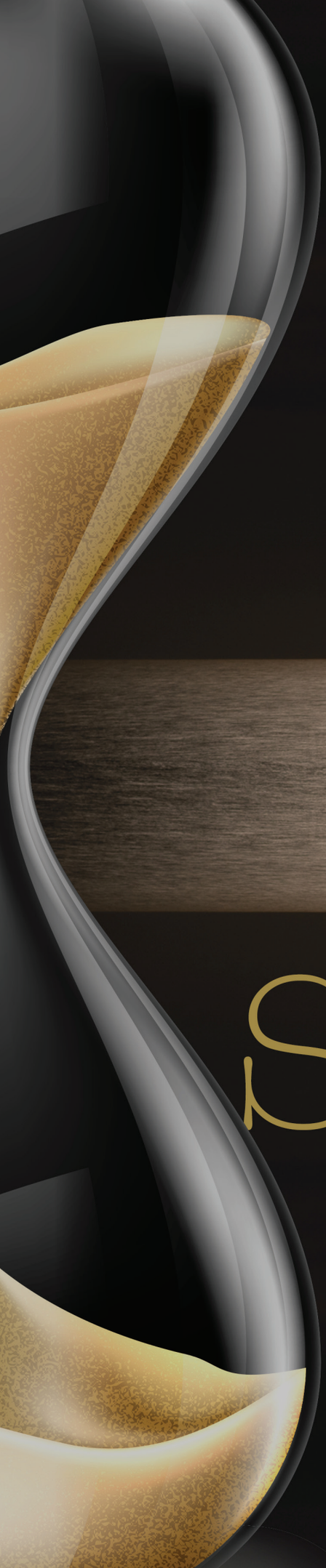

REVIEW

flip the script

EXHIBITION

2021

BERMONDSEY PROJECT SPACE

A vibrant, not-for-profit creative platform promoting the fusion of art, photography, and culture.

Founded in 2015, Bermondsey Project Space is based in Bermondsey Street, London.

Project Space presents art, photography and moving image from across the UK, offering a flagship venue for both emerging and established artists. This, combined with our visionary educational and early learning programs, promotes freedom of creative expression through the visual arts.

The converted Victorian Paper Factory (hence name The Vellum Building) provides three exhibition rooms and our proximity to the world-famous White Cube gallery establishes interest from all levels of the contemporary art world. Project Space is a recognised arts venue in London and a key cultural centre in the locality and beyond.

www.project-space.london

MEDIA25STUDIO

MEDIA25STUDIO is the only Hastings-based studio providing live multi-camera set-ups that can be streamed on digital platforms such as ZOOM, SKYPE, FACEBOOK and YOUTUBE, allowing clients to create live programming and conferencing on site with four cameras.

Clients include Brighton's Screen and Film School, rated one of the top ten film schools in the country. The studio provides the ideal environment for students training in live multi-camera directing, studio set-up, set building and lighting.

www.media25.org

The Good Governance Institute exists to help create a fairer, better world. Our part in this is to support those who run the organisations that will affect how humanity uses resources, cares for the sick, educates future generations, develops our professionals, creates wealth, nurtures sporting excellence, inspires through the arts, communicates the news, ensures all have decent homes, transports people and goods, administers justice and the law, designs and introduces new technologies, produces and sells the food we eat - in short, all aspects of being human.

We work to make sure that organisations are run by the most talented, skilled and ethical leaders possible and work to build fair systems that consider all, use evidence, are guided by ethics and thereby take the best decisions. Good governance of all organisations, from the smallest charity to the greatest public institution, benefits society as a whole. It enables organisations to play their part in building a sustainable, better future for all.

www.good-governance.org.uk

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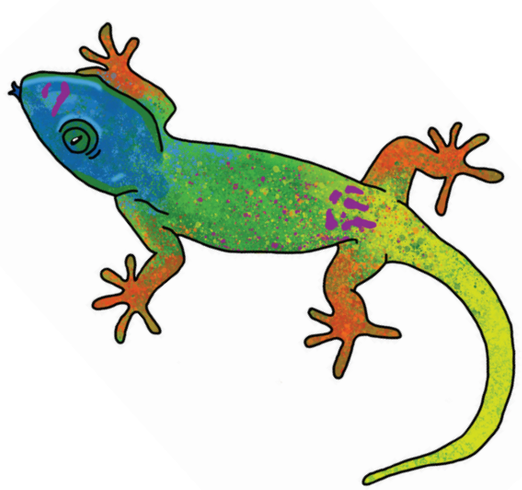
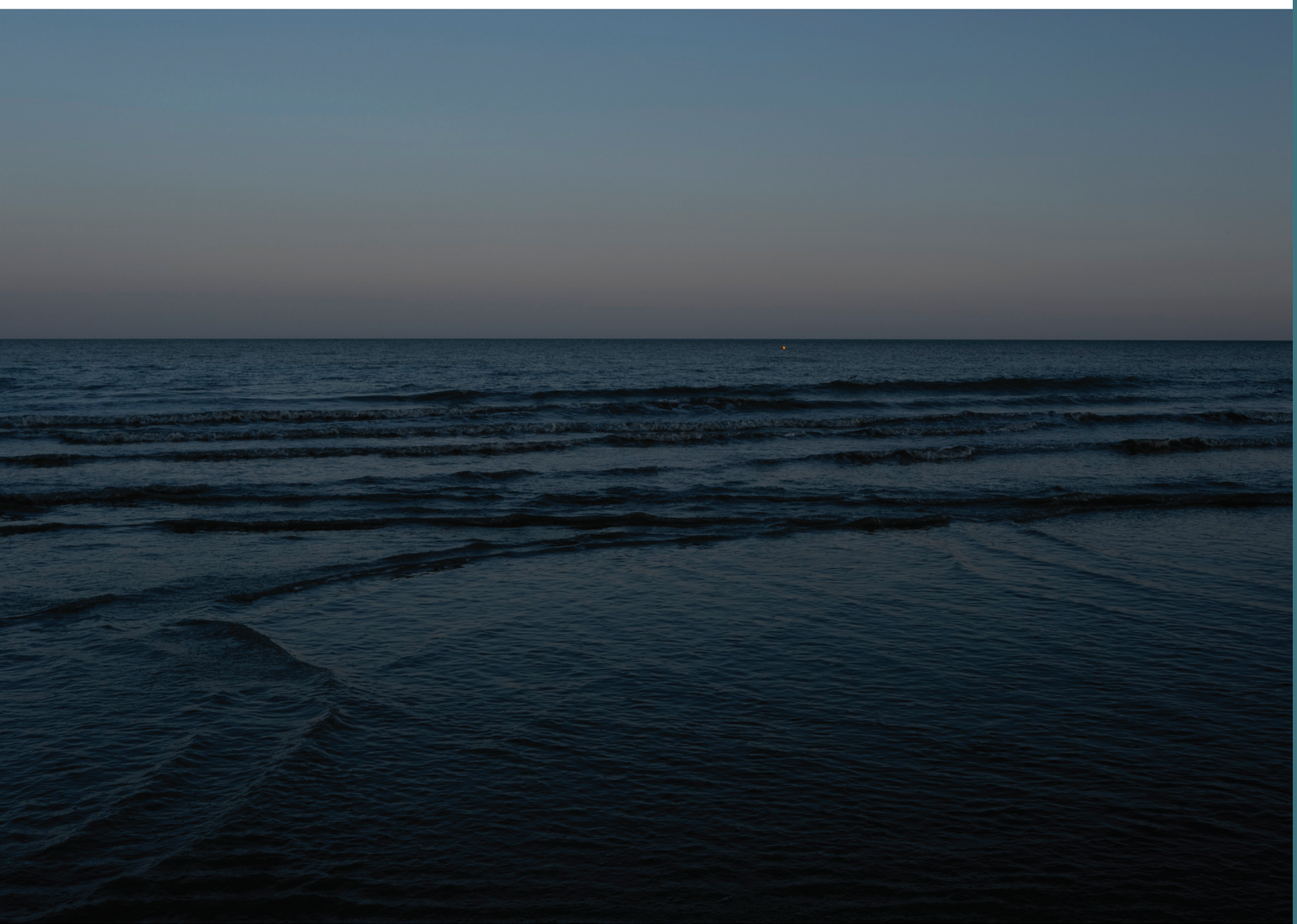
index





Eddie Knight,
Filmmaker

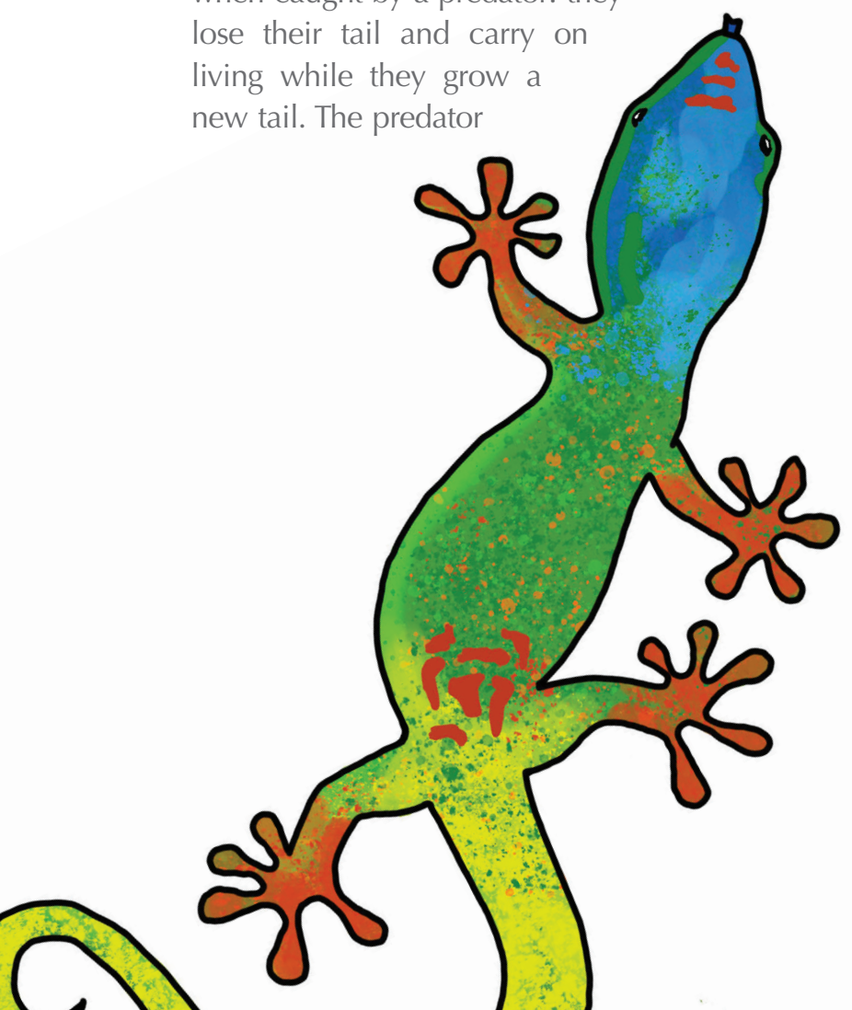
When I first looked at Tim Nathan's recent works I used the words 'many have witnessed such scenes but few have captured them', of course though we ourselves are captive to nature's grand illusions and stand marvelling in its elusive presence.

Author: **Jaco Marais**

Flip the script

The privilege and opportunity to communicate should not be taken for granted. Thank you for reading. It is an immense pleasure to bring together talent, experience, music, art, knowledge and culture to collaborate on a project that promises to flip the script.

Flip the script means to reverse the usual or existing positions in a situation and to do something unexpected or revolutionary. The gecko has the ability to flip the script when caught by a predator: they lose their tail and carry on living while they grow a new tail. The predator still gets fed, and so I suppose they are both happy to adapt and sustain their lives.



But first: **What is good governance and who are we?**

"The aim of good governance is for board leaderships to achieve an ethical culture, organisational control, increasing value and legitimacy for the decisions they take. The Good Governance Institute has been working independently for more than a decade now to help UK public and third sector organisations achieve these aims.

"GGI believes that by applying the principles of good governance boards move beyond and above a 'grudge compliance' approach to their work, and will achieve impact. Good governance is about what Professor Mervyn King terms 'intellectual honesty', and working for meaningful outcomes from governance. The purpose of organisations should always be to create value.

"Much of GGI's work is around raising awareness of the real mission for governing bodies,

and their wider responsibility within society to be effective stewards of the organisations they are accountable for, and the opportunities and wellbeing of all those the organisation affects: the stakeholders."

Andrew Corbett-Nolan, professor of governance and chief executive of the Good Governance Institute

The human imagination is our biggest achievement. Yuval Noah Harari wrote in, *Sapiens: A Brief History of Humankind*: "Fiction has enabled us not merely to imagine things, but to do so collectively. We can weave common myths such as the biblical creation story, the dreamtime myths of the Aboriginal Australians and the nationalist myths of modern states. Such myths give Sapiens (our species), the unprecedented ability cooperate flexibly in large numbers.

"Ants and bees can also work together in huge numbers, but they do so in a very rigid manner and only with close relatives. Wolves and chimpanzees cooperate far more flexibly than ants, but they can do so only in small numbers of individuals they know intimately.

"Sapiens can cooperate in extremely flexible ways with countless numbers of strangers."

I can't help but also consider that imagination, collaboration, progress and endeavour is what is leading to our collective downfall. Imagining that we could outwit nature and disease could be our most epic failure. Our ingenuity, which has allowed us so much privilege, progress and success, is now threatening our continued survival on this planet.

Stop and observe the world exactly as it is. You will notice that it keeps moving, keeps changing and that even if you had all the imagination in the world, nothing will ever be as it once was, or as it is now.

This movement and reverence for nature is what makes photographer Tim Nathan's work profound. He captures both the angst and mourning that passes with each moment and shares this with us at a time when we have all experienced a sense of collective drama. We have had to resign ourselves to some hard facts, especially when they were brought home in such dramatic way in 2020 and 2021.

What will we imagine next? Should we think again, or is it time to consider the evidence? Can we make the world better? Can we share and make it fairer without destroying the basis of what is sustaining our lives? Where do we go from here?

Festival of Governance 2021

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About the author

Jaco Marais

I would like to make the world a better and fairer place, where everything is interconnected rather than classifying people and their activities as separate from each other.

Editor
Festival Director and Partner, GGI

When it comes to flipping the script, there is very little that Jaco would like to change. Jaco enjoys the flex and flow of a world in constant change. The only corrupting thought to this perfect bliss is the knowledge that the world is a terribly unfair place. It's therefore Jaco's mission both to share in the appreciation for the world as it is and to collaborate with others to make it better and fairer.

Jaco is GGI's festival director and editor of the Review. They have been a director with GGI since its formation in 2009.

Constantly observing, thinking and imagining, as an artist does, Jaco is able to visually represent their thoughts through drawings, writing ideas, paintings, photography and digital designs. We appreciate their fresh perspectives and new ways of talking and thinking about complex subjects without complicating them. Their talent lies in taking a lot of information, summarising and translating it into language that is concise and simple.

The point of using both art and language is to emotionally connect people to the subject we want them to engage with.

Jaco's role is to embrace their full range of tools, skills and attributes to engage clients, staff and the wider community. These include GGI's YouTube channel, Good Governance TV, social media channels, the printed Review, events, daily publications and international study tours. Most recently, we collaborated on Jaco's invention of the *Flip the Script* board game.

Together with the GGI communications team, they have successfully designed and directed engagement programmes for a wide range of organisations looking to improve the way they connect with clients, staff, public and community groups.

Jaco's background is in healthcare journalism. Past roles include being the press officer of the Institute of Healthcare Management (IHM) and editing CARE magazine, a members' journal for the Health and Social Care Quality Commission (HSCQC).

Tim Nathan
Gallery item 112 display size 60x40

Tim Nathan
Gallery item 89 display size 60x40

The exhibition

Architect, Elizabeth Adams:

“Each photograph in this series is both a meditation on our relationship with the natural world, and a celebration of its dramatic beauty. Popular psychology recommends engaging with something bigger than ourselves in order to heal a fragile mind and Tim has described his personal journey in relation to the work as a transformative journey from despair to high spirits.

“Stepping away from the dubious business of ‘self-expression,’ he has instead deployed persistence and quiet discipline to record the daily phenomena of the sea.

“The result is a rich and complex narrative of the undisciplined behaviour of air and water; one in which dark clouds release a veil of rain far from the shore anticipating a storm, a whisp of cloud hovers in an almost clear sky, above a tranquil sea, or a full moon casts a nicotine hue across the dark water.

“We recognise each scene individually, but the dramatic sensuality that that emerges from the powerful body of work seen together is less familiar.

“In her famous love letter to the Cairngorms, *The Living Mountain*, Nan Shepherd describes moments in her relationship to the landscape when: ‘something moves between me and it. Place and mind may interpretate until the nature of both are altered.’

“Something has altered here.”

The exhibition

31 AUG 2021 - 4 SEPT 2021 | 11:00 - 18:00

Tim Nathan’s photographs will be exhibited for the first week of the festival at Bermondsey Project Space. We will host a number of events including the launch of our Flip the Script board game and this year’s printed Review. It will be a week when we fuse photography with knowledge, art, music and culture. Make sure to book your place now as spaces are limited.

The launch event

1 SEPT 2021 | 18:45 - 21:00

Join us for canapés and wine at the launch of the Festival of Governance 2021. Original thinking and the sharing of ideas is what our festival is all about. This year’s theme is ‘because we can flip the script’.

Meet the leaders

2 SEPT 2021 | 18:30 - 19:30 (WINE TIL 21:00)

This is your opportunity to be in conversation with some key thought leaders in society. We are inviting the kind of people who chair the biggest NHS trust in London, lead on our response to climate change, innovate to bring education to the most hard-to-reach groups and mentor the leaders of some of the world’s biggest organisations.

Writers' Q&A

3 SEPT 2021 | 18:30 - 19:30

For this year's festival, eight articles were commissioned to explore a number of key issues and opportunities of our times. This year's articles are: Flip the Script, Change the System, The Green Dragon, The Severed Head, Anarchy Within, Leadership Styles, Grassroots Tribalism, and Governance Basics in Place. This is an opportunity to speak with the writers of the Review, ask questions about the articles and enter into thought-provoking discussions.

Meet Tim Nathan

4 SEPT 2021 | 15:00 - 18:00

On Saturday 4 September, Tim Nathan himself will be at the gallery for a live meet the artist session between 15:00-18:00. It is a great opportunity to meet the man behind the exhibition and find out more about what inspired him.

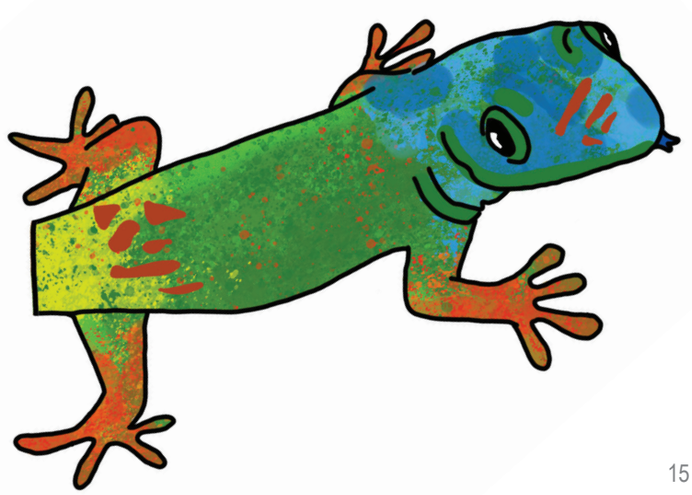
The Review

Both the Festival of Governance and the Review of which it is a part are both unexpected and revolutionary. You may expect to find a report of our business as a management consultancy as well as the activity of events and knowledge sharing over the past year. This is different to that.

Together with eight of my colleagues, we started with a blank slate. We knew nothing except that we wanted to fill 200 beautifully designed pages that read as one document. Our source material would come from our work with public sector organisations to integrate local community services to provide better health and wellbeing outcomes for a defined population or place. I also had my own theory that we could flip the script if we could integrate intent with mindset, systems and culture.

We met weekly throughout the year to discuss themes, events, knowledge, evidence and each other's articles. Together we decided we needed to depict aspects of eight distinct mindsets, systems and cultures. I was reminded of the work of Clare W. Graves, who was a professor of psychology and the originator of the emergent cyclical theory of adult human development, aspects of which were later popularised as Spiral Dynamics.

"Clare Graves asked his students to write what they thought was the best type of psychology. Over a period of 40 years, he noticed eight distinct categories and, rather than construct a hypothesis about how the conflicting systems could be resolved, Graves posed several open-ended questions and looked to see what patterns would emerge from his data." Marilyn Hamilton, author of *Integral Cities*.



Festival of Governance 2021

These people…

Bring order and stability to all things, enforce principles, values, rules, frameworks and structure and assign people to their places.

These people…

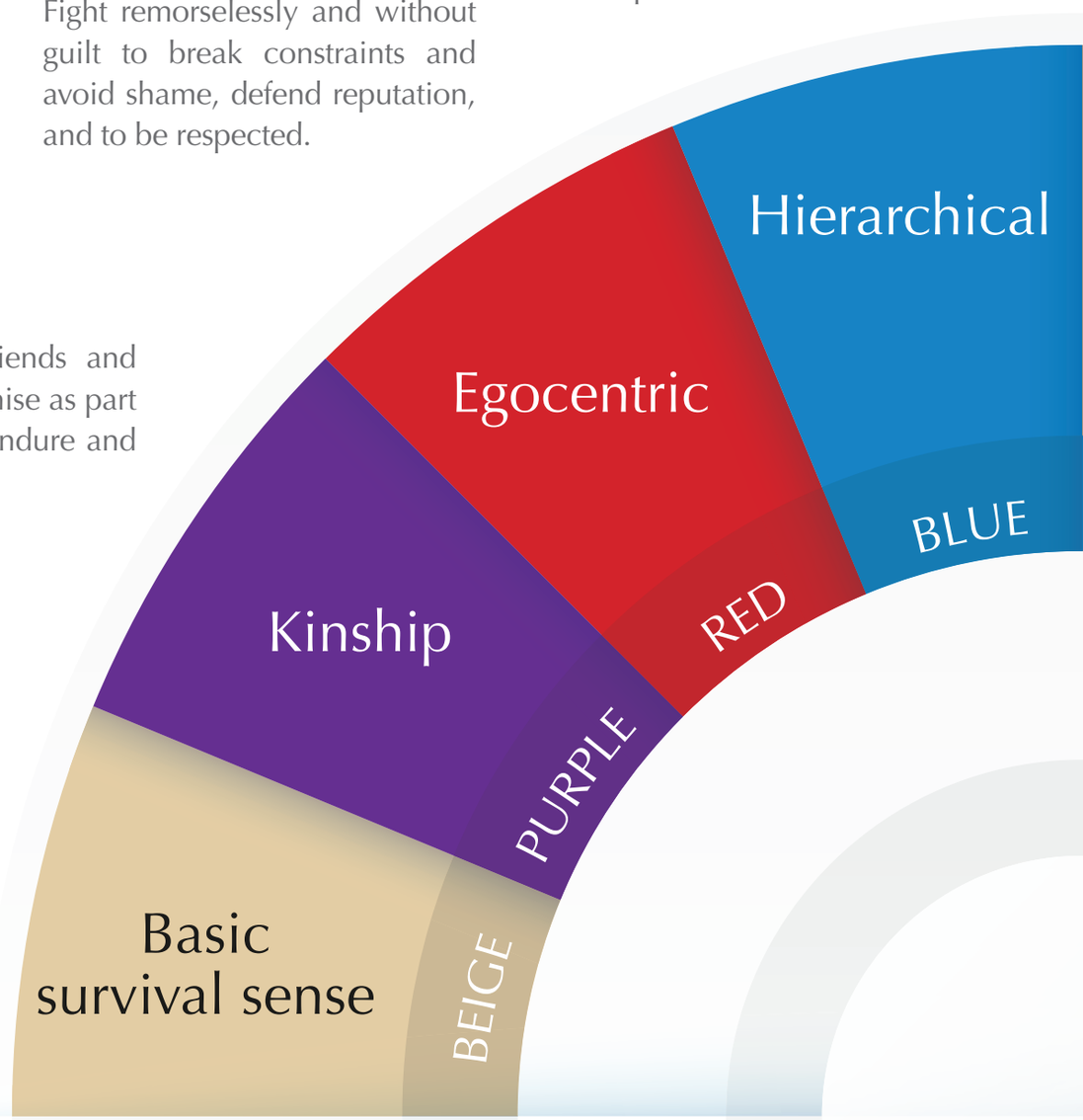
Fight remorselessly and without guilt to break constraints and avoid shame, defend reputation, and to be respected.

These people…

Bond with family, friends and with those they recognise as part of their clan/tribe to endure and find safety.

These people…

Have minimal impact on or control over their environment, but have an instinctive need to satisfy basic needs for food, water, warmth and comfort.

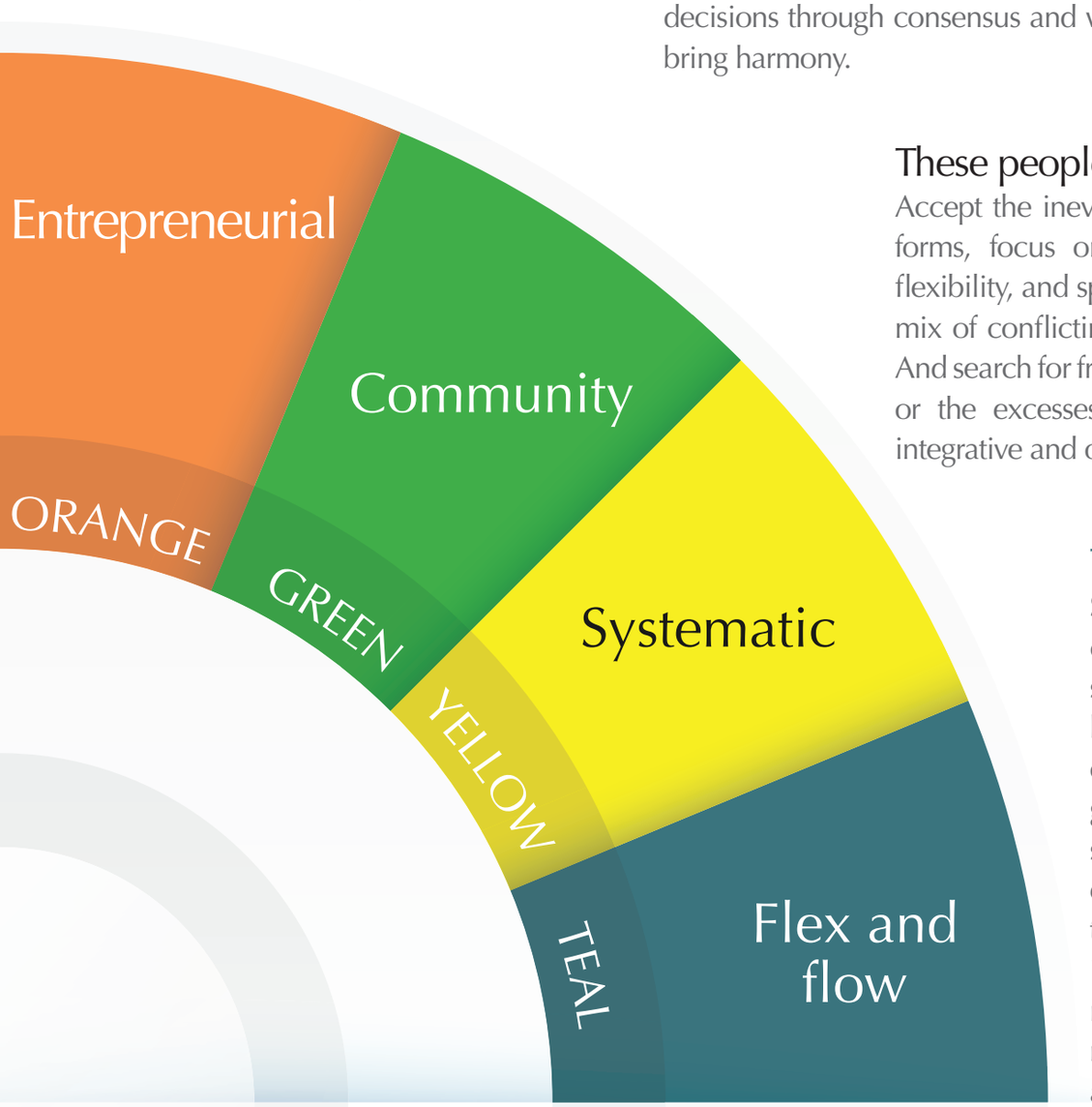


These people…

Strive for autonomy and independence, seek out 'the good life' and material abundance, progress through searching out the best solutions while enhancing the lives of many through science and technology. They play to win and enjoy competition and learn through tried-and-true experience.

