

Sponsored system Challenges

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1. Exploring how anchor organisations can support the local green economy - Gavin Jones, Chief Executive, Essex County Council



Gavin Jones has been a local authority CEO for over 12 years, initially at Swindon and for the last 4 years at Essex County Council.

The first half of Gavin's career was in a variety of private organisations and market sectors. In 2004 he left SITA International (Airline telecommunications company) serving as Vice President Marketing and Customer Services, to join Swindon Borough Council, his hometown.

Gavin was listed as one of the top 50 New Radicals in the Sunday Observer's national campaign for Britain's most innovative leaders and voted one of the most influential leaders in Local Government. Gavin is Chair of SOLACE Group.

Gavin is passionate about change in local government, bringing together stakeholders and partner organisations to develop relationships at the local, regional and national levels in order to deliver a transformed service provision. Gavin is enthusiastic about embracing the business benefits of diversity and using these to the advantage of leading the organisation

What is the challenge...

The term anchor institutions refer to large, typically non-profit organisations like hospitals, local councils, and universities whose long-term sustainability is tied to the wellbeing of the populations they serve.

Anchors get their name because they have 'sticky capital' (i.e. are unlikely to move given their connection to the local population) and have a significant influence on the health and wellbeing of a local community through their sizeable assets.

They also tend to have significant environmental footprints and it is from this vantage point, that anchor institutions could make an important contribution to the emerging industries and support the green economy – they can be a key voice in where and how resources are spent.

In Essex we want to explore how the public sector and its partners can use their position as an anchor to reduce the local environmental impact, support growth in the local green economy, and influence sustainable practices across the local system.

Key contacts are Steve Evison, Laura Taylor-Green, and Will Herbert.

2. Exploring how a long-term system-wide approach to the problem of rising violence and vulnerability can be developed – Andy Prophet, Assistant Chief Constable and Samantha Grant, Essex Police



Andy Prophet started his policing career in 1996 at Thurrock. He has worked in a variety of roles across the county, including as local policing commander for the south and west of the county.

In these roles Andy forged strong operational and data sharing links with bordering Metropolitan Police boroughs tackling cross border criminality and built lasting relationships with local partners addressing community priorities.

Between 2014 and 2016 Andy led the Essex Police Strategic Change Team. He is also a senior firearms and public order commander. In early 2017 Andy successfully completed the Strategic Command Course and was promoted to Assistant Chief Constable for Local Policing and Public Protection. Andy is the Assistant Chief Constable with strategic lead for serious violence activity.

Andy chairs the (Greater) Essex Violence & Vulnerability Operations Board bringing together a range of partners to deliver against the partnership's strategic goal - to reduce the volume of serious violence in Essex, ensuring those vulnerable to harm are safeguarded.

The Operations Board reports into the (Greater) Essex Violence & Vulnerability Round Table chaired by Roger Hirst, Police, Fire and Crime Commissioner for Essex. The Round Table is a multi-agency partnership which sets the strategic direction for the countywide approach to reducing serious violence and safeguarding those being exploited and at risk of exploitation through gangs and 'county lines'.

Sam Grant is the project manager for the (Greater) Essex Violence and Vulnerability Unit.

Sam previously worked as a policy manager for local authorities, delivering projects in partnership with stakeholders from a wide range of backgrounds and services; communities, public sector (including police and health), voluntary and business sectors, in London and Essex.



Sam in her role as the VVU project manager, oversees and coordinates the delivery of the (Greater) Essex Violence and Vulnerability (V&V) work programme and works with the Chairs of the local V&V partnership, (Roger Hirst, Police, Fire and Crime Commissioner, chair of the V&V Round Table and ACC Andy Prophet, as chair of the V&V Operations Board) to support the collective commitment to reduce the harm associated with serious youth violence and that the strategic direction set is translated into action on the ground.

What is the challenge...

Southend, Essex and Thurrock jointly are one of the 18 Violence Reduction Unit (VRU) areas identified by the Home Office. Locally we have formed the Violence and Vulnerability (V&V) partnership with a strategic goal to reduce serious violence and safeguard those being exploited and at risk of exploitation through gangs and 'county lines'.

For Greater Essex, we are committed to working across violence and vulnerability

- Violence - as it is happening now and a co-ordinated response to, including robust enforcement.

