

Together, we will address inequality & empower **EVERYONE** to be active in a way that works for them

Maximising the potential of walking • Considering the impact on climate change • Addressing inequalities created by Covid-19

Enabling children & young people to have positive experiences of being active **THROUGHOUT THEIR CHILDHOOD**

Creating accessible, safe, & inclusive places & environments for physical activity

Maximising the potential of physical activity to improve physical and mental health

Working with people & communities who experience the greatest inequality

Creating a culture where everyone can be active & **MOVE MORE**

HOW?

GROWING OUR UNDERSTANDING OF PEOPLE AND COMMUNITIES
by working closely with lived experience and listening to resident voices

WORKING COLLABORATIVELY
across and between partners and sectors

SUPPORTING AND DEVELOPING PEOPLE
who can lead and influence others to move more

TARGETING AND ALIGNING INVESTMENT
to where it's most needed


ADVOCATING FOR AND INFLUENCING
policy and practice

FOCUS ON LEARNING AND ADAPTING,
understanding what works and applying it to our work




Our shared aims:

1. **CREATING A CULTURE** where everyone can be active and move more.
2. Enabling **CHILDREN AND YOUNG PEOPLE** to have positive experiences of being active throughout their childhood.
3. Working with **PEOPLE AND COMMUNITIES** who experience the **GREATEST INEQUALITY**.
4. Maximising the potential of physical activity to improve **PHYSICAL AND MENTAL HEALTH**.
5. Creating **ACCESSIBLE, SAFE, and INCLUSIVE PLACES AND ENVIRONMENTS** for physical activity.



In addition to the imbalances and inequalities of Covid-19, there are two themes that cross through all of the aims - the **POTENTIAL OF WALKING** in a way that's accessible to everyone and **OUR CARBON FOOTPRINT AND IMPACT ON THE ENVIRONMENT**. These considerations feed into almost all of our aims and actions.



Our united approach

This is a systems-based, collaborative approach with everyone leading and participating together. Partners and communities uniting around a shared vision and adopting shared outcomes so that we are aligned and working towards the same things. The power of our collective work is in the sum of the parts, including integrated health and care, voluntary and community organisations, young people services and education, wellbeing, sport, leisure, transport, housing, environment, community safety and planning, to name but a few.

At the heart of this united approach is people and communities 'owning' the change they're trying to create by being involved and feeling empowered. Everyone and every place is different, and it's important to understand and appreciate individual and local circumstances that influence people and communities to be active.

How we work to achieve this is key. We're learning that it will take a commitment to:

GROWING OUR INSIGHT AND UNDERSTANDING OF PEOPLE AND COMMUNITIES by working closely with lived experience and listening carefully to resident voices.

SUPPORTING AND DEVELOPING PEOPLE who can lead and influence others to move more.

WORKING COLLABORATIVELY across and between partners and sectors.

FOCUSING ON LEARNING AND ADAPTING, understanding what works as well as what doesn't and applying it to our work on an ongoing basis.

ADVOCATING FOR AND INFLUENCING policy and practice.

TARGETING AND ALIGNING INVESTMENT to where it's most needed.

We've already started our journey towards a united approach, and are already growing the movement. And while we're not starting from scratch, we do recognise that there are ways we can better come together and unite to encourage physical activity in Nottinghamshire and Derbyshire.



Active Partners Trust Systems Leadership Workshops:

Workshop 3: Building common understanding through seeing the bigger picture: getting off the dancefloor and onto the balcony

