

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 5: How can I influence?
Systems, Stakeholders, Framing and Reframing
Tuesday 23rd May 2023, 1.00 pm – 4.00 pm**

Debbie Sorkin

National Director of Systems Leadership, The Leadership Centre

debbie.sorkin@leadershipcentre.org.uk: @DebbieSorkin2

Outline for this afternoon

- 1.00 pm:** Welcome and introduction to the session
- 1.10 pm:** Developing our common understanding: online Randomised Coffee Trial
- 1.25 pm:** Quick recap on what it means to work in a system/complexity; systems leadership and behaviours that lead to change, including dancefloor and balcony: *Brief presentation, reflections in plenary*
- 1.45 pm:** How can I influence? 1) Getting the lie of the land with Rich Pictures. Sharing our Rich Pictures and what they've been telling us: *Participants presenting*
- 2.10 pm:** How can I influence? 2) Actively managing and prioritising Stakeholders: *Brief presentation, then work in groups and feedback*
- 2.50 pm:** Tea break
- 3.00 pm:** How can I influence? 3) Framing and reframing to change perspectives/action: *Brief presentation, then group work*
- 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

Developing 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 in pairs.

Have a conversation:

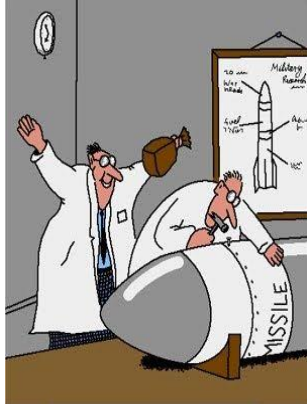
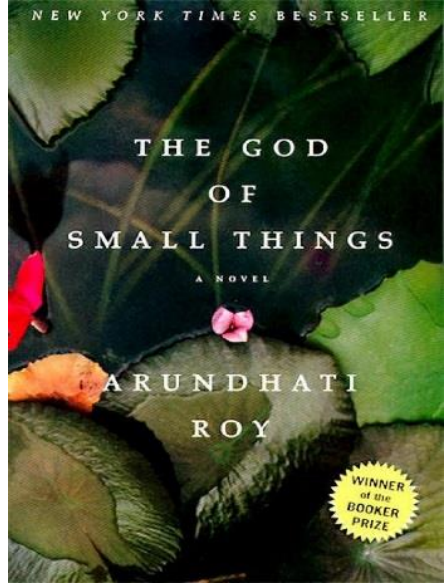
- Introductions - who you are, where you're from
- What you're hoping for from today
- What you can offer and what you'd like help with
- Something about you: one fashion faux pas

We will have one round of this for 10 minutes, so you have 5 minutes each.

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



Quick recap: 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.



Manage closely

How can I influence?

1) Getting the lie of the land: who's in my system? Rich Pictures



- Not a work of art
- More about 'what does my/our system feel like?'
- Who's in the system? What are the relationships? Who isn't included? Where are you? Or the people you work with/represent?
- As many stick figures as you like or as creative as you like

