

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

Additional Systems Leadership Workshops

Workshop 8: Tuesday 3rd December 2024, 1.00 pm – 4.00 pm

Systems Leadership in a post-Darzi Review world

Debbie Sorkin, National Director of Systems Leadership, the Leadership Centre

Debbie.Sorkin@leadershipcentre.org.uk @debbiesorkin.bsky.social

This is about local action in a national context, drawing on what we already know and what we want to do, to create the conditions for change



- The national picture: key points from the Darzi review, the broader national context in which we're working, and national responses. What this might mean for us: looking at how being active can support a prevention-first health system, and at what might get in the way. *Reflections in groups: how is this resonating with us?*
- Making this happen, using systems leadership approaches and behaviours. Building relationships, trust and allies. Ways of influencing to change thinking and get action.
- *Discussion in plenary and in groups: what might this mean for us in practice?*
- Starting points and next steps

The national picture: a hard look at where we are



Hannah Al-Othman @HannahAlOthman · Oct 24

How your email finds me:



Sources: Health Foundation, DWP, National Foundation for Educational Research, Health Services Journal, Ipsos Mori

The Darzi Review has been stark about the gap between where we are and where we want to be, describing the NHS as being 'in serious trouble'.

>7.6m people are on waiting lists, which are becoming the norm, especially re: mental health. What money there is, is in the wrong places. And this sits alongside capital and maintenance backlogs running into £billions.

The shifts that will form the basis of the NHS 10-Year Plan aren't going to be achieved overnight.

Meanwhile, alarm bells re: building blocks of health and inequalities haven't gone away : e.g. 4.3m children now in relative poverty; 3.6m in absolute poverty; c. 80% of schools now providing food parcels or food bank support.

And we're still working in the context of cuts in public services – many Integrated Care Boards and local authorities in difficulties.

- All of these issues will impinge on making prevention a reality – it can be painted as risky, counter-cultural and a distraction.

Response: ultimately, rethinking health, the NHS and the state

- 3 key shifts: ‘from analog to digital’ – expanded use of digital tech + AI; from acute to community/primary care; and from sickness to prevention
- Will mean more focus on health and wellbeing, and on neighbourhoods and communities
- Not much on ‘how’ so far from govt, although the think-tanks have some good reports, e.g. NHS Confed: [Pathway-to-prevention 0.pdf](#) – making the case for RoI re: exercise.
- 10-Year NHS Plan coming in May 2025: advisory groups include: *“I can stay healthy and manage my health in a way that works for me”*.
- Also likely shift in role and influence of NHSE – so the time to do things differently is now
- Budget ££ uplift but seems to be mainly for stabilising NHS: less for PH/PC at this stage

Dozens of councils to be abolished under biggest reforms in 50 years

Move aims to end two-tier system of local government and replace it with larger unitary authorities, aiming to save the taxpayer about £3 billion over five years

Max Kendix, Political Reporter

Sunday November 24 2024,
7.30pm, The Times

Personal finance



Kent, pictured, is among the counties set to be reformed

ALAMY

Share

Save

Dozens of councils will be abolished in the biggest overhaul of local government in more than 50 years under plans being drawn up by ministers.

The Times, 25th November 2024

What this might mean for us (1): key themes from *Making our Move* conference workshop: 'how can being active support a prevention-first system?'

Understanding and reframing prevention

Collaboration and partnership

Community-centred approach

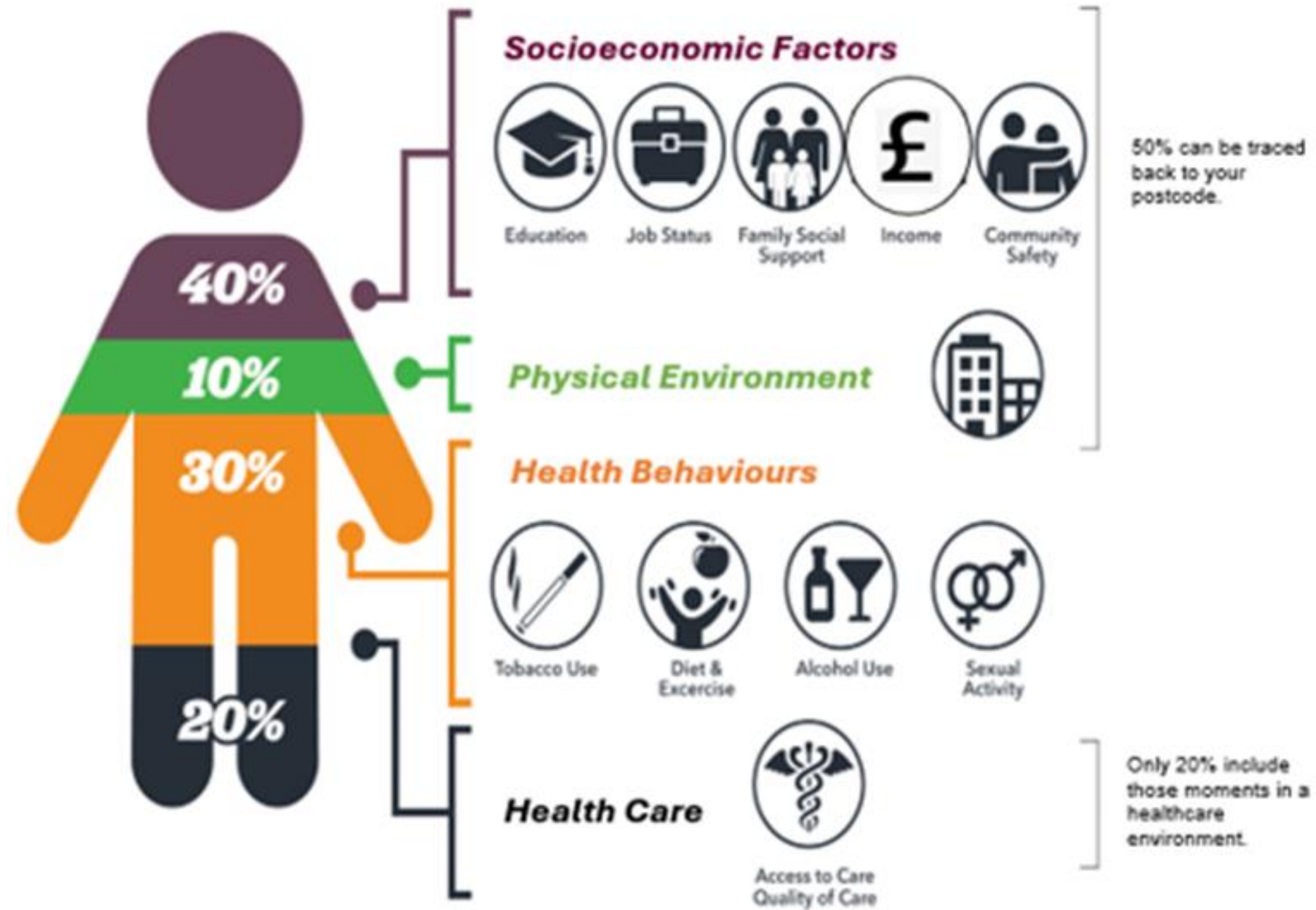
Systemic and policy changes

Holistic and inclusive approaches

Practical strategies

Professional development and networking

What this might mean for us (2): health and – not *or* – wellbeing



Source: Institute for Clinical Systems Improvement, Going Beyond Clinical Walls: Solving Complex Problems (October 2014)

What this might mean for us (3): inevitably, there are things that will get in the way



From the workshop:

- Slow uptake of prevention approaches over the years
- Lack of trust between agencies, and between agencies and communities
- Daunting nature of 'prevention' for the public
- Lack of understanding around physical activity and risk

Plus:

- Centrifugal 'pull' of entrenched cultures
- Urgency of the here and now – i.e. so that 'not now' risks becoming 'never'
- Understanding the potential/actual **loss** involved – e.g. loss of control linked to risk, status, identity, familiarity

Conversation in groups: how is all this resonating with us? What are we seeing?



