WELCOME

SPORT ENGLAND AND ACTIVE ESSEX PLACE BASED LEADERSHIP COURSE

Lunch and refreshments provided

📅 2nd & 3rd JULY 2024

🕐 9:00AM - 5:00PM

📍 HARLOW RUGBY CLUB
LATTON PARK, HOWARD WAY
HARLOW CM20 3FD

Leading for the future – a place-based approach to leading Sport and Physical Activity in local communities

Justin Coleman

(COO, Alliance of Sport in Criminal Justice)

Jason Fergus;

(Director Active Essex)

- Why are we here!?

- The purpose of the course is to bring together a group of local people from different sectors and organisations who are passionate about the role that physical activity and sport can play in changing lives and strengthening communities, increasing confidence to do things differently and work in more connected ways.

Local Government Association

SPORT ENGLAND

Let's do some introductions!

- Making room for thinking environment within circles

- The most important element of a Thinking Environment is to listen with undivided presence.

- That means listening sympathetically. Listening without judgement. Listening without interruption.

A participatory learning experience

for civic and community leaders

ready to lead courageously

- **A 'learning journey'** - for systemic disruption and 'doing things differently'
- **A community of practice** – developing a space for growth & collective wisdom
- **Where the personal meets the professional** - inner & outer work

Our next 2 days together?

- **Phones to a minimum**
- **Time keeping- everyone is responsible**
- **Adult learners**
- **Collective learning style**
- **Handouts will be emailed through**
- **Please feel free to take notes**
- **Chatham house rules**

Our time together today

- **Understanding the new context**
  - Building a shared purpose
  - National and local perspectives

- **Understanding the local health system**
  - The health system
  - Integrated care systems

- **Understanding system thinking, system change and collaborative leadership**

- **Reaching & Understanding our Communities**

Understanding our context
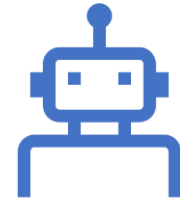
Getting above the mess!

Our purpose
Our journey so far

What's my purpose?

My purpose is to……………….. (the what)

So that……………….. . (the why)

And we'll explore the how together

IN PAIRS

Jason's purpose

My purpose is....

Enable confident, ccourageous and empathise leadership in the physical activity sector

So that all our diverse communities have access to opportunities that enhance their lives, especially those in the most need.

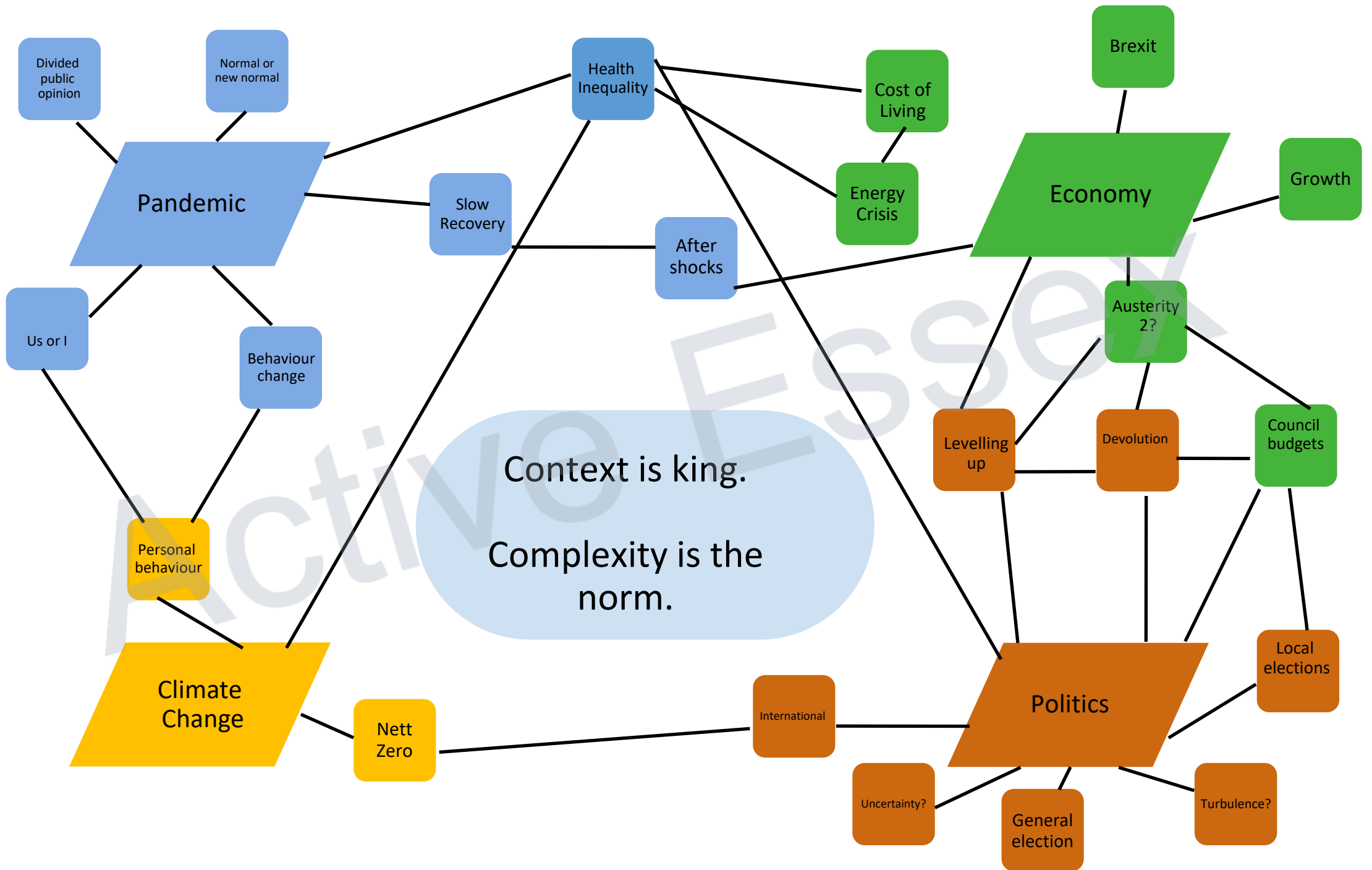# What are we trying to accomplish and why?
(Group Discussions)