Sharing our Rich Pictures, and what they've been telling us

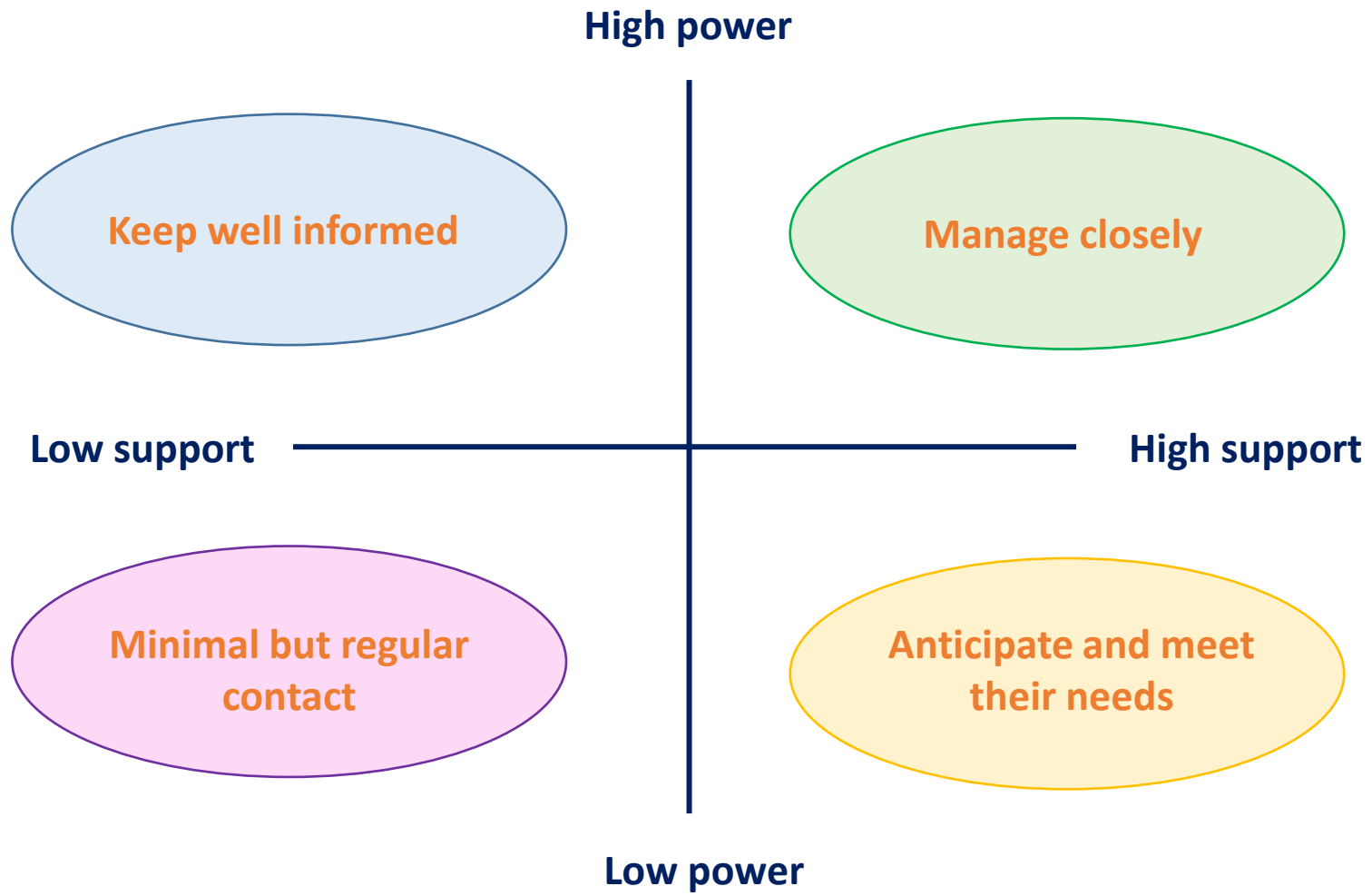


How can I influence?

2) Actively managing stakeholders: Stakeholder Mapping: what's their power and what do they support?