- What's our experience so far, in practice?
- What's helping and what's hindering?
- How far are we involved in meaningful partnerships?
- How are we encouraging and supporting communities to do more?
- How far can we make this happen with the resources we have?

We'll then take some feedback in plenary.

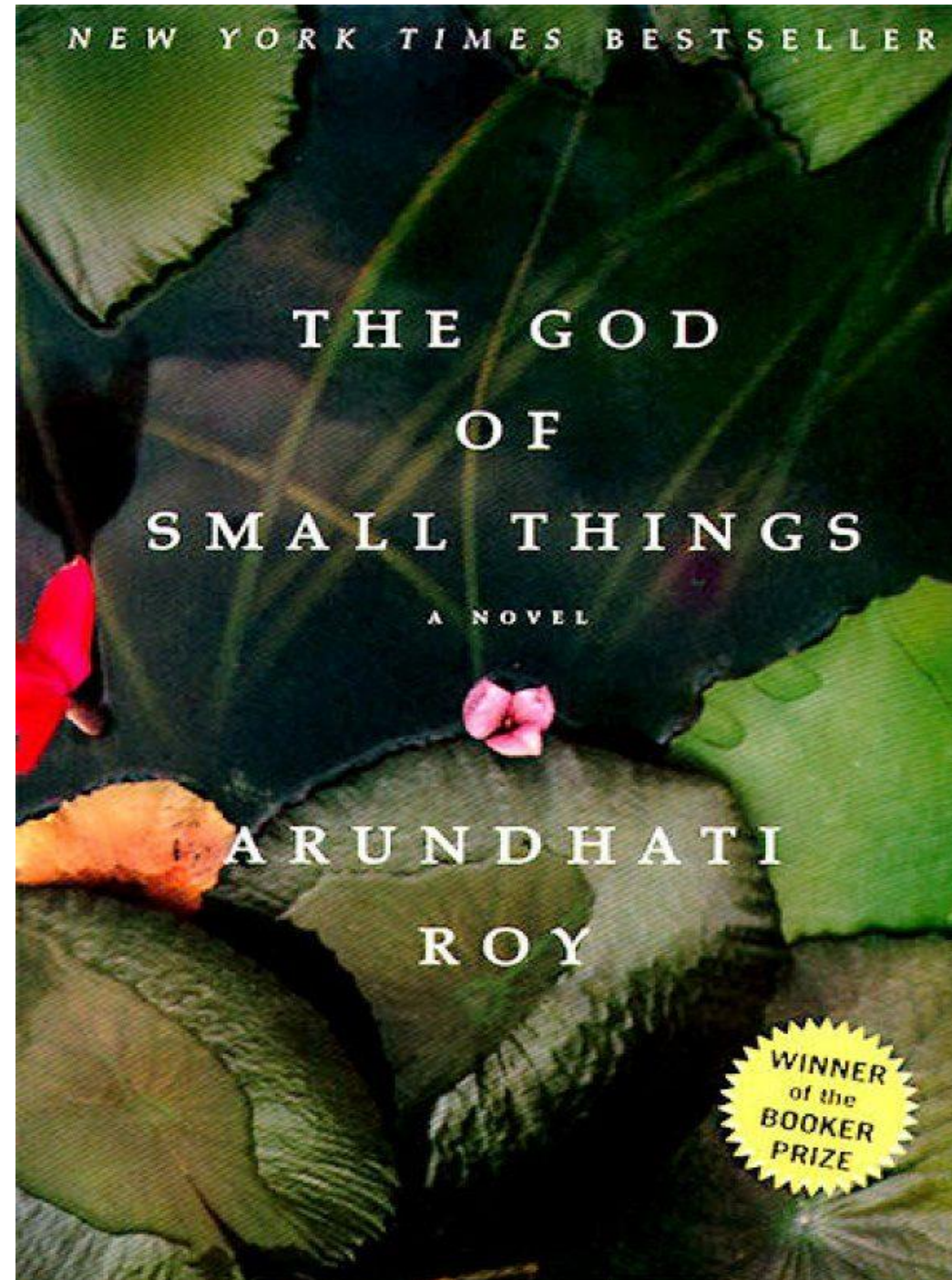
Active Partners Trust Workshop, 3rd December 2024

Systems Leadership in a post-Darzi Review world

Tea/comfort break



Starting point: we're not powerless. There's a lot we can do, and there are leadership tools, techniques and approaches that will help



1. Understand what you're dealing with. On many prevention-related issues, you'll be working in complexity. Luckily, you're primed to be good at this

- ✓ Deep-seated, multi-faceted issues that may have been around a long time
- ✓ No easy or obvious solutions (or money/ other resources); few levers to pull
- ✓ Cat-herding (and cats with strongly ingrained ways of doing things)
- ✓ Issues that shape-shift
- ✓ Political and politicised environments
- ✓ You'll only know what happens after the event – no guarantee of how/whether, things will work
- ✓ LOTS of opportunities to get smoke blown in your eyes



So leadership in these situations is always about working with risk and uncertainty

2. So work in ways that give you a head start. See this as being about leaderSHIP, not the leader.

“Leadership is taking responsibility for enabling others to achieve shared purpose in the face of uncertainty”

*Professor Marshall Ganz,
Harvard Kennedy School*

- It's about taking action
- Open to all
- In relationship to others
- With uncertainty as a given
- But always with a view to change – systems are not set in stone

Do NOT have Imposter Syndrome about this



3. Use systems, or adaptive, leadership approaches

“The collaborative leadership of a network of people, in different places and at different levels, creating a common purpose and co-operating to make significant change”

- Doing what's small, practical and doable (if unglamorous) for you
- Relationships + Trust => Influence and Change: “*systems move at the speed of trust*”
- Starting with shared purpose
- Allowing for what emerges
- Networks and distributed leadership > control

Start with relationships: use your power to convene and time your moves

“The official advice was the second bit was optional...little more than a social gathering... billed as a lunch and that even Biden wouldn’t be there...”

[Meanwhile] David Lammy has spent months developing relations with the Macron administration, tweeting in French and writing essays for intellectual Parisian magazines...

Neither Lammy nor Starmer was originally invited to the event, but Lammy used his contacts to get them both admitted, and his connections with Zelensky’s team to ensure there would be a Starmer handshake and photograph with the Ukrainian president.”

Tim Shipman, Sunday Times, 9th June 2024



David Lammy  @DavidLammy · Jun 7

Yesterday in Normandy @Keir_Starmer and I honoured those who made the ultimate sacrifice for our freedom on D-Day.

In Ukraine, this struggle goes on.

We told @ZelenskyUa that @UKLabour’s commitment is ironclad. We will stand with Ukraine until it wins.