Tuesday 21st March 2023, 1.00 pm – 4.00 pm

Debbie Sorkin

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Outline for this afternoon

- 1.00 pm:** Welcome and introduction to the session
- 1.15 pm:** Building our common understanding by getting to know each other as a group: online Randomised Coffee Trial
- 1.40 pm:** Quick recap on what it means to work in a system/complexity; systems leadership and behaviours that lead to change: *Presentation, then any questions in plenary*
- 2.00 pm:** Applying the learning: Conversation 1: on the dancefloor, reflections on what we're seeing and experiencing now *Break-out groups, then feedback – what does this mean for us as a group?*
- 2.40 pm:** Applying the learning: Conversation 2: on the balcony, thinking about 'what next?' or 'what connections need to be made?'. What do we want to do over the next 12 months? *Break-out groups with a cup of tea, then feedback*
- 3.20 pm:** Applying the learning: Conversation 3: getting practical: how are we going to start getting to where we want to be? *Break-out groups, then feedback*
- 3.50 pm:** Summing up and reflections: what's coming up next time: one practical thing you're going to do
- 4.00 pm:** Close

Ways of working

- **Presence:** Really listening to each other; checking for meaning; asking questions to understand; giving people time
- **Attention:** Does your email really need you? Will your phone miss you if it's switched off for a bit?
- **Curiosity:** Retaining an open and curious mind; being open to questioning
- **Chatham:** What's in the room stays in the room
- **Engaging:** Being honest with each other; supporting each other; making new connections
- **Respect:** Listening; contributing; modelling how we want to be treated

Building our common understanding by getting to know each other: Randomised Coffee Trial

Sometimes the most unexpected conversations are the most fruitful

We're starting with another go at enabling you to get to know each other, so that you can make the most of the skills and experience in the virtual room.

We're going to put you (sort of) randomly in pairs/threes.

Have a conversation:

- **Introductions - who you are, where you're from**
- **What you're hoping for from today**
- **What you can offer and what you'd like help with**
- **Something about you: one thing you procrastinate over**

We will have one round of this for 15 minutes, so you have 5-7 minutes each.

What are you noticing? Who do you want to have a longer chat with? Any surprises?

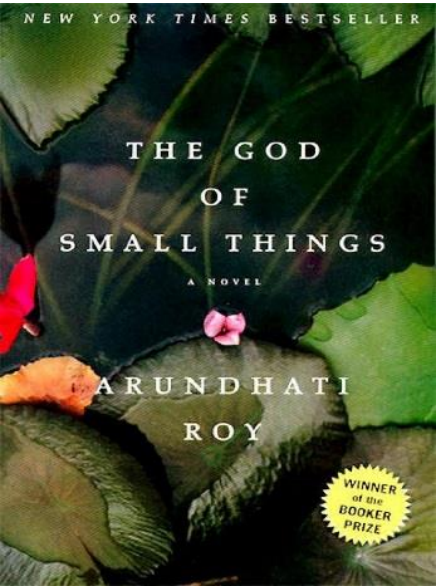


Quick recap: what it means to work in a system/in complexity; systems leadership and behaviours that lead to change



Debbie Sorkin

The systems leadership story so far...



'Intolerable' NHS crisis to continue until April, health leaders warn

Ministers urged to recall parliament amid warnings patients are dying needlessly due to inaction

