

# Place and Collective Leadership

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# National Performance Framework

Our Purpose, Values and National Outcomes



# Scottish Public Service Landscape

- Population c 5.5m
- Scottish Government (devolved unless specifically reserved)
- 125 Public Bodies
- 14 territorial Health Boards
- 32 Unitary Local Authorities – variation in size and geography
- 31 Integration Joint Boards (Health & Social Care)
- City Deal Regions (bringing Unitary Local Authorities together)
- Community Councils, 200 plus Community Development Trusts
- Scottish Leaders Forum
- 32 Community Planning Partnerships (CPPs) mandating local plans

# Christie Commission on Public Service Reform

## The 4 “P”s of reform

- Partnership
- Prevention
- Performance
- People

# What are we learning?

- Progress towards outcomes through conventional change processes is patchy, slow and insufficient to be truly transformational
- Our recipe for modern public services is essentially sound but many of the issues we face are complex, intergenerational and cross organisational boundaries and no one player can achieve the outcomes on their own and community empowerment is key
- The Scottish Approach – assets based and co-production
- The enablers are around assets, relational services, community empowerment, digital, outcomes and place based working
- We now need to embrace more of a systems approach in the face of increasingly complexity

# Place Principle (2019)

- Place is where people, location and resources combine to create a sense of identity and purpose, and is at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them
- A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives

Requests that:

- all those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive and sustainable economic growth and create more successful places

We commit to taking:

- a collaborative, place-based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources

# Clyde Gateway

**Clyde Gateway** is a 20 year project from 2008-2028 to improve social, economic and physical outcomes over 840 hectares in the East End of Glasgow and stretching into South Lanarkshire – it is driving forward £1.5 billion of private sector investment to establish the area as a hub of business activity and the area benefited enormously from the Commonwealth Games in 2014. A partnership of the Councils, Health Board, and local community is building upon this platform. Clyde Gateway is driving forward a place based approach to transformation that is looking at jobs, health, diet, activity, play, education, opportunity, transport, investment and a whole host of other things – altogether. Key to this action is that this wasn't a regeneration project or pilot that dipped in and out of the community that was big on promises and small on delivery – instead, it was guided and influenced by the community.

And while technically regeneration labelled money has enabled Clyde Gateway to move forward, the changes have included:

- embedding money advice within GP Surgeries
- lifting the stress of debt and gaining £1.6m for local people in the last year alone
- improvements to cancer screening rates
- and securing great jobs within the Health Service itself for long term unemployed residents, and new opportunities for young people in Police Scotland who have sited 1,100 staff in a new office, providing work experience, training and jobs for local people
- It's long term collaborative partnership working done with communities not to them, taking a place based approach to improve a range of outcomes

## Place Standard *How Good is Our Place?*

An assessment tool to evaluate the quality of place

Developed based on evidence of the positive role that place plays in reducing inequalities and improving health.

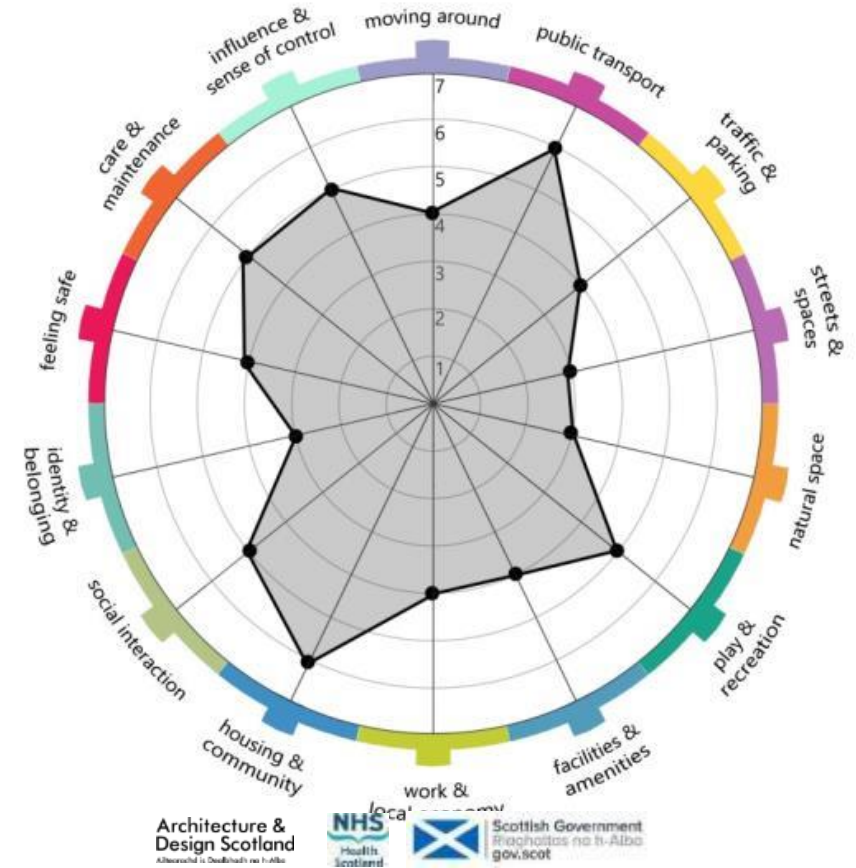
It can evaluate places that are well-established, undergoing change, or still being planned

14 simple questions - Available as a paper version or online

Can be undertaken by communities or professionals, individually or in groups

### Outputs are:

- A spider **diagram**, which allows communities to easily understand the strengths of a place, and:
- **Conversations** on the issues that communities feel strongly about



Are we having the right conversations with the right people at the right time to change things for the better?