(the start of defining our common purpose)

The National Context...
Including Uniting the Movement

Uniting The Movement.

Expand our place- based working

Expand our work on leadership

Help shape the future of leisure

Advocate and work with health systems etc

Invest where need is greatest

Revolutionise how national 'partners' work locally

Place Expansion Commitment

SPORT ENGLAND

£250m over next 5 years to expand our place-based partnerships to 80-100 additional places via the network of people in our existing LDPs and Active Partnerships alongside a universal offer that all places can benefit from and deepening in the existing pilot areas.

To deliver impact against:

- Increasing Activity
- Decreasing Inactivity
- Tackling Inequality
- Providing positive experiences for children and young people

Recent Milestones

- Government's Strategy **'Get Active'** launched on 30th August 2023

  Strong focus on increasing participation and ensuring sport and physical activity is accessible to everyone regardless of background or postcode.

  Places significant importance on tackling inequalities, which ties in well with Uniting the Movement, Sport England's own long-term commitment.

- Place Partnerships Announcement on 7th November 2023

  Expansion of our investment into communities to ensure those with the greatest need are able to be physically active.

Place Need Classification (PNC)

SPORT ENGLAND

For expanding our place-based partnerships, we will classify a place as somewhere of greatest need when data indicates there is *both* "sport and physical activity need" and "social need".

Sport and physical activity need

This data speaks most directly to our mission to increase activity, reduce inactivity and reduce inequalities

+

Social need

Data that describes places where outcomes are less favourable

Place Need Classification (PNC)

SPORT ENGLAND

- **LA-level:** general level of need identified across the whole or a significant proportion of a LA area

- **MSOA-level:** need identified within specific pockets or neighbourhoods within a LA

How we best utilise the data to inform local approaches will be co-designed and co-produced with place partners.

Place Need Classification (PNC)

Whilst data is a powerful, objective way of helping to identify places of need, it is not the only consideration...

Personal Context.......

Dance floor to Balcony

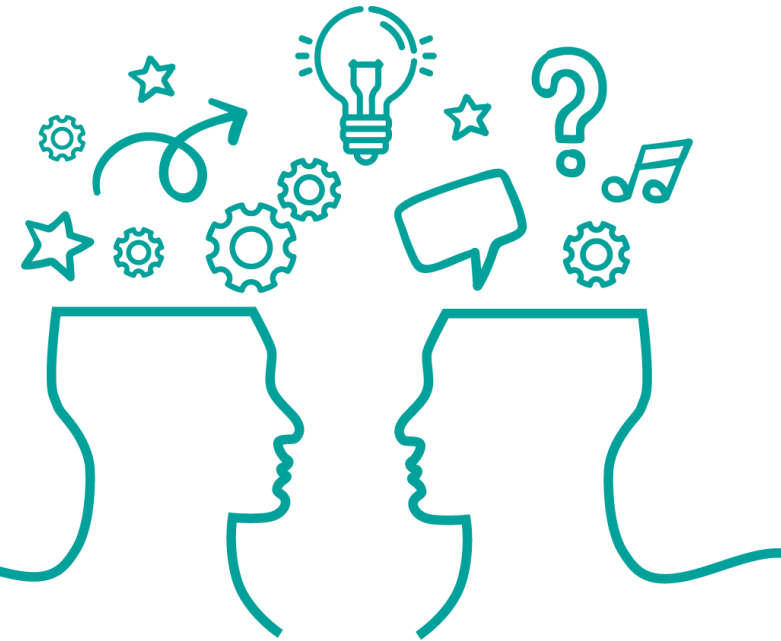Andy Wright
Reflection as a CEO at Braintree Council

Understanding the Health Landscape.

