

THEWORKINPROGRESS

COLLABORATE
OUT LOUD

NHS
Greater Manchester

Fairer Health for All Leadership Approach Scoping

System Landscape Review and Insight Pack

March to
September
2023



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About the Authors

This work has been led by Claire Haigh from Collaborate Out Loud and Amy Boydell-Smith from The Work in Progress. Below is a brief summary of Claire and Amy and their organisations.

Meet Collaborate Out Loud CIC

Collaborate Out Loud CIC (COL) is a small social enterprise based in Greater Manchester. We are all about 'creating surprising simple and social spaces for social change and innovation'. We work with communities and public services to create spaces where diverse voices can shape the future of a place together. Our methodology for undertaking this work is underpinned by the 11 Principles of Collaborating Out Loud. These are fundamental to how we work and how we will undertake this work in a simple, surprising and social way.

Our values:

- Surprising - we do the unexpected. This might be bringing in practice and thinking from unusual places or helping people to connect across unusual boundaries.
- Social - we work out loud, share, work with others and connect with existing agendas and ideas. We lead with generosity, openness and trust
- Simple - we know the world is complicated enough so we are easy to work with, straightforward and keep things as simple as we can, believing that less can be more

We exist to serve those delivering, participating and accessing public services to:

- Challenge thinking, practice and leadership
- Connect the unusual suspects across different boundaries
- Create capacity and capability for change
- Co-curate our collective wisdom and nurture communities to thrive
- Co-create novel solutions that break all the rules and make a difference

Claire Haigh, Co-Founder at Collaborate Out Loud CIC

Claire works with people, places and systems facilitating them to create surprising, simple and social spaces for collaboration, change and innovation. Claire has a strong background in public services, community development and behaviour change. She is an experienced coach, facilitator and researcher. She loves nothing more than helping individual, teams, places and systems work through the messiness of shifting the way they work with communities, sharing power and coproducing the future together.



Meet The Work in Progress

The Work in Progress (TWIP) explores, collaboratively reimagines and develops the leadership required to work in complexity considering issues with the potential to impact society, and indeed humanity, over the long term. We are interested in breaking boundaries – in what is considered possible in leadership development and especially how it intersects with legacies leading to inequality.

The philosophy:

- Everyone - We work to make progress against complex problems, expand the sphere of our possibilities and enable different voices to contribute to conversations with ease.
- Everyday - We build development into the everyday. Where we are now. We can be radical in our daily life.
- Everywhere - We look for new ideas everywhere. We take inspiration from future facing research and apply it today.

The work:

- We explore leadership in complexity – We take the principles of complex adaptive systems ('systems') as a lens for exploring the ways of thinking, feeling, doing and being that have the potential to be most helpful in complex contexts.
- We create space for diverse voices – We create individual and collective spaces to break with pace setting and ensure the structures we are either creating or reinforcing are ones with the potential to enable and not oppress.
- We apply what we have learnt to innovate inclusive leadership development – We openly test new ideas and aim to reflect a full spectrum of natural and human processes to enable universal access to concepts like leadership as well as recognising individual and cultural nuances to the experience of it.

Amy Boydell-Smith – Business Psychologist, The Work in Progress

Amy is interested in exploring and developing the leadership required to work in complexity. With an underpinning in Psychology, Organisational Psychology and Cognitive Behavioural Coaching, Amy has developed leadership in community, organisational, regional, national and international contexts and holds a varied portfolio ranging from strategy development; commissioning; full cycle intervention design, facilitation and evaluation; academic content development and delivery as well as research.

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The Ask and Approach

Overview of the commission

Collaborate Out Loud CIC and The Work in Progress have been commissioned to work alongside Greater Manchester Integrated Care Partnership to scope and co-design a FHFA leadership approach across Greater Manchester (GM).

There are two key phases to our work:

- 1. Scoping and consolidation**
- 2. Co-design**

Scoping and Consolidation

This phase is all about building on the great work that has already been done to inform the co-design process that will follow.

This will include:

- Understanding the FHFA story so far from different stakeholder perspectives.
- Consolidating the learning and insights into an easy-to-use format to inform a sustainable leadership development approach that can embed within existing leadership development programmes.
- Understanding the make-up of the workforce we want to target, and the leadership development programmes they already have, that we can learn from and build on in the co-design stage.
 - Who do we want to target and prioritise?
 - What is out there?
 - Who is it for?
 - How they come together?

Co-Design

This phase will utilise the insights and understanding we gain from phase one to co-design a leadership development approach that is sustainable and appropriate to the varied needs of the different stakeholders. This will include:

- Creating a co-design process that allows as many voices as possible to be heard from across the system to co-design the leadership development approach.
- Understanding how different leadership development offers already align with the FHFA Principles
- Hearing from key stakeholders about how we can create a sustainable approach that compliments exiting activity and uses language that is appropriate and accessible.
- Making links to other parts of the FHFA work including the Community of Practice and the Fellowship Programme
- Developing a range of options that can be used in Phase 3 – Co-delivery.

This pack focuses on the scoping and consolidation phase of this work and shares the considerations for co-design that have emerged.

What is the Fairer Health for All Framework and its Principles

The Marmot Review, Build Back Fairer in Greater Manchester: Health Equity and Dignified Lives, highlighted the urgent need to do things differently, to build a society based on the principles of social justice; to reduce inequalities of income and wealth; to build a wellbeing economy that puts achievement of health and wellbeing, rather than narrow economic goals, at the heart of government strategy; to build a society that responds to the climate crisis at the same time as achieving greater health equity.

In response to the Marmot Review, NHS Greater Manchester Integrated Care Board reaffirmed commitment for Population Health and Equality and Inclusion function teams to work collaboratively to develop a GM FHFA framework, that will enable health equity, equality and inclusion in health and care commissioning, governance, and leadership across the evolving GM system at all spatial levels.

The FHFA framework will include a set of cross-sectoral intelligence, culture change and leadership tools for use at all spatial levels by frontline practitioners, commissioners and decision makers to enable the Greater Manchester Integrated Care Partnership to deliver on the commitments laid out in the 5-year strategy.

Below are the FHFA Principles that will weave through all the work including the scoping and co-design of the leadership development approach.

People Power	Proportional Universalism	Fairer Health for All is everyone's business	Representation	Health creating places.
We will work with people and communities and hear all voices including people who are seldom heard. We will ask 'what matters to you' as well as 'what is the matter with you'. We will build trust and collaboration and recognise that not all people have had equal life opportunities	We will co-design universal services (care for all) but with a scale and intensity that is proportional to the level of need (focused and tailored to individual and community needs and strengths) We will change how we spend resources – so more resource is available to keep people healthy and for those with greatest need	We will think about inclusion and equality of outcome in everything we do and how we do it. We will ensure how we work makes things better and makes our environment better for the future. We will tackle structural racism and systemic prejudices and discrimination	The mix of people who work in our organisations will be similar to the people we provide services for, for example the different races, religions, ages sexuality and including disabled people. We will make sure the wide mix of people help us decide things	As anchor institutions we will build on the strengths of communities and leverage collective power – to support communities and local people. We will focus on place and work collaboratively to tackle social, commercial and economic determinants of health

Looking at this work within the bigger picture of the GM System

To ensure we are integrating this work into the broader leadership and culture work across GM we aim to work with the GM OD Team as well as looking at the FHfA leadership approach through the lens of the GM Integrated Care Partnership Strategy¹.

Priorities (Missions)	Ways of Working
This means looking at what a FHfA leadership approach means when actioning the six missions outlined in the strategy: • Strengthening our communities • Helping people get into, and stay in, good work. • Recovering core NHS and care services • Helping people stay well and detecting illness earlier. • Supporting our workforce and our carers • Achieving financial sustainability	We will also integrate and build into the approach the ways in which the strategy sets out how the system will work together: • Understand and tackle inequalities. • Share risk and resources. • Involve communities and share power. • Spread, adopt, adapt. • Be open, invite challenge, take action. • Focus on names not numbers.

