

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: Wednesday 22nd May 2024, 1.00 pm – 4.00 pm

Being clear about what it is you want to do and how you might get there:

Getting off the Dancefloor and onto the Balcony, and Future Basing

What we'll be covering this afternoon: (hopefully a fair amount of ground)



- Very brief recap on what we covered in Workshops 1 and 2, particularly in relation to shared purpose and behaviours
- Introducing two ways of getting greater clarity about where you want to get to:
 - Getting off the Dancefloor/onto the Balcony
 - Future Basing
- Initial reflections, first in groups and then in plenary. How are either of these approaches resonating with us? Where might we use them?
- With a cup of tea: getting practical and trying out Future Basing. What's the view from 2026? How did you get there?
- Feedback in plenary and next steps: what have you learned, what are you going to try out? And what's coming up

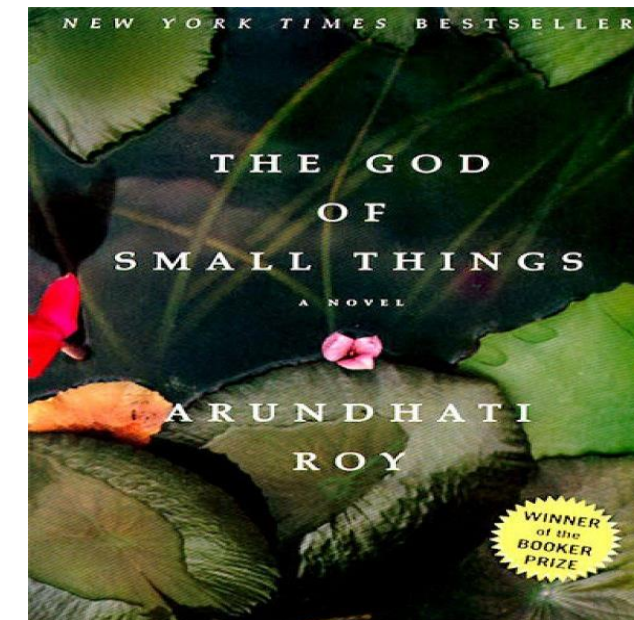
Recap: the story so far...



Working in complexity – what it means



The foundation: shared purpose



Using systems leadership approaches – and it is about leaderSHIP/behaviours



Getting off the dancefloor: making time for an observing eye



Two ways of getting greater clarity about what you want to do and how you might get there



Dancefloor and Balcony



Future Basing

Getting off the dancefloor and onto the balcony: part of a set of behaviours around the way you perceive and hear things

- Why do this? Because you get a better view of what's happening in the round if you get a wider perspective
- This links to Myron Rogers' Maxim around connecting the system to itself
- And it links to understanding the frames that other people might be using, and others' viewpoints
- Worth noting: because you're dealing with complex and unstable/changing systems, you can never see the whole dance floor. Some parts will always remain out of view – unseen or unknown
- So your big picture will always contain an element of shadow and uncertainty (hence the need to experiment etc)



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.

Ways of using dancefloor and balcony

Dancefloor/Ground Level



What am I seeing/experiencing at present?
What's different to what it was before?
Who's in the room?
Who's in our networks?
What are the connections?
What's working?
Where are the gaps?
What should we be doing more or less of?