752

381

2.5K

86K



Work out a (good enough) Shared Purpose



- Key ground rule for collaborative leadership
- What do we want to do? Why do we want to do it? What are the benefits going to be?
- Foundation and guide rope
- It's about our agenda, for the long haul; and getting supremely practical about the consequences – experiments, stakeholders, narratives
- Investing a bit of time in this is an absolute good

4. Behave in ways that lead to change



“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

Practise and encourage leadership behaviours that foster collaboration



- Ground things in your values
- Make time for an observing eye – get off the dancefloor and onto the balcony
- Make sense of things for other people
- Enable and support people to try out new things
- Cede leadership

How these ways of working might be applied to our work around prevention, in different areas

Understanding what prevention means to different people – there will be different meanings



Suiting place-based approaches

Allows for value of diverse perspectives

Working across a range of systems and sectors – e.g. going beyond health

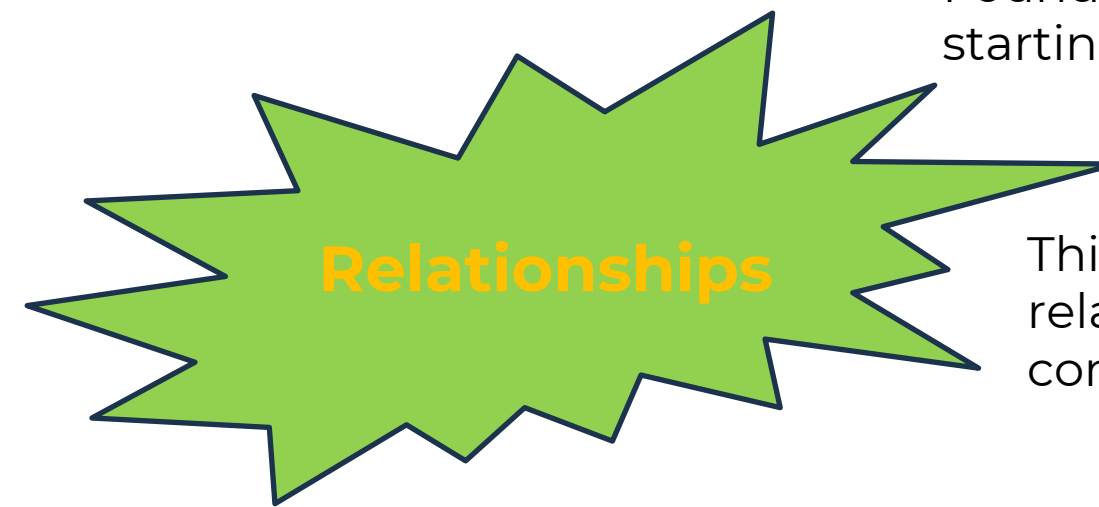
Encouraging collaboration between different partners

Building bridges between sectors



Really listening to each other

Sharing knowledge and stories – learning histories



Foundational for working with/starting with communities

Thinking about building relationships between communities and ICB

Empowering local and grass-roots organisations

Trying out new ways of allocating resources

Encouraging small collaborations and supporting them to grow



Letting small steps in partnership working accumulate into systemic change – continuous improvement

Going where the energy is and keeping going

Conversation in plenary



- How is this resonating for us?
- Where are we already using these systems leadership approaches in relation to prevention?
- What's helping and what's hindering?
- What questions do we want to ask?