These people…

Explore the inner beings of self and others, promote a sense of community and unity, share society's resources among all, and strive to liberate humans from greed and dogma. They endeavour to reach decisions through consensus and want above all to bring harmony.



These people…

Accept the inevitability of nature's flows and forms, focus on functionality, competence, flexibility, and spontaneity. They find a natural mix of conflicting 'truths' and 'uncertainties'. And search for freedom without harm to others or the excesses of self-interest, demanding integrative and open systems.

These people…

See the self as part of a larger, conscious, spiritual whole that also serves themselves. They blend and harmonise with a strong collective of individuals. Their focus is on the good of all living entities as integrated systems. They have renewed and expanded abilities to use their minds, tools and competencies to think in holistic ways. They see global networking as routine and act for minimalist living; for them, less is actually more.

Continue on page. 20

Whether or not you agree that some people, systems or cultures are on one level or another – for the record I don't – it is the work of good governance and the leaders of public sector organisations to consider the full complexity of what it means to be human. There exists a number of separate paradigms. It is the responsibility of community leaders to draw them together into a mutually enriching, interrelated network.

For myself and for every able adult I know, I could say that we veer and alter through all of the above mindsets, systems and cultures on a daily basis and approach each of those with renewed opportunity each day.

The table above is not in its original format or in its original expression of the original memes. They have been altered to relate to the contemporary reader. So have the articles in this Review and I am confident that you will find them insightful. I hope you will agree that we need to integrate all of them in our thinking when we consider the wellbeing of the people we are responsible to.

The Review is filled with art and stimulating thought and is meant to be treasured and shared as a document that serves as a time capsule of our collective knowledge on good governance. It is a view on the world we live in, through the lens of the people who support us in our work.

Our clients on the boards of public sector organisations have been working on a place-based agenda. As we follow the World Health Organisation's framework to integrate health, social care and wellbeing, we focus on place. Public services are starting to work together to provide better health and wellbeing outcomes for their local area. You may think that it should always have been this way, but it was complicated when the Andrew Lansley reforms accelerated the element of competition in the NHS.

This year the festival is flipping the script on the kind of public discourse that results in two polarised groups refusing to consider alternative points of view. Review 2021 includes eight very distinct sets of mindsets, systems and cultures but we argue that if we can integrate complexity into our collaborative decision-making processes, we can all get exactly what we need and want without disadvantaging one another.

Thank you to the authors and to leaders who were interviewed for their insight to bring this subject to life.

The game

I invented and we have together developed a board game called Flip the Script. It is a game for four individuals or teams. When playing, each player or team chooses to represent themselves by inventing a mindset, a system to support that mindset and a culture within which that system and mindset exist. Each of these are written on a card and kept by the team or player. The players effectively strip themselves of the complexity of the ordinary world and instead roleplay just their chosen aspects for the duration of the game.

After sharing with the group, which mindset, system and culture they will be roleplaying, the group have five minutes, timed on a mini hourglass, to decide how they intend to flip the script. What is the problem that the group

would want to collaborate on, what is their intent? Each of the players will then roll the dice and the person who scores the highest number will start by rolling the dice again, before moving their piece along the corresponding number of squares. Each player then has five minutes to contribute to solving the problem, speaking from their 'constructed' point of view.

If the player lands on a mindset icon, for example, they need to replace their chosen or invented mindset with one that already exists in the deck of cards. The route through the game will contain many of these intersections of mindset, culture and system but to really flip the script, the player needs to be lucky enough to land on the icon in the middle.

This is when the game affords that player to completely flip the script for anyone or everyone in the game.

During one of the more fun testing exercises while developing the game, we chose to focus on this issue: why are there so many artisanal bakeries on the continent and so few found generally in the UK? It was a problem we wanted to reverse. One of the players landed in the middle and so got the power to change the topic of discussion, move everyone one player to the left, or to change any element of their own script.

He chose to change his mindset from entrepreneur to philanthropist and offered to share his knowledge of modern business and computing, which enabled the whole group to come up with several new solutions to the problem. We eventually agreed on a model where people in the UK would bake at home and share the 'batch' of their baked goods with other bakers in the scheme. It was a revolutionary way of including people who were variously sceptical, sarcastic, anti-capitalist and entrepreneurial.

Who knows what topics more serious players would be able to collaborate on?

Play the game

31 AUG 2021 - 3 SEPT 2021 | 17:30 - 18:30

Book your spot to be one of the four *Flip the Script* players. Alternatively, watch us play the game while enjoying the art and a glass of wine.

The festival

Governance enables us to collaborate safely within a structure, allowing us to do things that are too important to fail and too big to do alone. Think of how tightly our parents or guardians would hold onto our hands until we were let free in our designated playground.

A festival brings like-minded people together to participate, imagine and connect with those who want to make the world a better, fairer place. There is freedom within a structure, but we endeavour to expand the boundaries of what can be possible. By coming together we can develop trust and share knowledge while agreeing on new boundaries.

This year's theme is: good governance because we can flip the script. It's a theme that resonates strongly in this extraordinary year, as our friends in the NHS, local authorities, the

third sector and higher education are tasked with revolutionising how public services are integrated and structured.

Outcomes is the new focus for place-based governance, but this intent is nothing without revolutionising the mindsets, systems and cultures that make them work. The Festival of Governance celebrates this work and brings together the people who flip the script on public sector governance.

Apart from gallery week, this year's festival will again be virtual. The advantage of Zoom overcoming time, cost and geography, proved invaluable during last year's festival and going virtual is an element of the pandemic that is both positive and probably lasting.

During the month of September we will host a number of free, virtual events and online workshops.

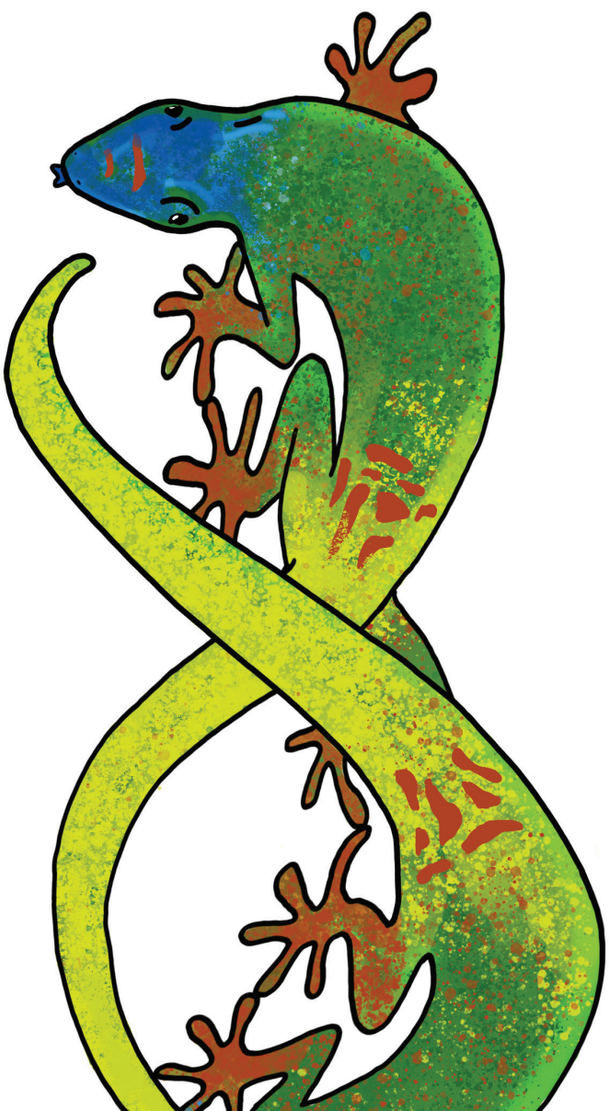
The Good Governance Award

Our Good Governance Award winner this year is Sir Michael Marmot. He has graciously accepted to receive this year's award for his significant lifetime of work to provide evidence-based decision making in the public sector and his excellent work on the good governance principle of fairness through addressing inequalities in society. We also look forward to hearing a few words from him.

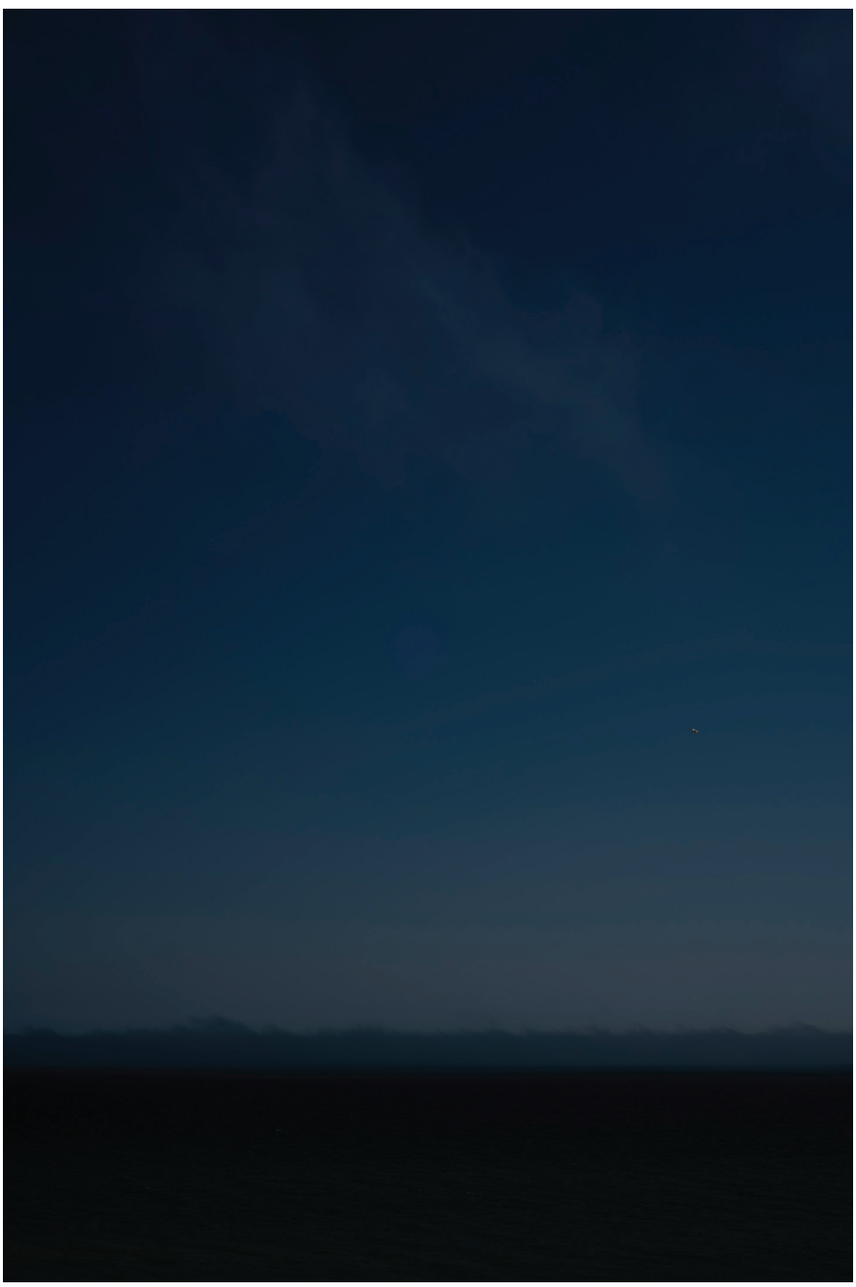
Conclusion

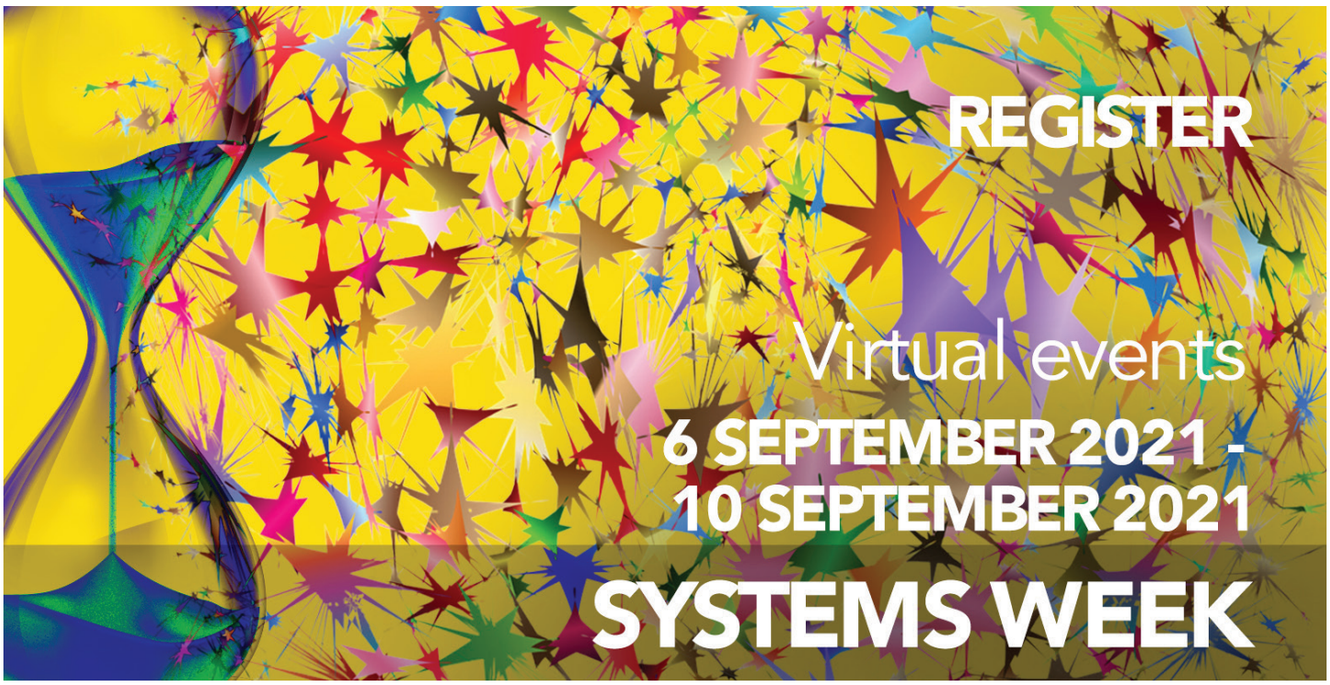
My friend, my muse and a person I trust for her wisdom, festival coordinator, Miss Isis Mera, once asked me an insightful question: If you had the world's attention for a minute, and you were guaranteed they would listen, what would you say? The truth is, and I am sure I am not the only person to feel this way, I wouldn't say anything. I would most like to share a moment of silent reflection. I would save my breath while witnessing the moment just as it was. And so to flip the script, for just one moment, I would accept things just as they are, perfect, not just for me, but for everyone at the same time.

Change is our only constant and we should keep on carrying on, keep collaborating, keep imagining, build on evidence to take our next decisions. And occasionally take a minute to sit still and observe the world as it is, as it has become before imagining how it will be and take the time to appreciate how far we have come.



What we witness in the evening is gone by morning and so too, the morning skies and horizons are long gone by nightfall.





Systems week

Clinical innovation

7 SEPT 2021 | 10:00 - 11:00

Virtual event where participants will explore innovative approaches to running both NHS and private hospitals. Hosted by University Hospitals Birmingham and the Cleveland Clinic.

Good governance on the front line - EDI

8 SEPT 2021 | 08:30 - 09:00

During systems week we will be exploring how engaging new approaches to diversity and inclusion can shift the way an NHS Trust works and thinks. Hosted by University Hospitals of Morecambe Bay NHS Foundation Trust.

An approach to mental health in the new health and social care system

9 SEPT 2021 | 14:00 - 15:00

This panel session with a Q&A will explore the governance and accountability to people and communities in the restructured health and care system – taking lessons and learning from the voluntary, community and social enterprise sector.

Mindset week

Unleashing the digital premium

14 SEPT 2021 | 15:00 - 16:30

GGI is working with Legrand, specialists in assisted living and healthcare, to understand what really matters to citizens and patients in 2021.

Thinking for yourself is a radical act

15 SEPT 2021 | 16:00 - 17:30

Find out how you can ignite fresh, independent thinking in your organisation in this personal development session, presented by Mitzi Wyman.

Good governance is powered by difference

16 SEPT 2021 | 17:00 - 18:30

Join GGI and Simon Fanshawe, Diversity by Design, and a distinguished panel of experts as we explore the mindset needed to flip the script and think about diversity and inclusion in a different way.

EHMA event: WHO framework and partnership working

17 SEPT 2021 | 12:30 - 13:45

During this session we will be exploring the mindset of change, led by Jacque Mallender, Economics by Design, who will talk through the WHO standards and principles and how these can be applied in the UK and across Europe.

Culture week

GGI annual lecture because it's time to flip the script

22 SEPT 2021 | 17:00 - 18:30

Professor Jaideep Prabhu will speak to his new book *How should a government be - the new levers of state power*. Prof. Prabhu is a senior lecturer at Cambridge Business School and a director of the Centre of India and Global Business.

Perfect Ward – quality assurance whitepaper launch

23 SEPT 2021 | 15:00 - 16:00

GGI has been working with Perfect Ward to look at these questions post-covid – this event is the launch of a white paper outlining our findings.

Intentions week

The One Planet Standard launch

28 SEPT 2021 | 15:00 - 16:00

GGI will be working with The One Planet Centre to launch their new standard for transforming an organisation into an eco-friendly operation.

Having conversations about mental health at work

30 SEPT 2021 | 14:00 - 15:30

Join us in an interactive workshop looking at how to ask that key question of 'Are you Ok?', and how to have effective and honest conversations with our colleagues about mental health at work.

- Register and find out more -

festivalofgovernance.org

For Tim Nathan this recent work is a marked end point in what seems to have been a personal journey. What went before were fleeting abstractions and diverse figurative sketches, in which the artist is playing with form and pathos with bold yet delicate strokes of the ink pen.

Author: **Fenella McVey**

Change the system

How is Elon Musk reimagining the future and rewiring whole systems and sectors? What was the secret to the England rugby team's turnaround from crashing out of the Rugby World Cup during the pool stage in 2015 to Six Nations glory just four months later? Why have our attempts to reduce obesity not had the impact we expected? How was it that Kodak, one of the most recognised brands in the world, went bankrupt because it was unable to respond to the significance of the digital camera?

The events we see are so often just the tip of the iceberg. Reactive responses to problems, such as pollution or inequalities, fail to have the impact we hope because they don't address the underlying systems, cultures and mindsets that perpetuate them.

In this article, I seek to identify some of the hidden systems behind a person's success and failure; define what a system is and how systems thinking can help us recognise them; highlight the dark sides of systems, such as groupthink; and show how a process of continual challenge and renewal leads to healthy thriving systems – and can help us develop answers to humanity's greatest challenges.

Common themes include the importance of time, autonomy and integrity.

Looking beyond immediate problems can appear time-consuming but an idea outside current thinking can change fortunes overnight. Ideas also exist and thrive in the context of a particular time. Ideas that dominate one moment can become redundant – destructive, even – when context changes.

Examining issues individually can assume an autonomy that isn't there. Many issues are multifactorial, influenced by factors outside current control or even current thinking. Organisations that feel autonomous may experience an unjustified sense of invulnerability. Failure to question and innovate leads to failure to evolve and adapt and survive.

Holistic, integrated thinking involves both analysis – deconstructing problems to see their component parts – and synthesis – seeing problems in their wider contexts, appreciating the impact of interrelated systems. Integrating new ideas and perspectives into current thinking is the key to continual renewal and evolution. However, active steps need to be taken to ensure new voices are not diminished by existing hierarchies.

Hidden systems – the unseen drivers of success

How do some people become stars? Are they born with innate abilities that far surpass the rest of us? Is it all down to connections, who their families know? Is it down to grit and determination and sheer refusal to give up?

In his 2008 bestseller *Outliers - The Story of Success*, Malcolm Gladwell showed that

success can be a result of seemingly random factors, such as the month in which you were born.

Why would your birth month be important? The answer: cut-off dates.

What's a cut-off date? It's the arbitrary date set for entry onto programmes that are streamed by age. For example, UK football youth training schemes have the cut-off date of 1 September. Children born just after that date have an advantage over those born just before it in terms of size, speed and co-ordination.

After they are chosen, they continue to benefit from better coaching, more practice sessions and games, and the experience of playing in elite leagues. The small initial advantage is compounded many times over by the advantages from preferential treatment until they become stars.

Gladwell cites a study of Canadian youth hockey players. In Canadian youth hockey, the cut-off date is 1 January. The study showed that in any elite group in the league, 40% will have been born between January and March, 30% between April and June, 20% between July and September, and 10% between October and December. He describes similar patterns in US baseball.

The same pattern can also be seen in education. Gladwell cites an international study looking at maths and science scores among Year five children (age 9-10). The study showed that older children scored 4-12% higher than younger children. That means that for two intellectually equivalent children, the child whose birthday is just after the cut-off date could score 80% and the child whose birthday falls just before the cut-off date could score 68%. That's the difference between being in one of the top versus one of the bottom streams, gaining entry into certain schools, or qualifying for a gifted programme.

How did this happen and how was it not noticed for so long?

Systems thinking offers an explanation. These effects are 'unintended consequences' of decisions – often arbitrary choices – and they go unnoticed for long periods due to widespread, strongly-held assumptions and beliefs. In the West, success is attributed to individual factors and there is a belief that the brightest and best rise to the top.

As a result, we idolise those who are successful and are dismissive of those who fail. This mindset blinds us to the role of wider determinants and, as a result, we miss opportunities to lift others up.

What is a system?

You, dear reader, are a system. You are a biological system containing many smaller systems (your nervous system, your digestive system, etc). You probably belong to several systems: your family, the community in which you live, the organisation where you work…

A system is a group of inter related parts which form a complex, unified whole that has a purpose.

Planet Earth is an ecosystem. Capitalism and communism are economic and political systems.

What is systems thinking?

Systems thinking is an approach to problem-solving that sees problems not as isolated issues, but in the wider context of the system(s) in which they exist. This approach looks not just at immediate drivers, barriers and enablers, but at wider, systemic factors and how the different parts interact. Systems thinking involves synthesis.

Synthesis is the opposite to analytical thinking. Analysis seeks to solve problems by reducing them to their component parts - for example, a scientist focusing on smaller and smaller elementary particles or doctors specialising in diseases that affect particular organs in our body. Analytical (reductionist) thinking has improved our basic understanding of organs, created highly sophisticated tools, and invented new medicines, which offer enormous benefits to society.

This compartmentalisation, however, has led to the neglect of the big picture, which includes our industrial, social, economic, and natural systems; their interrelationships and how they are affecting us today; and how they will affect our children and grandchildren tomorrow.

Taking a wider, systems thinking approach is increasingly relevant as we seek to address the biggest challenges to our societies, such as climate change and social, economic and health inequalities.

The four levels of systems thinking

Internet, social media, TV, radio and newspapers feed us daily, and relentlessly, with news stories: what happened, when, where, how, and with whom. For example, stock market information tells us whether individual stocks and indexes went up and down and by how much, the volume of shares traded, the value of stocks traded, and so on.

Often the information is accompanied by commentaries about a news item, such as stock market trends over the past few years and explaining triggers, e.g. the rumours of a merger or acquisition.

Think tanks and academic institutions might publish reports that look at the causes of market fluctuations. These might look at economic, political or social structures and how they interreact. Sometimes, reports may expose the underlying assumptions, values and beliefs that influence why and how things are done.

The above describes four levels of thinking: events, patterns, structures and mental modes.

- **Events:** What just happened? E.g. catching a cold.
- **Patterns/ Trends:** What patterns can be seen over time? E.g. I've been catching more colds when I eat fast food and fail to eat enough fruit and vegetables.
- **Underlying structures:** What has influenced the patterns? What are the relationships between the different parts? E.g. working long hours, stress, not sleeping well.
- **Mental modes:** What assumptions, values and beliefs do people have that keep the system in place? E.g. My career is the most important factor in my identity and sense of self-worth; sleep is wasted time.

These four levels of thinking can be seen as an

iceberg. What is easily visible, the tip of the iceberg – in this case the events that happen – is supported by what lies beneath the waterline, the unseen trends/ patterns, structures and mental modes.

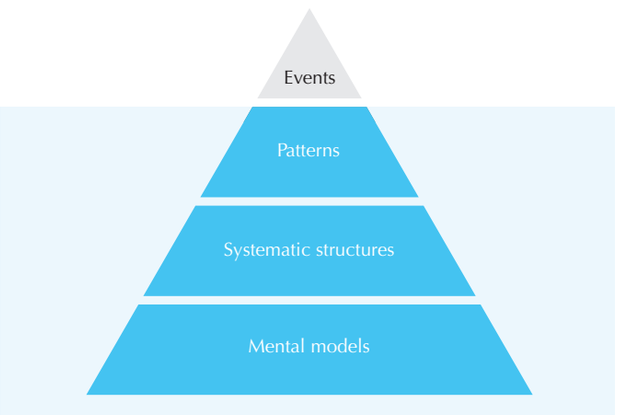


Figure 1: The iceberg model: Four levels of thinking (Adapted from: Maani and Cavana [5], p. 16, Figure 2.1)

Systems thinking and feedback loops

Climate change is a classic example of how feedback loops reinforce systemic changes. For example, rising global temperatures are resulting in the melting of the frozen tundra, which, in turn, is releasing stored carbon dioxide, which contributes to rising global temperatures… it's a constantly reinforcing, vicious cycle.

Environmental campaigners try to find mitigating actions that not only interrupt the vicious cycle of global warming but also create balancing feedback loops. For example, switching from fossil fuels to renewables helps to slow down or reduce carbon dioxide emissions, which in turn helps to slow down or reduce rises in global temperatures, reinforcing a virtuous cycle of improvement.

Feedback loops, also known as causal loop diagrams, are a tool to help visualise these cause and effect relationships within a system. Feedback loops can be positive or negative, reinforcing or counteracting/balancing. The loops show the relationship of the parts in the system and model the impact on the system of possible interventions, including the unintended consequences.