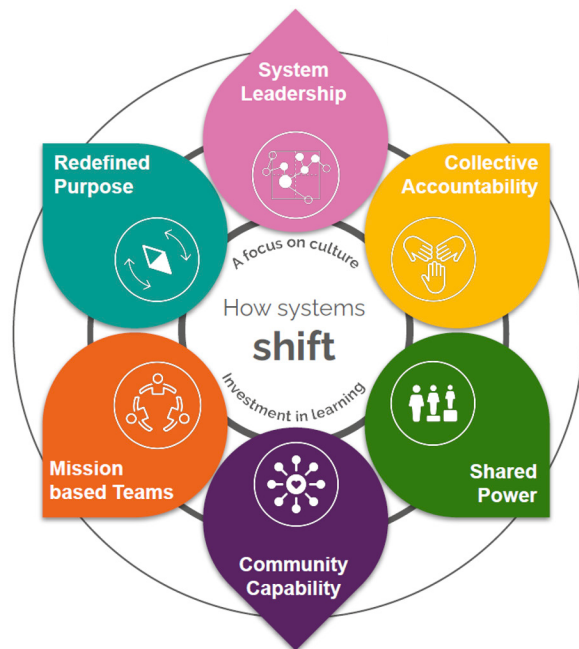
Supporting a social model for health

A key part of the GM Integrated Care Strategy is the shift to a social model of health. This will require culture change and a different approach to leadership. The Fairer Health for All Principles and leadership approach (as it develops) can act as a key enabler for this shift and support for example stronger communities and families, an inclusive economy, an age friendly Greater Manchester, skills education and good work, good homes and healthy places.

Aligning this work to Live Well and Good Lives GM

If we can connect the Fairer Health for All Leadership Approach into other key programmes then this will make the offers stronger and cause less confusion to the system. We are working closely with Live Well and Good Lives GM to connect and align approaches so that they make sense and maximise opportunities. This doesn't mean doing everything together it does mean connecting the areas of common interest and sharing learning and ideas. This work will be developed further through the codesign phase.

Below is a summary of the Good Lives GM compass and the Live Well model to give an overview of their approaches and how they align.

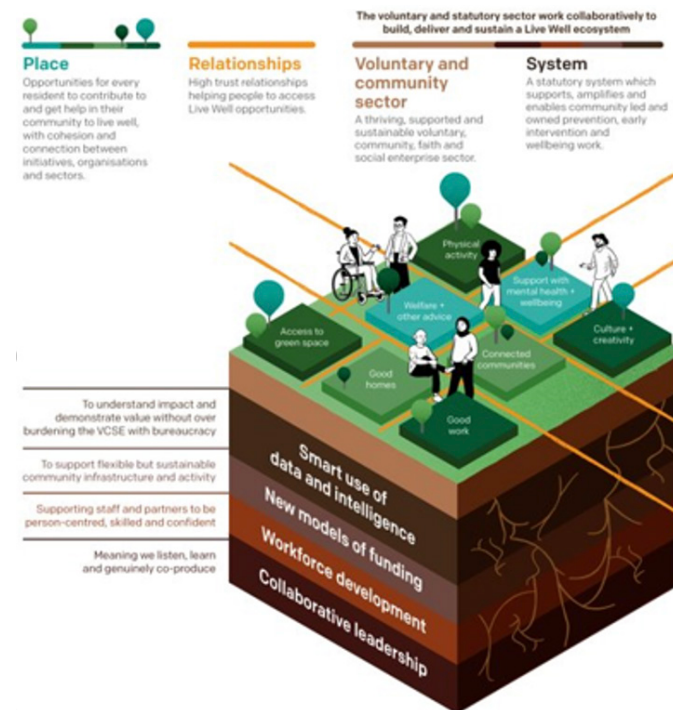


We said Live Well across Greater Manchester would:

Unblock system level barriers and shift power and resources to the people and communities who are best placed to help GM residents to Live Well. The statutory system will be supported to embed, support and sustain community-led health and wellbeing initiatives by transforming barriers into enablers.

For example:

- Creating trust and new leadership behaviours
- Intelligent data collection and usage to show the value of these approaches
- Restructuring funding and commissioning practice to move resources closer to communities
- Developing new, broader partnerships to sustain this change.



What we mean by 'leadership'

We are currently talking about 'leadership' (ways of thinking, relating, doing, being to bring about movement or /change) that transcend role or position and create the conditions for collective or co-leadership. We understand that often leadership is happening without the title and these are often the spaces where the biggest difference can be made.

We see 'leadership' as something for everyone.

Where have these insights come from?

The insights contained in this pack have been gathered from a range of system partners (see appendix 1 for a full list of system partners we have spoken to) as well as a horizon scan of relevant resources (see appendix 2 for a list of the resources that were part of the horizon scan).



The Landscape Review

The landscape

There is a landscape of boundary pushing existing and emerging system leadership approaches across GM. These sit alongside more formal and structured programmes and offers. This section focuses on what we understand about the GM landscape from the system perspectives we have heard so far.

This section will look at:

- Types of leadership spaces
- Leadership Offers
- Networks and Communities of Practice
- Potential Audiences
- Landscape review observations

Introduction

This Landscape Mapping Pack contains the high level mapping that we have undertaken as part of the scoping phase of the Fairer Health for All (FHFA) Leadership Approach work. It contains three sections:

Current Leadership Offers

A summary of the relevant leadership programmes and offers we have learnt about through our scoping phase. We know that this will never be the full picture. We have shown which principles of the FHFA principles the programmes support.

Future Leadership Offers and Spaces

The offers and approaches outlined are all starting in the Autumn of 2023 onwards and are potential spaces for us to feed in learning and learn from in terms of FHFA Leadership.

Networks and Communities of Practice for System Change

We have summarised at a high level the networks, forums, panels, communities of practice etc. that we have discovered through our initial insight gathering. All the spaces shared are GM based and cover all ten localities. We have split this into three groups to aid discussions.

The three groups are:

1. System – spaces where the system comes together to focus on system transformation and change.
2. Shared – spaces that bring together communities and those working in the formal system to address shared challenges.
3. Community – spaces led and owned by the community that either focus on a specific topic or are focused on challenging the system to be a do differently.

There are several points to bear in mind to get the most out of this section:

- This is the fullest picture we can show now and know there will be gaps.
- We are still undertaking conversations and expect this mapping to be updated particularly in respect of social care, housing and the start well agendas.
- All the mapping has come from a system perspective. We will be exploring the community insights as part of co-design.
- We have mapped a limited number of national programmes where there are no locally commissioned offers e.g., for sustainability leadership or they are large high profile national programmes that can be accessed as part of free offers.



Current Leadership offers

Offer	Audience	Commissioner	Provider	When	FHfA Principles Supported by this Offer
Coaching and Mentoring Hub	North West NHS Leaders	North West NHS Leaders	NHS North West Leadership Academy	2009 onwards	Representation
Collaborative Masterclasses Archive of sessions	System leaders across the North West	NW NHS Leadership Academy North West Employers NW ADASS AQUA MIAA	Various	2016 onwards	People Power Representation Health creating places
System Leadership Behaviours Resources	System Leaders across all sectors	NHS North West Leadership Academy	Various	2016 onwards	Representation Health creating places
Citizen Leadership Resource	Localities as a way of working with local communities to influence the health and care landscape	NHS North West Leadership Academy	Collaborate Out Loud CIC	2019 onwards	People Power Representation Health creating places
GM Moving System Leadership Approach	All leaders who want to support everyone to move more	GM Moving	Led by Macc with a range of providers	2020 onwards	People Power Representation

Inclusive Leadership	Leaders across GM	GMHSCP	GMHSCP	2020 onwards	People Power Fairer Health for All is everyone's business Representation
GM Active Transformational Leadership Programme	Leaders working in the 12 member organisations across GM	Greater Sport and GM Active	Future Fit Training	2021 onwards	People Power Proportional Universalism Health creating places.
GM Leadership Hive	Business owners across GM	The Growth Hub	Various	2022 onwards	Health creating places.
VCSE Workforce development Project	VCSE organisations across GM	GM Workforce Collaborative Funded	10GM	2023 onwards	People Power Proportional Universalism Representation Health creating places.
Aspiring Executive Leadership Programme	Aspiring Local Government Exec Directors in North West	North West Employers	North West Employers	September 2023 onwards	People Power Representation
Equalities CPD Development Programme	Leaders across Greater Manchester	NHS Greater Manchester	Salford University	2023 onwards	People Power Proportional Universalism Fairer Health for All is everyone's business Representation
Leadership for Inclusion Masterclasses	Leaders across Greater Manchester	NHS Greater Manchester	Various	2023 onwards	People Power Representation Health creating places.