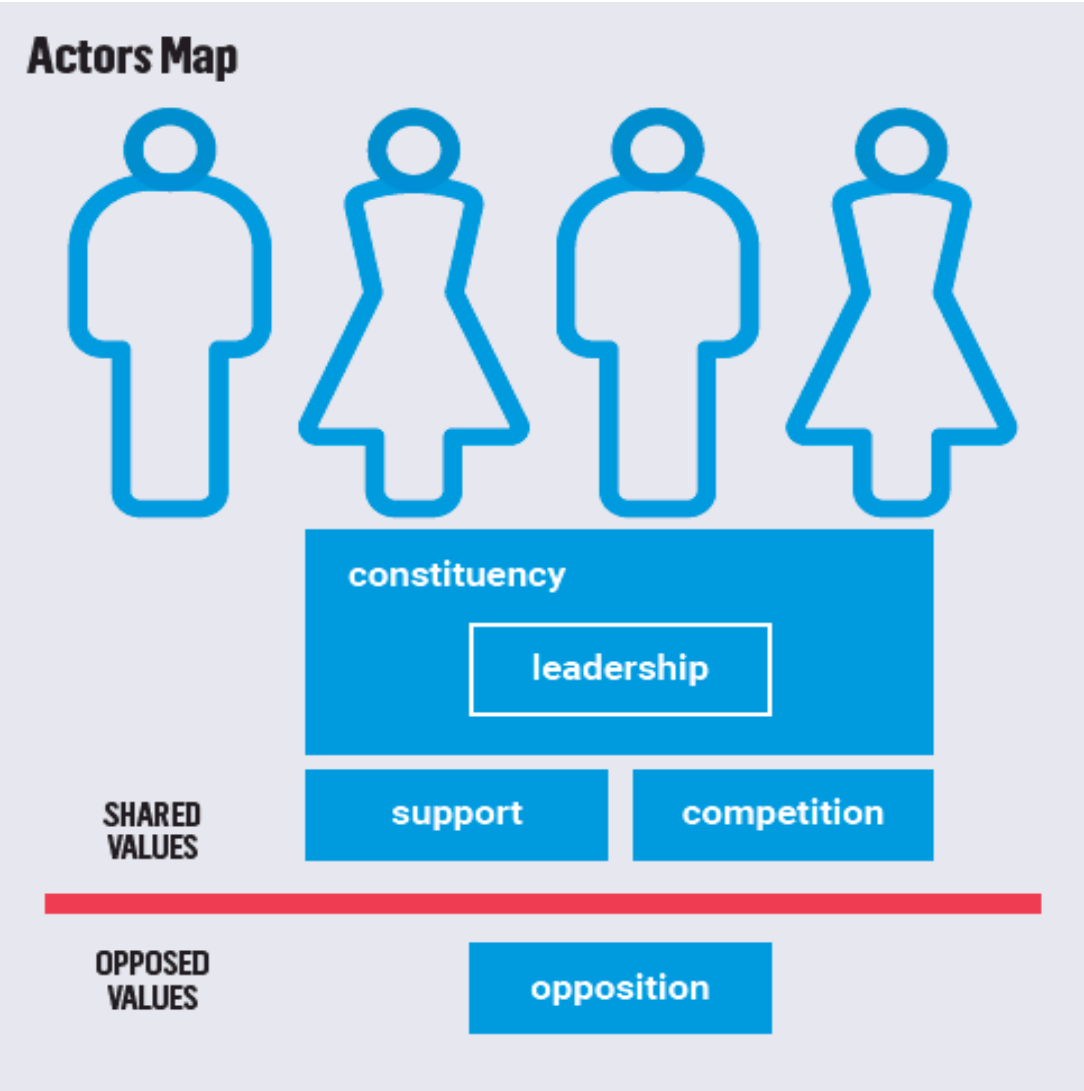
List your stakeholders by name

- A
- B
- C
- D
- E etc



Another way of looking at this: who shares our values?

Actor Mapping



BREAKOUT GROUPS: APPLYING THE LEARNING: HOW CAN I INFLUENCE?

Actors Map



constituency

leadership

SHARED
VALUES

support

competition

OPPOSED
VALUES

opposition

In groups:

Who are one or two key stakeholders whom you want to influence, where you don't have direct power?

You can map them according to power/support, or shared values, or other criteria

And you can use ideas from previous discussions or from your Rich Picture if you have them

How can I influence? Systems, Stakeholders, Framing and Reframing

Comfort/Tea Break



How can I influence?

3) Framing and Reframing



Frames: culture in shorthand: how we ascribe meaning

View from Leicester: 'Lineker stands up for people who don't have a voice'

Fans joining presenter in match-day crowd at club where he was a star striker, speak out on BBC controversy



📍 The Hartshorne family outside King Power Stadium on Saturday. Photograph: Andy Hall/The Observer