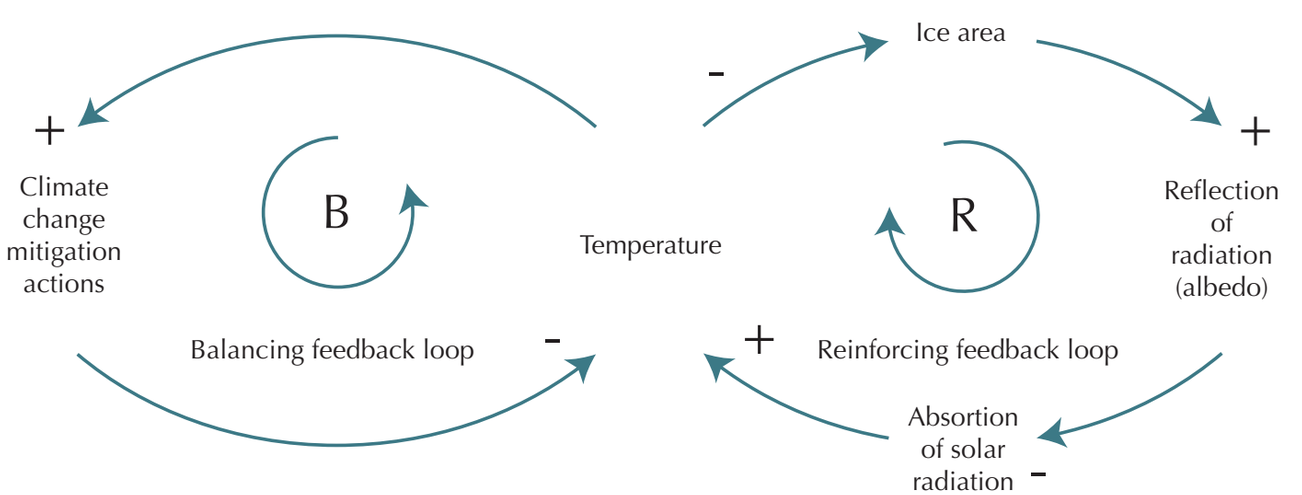


Figure 2. Climate change feedback loops (Adapted and modified from Bossel (2007)

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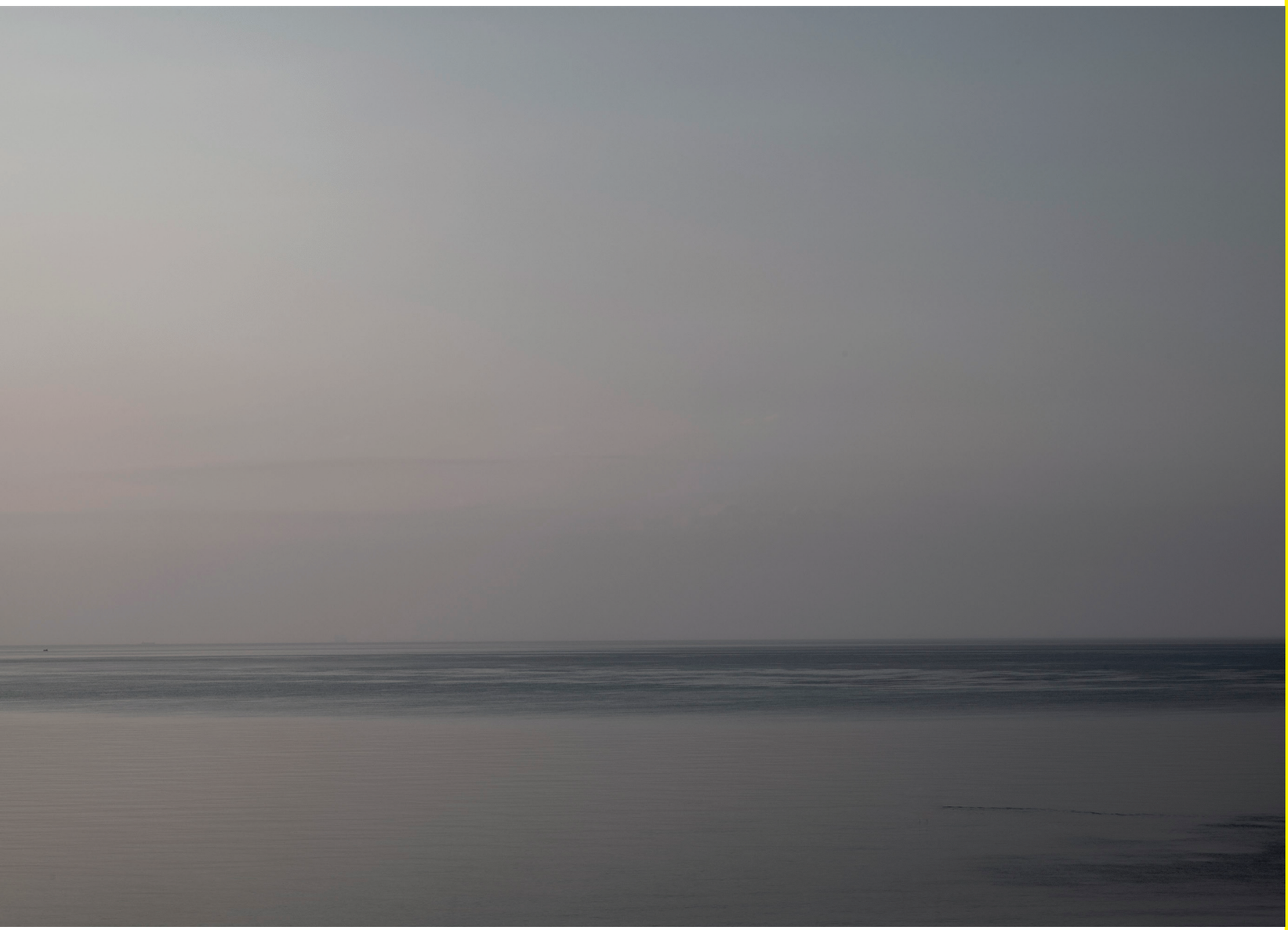

Tim Nathan
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About the author

Fenella McVey

Senior Consultant, GGI

Fenella joined the Good Governance Institute in 2021 and brings around 20 years' experience both as a management consultant and in line roles, in the public as well as the private sectors.

She brings deep experience in strategic thinking – her work has included future world modelling, revising company competitive and customer frames of reference, creating new business models, and developing the organisational policies, processes, and structures to support strategic change.

She is a very experienced facilitator of board meetings and team working sessions. She has a long-standing interest in agile thinking and has recently qualified as a 'scrum master.' Much of her work has involved gathering the fact-base to support decisions including:

- Creating organizational structures and understanding roles and responsibilities
- Projecting trends and modelling scenarios
- Mapping processes and understanding decision-drivers
- Building financial models
- Conducting audits and benchmarking against best practices
- Commissioning and analysing qualitative, quantitative and ethnographic research
- Conducting stakeholder interviews
- Conducting document reviews

Fenella started her career at Lawrence Somerset, a Booz.Allen spin-off, before becoming European Strategy Manager at Bertelsmann. From there she went to Prophet, leading global teams, before becoming an independent expert consultant for 10 years.

Fenella has a Masters in Philosophy and Modern Languages from Oxford University. She is fluent in German and French and has a good working knowledge of Spanish.

Systems thinking and obesity

Obesity is a major public health problem all over the world. In developing countries, obesity is increasing at exponential rates. The health survey for England in 2019 estimates that 28% of adults in England are obese (up from 15% in 1993) and a further 36.2% are overweight.

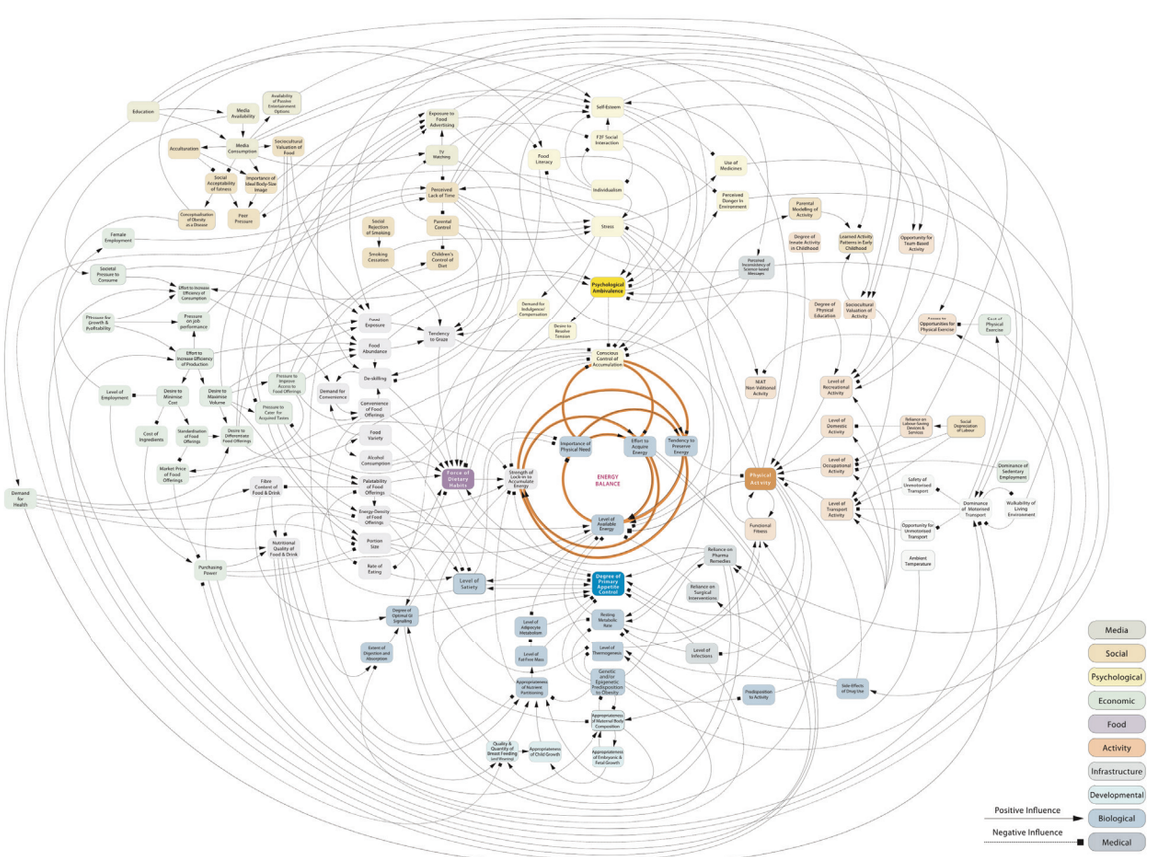
People with obesity are at much greater risk of developing health problems, such as diabetes and heart attacks, and have significant decreases in productivity and life expectancy. The growing rates of obesity are leading to significant increases in medical costs, as well as indirect costs from losses in productivity.

Until recently, a simplistic, reductionist view of the causes of, and therefore solutions to, obesity were assumed. The causes were reduced to the intake of excessive calories and/or inadequate levels of exercise. The solutions were therefore assumed to be calorie-restricting diets and increased exercise.

Since 2005, the European Union has undertaken more than 300 initiatives designed to increase healthy nutrition and physical activity. These results of these initiatives, while positive, have been inadequate to transform the situation.

How has the impact been so low?

There is increasing appreciation of the multifactorial drivers of obesity – factors that have been largely unaddressed by previous interventions and initiatives. These wider factors include quality of employment and housing, household income, education, physical and mental health, family and marital status, age, ethnicity, and gender, among others. Below is a map of the causes of obesity, published by the UK government.



Systems thinking and integrated care

Why is there a 10-year difference in life expectancy between adjacent postcodes? Why is vaccine take-up among marginalised groups so much lower? How can changes in how, when and where services are provided improve access and take-up?

Systems thinking lies at the heart of the Health and Care Bill and the introduction of integrated care systems in England. The bill is a product of the increasingly widespread understanding of the complexity of health and care services provision, a recognition of the wider determinants for health and wellbeing, and the appreciation of 'wicked problems,' such as obesity and health inequalities, that cannot be solved by any one provider or initiative in isolation.

Systems thinking also lies at the heart of the World Health Organisation's (WHO) framework on integrated people-centred health services, which was adopted with overwhelming support by member states at the World Health Assembly in May 2016. The framework calls for a fundamental shift in the way health services are funded, managed and delivered. In particular, it calls for a shift away from health systems designed around diseases and institutions to health systems designed by and for people, which recognises the impact of interlocking systems: the person, the family, the community, the health sector, and other sectors – education, housing, the environment, the economy, among others.

Sussex ICS case study

As part of the vaccine rollout preparations in June 2020, Sussex was the first to roll out locally commissioned services (LCSs) to address the disproportionate impact that COVID had on BAME communities and those living in areas of greatest deprivation. Key features were communicating to ethnically diverse people in their preferred language and offering 'holistic' health assessments, which provided an opportunity to give personalised information about COVID risks.

At the heart of the initiative was a systems thinking approach that sought wide input and was co-developed with a wide variety of stakeholders. The BAME LCS steering group was multi-agency and multi-disciplinary and included public health data analysts, local authority colleagues, local medical committee (LMC) representatives, clinical commissioning groups (CCG) colleagues, Academic Health Science Networks (AHSN), partner organisations, patient and public involvement team and input from BAME community ambassadors.

The initiative significantly reduced the number of COVID cases reported in many BAME communities, and improved relationships between GP practices and communities, which then resulted in greater vaccine uptake across many of these communities. This has been used as a blueprint across the UK. The Sussex LCS case study was shared with the Cabinet Office and featured as an example of best practice in the government's Commission on Race and Ethnic Disparities (CRED) report and also presented at the regional Turning the Tide Oversight Board and other forums.

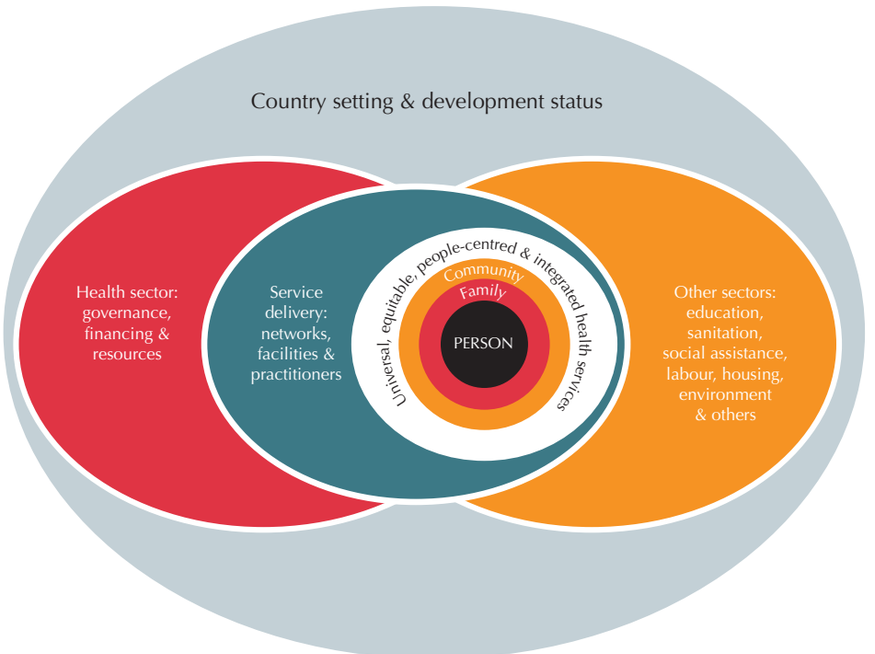
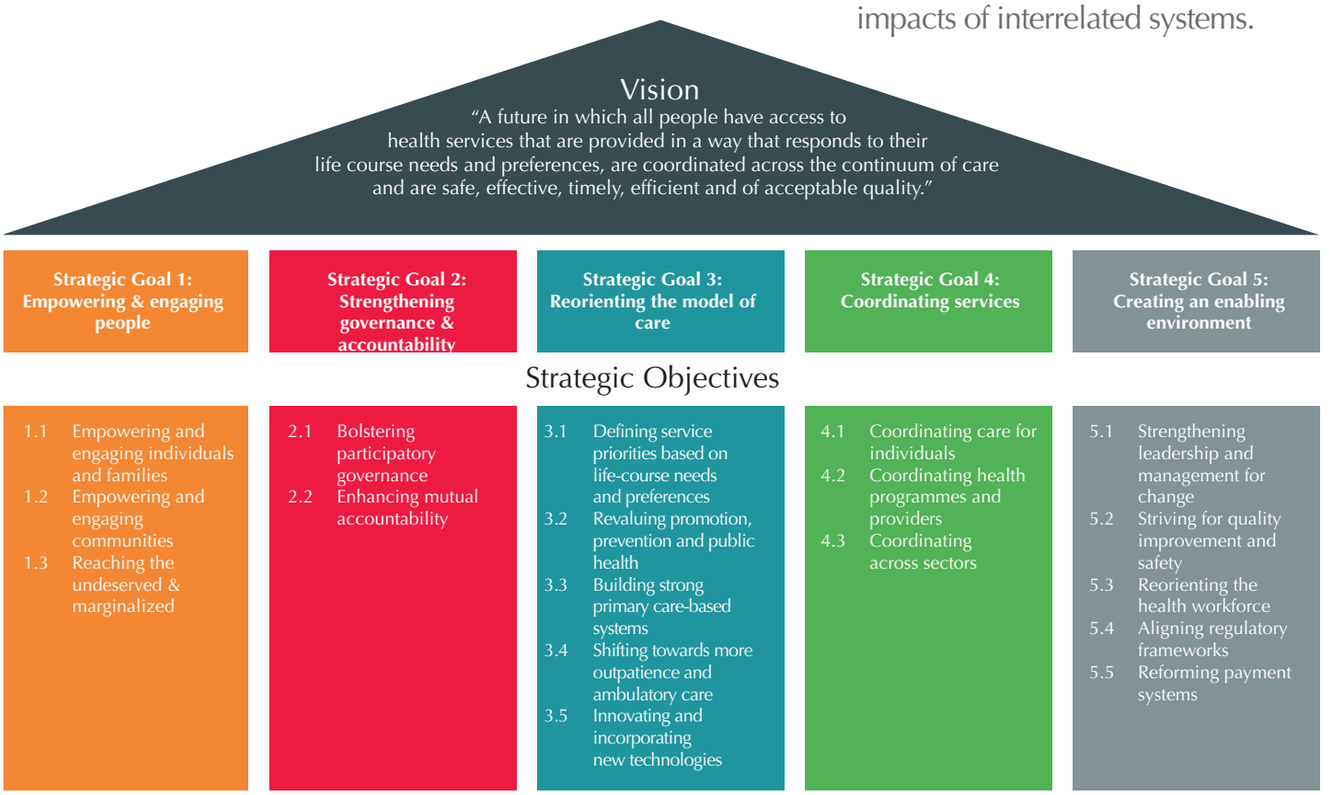


Figure 1. Conceptual framework for integrated people-centred services

The WHO recommends five, interdependent, strategies for achieving integrated people-centred health services:

1. engaging and empowering people and communities
2. strengthening governanceand accountability
3. reorienting the model of care
4. coordinating services within and across sectors
5. creating an enabling environment

These strategies are also grounded in systems thinking. They emphasise the creation of enablers and the impacts of interrelated systems.



WHO global strategy on integrated people-centred health services: an overview

Systems and groupthink

So far in this article, I have explored the problems caused by the effects of unspoken, unrecognised, and therefore, invisible systems and the attempts to make the systems visible by looking at wider determinants.

What about the flip side? What about when you are in a system, and so vested in it, that you don't see the effects on the system of events happening outside it?

This experience of being so deeply immersed in a system that you are not aware of the underlying, unspoken assumptions, beliefs and values that sustain it is referred to as 'groupthink.'

Groupthink is a social psychology construct, which helps to explain the different mindsets of people with differing political views, e.g. conservatism, liberalism or socialism. Groupthink requires members of the group to avoid questioning central tenets or explore alternative solutions. Members often feel peer pressure to go along with the majority. In addition, their world view is maintained by confirmation bias: the tendency to select information that supports your views and ignore contrary information. The consistent reinforcement of opinions produces an inflated certainty that the right decisions have been made, which in turn leads to an often dangerous sense of invulnerability. Groupthink prevents organisations from innovating and evolving and can be one of the key reasons for those organisations' ultimate demise.

Groupthink has been blamed for the failure to anticipate the financial crisis, the ill-judged invasion of Iraq, and many corporate calamities.

Groupthink - The Kodak story

Who produced the first retail digital camera? Sony. When? 1981. Who invented the digital camera? Kodak. When? 1975. When did Kodak produce its first digital camera? 1991, ten years after Sony and 16 years after its own invention.

There are few business failures as staggering as Kodak's – undone by a technology it invented itself. A generation ago, a 'Kodak moment' was a special memory to treasure. Today it stands for extraordinary complacency and corporate myopia. Steve Sasson, the Kodak engineer who invented the digital camera, told the New York Times that the management's response to it was "that's cute – but don't tell anyone about it."

Kodak was one of the most successful companies in the world. In 1968, it had 80% of the global market in photography. Kodak's business model was to sell cameras at low prices with very small margins and then sell films and other accessories at high profit margins. This model enabled them to generate huge revenues.

It is not hard to see why Kodak was resistant to embracing filmless digital cameras.

Even when Kodak entered the digital camera market, they could not change the deep-rooted belief that they were a film company. The Advantix and Ofoto are just two examples, among many others, of this groupthink.

In 1996, Kodak introduced the Advantix Preview camera, which allowed users to preview their pictures and choose how many prints they wanted. It was essentially a digital camera but it still used film and emphasised print. Advantix flopped – why buy a digital camera and still

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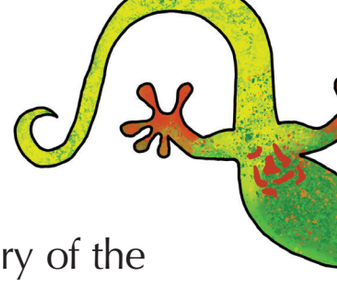
What we are witnessing is a discovery of the world through glass again, a return to the photographic.

Here in this new zen like phase, that is expressive, yet both rigid and disciplined, Tim rests his eyes on that which we seek but never find, only to discover that it was there right in front of our eyes all the time.



pay for film and prints? Kodak spent more than $500m to develop and launch it and wrote off almost the entire cost of development.

In 2001, Kodak acquired a photo sharing site called Ofoto. This could have been remarkably prescient of them but instead of enabling people to share pictures, Kodak used Ofoto to try to get more people to print digital images. In April 2012, as part of its bankruptcy arrangements, it sold Ofoto to Shutterfly for less than $25m. In that same month, Facebook acquired Instagram for $1bn. At the time of acquisition, Instagram had 13 employees and had been founded just 18 months earlier.

In his book *The Decision Loom*, Vince Barraba describes his time when he was head of market intelligence at Kodak. In 1981, he conducted extensive research into the core technologies of digital photography and likely adoption curves. The study concluded that digital photography could replace film and that Kodak had around 10 years to prepare.

Kodak's failure is not down to lack of expertise (they invented digital cameras), or lack of information (an extensive research study foretold their future), or investment (during the 90s they backed dozens of innovations – all around printing). Kodak's failure was due to their inability to adapt and evolve their beliefs, assumptions and values; in other words, their inability to change their mental mode. The mental modes and structures of the system that had sustained them for so long was the source of their ultimate downfall.

How can we escape a similar fate? How can we flip the script?

Flipping the script – the story of the England Rugby team

In October 2015, the England Rugby team were a laughing stock, having crashed out of the Rugby World Cup. They were the first hosts ever to leave Rugby's crowning event at the pool stage. Just four months later, England basked in Six Nations glory and their first Grand Slam in over 10 years. The team went on to equal the All Blacks' record-winning run of 18 tests. Only two players in the starting line-up for England's Grand Slam victory over France were new to the team. How did such a rapid turnaround in the team's fortunes happen?

Bringing in new perspectives was key.

One of the first decisions after the ignominious World Cup defeat was the appointment of Eddie Jones as coach – the first foreigner ever to hold the post. Jones was a player and coach from Australia, who had previously coached South Africa and Japan.

Eddie Jones brought in fresh perspectives from other sports and other sectors, challenged the orthodoxies of the game, and fundamentally shifted mindsets.

Jones loved football and collaborated with Arsenal manager Arsène Wenger and Gareth Southgate, the current England coach. Danny Kerry, the GB hockey coach, who won gold at the 2016 Olympics, was asked to guest coach. Sherylle Calder, who won 50 field caps for South Africa and 18 indoor caps at hockey 1982-1996, provided training on hand-eye co-ordination to radically increase reaction times. As part of this, players were instructed to limit

their use of mobile phones as the small screens limited eye movement. Training camps included scrum drills with Georgia, who have particularly intense scrumming, influenced by wrestling. To simulate the effects of fatigue, players practiced throws wearing boxing gloves, with the ball covered in fairy liquid, while balancing on a wobbly ball. Balls from different games were used, for example mixing up netballs and rugby balls to improve dexterity. Lessons for improving the team's fitness and endurance were taken from the Tour de France. Sports psychologist Jeremy Snape, a former England international cricketer, helped improve the team's ability to perform under pressure.

Jones looked beyond sport to other sectors, such as film, for ideas and techniques. The film company that used drones to capture aerial shots for Downton Abbey was asked to hover above training to produce footage on running lines and team shape.

Rugby orthodoxies were challenged. Jones fundamentally changed the player/coach relationship. He would design the game plan but from there it was player-led. If adjustments were needed, the players could make them.

The series of innovative approaches and unusual perspectives shifted the team's mindsets. Ben Youngs, a member of the squad, recalled: "The whole way we trained, how we went after things, our identity and how we wanted to play the game all changed." He described how they went from thinking "Hopefully it will be good and I hope we are going to perform" to "We are going to be great and this is how we are going to do it. We will perform."

Flipping the script – disruptive and challenger innovation

The approaches described in the England rugby team's story, such as challenging orthodoxies and searching and reapplying ideas from other industries, have become a mainstay in the corporate world. Books such as *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fall* and *Eating the Big Fish: How Challenger Brands Can Compete Against Brand Leaders* describe how start-up entrepreneurs can rethink industries and how the current market leaders can counter threats by continually renewing themselves.

The *Innovator's Dilemma* was written by Harvard Professor Clayton Christensen in 1997. In it he analyses 'disruptive innovation,' a term he coined two years earlier. A disruptive innovation is a new product, technology or process, which creates a new market and eventually displaces the established products and companies. It is one of the most influential business ideas of the early 21st century. Examples of disruptive innovation include Amazon and Netflix, who displaced Waterstones, Barnes and Noble and Blockbusters in the book store and video rental categories respectively.

Innovation techniques, used by start-up entrepreneurs and large global companies alike, include:

- Change the game: what are the rules of the game in my industry… and how can we do the opposite?
- Search and reapply: What can we learn from other industries and reapply to our context?

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- Future-back: What will the world be like in the future… and working back, what should we be doing now to bring it about?

In insurance, for example, a rule of the game might be that you need to have insurance in place before you have the accident. Challenger thinking would say, how could we design a product that people could buy after the accident has happened?

An example of searching and reapplying could be a chemical company that is struggling with its delivery operations looking to the freight company, FedEx, for ideas. FedEx provides real-time online tracking of deliveries and operates a continuous improvement process, analysing the causes of delays each month. Mitigation plans are put in place for the top causes so they do not arise again the following month.

Present-forward leaders build their organisations in increments, following the rules that work today. Future-back leaders visualise what the world will be like in the future and, starting with a clean sheet of paper, mobilise whatever they need, within and outside the existing organisation, to bring that future into being.

Flipping the script – Elon Musk

Elon Musk, the co-founder of PayPal and CEO of Tesla and SpaceX, has become a household name that is synonymous with the future. His projects take on almost every major industry and global problem.

Tesla envisions a future of self-driving cars. Part of its mission is to ramp up the global transition to sustainable energy. Founded in 2003, it is now the world's most valuable car manufacturer.

SpaceX's mission is to enable people to travel and live on other planets. Musk believes that without interplanetary exploration humanity will become extinct, through the depletion of earth's resources. It was founded in 2002 and in 2020 became the first commercial company to send NASA astronauts to the International Space Station. SpaceX aims to put a million people on Mars by 2050. To do that the cost per ton to orbit will need to decrease massively and there would need to be a self-sustaining city on Mars.

Musk is developing a new mode of transport called the Hyperloop, which is transportation by vacuum tube. The idea was first proposed in 1812 by George Medhurst, an Englishman, who suggested building tunnels underground and shooting passengers in pods through them pneumatically. Musk describes it as a cross between a Concorde, a railgun and an air hockey table. Musk calculates that a six-hour trip could be cut down to half an hour and would cost $20. This could disrupt the airline industry and real estate and revolutionize freight shipping. Musk currently has deals with China, Ukraine and France to build hyperloop systems.