Active Partners Trust Workshop, 3rd December 2024

Systems Leadership in a post-Darzi Review world

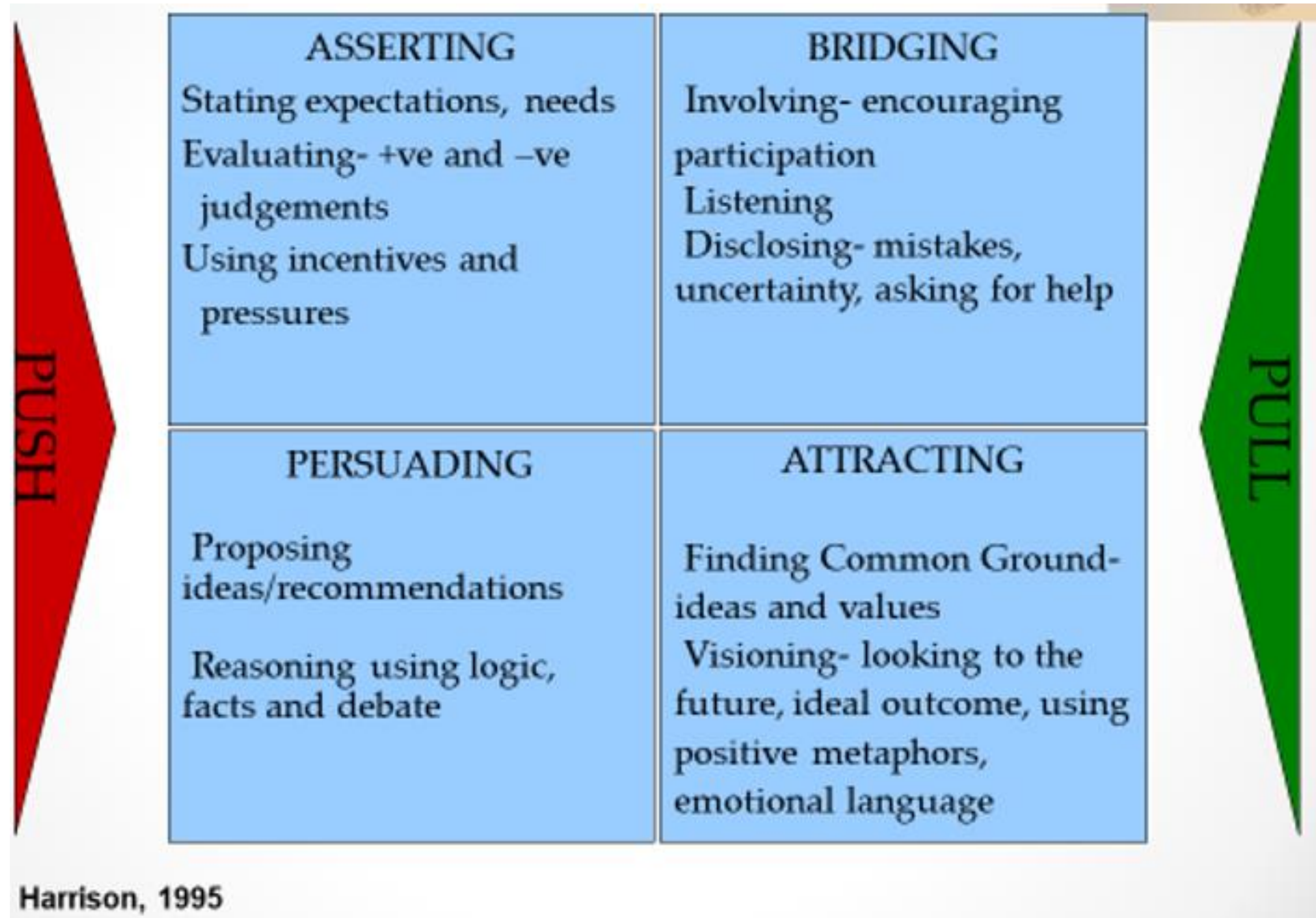
Tea/comfort break



5. Influence where you don't have positional power

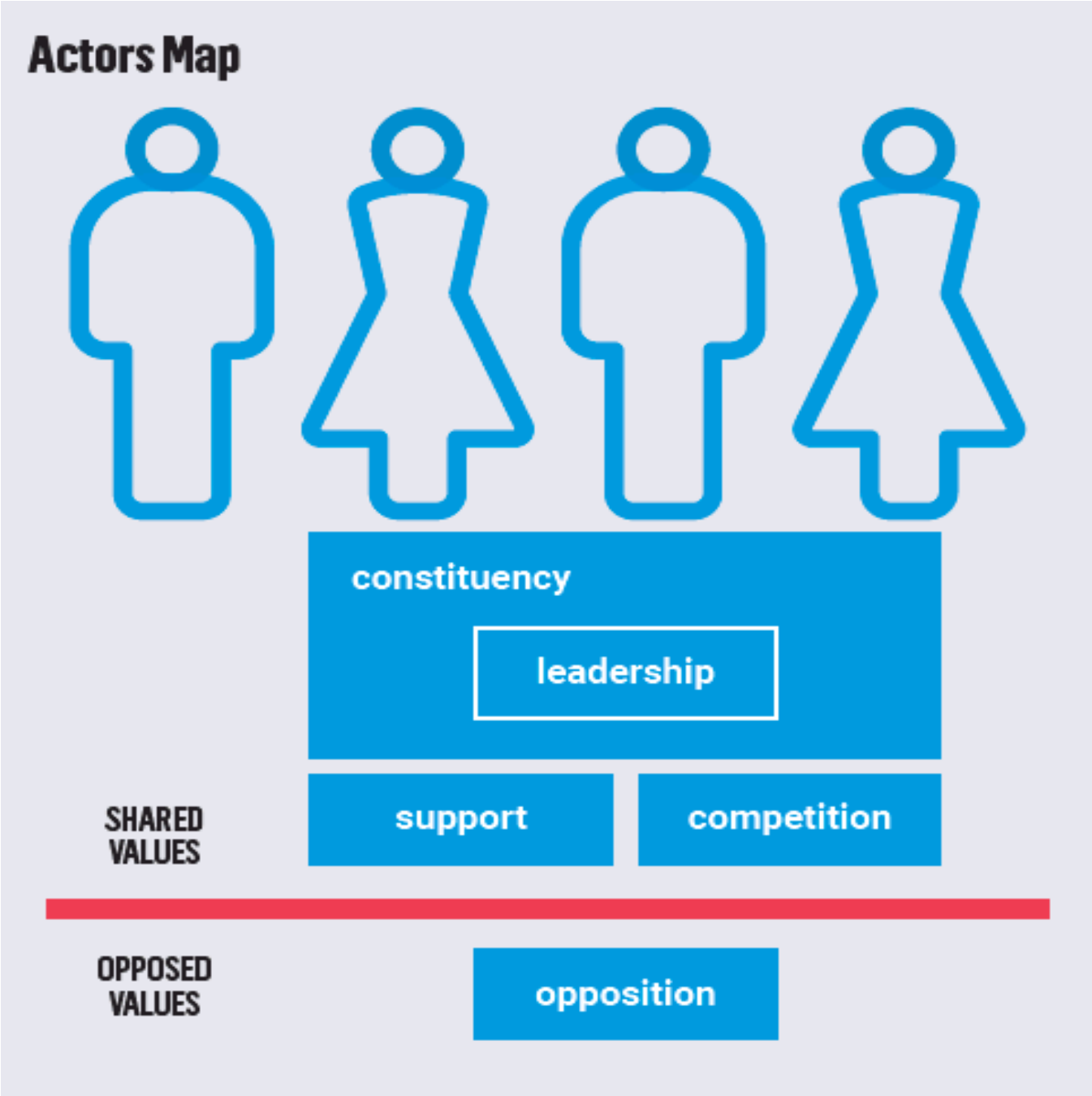
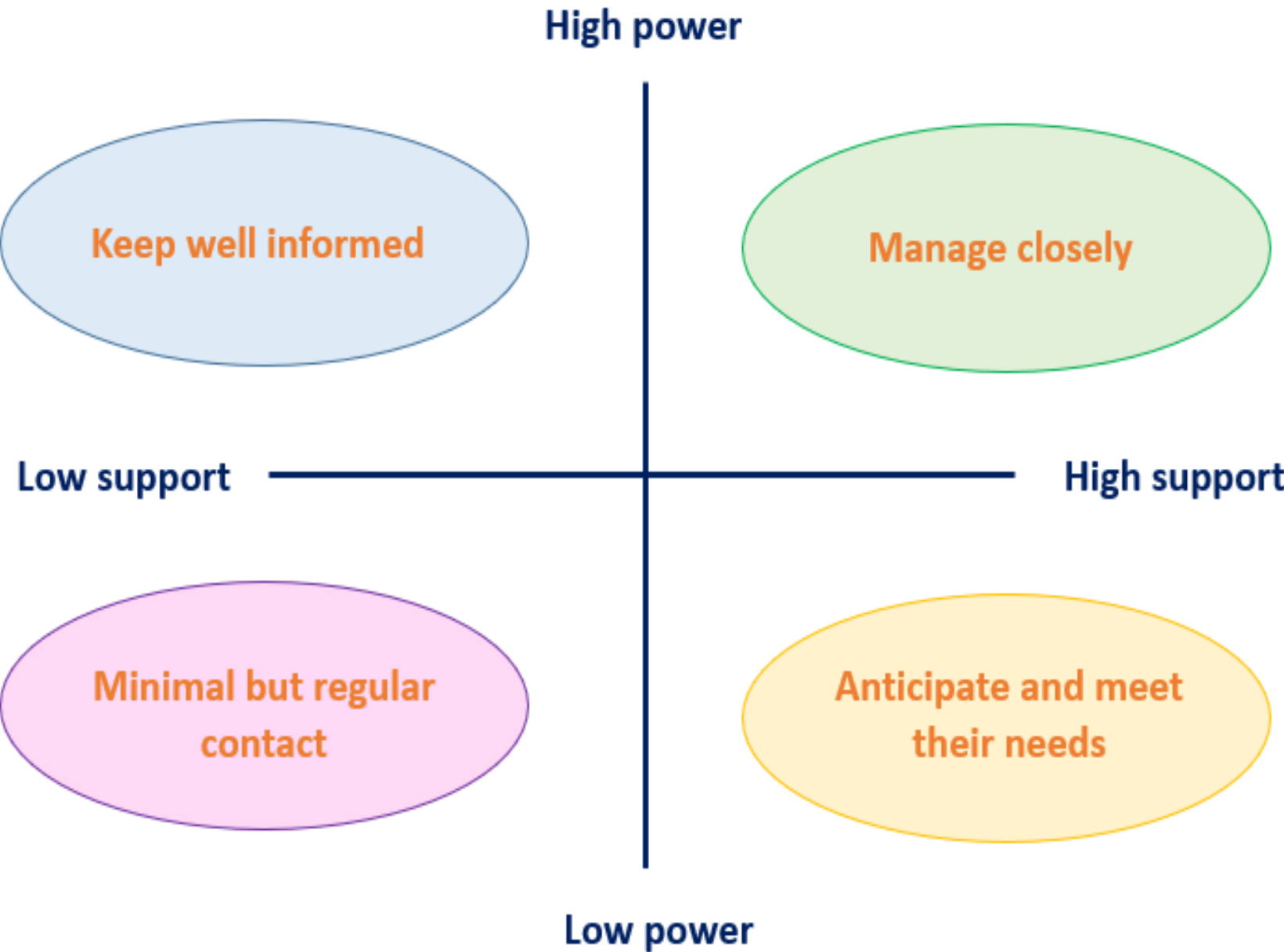


NB: It's not (just) about the business case



For more on this, see: [The Art of Change Making \(leadershipcentre.org.uk\)](http://leadershipcentre.org.uk)

Find your allies (and know your enemies): get specific about stakeholders



6. Reframe prevention to change thinking and action



Frames: culture in shorthand. Really powerful

Mental shortcuts to images and associations;
affect the way we think/ make assumptions

Often grounded in metaphor, based in
values/unspoken emotions

Prime for associations and can take
precedence over evidence/rationality

Continually reinforced and familiar, so can be
hard to stop

But not immutable: and once a new frame
becomes accepted, it becomes the new
common sense.