Balcony Level

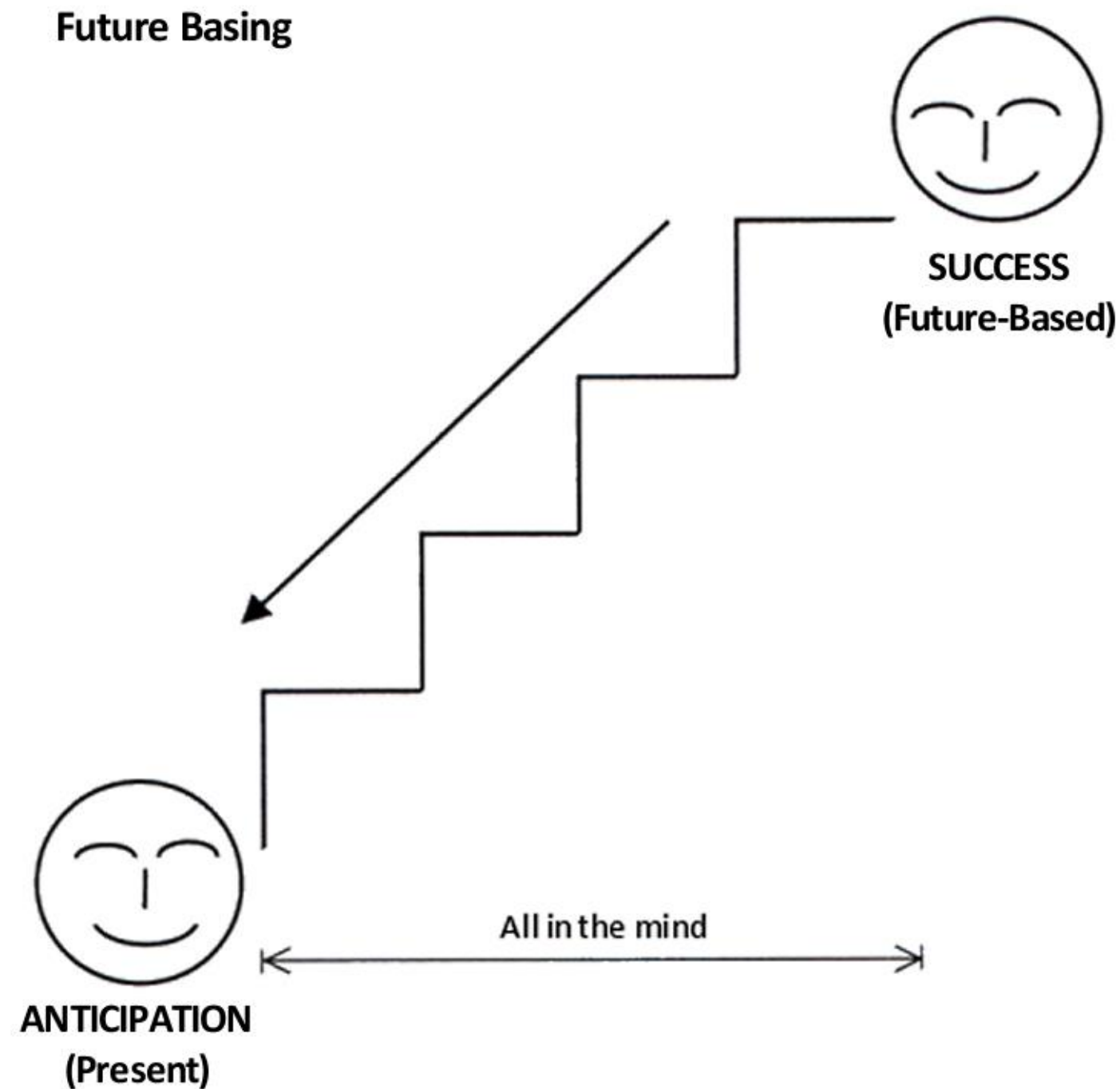


Where 'aren't' the connections?
How diverse are the views? Who isn't in the room?
How are we planning to do things differently?
What do we want the future to look like?
How far do we have a shared purpose?
How might we use influence/messengers to effect change?
What are our next steps?