Progressing PCNs The Greater Manchester PCN development offer for senior leaders	PCN Clinical Directors	GM Primary Care Provider Board	NHS Confederation	2023 onwards	Proportional Universalism Representation
Primary Care Training Hub	Primary care Leaders	GM GP Federation	Various	Ongoing	Representation
Rekindle Supplementary School	Young People Aged 11-16	Rekindle	Rekindle	2020 onwards	People Power Universalism Fairer Health for All is everyone's business Representation Health creating places.
Developing Clinical Leaders	Clinical leaders	AQuA	AQuA	2023 onwards	Proportional Universalism Representation
Leading Integrated Teams	Leaders of multidisciplinary teams	AQuA	Affina Organisation Development	2023 onwards	Representation
Lead Positive Programme (Pilot) Including train the trainer model and potential leadership resources	BAME Leaders	NHS North Leadership Academy	BAME to Boardroom The Equality Academy	Ongoing	Representation Health creating places.
GM Leadership Plus	Cross-sector leaders working at place level, on the journey toward top roles	GM leadership Plus	GM Leadership Plus	Ongoing	Health creating places.

Civic Leadership Programme – We lead for legacy	BAME Community Leaders	GMCA	She leads for legacy	2023 onwards	People Power Representation Health creating places.
Cycle and Stride for Active Lives: The leaders' programme	Community Leaders	TFGM	Unknown	2023	People Power Representation Health creating places.
Health Equality Champions Programme	Leaders who want to champion equity in elective care recovery	NHS Greater Manchester	NHS Greater Manchester	2023	Proportional Universalism Representation
The Roots Collective	Youth leaders across GM	Lankelly Chase System Changers Funded	The Roots Collective	2021 onwards	People Power Representation Health creating places.
Equalities Education Literacy Programme	Greater Manchester Leaders in health and care	GM HSCP	Unknown	2023 onwards	People Power Proportional Universalism Representation
Qualities Professional Development Programme	Current and future equalities professionals	GM HSCP	Unknown	2023 onwards	People Power Proportional Universalism Representation

NHS North West Leadership Academy PCN Leadership Offers (on request)	Primary Care Leaders	NHS North West Leadership Academy	NHS North West Leadership Academy	Ongoing	People Power Proportional Universalism Fairer Health for All is everyone's business Representation
Making Every Adult Matter System Leadership	Leaders tackling multiple disadvantage	Making Every Adult Matter	Making Every Adult Matter and Changing Futures GM	2023 onwards	People Power Proportional Universalism Representation
BAME leadership	BAME leaders in GM Housing Providers	Greater Manchester Housing Providers	Unknown	Ongoing	People Power Representation
Leadership Development for Youth and Play Workers	Youth and play workers	GM Moving	TBC	2023 - 2025	People Power Representation
Together Fund Leadership and Resilience Programme	Grantees from the Together Fund	GM Moving	TBC	2023 - 2025	People Power Representation
VCSE Leadership	VCSE leaders who see movement as a priority	GM Moving	TBC	2023 - 2025	People Power Representation
NHS Leadership Academy - Leading for Systems Change	Cross sector teams from localities (National programme)	NHS Leadership Academy	NHS Leadership Academy	Unknown	People Power Representation
Foundations in System Leadership: collaborating for health and care	NHS, Local Authority and VCSE Sector	NHS Leadership Academy	NHS Leadership Academy	Ongoing	Representation

Centre for Sustainable Healthcare – Public Health Leadership for Sustainability	Public health professionals	Centre for Sustainable Healthcare	Centre for Sustainable Healthcare	Unknown	Health creating places.
Centre for sustainable healthcare - Board Level Net Zero Leadership Training	Board level leaders	Centre for Sustainable Healthcare	Centre for Sustainable Healthcare	Unknown	Health creating places.
NHS Leadership Academy – Sustainable Leadership for Greener Health and Care	New and aspiring NHS Leaders	NHS Leadership Academy	NHS Leadership Academy	Unknown	Health creating places.
Leading Anchor Organisations: Leadership Review – Leading and Leadership in Anchor Institutions	NHS Leaders	NH NW Leadership Academy	CLES	October 2023	Health creating places.

2. Resilience and leadership development for organisations that have received grants from the Together Fund. Moving beyond distributing grants to deliver projects, and investing in the workforce so they can share what they have learnt about recognising and reducing inequalities and influence wider

3. VCSE Leadership. Not sure about this one yet, but 39% of 17,000 VCSE organisations say that activity and movement is one of their top four priorities.

Key



– GM Programmes



– National Programmes

Future Leadership Offers and Spaces

Offer	Audience	Commissioner	Provider	When
GM Moving Test and Learn Sites x 2	Locality based system leaders	Greater Sport	Unknown	2023 onwards
GM Community Leadership Test Sites x 2	Bury and Wigan Community Leaders	10GM	Unknown	2023 onwards
Live Well Accelerator Sites	Salford Oldham Tameside Bolton Rochdale	Live Provider	Unknown	2023 onwards
System Shifting Leadership	System leaders across all GM sectors	GM Combined Authority	Innovation Unit	Summer 2023 onwards
System Shifting Coaching Offer	System leaders across all GM sectors	Good Lives GM GM Moving Fairer health for All	Innovation Unit	Autumn 2023 onwards
Improving Population Health and tackling inequalities in complex systems: An action learning approach	Senior leaders working in Integrated Care Systems	NHS GM Population Health Team	TBC	Autumn 2023 onwards
Carnall Farrar System Leadership	NHS GM Senior Leaders	NHS GM	Carnall Farrar	Autumn 2023
Creative Health leadership Programme	Social prescribers	NHS GM Creative health team	TBC	2023 onwards

Networks and Communities of Practice for System Change

System

Inclusion staff network
NED Network
NHS Chairs Network
NHS CEO Network
NHS HRD Network
Elected members portfolio networks
Place based directors' network
GM Public Health Workforce Strategy Group
Anchor Learning Network
NW Organisational Development Network
New Ways of Working in Neighbourhoods
Early Help Community of Practice
GM Frontline Voice Collaborative (Multiple Disadvantage)
Greater Sport Commitment to Inclusion Community of Learning
Sport Volunteering Community of Practice
Greater Sport Enabling Active Lives Forum
Transformation of leisure centres: Strategy development (Pivot to wellbeing)
OD Rocks
GM Race Intelligence Hub
Live Well Learning Networks
GM VCSE Hospital Discharge Alliance
Integrated Care Collaborative Offer (Pilot)
Peer networks for place directors and directors



Shared

ARC Public Involvement Panel
ARC Young People's Panel
ARC Ageing Panel
ARC BAME Panel
Be Vocal about Research Panel#
Action Network - Food security
GM Race panel
Homelessness Action Network
GM Independent Mental Health Network
GM Equality Alliance (GM=EqAl)
GM Third Sector Research Network
GM Autism Consortium
GM Coalition of Disabled People
GM Older Peoples' Network
GM Welfare Rights Advisers Group
GM 100
Digital Inclusion Action Network
Real Living Wage Action Network
Women with Unmet Needs System Change Group
LGBTQ+ Inclusion Community of Learning
Learning Cycle (Homelessness)
Community engagement / coproduction in cycling, wheeling and walking
Women's Health CoP (FHfA)
Housing First Coproduction Network
ICS GM Research Engagement Network

Community

Lankelly Chase System Changers
GM Systemic Action Research Group
The Great Northern Weave
GM BAME Social Enterprise Network
Greater Manchester BAME Network
Elephants Trail Network
Lived Experience Forum (Changing Futures)
GM Jokes Legislative theatre Action network
Our Agency – Multiple disadvantage



Questions to consider:

- There are many shared spaces across multiple topics for system change – how can these influence fairer health for all and inspire leaders in all spaces and places?
- How can we discover for of the community led spaces for system change that exist across GM?
- How can we support the leaders in the community spaces to influence fairer health for all in their communities and across GM?