So reframing is a chance to get people to
change their thinking

- The Post Office remains a “mess”, plagued by a “toxic” culture where executives continue to mistrust sub-postmasters, despite exposure of the scandal, and where suspicion they are “digging into the [till] drawers is rife”.
- It still employs more than 40 investigators involved in the wrongful prosecution of sub-postmasters. These investigators are known as “the untouchables” inside the organisation because of the power they wield.

Former Chair of the Post Office, Henry Staunton, as quoted in the Sunday Times, 18th February 2024

Reframing can have positive and practical consequences

Bournemouth



*Homelessness as
public nuisance*

Worthing



*Homelessness as
public health*

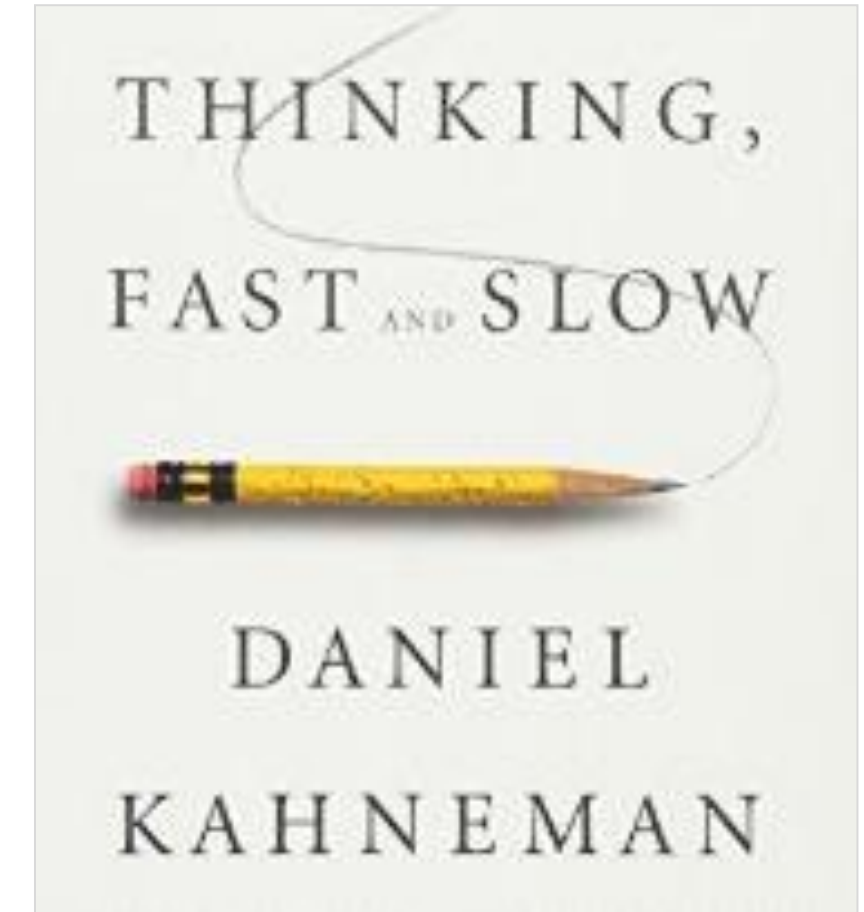
What to do? Retaliate first. Keep the argument on your territory. Don't get caught up in denial. And think about who your messengers might be



7. And tell your stories (for a purpose): public narrative



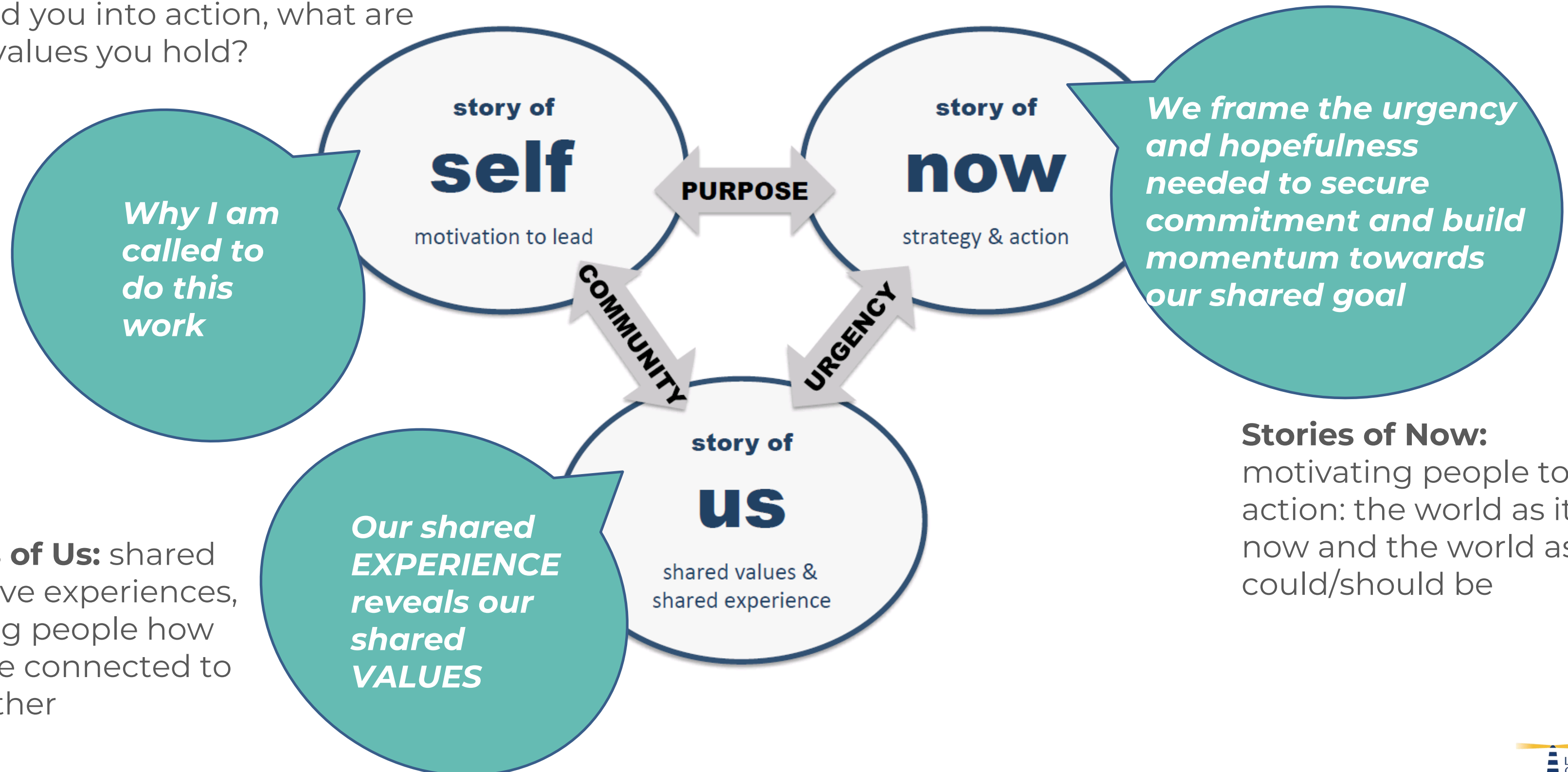
**Professor Marshall Ganz,
Harvard Kennedy School**



***“No-one ever made a decision because of a number. They need a story.”
Daniel Kahneman, ‘Thinking Fast and Slow’***

The three components of public narrative

Stories of Self: giving a public account of yourself – what called you into action, what are the values you hold?