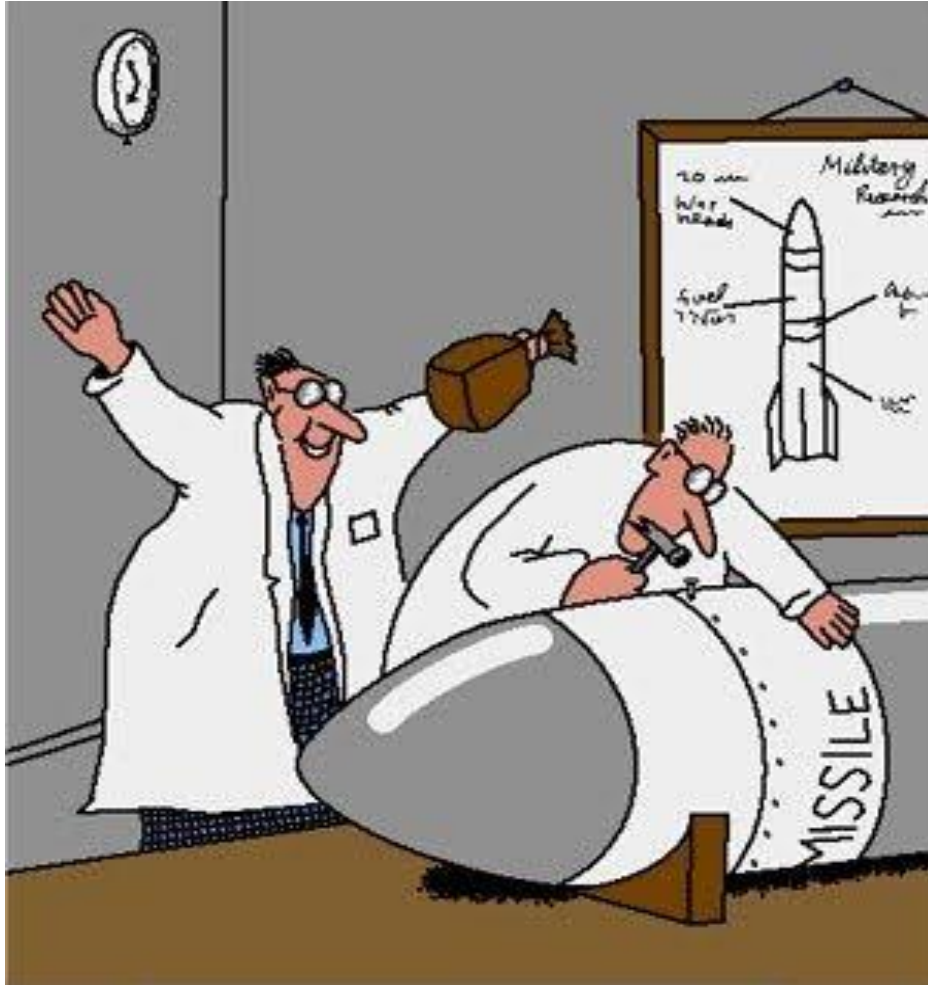


More than a dozen NHS trusts and ambulance services have declared critical incidents in recent days, with an overstretched workforce. Photograph: Christopher Furlong/Getty Images

The crisis engulfing the NHS will continue until Easter, health leaders have warned, as senior doctors accused ministers of letting patients die needlessly through inaction.



A reminder about systems leadership behaviours



“The best people practising systems leadership are not described in terms of charismatic heroes or divas, but as thoughtful, calm personalities who are as confident working in the background, supporting and enabling others, as they are in the limelight, leading from the front’.

*From ‘Exceptional Leadership for Exceptional Times’,
Virtual Staff College, 2013*

https://www.leadershipcentre.org.uk/systemsleadership/wp-content/uploads/2017/01/VSC_Synthesis_exec_complete.pdf

This is about practising and encouraging behaviours that lead to change



- Ground things in your values – this is why you're doing this work, in sport, physical activity or more broadly
- **Get off the dancefloor and onto the balcony**
- Make sense of things for other people
- Enable and support other people – give people cover to try out new things
- Cede leadership

Getting off the dancefloor and onto the balcony is about ways of perceiving – and this includes noticing who isn't there/in the room