Healthcare has not escaped Musk's attention. Neuralink, launched in 2016, aims to merge human brains with computers to help humankind keep up with machines. Musk believes this is the only way that humanity will survive artificial intelligence - "Even in the most benign scenario, we would be pets." So far, Neuralink has successfully implanted a chip into a monkey's brain and the monkey was able to play video games with its mind. Musk hopes to start human trials by the end of 2021. Neuralink devices could help restore motor, memory and

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other cognitive functions helping people who suffer from strokes, neurodegenerative diseases, spinal cord injuries, amputations and many other health issues.

If Musk was chief executive or your organisation for a day, what would he do?

Systems and governance

In today's interconnected world, most problems and opportunities can benefit from taking a systems perspective. We encourage people to ask themselves: who, outside my immediate circle, could be affected by the decisions I am taking… and how can I engage them? What factors outside my immediate control affect my ability to reach my objectives… how can I gain greater visibility and influence?

Systems, and collaboration across them, is particularly relevant in the world of health and social care. The potential for improving how we think about health and wellbeing is huge. But this is unchartered territory for many organisations, requiring a shift in culture and mindset from the old competition model to something more collaborative and inclusive. There are many tensions associated with this change that need to be navigated – for example achieving efficiencies of scale while responding to local needs. Or deciding whether to merge existing systems or create something new.

GGI has been leading the national conversation on integration and we have already worked with every ICS in England. We also have extensive experience of working with non-NHS partners in integrated care systems: local government, third sector, hospices, private sector… and related sectors such as education and housing.

Our work includes developing and evolving system plans; designing lean and effective governance arrangements; drafting memoranda of understanding and supporting documents such as constitutions, terms of reference and schemes of delegation; and developing board and leadership teams.

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Author: **Daniel Taylor**

The green dragon

"Taking bold climate action will naturally bring many advantages and benefits. Yet needless to say we will not be able to solve a crisis we do not treat as a crisis and we do not understand the magnitude of. Perhaps playing a role helps you sleep at night. Saying things just for the sake of it because the words are in your scripts. But while you're busy working the stage you seem to forget the climate crisis is not something distant in the future. It is already taking so much from the most affected people in the most affected areas. This might just be a game to you. A game to win votes, popularity, points on the stock market or your next high paid position in a company or lobbying firm. The ones who focus on the packaging rather than the actual content and the ones with the most beautiful speeches and the most short-sighted, likeable politics, wins.

"You can and will, of course, choose to continue to play your parts, say your lines and wear your costumes. You can and will continue to pretend. But nature and physics will not fall for it. Nature and physics are not entertained nor distracted by your theatre. The audience has grown weary. The show is over. Thank you."

Greta Thunberg, addressing world leaders at the Austrian World Summit, 1 July 2021

As wildfires rage across Greece, Turkey, Italy, Russia, Canada and the US, floods sweep through the UK, Germany and China, and a heatwave stifles Siberia, the urgency over climate change has surely never been greater.

Greta Thunberg's response to the 9 August report from the Intergovernmental Panel on Climate Change (IPCC) was characteristically direct:

GGI has been collaborating with the One Planet Centre on how governance and integrated reporting can help organisations to reduce their carbon footprint across all of their activities. For this work, the One Planet Centre has been shortlisted to present at COP26. GGI will also itself be adopting the One Planet Standard in the coming year.

The IPCC report prompted COP26 president Alok Sharma to call on all countries to embrace their responsibility to keep global warming limited to 1.5C and thus hopefully avoid the worst effects of climate change.

GGI will be presenting the Flip the Script game in Glasgow at COP26 with the One Planet Centre.

So, what can be done?

In October this year, an international army of around 30,000 delegates from 200 countries will mobilise and descend on Glasgow for the 26th UN Climate Change Conference of the Parties (COP26). They will do so in an attempt to accelerate action towards the goals of the Paris Agreement; consensus and ambition are what they are after and action primarily on the triple fronts of mitigation, adaptation and finance.

It is ahead of events like these that leaders start to focus their actions. COP26's imminence has given political urgency back to the issue of climate change which has been largely subsumed over the past 18 months by the more immediate threat of COVID-19. The planet has warmed by around 1.2° since industrial times. It is essential now to phase out the use of coal for energy. As host, the UK is going out of its way to demonstrate its commitment to working with all countries and joining forces with civil society, companies and people on the frontline of climate change to inspire climate action ahead of COP26.

It is great to see nations coming together to coordinate action but we need to talk about organisations and their role - particularly that of anchor institutions at the level of place. Tackling climate change will depend on the ability to meet the global targets of the UN's Sustainable Development Goals, including net-zero by 2050. Organisations have a huge role to play in this and should work together and support each other.

In England, integrated care systems are terrific new vehicles of possibility on this front. Good governance helps us to collaborate on a large scale. The Good Governance Institute has been collaborating with The One Planet Centre on how governance can provide the means for organisations to become sustainable and collaborate as sustainable systems. For this work, which this article will explore, they have been shortlisted to present at COP26.

How can towns and cities become sustainable ecosystems, and what role can organisations play in this? And what can and should the leaders be doing? Those are the questions this article seeks to answer.

In doing so it will draw on the thoughts and knowledge of Jane Davidson, former minister for environment, sustainability and housing in the Welsh government and driving force behind the Wellbeing of Future Generations Act (Wales); Caroline Lucas, Green party MP, former leader of the Green Party and sponsor of the Wellbeing of Future Generations Bill (England); Sophie Howe, Future Generations Commissioner for Wales; David Thorpe, founder and director of the One Planet Centre; and Tegryn Jones, chief executive of the Pembrokeshire Coast National Park Authority and chair of the Pembrokeshire Public Service Board.

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About the author

Daniel Taylor

Communications and Relationships Manager, GGI

I would like to flip the script on the culture of talking rather than doing.

Words are immaterial and we need action. Sometimes when we talk about things, we think we have taken action but actually we haven't.

Daniel joined GGI in January 2021 and is GGI's Communications and Relationships Manager. Prior to joining GGI he worked in local government as a communications professional for seven years.

Most recently he was the communications manager for Hastings Borough Council. As the strategic communications lead, and manager of the council's communication service, he led a team focused on corporate communications, developing and managing local, regional and national stakeholder relationships for a range of projects and partnership work, running community engagement campaigns and events, protecting and enhancing the brand of the council and managing public and media relations.

He led the council's communications throughout the pandemic in 2020, in close partnership with Public Health, local health services and national government. He was part of the 2019/20 District Council Network's talent development programme.

Daniel has also spent time managing digital communications teams, developing award winning council websites and self-service platforms, achieving sector leading figures for channel shift and e-newsletter readership and transforming the use of social media platforms to drive engagement. He is a qualified project manager and a trained business analyst.

Daniel was a school governor for five years and has been involved in supporting the work of arts charities. In the early years of his communications career his focus was economic development and tourism as well as managing the marketing and promotion of Maidstone Museum and Art Gallery. He has a degree in History and an MA in English.

The One Planet Standard

The One Planet Centre CIC and Assessment Services Ltd are launching a new One Planet Standard as part of the Festival of Governance on 28 September 2021. Its purpose is to provide a set of protocols to help organisations of any size successfully manage internal change that will help them meet the challenges of climate change, mass extinction and resource scarcity.

The standard is backed by Jane Davidson, the architect of the Well-being of Future Generations Act in Wales, and Sophie Howe, the Future Generations Commissioner, who says:

"The Standard aligns and builds on my existing advice in the area of decarbonisation and enhancing nature resilience, and it can help not only the public sector but all organisations in Wales with practical actions towards meeting carbon emission and biodiversity targets.

"The Standard centres around the five ways of working and promotes long-term thinking; it is an easy-to-understand and useful tool that can help address the climate and nature emergencies, prevent the disaster we are currently heading towards and help ensure the wellbeing of our future generations and the planet."

It will help organisations of all types combat climate change and re-introduce more biodiversity and nature into our environment, by adjusting the complete impacts of their activities – their estate, products and services, and operations – so they do not exceed what the planet can provide.

An independent assessment evaluates progress and whether an organisation is doing in reality what it says it is doing.

It will be done by Assessment Services Ltd, an independent assessor with 30 years' experience of evaluating standards in both the private and public sector.

A self-assessment tool is also available, and organisations can receive support and opt to use toolkits, training and capacity-building from The One Planet Centre.

The One Planet Centre CIC's founder-director David Thorpe said: "We believe we already have the answers to the environmental and social problems, we just don't apply them systematically. So we offer a compendium of solutions, metrics and indicators that support the implementation of the Standard."

Assessment Services CEO Paul Bridle said: "We're delighted to be supporting the One Planet Centre with their aims to create a better planet. The Standard will help organisations wishing to ensure they play their part in securing the future of our planet in a practical way."

David Thorpe added: "The One Planet Standard makes everything crystal clear for public bodies, private companies, and community organisations.

"We examined other relevant standards, and we have learnt from what they fail to do. Firstly, our Standard accounts for the complete impacts of an organisation – its estate, products and services, and operations. Secondly it accounts for impacts on nature and society as well as carbon emissions. Finally, an independent assessment evaluates progress and whether an organisation is doing what it says it is doing. There is no opportunity for greenwash."

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Tim Nathan
Gallery item 30 display size 40x28

It is as if the drama and anticipation of changing skies and moody seas echo the complication and confusion of our troubled minds.

Integrated reporting and ethical leadership

Nelson Mandela's Supreme Court Judge, Professor Mervyn King, wrote in 2020: "The consciousness of corporate leadership – and so the world – has moved to mindful, outcomes-based thinking. If you look at the Sustainable Development Goals of 2015, they are outcomes-based: clean water, clean production and, most important of all, collaboration. Without collaboration between the stakeholders of any entity, the critical outcomes agreed by the UK Government will not be achieved. And, by the way, if we don't achieve them by 2030, we won't have a habitable planet by the end of the century."

Professor King started his career in corporate governance when Nelson Mandela asked him to devise the mindset, systems and culture needed to retain confidence in South African organisations after Apartheid. Corporate social responsibility and integrated reporting is what they came up with in a series of King Reports.

In our first Festival of Governance in 2015, Professor King warned that future global tensions would most likely be over water, rather than oil or other natural resources. He invited us to see our responsibilities towards the world, and the resources it provides to humans, in a different way. He spoke of our responsibilities towards a sustainable planet as the core challenge, not just for nation-states, but also for organisations. Good governance, he said, demands that all those who have the privilege of running an organisation are thoughtful, but transient, caretakers.

Stewardship is fundamentally about future assurance. Our continued presence on this planet depends on our ability to live sustainably on it.

Defining sustainability as a value is vital, bringing clarity and consensus about what sustainability means for your organisation. Sustainability is central to value creation and inseparable from it, and good governance is fundamental to long-term value creation. Sustainability can't be siloed. It must be the lens of central strategic thinking and decision-making. This is how it interacts with governance. Sustainability in governance is about considering environmental, social, human and economic impact of all decisions, and focusing on long-term sustainable value creation rather than short-term financial value.

When it comes to the practicalities of sustainable governance, GGI is an advocate of Professor King's integrated reporting methodology. Integrating reporting is an outcomes-based approach to reporting that accounts to environmental context. Integrated reports are concise communications about how an organisation's strategy, governance, performance and prospects, in the context of its external environment, lead to the creation, preservation or erosion of value over the short, medium and long term.

As Professor King explains: "If you look at the integrated report, it asks what are your inputs to produce your product or render your services and what are the impacts on the three critical dimensions for value creation: economy, society and environment? Finally it asks what the outcomes of all that are on the critical three dimensions. We were all brought up with a mindset of silo thinking: HR does its job, financial reporting does its job, internal audit does its job.

Yet these resources should always have been integrated – so that the resources used by an entity and the relationship between that entity and its stakeholders are fully integrated."

We have Professor Mervyn King to thank for our right to clean drinking water, as sanctioned through the UN. Professor King's career speaks to how good governance can be applied to bring about positive change, even at a global level. His work, and that of the King Commission, has formed the basis of UN Human Rights to clean water, air and arable land and influenced the development of the UN's Sustainable Development Goals. His work and his life is testimony to the power, importance and utility of governance.

Integrated care systems

As the health and care reform progresses in England, integrated care systems (ICSs) are ideally placed to drive sustainable governance at the level of place. The purpose of ICSs as set out in the ICS design framework is to:

- **Improve outcomes in population health and healthcare**
- **Tackle inequalities in outcomes, experience and access**
- **Enhance productivity and value for money**
- **Help the NHS support broader social and economic development.**

The World Health Organisation called climate change 'the greatest threat to global health in the 21st century.' Between 2030 and 2050, climate change is expected to cause approximately 250,000 additional deaths per year, from malnutrition, malaria, diarrhoea and heat stress alone. The direct damage costs to health is estimated to be between USD 2-4 billion per year by 2030.

In other words climate change significantly impacts population health. The WHO framework requires all countries to integrate health and social care, with wellbeing outcomes being their most important indicator for success. ICSs have a duty of care to take their role in addressing and tackling climate change locally, seriously. Their goal is to safeguard the health and happiness of their local populations.

The integrated care partnership boards, which will set the strategy for ICSs, bring together the key anchor institutions in place: local authorities, NHS and voluntary and community organisations. Every one of these organisations should report on progress against the UN's Sustainable Development Goals and the System could produce an overarching, integrated report.

Partners should all hold one another to account. As systems made up of another of anchor institutions they can have a profound influence on creating local sustainable economies and creating one-planet communities.

To flip the script on COP26, we would say that it is for organisations to set targets and take action without waiting for their governments to mandate them. Global Justice Now has calculated that 69 of the world's 100 largest economies are organisations rather than countries.

Sustainability in Place – One Planet Life in Wales

"What Wales is doing today, the world will be doing tomorrow" – Nikhil Seth, UN Assistant Secretary General

One of the barriers to tackling climate change is the scale of the problem. What each one of us does as individuals or organisations won't be enough. That can cause disillusionment and prevent action. What we all do will make a difference but to make enough of a difference we need action on a systemic level.

If I were to ask you which countries in the world are leading the way on sustainable governance, I doubt many of you would say Wales. And yet this small nation is setting an example that others, including England and Scotland, are seeking to follow.

The origins of Welsh commitment to sustainable governance can be traced back to its very origins as an autonomous state within the UK. The first Government of Wales Act in 1998, which established the Welsh Parliament, includes what is a fairly unique clause which establishes that the National Assembly should set out how it proposed to promote sustainable development in the exercise of its functions to enjoy a better quality of life without compromising the quality of life of future generations.

Wales is one of very few countries in the world with such a statutory duty. It is a duty with significant, real, implications - elected Welsh Assembly members have a constitutional duty to actively enhance the environmental, economic and social wellbeing of people yet to

be born, communities yet to exist. It is from this premise, this responsibility to ensure and assure a better quality of life not just for current but future generations that the Well-being of Future Generations Act 2014 was rooted.

The Well-being of Future Generations (Wales) Act was signed into law on 29 April 2015 by the Welsh government. Peter Davies, the former Commissioner for Sustainable Futures greeted the Act by saying:

"Our democratic system is driven by short term agendas around electoral cycles. The Well-being of Future Generations (Wales) Bill aims to balance the nature of this short-term accountability with the need for a long term framework if we are going to deal with the major intergenerational challenges. Above all, it recognises that greater engagement in the democratic process, a stronger citizen voice and active participation in decision-making is fundamental for the wellbeing of future generations."

The legislation aims to improve economic, social, environmental and cultural wellbeing in Wales by strengthening institutional governance structures in accordance with Wales' sustainable development principle: "acting in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. It places an active wellbeing duty on public bodies to implement sustainable development by incorporating seven wellbeing goals into their work and decision making."

The Welsh National Wellbeing Framework includes seven indicators:

The Welsh National Wellbeing Framework

Each public body must set and publish wellbeing objectives. Public bodies must then take action to make sure they meet the objectives they set and report on progress. This is alongside national indicators set by the Welsh government.

The act provides for better decision-making by ensuring that public bodies: take account of the long term, help to prevent problems occurring or getting worse, take an integrated approach, take a collaborative approach, consider and involve people of all ages and diversity.

There are seven things that public bodies need to consider and show that they have applied the sustainable development principle:

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Tim Nathan
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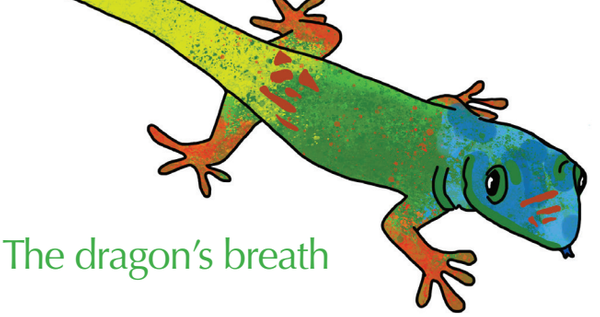


The dragon's breath

The Well-being of Future Generations Act builds on another related and important document: 'One Wales One Planet' (OWOP) published in 2009. OWOP set out a vision of putting sustainable governance and development at the centre of decision making and delivery, as the central organising principle.

The vision is one where Wales 'lives within its environmental limits, using only its share of the earth's resources so that our ecological footprint is reduced to the global average availability of resources, and we are resilient to the impacts of climate change.' It is a bold target - to achieve it Wales will need to reduce its consumption of resources by two thirds. But this is the time for bold targets.

Jane Davidson, the former Minister for Environment, Sustainability and Housing in the Welsh government who successfully delivered on recycling targets and massive reductions in single use plastics, was a driving force behind the Well-being of Future Generations Act. GGI spoke to her to understand more about the motivations, inspirations and what had happened since the legislation was passed in Wales, she explains that truthfully progress was somewhat slow in the first few years. Because although the structures and processes were put in place, it took a longer time for mindset and culture to follow. As what was prioritised, valued and incentivised in the system changed, gradually so did behaviour.

"One of the huge strengths of the Well-being of Future Generations Act, is it can start from a different place, and it can appeal to a different audience in different ways, but it has also provided. The way it's currently crafted means you could have different parties with different ideologies or potentially in government in Wales who'd want to deliver outcomes on it in different ways, but because they are predicated on low carbon prosperity because it's predicated on looking at the causes of inequality or the causes of poor health, because it's predicated on making communities safe and cohesive, because it's predicated on taking no actions that would worsen the climate crisis but instead on doing everything you can to improve the outcomes, that improve biodiversity. Because enshrined within it is the evidence base, against which all these decisions should be made. The roots might be different, but the outcomes should be similar. That is also what makes it transferable.

To understand the leadership perspective of a public body in Wales, we spoke to Tegryn Jones, the chief executive of the Pembrokeshire Coast National Park Authority (PCNPA).

GGI: How much of a difference had the Act made?

"National parks have always taken more of a long-term view and health and wellbeing is and always has been intrinsic to what we do. Our corporate planning approach has been adapted to be consistent and our corporate plan was re-written around the wellbeing goals and the ways of working and we did a lot of engagement with both staff and members around the Act. A lot of our ways of working and our principles were reasonably consistent with the Act, so for us less of a change than say local authorities but there has been an impact. We were one of the early adopters and part of the initial audit pilot. Interestingly as time has gone on there has been more of an emphasis on the ways of working. The biggest difference has been around collaboration

through the Public Service Boards.

GGI: Do you think it was the collective challenge of the other board members that created the mindset flip?

"Yes, and climate change has instilled a greater urgency. Lots of public bodies, particularly local authorities, have declared climate emergencies and that has given impetus to action. A particular challenge for the PSBs is turnover of people. In the early phases when developing our assessment and plan we had fairly minimal turnover but that has changed and that affects collective mindset in different ways, different people bring different energy, enthusiasm and attitude."

A transferable model

> *"I've spent a lot of time in the past months making the case for the awareness of sustainability issues. It's how we get on and do that within the new ICP/ICS landscape that is important - especially in a legislative framework, unlike in Wales, where there's no regard for future generations."*
>
> **Joan Walley, NED at North Staffordshire Combined Trust and ex Labour MP Good Governance Institute**

What Wales has done is to successfully implement, monitor and continually develop sustainable governance at the level of public policy. The framework is a highly transferable model that regional, national and international governments and institutions can adopt in securing future justice for current and future generations.

England has taken note – a Wellbeing of Future Generations Bill is making its way through Parliament right now – while Scotland has pledged to pass its own version.

The English Bill is being sponsored by Caroline Lucas. We spoke to Caroline Lucas who told GGI:

"There needs to be a fundamental change in our approach, so that the focus of policymaking is not a growth-driven quick fix, which creates long-lasting problems. We need to reset our approach, with a focus instead on wellbeing, people's health and the health and protection of the environment – not only of today's population but future generations too.

"The Wellbeing of Future Generations bill would require the government and other public bodies to focus on the prevention of crises, which we currently spend huge resources trying to respond to. It would give current and future generations a voice in decision-making by putting their interests at the heart of policymaking, requiring public bodies to balance the needs of those living today with the wellbeing of future generations. And it would enshrine long-term thinking in government.

"It has backing from MPs from all the major political parties in the UK and every one of the UK's four nations. That tells me that we politicians know, in our heart of hearts, that current policymaking is failing because its focus on four- or five-year election cycles means it largely ignores the wellbeing of our children and grandchildren, let alone their children and grandchildren."

It's only fair that we all live in a healthy, safe environment - and that's for now, not just for the future. The UK will be judged on the influence it has on global climate change. The UK is an island, but when it comes to our climate we are all culpable.

These scenes witnessed through a lens and cast within a frame speak of personal human pain, experiences and circumstances, temper our suffering. The sea and sky bring us a calm wonder and visceral moments in time. Nature's visual gift to us is that of peace and joy.

Author: **Dr Mary Gaughan**

The severed head

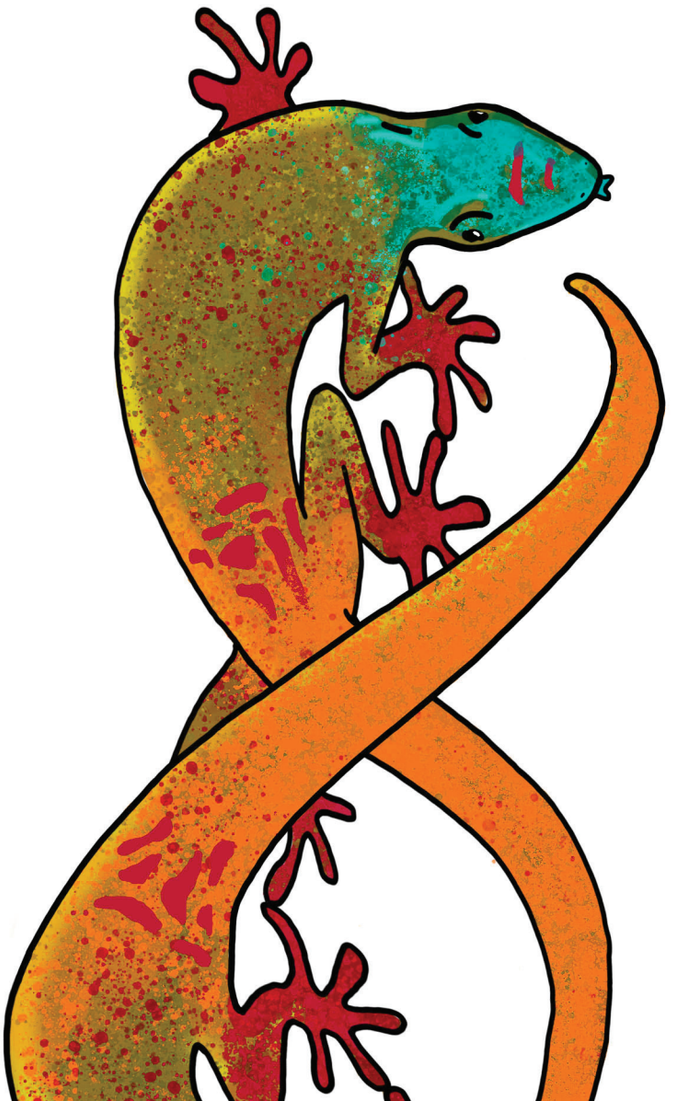
The last few decades have witnessed exponential growth in global trade. The resulting global village thrives on the revolving cycles of cheaper raw materials and labour; nation states and national boundaries have no relevance. The economics of largely unbridled capitalism drives innovation, impacting every area of our lives, catapulting the UK into the Fourth Industrial Revolution, with unprecedented levels of mastery and knowhow in technological development. A consumerist society takes shape with insatiable demand for greater convenience – and more of it!

The flipside of these advances is that globalisation brings with it job insecurity and political instability; a downward push on wages, and the spoils not spread evenly across society; inequalities dig deeper and wider; a life of abundance exacts a heavy toll in unhealthy lifestyles; and the individualistic consumer society has little need for community. These are indeed "the best of times and the worst of times" (Dickens, 1859).

Is a sustainable future and fairness possible for all in our society? Or is inequality, ill-health and exclusion the inevitable result of a system that has been corrupted by power and greed?

Larry Fink, chairman and CEO of BlackRock, the world's largest equity fund, caused a stir with his 2018 letter to CEOs when he wrote: "Stakeholders are demanding that companies exercise leadership on a broader range of issues... ability to manage environmental, social, and governance matters... which we are increasingly integrating into our investment process".

Research shows millennials are demanding private enterprises demonstrate social purpose in their pursuit of profits. Social purpose and profits do not have to be mutually exclusive; private enterprise can become better citizens of communities, allowing both to thrive. The public sector does not have to be the sole steward of society that helps everyone thrive, whether it be infrastructure in roads, airports, hospitals and community services.



Although it has been a crushing shock to our lives, the pandemic has encouraged us to question our consumerist attitudes, and move towards more sustainable livelihoods. Active citizenship rose from the ashes of this crisis to protect the vulnerable and those in need.

The pandemic has left an indelible mark on how we see the world we live in – there is a better way to protect individuals, livelihoods as well as society and the environment we all depend on.

In this article I will explore some of the critical challenges we face today – social cohesion, individual health and wellbeing, active citizenship – and examine how working in a more integrated way can be of mutual benefit to private and public sectors alike.

I am Dr. Mary Gaughan. I have worked in the private sector for 15 years and was part of the building of the global economy through my work at Reed Elsevier and Time Warner – a prime-time globetrotter!

Seeking a different perspective, I joined Ashridge Executive Education to help develop a leadership capability in organisations that balances the drive for profit with people and their needs for empowerment and growth.

Realising the Fourth Industrial Revolution of a technology driven age was upon us, I moved to work with Imperial College, a STEM university that informs how we live our lives today.

I also work with the Cranfield Centre for Women's Leadership, which promotes women onto corporate boards, and I've worked on research projects with The Equalities and Human Rights Commission.

Social inclusion

The 'invisible hand' (Smith, A., 1776) of free markets has created a global economy that is larger than it has ever been. Despite this boom over the last 40 years, even during the 2008 financial crash, growth *within* countries has been less and less equally shared. 'Trickle-down' economics has influenced thinking and debate on wealth creation and distribution, with claims that giving headroom to the top one per cent to generate income with a minimal tax burden will drive economic growth and benefit all in society.

Income inequality in the UK as measured by the Gini coefficient, an international inequality measurement, which is high by international standards at 34.6% compared to, say, The Netherlands at 28%. Further, the Gini coefficient for wealth is even higher for the UK at 63%. It is evident that trickle-down economics does not work.

In the two years to 2018 (ONS 2018) Britain's wealth grew by 13% to reach a record of £14.6bn, with wealth among the richest 10% of households increasing four times faster than those of the poorest 10%. The latter also had three times their assets in debt compared to the richest 10%, who amassed wealth 35 times larger than their debts.