Stories of Us: shared collective experiences, showing people how they are connected to each other

Stories of Now: motivating people to action: the world as it is now and the world as it could/should be

Everyone can do this



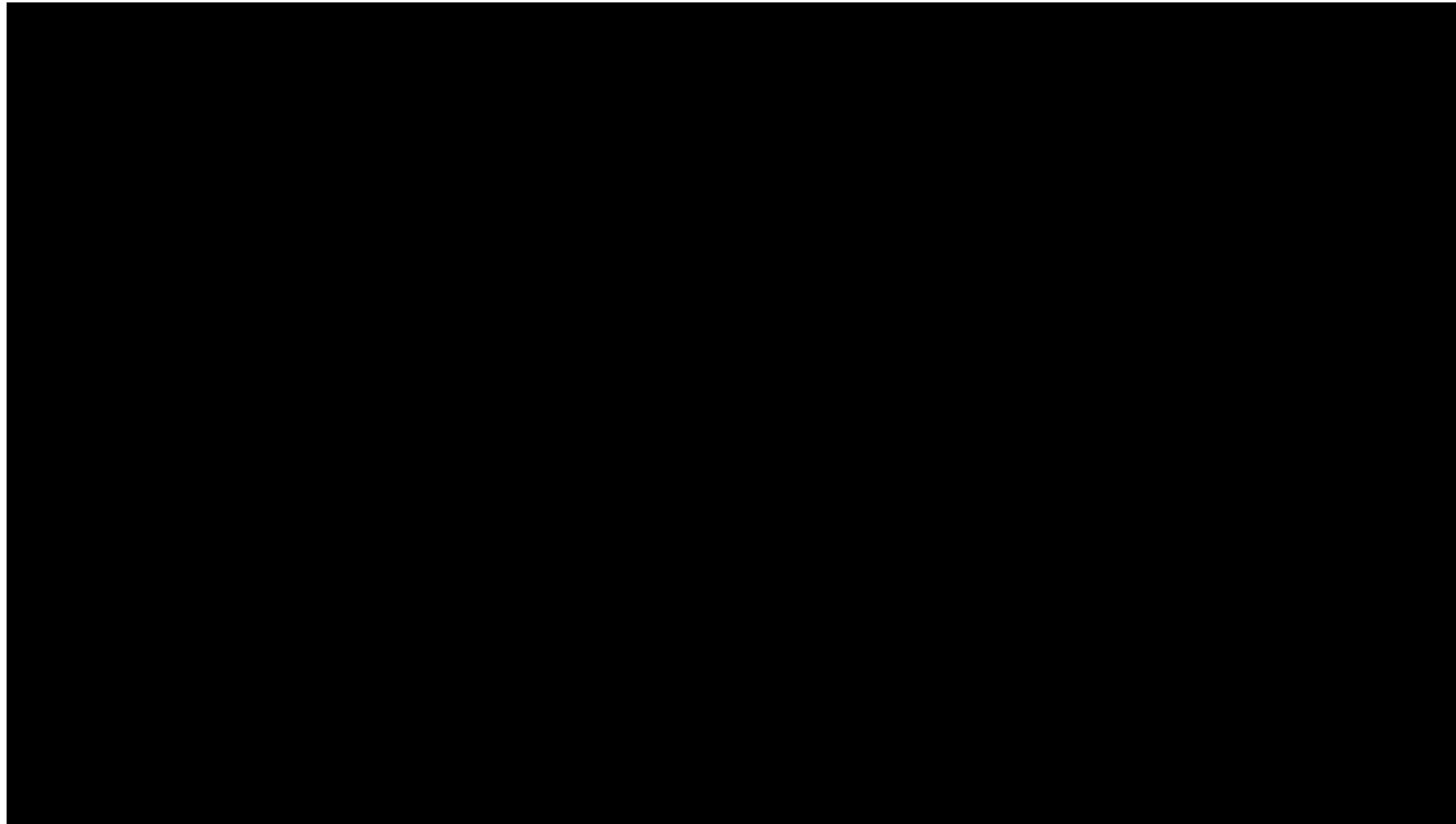
**Claire Farrow,
Integrated Services Manager,
Hull City Council**

“The approach definitely produced different results – the feedback I received was really powerful. It seemed to leave an imprint on people in a way that perhaps the data on its own simply couldn’t.”

People seemed enthusiastic to get on board and immediately made commitments to support change in their own particular spheres of influence, which was fantastic.”

[Storytelling conveying the impact of vaping on young people | Leadership \(leadershipcentre.org.uk\)](https://leadershipcentre.org.uk)

So, have a go. And learn from others: Arnold Schwarzenegger is good at this

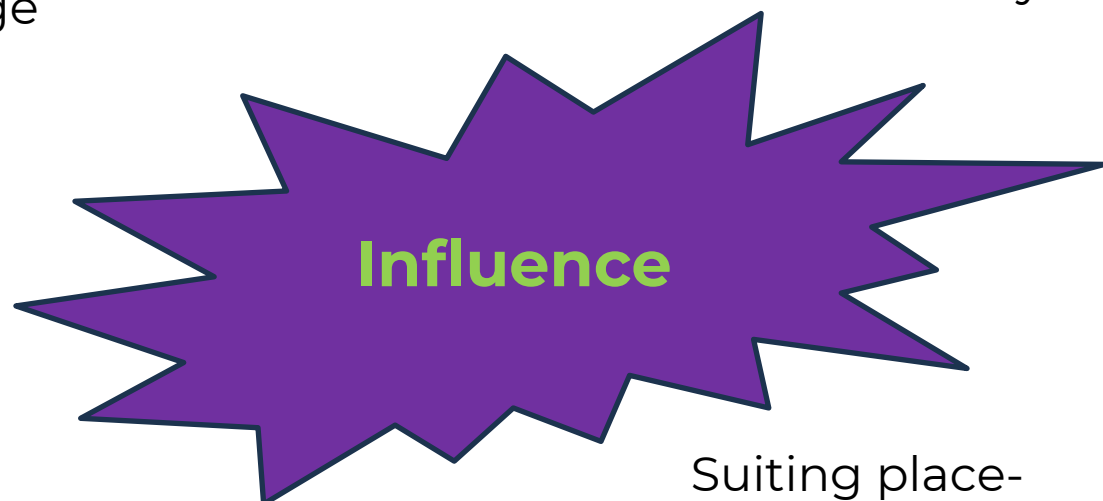


https://www.youtube.com/watch?edufilter=NULL&feature=emb_logo&v=x_P-0I6sAck

How these ways of working might be applied to our work around prevention, in different areas