Defining Health and Wellbeing

What does it mean to you to be healthy?

On your table discuss

What do we need to know?!

What is health, wellbeing and population health?

What are health inequalities?

What is Proportionate Universalism?

What are Integrated Care Systems?

Andy Thornton – CEO of Michael Roberts Charitable Trust (MRCT) and Chair of Harlow Poverty Alliance.
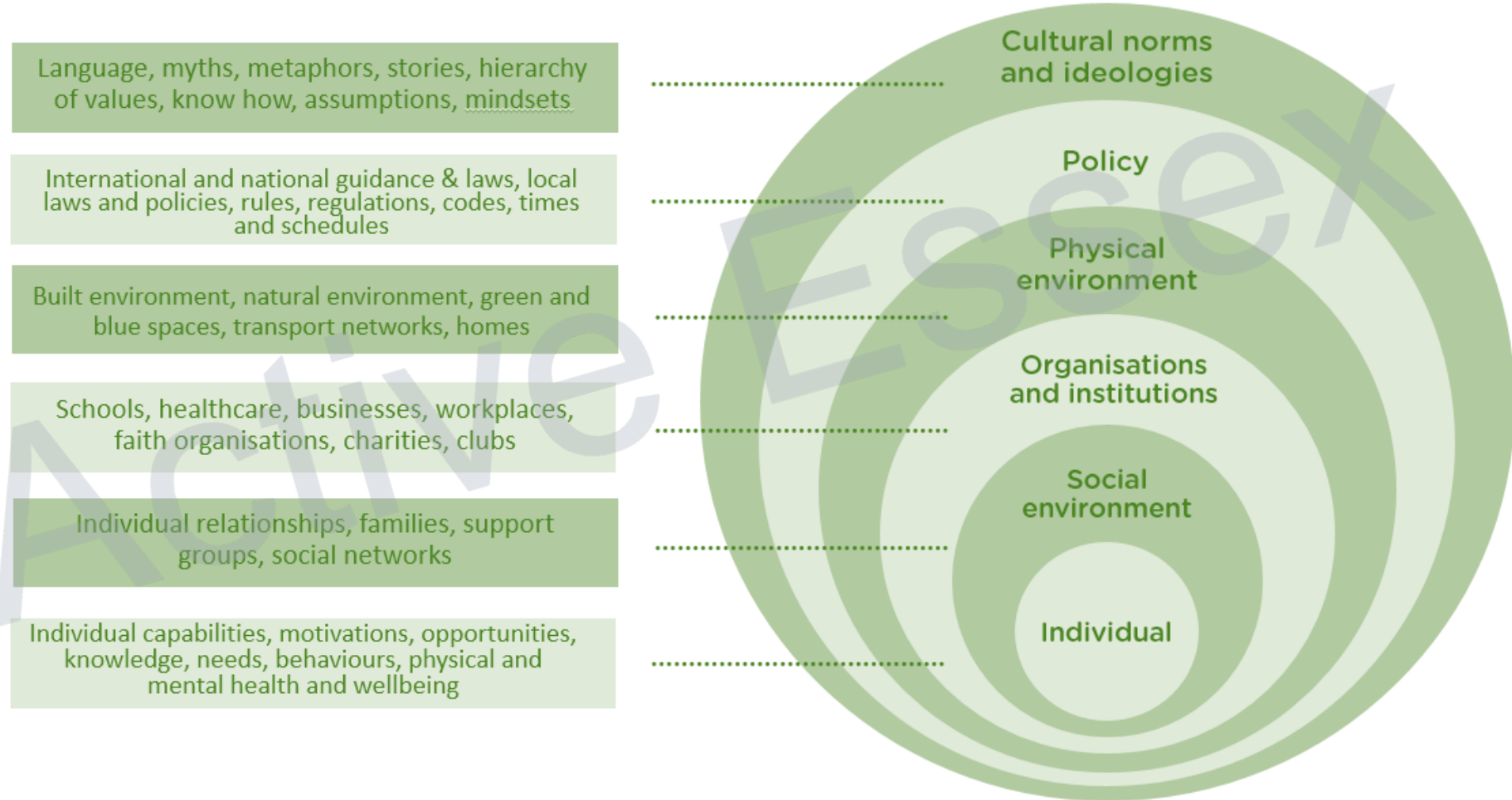
LUNCH

System thinking, system change & system leadership.