Future Basing

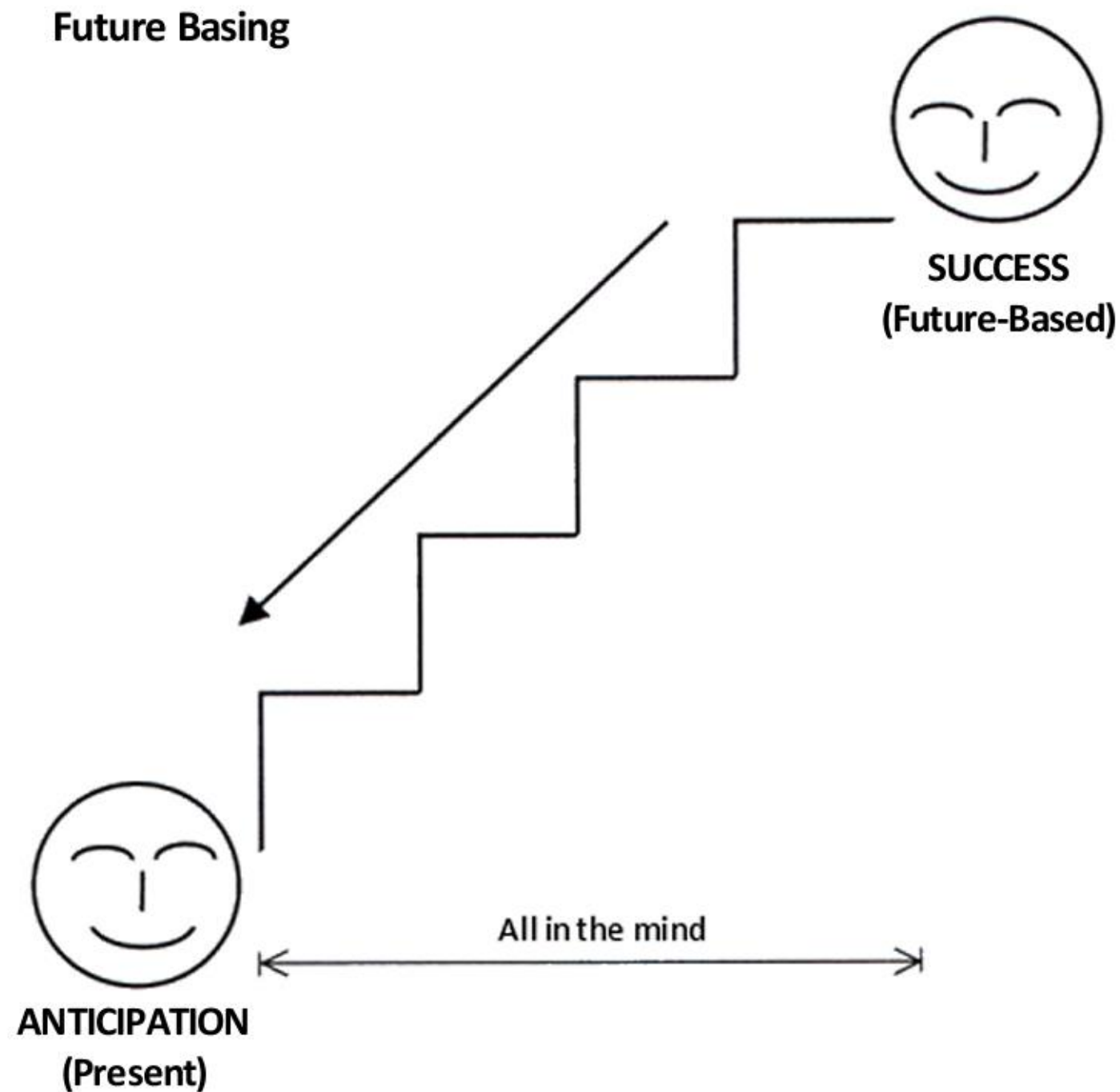


How Future Basing works



- Starting with the end in mind
- A technique to help us create the future we want, rather than reacting to 'what is'
- Positive, creative and proactive
- Built on an open attitude to change (defusing mindset)
- Starting with a state of mind, focusing on emotions associated with success
- A process to motivate and co-ordinate system partners around a shared purpose/ambition
- Sees steps as platforms and stages rather than obstacles

Stages of Future Basing



- You start with a positive vision of the future as the basis for making better decisions in the present
- So you start with a compelling vision of outcomes as if they'd already been achieved (e.g. 22nd May 2026, or you can set a date)
- Then you work backwards to identify milestone dates, events and problems you overcame, in order to get there
- You build in the detail between these events – e.g. training, new systems and processes etc
- Then you can start to apply project planning/scheduling to what you've identified – as well as looking at what you're already doing

Initial Reflections: first in groups and then in plenary



- How are these approaches resonating for us?
- Where might we use either of them?
- Where might they be particularly helpful?
- What else do we need to know? What would be useful?

Future Basing Exercise (1): in groups: 20 minutes

In your group: visualise the positive outcomes you're all looking for

Today is 22nd May 2026 (or a date that works for you)

Things have gone well and we are where we want to be, or we've at least made good progress:

- What's it like today, in relation to these services or ways of working?
- What looks different? What feels different?
- How are people behaving (differently)? How has the culture changed?
- What are the (better) outcomes?

Make a note of what this means for you individually



Future Basing Exercise (2): in groups: 15 minutes



How did we get here?

- **Looking back, what were the key actions, events, relationships that made these outcomes possible?**
- **What might have stopped us achieving these stages? How did we overcome these challenges?**
- What are we already doing NOW, that will start getting us where we want to be?
- What else could we start/do we need? What's realistic for us?

