

# LGE 2025

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# Leading Greater Essex

## Background

### Do you want to be part of the change Greater Essex needs?

As the past few years have shown, so many of the most difficult public service challenges we face do not fit neatly within our organisational structures. From protecting the vulnerable, to meeting individuals' health and care needs, to decarbonising our economy, these are challenges which require collaboration across organisations and sectors. They require leadership from those who can bring people together and are comfortable working across professional and organisational boundaries.

Leading Greater Essex (LGE) is an opportunity for you to develop these kinds of leadership skills and become a more effective agent of change. LGE is a leadership programme with a difference. It is not just a personal development programme - although it will support your personal development, especially if you are willing to look inside yourself - but it is also an investment in the capabilities of the Greater Essex system to meet the challenges of today and tomorrow.

As you develop your skills, you will do so alongside others in similar roles but from different organisations and organisational cultures, learning from their insights and experiences as they learn from yours. You will develop a network of colleagues across the Greater Essex system who can support you - and who you can support - in this complex and sometimes difficult work. Together you will become part of a wider network of alumni who have been through the LGE programme and are continuing to develop and apply the skills you will learn.

## Who can apply?

The programme is for you if:

- You are in a senior and/or strategic role in any public or voluntary sector organisation serving Greater Essex and have the support of your employer to participate.
- You are passionate about making a difference for people and planet and want to play your part in the change Greater Essex needs.
- You are curious, including being open to ideas, provocations and perspectives beyond your own experience.
- You are keen to learn, willing to look inside and challenge yourself as well as contribute to the learning of others.
- You can commit to participating fully in the programme alongside your other work.

## Programme Design

The programme will be interactive, experiential and co-produced by what each of the participants bring to it. You will work individually and collectively to surface and share insights

and stretch the frontiers of your own development. This programme is for participants, not passengers.

Your learning will be supported by the programme team and invited guests who will offer their knowledge, perspectives and reflections on leading change. You will be introduced to a range of theories, frameworks and ideas about leadership and collaboration drawn from a variety of disciplines. No one person's experience and no one framework will ever provide all the answers you want, so you are encouraged to test the ideas, apply them, and reflect on how they relate to your work.

**The programme runs from February 2025 to November 2025.**

We will come together at the **launch** day, to begin to get to know each other and lay the foundations of our learning.

There will then be five **full day in-person modules**. Each module will cover a different aspect of leadership practice and they will build on each other. They will include input from programme leaders and guest speakers, as well as group exercises, discussion and reflection, focused on developing knowledge and skills through experiential learning.

Alongside the modules you will be working on **system challenges** – live complex issues currently facing the Greater Essex system. You will work in groups of around eight participants to apply your learning from the programme, exploring different ways of working, noticing, diagnosing and intervening so that, together, you will bring a new contribution to addressing a relevant local issue.

Each challenge will have a strategic sponsor from within the Greater Essex system who will guide and challenge you, and a dedicated **coach** from the programme team who will help your group to reflect on what you are learning.

In total we will be together for eight full-day in-person events and four online group coaching sessions. In addition, you will be required to work in groups on your system challenges and independently to prepare and reflect on the modules. We estimate you should be prepared to commit around **2 days a month to get the most out of the programme.**

## Expectations of participants:

- Attend and engage with different elements of the learning within this programme opportunity, in person, online, in groups and individually. Even when it's difficult to find the time and headspace, and even when it stretches you outside your comfort zone.
- Build relationships with your fellow participants to enable you to work and learn together.
- Take action using your learning to try new ways of mobilising change, reflect on what happened and what new insights have been revealed, and share those with your peers.
- Trust in the process and move at your own pace. It takes time and effort to develop new skills and insights, and we do not expect learning to happen in a neat, linear way.

## Expectations of sponsoring leaders/organisations:

- Support their organisational participants to fulfil their commitment to the programme by checking in and supporting the removal of perceived barriers to engaging with the work.
- Draw in LGE participants to engage in dialogue about what they are learning, and how we collectively might do complex change differently across Greater Essex for the benefit of citizens.
- Engage in regular conversations with each other as an LGE sponsoring collective throughout the life of the programme, to ensure we achieve our shared purpose.
- For some of the sponsoring partnerships/boards, host a group of LGE participants whilst they undertake one of the key challenges prioritised as part of Future of Essex work.

## Reflections from past LGE participants:

*"I took part in the Leading Greater Essex Programme 2022 and worked with new colleagues across Essex to explore how meaningfully engaging the community and voluntary sector could reduce crime. The programme gave me the opportunity to learn more about systems leadership and how this works in practice, as well as connecting with colleagues in system leadership positions I otherwise wouldn't have connected with such as my Challenge Team. I've really enjoyed the LGE programme, and in particular, the Action Learning Set on Crime Prevention and Community Engagement, which our challenge group are taking outside of the LGE programme and continuing to pilot in Basildon communities, involving others outside of LGE in our system."*

*"LGE provides a fantastic opportunity for you to meet a wide range of people with diverse backgrounds, experiences and ideas. This programme offers you the means by which you can expand your professional network and exchange thoughts in a supportive and positive environment, and ultimately increase your understanding around system complexity in order that you can better tackle any manner of strategic and practical issue."*

## Recruitment Process

We want a cohort with a real appetite for learning in collaboration with others, who between them provide a good balance of participation across agencies in the Essex system.