Below is a high-level table of potential sectors that this work could be promoted to and we will aim to hear voices from during the design process. This is not an exhaustive list and we will continue to update and add to it.

Public Sector	Voluntary, Community, Social Enterprise and Faith Sector	Private Sector	Education Sector	Cultural Sector
ICSs Local Authority NHS Trusts Housing Associations Police Fire and Rescue Primary Care Networks Leisure trusts TFGM (Bee Network)	10 Local Infrastructure Organisations (or equivalent) Constituted Community Groups Grassroots Movements Volunteer Networks Movements	Growth Hub Chamber of Commerce SMEs Large Employers	Nurseries and early years Schools Colleges Universities	Museums and galleries Heritage Dance and movement Creative organisations Arts

Landscape Mapping Observations

At this stage in the work we have made the following observations based on what we know so far. They are meant to help us to move into codesign and explore further rather than a set of definite ideas that shape the delivery phase.

1. There are lots of GM wide leadership programmes that are often targeting the same audiences
2. There is no leadership programme that is commissioned in GM that focuses on sustainability
3. There is no specific leadership offer looking at anchor working and health creating spaces
4. There are offers focusing on equality and inclusion and there is an opportunity for this to be weaved through other programmes
5. There is spare capacity on some programmes. How could this be opened out and utilised e.g. to the voluntary and community sector.
6. Many offers are closed and targeted at specific groups. Could some of these be broadened? Are funding streams getting in the way of this?
7. Many of the offers are formal programmes that are hard for some people to commit to due to backfill
8. Many of the programmes are focusing on the now and we also need to focus on the what next and longer term to support leaders to be able to work in even more challenging conditions within the broader context.
9. There is a lot of investment going into leadership in GM. Is this in the right place at the right time is something to be explored.
10. There isn't currently a space that brings people together to explore opportunities to connect and collaborate around offers



System Insights

Before you read on, there are several points to bear in mind to get the most out of this section:

1. The current insights do not include voices from the community. We are embarking on community conversations in Autumn 2023 and as such the insights will continue to evolve.
2. The current insights emerged from conversations with individuals in roles across the GM system. We have spoken to individuals who hold a role that contributes to leadership, EDI, sustainability, development, systems change or reducing health inequality across GM between March – September 2023. The full list is included in Appendix 1.
3. The ‘system insights’ to emerge from individual conversations have been built on collectively ([see recording here](#)), sense-checked (September and October collective conversations) and then categorised for inclusion in this report.
4. This report is written for those working in the roles defined above and related fields. We acknowledge there is a degree of assumed knowledge reflective of the breadth and depth of conversations held. Due to this, there is a way to go in modelling the inclusive language we are advocating below. This is a live tension. For the purpose and audience of this report, the offset for this is the ability to reflect the subtle and nuanced insights and opportunities for FHFA leadership within the GM system.
5. This report intends to reflect an asset-based view of leadership activity in GM. It is also important to recognise the duality of experience. Whereby an asset-based intentionality sits alongside the expression of existing disconnects. The two can co-exist and be used to offer key insights into opportunities for FHFA and GM system-wide leadership approaches.
6. Finally, the authors would like to acknowledge that the insights, although rooted in system experience, have been categorised and collated through ‘our lens’. We recognise there are limitations to what is visible to us and see the insights as a starting point for collective exploration. Points are included to provoke thinking and conversation around FHFA leadership opportunity. To this aim, each section includes a point of insight, opportunity and curiosity.

As you are reading the following sections, you might like to pay attention to:

- How does this insight land/sit with you?
- What emotion is it bringing up?
- What is your reaction telling you?
- What are you curious about?
- What will you do differently?

System Insights at a Glance

The emergence of leadership activity is reflective of a system archetype	Balancing human experience in system working	Existing disconnects	Words can build bridges
Inclusive language is the keystone of leadership	If not now, when?	Reframing the context of challenge	Learning from the edge
Leadership from lived experience of inequality	Deepening development	‘System shifting’ leadership	‘Self-shifting’ leadership
Intra-human The opportunities for internal shifts in awareness, understanding, and intention within an individual Let’s not ignore we are human Unlearning Rebuilding Awareness Rewiring thought patterns Decision points as turning points Space	Inter-human The opportunity in shifts in dynamics between individuals. Be in relationship Grow and give power to Pathbreaking can be breaking - Lived experience of culture changers	Human – System The opportunity for shifts in the intersection between individual(s) and the system as it relates to structures, processes, culture and broader political, economic, sociological, technological and environmental influences. Culture Fairer governance Fairer commissioning/funding Data and intelligence	Considerations for co-designing FHFA leadership activity Not another programme Use existing spaces Real and relevant Co-design with community A fair exchange Simple rules of design in GM Build steps into development Focus on the ‘how’ of transformation FHFA co-design principles

Summary of insight headlines

Below is a summary of the key headlines from the insights that are detailed in this section:

- There is a landscape of existing and emerging leadership activity in GM. The diversity in which is reflective of a healthy system (in 'system' terms). However, there is a recognition that the current ways of operating are still holding several disconnects in place relating to where we are now and where we aim to be with regards to GM priorities.
- Questions relating to how to work with the scale and diversity of activity are being asked. What is the value balance of any unifying intervention?
- Working with the human experience of system working is an ongoing process to be considered in decision making.
- Understanding what inclusive language around leadership looks like for the communities and citizens of GM is a critical consideration for everyone we have spoken to. Again, there is a balance between a unified narrative supportive of clarity, advocacy and collective power and diverse messaging to enable access for different groups.
- The time for action must be now. Not prioritising action to enable FHFA is an expression of privilege itself. In support of this, there is an opportunity to reframe the context of challenge. It is the fertile learning ground for learning about what works and what fails for future contexts considering likely increases in challenge compounded by temperature increases. In addition to learning from challenge within the system, there is opportunity to go to the edge of interfaces and learn how people are navigating barriers and boundaries in support of FHFA in practice. We can go further into learning about leadership from the perspective of those with lived experience of a specific inequality (in a fair exchange).
- There is a call to ensure leadership development is both deepening and making visible the critical 'self shifting' inner work necessary to relate to others and the system in practical, real-world activity differently. Maximising the value comes from making explicit the balance of development in all areas – intra human, inter human and human system.
- System shifts to pay attention to alongside innovating leadership (the two will be in reciprocal relationship) are culture, governance, participatory decision making, participatory budgeting and funding as well as data and intelligence.

Diversity is a pre-requisite for a healthy system

The emergence of leadership activity is reflective of a system archetype

Insight

The emergence of diverse leadership activity across GM is reflective of a complex adaptive/evolving system archetype.

Opportunity

There is an opportunity for FHFA leadership to model system aligned working.



Curiosity

What are the simple rules guiding behaviour when it comes to leadership in GM?

Balancing human experience within system working

Insight

When considering alignment of leadership activity at a defined system level (e.g., pan-GM, locality), we observed a balance of drivers relating to human experience (e.g., seeking comfort, order, understanding, control) with approaches reflective of healthy systems (e.g., emergence, self-organisation, requisite variety).

Opportunity

There is an opportunity for FHFA leadership to mitigate for the human impacts of system working and be discerning in balancing human need with system need and deeply question the system impacts of decision making.