- Vulnerability - for those experiencing harm now and putting appropriate measures in place; and those potentially at risk of being drawn into county lines and gangs and what we can do to divert and protect these individuals.

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) and the priority of tackling gangs and serious violence.

This proposal from the Violence and Vulnerability partnership links to a number of Essex Partnership projects, including:

- Essex Centre for Data Analytics – linking in with analytical resources developed by ECDA and commissioning pieces of analysis based on partnership priorities. (Contacts: Nicola Mallett, Essex County Council & Mark Johnson, Essex Police).
- Risk Avert – building on this evidence-based school programme that identifies young people vulnerable to multiple risk-taking behaviours and offers universal and targeted intervention according to need. (Contact: Ben Hughes, Essex County Council).

3. **Increasing inclusion across public services by designing and adopting innovative workforce strategies** – Charlotte Williams, Directory of Strategy, Mid and South Essex NHS Foundation Trust.



Charlotte Williams' role encompasses COVID-19 planning and system and service redesign, clinical service strategy, quality improvement, innovation and strategic intelligence. Within Mid and South Essex, Charlotte helps coordinate transformation post COVID and also leads the Anchor Institution programme for the hospital, working with colleagues across sectors to add social value and positively influence the social, economic and environmental conditions in the area.

Charlotte joined MSE in 2017 from UCL Partners Academic Health Science Partnership where she was Chief of Staff. She was previously part of NHS England's Strategy Group working in national policy and strategy development, and has helped drive major system change in London, after several years as a senior manager in acute hospital operations. Charlotte is a member of the Health Foundation Q Community and has published on the topic of patient involvement in major redesign of health services.

Charlotte works with the NHS Leadership Academy and Faculty of Medical Leadership and management to support future leaders in health and care. She sits as an NHS Expert Commentator on the NIHR Health Services and Delivery Research Programme, NICE's Adoption and Impact Reference Panel, and SBRI Healthcare.

What is the challenge...

Mid and South Essex NHS Foundation Trust ([MSE FT](#)), have been running a programme on **NHS Hospital as an Anchor Institution** with one area of focus being employability – increasing employment from local communities by offering jobs and making it easy for children and adults from local communities to aspire for and get jobs in local health and care organisations. Most of these are public sector organisations and we would like to explore how to make jobs more inclusive for local communities using innovative thinking and practice.

Being in meaningful employment not only has an impact on wealth but also physical and mental health and wellbeing. In our with-covid-19 world, with higher local unemployment rates and economic challenges, we think this challenge will add real value to local public sector organisations as well as local communities.

4. **Listening into Action: Black, Asian and Minority Ethnic (BAME) Communities in North East Essex – Tracy Rudling, Chief Executive, Community 360**



Tracy is a qualified Management Accountant working for her current employer for 27 years, in her current Chief Executive role since 2010. Prior to this appointment Tracy worked for a local Colchester construction company developing their accountancy systems, but felt very early in her career that something around developing people and reducing inequalities was what motivated her. Tracy was very much part of the initial scoping of the LGE programme and has been passionate about ensuring that people across the whole system receive equal opportunity to learn and participate in their own growth and that of their organisations in a system wide thinking approach.

Tracy and her organisation are committed to being a learning employer and continuously provide wide opportunities for all, offering a comprehensive in-house inclusive training programme for all, including volunteer into employment.

What is the challenge...

Over the course of the last two months, Community360 has been facilitating the development of a localised action plan to respond to recommendations from BAME leadership for improving outcomes of community members.

C360 exists to assist members of the public, voluntary and community organisations by providing passionate, intelligent leadership in Colchester, Essex and beyond. C360 works with more than 500 charities, voluntary and community groups each year to assist them to continue to do their valuable work. Our experience working with BAME communities in Colchester and North East Essex is wide ranging. As of 2016 Tendring and Colchester Minority Ethnic Partnership (TACEMP) merged with C360, working with citizens, community leaders and VCS organisations to support the health and wellbeing of minority and BAME communities in the district.

The listening process has highlighted the key role that 18 BAME leadership groups play and reinforces a localised approach that embeds Asset Based Community Development (ABCD) principles into our local system thinking.

