

System Leadership Programme – co-production and delivery specification

Budget available

£12,000

Opportunity

Leaders, which includes those who do and don't manage others, provide direction and vision, motivate and inspire others, and help create an environment conducive to success by promoting communication and collaboration. In the context of a complex multi-organisational system, which aims to maintain and improve wellbeing while reducing inequalities and shifting towards more preventative models, leadership is essential.

As such a system, we have a number of workforce leadership offers operating in parallel. These are often effective but take place within, rather than across, organisations.

To achieve our prevention objectives, we need to supplement these existing offers with a system-wide prevention leadership offer where colleagues across organisational barriers can learn and collaborate to develop shared, co-produced leadership qualities that our community have identified as important for reducing inequalities and improving prevention.

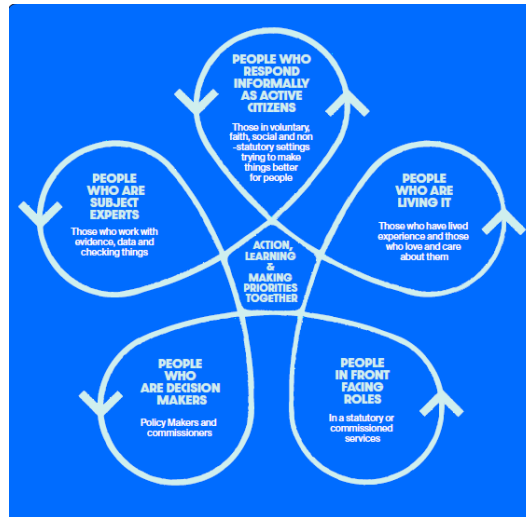
We are therefore seeking to create a landscape of system leadership in the Rochdale borough, through a training curriculum made in the image of the community it serves. We are looking for a VCFSE organisation, or collaborative, to work with us to co-design, co-produce and deliver a new leadership curriculum. This would reach more, and more diverse leaders, and equip them with the ideas, motivation and skills to lead the system in Rochdale borough.

We want to invest this funding in building the capacity in our local network. So we are looking for people and groups with "some" of what we need, but not necessarily all: our theory is that we have everything we need here, but we need co-ordination and encouragement to build our capacity and make it happen.

Outline of requirements

We require a VCFSE organisation, or consortium, to:

1. Co-produce a place-based prevention leadership curriculum that can be delivered across up to six months, involving people represented in the diagram below.
2. Pilot, and evaluate, the delivery of the system prevention leadership curriculum (we will work with you to identify and recruit participants).



Working with a diverse group of people representing those in the diagram above, your co-production exercises should answer the following questions:

1. What are the priority leadership qualities and gaps across organisations in the borough?
2. Which prevention leadership topics, and course formats, should be included in a curriculum?
3. Which ideas, learning content, and activities could be used to address these gaps and needs?
4. How can this approach to improving leadership across organisations and the system be sustained?

At least one of these sessions should be a protected space, without the presence of senior managers, in which any sensitive leadership related issues and gaps can be discussed, particularly in relation to protected characteristics. This has a twofold purpose: 1) it ensures the curriculum reflects and addresses these gaps and issues accurately, and 2) it ensures that the curriculum is accessible to our diverse community.

The events and curriculum should also seek to align with the agreed shared characteristics of the Rochdale borough system (see Annex 1).

Evaluation

You should evaluate the curriculum development process, and demonstrate the impact it has on leadership. Each session, and then the course as a whole, should also be evaluated. This could include use of a diagnostic tool that establishes an individual's or organisation's baseline awareness/skills related to the curriculum and then reassesses them at the end of the course.

This is with a view to demonstrating the feasibility, need and effectiveness of such a system-working approach to leadership and therefore to advocate long-term sustainable resourcing of the prevention system leadership course.

We will work with the successful applicant/s on evaluating impact.

Criteria and assessment

To be eligible you must be an organisation based in the borough of Rochdale, or have a demonstrable connection to the borough of Rochdale. You must also have a written constitution, or be in the process of writing one.

Timings and deadlines

Please apply for this opportunity by submitting a two page proposal to William.townsend@rochdale.gov.uk, including a budget, **by the 24th May 2024**.

Your proposal should detail any experience you have in delivering similar work and influencing system change, and explain how you would go about answering the four questions above.

We're also keen for successful applicants to begin work as soon as possible, with curriculum development taking place over the summer and early autumn months, and piloting of the delivery taking place over the late autumn and winter months (we will work with the successful applicant/s on agreeing the timings).

Your application will be reviewed by a panel including representation from the council, Action Together, NHS, and a grass-roots organisation from outside of the borough.