Seeing and doing things differently

What is a system? Layers...

Language, myths, metaphors, stories, hierarchy of values, know how, assumptions, mindsets

International and national guidance & laws, local laws and policies, rules, regulations, codes, times and schedules

Built environment, natural environment, green and blue spaces, transport networks, homes

Schools, healthcare, businesses, workplaces, faith organisations, charities, clubs

Individual relationships, families, support groups, social networks

Individual capabilities, motivations, opportunities, knowledge, needs, behaviours, physical and mental health and wellbeing

Cultural norms and ideologies

Policy

Physical environment

Organisations and institutions

Social environment

Individual

Whole Person – Whole System...

Person with multiple disadvantages
(a whole person)

How we deal with them
(a set of parts)

Job services

Housing

Healthcare

Education

Law

Child support

Social welfare

Four common system characteristics

Social systems are self organising networks of networks

They are perfectly designed to produce their outcomes

They resist change, constantly reorganising to stay the same

No one person or point of view knows what is going on - no one is in full control

Whats not working?

Physical inactivity kills 5.3 million a year globally

Physical inactivity is associated with 1 in 6 deaths in the UK and is estimated to cost the UK £7.4 billion annually (including £0.9 billion to the NHS alone).

2008-2016 Active People measured participation in sport. Data over this period shows that adult participation levels varied only marginally around 36% indicting activity through sport changed very little over that period.

2014-2022 Active lives measured activity and inactivity. Data shows that levels of inactivity among the 16+ also varied very little fluctuating marginally between 25% and 27% despite Covid.

In both sets of data we find similar differences in terms of gender, ethnicity, age, disability and socio-economic status which also remained fairly static over the two periods.

It would be fair to say that despite clear policy objectives and significant investment by councils and Sport England levels of inactivity have hardly changed particularly among priority groups. We keep doing the same thing and get the same results.

Simple. Complicated. Complex

Simple **Following a recipe**	**Complicated** **Sending a rocket to the moon**	**Complex** **Raising a child**
• The recipe is essential. • Recipes are tested to ensure easy replication of success. • No particular skill is required (though baking skills can increase success rate. • Recipes produce standardised, predictable results each time.	• Rigid protocols and formulas are necessary. • Sending one rocket increases the chances of future success as elements are replicable. • High levels of expertise in a number of fields are necessary for success. • Rockets are similar so there is a high degree of outcome predictability.	• Protocols rarely help; launch experiments to discover what works. • Raising one child provides experience but no guarantee of future success. • Expertise is helpful but on its own is no guarantee of success. • Every child is unique.

Source: Adapted from Glouberman S, Zimmerman B (2002). *Complicated and complex systems: what would successful reform of Medicare look like?* Commission on the Future of Health Care in Canada. Discussion paper 8.

Simple. Complicated. Complex

Two teenagers placed in foster care after weight loss plan fails

Family court judge says parents failed to help severely overweight children and did not understand worry of West Sussex social services

The family was supplied with fitness trackers from the local authority but failed to pass on the data from the devices. Photograph: Paula Solloway/Alamy

Two teenagers have been removed from their parents' care after social services raised concerns about their weight to a family court judge. The judge, Gillian Ellis, ruled that the children from Sussex be taken into long-term foster care. She described the case as "very sad and unusual".

Everyone agrees that this is a very sad and unusual case, of a loving family, where the parents meet many of the basic needs of the children, but the local authority has been concerned that the parents are not meeting the children's health needs, in that both children are severely overweight, and the parents have shown an inability to help the children manage this condition," said the judge in her ruling.

She added: "The case was such an unusual one because the children had clearly had some very good parenting, as they were polite, bright, and engaging."

"The children had failed to engage consistently in exercise despite the local authority providing Fitbits and paying for gym membership. The children were supposed to provide recordings from their Fitbits, but this had not been done. The mother blamed lockdown for the inability to exercise, but exercise could still be taken in the home or by walking outside. The attendance of the family at Weight Watchers had been inconsistent."

In pairs, discuss with the person next to you a problem you have at work.

Discuss if it is simple, complicated or complex.