# Place Standard

Widely used by public sector and communities across Scotland and internationally - in 11 countries beyond the UK

The World Health Organisation (WHO) European Healthy Cities Network have recommended that the Place Standard is published as a WHO accredited toolkit – expected 2020

Recognised by Royal Town Planning Institute with award for Planning and Wellbeing

## **New Place Standard Programme 2020-2023**

December 2019 launch

Encouraging greater collaboration and focus on outcomes

New versions for ‘Children & Young People’ and ‘Design’

Programme will prioritise key themes

New Place website to be launched in late 2019

<https://www.placestandard.scot/>



# Collective Leadership for Scotland

- Informed by Systems Thinking, and launched in January 2018, **Collective Leadership for Scotland** is a programme which supports teams of people in their places of work and leadership to tackle systemic issues which reach beyond the boundaries of traditional hierarchies and public institutions
- The emphasis is on learning and building capacity for leadership which appreciates and engages with the whole system, including the behavioural and relational aspects, and where openness, learning and willingness to take collective action are at the core
- Having experienced a large surge of interest in this work, Collective Leadership now sits prominently in our strategy and our proposed identity for the future

<b>Deep listening</b>	Listening to learn and temporarily suspending judgment
<b>Awareness of systems</b>	Understanding communities, organisations, and groups as adaptive, changing systems to gain a fuller perspective of the situation and expand and refine your options for action
<b>Awareness of self</b>	Being aware of your motivations, feelings, and beliefs to help you to make effective decisions about how to behave
<b>Seeking diverse perspectives</b>	The respectful inclusion of all voices so that, rather than presenting a problem, conflicting opinions become a potential resource, helping to sharpen thinking and generate innovative options for action
<b>Suspending certainty, embracing uncertainty</b>	Seeing beyond your habitual frame to get a broader and potentially more accurate view of what is going on
<b>Taking action in complexity</b>	Learning from everything you do, taking time to recognise patterns and reflect on their meaning before jumping to a solution, balancing an inclusive, deep listening approach with a bias towards action

# Different types of leadership

**Personal leadership:** influenced by individual style & personality

**Organisational/departmental/sector leadership:** partial role and purpose

**System leadership:** collective context influenced by shared purpose and ambition; generative conversations and co-creating the future

# Collective Leadership in practice



- Systemic national issues – national system leaders
  - Sectarianism
- Local place based issues - local system leaders
  - Violence against women - community in West of Scotland (CPP)
  - Place based wellbeing, food poverty, childhood obesity, healthy living - small town in Angus (Locality leadership group implementing the Locality Plan)
- Local strategic planning for place
  - Island community exploring versions of governance and structural arrangements around a Single Authority Model
- National policy implementation in local areas
  - Getting it Right for Every Child (GIRFEC) – both Chief Officer and Lead officer levels in 2 CPP areas – Argyll and Bute and Fife

## What we know so far about how Collective Leadership helps

- It is not appropriate for all types of issues.
- It is about “in here” as well as “out there”
- The pull of the “known” is very strong
- We cannot make this kind of change by telling people to do it.
- We are often drawn together as partnership groups around complex issues, but it is not always obvious how we need to work together
- We need a clear appreciation of the power and importance of relationships to enable our work

## What we know so far about how Collective Leadership helps

- A clearer and deeper understanding of relational leadership is needed
- The correct conditions can provide the platform for new and innovative thinking and action
- Skilled facilitation and creation of the spaces to explore and have frank and honest conversations
- The system is able to see more of itself and so supports greater opportunities for intervening on a much bigger scale
- There is a growing national and international recognition of the impetus created by leaders working collectively to transform outcomes.

*“So far, this feels like the most constructive approach we’ve taken in a long time to finding a fresh way to look at this issue. I am certainly very pleased with what this approach has delivered so far, and the fact that it provides us with a basis for supporting the development of the agenda in the future.”*

### **Policy Lead for a Societal Issue**

*“It’s really exciting to think what we have achieved and where it could go next ... if we hadn’t been willing to start small we would never have done anything ... I would never have imagined what it was possible to achieve, look where we are now ... we can take this much further and make it even bigger.”*

### **Arbroath Locality Partnership**

*“The group were suspicious of the proposed change and there were some feelings of distrust and a reluctance to engage. This changed using the collective leadership approach; individuals became more open to discussing the difficult issues they were facing.”*

### **Fife Council**