You'll be assessed against your:

- experience and ability to deliver this project
- proposed approach to answering the four questions
- readiness to deliver the project
- ability to provide robust challenge and influence system change

We expect to tell you the outcome of your application **by the 7th June 2024**.

Dependent on the number of proposals received, we may have further discussions with applicants to explore collaborative ways of delivering this project. We ask that you be available for possible conversations related to this.

There will also be drop-ins on the 19th April, between 12:30 & 1:30 (contact helen.chicot@rochdale.gov.uk to book a slot) and 9th May, 9:30 – 10:30 (contact william.townsend@rochdale.gov.uk to book a slot).

If you have any further questions, please contact William.townsend@rochdale.gov.uk.

Annex 1

Pride in Place and Our Population



Why this is important and how we know it exists

- **Collective commitment to keep our population**, not individual organisations, **at the heart of our decision making** and take decisive action to enable this
- This doesn't happen just because we say it should. We are **authentic, compassionate, non-judgemental** and **human** and we bring our story of self into our discussions
- We encourage the **many and varied perspectives** we each bring about our place and all are equally valid and valued.
- Our heritage is important to us

Example

Locality UEC* Delivery Board

The focus of the board is the whole HMR population and their access to UEC, regardless of setting. This has been recognised by a GM NHS UEC Programme Manager as the best board they have seen. It is made up of system colleagues across the ICB, primary care, NWAS, community, mental health, social care, voluntary sector and acute care working together to focus on delivery against the trajectories set as part of our Locality Plan for UEC and how our population accesses UEC.

*UEC = Urgent and Emergency Care

Relationships, Trust and Culture



Why this is important and how we know it exists

- We **invest time in developing relationships** and this time is valued in the same way as time on doing tasks is valued
- **We care about how people feel**, not just about what they do and we take time to check in
- **Our integration story is compelling and exciting** and people want to be part of it. It's not perfect but people feel good about being involved
- **"The weirder the mix, the greater the fix"**. We take a non-traditional approach to working together, welcoming diversity and contributions from all to enrich our thinking.
- We welcome and the workforce want to stay as a result
- We listen to each other with **curiosity** and have created an environment that is safe; we are **safe to ask, to learn and to challenge**

Example

Senior Management Team

Brings together Associate Director level system leaders to:

- facilitate and enable operational delivery across system priorities
- establish and strengthen strong relationships across the system
- Solve challenges and address risks and opportunities together

Enabling Leadership



Why this is important and how we know it exists

- **Compassionate leadership**, rooted in understanding and **enabling**, not controlling, **empowering** our people to flourish and be the best they can be.
- We all recognise that **we are greater than the sum of our parts** which means people are eager to contribute because they know they will be heard
- **Distributed leadership** which creates an environment for **leaders of the future** and supports sustainability
- Integrated leadership with investment in joint posts, teams, people and services

Example

Warmer Homes Programme

Integrated and empowered leadership in practice...
We worked collectively across a range of health and care providers, including our voluntary care sector to provide warm spaces, fuel vouchers, winter packs, oil heaters, boiler repairs and advice on money. 1500 fuel vouchers will be distributed this winter.

Innovation and Learning



Why this is important and how we know it exists

- We have created a **safe space which is free from blame**, enabling us to learn from both positive and negative situations.
- We have created an environment where we are **collectively comfortable with uncertainty**, because we know we can work together to find a way...a “can do” approach
- We are a **test bed for new initiatives for GM**, many of which have resulted in spread and scale
- We **draw in external funding** sources as we have the **right environment to support change at pace**
- We invest in learning and development and share it across our system and beyond

Example

System Learning Events

Bring together system wide partners to review incidents or challenges and learn together

Research and Innovation

Establishment of the “Integrated Care Research & Innovation Group” that brings together academics, clinicians and professionals

Sharing Power with Our People and Communities



Why is this important and how we know it exists

- We **share power** with people and communities, ensuring they have a strong voice and are at the heart of our decision making
- We **invest in our voluntary community sector** as an equal partner
- We **co-produce** our solutions, services and strategies
- We place **outcomes and lived experience** as central to our success
- Our work in **neighbourhoods** is built on the unique strengths, assets and communities across our borough
- We invest in user voice groups, value the contribution from residents and ensure that our strategy responds to what matters
- Outcomes are needs led

Example

Prevention Networks

A range of commissioned voice groups and peer led projects are active and through **prevention networks** support the delivery of population health events working with and reaching communities across neighbourhoods. Paid lived experience Chairs are in place where appropriate to check and challenge the approach.