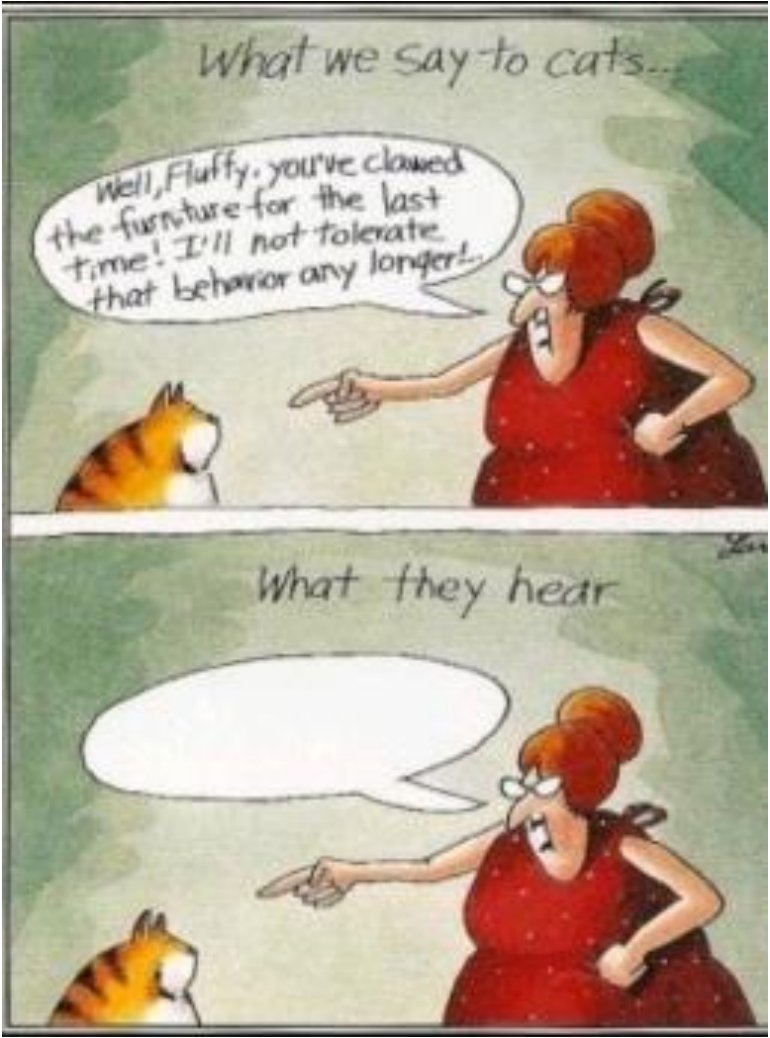
“Gary is 100% right,” said lifelong Leicester City fan John Farrell as he stood in the queue for a match-day programme before Saturday’s kick-off at King Power Stadium.

While the 67-year-old, who was in the stands for Gary Lineker’s Leicester City debut against Oldham Athletic on New Year’s Day 1979, didn’t necessarily agree with the content of the star striker turned broadcaster’s tweets, he strongly supported his right to an opinion. “I agree with freedom of speech. This is not Russia.”

The Guardian, 11th March 2023

- Mental shortcuts to images and associations: often based in metaphor: affect the way we think/make assumptions. Often shielding unspoken emotions/deeply held values: ‘This is how we are’
- They prime for associations – prisms and prisons. And they can take precedence over facts and rationality
- And because they’re continuously reinforced and follow familiar grooves, they can be hard to shift
- But once a new frame becomes established, and it’s become widely accepted, the previously unthinkable becomes ‘common sense’. So reframing gives you a way to get people to change their thinking

Retaliate first. Don't deny: shift the argument onto your territory and think about who your messengers might be



What this can look like in practice: reframing in a homelessness context

Bournemouth



Homelessness as public nuisance

Worthing



Homelessness as public health

Using different messengers in practice in relation to physical activity



**We are
Undefeatable, 2020**

CONVERSATION



What's resonating for us in this?

What's happened when frames aligned, or didn't?

Where have we been using messengers to get our voice heard?

BREAKOUT ROOMS



Conversation: for the people you want to influence, what are the frames in play?

How do you frame them; how do they frame you? Is there a gap?

How might you shift, or enhance, the frames? Are there any messengers out there?

Keep notes for yourself and the next workshop

Thinking time: reflections on the session, and actions

What has resonated; what have we learned; what are we going to try out? ONE THING you're going to do





Coming up..... Last chance!

22nd Jun: How can I influence? Storytelling and Public Narrative

Afterwards: Watch out for the WhatsApp!

Active Partners Trust Systems Leadership Workshops Workshop 5, Tuesday 23rd May 2023

Thank you. See you on Thursday 22nd June 2023

Debbie, Katie and James



Katie.crockett@Activepartnerstrust.org.uk

James.cook@Activepartnerstrust.org.uk

debbie.sorkin@leadershipcentre.org.uk, @DebbieSorkin2