Partnership working allows for more influence and systemic change

Supports working across silos and disjointed health and care systems



Works at all levels – national decision-makers and grassroots organisations

Suiting place-based approaches

Starting with communities and moving to 'non health-labelled' community-based work

Starting with understanding that prevention has different meanings across people and organisations/sectors



Using more positive language; social and volunteer aspects of prevention

Needing to shift from prevention to focusing on thriving, happy and healthy communities

Using place-based approaches and putting people at the heart of work

A way of sharing knowledge and good practice across sectors

Building bridges between sectors



Case studies to share good and bad practice; evaluation as part of evidence base

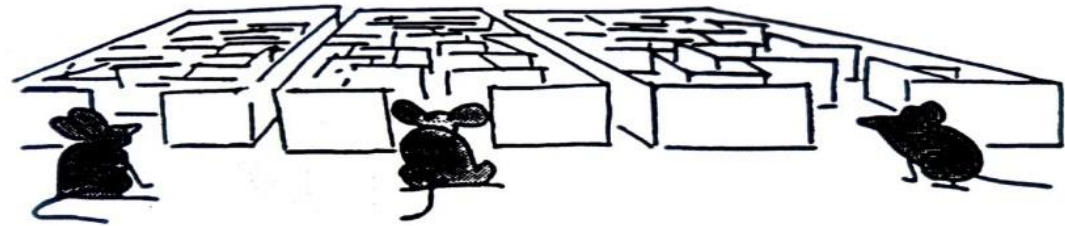
Really listening to each other

Listening to, understanding and empowering residents and community voices

Summing up. So where do you start with prevention? A potential ordering (and this will be different for everybody, depending on circumstances)

- Get a coalition of the willing together **Build Relationships**
- Work on your **Shared Purpose** first of all
- What actions/fail-safe experiments/indicators/narratives can we hang off this? Get practical, tie to priorities, key themes etc
- Who do we want to build relationships/trust with, or get to join with us in action? Who can help us lead? Who are our allies/competitors/opposition? **Stakeholder/Actor Mapping**
- How do they currently see us (and vice-versa)? How can we shift perceptions and behaviours? And what are our narratives? **Reframing and Public Narrative**

The key thing is to take action and try something: don't get defeated or wait for others to change



Myron Rogers' Maxims: paste these to your wall

- People own what they create
- Real change takes place in real work
- The people that do the work do the change
- Start anywhere, follow it everywhere
- Keep connecting the system to itself
- The process we use to get to the future determines the future we get

Thinking time and reflection: please make time for this afterwards



- What have I heard today?
- What's resonated with me?
- What am I taking away?
- **One small, doable, practical thing I'm committing to and/or going to do.**