These figures are testament to the growing divide between those at the top of the wealth ladder, who have pensions, properties of great value and invested savings, compared to those on low incomes, who live in rented accommodation with meagre pension entitlements and rising debts. A study by the London School of Economics' (LSE) International Inequalities

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About the author

Dr Mary Gaughan

Senior Consultant, GGI

I would like to flip the script so that the private sector take full responsibility for all of the negative impacts their activities result in, rather than to leave it up to public sector organisations to clear up.

For more than 20 years, Mary worked in executive education, with world-class business schools including Ashridge, Cranfield University and Imperial College. Mary joined GGI in 2021.

She has designed and delivered executive development programmes for global organisations in the UK, Europe, North and South America, Middle East and Asia, including the Cabinet Office, NHS, Phillips, BBC, Panasonic and the Dubai Health Authority.

Mary has facilitated board development in both the private and public sector. Projects included: board and senior executive development across three London NHS Trusts to enable greater collaboration in the fast tracking of medical research output to frontline patient care; board development on the digital transformation of frontline services in Financial Services and executive development on driving innovation and partnerships in Education.

Mary completed a PhD in governance at Cranfield University in 2014 and has since both researched and facilitated interventions on board governance, diversity and inclusion. Mary has worked with the Centre for Women on Boards and the Equalities and Human Rights Commission. She was awarded the CIPD President's Award for exceptional services to human resources and people development in 2019.

Mary was previously HR director, head of organisational development at Time Warner and director of leadership development at Reed Elsevier. She is a Chartered Fellow of the Institute of Personnel and Development, Fellow of the Royal Society of Arts and a member of the Institute of Directors. She is a qualified executive coach and an accredited practitioner of the Royal Psychological Society. Mary holds several non-executive directorships.

Institute, published in December 2020, of 18 OECD countries over a 50-year period concludes that tax cuts for the rich "do not have any significant effect on economic growth" and "lead to higher income inequality". The positive effects of globalisation drive average incomes up; inequality is due to the concentration of gains at the top.

The pandemic exacerbated wealth divisions and exposed the complex web of inequalities. Billionaires saw their wealth increase by 27.5% in 2020, while those at the poorer end of the scale lost livelihoods – and indeed lives. Lockdowns had a disproportionate effect on the livelihoods of women and workers from black and minority ethnic (BAME) backgrounds, who were already disadvantaged.

Workers in the gig economy and platform workers, on precarious terms of employment and low wages, have been vulnerable during the pandemic with many ending up in debt to sustain a living. Key workers identified as critical to business delivery were exposed to health risks while better paid and more secure employees could often work in the security of their own homes.

The financial crash of 2008 and the era of austerity hit the pay and employment of young adults the hardest, and contributed to widening inter-generational economic inequalities. Youth unemployment has been high across the world for the last decade. Plummeting home ownership among the young has left them with less wealth than previous generations at a similar stage in life.

And then the young, already a vulnerable group, were suddenly faced by a pandemic that laid bare the vagaries of globalisation, in lost jobs, interrupted income and social isolation.

A doomed paradigm

Evidence suggests that in this paradigm, economic growth itself is eventually undermined. The cohesion of society is at stake and social fragmentation ensues should the process go uncorrected. Cohesiveness enables a competitiveness that is sustainable for everyone. The Organisation for Economic Co-operation and Development (OECD) presents a concise definition that relies on three independent pillars: social inclusion, social capital, and social mobility: "A cohesive society works towards the well-being of all its members, fights exclusion and marginalization, creates a sense of belonging, promotes trust, and offers its members the opportunity of upward mobility" (OECD, 2011[1]).

The pandemic has demonstrated that local problems need local solutions: local knowledge of the people, the issues and what is possible, and timely responses. Public organisations worked with private enterprise, and both worked with local communities.

Nowhere is this more evident than in the recent drive of public organisations working with local small and medium enterprises (SMEs). The government has pledged that by 2022 one third of its spend will be with SMEs, either directly or through the supply chain. These enterprises drive nimble innovation due to digital capacity and size, promote social capital through their connections and integration in the local economy, and create jobs and employment locally.

1. https://www.tandfonline.com/doi/full/10.1080/13511610.2018.1497480

Opening up NHS procurement processes to SMEs and making processes accessible for small enterprise enables a local approach in tune with the needs of the community and a more empathic integrated care model. In 2018, parliament identified 5.7 million SMEs, which make up 99% of businesses in the country, 56% of all turnover generated by private business and 70% of jobs in the private sector.

Small businesses are particularly effective when it comes to supporting local economies; they bring growth, prosperity and innovation to areas outside of our main cities, which **facilitates the equal distribution of income and wealth**. Small local businesses embrace the character and identity of the local community, nurture local community involvement and ensure money circulates in the local economy.

In an article written for GGI in May 2020, Professor Mervyn King discussed the balancing of the health and economics crisis and coined the phrase 'coronanomics'. He called for leaders of both public institutions and private companies 'to have an integrated, collaborative and compromising approach... because many service providers and suppliers to the NHS are going to struggle to survive… infrastructure could collapse… a big mindset shift is needed to deal with the challenges of coronavirus because nobody in this dual crisis will be able to survive alone'. (Good Governance Institute, May 2020).

Individual health and wellbeing

The consumerist society we live in, with all its abundance and convenience, is resulting in a plethora of health problems the world has not seen before. The pervasive rise of obesity, which is spiralling out of control in all generations, is testament to the unhealthy habits of a lifestyle of convenience that has become all too irresistible. As the prevalence of obesity continues to rise worldwide, much needs to be done to improve our understanding of the full range of consequences this has for individuals, families and health systems. Obesity is common among both rich and poor societies, except those with more money can afford to tackle the symptoms more easily, yet the causes are more difficult to irradicate for everyone. Along with its health implications, obesity undoubtedly has economic implications, the 'direct costs' being those of medical care, which in the UK is a bill picked up mainly by the NHS.

The world ranking on the percentage of the population classified as obese, as measured by the Body Mass Index (BMI) and where obesity is a BMI greater or equal to 30kg/m2 paints the following picture:

Rankings for 200 nations in 2017

Adult Males	US	37% (14th)
	UAE	28% (26th)
	UK	27% (29th)
	Vietnam	2% (200th)
Children Male	US	23% (12th)
	UAE	19% (21st)
	UK	11% (84th)
	Vietnam	1% (198th)

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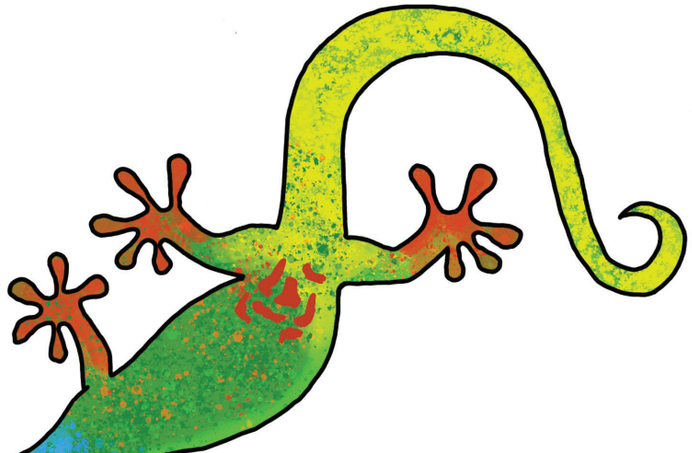

Tim Nathan
Gallery item 264 display size 60x40

Richard Fryer,
author *Lost Odyssey*, sailor and carpenter

Many years ago I read a book by Carl Jung. It was certainly amongst the most important books that I ever read. In this book, as I remember, was a chapter on the meaning of art. There was a page with a black and white plate covering half of it, it was a picture of a harvested cornfield, flat featureless land with some crows, small and black in the distance.The reader was invited to give an opinion on the picture. 'Bleak but unremarkable' I think was my verdict. Jung then said 'Now look at the picture again, in the knowledge that this was the last picture painted by Van Gough before he shot himself.

The experience was revelatory and though it happened forty years ago something in me must have avowed that if I ever came across such a message in a picture again I would do my best to recognise it. Such a phenomenon occurred for me for the first time since that day when Tim began posting the first his sequence of seascapes.

Tim Nathan
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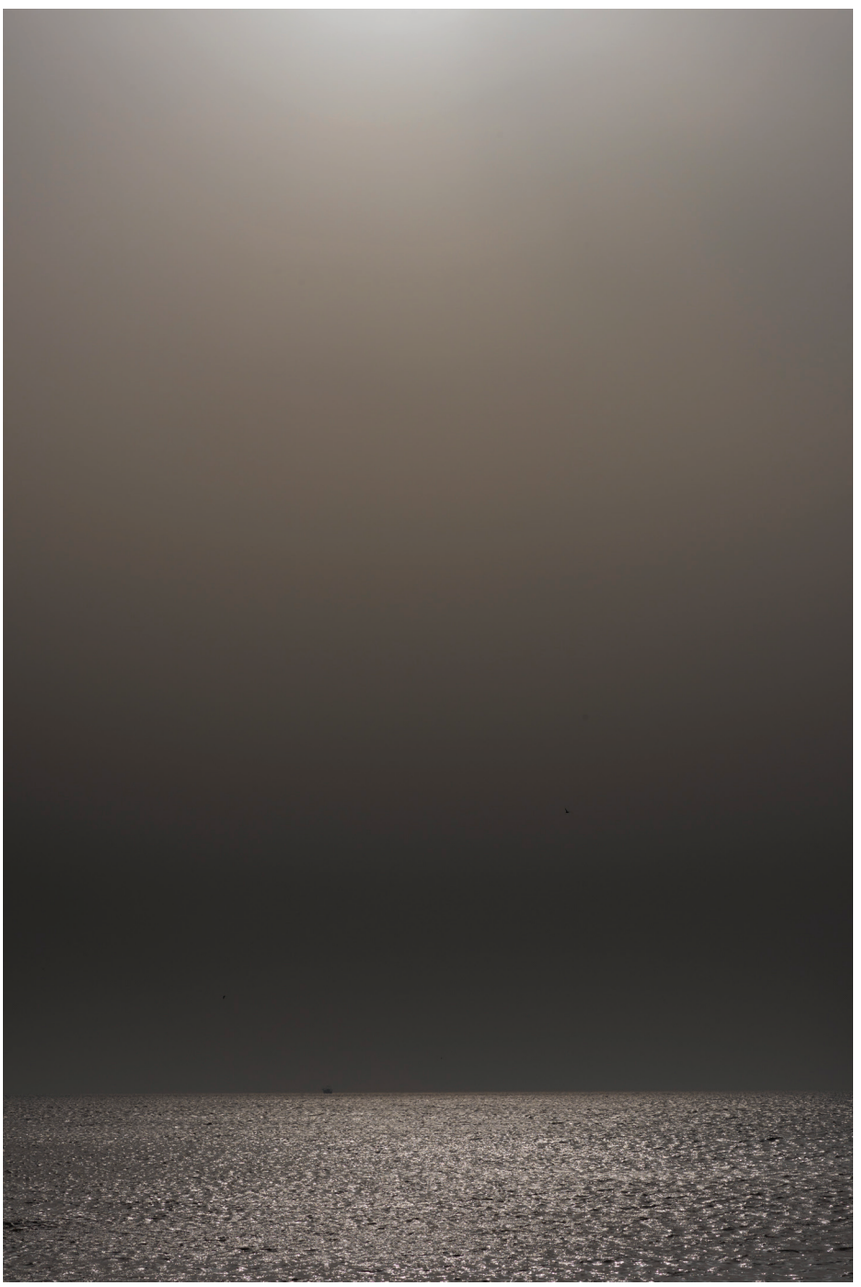

Tim Nathan
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Tim Nathan
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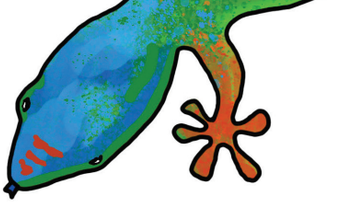

Dubai has one of the best and most innovative public health systems in the world, offering a high standard of medical care in state-of-the art facilities. It is run by the Dubai Health Authority (DHA), which oversees both public and private healthcare. One of its biggest challenges is the rising level of obesity. In 2020 the World Health Organisation (WHO) classified 70% of Dubai's population overweight – double the world average. The spiralling obesity in the UAE overall is driven mainly by a lifestyle of overconsumption.

Great sums of money are being spent to reduce obesity, although without success so far. In the UK, we blame sugary drinks and salty foods for our child obesity rates and our solution includes making them more expensive through taxing private companies and hoping people will buy less. Focusing on legislation often pits the public good at loggerheads with the private sector. Perhaps a focus on education rather than legislation would encourage greater collaboration.

In 2013, in the US, the *Water: You are What You Drink* campaign took a different approach – and one that had long term impact. The initiative brought together leaders from industry, government and Hollywood with a shared goal: to excite, inspire and engage people in drinking more water. It was led by the Partnership for a Healthier America (PHA) along with their honorary chair, First Lady Michelle Obama, to encourage Americans to drink more water more often and was a collaboration between the PHA and stakeholders across the public and private sectors.

The nationwide effort was launched during the National Childhood Obesity Awareness Month, which was already focused on helping people to make healthy dietary choices and its aim was to educate people, not legislate.

Michelle Obama described the campaign as one through which private enterprise collaborated with the public sector to engender a healthier approach to lifestyle. In the food and drink sector, where many see public and private interests to be at odds with one another, on this occasion there was collaboration for the public good. Private enterprise supported the campaign. Organisations like BRITA, on the face of it one of the big losers commercially, sponsored the campaign, as did Disney, providing resources for public water fountains and carrying the 'Drink Up' logo on their products.

The mental health challenge

Mental health was already a growing issue before the pandemic but it is now revealed as one of our biggest post-pandemic challenges. Young people, who had endured high levels of unemployment in the last decade of austerity, with many losing hope in a job market that seemed more geared towards the aging population, were plunged into a year of disrupted schooling and fresh rounds of layoffs in lockdown. Those searching for their first job, and lucky enough to get one, faced months of social isolation from colleagues and friends and Zoom, a highly accessible and essential technology tool, became the new work experience.

The outlook for this generation had already been diminished by environmental degradation and rising inequality (of many types: gender, intergenerational, economic and ethnic). In May 2020, the World Economic Forum's *COVID-19 Risks Outlook* warned of a 'next lost

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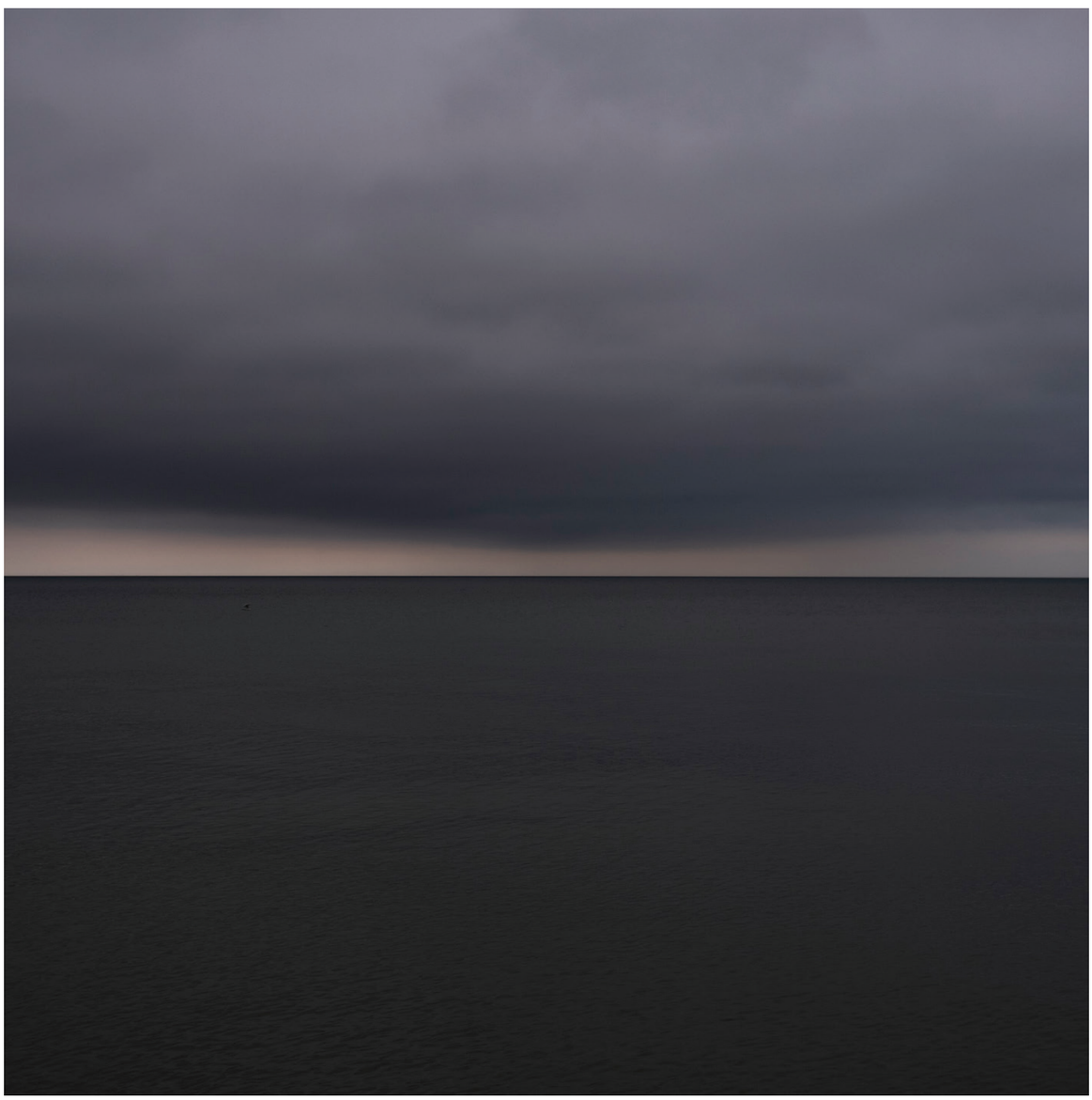
I saw Death. I imagined this was the last picture the photographer took before walking into the sea.



Tim Nathan
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generation' – the Pandemials. In a recent online poll conducted by YouGov for Barnardo's, 4,000 young people between the ages of 8-24 were surveyed and over half consistently reported symptoms of poor mental health and wellbeing: 58% indicated stress; 54% said they were worried and 56% said they were lonely. And 37% reported that their biggest worry coming out of the pandemic was their mental health.

Time to flip the script

In recovering from the pandemic, and facing a societal challenge of this magnitude, we need a change of mindset, of collaboration and integrated ways of working.

In 2017, in the wake of the Grenfell Tower disaster, the community of Grenfell needed a recovery plan, one that helped them grieve what they had lost, and recover and eventually accept what their post-Grenfell future would be. In the early days organisations and individuals were eager to help and piled in with resources, many of which did not work for the people in that community. The psychological effects of the trauma on individuals was severe and widespread, although many were reluctant to seek help as mental health had a negative connotation and stigma.

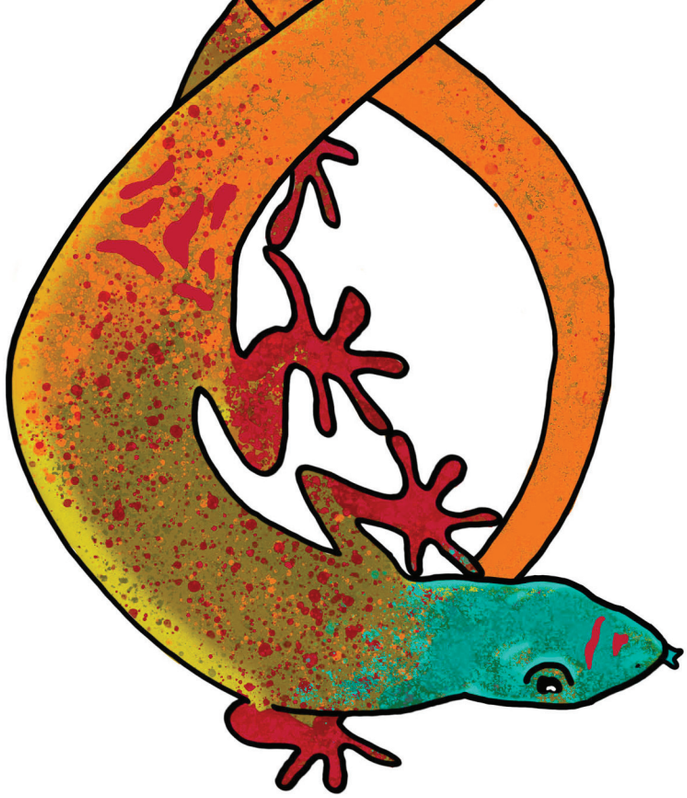
Prof. Dorothy Griffiths, Chair of the Central and North West London Foundation Trust (CNWL NHS Trust), a mental health trust, said: "In working with the Grenfell community, we changed our whole approach to delivering mental health. We went out and asked residents how we could help them." The residents' voice was respected and heard. CNWL has worked tirelessly with community leaders and local organisations to help the community recover and reach a place of renewal. As a gesture of respect and recognition of their work, CNWL, along with the community representative body Grenfell United, were the only two bodies asked to lay a wreath at the site in the last official anniversary.

How we help young people recover and move on from the pandemic will require just such a flip-the-script moment, where public and private organisations work at a community level for the protection of the younger generations. There isn't a one-size-fits-all and their voices will need to be heard. Trust in our political leaders is the lowest on record, particularly among the young. Sustainable value creation of private enterprise will need to marry with the public sector, through effective leadership, putting the needs of society ahead of just profit. (King, M 2020), if we are to regain the trust of the young and help them flourish.

Community and citizenship

A decade of austerity has left many communities with fractures in the infrastructure that had been built to encourage a sense of community and provided many with the means to be active citizens. The public purse was curtailed, and many local services were slimmed down. The gains from globalisation did not fill the gap and did not seep back into society to make up the balance.

Social infrastructure has become frayed, there is intergenerational conflict where the young's experience of diminished opportunity and wealth creation is blamed on the old, who are seen as the last generation to benefit from lucrative pension schemes and property wealth.



The poorer in society are labelled by some as freeloaders who rely on the public sector to carve out a living, while others call out the large global organisations who do not share enough of the UKs tax burden as the real freeloaders.

The fractious nature of our social dialogue promotes individualism and a society that does not care. In recent years loneliness has become one of the plagues of our society – and not just among the old, poignant although that is. For many people, Amazon and Alexa are the closest they have to community friends.

The pandemic revealed the true nature of people: that we are social animals that need, enjoy and sometimes crave social connection. When the first lockdown was announced and the 'clap for the NHS' was suggested, people got out on the streets and got to know their neighbours, in many cases for the first time. People began to care for the vulnerable, putting notices in people's doors with offers of help for those who were shielding.

Conor McGregor, the mixed martial arts star, personally delivered some of the PPE gear that his donation of 1.3 million euros helped to buy for hospital across Ireland in March/April 2020. He took to Twitter, where he shared images of him and his team delivering the much-needed PPE to hospitals around the country with the caption: '28 counties. 165 locations. 18 vans. A real solid day for the team!'

In the UK, early in the pandemic, footballers were lambasted for being overpaid and not pulling their weight in society, yet Manchester United star Marcus Rashford fought a truly inspirational campaign to deliver food to struggling families who were no longer receiving free school meals and was then instrumental in overturning government plans to stop free meals during school holidays.

The pandemic period is full of stories of people showing leadership, becoming active citizens and helping to solve problems. Private companies, including vacuum cleaner manufacturer Dyson, changed their production processes to offer ventilators at a time when they were badly needed.

Faced with a crisis, people from all walks of life and organisations from the public, private and third sectors worked together. Bureaucracy was cut, the most effective ways were found to get things done. The urgency and need for solutions prompted by the pandemic helped to flip the script and people made systems work, changed outmoded practices and built community spirit.

Inspiration from Church End

In June 2020, the Guardian ran a story headlined *'People were abandoned': injustices*

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of pandemic laid bare in Brent. It was reporting on a small community in North London where the pandemic had laid bare the injustices in our society. In the small, long-neglected neighbourhood of Church End, 36 people had died. The area has a large Somali population and as the virus took hold in March, a cluster of infections developed – the second worst in England and Wales, according to the Office for National Statistics (ONS). The death toll did not account for the true toll of the devastation. The virus had thrived on the structural inequalities in the area that had been build up over decades, poor housing, in-work poverty leaving many struggling to put food on the table and racial inequalities.

One year on, in July 2021, the Guardian revisited the neighbourhood and, rather than a grief-stricken community, found one of 'hope'. After reading the first article a year earlier, the CEO of the local NHS trust had gone to Church End to meet the community leader Rhoda Ibrahim and asked how they could help. The NHS team partnered with community leaders and local organisations to launch Brent Health Matters, an innovative programme to tackle health inequality. A new model of primary care has been set up in addition to other initiatives such as health educators.

The Brent Health Matters Programme set up monthly check-ins on their community forum for local councilers, community and faith groups and local business to collaborate on actions based on immediate need. They also set up Community Champions to volunteer in hyper-local areas to educate and support their local communities as the situation developed.

Rhonda told the Guardian: "Attention is finally coming; I have been living here for over 30 years and it was like you didn't exist […] there was no neighbourhood, no communities… Now […] there's a big community spirit, which was never here before".

This outcome offers a stark contrast to the handling of Hurricane Katrina in New Orleans in 2005. The devastation caused by the category 5 hurricane ruined lives and livelihoods. But many surviving black Americans living in the New Orleans area today think the recovery plan was almost as destructive.

In the words of author and activist Caroline Criado Perez, these 'invisible women' were evacuated from the areas they called home, the areas where they performed an invisible role as cooks, caregivers and unpaid community leaders. When the business district was rebuilt ahead of the community from which the workforce came, city planners did not foresee the impact this would have. They had effectively undermined the infrastructure that was supporting businesses – displacing the 'invisible women' that helped ensure their workforce arrived at work every morning fed and rested and healthy and unburdened by childcare. As a result, the business district suffered greatly, and continues to struggle to retain staff to this day.

The redevelopment of many areas of New Orleans focused purely on regeneration, leaving the original citizens feeling excluded. Is this a renewed society where everyone is sharing the gains of progress – or is it more of the same disintegrated systems, leaving society more divided and more people excluded?

For the UK, the legacy of the pandemic can be 'building back better' only if the lessons are learnt.

People want to be involved and when everyone acts as a citizen in their community – whether it's big business, public sector or individuals – we have a healthier and more inclusive society that everyone feels good about.

The pandemic has certainly given us pause for thought – literally. I have worked with leaders from across the globe in my career in executive education, witnessing globalisation and its impacts first hand. From clean manufacturing plants in Mexico, churning out drive shafts for the rest of the world and manned by ten people, to working with communities in Mumbai, who still struggle to get clean water despite living in the innovation hub of global technology.

This last year has brought home to me that despite the business schools' mantra of 'the fish rots from the head', in today's world the fish rots from the stomach. We see the private sector as the head and the public sector as the guts of the fish. The public sector needs to be safeguarded before the private sector to hold society together.

It's important for private sector organisations to remember that it's the public sector that creates the society and builds the infrastructure that sustains their businesses. For example, the London Economic Action Partnership (LEAP) invested £2.6m to keep businesses going in Church End. Our advice for business leaders is don't lose your head, work closely with public sector on projects that are mutually beneficial and sustain the whole community.

Our world of consumers and overconsumption is unsustainable, continuing on our current trajectory, we will run out of planet resources by 2050, according to the United Nations.

Time for the kindness economy

In the last year, I have consumed less and driven less. I have appreciated nature more and have been reunited with its restorative effects. I have reconnected with my local community in what used to be commonly referred to as a 'commuter ghost town'. Talking to my teenage son, he hasn't fared badly on Microsoft Teams and he is a patient lad, but he has missed out on being with his peers – the full impact of which we may not understand for years to come.