"Systems don't change unless they are put under undue pressure"

Helen Goulden - Young Foundation

"Systems don't change easily.
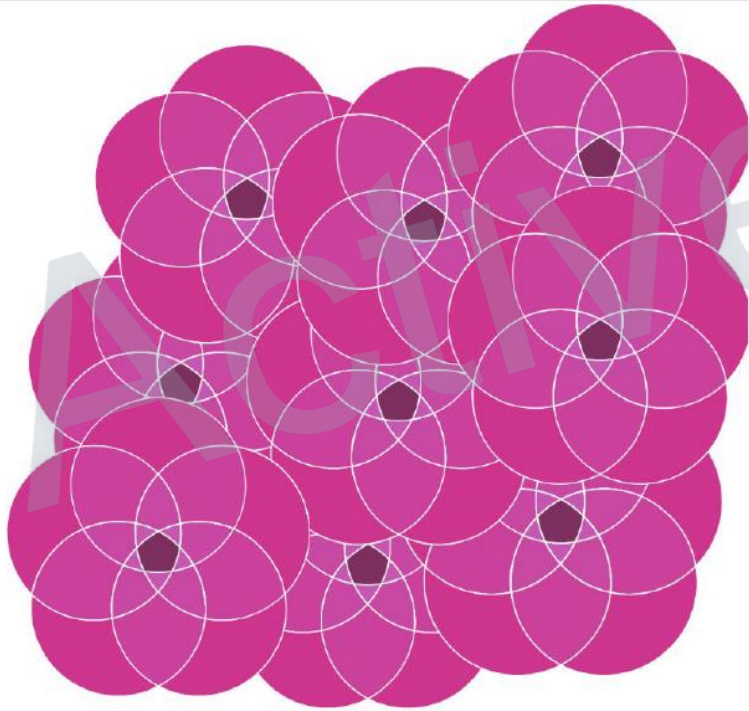Systems try to maintain themselves, and seek equilibrium.
To change a system, you need to shake it up, disrupt the equilibrium.
That often requires conflict."

— Starhawk

System Change Happens Away From the Safe Centre

Change happens on the margins

In ecological systems as well as human systems the greatest change happens where two systems meet.

It requires diversity in order for change to occur.

All culture change happens away from the safe centre.

Where does system innovation and system change happen?

We must commit time and space to visit the edge frequently

The edge
(where system change happens)

Mountain of bureaucracy, order and process where ordinary management happens

The edge
(where system change happens)

Meadow of disruption, risk and innovation where ideas and creativity happens

On your tables, discuss the mountain and meadow system change image.

Think to yourself - are you mainly on that mountain of bureaucracy and management, or mainly in the meadow of creativity and chaos?

Then discuss with colleagues - where would you rather be? How can you lead so people meet on the edge of the mountain and meadow, to create system change?

ActiveEssex

Part 2:

What can we do about it?
Systems Leadership Strategies

So how can we intervene in systems, some key observations

Myron's Maxims
- Myron E. Rogers

People own what they help create

The heart of co-creation

Real change happens in real work

Actions not words

Connect the system to more of itself

Feedback loops are the source of health in systems, and create the conditions for change. Make them visible

Start anywhere, but follow it everywhere

Work with what matters and engage with what shows up and be prepared to go wherever it takes you

The process we use to get to the future is the future we get

How we work together will be what tomorrow looks like

Myron's Maxims

People own what they help create

Those who do the work do the change

Connect the system to more of itself

Real change happens in real work

Start anywhere, but follow it everywhere

The process we use to get to the future is the future we get

Active Essex

Activity: In pairs

- Thinking of Myron's Maxims
- - Which ones resonate with you?
- - What would your maxims be?
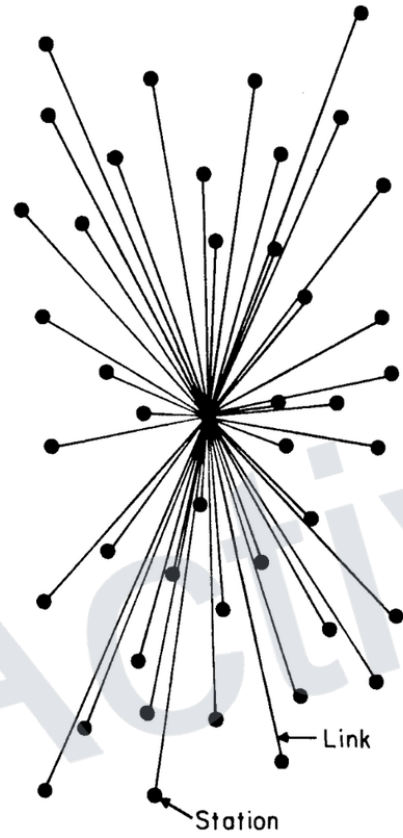
The flow that leads to strong system working

Make the move from co-existence to co-ownership

Co-existence

"You stay on your turf, I will stay on mine"

Co-operation

"We'll lend you a hand when our work is done"