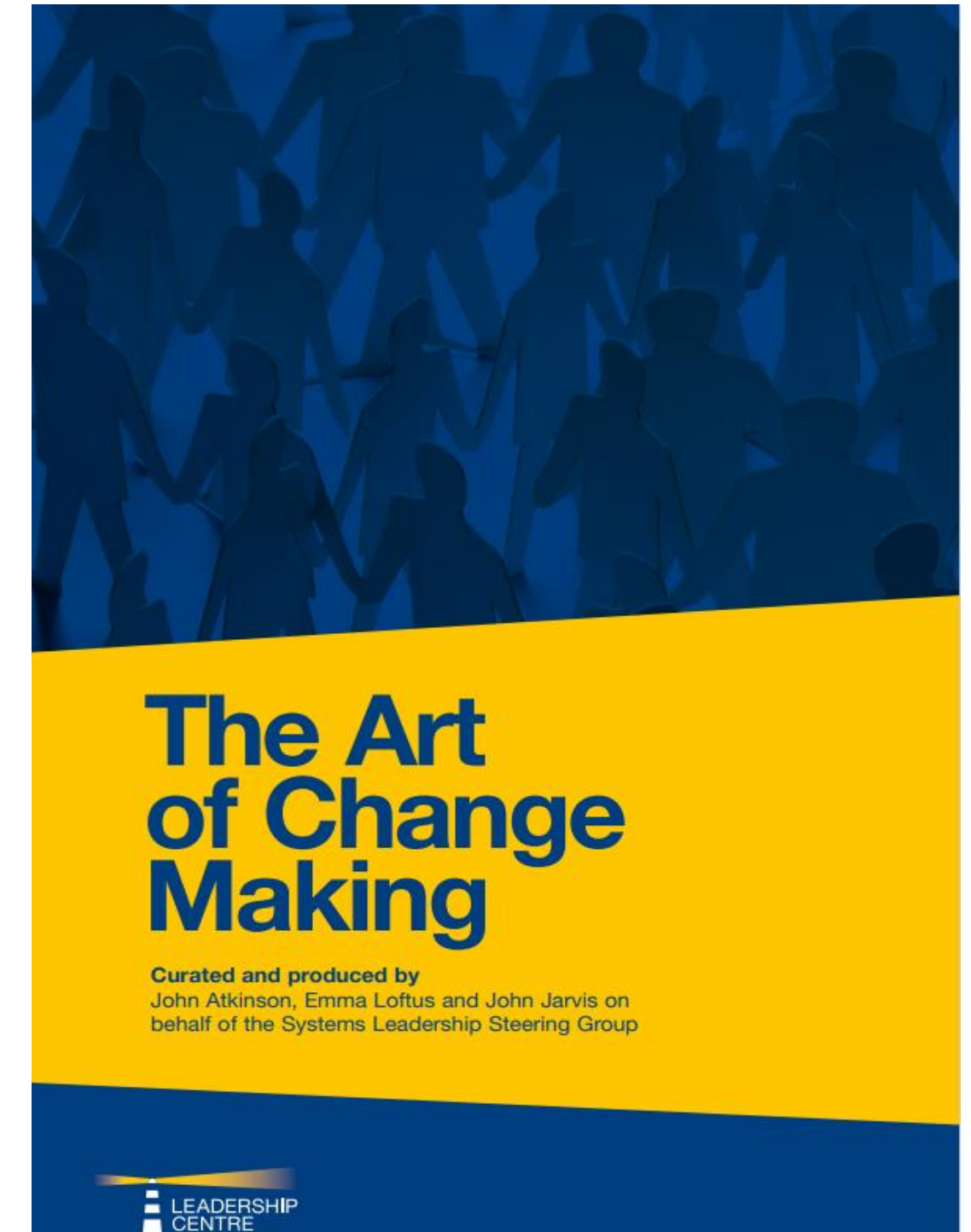
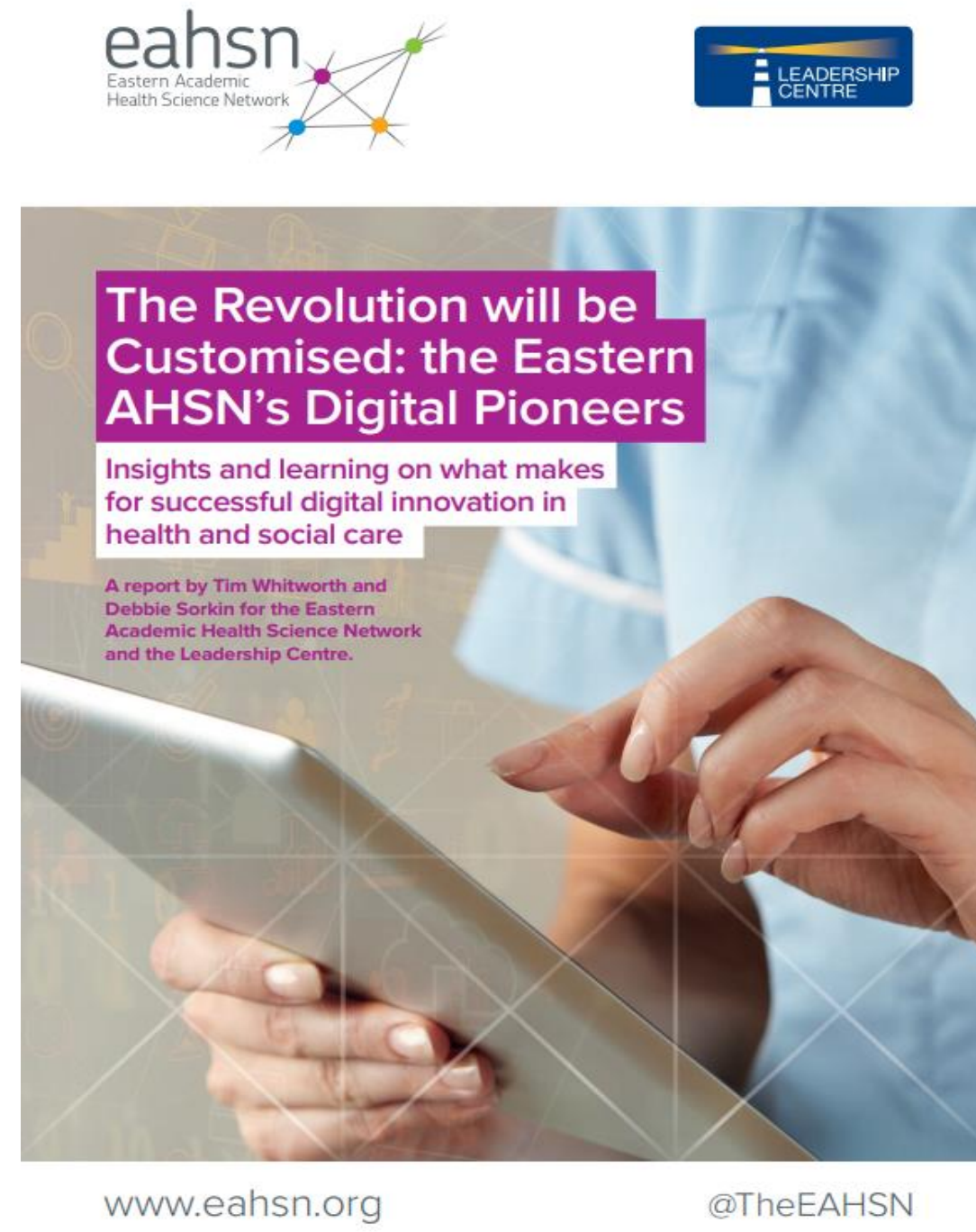
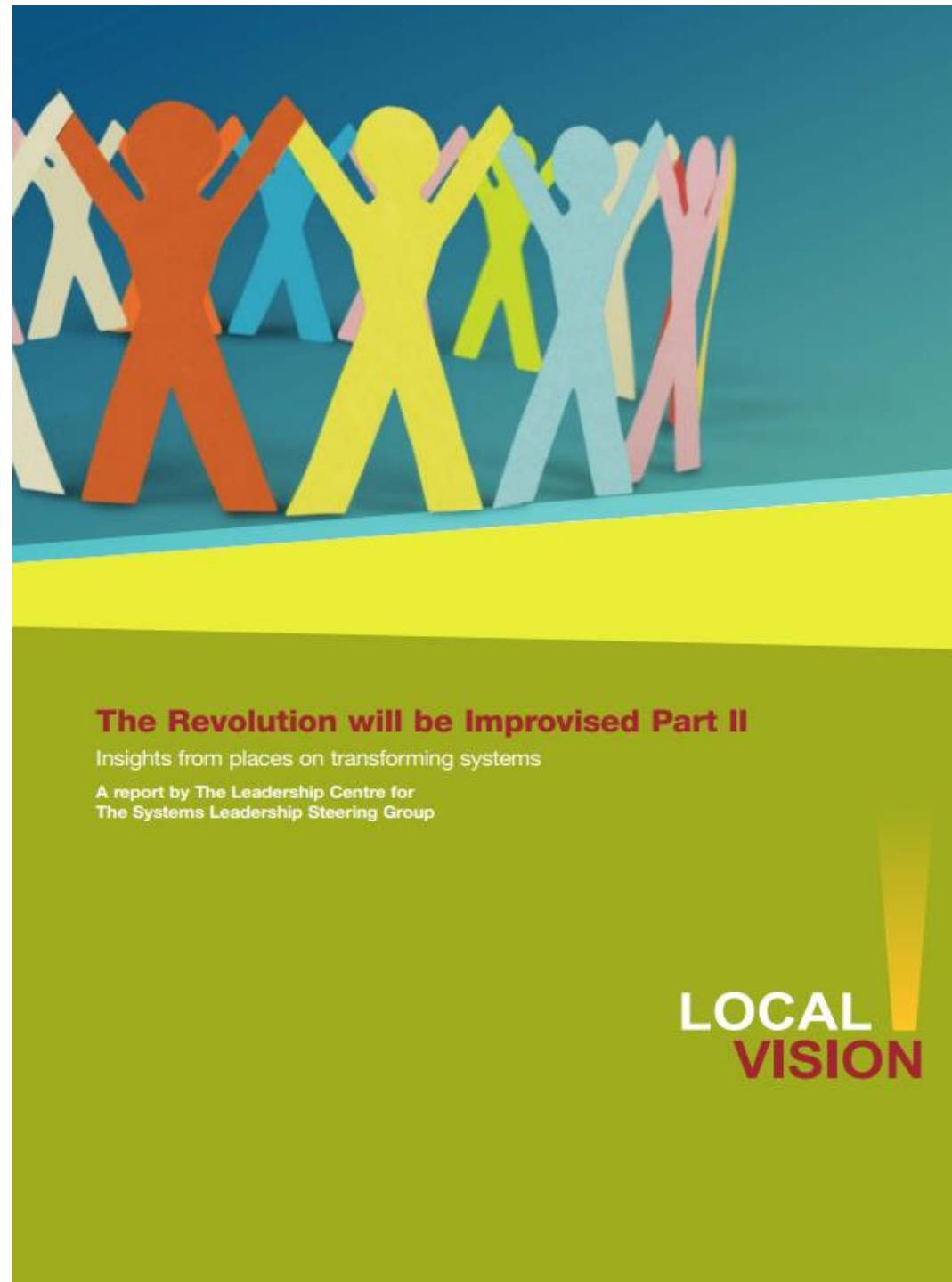
Please keep a note of your learning and commitments, so that you can refer back after today's session.

Coming up... Brand new additional workshops AND face-to-face event!

- Having difficult conversations – what to watch for and how to have them
30th January 2025
- Understanding your system and what happens when things go wrong **25th February 2025**
- **Systems leadership summit, March 2025!**



More case studies and lessons learned



All at www.leadershipcentre.org.uk



Active Partners Trust Systems Leadership Workshops

Workshop 8: Systems Leadership in a post-Darzi Review world

3rd December 2024

Thank you.

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