I believe it is the lack of hope in a better future that is of most concern to my son's generation. They deserve better stewardship from us; they deserve a society that works together – locally not globally – and private and public sectors working together to repair the fractures and create an inclusive and harmonious place to live. The retail consultant Mary Portas put it succinctly in 2018 when she advocated for a 'kindness economy', where people matter as much as profits.

On finishing this article, I cannot help but wryly smile at the richest men on this planet – Elon Musk, Jeff Bezos and Richard Branson – competing with each other to be the first to leave it in spacecraft. Although a laudable endeavour – I am a fan of the space race – leaving is not really an option.

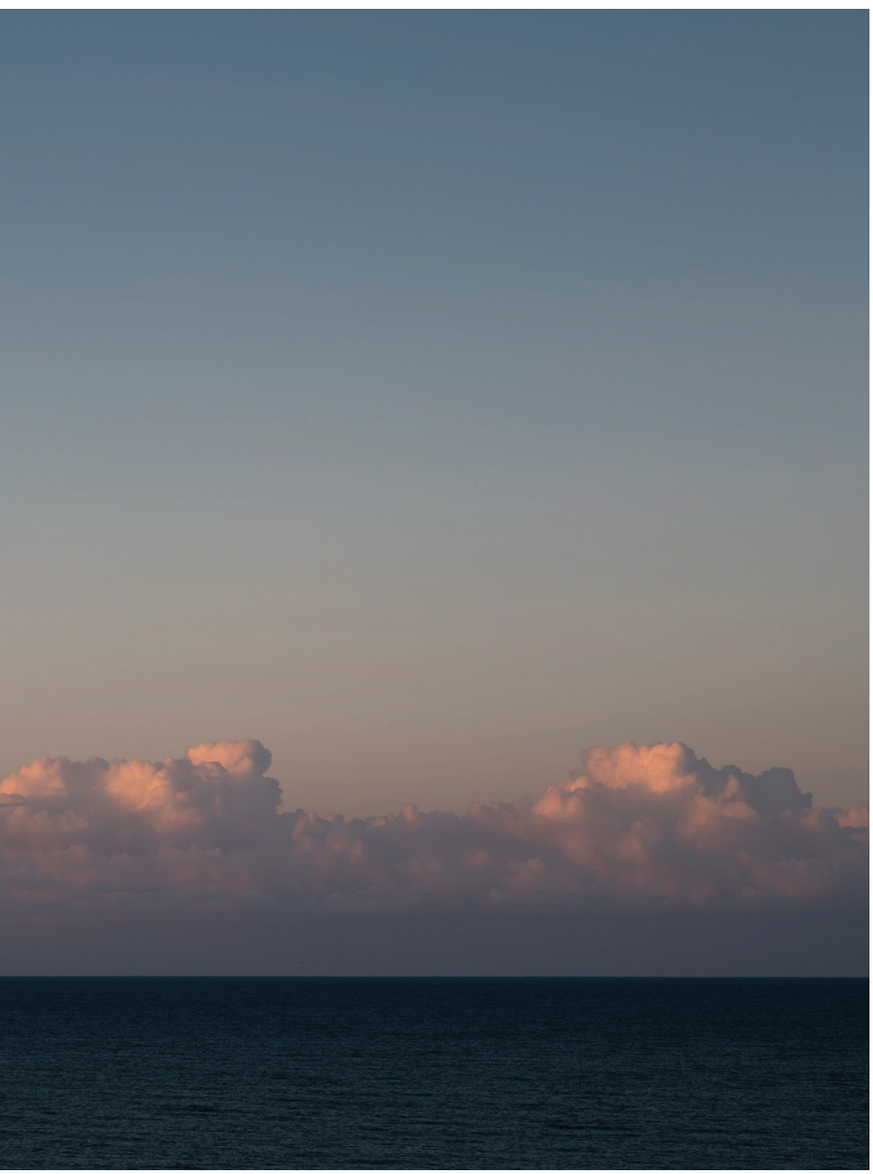
I believe we need a reset to get society working again in an equal and inclusive way: we need good governance to help us shape the new structures, partnerships and engage with the communities we serve.

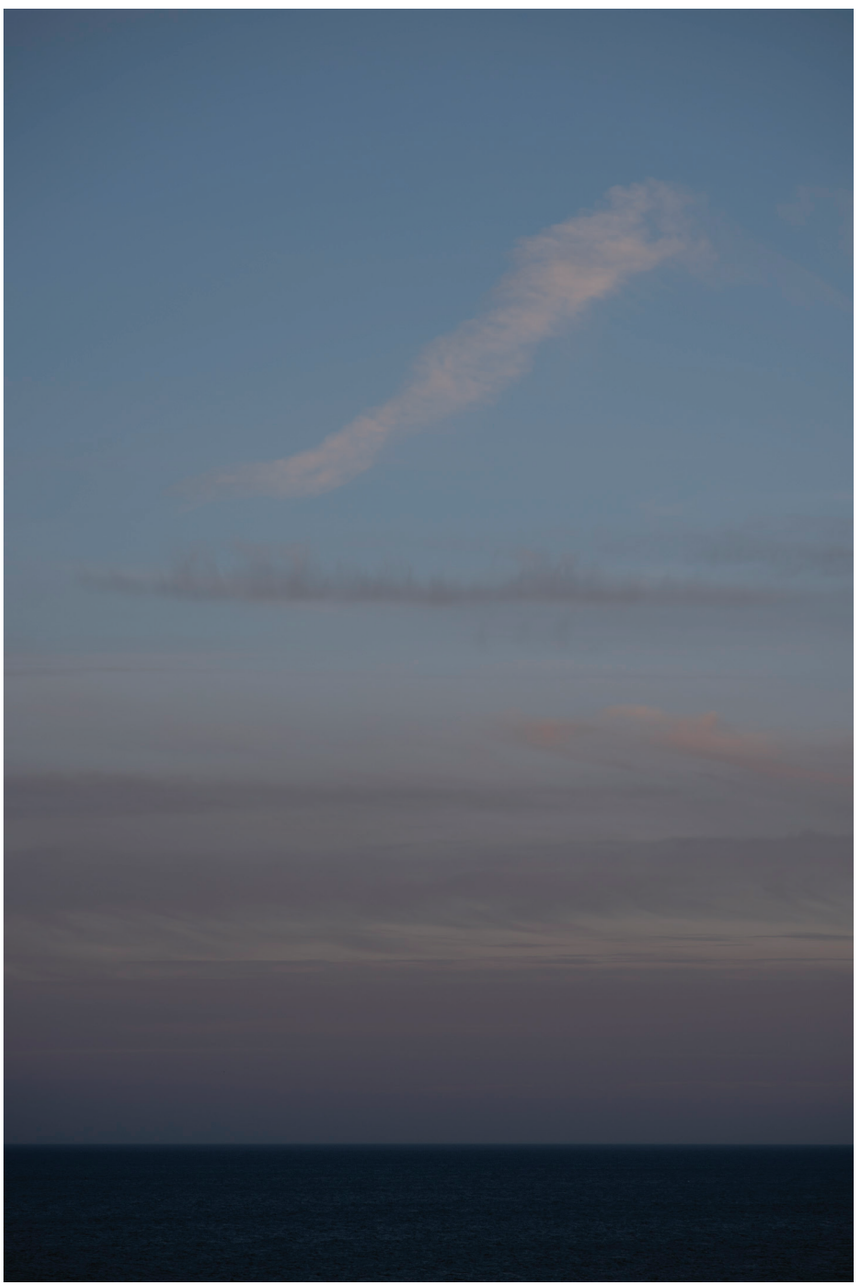
"There is nothing like a dream to create the future"

Victor Hugo

It was the darkest days of midwinter, peak morbidity and hospitalisation in the Delta Covid wave. Whatever was going on in Tim's personal universe at that time it chimed perfectly with the mood of the town, the country, maybe even of all humanity. It did not take too much imagination in those not so far off days days to feel that for the first time in many generations, once again The Reaper stalked our land.

I have lived by the sea nearly all my life, even spent some years living upon it. It is as familiar to me as my own face I have seen it go from sheet of glass to Hurricane and back again. I know it. I live by Tim I have the same view of that horizon every day as he does and yet these photographs, these pictures of that so familiar thing stopped me in my tracks, grabbed me by the scruff of the neck and commanded, Like Jung did all those years ago 'Now Look again'





Author: **Stephen McCulloch**

Anarchy within

"The only constant in life is change"

Heraclitus

Structure is important but it must be able to adapt to the changing needs of the people, organisations or society it was designed for. Skyscrapers, for example, are built with some flex for strong winds and extreme heat to stop them from toppling.

The more rigid a structure, the more likely it will have to be broken to allow for something more flexible to replace it.

I was asked to write this article and use it to argue the benefits of anarchy by demonstrating how a little bit of anarchy in any structure can help to create more sustainable frameworks and organisational structures.

The reluctant anarchist

So off I went, channelling as well as I could my inner anarchist, delving into research about people who have changed the world – or at least a small patch of it – from the outside in. Immediately I found myself falling down a wonderful, but misguided, rabbit hole.

At first, I was reluctant to face up to the chaos caused by so many famous anarchists and anarchistic movements. But I was immediately attracted to the more collegial, egalitarian and collectivist elements of, for example, the Occupy movement. I was also attracted by the purpose of its mission for a fairer distribution of resources.

The humble anarchist is often in search of ways to make a better world for everyone. As the 19th Century American anarchist Voltairine de Cleyre said: "Anarchism, to me, means not only the denial of authority, not only a new economy, but a revision of the principles of morality.

"It means the development of the individual as well as the assertion of the individual. It means self-responsibility, and not leader worship."

As I dug deeper into anarchy, I realised there are different types, all of which I approve of, but some I feel more comfortable with. So here we will learn about three types:

Total anarchy – A society that is self-regulated by the educated and informed decisions they make on behalf of themselves and others. This type of anarchy would 'prefer to educate rather than to regulate' (Ted Baker, Chief Inspector of Hospitals, Care Quality Commission).

Managing chaos – A structured, ordered society with rules and frameworks that is also 'responsive, inclusive, experimental, entrepreneurial and innovative' (Professor Jaideep Prabhu, Jawaharlal Nehru professor of business and enterprise at the Judge Business School at the University of Cambridge).

Activism – The rule breakers, or the anarchists we're probably all most familiar with. "When

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Tim Nathan
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people in power don't show compassion, sometimes you have to up the ante." (Peter Tatchell, human rights campaigner).

Now I ask, what if there were no rules? Or at least, no rules from the centre but instead an autonomous approach? Individual autonomy is an idea that is generally understood to refer to the capacity to be one's own person, to live one's life according to reasons and motives that are taken as one's own and not the product of manipulative or distorting external forces; to be in this way independent. And examples of successful versions of this exist across the world.

Anarchy in the Netherlands

One example of such a system being introduced to reduce complexity is Buurtzorg in the Netherlands. A healthcare organisation with a nurse-led model of holistic care, Buurtzorg represents the ultimate anti-establishment approach, anarchistic to its core, but with few traditional anarchistic traits.

Buurtzorg was the brainchild of Jos de Blok, who has a background in economics and then became a nurse. He said: "At the beginning of the 90s, based on ideas of management a lot of things changed in the health system in the Netherlands. Patients were expecting more and becoming more dissatisfied, which led to many nurses leaving their roles."

Together with friends, de Blok decided to develop his own technology so that information and knowledge could be shared in the community, to relieve nurses of administrative tasks and allow them to monitor their own performance. Alongside this they developed a principles-based organisation linked to community healthcare. They had a set of products that shared a vital principle: that nurses are able to create the right interventions to get the right outcome for patients.

The key to the Buurtzorg model is that there are no systems and structures of management, nor targets or goals from a board. Each neighbourhood team can set up these community health services in whatever way they want. Complete individual autonomy.

Buurtzorg has been incredibly successful, becoming the largest community care organisation in Holland. Its performance has been studied and favourably reported on by large, multinational consultancies, commissioned by the Dutch Ministry of Health, Welfare & Sport as part of its regulatory and monitoring duties. It's also been voted the best employer in Holland for five consecutive years. All of this strongly suggests it's a model that works.

One of the reasons for Buurtzorg's success is that the Dutch government supports the system and has stimulated other organisations to work in a similar way. Therefore, despite being autonomous and independent, it still has a blessing from the structured and regulated centre. It is also regulated itself to ensure that the quality of care is excellent. But Buurtzorg's autonomy allows this regulation to be a small part of the way it works rather than an all-encompassing need.

The Netherlands is known as a high performing society – its education ranks as seventh in the world and its economy is 17th in the world, according to gross domestic product (GDP) ratings. The Dutch approach to healthcare,

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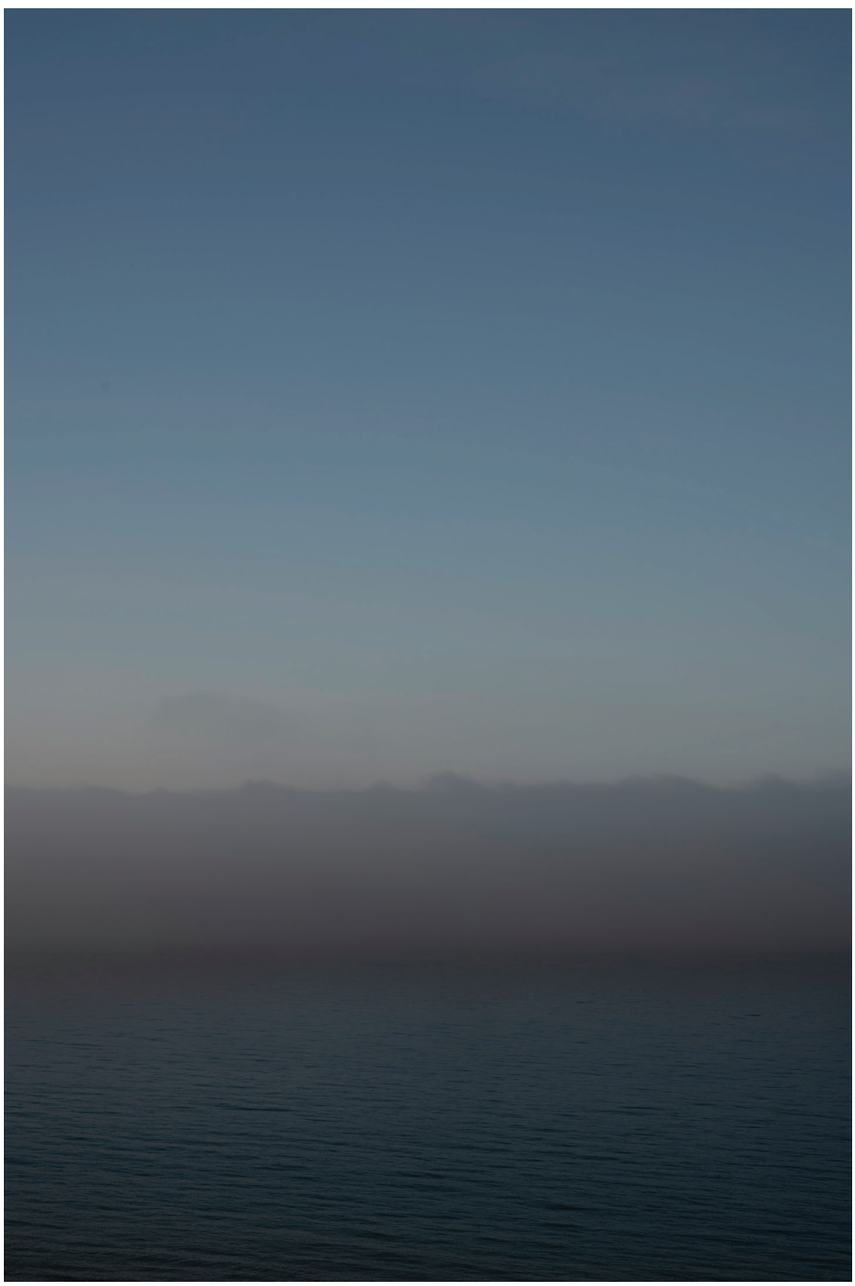

Tim Nathan
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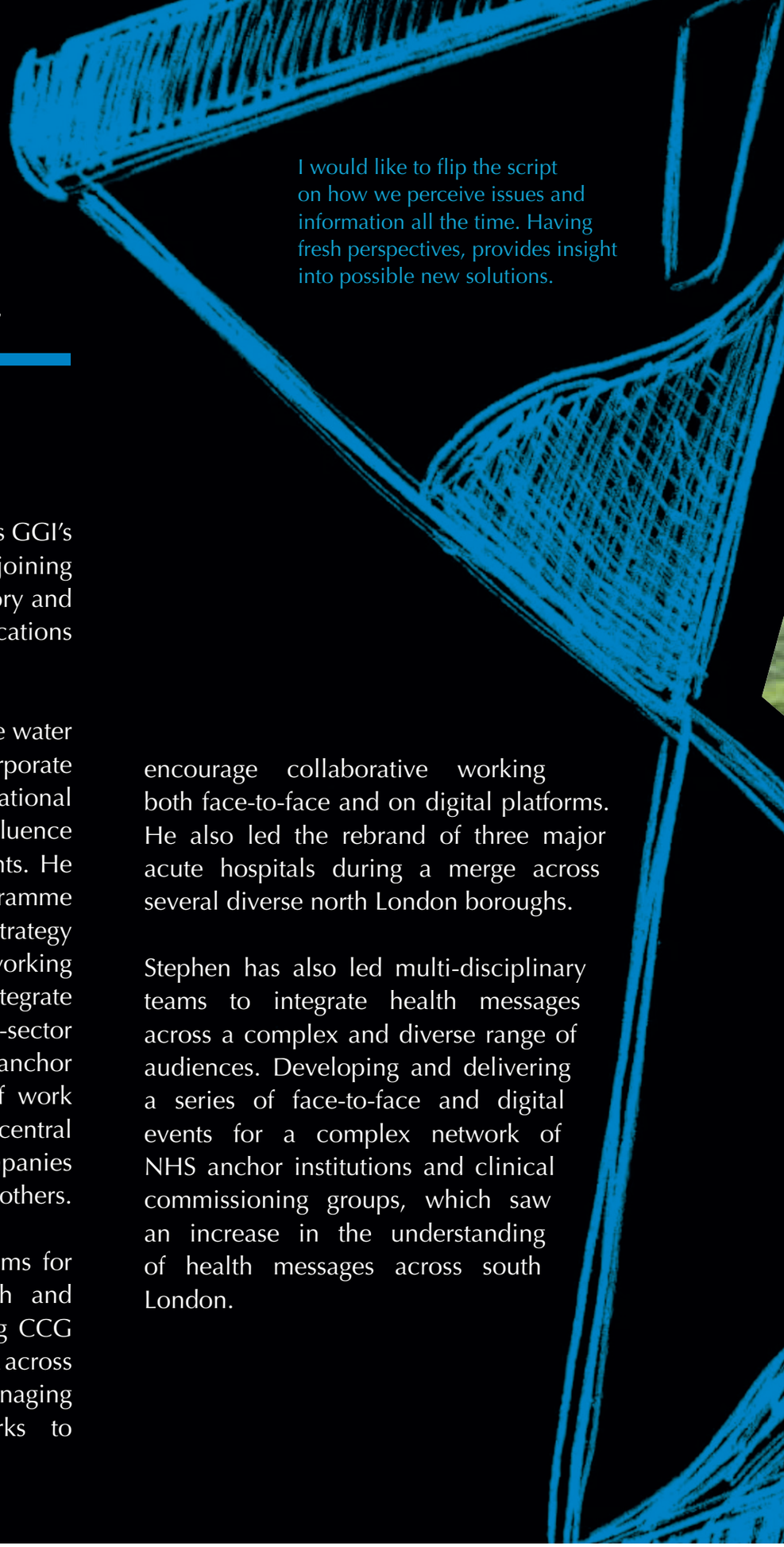
About the author

Stephen McCulloch

Director of Communications, GGI

I would like to flip the script on how we perceive issues and information all the time. Having fresh perspectives, provides insight into possible new solutions.



Stephen joined GGI in July 2020 and is GGI's communications director. Prior to joining GGI he led a diverse range of regulatory and health engagement and communications teams for over a decade.

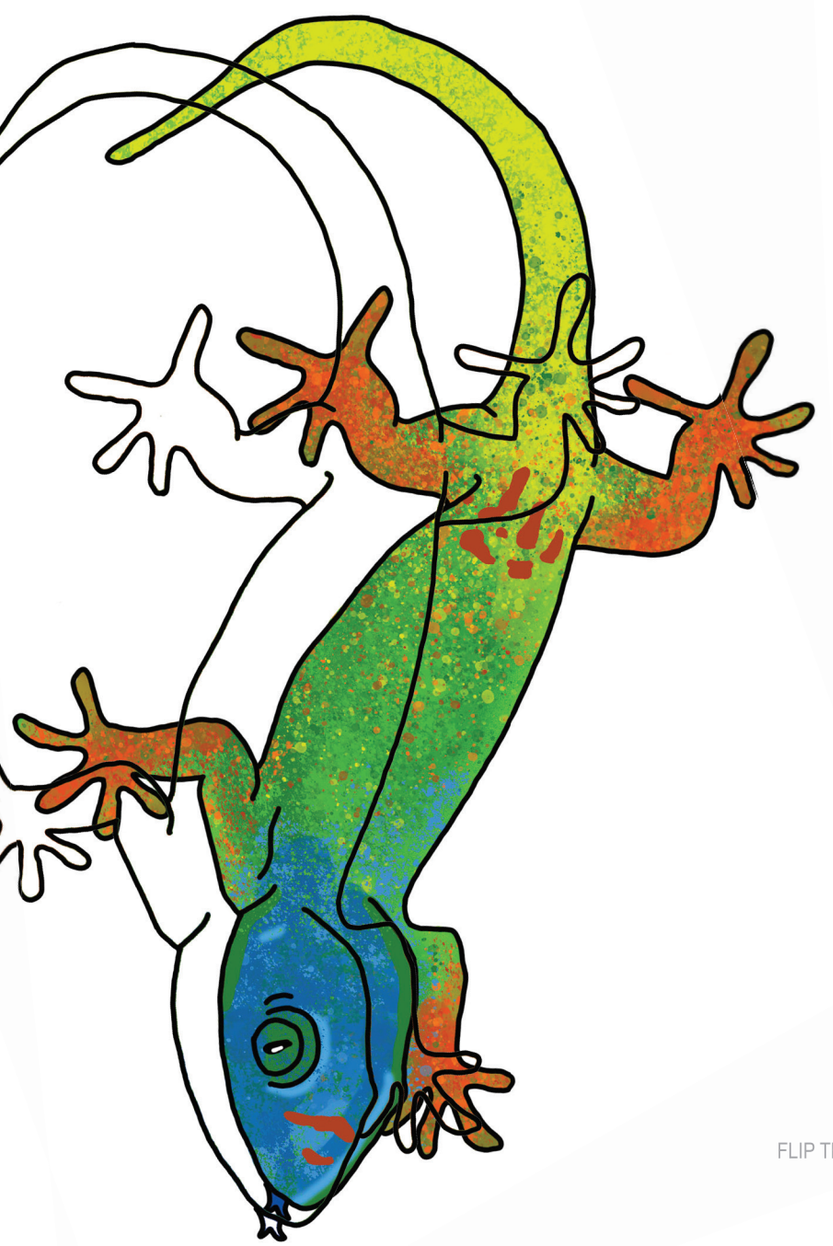
Most recently his work with Ofwat, the water regulator, included leading the corporate communications team to develop national stakeholder engagement and influence campaigns alongside media and events. He led the stakeholder relationship programme for the development of a pivotal new strategy for the sector, which included working with water companies to better integrate with their communities and cross-sector local organisations to become true anchor organisations. For this programme of work Stephen developed and delivered a central digital hub for citizens and water companies to share their stories and learning with others.

He has also led communications teams for major London acute, mental health and specialist hospitals as well as leading CCG campaigns for community engagement across south London. This has included managing and designing community networks to encourage collaborative working both face-to-face and on digital platforms. He also led the rebrand of three major acute hospitals during a merge across several diverse north London boroughs.

Stephen has also led multi-disciplinary teams to integrate health messages across a complex and diverse range of audiences. Developing and delivering a series of face-to-face and digital events for a complex network of NHS anchor institutions and clinical commissioning groups, which saw an increase in the understanding of health messages across south London.

education and lifestyle is a huge part of the success of Buurtzorg. Society needs to be in a position to accept it, with rules, regulations and leaders in place to embed something that is ultimately a simplification of more complex rules and systems.

In short, this innovative approach shows the value of simplifying things rather than making them more complicated. Of making an environment where people can see and own what they are doing. Not trusting people eats up a lot of resources, so why not remove this barrier by introducing trust?



Jaco Marais, GGI Festival Director: "If something is complicated, do not complicate it further by trying to simplify it."

Anarchy in the UK

Educate rather than regulate – Interview with Ted Baker, Chief Inspector of Hospitals, Care Quality Commission (CQC).

The UK is also starting to see a shift in its approach to regulation. 'Educate don't regulate' is a term used, surprisingly perhaps, by the chief of one of the most important regulators in England: the CQC's Ted Baker.

Baker said of regulation: "The role as regulator of health and social care is to ensure people get safe and good quality care while driving and encouraging improvement. It's not just about enforcing regulation; it's creating an environment in which services are safe and can improve."

NHS staff do a remarkable job to keep patients safe. But when the CQC looked at what could be done to reduce the number of 'never events' (the kind of mistakes that should never happen) they found that, despite their best efforts, patient safety incidents continue to happen. In theory, these events are entirely preventable; in practice, too many patients suffer harm. Buurtzorg targets its district nurses to spend 60% of their time in face-to-face patient care, prioritising 'humanity over bureaucracy'. If the NHS had similar targets, we may see further shifts in reducing incidents and potential harm.

Baker said: "Regulation is necessary, but it isn't sufficient to drive the changes we want. The CQC wants to help NHS organisations find the

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solutions to the challenges they all face from each other, so we have published reports of best practice that are widely taken up and have had a good impact.

"We know there is a strong commitment to patient safety within our NHS and we must support staff to give safety the priority it deserves. NHS Improvement's new patient safety strategy is a welcome development in achieving this aim.

"Everyone – including patients – can play a part in making patient safety a top priority. But there is a wider challenge for us all to effect the cultural change that we need: to have the humility to accept that we all can make errors, so we must plan everything we do with this in mind.

"This change in approach is essential if we are to create a just culture where learning is shared, and where solutions are created proactively to manage risk. Only then will we be able to reduce the toll of never events and the much greater number of other safety incidents.

"Staff know that what they do carries risk, but the culture in which they work is one that views itself as essentially safe, where errors are considered exceptional, and where rigid hierarchical structures make it hard for staff to speak up about potential safety issues or to raise concerns.

"Seeing good practice within the sector has been an opportunity for learning by the CQC, but when we looked at how to improve safety in health and social care, we also worked with other safety critical industries and saw a very different approach. We learnt to look at safety very differently. Now our focus is not on safety processes alone, these will not deliver truly safe care without the right safety culture."

He added: "Leaders can't themselves deliver improvement; they need to create an environment where improvement can be driven by staff. Many individual organisations are already doing this, but they are aware that the systems in which they operate are critical for people's care to be excellent. With this in mind, improvement should focus on the system as well as individual providers. One example is that each area needs to recruit as a system, with a workforce model across the whole system where everyone is making sure the best staff are where they are needed and fulfilling their most effective role.

"Good governance combined with the right culture, both within organisations and within systems, is what creates the environment needed to drive safety and continuous improvement. Are people following the right policies for the right reasons? As a regulator, we need to be confident that culture, leadership and governance are working together to drive high standards of safety."

So, putting learning at the centre of everything we do could completely transform the way organisations such as the NHS operate – and indeed the outcomes for patients and staff alike.

Professor Andrew Corbett-Nolan, CEO of GGI said: "Boards often forget they have agency. Board members don't work for regulators – the regulator is part of a context to be navigated. It's very true to say that compliance buys freedom. Organisations that manage their relationships well with regulators are at liberty to operate

with more significant risk appetites and thus innovate, be ambitious and achieve more."