Coordination

"We need to adjust what we do to avoid overlap and confusion"

Collaboration

"We'll work on this together"

Positive Collusion

"We'll deliberately work together to disrupt a system"

Co-ownership

"We feel totally responsible and accountable together"

ActiveEssex

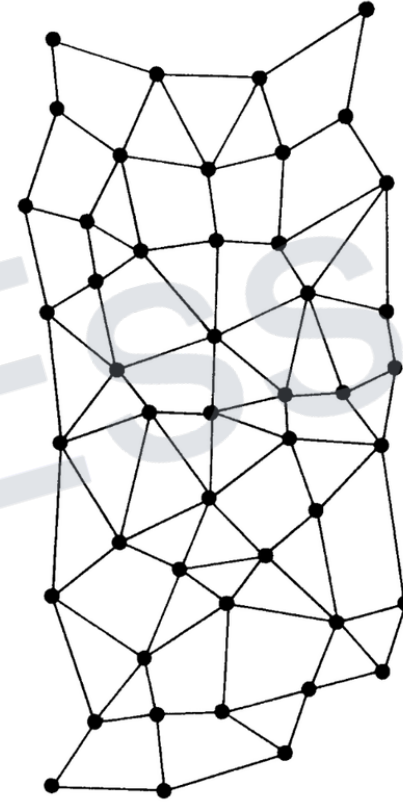# Part 2a:

The importance of Networks & Trust
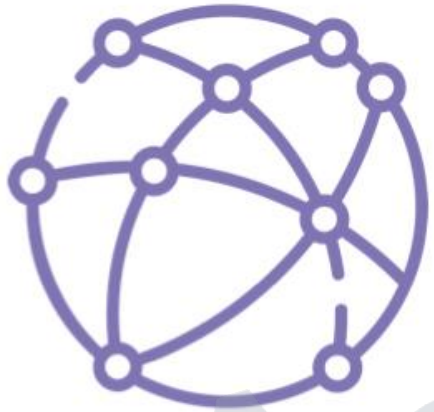
Connections & Networks

CENTRALIZED
(A)

DECENTRALIZED
(B)

DISTRIBUTED
(C)

So what do we need instead... systems approaches

Understand the Complexity (System Mapping)

Identify the right places to make a difference (Leverage Points)

Act in Collaboration across the system (Networks)

A formula for Trust...

David H. Maister and Charles H. Green

$$\frac{credibility + reliability + intimacy}{self - orientation}$$

A formula for Trust...Credibility

David H. Maister and Charles H. Green

"A **<u>credible</u>** leader is someone people will follow because he or she gathers the facts and forms a well-thought-out opinion that leads people in a viable direction for the goals they are trying to accomplish"

A formula for Trust... Reliability

David H. Maister and Charles H. Green

"**Reliable** leaders do what they say they will do. Reliability is about holding true to commitments"

A formula for Trust... self-orientation

David H. Maister and Charles H. Green

"**<u>Self-Orientation</u>** can be defined as a too-narrow focus on your own interests. Leaders have to have some self-orientation because, without a strong point of view, they bring no value. But too much self-orientation can seem highly self-serving.

It's hard to trust leaders who exploit, or appear to exploit, their teams and companies for their own interests"

A formula for Trust... Intimacy

David H. Maister and Charles H. Green

"**<u>Intimacy</u>**, on the other hand, isn't so much about how you're seen as how you are. Intimacy is about building deeper connections with followers. We are all human beings with full lives that don't cease to exist within the four walls of work, and intimacy requires caring about people beyond just what they can do for us at work"

"Progress Moves at the Speed of Trust"

How do we build trust?

1. Start with <u>our</u> end in mind
2. Say sorry and be <u>open about faults</u> and mistakes
3. Create deep and genuine <u>engagement</u>
4. Build <u>habitual connecting</u> and then scale with 'process'
5. <u>Connect</u> the system back to itself – share, introduce and Invite
6. Compliment & express <u>gratitude</u>
7. Build common language, <u>us, our, we</u>
8. Respect intentional <u>consistency</u> more than you revere intensity