Curiosity

Where does intervention aligned to human need add value over system self-organisation?

Bridging existing disconnects

Existing disconnects

Insight

- The knowledge of what needs to change versus the prevalence of known issues
- The tension between here and now priorities (finance, recovery) versus longer term priorities (strengthening communities, supporting all people to stay well)
- The time, capacity, readiness and competing priorities versus the depth of learning and space required to work differently (experienced at all levels including Boards)
- The gap between leadership ideals versus fallback leadership practiced
- The ambitions of learners' post development versus the cultures they return to
- The transactional approaches applied in complex contexts versus the transformational approaches required
- The backlash for pathbreaking versus belonging within the status quo
- The shifts in values, behaviours and culture required to work with system principles versus legacy decision making, governance and funding structures
- The tension of unifying approaches versus enabling freedom at different system levels

Opportunity

There is an opportunity for FHFA leadership to increase the visibility of existing areas of disconnect, create conditions to explore what is upholding disconnect from multiple vantage points, use insight to contribute to the evolution of wider leadership approach.

Curiosity

What is holding disconnects in place?

Words can build bridges

Insight

Words can be seen as the building blocks to build a bridge from recognising current realities, reframing challenge, describing desired futures, sharing power and creating openings for new possibilities.

Opportunity

There is an opportunity for FHFA leadership to position words as a leadership tool within our immediate control and raise awareness of the importance of language in making leadership accessible, inclusive and a uniting tool for advocacy.

Curiosity

What core words could be used in many ways to both enable diversity and bring leadership together across GM?

Different words build different bridges

Insight

What we understand by the words used varies based on our identity and lived experience. Understanding also reflects contemporary modes of thought based on prevailing structures and systems in society and often offer shortcuts to ideas and ideologies. Therefore, the words we choose have the potential to create, reinforce or break with existing structures and systems of oppression. The meaning of the word leadership in different cultures may also mean differing starting points for the journey to engaging with FHFA leadership for different cultural groups.

Opportunity

There is the opportunity for FHFA leadership to work with different communities where they are and co-create messages relating to leadership. When translating FHFA materials there is the opportunity to be mindful of meaning/existence of descriptive words in different languages to ensure the messages are positioned as intended as well as the cultural appropriateness of the positioning to enable trust and access.

Curiosity

'Leadership' is currently being used as a shortcut. Is this the right word? What other key words are being used? What is the word upholding? What would make people feel more like 'this is for me'? (e.g., change maker)

Inclusive language is the keystone of leadership

Insight

Equipping people with the understanding to speak out about inequalities (language, duty, belief, evidence, narrative), has the potential to open different types of conversation, aligned action and leadership.

Opportunity

There is an opportunity for FHFA leadership to align with system partners to contribute to increasing awareness and understanding of language relating to inequalities, equality, equity, diversity, inclusion and position this understanding as a key enabler to FHFA leadership.

Curiosity

From the point of no assumed knowledge, what are the building blocks of understanding (awareness, terms, definitions, applications) to be embedded or signposted across leadership activity in GM?



The learning edge (human and system)

If not now, when?

Insight

The system will never be fully ready. To ignore the collaboration/decisions/investment/action necessary to address health inequalities over the near to long term in favour of here and now priorities is an expression of privilege.

Opportunity

There is an opportunity for FHFA leadership to convene a conversation around embedding changes in practice within system challenge.

Curiosity

What conditions would enable individuals to apply FHFA principles in day-to-day decision making?



Reframing the context of challenge

Insight

The pressure and realities of the current context are unprecedented. The demands on people need to be recognised, the experiences of working in a system in these circumstances validated and wellbeing approaches centred. Yet, it is how we work with and within the challenge that offers a high potential for growing new insight for how to develop systems and leadership for the future – particularly thinking in lifespan and generational terms.

Opportunity

There is an opportunity for FHFA leadership to learn from leadership approaches prevailing and failing in the most challenging contexts to prepare for the challenge of future contexts where pressures will compound over time with temperature increases, and the additional accompanying environmental, economic and social consequences disproportionately felt by vulnerable communities.

Curiosity

- What are we learning from observing leadership in unprecedented challenge?
- What are the leadership 'fallbacks' are we seeing under constraint and what are they telling us about underlying patterns?
- How can we use observation and insights to inform the FHFA leadership going forward?

Learning from the edge

Insight

The interface between formal and informal infrastructures is a space to explore leadership approaches centred on reducing health inequalities from the perspective of lived experience or community activism. It is from the vantage point of lived experience or community wisdom that solutions to prevailing challenges are visible that might not be visible from the system view.

Opportunity

There is an opportunity for FHFA leadership to focus activity and influence processes and structures to reduce 'gatekeeper mentality' (avoid blocking and trickle-down ideology) and invert traditional power.

Curiosity

What can we learn about what is needed in FHFA leadership from those working to cross different interfaces?

Leadership from lived experience of inequality

Insight

Learn about leadership from the perspective of lived experience of a specific inequality (in a fair exchange).

Opportunity

There is an opportunity for FHFA leadership activity to explore with individuals and communities with lived experience of inequality and/or the most marginalised in society to understand how does lived experience of inequality come through in leadership.

Curiosity

What does the future of FHFA leadership look like from the perspective of lived experience of inequality?

Layers of leadership

Deepening development

Insight

To enable FHFA in ways that we have not seen or mainstreamed before, leadership activity and development will have to go to new depths and will be required to explore the intersections within and across the following layers - 'Intra-human' (within humans – e.g., thinking, imagining, feeling), 'Inter-human' (between humans – e.g., connecting, relating, dynamics) and 'human – environment' (between human/s and the environment/society - e.g., intersectionality, power, perspective, action).

Opportunity

There is an opportunity for FHFA leadership activity to reflect the intersecting layers to leadership with a recognition that shifts in one have the potential to create shifts in others.

Curiosity

Where is the opportunity to deepen development by building in leadership activities across all layers relevant to real-world activity?

‘System shifting’ leadership

Insight

There is a growing conversation of the experience of system blockers across initiatives in GM and the development of ‘system shifting’ leadership approaches to tackle them. There has been feedback that leadership approaches need to be real, relevant and embedded within the system challenge.

Opportunity

Opportunity for FHFA leadership to support understanding of system blockers from different perspectives – place, community and specifically from the most vulnerable groups or most marginalised and with lived experience of specific health inequalities.

Curiosity

What are the system barriers faced when trying to live FHFA principles?

‘Self-shifting’ leadership

Insight

It is important to make visible the deep ‘self-shifting’ work in system shifting activity. The whole self (person) is part of the system and mindfully shifting systems requires parallel focus on the intersectionality between self and system - power, privilege and discrimination.

From this view, system blockers have the potential to look different for everyone based on identities, lived experience and perspective. There is the potential for inner shifts in self (e.g., perspective) to reduce the experience of a ‘barrier’ as the interface between the system and self shapes thinking, perspectives, interpretation, interactions, relationships and action (i.e., the ways in which we are upholding modernity).

Opportunity

There is the opportunity for FHFA leadership activity to test and learn from embedding space for ‘self-shifting’ leadership approaches.

Curiosity

How do you protect the space to do the inner work alongside system challenge?



Intra-human

The opportunities for internal shifts in awareness, understanding and intention within an individual.

Let's not ignore we are human

Insight

Prioritise leadership approaches that work with the human system and human-centric approaches (holistic, wellbeing centred, trauma informed, working with grief to support letting go of existing practices) and structures (reduced bureaucracy).

Opportunity

There is an opportunity for FHFA leadership approaches to build in understanding of 'self as system' approaches to support leader wellbeing during system navigation (e.g., optimising mind-brain-body connection).

Curiosity

What approaches could unlock the most unique aspects of being human (e.g., imagination, creativity, foresight)?