Managing chaos

Chaos is seen as one of the defining characteristics of anarchy. The Sex Pistols' Sid Vicious said: "Undermine their pompous authority, reject their moral standards, make anarchy and disorder your trademarks. Cause as much chaos and disruption as possible but don't let them take you alive."

Some rigidity in the public sector is needed. Rules and regulations are necessary to keep people safe from harm – both those being looked after and the people doing the work. However, generalisations made by regulation and national approach can be difficult to translate to local areas. Differences in demographics and needs means leaders need to think flexibly to incorporate elements of chaos management in their leadership styles.

Anarchy is missing from much public sector leadership. Yes, authentic leadership is common, but it's rare to see CEOs step back from the trusted system they are part of to challenge regulations. That said, people expect public sector leaders to be well behaved and work within the rules, so excessive challenge and disruption isn't appropriate. There is a need to strike a balance between what they do and how they're seen. They should be seen as challenging and stimulating, but also accountable, not anarchic.

The role should be both disruptive and collaborative. The anarchic CEO should challenge the structures that have been set up to allow some flexibility for local need and always be 30 seconds ahead of the organisation.

We need more anarchist leaders. It's not just about disruption but also about their focus on outcomes. CEOs should constantly look at outcomes and how they're reached. The best results won't always be achieved through a set of frameworks, regulatory controls, established systems, processes or a continuation of business as usual, but instead by looking at the bigger picture and finding new ways to improve.

Flipping the script on the powers that be

The definition of flipping the script is: 'Reverse the usual or existing positions in a situation; do something unexpected or revolutionary.' (Oxford Dictionaries)

Professor Jaideep Prabhu, professor of business and enterprise at the Judge Business School at the University of Cambridge, author, editor, consultant and keynote speaker at GGI's Annual Lecture 2021, has spent much of his career studying innovation in the private sector.

A question he has been asked many times is whether the same principles can be applied to both private and public sectors. His conclusion?

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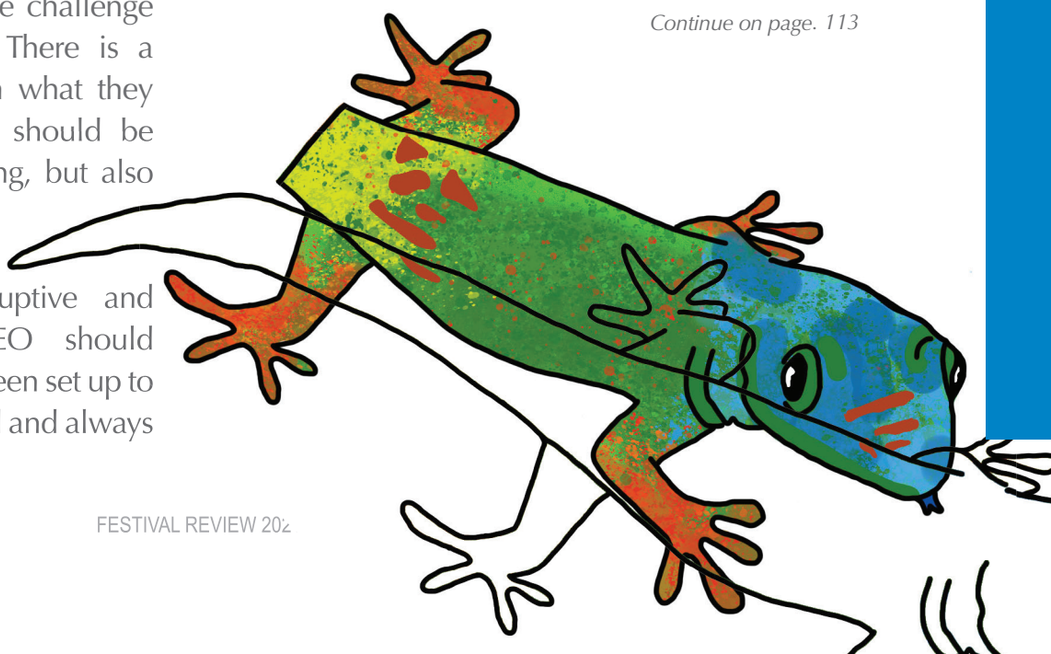

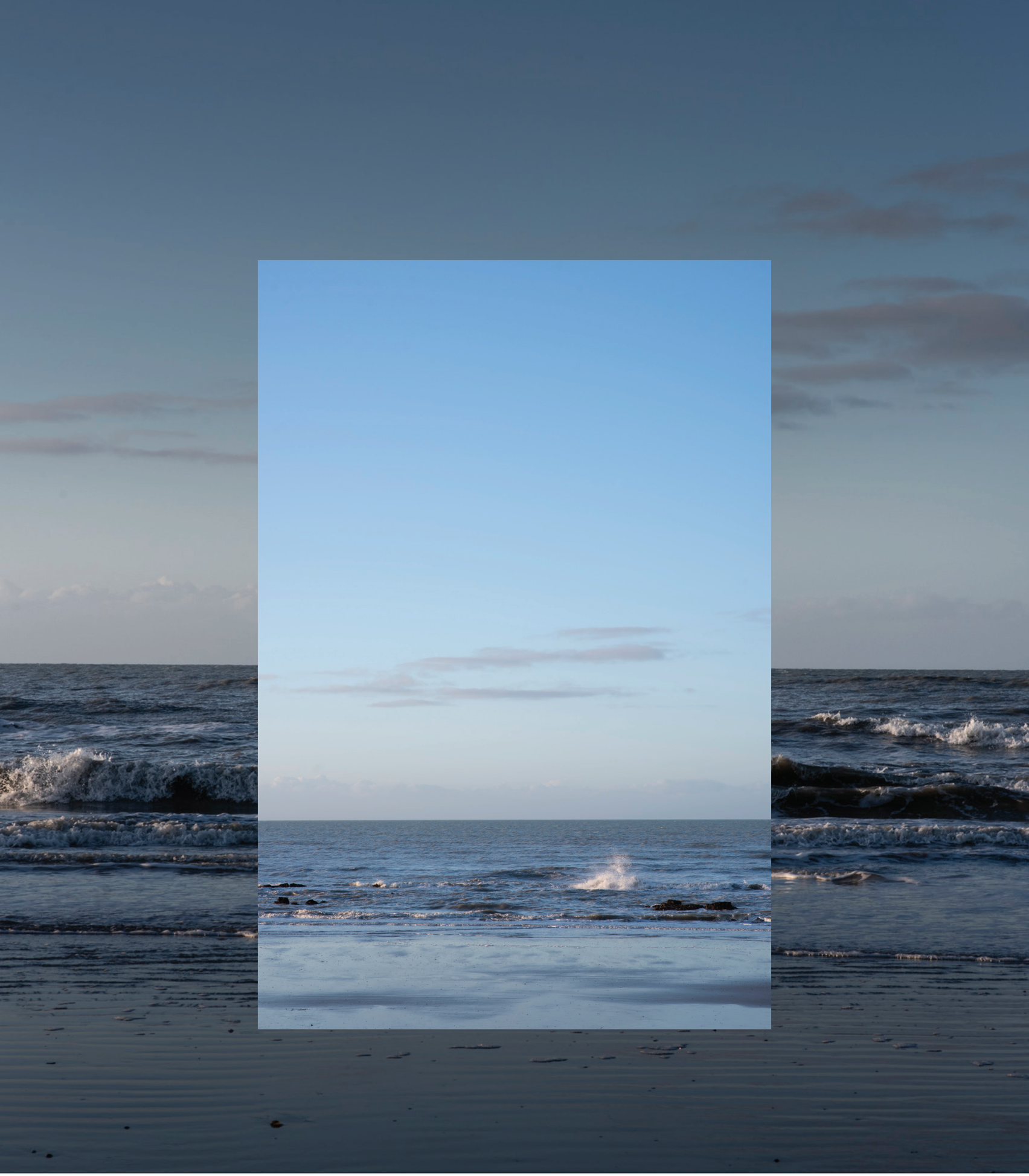

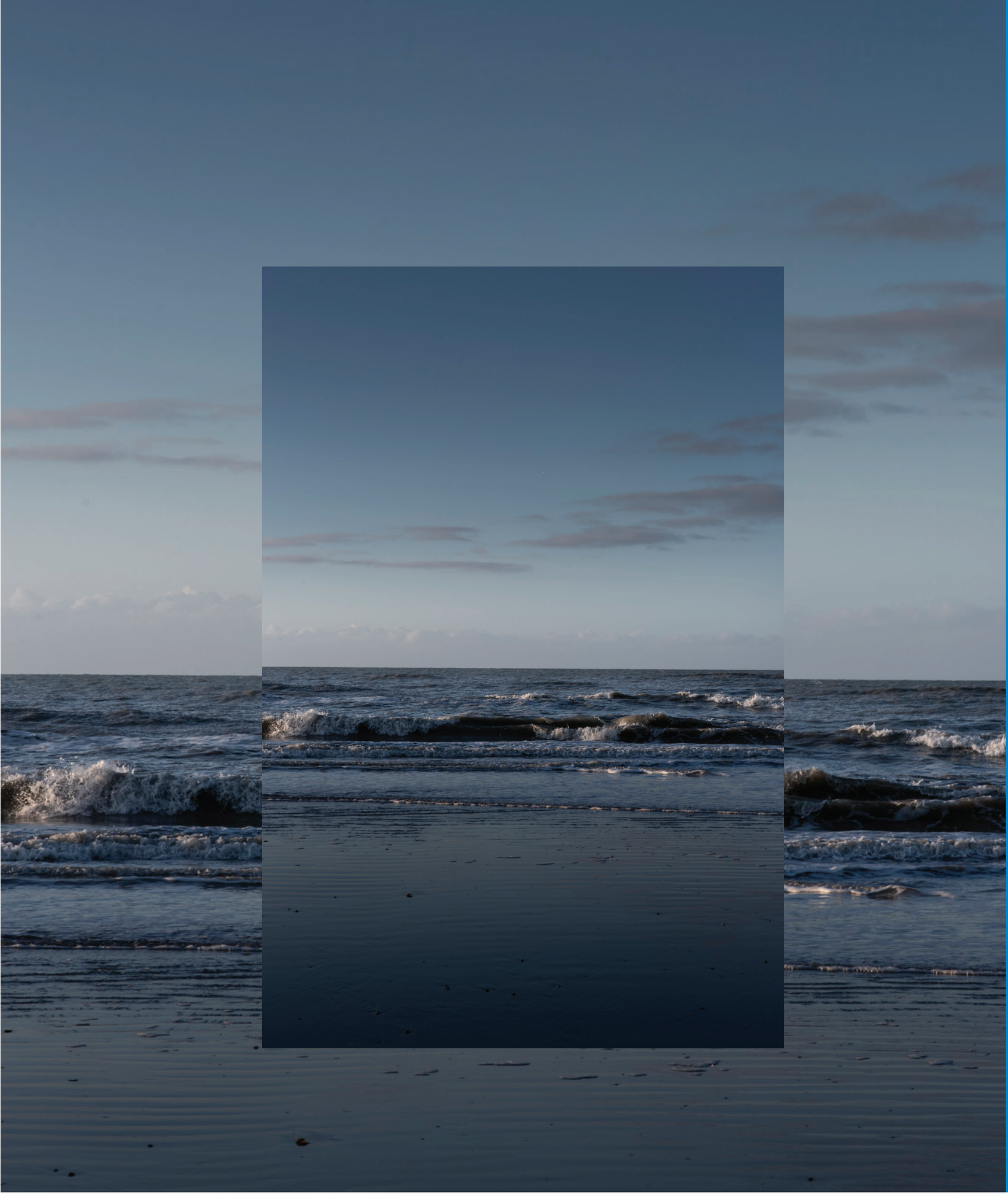

Yes, they can.

Prabhu's third book, *How Should a Government Be? The New Levers of State Power*, explores what it means to be innovative with governance and how governments could culture this learning and development style in the economy. Prabhu says the key lies in the public sector looking for trade-offs between effectiveness, efficiency and public freedoms.

The book outlines five ways in which a culture can manage chaos and be truly innovative in approach: responsive, inclusive, experimental, entrepreneurial and innovative.

The responsive state is all about putting the citizen at the centre. This is key to managing chaos and anarchy – as long as the citizen is happy, and the rules and regulations flex enough then society should be happy and felt responded to. Design solutions should be built from the outside in, with citizen involvement throughout. And this isn't just at the top of government policy making, but throughout any public sector development – which is especially relevant now, with the development of place in the new health and social care system.

The inclusive state means taking that responsive approach and recognising that different groups of citizens have different needs, and finding harmony between these. An example of success in the bringing together of responsive and inclusive state is the introduction of universal basic income in Denmark. By engaging with both employers and job seekers, listening to their needs and approaches, the Danes developed system that means it's affordable for all to live without destroying company profit margins. Harmony.

The third state, experimental, is in many ways total anarchy in a very controlled environment. To manage the chaos Prabhu says new solutions should be trialled to reduce the risk of failure and then to evaluate at scale. Data and behavioural insights are really important – to build an understanding of what works and what doesn't. This state is the most like putting flex into a skyscraper to protect it from the wind. It allows for movement and then for returning to the original structure if that movement doesn't work out.

The entrepreneurial state is about being proactive and engaging with stakeholders in various technologies. We'll come onto this in more detail in a second, looking at digital governance in the public sector and how it can manage chaos.

Finally, Prabhu says a state must be innovative. Ultimately, without innovation anarchy will always rise up. The world is changing at an incredible pace and without innovative approaches and new ways of thinking governments and public sector bodies won't keep up.

So, how can a public sector leader of a complex organisation such as an NHS hospital trust manage both the formal structure and rules imposed by regulation alongside the local needs of their population?

According to digital governance expert Lisa Welchman, author of *Managing Chaos: Digital Governance by Design*, they need innovative digital solutions. She says: "Few organisations

realise a return on their digital investment. They're distracted by political infighting and technology-first solutions. To reach the next level organisations must realign their assets – people, content, and technology – by practising the discipline of digital governance."

Digital governance focuses on establishing clear accountability for digital strategy, policy and standards. Ultimately, an effectively designed and implemented digital governance framework can help to streamline an organisation. Welchman says digital governance can help a leadership team in its "agility by clarifying roles and responsibilities and connections for a collaborative team. If you think about it, agile software methodology itself is highly structured with well-defined roles and responsibilities. A digital governance framework, when properly designed, can enable and not hinder agile development."

And this approach, if adapted well, becomes the way a leader can manage chaos with the support of digital technology. "A lot of organisations are in digital chaos, but the path they took to get to that chaos is unique. Therefore, the solution for normalising and maturing digital governance and operations will also be unique." In other words, even setting up a digital governance solution requires a bit of anarchy.

By taking the brave first step into the complex world of digital governance, public sector leadership teams can flip the script and find ways to play off the complexities of regulation against the needs of local people. Data-driven digital solutions can give leaders the oversight they need to make excellent decisions, while the automation of said solutions means that change and innovation in an organisation can be implemented in a matter of seconds. The anarchy within, truly working with the bigger system while supporting those who need it locally.

Breaking all the rules

Rule breakers can take many forms and fight for many causes. Sometimes they need to fight against the whole system, other times it's about a specific flaw within one system. Peter Tatchell has campaigned for human and LGBTQ+ rights throughout the world. He found himself in a system that didn't provide the same rights or even respect for LGBTQ+ people afforded to others, so, in his words: "When people in power don't show compassion, sometimes you have to up the ante."

He added: "Just like other movements, we have to get angry and confrontational. We've tried to play by the rules; it hasn't worked. Now it's time to break the rules." This is the prime example of the first face of anarchy: needing to break rules not just for the sake of it, but to make a point and drive change.

Tatchell took inspiration from other places. He says: "The Vietnam Moratorium protests [mass anti-war demonstrations and teach-ins across the US in 1969] were the turning point of public opinion against the war. It taught me how you can mobilise people and get media coverage, putting people in power under pressure and changing public opinion." And this is key – acts of rebellion to be seen by the masses to shift opinion which, in turn, can lead to powers introducing flex into their rules and systems.

These forms of rebellion are not easy. The American historian and social critic Noam

Chomsky, who has written about a plethora of anarchistic approaches, including the Occupy movement, says: "It's not going to be easy to proceed. There are going to be barriers, difficulties, hardships, failures – it's inevitable. But unless the process that is taking place here and elsewhere in the country and around the world, unless that continues to grow and becomes a major force in the social and political world, the chances for a decent future are not very high."

The Occupy movement was a progressive social movement opposed to inequality and the lack of democracy across the globe and looking to introduce and improve justice for 'the people.' Unlike Tatchell's focused lens, Occupy had a huge breadth of scope, but took a particular interest in how a few wealthy individuals and companies control the many across the world. Chomsky commented: "Concentration of wealth yields concentration of political power. And concentration of political power gives rise to legislation that increases and accelerates the cycle."

Did the Occupy movement achieve anything? It's less vocal and visible than it used to be, but as Tatchell's story demonstrates, a movement can take a long time to achieve results. What Occupy did was to get people talking about inequality, financial responsibilities and collusion between the government and banks. People are thinking differently. Chomsky says: "The population is angry, frustrated, bitter—and for good reasons. For the past generation, policies have been initiated that have led to an extremely sharp concentration of wealth in a tiny sector of the population. In fact, the wealth distribution is very heavily weighted by, literally, the top tenth of one percent of the population, a fraction so small that they're not even picked up on the census. You have to do statistical analysis just to detect them. And they have benefited enormously. This is mostly from the financial sector—hedge fund managers, CEOs of financial corporations and so on."

So how does this translate into the public sector? And are there approaches in place to support colleagues when they need a 'movement' behind them?

Whistleblowing is one constructed but anarchic approach to this.

In its employment guidance, the UK government says: "You're a whistle blower if you're a worker and you report certain types of wrongdoing. This will usually be something you've seen at work – though not always. The wrongdoing you disclose must be in the public interest. This means it must affect others, for example the general public. As a whistle blower you're protected by law – you should not be treated unfairly or lose your job because you 'blow the whistle'."

Ultimately, whistleblowing is good as it enables people to speak up, but it is often handled in a bureaucratic way. People who sit within organisations are often at the centre of the process without knowing what the outcome will be. We have seen cases of a member of an executive team whistleblowing, then having to continue to work with those they have reported, unable to change behaviour or even report things properly in case those 'in the wrong' are found to be innocent. Ultimately, neither side trusts the process – the whistle blower knows they'll be identified and those who have had the whistle blown on them have an uncertain future.

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The most prominent recent case of whistleblowing in the UK public sector has been that of Dominic Cummings, whose own behaviour, ironically, was the subject of a whistle blower in early 2019.

Cummings was a government aide and close advisor to the prime minister before and during the COVID-19 crisis. He saw the inner workings of everything and, from what we can see, was a key part of these workings.

When he swiftly departed, reportedly with a firm push from the top, he took it upon himself to reveal truths. He claimed to have evidence of disrespect between senior government leaders and the prime minister and shared these with the world. He also gave a detailed account during a government investigation.

Cummings ultimately left government before he blew the whistle, leaving him safer from harm as nothing could be done about his job – he no longer had one. He took quite an anarchistic and rule-breaking approach, which, as we've already established, isn't appropriate for leaders in the public sector.

So, how could we flip the script on whistleblowing? Perhaps by adding a mediator to the process. So that when the anarchist rightly blows the whistle there is a process in place for openness and transparency.

Whistleblowing allows a venting of emotion and a relief from saying stuff alongside the anxiety you'll be picked off because of it.

Developing a new system to support the public sector when it is most in need would transform the way we are able to sort out issues.

Accidental birth of an anarchist

So where have I landed? I think you could now call me the 'comfortable anarchist'. Or even 'friend of the anarchist'. Now that I've seen the development of the word and what it can mean for our society and public sector, I'm really sold on anarchy as an approach to make the world a better place.

Ultimately, the anarchist comes into play sometimes because the systems and structures set up to protect them aren't right – they're too rigid or inaccessible. When this happens, cracks begin to appear, and the structure needs to be fixed.

Systems are complex and chaotic; anarchy can help us to navigate that chaos. Just like the human body – made up of millions of particles, filled with blood and organs – the system that looks after it, the NHS, is enormously complex. NHS leaders finding a way to manage the complexity and chaos with a bit of anarchy, through both thoughtful behaviours and digital systems, can make a hugely positive contribution.

Then there is the system that works autonomously, with little push or shove. This system is anarchistic itself, going against normal rules and regulations to build harmony, but do you know what? It works.

We've flipped the script a few times here. We've turned anarchy on its head and seen it as a force for good. We've seen leaders play against a (necessary) system to create the right services for the citizens they serve. We've flipped rules and regulations upside down and have seen that loosening them can be massively beneficial.

Yours, truly now, also an anarchist.

Gareth Stevens,
Friend

Although Tim Nathan is a seasoned and successful director, music video maker, photographer and designer his cornerstone passions are his twofold love of horses and drawing.

Whether working with a medical company on designing parts for centrifuges to separate stem cells from blood samples or directing a team of musicians and technicians to produce a music video, his ground state is that of draughtsman and sculptor.

In the midst of working on a wide range of disparate and often peculiar projects, he is always true to his core purpose.

Author: **Chris Smith**

Leadership styles

In the last 18 months the world of work has changed dramatically and irreversibly. Driven initially by advances in digital technology and supercharged out of necessity by the COVID-19 pandemic, it now no longer feels novel to work remotely – to join meetings in your pyjamas from the comfort of the kitchen, home office or living room.

In the NHS, we witnessed amazing technological advances in a sector that had historically been considered behind the curve. In 2020, within the first two months of the first lockdown, the number of remote meetings rose from 13,521 to 90,253 according to NHS figures, while within primary care, video consultations increased by as much as 85%. These are staggering numbers that would have been considered unbelievable just months earlier.

We now know that many of these trends are here to stay. For most people, working from home has improved their work-life balance, allowing them to spend more time with family members, or devote themselves to new, or long-forgotten skills. A recent survey from the British Council for Offices found that just 3 in 10 workers expect to return to the office for five days a week, and that almost 2 in 10 were now intending to work exclusively from home.[1] In line with this, an increasing number of firms have confirmed that they will continue flexible working arrangements for their staff as restrictions are lifted.

However, while technology has opened up the world, the pandemic, in many other ways, made it much smaller. In the UK, we have experienced several lockdowns, going without any physical social interaction for months on end, and watched on as essential workers – rightly cast as national heroes – put themselves at risk working across a range of sectors to ensure that the country did not grind to a halt.

The impact of this will be significant, on both the country's physical and mental wellbeing. And addressing this will necessitate employers of all kinds to think differently about how they engage with and support their staff to counteract the feelings of isolation that will inevitably continue to arise, even as we move out of the pandemic. Nowhere is this challenge greater than in the NHS, where there is a need for employers to meet the needs of staff working in remote and frontline roles, and provide support to a workforce who are exhausted from leading the fight against the pandemic over the previous 18 months.

Rising to this challenge will require leaders to think differently about their roles and impact. Already, we have seen how compassionate and democratic leadership styles have come to the fore during the pandemic, helping to ensure that staff feel engaged and supported in their work.

For a UK public sector, which has historically favoured hierarchical structures and top-down leadership, this will be a big shift. It will require many leaders to work in a different

way, exercising greater emotional intelligence and being much more visible and available to their staff. However, if we get it right, the pay-off could be significant.

In this article, I will explore many different types of leadership and how perceptions of them have changed during the pandemic, with a particular focus on the need for a more compassionate and democratic leadership style in the future. I will then address why, in the NHS, such a transition is more important now than ever before, providing some examples and drawing on GGI's work, which shows that compassionate leadership is already making a meaningful difference to the work of NHS staff.

The cost of doing nothing in the NHS

Before the pandemic, the Office of National Statistics had already highlighted that sickness rates in the public sector as a whole were high, with workers in public administration, education and health recording some of the highest numbers across all sectors.

NHS sickness rates are twice the level found in private sector, and NHS staff are 50% more likely to have high levels of work stress compared to members of the general working population.[2] These figures will likely worsen in the coming months.

King's College London, for example, recently published the findings of a significant study examining the impact of the COVID-19 crisis on frontline intensive care unit (ICU) staff.[3] The results are startling, suggesting that nearly half of ICU staff are likely to meet the threshold for PTSD or severe anxiety during the pandemic.

Chris Hopson, CEO of NHS Providers, has similarly warned of the risk that, as a result of the intensity of working through the pandemic, many staff go on long-term sick leave or quit the NHS altogether.[4] Sarah Jane Marsh, CEO of Birmingham Women's and Children's Hospital NHS Foundation Trust has said that "there can be no service recovery without people recovery," when discussing the need to balance the backlog of cancelled care with staff health and wellbeing.[5]

This pattern is likely to persist given the known recruitment and retention challenges the NHS is facing. Indeed, across mental health, community services and NHS hospitals there is a reported workforce gap of more than 100,000 FTE staff.[6]

It is unsurprising, therefore, that increasing prominence has been given to non-heroic leadership styles in the NHS, such as compassionate or distributed leadership.

Such styles are vital to responding to the many challenges that the NHS now faces. As the King's Fund have argued:

"The only way to respond to the challenges that face us in the NHS is through radical innovation – transformational change. That can only come through releasing staff from the rigidities of bureaucracies, command and control hierarchies, and relentless top-down scrutiny and control. And the evidence from research is clear that compassionate leadership is the vital cultural element for innovation in organisations."[7]

Compassionate leadership is about listening to your staff, creating the conditions in

which they feel comfortable raising concerns, psychological safety, trusting staff, and, perhaps most importantly, caring.

Importantly, organisations in the NHS are increasingly alive to the importance of such approaches. Certainly, in our work at GGI we are increasingly seeing boards and leadership teams respond positively to this challenge, and a few examples follow.

Putting this into practice

Over the previous year, GGI has worked with more than 30 public sector boards in the UK on a range of board and governance development and improvement programmes. In many ways, we are extremely privileged to work with some of the country's most important institutions and, by doing so, we garner significant insight around what constitutes effective leadership.

Two of the organisations we have worked with in the past year that have embraced a compassionate leadership approach in their work are University Hospitals of Morecambe Bay NHS Foundation Trust and Mersey Care NHS Foundation Trust. We discuss each of their approaches below and explore what makes them both effective and appropriate for these times.

Mersey Care NHS Foundation Trust's Just and Learning Culture

Recognising that a culture of openness, transparency and compassion was central to ensuring staff felt supported and empowered to learn when things did not go as expected, in 2016 Mersey Care introduced its Just and Learning Culture.[8]

Drawing on the work of Professor Sidney Dekker, as well as other industries such as aviation and nuclear technology, the Mersey Care's Just and Learning Culture seeks to emphasise learning and improvement rather than to apportion blame for failings.

Thus flipping the script.