ABCD prioritises supporting citizens to act first, to build on what is strong and to enable neighbourhood level action to take place. There are good examples of this in the area but the scale, reach and capacity of this work does not yet address the full extent of need. Through partnership with BAME leadership and public, voluntary and community sector colleagues, a number of specific focal points have been identified, including communications, leadership development, reduction and eradication of health inequalities and support for SEND families.

We want to develop effective and sustainable actions to move from a responsive position to a preventative programme that is embedded into the system wide operating model for health, social care and community safety priorities.

5. **Reducing childhood and family obesity** – Helen Lincoln, Executive Director, Children, Families and Education and Adrian Coggins, Head of Wellbeing and Public Health, Essex County Council



Helen Lincoln joined Essex County Council in July 2011. Prior to this role, she held similar positions in Tower Hamlets and the London Borough of Merton. Helen currently has responsibility for: Children’s Social Care; Commissioning Children’s Services; Education SEND and Early years; Youth and Youth offending Services and Children’s Social Care Support and Improvement Service. Essex Children & Families is Ofsted graded overall *Outstanding* from its ILACS inspection in 2018.

Helen is passionate about effective social work practice and has contributed throughout her career to a range of initiatives, most recently as part of the editorial board of Child Abuse Review.

Helen is a qualified Social Worker and holds a combined Degree (BA Hons) and CQSW from Nottingham Polytechnic. On qualifying, she worked for ten years for Leicestershire County Council where she undertook a range of social work and managerial roles. During her London years, she chaired and authored much of the pan London Child Protection Procedures. She co-authored “Ten pitfalls in assessment and how to avoid them” and has co-authored an article “Practice needs to be braver, Child Protection and the paradigm of risk”.

Helen has been a strong supporter of sector-led improvement, and, as such, she is a lead contractor with the DfE for improving children’s services as Intervention Advisers, and as a Partner in Practice, to other local authorities, graded *Inadequate* and *Requires Improvement*, by Ofsted, respectively. Through this work, Helen has an impact on children’s and families’ lives, across the country.

Helen is an active member of the ADCS, being on the Council of Reference, and the ADCS representative on UASC and Family Justice Reform Implementation groups. Regionally, Helen is the Chair of East Region Sector Led Improvement Group.

Adrian Coggins has been working on obesity and physical activity on and off for nearly 30 years, was national commissioner representative in Dept. Heath led work on obesity commissioning guidance, member of expert reference groups on obesity and physical activity and a director of the National Obesity Forum. Despite this obesity is still rising so the above implied expertise and lecture circuit experience is tempered with a large dose of professional humility. Technical knowledge counts for less than Adrian first thought it did and with every passing day he considers himself less of an obesity expert than he thought he was. Adrian loves improvisation in music and strongly suspects that improvisation in public sector challenges such as obesity is what will save us



What is the challenge...

We need to support many more people over a much longer period of time to be resilient enough to adopt and maintain healthy weight behaviours. We don’t need more of what we’ve previously done – it hasn’t reduced population obesity. We need to improvise and the hunch is that the solution is much more about nice people being nice to other people, than specific expertise or specialist techniques owned and protected by a small group of professionals who though highly qualified, can’t deliver the reach and long term engagement we need.

We don't have a good evidence base of what works at scale so need hunch based practice more than evidence based practice (but we turn the hunch into evidence along the way)

This is who we're looking for:

Brave, resilient, creative, inspirational and aspirational people, who can see the problem and not jump prematurely to a solution

"A conclusion is simply the point at which we got tired of thinking"

A wise Essex Public Health woman

People who enjoy complexity, creativity, improvisation beyond the rule book, subterfuge and risk taking in pursuit of the goal

"Obstacles are what you see when you take your eyes off the goal"

Henry Ford, Vince Lombardi, and Peter Blake round the world yachtsman

People who can empathise with those who find weight management really hard (every one of us at some time, but much more for some than others)

"We don't see people as they are, we see people as we are"

Anais Ninn

6. **Working across the Integration Programme** - Peter Fairley, Director for Strategy and Health Integration and Emma Richardson, Head of Integration and Partnerships, Essex County Council



Peter Fairley is the Director for Strategy and Health Integration, working within adult social care. His role is to lead the strategic and business planning for adult social care and to promote greater collaboration and integration between ECC and other partners such as the NHS and district and borough councils.