Unlearning

Insight

We should not assume an existing level of awareness, understanding or knowledge of key topics relating to E,D&I, sustainability, leadership – or any other complex issue. There might be a need to take steps back to ensure foundations for learning are in place. Extending this notion of stepping back, a journey of 'unlearning' has the potential to maximise the impact of shifting systems to align with FHFA principle adoption. Unlearning approaches aim to give visibility to, question, challenge,

increase perspectives and choice on the often implicit and unconscious ways we continue to perpetuate existing patterns of thought, behaviour and uphold systems and structures that do not equitably serve.

Opportunity

There is the opportunity for FHFA leadership to build in unlearning approaches to increase the depth and impact of any future activity by acknowledging the roots of prevailing thought/structures in self, society and system (for example colonialism – implicit within are racism, patriarchy, individualism; and capitalism) and building in guided journeys of 'unlearning' to enable deep shifts in self and intersection with systems.

Curiosity

Where is unlearning already mainstreamed and what can we learn about how to embed approaches within real world system working?

Rebuilding

Insight

Rebuilding awareness and understanding needs to be with (rather than for) communities from the perspective of diversity and lived experience.

Opportunity

There is the opportunity for FHFA leadership approaches to work with existing connections and/or create the space to centre diversity and lived experiences especially from the most marginalised in society.

Curiosity

What are the ways to respectfully, authentically and sustainably reach diverse voices in community?

Awareness

Insight

We have observed many initiatives raising foundational awareness of complex issues. For valid reasons (clarity, funding, remit), the scope of which can lead to a focus on one main issue. In developing the leadership required to enable FHFA, there is need to create a space to raise awareness of intersecting and interacting issues (e.g., economic and political system legacies, inclusion, climate reality) with the potential impact of action/inaction at differing system levels (e.g., individual, local, GM population, national/global) and over differing terms of time (today, strategy terms, lifespan terms, generational terms).

Opportunity

There is an opportunity for FHFA leadership approaches to increase foundational awareness of issues not in silo but as they intersect with each other and alongside the impact of pace of action/inaction on the experience of health and health inequality over time.

Curiosity

How can the FHFA leadership approach build on existing activity and resources to highlight the intersecting nature of issues as they relate to health inequality?

Rewiring thought patterns

Insight

Changing the way we think can both change our experience of the system and the system itself (with aligned action). We heard the importance of mindset (asset based over deficit), intentionality (inclusive, sustainable, system first, anchor) and imagining (bold, radical and creative transformation) as well as thinking across lifespan and generational terms.

Opportunity

There is an opportunity for FHFA leadership approaches to create the conditions for deep, long-term thinking and model the importance of inner work in potentially making any further action more meaningful.

Curiosity

How do we create the conditions for deep, long-term thinking in fast paced environments?

Decision points as turning points

Insight

Decision points are opportunities to create approaches that step towards or away from FHFA. Those who are most affected by a decision should be given the opportunity to be involved in decision making.

Opportunity

There is an opportunity for FHFA leadership approaches to share stories of the importance of consistent, incremental, micro, everyday decision making as well as influencing the larger scale structural approaches to strategic and operational participatory decision making (e.g., Barcelona en comu citizenry approaches).

Curiosity

What will help decision makers to shift to creating mechanisms for meaningful, inclusive and fair participatory decision making?

Space

Insight

Space is required to think differently, work differently and reflect on the ways of working (leadership) that are contributing to change. Protecting space in a context of pressure and pace is difficult. Discomfort can be experienced in 'holding on' to space longer than the pressure of the current would normally allow. However, there is a legitimacy to sitting in the discomfort to give or expand space to think, debate, challenge, test and learn. Space is not just time. It is freedom to operate differently within that time.

Opportunity

There is the opportunity for FHFA leadership approaches to protect and model justification of open space.

Curiosity

How do we encourage prioritisation of open space approaches in fast paced contexts?

Inter-human

The opportunity in shifts in dynamics between individuals.

Be in relationship

Insight:

Go to communities and meet people where they are (not where we are). Do not outsource the conversation (although there is value in the emergence of bridge roles like 'community connectors'). Building trust and relationships via consistent conversation and a focus on connection is the work. Acknowledging and redressing existing power imbalances to consciously build an equal power base from which to grow relationship is an important ongoing consideration.

Opportunity:

There is an opportunity for FHFA leadership approaches to emphasise the role of relationship building with EDI at the heart of approaches.

Curiosity:

What simple key questions to deepen relationship could be developed in support of FHFA. (e.g., What matters to you?)



Grow and give power to

Insight

There is a need to be aware of where power sits (who has access to it and who does not) and actively make choices to redress the balance. For example, the power differences in community led or small cross-sectoral initiatives compared to larger infrastructure organisations. Give power and authority to communities and build approaches that create the conditions to grow power. In contexts with a reliance on traditional power values or structures (e.g., currency – held by a few), giving power to is an active process. For some, giving power may involve letting go and a sense of loss. A focus on validating and working with emotional responses, a sense of purpose and justice over existing process has the potential to enable power sharing.

Opportunity

There is an opportunity for FHFA leadership create approaches which empower people to act on their ideas for addressing causes of poor health and wellbeing or those already demonstrating leadership in community. In support of this, signposting or creating approaches to grow awareness of the importance of power, what different types of power look like at play, how to balance difference in power and how to work with old power in new power ways.

Curiosity

How do we create the conditions to grow power through design?

Pathbreaking can be breaking - Lived experience of culture changers

Insight:

The work is on hearts and minds, influencing without authority and is often outlier activity without funding. It can feel like a grind, be frustrating and lead to burn out. If you are trying to do things differently, it feels tiring to push doors and find resources, this needs to be embedded, integrated and sustained. What do people do when they feel stuck? Give up, move on, find a work around or carry on regardless and break the rules. On a personal level, persistence, resilience and a focus on wellbeing is key. On an interpersonal level, finding allies (with shared fundamental vision and values), safe spaces and support networks is important.

Opportunity:

There is the opportunity for FHFA leadership to either signpost to, create or enable safe spaces to for change makers to work out loud, share and learn from each other.

Curiosity:

How are the principles of FHFA live in safe space set up?

Human – System

The opportunity for shifts in the intersection between individual(s) and the system as it relates to structures, processes, culture and broader political, economic, sociological, technological and environmental influences.

Culture

Insight

From the experience of working in culture change for innovation, we heard how culture was particularly important in a) supporting a 'fail, test learn approach' (with culture shaping the extent of sharing based on the perceived risk to reputation involved) and b) supporting the transition of learners with new awareness, understanding, knowledge and skills back into existing working cultures. When we think about developing culture, we need not to be bound by existing organisational behavioural norms and boundaries. Instead guided by shared purpose.

Opportunity

There is the opportunity for FHFA leadership to align with the wider culture work identified in the GM ICP strategy and with GM-wide collaborators to consciously model and create the conditions to reimagine and reshape systems and structures that enable FHFA.

Curiosity

What cultural conditions make FHFA principles easy to live? How do we create them?

Fairer governance for all

Insight

Transforming the leadership ask also requires the parallel transformation of governance to enable new ways of working. There will be a need to mitigate risk and increase the system tolerance to aligned methods of governance.

Opportunity

There is an opportunity for FHFA leadership to contribute to the exploration of transformation of governance that best enable FHFA principles to be lived in practice.

Curiosity

How do the FHFA principles translate into governance approaches?



Fairer funding for all

Insight

Ideas for leadership development are out there without identified funding source. It is acknowledged that funding needs to be prioritised for those with the greatest need yet there are barriers to this in practice (e.g., ethics, access).

Opportunity

There is the opportunity for FHFA leadership to live the FHFA principles in making funding decisions, share learning and develop resources to support decision making. For example, representation (how do we ensure those with lived experience of inequality are involved in decision making about where funding goes?) or health creating places (how is funding retained within the GM system to benefit the local economy?)

Curiosity

- How do we fund outlier activity?
- How do we enable funding to reach communities demonstrating innovation and leadership?

Fairer commissioning for all

Insight:

To what extent is commissioning connected and joined up?