## Application

To make an application please visit website: [Essex Partnership \(essexfuture.org.uk\)](https://essexfuture.org.uk) or email us at [essex.partners@essex.gov.uk](mailto:essex.partners@essex.gov.uk).

Please share this opportunity with other colleagues who may be interested.

## Fees

Places on LGE 2025 are £2,000 per participant.

There are 5 places available to voluntary and community organisations via a bursary.

## Key Dates

### **Applications**

12 November 2024	Applications open
8 January 2025	Applications close

These dates are indicative, and some may change. We hope to confirm dates as soon as possible. Both **in-person and online sessions** are considered **mandatory** for participants.

*In-person sessions*

*Online sessions*

4 February 2025	Launch event
11 March 2025	Session 1
1 <sup>st</sup> April 2025	Session 1
22 <sup>nd</sup> April 2025	Session 2
13 May 2025	Session 2
3 <sup>rd</sup> June 2025	Session 3
24 <sup>th</sup> June 2025	System Challenges launch
8 July 2025	System Challenges launch
2 September 2025	Session 3
23 <sup>rd</sup> Sept 2025	Module 4
14 <sup>th</sup> Oct 2025	Closing Celebration
1 December 2025	Closing Celebration

If you have any questions, get in touch with us via email at either [kate.crofts@essex.gov.uk](mailto:kate.crofts@essex.gov.uk) or [essex.partners@essex.gov.uk](mailto:essex.partners@essex.gov.uk)

# LGE2025 Programme Team

## Elle Dodd, Director, Collaborate



Elle co-leads our leadership practice and designed and delivered LGE in 2020-2022. Elle directs our London Leadership Programme on behalf of London Councils and develops bespoke place-based leadership programmes.

Elle brings experience in policy making and system change from both local and national government. An economist by training, she worked on international development in Whitehall before being posted to the UN where she negotiated the Sustainable Development Goals. She then transitioned to focus on domestic challenges, leading on devolved economic and social policy for Liverpool City Region, including driving a shift to more people-centred and participatory policymaking.

## Naomi Diamond, Head of Practice, Collaborate



Naomi is an experienced facilitator, coach and host of collaborative learning spaces, with an Award in Education and Training in adult learning. She has 30 years of experience in civil society and local government and cross-sector partnerships. She managed national training programmes in community organising for some years and has a particular expertise in collaboration and engagement between public services and communities.

She has worked on a number of Collaborate's system leadership programmes, and also led learning and engagement work with clients including Local Authorities, charities and funders. She also led Collaborate's 2-year programme of work developing a community of practice for practitioners exploring a 'Human Learning Systems' approach to public service transformation.

## Jeff Masters, Director, Collaborate



Jeff co-leads our leadership practice and has designed and delivered LGE for the last four years as well as leading on leadership programmes with the Active Partnerships network and with Active Essex.

Prior to working at Collaborate he has almost two decades of experience in public policy and practice, working at the intersection of policy, politics and academia as a civil servant, in think tanks, in politics, and for academics. Jeff was policy adviser and speechwriter to Shadow Business Secretaries Chuka Umunna MP and Rt Hon John Denham MP, an official in HM Treasury and the Cabinet Office, and secretary to the Commission on 2020 Public Services based at the RSA.

### Emma Hindle, Project Manager, Collaborate CIC



Emma provides research and project management support across a range of place-based and systems change projects at Collaborate including managing Leading Greater Essex since 2023. Emma has an MSc in Social Policy from the London School of Economics and Political Science and an interdisciplinary BSc in politics, law and economics at the University of Amsterdam.

### Ellen Care, Head of Practice, Collaborate



Ellen joined Collaborate as Head of Practice in June 2019, bringing six years of experience working in local authorities on transformation, organisational development and service design.

Ellen led on Leading Greater Essex in 2023, teaching and coaching the cohort of learners. In addition Ellen has led work on organisational development and place-based change in the London Borough of Barnet, and prototyping and public service reform in Barking & Dagenham. She has explored ways to empower communities alongside Thurrock Council and with housing association Soha, as well as supported learning and evaluating systems change with Save the Children UK.

Ellen co-authored two reports as part of the New Operating Models Handbook. '[From The Margins to the Mainstream](#)' explores how to create the conditions for new operating models in local government to thrive; and '[Reframing Risk](#)' considers how to adopt new mindsets around risk that enable innovation.

### Kate Crofts, Leading Greater Essex Coordinator, Essex County Council



Kate has facilitated many public service partnerships at national and local level for more than 25 years. Kate created the Greater Essex Leadership Collaborative in 2016, which was the precursor to Leading Greater Essex. Kate went on to coordinate LGE from 2017 - 2022 when she participated in LGE 2022 whilst working in transformation in the NHS.

Kate has been an energetic advocate for equality and inclusion, particularly the rights of disabled people, for many years. She is qualified in social sciences, communications and leadership and her career has been wide ranging, across research, strategy, policy and governance, convening complex partnerships and embedding whole system working across communities, ensuring strategies and initiatives have inclusion baked in. Kate has also been a trustee of Guide Dogs UK since 2018; cofounded Blind Parents UK; is a Trustee of Blind Children UK and an associate lecturer in midwifery (specialising in support to disabled parents) at University of East Anglia.