Peter has played a leading role in the development of the three Sustainability and Transformation Partnerships, and in the development of local place-based health and care alliances, such as the North East Essex Alliance, the West Essex One Health and Care Partnership, the Mid Essex Live Well Partnership, the South East Essex Alliance and

the Basildon and Brentwood Alliance.

He has also led work on the development of a population health management strategy for Mid and South Essex.

Emma Richardson has worked for Essex County Council for the past 12 years and is currently the head of integration and partnerships within Adult Social Care. She has worked for ECC since leaving university and has held various roles across the Adult Social Care and Corporate function working up to her current role which she has held for 2.5 years.



Emma is passionate about collaboration and enjoys working through the complexity of the health and care system in Essex to improve outcomes for the population.

What is the challenge...

Essex is one of the largest most complex Health and Social Care Systems in the Country. We work across several partnerships across the County to progress the concept of integration with health, care and community providers. Dependent upon emerging needs, we're seeking LGE input within the following partnership arrangements:

- North East Essex Alliance
- West Essex ICP
- Mid Essex Partnership
- South East Essex Partnership
- South West Essex Alliance

7. **How can all partners in the Essex Partners Board support the development of a world class skills base in Essex** – James Rolfe, Chief Operating Officer, Anglia Ruskin University



James Rolfe joined Anglia Ruskin University in October 2018, after a successful career in local and central government. He leads the overall corporate development of the University, including marketing and communications, recruitment, outreach, strategy and planning, estates and facilities, HR, IT, transformation and business intelligence. James brings with him experience in similar roles in local government, most recently at the London Borough of Enfield, where he was responsible for a range of enabling services – finance, procurement, commercial, customer service, IT, transformation – as well as libraries, arts and culture, and was managing director of Enfield’s innovative and highly successful housing company Housing Gateway Limited. Before Enfield, James worked in Adult Social Services at Norfolk County Council, which followed 16 years in central government, spent mainly in a range of roles in Whitehall covering management reform, spending reviews, public/private partnerships, private office, operations and long term planning. James is a qualified accountant with both CIMA and CIPFA, holds an MBA from Cranfield University and, in his spare time, is a very passable runner and cyclist.

What is the challenge...

How can all partners in the Essex Partners Board support the development of a world class skills base in Essex, where all citizens have equal, excellent access to higher education? What are the changes that partners can make to enable this to happen, and what are the outcomes that EPB can expect?

Essex has a strong and diverse economy that has many strengths and advantages which mark it out from many other parts of the country. However, even before the C19 pandemic, uptake to higher education and the breadth of higher levels skills across the country was inconsistent and unequal. The consequences of that are significant, with significant disparities in incomes and life chances more generally from the most prosperous to the most deprived parts of the county.

The Coronavirus pandemic has created many challenges for the Essex economy, but many opportunities as well. New sectors may emerge and/or grow (e.g. sustainable technologies and housebuilding sectors, given the greater emphasis on home working for many workers and the ‘building back better’ rhetoric), whilst other sectors (e.g. leisure and hospitality) may not see an early return to the pre-Covid levels of activity. Other sectors were in transition already, and that change may now accelerate as a result of the dampening effect of coronavirus (e.g. automotive). Now is an ideal time to review the Essex county approach to skills identification and training delivery and models, so that the county has the skills it needs to thrive and prosper in the future.

8. **Essex as a leader in the green economy: How we can accelerate Climate Action Zones in Essex-** Mark Carroll, Executive Director, Place and Public Health and Samantha Kennedy, Director of Environment and Climate Action, Essex County Council



Mark Carroll's role incorporates a wide range of services to create the conditions for sustainable growth and development, enabling residents to achieve their ambitions and creating great places to live, work and enjoy now and in the future.

Before taking up this role, Mark was seconded from central government to Essex County Council as our Director for Strategic Housing and our Greater Essex Devolution Programme lead.

In HM Government Mark held a variety of Director and Board level roles over 12 years in the Home Office and the Department for Communities and Local Government. During that time he advised Cabinet Ministers and delivered the governments responsibilities for decentralisation, localism, communities, integration, preventing extremism, housing, the third sector strategy, European Regional Development Funding and led the 2010 Spending Review for DCLG.