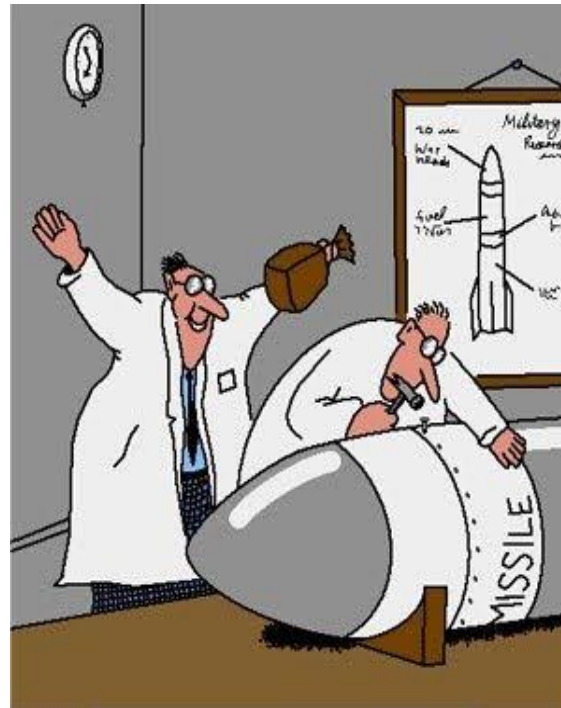
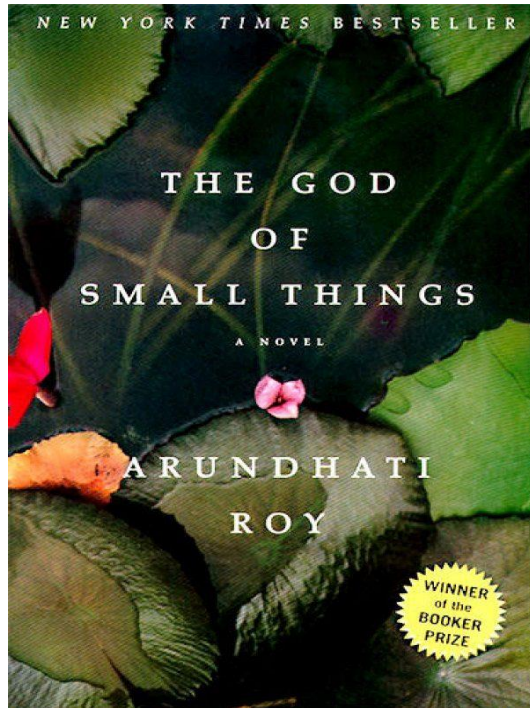


Bradford Total Place programme

Leaders described it as a 'life-changing experience' with more effective solutions arising from being developed from perspective of people using services.

- Make time for an observing eye
- Why? Because you get a better view of what's happening in the round if you have a wider perspective
- This links with the idea of connecting the system to itself (one of Myron's Maxims), and with the frames that might be in play
- Think about what might be out of view
- And cherish your outliers if they come up with a different view no 'Prozac leadership'

Q&A: SYSTEMS LEADERSHIP AND BEHAVIOURS THAT LEAD TO CHANGE



What questions would you like to ask, or what comments would we like to make, about systems leadership ideas/behaviours?

Please share them in plenary or put them in the Chat.

BREAKOUT ROOMS: CONVERSATION 1: ON THE DANCEFLOOR



Conversation:

Reflecting, from a leadership perspective, on what you're seeing and experiencing at present.

- One thing that's surprising you – in a good way.
- One thing that's concerning or frustrating you.
- One thing you're doing as a leader in your system that's different to what you might have done before (e.g. more working across boundaries).

BREAKOUT ROOMS: CONVERSATION 2: ON THE BALCONY



Conversation:

Raising our view: what do we want to do next, especially for people in their communities, or to address enduring inequalities?

- What do you want the future to look like? One practical example.
- How might you use your influence to progress this?
- What leadership behaviours will you need to model? What help and support will you need?

BREAKOUT ROOMS: CONVERSATION 3: MAKING THIS REAL



Conversation:

If we know what we want to do, how are we going to start – in a practical, do-able way – to make progress towards our aims?

- What systems leadership approaches or behaviours might we use? E.g. common purpose, supporting and enabling others, ceding leadership.
- What one or two small, practical things can we do to get the ball rolling?



Coming up.....

- 25th Apr:** Who's in my system? Rich Pictures and Stakeholder/Actor Mapping
- 23rd May:** How can I influence? Framing and reframing
- 22nd Jun:** How can I influence? Storytelling and Public Narrative

Active Partners Trust Systems Leadership Workshops Workshop 3, Tuesday 21st March 2023

Thank you. See you on Tuesday 25th April 2023

Debbie, Katie and James



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