Sport England LGA Leadership Essentials

May 2020

Over the past month, during the Covid 19 pandemic, previous participants from the leadership essentials programme have engaged in discussions navigating the 'here and now' and sharing learning to explore what we want for the future. This document frames a collective conversation that will continue to grow and change as we work together into the future, and we work toward systems change through systems leadership.

At every level of our work, from our system leadership behaviours to our common purpose, how can we ensure we are investing in the necessary mutual relationships (both new and existing) to do this work?



Staff Teams



Individuals and **Communities**



Partners and **Stakeholders**



Political and **Corporate Decision Makers**

What might we need to help us do this work?

- Safe space
- Thinking time
- Sharing Learning
- **New Techniques**
- Challenges
- Advice
- Action Learning Sets
- Mentorina
- Partners



The [1] System Leadership Behaviours that we want to sustain and amplify will begin to shape the [2] Future Nature of the System we are working in, which therefore allows us to explore multiple shared [3] System Challenges, and this exploration hopefully brings us closer to, and expands our understanding of, our [4] Common Purpose.

[4] Common Purpose

*Continually exploring and expanding

insights into our common purpose

Inequality and Wellbeing

Partners working together on a

shared cross-system priority that

influences the rest of our work, and

collectively exploring multi-faceted,

complex and urgent inequalities

and aiming to increase social

impact of wellbeing with

collective work.

Urgent

Present vs

Important Future

framing our relationships with health

partners, balancing income and public

health, and exploring activity in relation

to health inequality.

[2] Future Nature of

We need to sustain an

of working with other

accessible and open way

organisations, with both new

to collectively learn and move

toward our purpose. At every

work with the energy and

change.

for collaboration. We need to

power of communities

to unify our efforts and

create lasting

and existing relationships,

the System

[1] System

Leadership

Behaviours

Resilience.

weathering change

and adapting

ourselves

Collaboration

[3] System

How might we ensure old behaviours stay in the past? Can we reduce competitive working and silos, expand our understanding of people's resistance to change to understand How might we make decisions our leadership that help us now, and build a role further? level, we can create the space sustainable future? For example,

Shared Outcomes

Challenges (egs) **Old Behaviours**

Physical activity positively influences other sectors' outcomes, such as health and social care. Investing in place based working to deeply collaborate with other organisations can enhance change around outcomes for communities, yet requires a deep connection and understanding of people's experiences.

We trust others and delegate responsibility

We work flexibly and adaptively to meet needs and opportunities

intelligence and human connection, aiming to increase our sense of community

We value emotional

Financial Sustainability

Collectively, how can we be strategic with our financial planning over different time periods (immediate strategies to long term strategies) with an uncertain future? And, how can connecting to purpose help us do this?

Enriched Value of **Physical Activity**

Remote and agile

working to connect

better to how we work

hest

Reframing

Working adaptively within a rapidly changing context requires creativity and imagination to reframe work in order to create new possibilities. We need to ensure reframed work suits new agendas, whilst learning from perspectives across the system to ensure we are following the data, insights. and experiences. This can help us evolve what we offer, how we work, and who creates the change in

The energy and mobilisation of an increased public narrative of physical activity can galvanise collective strategic work toward purpose. To do this, we need to ensure we are creating the right value for people, where wellbeing and inequality is the focus, and ensure activity remains a priority into the future; from communities

to political agendas.

We aim to cut through red tape, be nimble and fleet of foot

the future.

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