Before joining the Civil Service, Mark worked as a partner in management consultancy, with contracts with FTSE 100 companies, government and health organisations. He started his career as a Probation Officer and has led a regional charity using social enterprise to tackle drug and gang issues.

Samantha Kennedy joined Essex County Council in February from the civil service where she had lead work on decarbonising the public sector and local energy in BEIS, and latterly EU Exit planning, climate adaptation and forestry in Defra.

She has had a long career in the public sector including Transport for London, managing a broad portfolio in Surface Transport including the low emission zone, congestion charging and London's first electric vehicle strategy; and the Energy Saving Trust leading national programmes to promote energy efficiency, district heating and renewable energy technologies.



Samantha is passionate about driving change to meet the climate and nature challenges that we face.

What is the challenge...

Climate Action Zones refers to ambitious programme of environmental sustainability. We all appreciate that urgent action is needed to cut our emissions and a deliver climate resilient Essex that can cope with an already changing climate and the increasing flooding, water scarcity and overheating that this brings. However, there are a lack of net zero, resilient communities that can show the way forward and there is an opportunity to drive innovation in Essex.

In Essex we want to prioritise the move to net zero to support growth in the local green economy and bring forward a vision of what low carbon living can look like. This includes a move to a sustainable, green landscape which will protect from flooding, water scarcity and overheating whilst supporting wildlife and public greenspace, noting that landscape can be rural and urban.

No one organisation can achieve this: it will require co-operation and support across the public and private sectors.

9. **Engaging communities in sustaining historic buildings** - Ian Davidson, Chief Executive, Tendring District Council



Ian Davidson is Chief Executive of Tendring District Council, a post he has held since 2010. His overriding ethos is that the Council should take a community leadership role for the area as a whole, working with all public sector providers.

Since 2010 Tendring has undertaken a fundamental transformation and reorganisation programme and recently achieved IIP Gold. Ian has driven inward investment and growth opportunities whilst addressing internal structural issues. For example, Tendring has delivered a jointly funded £36 million coastal defence scheme which protected the coastline, housing and businesses whilst creating opportunities for inward investment and growth, with benefits such as: new sustainable businesses; apprenticeships schemes; new leisure and tourism offer; development opportunities; and nature and wildlife activities.

The Council has adopted an ethos that the only way to fundamentally change the way to deliver services is to take an holistic approach to public services. Ian is a member of the Essex Health and Wellbeing Board and chairs the Essex Strategic Coordination Group.

Prior to working at Tendring, Ian worked at the Audit Commission as an Area Manager. Ian has also undertaken an extensive programme of work on behalf of the Council of Europe, supporting the strengthening of local self-government and developing democracy and public services. This has included working in Chechnya, the Russian Federation, Serbia and Bulgaria.

Ian started his career in the RAF where he flew a desk!

What is the challenge...

Martello Tower E is located off Hastings Avenue Clacton-on-Sea; it is one of a string of east coast fortifications intended to defend against a Napoleonic invasion that never arrived. The Tower is Grade II Listed, a Scheduled Ancient Monument and Building at Risk.

The building and surroundings are owned by Tendring District Council; it is currently leased to the local scouts group, due to end in 2024. The scouts have been unable to resource conversion or repair of the building and have indicated a willingness to surrender the lease. It is apparent that the scout group will not be able to meet any terminal dilapidations claim.

A public event in 2019 revealed a Community desire for the structure to be used for some community or museum purpose. Some local business people have proposed to buy the structure for a commercial use but have been reticent to proceed once the extent of necessary repairs was understood. Tendring District Council is not able to fund current repairs or the ongoing running of a museum or community centre. Nearby a package of measures including major development at Jaywick Sands, new public convenience, creation and enhancement of water sports facilities, renewed café and parking facilities, inland beach and enhancement of links between Jaywick Sands and Clacton town centre is proposed.

The challenge is to envision a future use of the building that can be financially sustainable, sympathetic to the history of the building, build on nearby proposals and meet community aspirations.