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

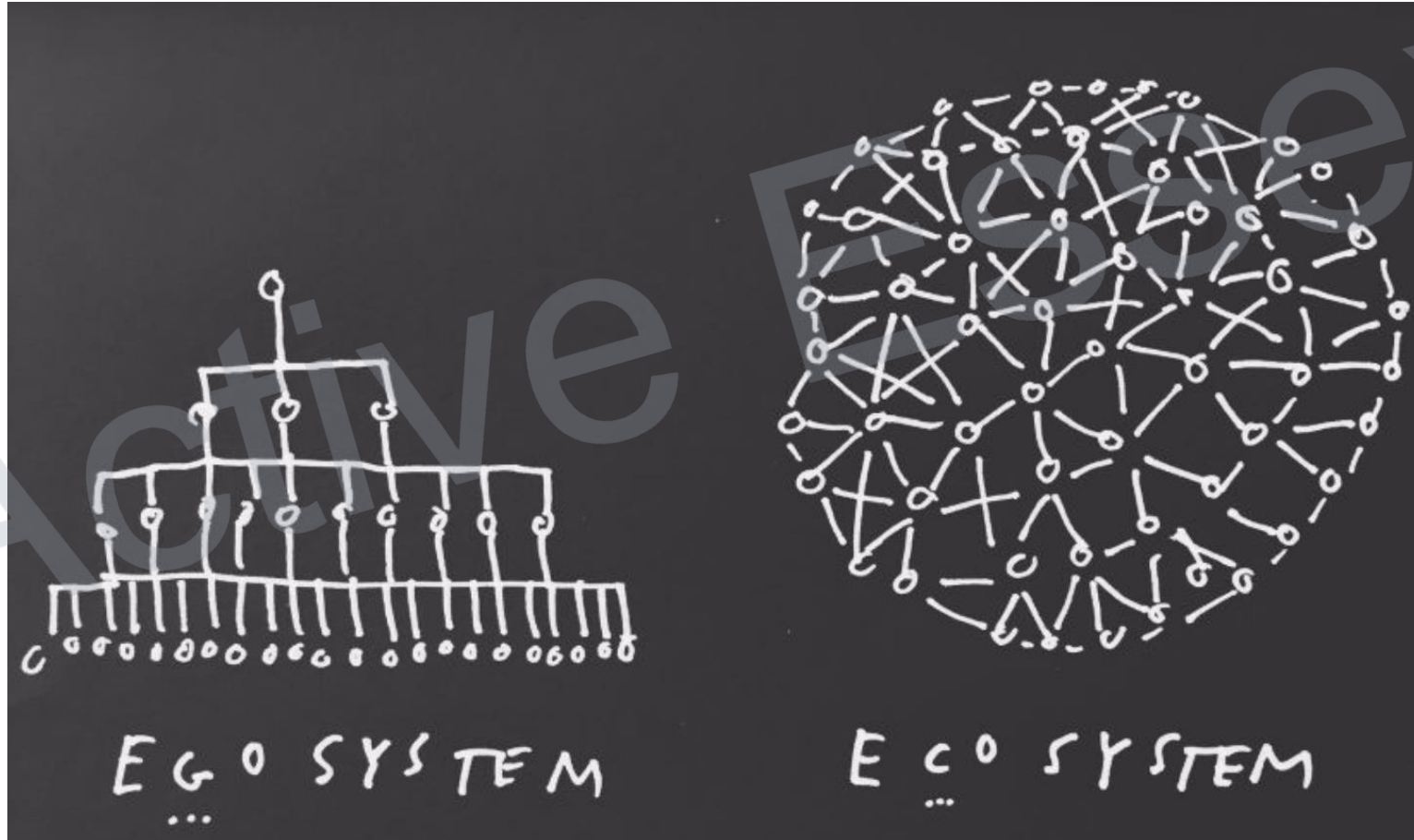The Active Essex Journey
Leadership Behaviours