Opportunity

Embed FHFA principles within commissioning processes.

Curiosity

How do we maximise the capacity of existing development opportunities as well as reduce duplication and redirect resources to areas of highest need?

Data and intelligence

Insight:

Data is required to understand to make decisions and understand the impact of action on health inequalities. Co-creation with those with lived experience of a specific inequality are needed at question generation stage as the questions we ask shape the data we collect, the decisions made and so on.

Opportunity:

There is an opportunity for FHFA leadership to ignite a conversation around data, insight, sharing and learning and to frame data and insight as a powerful storytelling tool vital to activity.

Curiosity:

- How good are we at using data to drive change?
- What data are we currently using? What are the opportunities to broaden our view?
- How do we create the conditions for community activism to be in the public interest/good as opposed to being based on misinformation and myth?
- What data will demonstrate the intended or unintended consequences on health inequality?
- Actions taken might not have the desired outcomes. What data will demonstrate we are on your way to making the outcome a reality?

The mid-way point: Collective listening and exploration

Before moving into co-design and after over 40 individual conversations and one early collective check-in, we held one in-person (September 2023) and one virtual (October 2023) space for everyone we had spoken to in the system. The aim was to come together, share collated mapping and insights, experience reactions and explore meaning for the next phases of FHFA - community conversations in co-design and future test and learn approaches.

We heard:

No surprises! A similar 'story' across the GM system. The system insights appeared to reflect current thinking on leadership in GM. This emphasises the value in exploring beyond what we already know, exploring the edge opportunities for change making. 'The fair exchange' was emphasised as a critical insight to enable learning from lived experience.

Where is the edge?

We asked people in the room: from what we seem to already know, where are the edges we can go to find new insight?

We heard:

- Intra-human work: Emphasising importance, justifying the work and building in guided processes into real world working (e.g. unlearning)
- Language: Removing barriers, understanding what inclusive language around leadership looks like, distinguishing between where difference in language enables access and where unity in message enables advocacy and clarity
- Connecting learners: from across existing development maximising impact and social support networks in face of system working
- Failure: More discussion on failure and competing KPIs
- Connectivity: across world views to support exploration from multiple vantage points and reciprocal sharing and learning.

Keep connecting the system to itself

We are hearing very loudly the appetite for connectivity across activity in GM and the opportunity for conversations to explore visibility, aims, areas of convergence and maximising existing capacity.

Moments of meaning

- If not you, who?
- If not now, when?
- Real power comes from knowing how to deal with not knowing
- Connection to purpose is an enabler to act differently
- Sharing learning platforms
- Reframing the role of data and evidence
- How decisions are made and how interpretation is based on existing belief

Moving to Codesign

Introduction to the Codesign Phase

From September to December we will enter the codesign phase of this work. This phase will focus on hearing diverse voices across many spaces and places in GM to help us to shape the leadership approach that will support the conditions for fairer health for all.

Through the codesign phase we hope to:

- Hear diverse voices
- Work with people's lived experience to shape the leadership approach
- Understand where we can make the biggest impact with this work
- Understand where we don't need to focus at this stage
- Develop a sustainable approach that can be tested and learnt from before the longer term plan is developed for the fairer health for all leadership approach

On the following page we have shared our plan on a page for this work.



Codesign Approach on a Page

System Scoping Mar – Sept 23			
Codesign Sept – Dec 23		Test and learn Jan to June 24 (TBC)	
Listen and understand		Coaching, collaboration & learning offer To support the test and learn activities that will emerge from co-design, there would be a series of spaces and development opportunities that would: • Support the leadership approach developed in co-design into practice • bring together the collective learning from multiple spaces • create a sustainable community of people interested in putting the FHfA principles into practice in leadership work • provide insights and provocations to encourage work that is leading edge and boundary pushing Examples of programme that we can test and learn from that already exist are: • Live Well Accelerator Sites (Oldham, Rochdale, Salford, Tameside and Bolton) • System Shifting Leadership Programme • 10GM Community Leadership Sites (Bury and Wigan)	
Crowd Spaces	Locality Spaces		
Digital open space e.g., Easy retro to engage widely across the GM crowd. These would give a breadth of engagement and allow anyone across GM to contribute to the conversation.	Work through the public health team in each locality to engage with the local system and communities and understand further about existing work and opportunities.		
Intentional Spaces	‘Go to’ Spaces		
Specific spaces to hear the voices of targeted group and communities. There will be an emphasis in this phase on hearing citizen voices. Examples include: • Sustainability Community • Equality and Inclusion • Anchor leadership • VCSE Sector • Citizen and Community voices (particularly seldom heard voices)	Networks, communities of practice, meetings, teams, events etc. that we can ‘go to’ and hear different voices. There will be an ask here of system partners to support this work through taking the codesign questions to different spaces and sharing back views (as well as collecting names of people who would like to be involved in the collaborative sense making and curation phases).		
Collaborative sense making of what we have heard (Dec) Coming together to make sense of what we have heard (formal system and communities)			
Collaborative Curation (Dec) Develop a series of ideas and ways in which the Fairer Health for All Leadership Approach can be applied in practice through a test and learn process (formal system and communities)			

Considerations for co-designing FHFA leadership activity

Not another programme

Insight

Programmes have a place. We have lots already and need to avoid duplication. How can we develop leadership differently?

Opportunity

There is the opportunity for FHFA leadership to increase visibility of the range of possible development opportunities (including programmes if there is a specific identified gap in existing provision) and test approaches that best support access.

Curiosity

How can inclusion and access considerations inform creative ways to develop FHFA leadership?

Use existing spaces

Insight

Due to time, capacity and competing priorities there is a need to share ideas and develop informally through existing spaces. We heard calls to make visible and bring together a 'network of networks' to explore where missions connect.

Opportunity

There is the opportunity for FHFA leadership to build on existing spaces, particular those bringing together communities and the formal system. These are the spaces where there are preexisting relationships and FHFA leadership could be explored in a more meaningful way with greater impact.

Curiosity

Who and how will FHFA leadership be coordinated across spaces and places?

Use existing spaces

Insight

Due to time, capacity and competing priorities there is a need to share ideas and develop informally through existing spaces. We heard calls to make visible and bring together a 'network of networks' to explore where missions connect.

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Curiosity

Who and how will FHFA leadership be coordinated across spaces and places?

Real and relevant

Insight:

Approaches are needed that embed leadership ideas into practice as well as enable/wrap around leadership that emerges from practice (learning from practice to shape what we know about leadership). Either way we heard the importance of development being embedded into real work whether that happens within the formal system or informally in the community.

Opportunity

There is the opportunity for FHFA leadership to create pathways to learn from innovative practice and, with system partners, support the scale, spread, adaption or adoption of ideas.

Curiosity

How do we make FHFA leadership real and relevant across system/community?

Co-design with community

Insight

The community voice, in particular those with lived experience of inequality, should be central to co-designing leadership activity. Ideas emerge from diverse voices around the table. New approaches to complex issues are not possible from one lens alone.

Opportunity

There is the opportunity for FHFA leadership to work with trusted and existing networks as well as create new opportunities to hear from voices in the community with lived experience of inequality.

Curiosity

How does FHFA leadership support communities 'Dionne' works with?

A fair exchange

Insight:

Learning from lived experience and different communities should never be for free – what is a fair exchange?

Opportunity

There is an opportunity for FHFA leadership to create mechanisms for, model and mainstream fair resourcing of involvement and participation.

Curiosity:

How will FHFA leadership fairly resource involvement and participation?

Simple rules of design in GM

Insight

There is value in collectively exploring fundamental design principles for use across GM that encompass, but are not necessarily branded as, FHFA principles. Rather, the decision on branding is best taken collectively and with the view of best supporting the uptake of the design principles. Prompts could include - how do we design for inclusion? How do we design to support our net zero target? How do we design centring lived experience? How do we design with anchor intentionality?