10. **Volunteering and Safeguarding: supporting the development of safe community participation across Essex** - Jemma Mindham, CEO, Rainbow Services (Harlow) & Alison Wilson, CEO, Mind in West Essex



Jemma Mindham is CEO of Rainbow Services (Harlow), the support agency for the VCSE in Harlow. She has 16 years' experience working in the charity sector in both direct delivery and senior management roles. With an NVQ Level 5 in Personnel Practice (Volunteer Management), she has been responsible for the delivery of volunteering programmes within health and social care services across the East of England, including supported volunteering in South and West Essex. Jemma is co-Chair of Essex Association of Councils for Voluntary Services.

Jemma has in depth, working knowledge of co-production in service design and the effective implementation of personalisation across health and social care. She is particularly interested in how voluntary and community organisations can successfully develop and deliver sustainable services to support individuals and communities and is a firm believer of the power of the voluntary and community sector to create sustainable change. Jemma is committed to strengthening the voice and involvement of the sector locally.

Alison Wilson is CEO of Mind In West Essex, a charity that has a vision for West Essex to be a place where people talk openly and positively about mental health, and where everyone gets the support and respect needed to live well. Alison has 30 years' experience of working in the voluntary sector across Essex. She is currently Co-chair of the steering group of the Essex Voluntary Sector Alliance.



Alison is passionate about developing and strengthening the role of the voluntary and community sector in Essex. She is also committed to ensuring that people are placed at the centre of their care.

What is the challenge...

The Coronavirus pandemic sparked a revolution in volunteering across Essex through the development and co-ordination of volunteers to support vulnerable residents across the County using virtual means of communication, online matching systems, and remote provision of advice and support.

As we as a county focus increasingly on the power of communities we feel that it is timely to reflect on our practise and approach with regards to safeguarding in relation to volunteering.

This area of work gives good scope for the participants to develop their leadership through research, talking to people, fact finding and applying their learning to develop an understanding and sharing of what the issues are and then the development of set of recommendations that respond to the issues they identify.

There is currently an appetite for this work within the Essex system and we believe it would be well received by all stakeholders and most importantly will have a positive benefit to our residents.

11. **Widening participation of parents/carers** - Lucy Murray, Director of Outreach, University of Essex.



Lucy Murray - As a graduate of the University of York, Lucy has worked at the University of Essex for over a decade, focussing on Widening Participation, Fair Access and Admissions.

Fair access is an area that Lucy has been passionate about throughout her career and is reflected in her belief that all young people who have the ability to access HE should have the opportunity to progress regardless of their background.

Lucy is responsible for ensuring that the University's outreach activities deliver aspirational outcomes for students underrepresented in higher education. As well as leading the University's Outreach provision, Lucy was instrumental in the University securing the role of lead institution for the Essex partnership for the Uni Connect program. Funded by the Office for Students, Uni Connect brings together 29 partnerships of universities, colleges and other local partners to offer collaborative activities, advice and information on the benefits and realities of going to university or college.

What is the challenge...

The University of Essex is committed to ensuring that all students with potential have the opportunity to access our transformational education, regardless of their background.

The Outreach team engage thousands of students annually in aspiration raising activities. Working with schools and colleges, these projects engage young people in activities that give underrepresented students (in higher education) the opportunity to find out more about higher education.

Activity includes campus visits, working with current University students, careers fairs, workshops, mentoring and attainment related projects.

Widening Participation activity is working. Students are becoming more engaged, progression levels are increasing, however there is one group who are continually difficult to engage - parents and carers.

Parents and carers are one of the most influential factors in a young person's decisions. They offer advice, support, direction, however when they have no experience of higher education, it can be daunting and overwhelming.

How can we empower parents and carers to act as advocates for higher education, to support their young people as opposed to dissuade due to the fear of the unknown?

We are looking for an approach that steps outside of the tried and tested. We have engaged in presentations, parent's evenings, webinars..... this has had limited success. We are looking to work with communities, business, education providers and other stakeholders and partnerships in the county to support this key group.

12. **Bring your own!**



If you are passionate about another system challenge in Essex that relates to one of the ambitions in the Future of Essex Vision please put number 12 as your first choice on the application form and describe the challenge, your suggested sponsor and whether the work is already underway. We can't promise this will be possible so do also select a second preference from the above list.

We are excited to read your ideas!