Active Essex

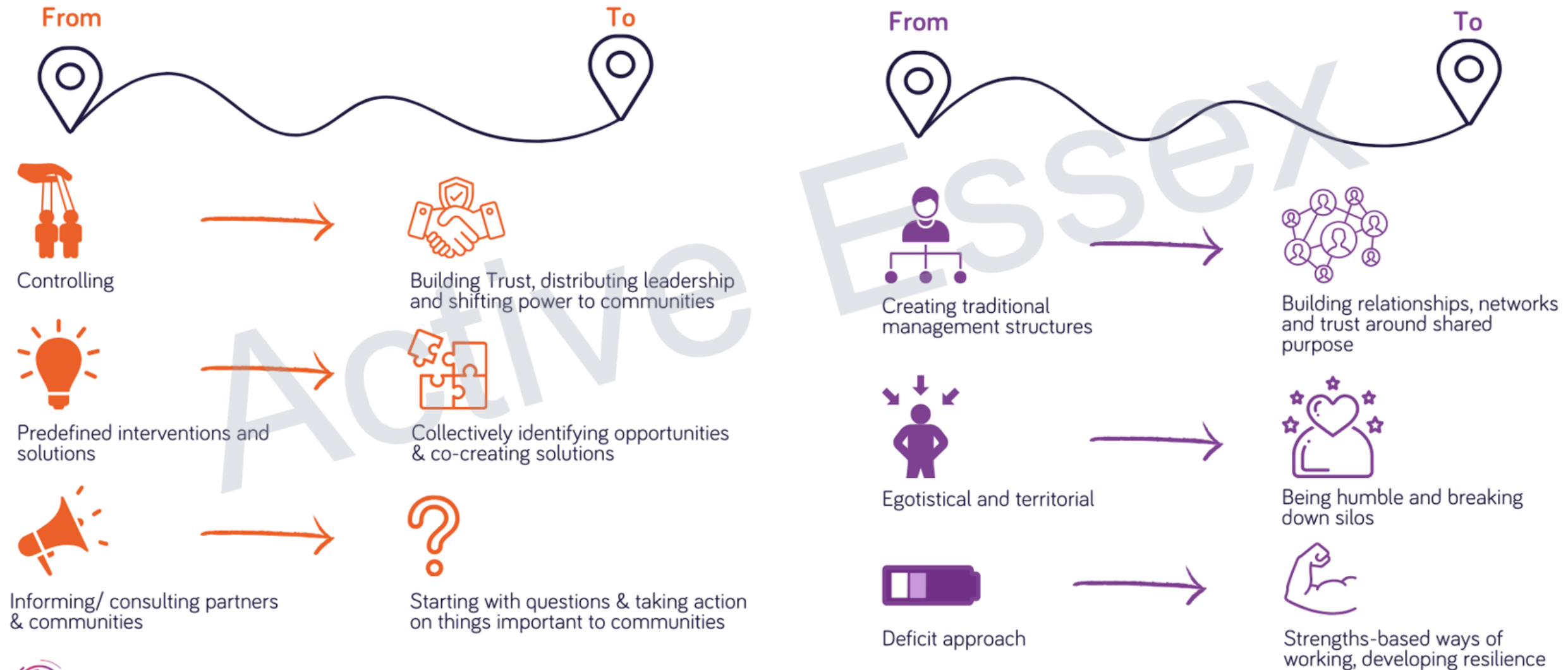# Change is an inside job
- it starts within us

"The work of systems change must come from within, from a place of personal transformation"

- Bioleadership Project

Old vs New

Active Essex & Essex LDP - New Ways of Working

From → **To**

Controlling → Building Trust, distributing leadership and shifting power to communities

Predefined interventions and solutions → Collectively identifying opportunities & co-creating solutions

Informing/ consulting partners & communities → Starting with questions & taking action on things important to communities

From → **To**

Creating traditional management structures → Building relationships, networks and trust around shared purpose

Egotistical and territorial → Being humble and breaking down silos

Deficit approach → Strengths-based ways of working, developing resilience

ActiveEssex

PRINCIPLES THAT HAVE GUIDED OUR LEARNING

1 PROGRESS MOVES AT THE SPEED OF TRUST

START WITH BUILDING RELATIONSHIPS and TRUST IT TAKES TIME

THIS CANNOT BE SKIPPED TO MOVE PROGRAMMES FORWARD

2 STUBBORN ON THE VISION FLEXIBLE ON THE DETAIL

BE FLEXIBLE ALONG THE WAY and LET INVESTMENTS BE GUIDED BY NEED

3 HOLDING OUR NERVE

BELIEVING IN OURSELVES and STAYING TRUE TO OUR GOALS IS ESSENTIAL TO PREVENT DEFAULTING TO OLD WAYS OF WORKING

4 BRIDGING THE EMPATHY GAP

ENGAGING COMMUNITIES

PUSHING ASIDE PRECONCEPTIONS AND ADAPTING THE WAY WE COMMUNICATE

SUPPORT CHANGE EMERGING FROM COMMUNITIES

5 SAY 'YES' TO MESS

NO SIMPLE ANSWERS

FLEXIBLE APPROACH THAT CAN RESPOND TO EVOLVING NEEDS, IDEAS and OPPORTUNITIES

7 WE CAN'T SOLVE THE PROBLEM WITH THE SAME MINDSET THAT CREATED IT

DOING THE RIGHT THING CAN BE CHALLENGING

CHALLENGE ASSUMPTIONS, CULTURAL RULES and WAYS OF THINKING ABOUT PHYSICAL INACTIVITY

6 GOING WHERE THE ENERGY IS

FIND PLACES WHERE COMMON PURPOSE and ENTHUSIASM EXIST AND START THERE

8 IT DOESN'T HAVE TO BE PERFECT TO BE BETTER

TAKE ON REAL BARRIERS TO PHYSICAL INACTIVITY and THEIR ROOT CAUSES

DON'T RUSH TO PROVIDE SOLUTIONS or INTERVENTIONS

Active Essex
Local Delivery Pilot

The importance of lived experience:

Stuart Long ATF