Future Basing Exercise: feedback in plenary

How did we find the exercise?

What worked well?

What was difficult?

What are we taking away?



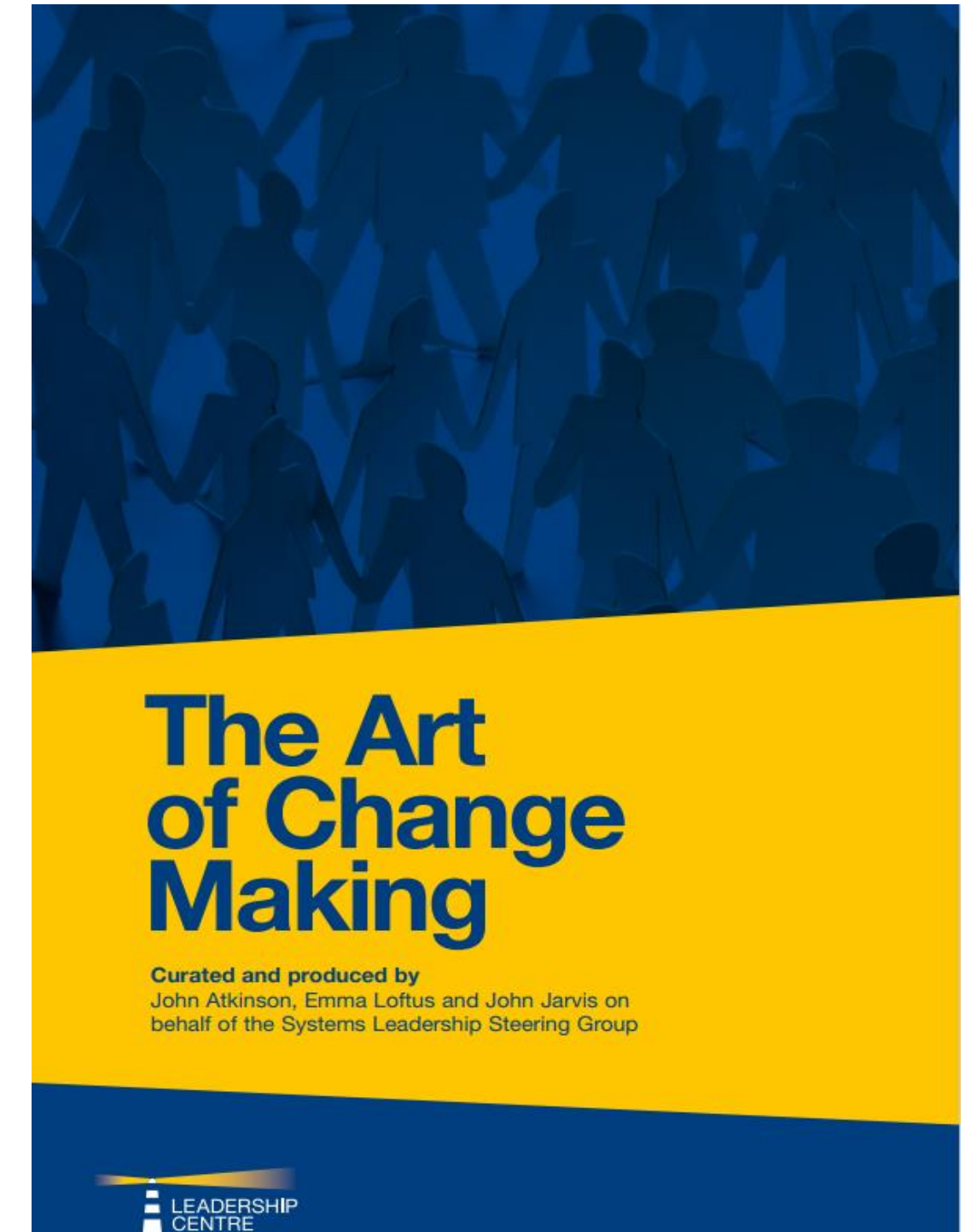
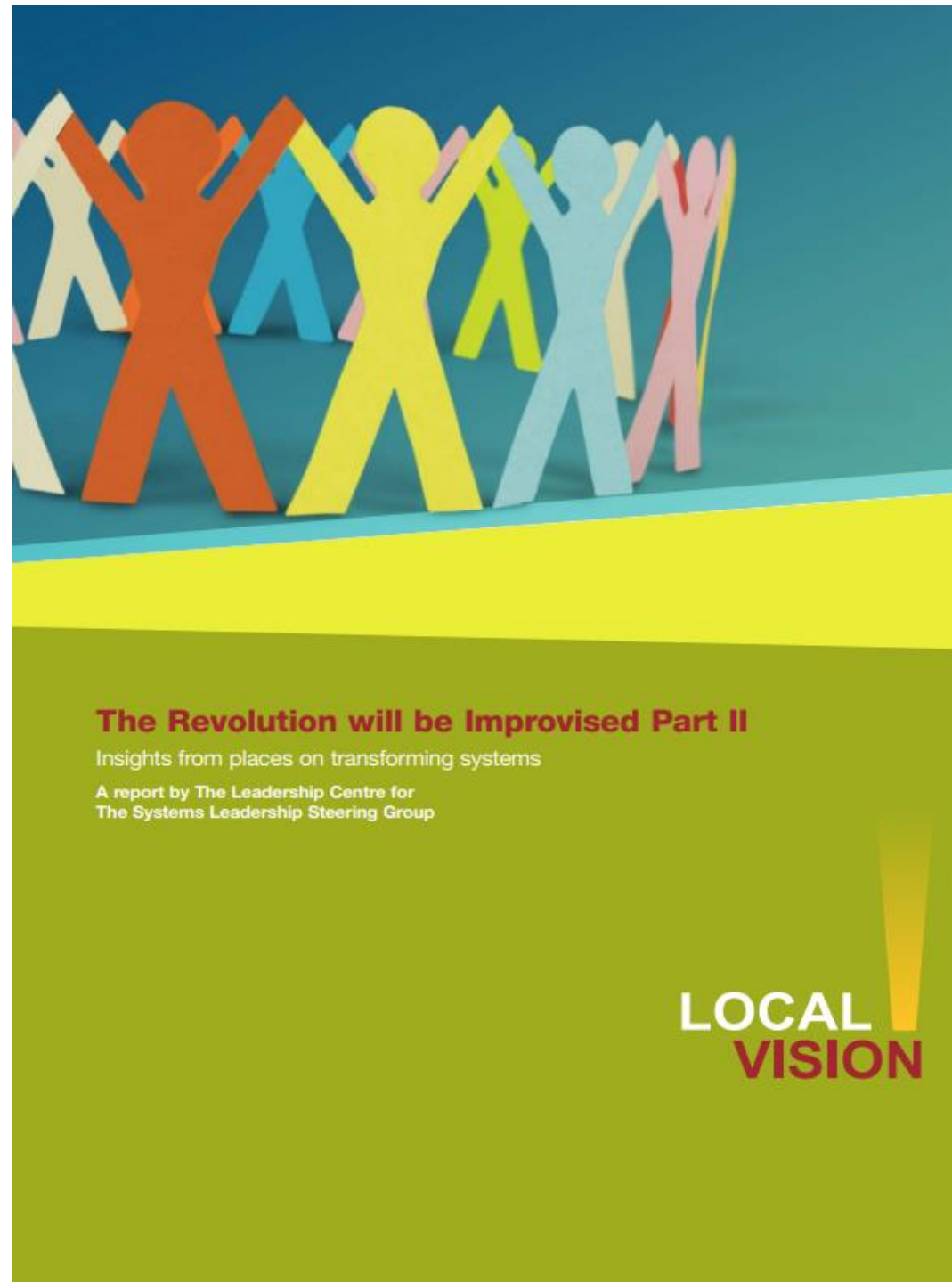
Coming up...

- Understanding your landscape: the lie of the land **18th June**
- The power of influence (1) Empathy Mapping and Reframing **11th July**
- The power of influence (2) Public Narrative **17th September**
- Keeping change going: leading through uncertainty and developing resilience **17th October**



Meet Catwoe...

More case studies and lessons learned



All at www.leadershipcentre.org.uk



Active Partners Trust Systems Leadership Workshops

Workshop 3: Being clear about what it is you want to do and how you might get there: Getting off the Dancefloor and onto the Balcony, and Future Basing

22nd May 2024

Thank you.

Debbie.Sorkin@leadershipcentre.org.uk @DebbieSorkin2