Opportunity

There is an opportunity for FHFA leadership to be the voice of FHFA principles in a conversation which has the potential to embed FHFA principles across GM activity.

Curiosity

What simple rules sit across culture and leadership transformation in GM?

Build steps into development

Insight

There will not be one single 'easy entry' approach into development that works for all.

Opportunity

There is an opportunity for FHFA leadership, together with system collaborators, to consider what existing resources could go together to form a step-by-step journey approach of foundational development. To support access from diverse communities, conversations and to understand whether there are any specific gaps that require additional commissioning will be needed.

Curiosity

What are the fundamental underpinning messages that would enable access to existing or emerging development?

Focus on the 'how' of transformation

Insight

Focus on the 'how' not the 'what' of leadership experiences to generate innovative insights and practice.

Opportunity

There is the opportunity for FHFA leadership to embed research into the 'how' of leadership transformation alongside any future commissions.

Curiosity

What is the edge of what we currently know and how do we support observation of emergent learning beyond it to support FHFA innovation?

FHFA co-design principles

- Work with system principles in co-design
- Connect and build relationships
- Build on (not duplicate) existing learning, interventions and spaces
- Focus on inclusion and working with marginalised groups / those experiencing inequalities
- Build in anti-racism approach (GM Strategy)
- Build in Equality Impact Assessment into scoping and co-design (GM template)
- Align to GM Equality Objectives
- Act with anchor intentionality and prioritise GM organisations in commissioning



Source Materials

Appendix 1: People we have spoken to as part of the scoping phase through focused conversations.

Name	Role	Organisation
Claire Tomkinson	Strategic Lead – Workforce	Greater Sport
Katya Purcell	Strategic Lead	10 GM
Emma Ansell-Meehan	Strategic Lead (Population Health)	10 GM
Millie Brown	GM Moving System Leadership Lead	MACC
John Herring	Director of OD and Culture	GM ICP
Gill Phazey-Baines	CCPL Lead	GM ICP
Jackie Pratt	Head of System OD and Leadership	NHS GM
Julie McCarthy	Creative Health Lead	GM ICO
Elaine Mills	EDI Team Programme Manager	GM ICP
Claire Igoe	Programme Director for Sustainability	GM ICP
Suzanne Douglas	Senior Associate Director	NHS NWLA
Lorna Krisson	Associate Director	NHS NWLA
Nicola Waterworth	Strategic Programme Lead Ageing in Place	GMCA
Nick Webb	Good Lives GM Lead	Innovation Unit
Antemeka Cobham-Wilson	Race equality Lead	GM ICP
Muna Abdel-Aziz	Director of Public Health	Salford Council
Karin Connell	Programme Manager Elective Care	GM ICP
Ben Squires	Head of Primary Care	GM ICP
Kelly Wood	Assistant Director	NHS NWLA
Debs Thompson	Consultant in Public Health	GM ICP
Mark Brown	Programme Manager	GM ICP
Sharon Senior	Executive Director	NW Employers
Tabz O'Brian	Programme Manger	Changing Futures
Andrea Crossfield	Population and Policy PH Consultant	GM ICP

Name	Role	Organisation
Mike Robinson	Associate Director of Outcomes and Pathways	GM ICP
Zoe Porter	Programme Director Live Well	GM ICP
Jane Forest	Director Public Service Reform	GMCA
Neil Hinde	GM Anchor Learning Network	GM ICP
Zeena Patel	Strategic Lead – Workforce	10 GM
Carrina Gaffney	GM Locality Lead Lankelly Chase	GM System Changers
Thomas Johnson	Changing Futures Strategic Lead	GM ICP
Debbie Watson	Chair (Tameside DPH)	GM ADPH
Sue Wood	Head of Operations	GM NHIR ARC
Mike Spence	Head of Programmes	GM NHIR ARC
Julie Temperley	Senior Associate (GLGM Collaborative)	Innovation Unit
Lynne Marsland	Primary Care Workforce Link	Independent Consultant
Matthew Mann	Primary Care Hub Lead	Primary Care
Emily Gray	Head of Business Planning	Health Innovation MCR
Cath Barrow	Senior Programme Delivery Lead	Health Innovation MCR
Matthew Kidd	Elephants Trail	Independent Consultant
Mark Jepson	Changing Futures	GMCA
Jo Finnerty	Assistant Director Workforce Transformation	NHS GM



Appendix 2: Source materials for Horizon Scan

Documents we have looked at:

- 10 GM Communities of Practice Mapping
- Ageing in Place Academy Proposal
- NHS GM Anchor learning Network areas of focus
- GM Networks of Networks Outputs (Event bringing together all GM Action networks)
- Learning from Innovation in a Crisis (Innovation Unit)
- Pushing what moves - system shifting leadership in GM brochure
- Developing effective VCSE and Primary Care Network Relationships to tackle health inequalities - 10 GM
- Primary Care Networks and Voluntary, Community, Faith and Social Enterprise Sector Partnerships - Final Evaluation Report, August 2023
- Conscious Collaboration Outputs (Good Lives GM and FHfA)(
- Fairer Health for All Framework Engragement draft
- NHS Primary Care Blueprint Engagement Draft
- The 6 Elephants Trail Principles in Practice
- Elephants Trail ~Establishing a Core Team
- Greater Manchester Examples of Coproduction - 10GM
- GM Creative Health Strategy
- Good Lives GM Co-Design Insights
- GM Integrated Care equality Objectives 2023-2027
- GMCA and NHS GM Equality Analysis template
- Improving Health and Care in GM 2023-28 (GMHSCP)
- GM Health Inequalities Champions Role Profile
- Approaches to reducing health inequality to tackle elective recovery - NHS England SCIE
- North West Elective Recovery and Inequalities
- Strategy to reduce inequalities in access to planned hospital procurers - NHS
- Live Well National Lottery Bid
- Live Well - AS systemic response to health and wellbeing inequalities in GM
- Live Well Update February 2023\
- Shifting Power to our people and communities - GMHSCP
- Should money come into it: a tool for deciding whether to pay patient engagement participants - The change foundation
- Directory of existing public health learning and development opportunities
- GMCA Leadership Development Framework
- System Thinkers for System Leaders = GMCA
- GM Leadership and Workforce Learning Draft Summary Report
- Our Place Scotland
- NHS Co-Production Toolkit
- Coproduction and quality improvement
- Making Manchester Fairer webpage and strategy
- VCSE Commissioning Framework
- Build Back Fairer GM Marmot Review
- An Introduction to Co-production by GMXCVO
- Co-production in Practice - Getting it Right - Recovery Academy
- Co-production in GM Housing First
- Not another coproduction festival outputs

External from GM:

- Stay and Thrive - International Retention
- The Practice of Collaborative Leadership - The Kings Fund
- Skills or health workforce development and training
- The practice of Collaborative Leadership Across health and care services
- What could encourage anchor work and how important is leadership? (Health Anchor Learning Network)
- NHSE's model - NHS England » Co-production
- The Dawn of System Leadership
- Leading from the emerging future: From ego-system to eco-system
- Theory U Method
- The New Zeitgeist: relationships and emergence
- Inclusion the DNA of leadership and change
- Fearless Futures podcast
- The water of systems change
- Think Local Act Personal TLAP) talk about a Ladder of co-production
- Co-production | SCIE and SCIE's animated films on co-production
- Health anchor learning network
- Leadership and anchor work
- The NHS as an Anchor Institution
- Building healthier communities: The role of the NHS as an Anchor Institution
- Anchors in a storm
- Centre for Sustainable Health Care Leadership
- Sustainability leadership for Green Health and Care Programme
- IPCC Synthesis Report on Climate Change March 2023
- Deep Adaptation
- Coproducing and All-Age Autism Strategy | Local Government Association
- Large Scale Change Methodology
- GP Excellence programme
- Payment for involvement to people who receive benefits
- How to win back the city (guide) Barcelona en comu
- Fearless cities: Guide to the global municipalist movement



Get in touch

THEWORKINPROGRESS

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