Before the introduction of this new approach, the trust had a high number of disciplinary processes and above average staff turnover. This was both resource and time intensive, and was also not good for staff engagement and morale. Since adopting its new approach, the trust has seen a 75% reduction in disciplinary investigations and a significant reduction in dismissals and suspensions, leading to substantial cost savings, despite the organisation more than doubling in size.[9]

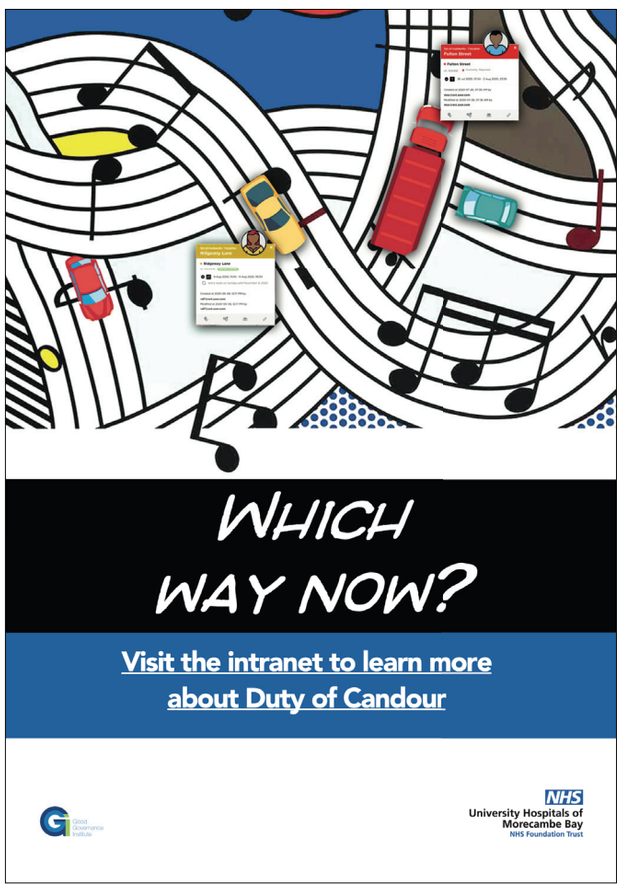
Flipping the culture allowed the systems, mindset and the intended purpose of the organisation to thrive in a more successful and harmonious way.

University Hospitals of Morecambe Bay NHS Foundation Trust

In a similar fashion to Mersey Care, Morecambe Bay has been on its own leadership journey over the past few years.

Following the high-profile Kirkup investigation into the management, delivery and outcomes of care provided by the trust's maternity and neonatal services, the CQC characterised the organisation as being in a state of 'shared helplessness.'[10] Staff morale was low and there was a lack of trust and confidence in the trust's leadership team.

Something had to change. In order to flip the script, the trust adopted the Listening into Action framework, which emphasised the importance of staff voice and empowerment in improving the quality of services. Staff were increasingly encouraged to come forward with improvement ideas and given resources and support to implement these.[11]



At the same time, emphasis was placed on leadership visibility and communications. This has continued through the pandemic, with the CEO's 'tea and talk' sessions seen as vital in enabling all staff to raise issues that the leadership team might not necessarily be sighted on.

Other initiatives, such as the trust's work on diversity and inclusion, including the recent launch of its new strategy ('Effortlessly Inclusive') have been equally positive.

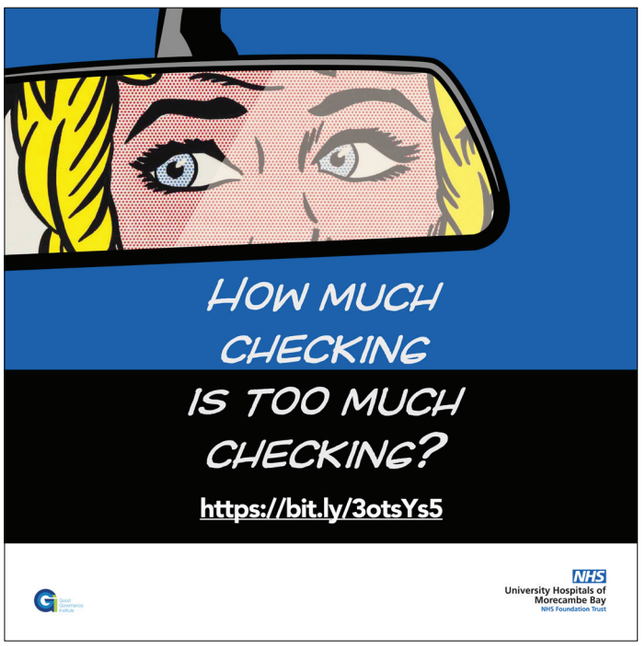
Indeed, in recent times the trust has received several awards for its inclusive and pioneering approach to staff wellbeing.

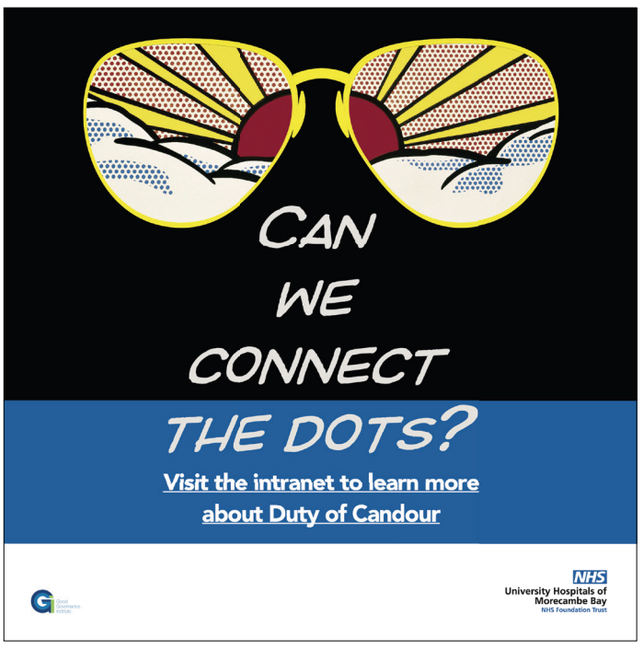
These include overall winner at the 2018 Personnel Awards, being voted the most inclusive employer in the Inclusive Companies List 2020, and the trust's BAME Staff Network winning the North West regional 'Wellbeing at Work' category at this year's NHS Parliamentary Awards.[12]

As David Wilkinson, director of people and OD, puts it: "The ethos is really simple: look after people, treat them well, nurture them and support them and they'll give the same back."[13]

The growing need for change

Looking ahead, it is clear that staff will have many and differing expectations about the nature of work.





Compassionate leadership is increasingly seen as vital. This is particularly so as we come out of a global pandemic that has changed how we behave, and had a significant impact on public health and wellbeing.

However, such an approach is at odds with a public sector that has historically favoured top-down leadership styles.

Many boards and senior leadership teams will, therefore, need support and development to respond to this need.

None more so than those operating in an NHS setting where staff, who have worked so hard and under so much pressure in the past year, will require significant support and compassion in the months ahead.

GGI is well placed to provide this support. We are the country's leading provider of board and governance development programmes and our work is grounded in deep experience of what works across a variety of settings and sectors.

How is thinking about leadership changing?

Leadership can be defined as "a process whereby an individual influences a group of individuals to achieve a common goal."[14]

Over time, thinking about leadership has evolved significantly. In the early stages of leadership study, it was contended that there were two principal approaches:

- task-oriented leadership, which is primarily concerned with the accomplishing of tasks,

- interpersonally oriented leadership, which is more concerned with maintaining interpersonal relationships and others' morale and welfare.[15]

Since then, and following research by Goleman[16], Flamholtz and Randle[17], and also Blake-Mouton[18], among many others, our thinking on leadership has expanded dramatically.

Today, it is acknowledged that there are many different kinds of leadership, each of which can be relevant and effective depending on the circumstances in which they are applied.

Style	Description	When to use it
Commanding/ Coercive	Demands immediate compliance	When time is scarce, and in crisis
Visionary/ authoritative	Mobilises people towards a vision	When a new vision and direction is needed
Affiliative	Focuses on emotional needs over work needs	When healing rifts and working through stressful situations
Democratic	Forges consensus through participation	To gain input and buy-in from staff
Pacesetting	Sets challenging and exciting goals	When the team is already highly motivated and competent
Coaching	Develops people for the future	To help an employee improve performance or develop for the long-term

Figure 1: Goleman's six emotional leadership styles

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About the author

Chris Smith

Consultant, GGI

I would like to flip the script on the culture of leadership. We need fewer bosses and more facilitators.

People who help us do the best that can be done.

Christopher joined GGI as a researcher in October 2013 and has since risen to the position of consultant.

At GGI, Chris has worked on several major projects with NHS trusts and CCGs. This includes a recent well-led review at University Hospitals of Morecambe Bay NHS Foundation Trust and Mersey Care NHS Foundation Trust.

He has also supported some of GGI's most sensitive and high-profile assignments including a number of whistleblowing investigations and a national programme of work conducted with NHS England to improve good governance in CCGs.

Chris is also the author of several publications including recent research on the history of the Nolan Principles published in The Palgrave Encyclopedia of Interest Groups, Lobbying and Public Affairs, and also GGI guidance on risk management within the NHS. He is currently working to update GGI's national research looking at ICS engagement with the care sector.

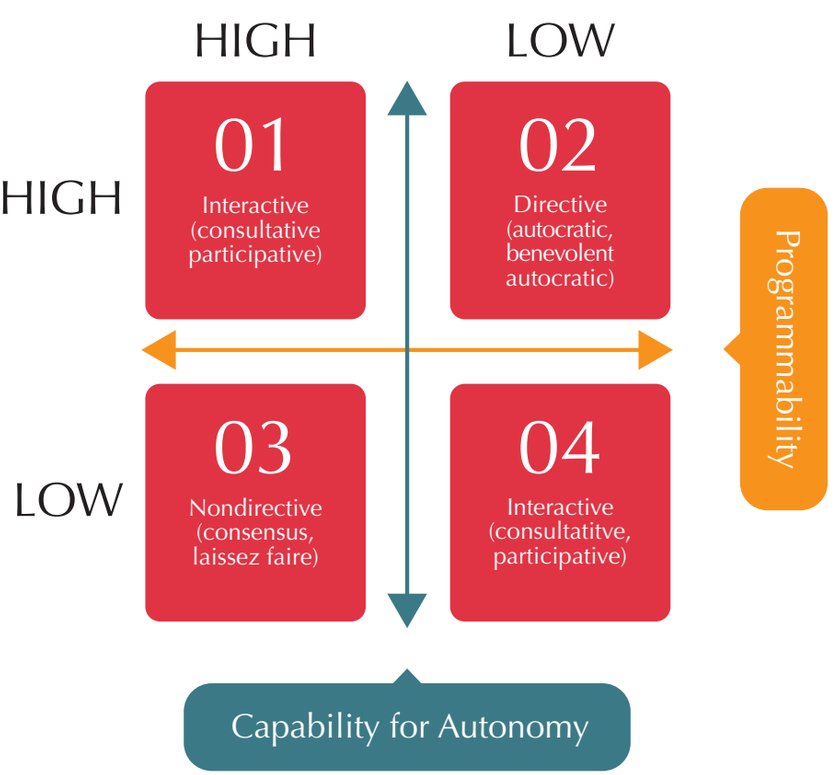
Chris completed his first postgraduate degree in Applied Human Rights at the University of York in 2013, and has recently completed a second masters in Health Policy at Imperial College London, where his research focused on the propensity of smartphone apps to support the self-management of type 2 diabetes in adults.

In his spare time, Chris can be found reading, watching any sport, particularly rugby, and spending time with friends and family.

Category	Style	Definition
Directive	Autocratic	Declares what is to be done without explanation
	Benevolent Autocratic	Declares what is to be done with an explanation
Interactive	Consultative	Gets opinions before deciding on the plan presented
	Participative	Formulates alternatives with group, then decides
Nondirective	Consensus	All in group have equal voice in making decisions
	Laissez-Faire	Leaves it up to group to decide what to do

Figure 2: Flamholtz and Randle's leadership styles and matrix

Of these many emerging styles, this article is particularly concerned with two that have gained increased prominence in recent times. The first is the 'hero' or 'charismatic' leader, whose popularity is often built around a cult of personality. Donald Trump is one prominent example who arguably fits this mould. The second is the 'compassionate' leader, who puts an emphasis on the importance of a collective, open and democratic approach. New Zealand premier Jacinda Ardern is a frequently given example of this leadership approach.



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Tim Nathan
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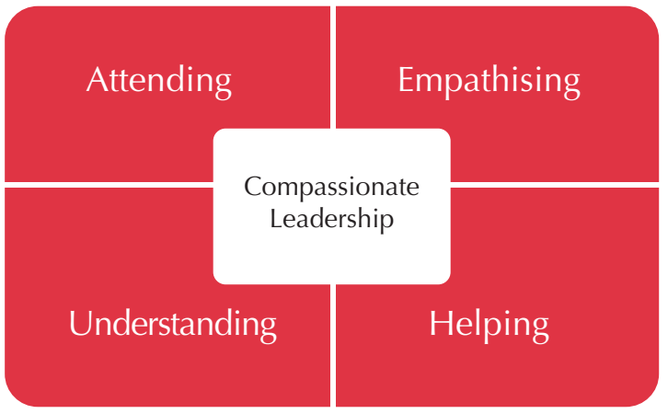
Figure 3:
The four components of compassionate leadership[19]



Hero leadership has also long been synonymous with the NHS, which has historically favoured 'traditional models of authority and control in organisations.'[20]

However, in recent times it has increasingly been understood that such a model is ill-suited to meeting the demands of a modern NHS and the needs of its workforce. Indeed, as early as 2011 the King's Fund was denouncing heroic leadership styles in its report *No more heroes*:

"The service also needs to recognise that the type of leadership the NHS requires is changing. The old model of 'heroic' leadership by individuals needs to adapt to become one that understands other models such as shared leadership both within organisations and across the many organisations with which the NHS has to engage in order to deliver its goals."[21]

And, writing during the pandemic, the King's Fund reiterated that,

"Heroic leadership – a model in which a single individual is perceived as driving an organisation to success – does not create better outcomes for leaders or teams. Leadership is about relationships, not being a superhero."[22]

Despite this, such models have persisted in many parts of our health service, often reinforced by regulatory or central demands, and historic notions of what constitutes effective leadership.

Post-pandemic leadership

There are now many reasons to believe that hero leadership is ill-suited for a post-pandemic and digital future.

Firstly, we have learnt a lot about leadership responses from the pandemic. Over the past 18 months, the leadership of many heads of state, including those from Denmark, New Zealand and Germany, has been lauded as vital to their countries' effective efforts to curb the spread of COVID-19.[23]

What is behind this success? Well, apart from the fact that each of these countries has a female head of state, studies have established that these leaders uniformly adopted 'transparent and compassionate [approaches to] communication.'[24] A recent article, published in the BMJ, also found that these leaders were more likely to humanise the impact of the pandemic and typically instituted a wider range of social welfare services to mitigate financial

and social shocks, meaning citizens were more willing and able to comply with imposed restrictions.[25] In contrast, those countries that had more autocratic leaders have tended to fare worse in responding to the pandemic across several measures.

Secondly, there is now a significant body of evidence to suggest that people born in different generations respond differently to different kinds of leadership. A recent paper, published in the Journal of Diversity Management, for example, argues that 'baby boomers' tend to respond favourably to authority, hierarchy and tradition.[26] Whereas 'millennials', "prefer to work in a more relaxed environment than a hierarchical structure and, because of their unlimited access to information, tend to be assertive with strong views."[27] Indeed, a recent survey conducted by Virtuali and Work Place Trends found that almost 50% of millennials equated leadership with empowerment – a concept that might have been perceived as alien in times past.[28] Given this, it appears clear that the workforce of the future is much less likely to respond to heroic or autocratic leadership styles, and that, in order to get the best from their workforce, many leaders will need to adopt more democratic and compassionate approaches.

Finally, and as alluded to earlier in this article, the shift to remote working has required leaders to think differently about how they manage and motivate their staff. Before the pandemic it was already being reported that "traditional management styles, when used with[in] a remote workforce, are becoming a growing source of employee complaints for bullying and harassment."[29] And, during the pandemic, staff have grown increasingly concerned with excessive employee monitoring and micro-managing, the setting of unrealistic work expectations and a lack of trust in staff.

The most effective leaders understand that you cannot just take approaches to leadership that were effective in an office setting and apply them to remote working. Unsurprisingly therefore, research suggests that those leaders who have taken a compassionate, more inclusive and personal approach have tended to deliver better outcomes for their staff and organisations over the previous year.[30]

The new normal

The year ahead is likely to be marked by considerable uncertainty, with the emergence of various new COVID-19 strains just at a time that we are looking to open back up.

In such an environment, we know that staff will have concerns about returning to work environments too quickly. Equally, many people will be unsure about how to settle back into an office-based or hybrid working pattern giving the extended period of remote working.

Reflecting this, leaders will need to engage with staff about the most appropriate way of moving forward for their business, considering what should be kept and normalised from the previous year and what can be discarded. One thing we would suggest should be retained is a more visible, open and compassionate approach to leadership.

This matters in the NHS more than anywhere.

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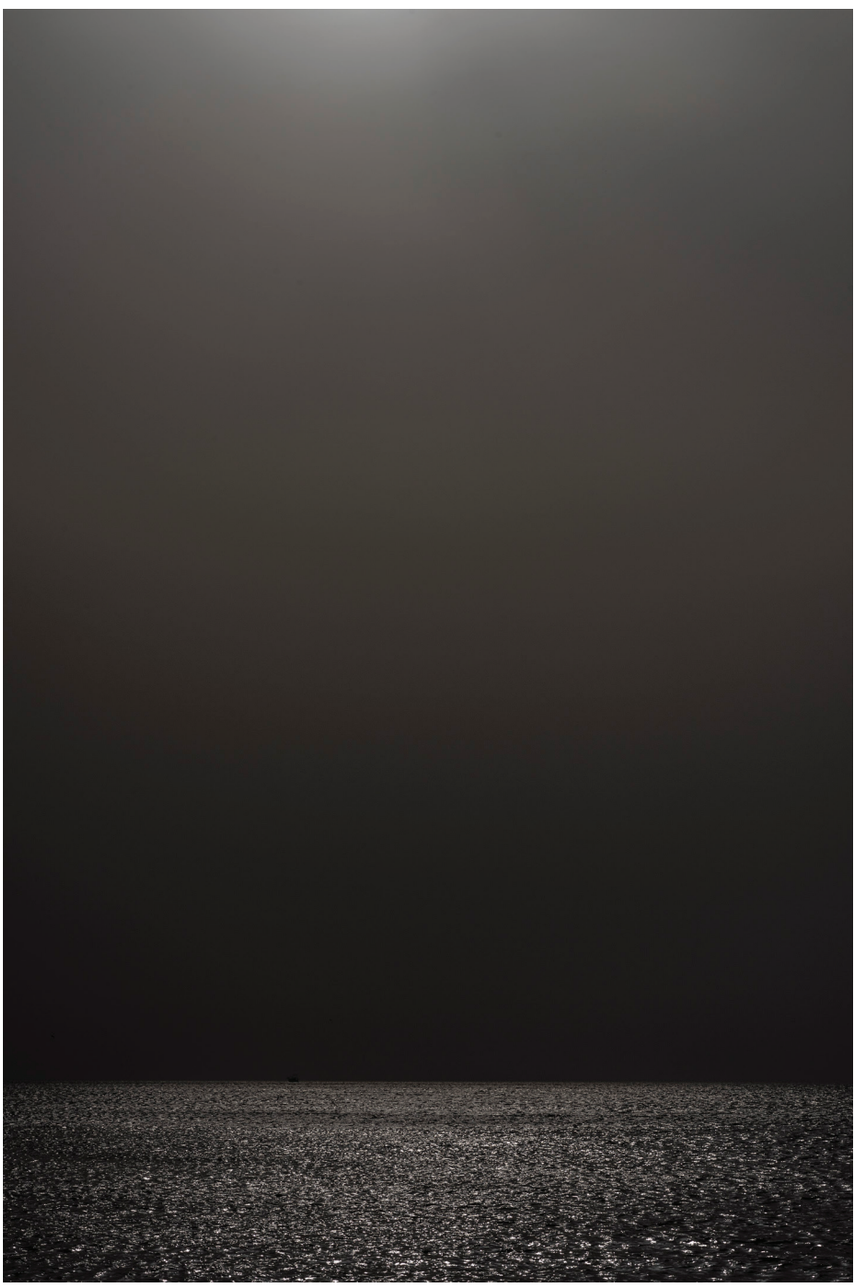


All his work is an impressive meld of the form and rhythm of horses in motion in which neither element is diminished. Although his drawings are executed quickly, the apparent ease of their creation belies the depth of his understanding and the clarity of his perception.

There are few who could achieve what he does, and I suspect that anyone seeking to emulate him would require decades of study in order to capture the spirit and physical presence of horses so directly, convincingly and with such freshness and quiet confidence.

Author: **Martin Thomas**

Grassroots tribalism

The power of tribalism

Tribal allegiances run deep. Since prehistoric times tribes have bound people together, creating a sense of community and offering protection from external threats. Most modern societies may no longer be based on a tribal model, but tribes are alive and well in every walk of life, from the worlds of professional football to England's new integrated care systems (ICSs).

Understanding tribal kinship is an important part of leadership – particularly in an organisation as complex and diverse as an ICS. It's easy to see grassroots tribal groups as a threat when faced with the responsibility of building a new organisation. How can you be expected to build a unifying culture and align mindsets if your organisation is full of diverse grassroots groups and sub-groups, each with its own unique characteristics?

But it's time to flip the script on that view. Tribes don't have to mean division or factional dissent. They can foster a sense of community and provide support in times of change. Harnessed properly, tribalism can be a major asset to ICS leaders, helping them to build something that delivers on even the loftiest ideals of integrated care – and really does work for everyone.

European Super League – the rousing of the clubs

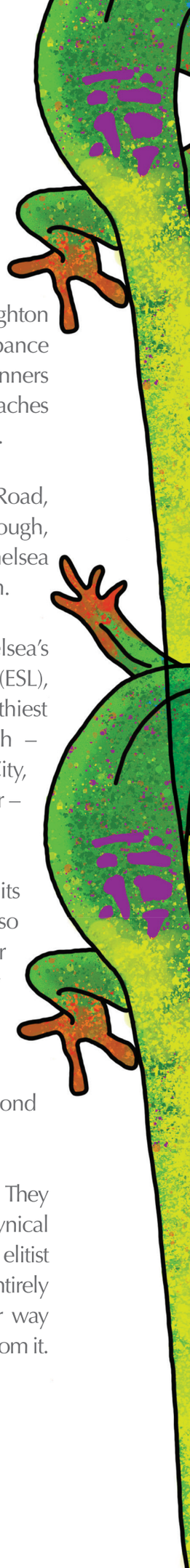
On 20 April 2021, the start of Chelsea Football Club's home match against Brighton & Hove Albion was delayed by a disturbance outside the ground, as 1,000 fans with banners and smoke bombs prevented the team coaches from entering the Stamford Bridge stadium.

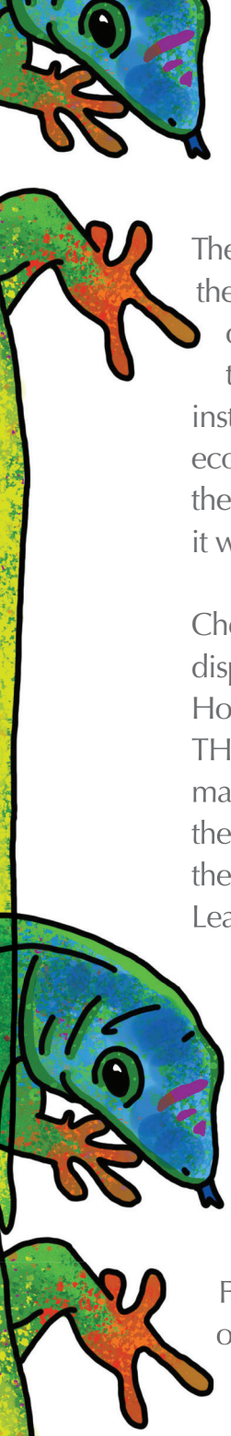
In the unlikely setting of London's Fulham Road, at the heart of the country's wealthiest borough, the furious fans chanted 'we want our Chelsea back', blocking the entrance to the stadium.

The cause of the fans' outrage was Chelsea's involvement in the European Super League (ESL), a new competition between the 15 wealthiest clubs across the continent, six of which – Arsenal, Chelsea, Liverpool, Manchester City, Manchester United and Tottenham Hotspur – were from the UK.

Announcing the launch of the ESL, its chairman, Florentino Pérez, who is also President of Real Madrid, said, rather grandly: "We will help football at every level and take it to its rightful place in the world. Football is the only global sport in the world with more than four billion fans and our responsibility as big clubs is to respond to their desires."

But many of those fans begged to differ. They regarded the ESL as nothing more than a cynical attempt to make money. They felt it was elitist and exclusive and, in a sporting sense, entirely meaningless since clubs couldn't earn their way into the league, nor could they be demoted from it.





Their suspicions were fuelled by the wording of the ESL's launch announcement: "The formation of the Super League comes at a time when the global pandemic has accelerated the instability in the existing European football economic model." Here was an indication that the ESL was at least as much about the money as it was about the sport.

Chelsea fans weren't the only ones voicing their displeasure. A statement from the Tottenham Hotspur Supporters' Trust said: "The board of THFC betrayed the club, its history and the magic that makes this game so special when they put their name to a statement announcing the formation of a breakaway European Super League."

A statement from Spirit of Shankley, a Liverpool FC supporters' organisation, said: "Embarrassing. As fan representatives we are appalled and completely oppose this decision. FSG [Fenway Sports Group – the owners of Liverpool] have ignored fans in their relentless and greedy pursuit of money. Football is ours not theirs. Our football club is ours not theirs."

Manchester United Supporters' Trust said: "A 'super league' based on a closed shop of self-selected wealthy clubs goes against everything football and Manchester United should stand for. We urge everyone included in this proposal including Manchester United to immediately withdraw from this proposal."

And Arsenal Supporters' Trust said: "The AST deplores the announcement by Arsenal that they are breaking away to form a European Super League. This represents the death of everything that football should be about.

As fans we want to see Arsenal play in competitions based on sporting merit and competitive balance."

Back in Chelsea, former goalkeeper and club legend Petr Cech was sent to stand between the fans and the club executives inside the ground, begging the fans to 'give everybody time; let people sort this out'.

Shortly afterwards, the announcement was made that Chelsea was pulling out of the ESL. The club's decision had almost certainly been made before the demonstration but that didn't stop the fans celebrating wildly on the Fulham Road, chanting 'We've got our Chelsea back' and 'We've saved football!'

One Chelsea supporter of more than 50 years described the feeling as better than the club winning the Champions League in 2012.

Chelsea's announcement triggered the collapse of the project. Faced with unprecedented fan fury, all of the English clubs and three others hastily announced their intention to withdraw. The remaining members had little choice but to announce they would 'reconsider the most appropriate steps to reshape the project'. Three days later, the ESL announced that it was suspending its operations.

If you were going to bet on the winner of a dispute between a loose coalition of disorganised people with nothing in common except their allegiance to some of the world's biggest football clubs, and the billionaire owners of those clubs – who represent the spirit of capitalism in one of the purest and least fettered forms it has ever existed – could you put your hand on your heart and say you would have put your money on the fans?

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About the author

Martin Thomas

Copywriter, GGI

I would like to flip the script on the nature of public discourse. Instead of merely liking or disliking each other's views as noisily as we can, we should try to engage in more complex and nuanced conversations.

Martin joined GGI full-time as a copywriter in November 2020 after working with the team on a freelance basis for two years.

He brings more than 30 years' experience as a newspaper and magazine journalist, press officer, internal communications manager, and freelance business writer and editor.

He's worked for blue-chip multinationals, government departments, global banks, law firms and insurance companies, small agencies and one-man bands, writing and editing a wide range of material including thought leadership articles, news releases, case studies, white papers and reports.

Martin's role brings him into contact with most aspects of GGI's work, from writing and editing our weekly newsletter to working on bigger projects such as client reports or the annual Festival Review. He is also a member of GGI's National Commission team.

Away from the office, Martin enjoys cycling, photography and exploring the South Downs with his dog.

Tim Nathan
Gallery item 137 display size 60x40

Tim Nathan
Gallery item 104 display size 60x40

Of course, the ESL debacle prompted a great deal of media commentary. In its editorial on the subject, The New Statesman said: "What this tawdry episode reaffirmed was that English football clubs are more than businesses, franchises or brands, and the government is correct to explore ways to reform how they are owned and operated. Football was invented and codified in England and the clubs grew out of their local communities, and even today, when most of the owners, coaches and players are foreign, they serve as vessels of continuity across the generations."

In other words, football clubs are tribal. They inspire loyalty at a level that even the fans themselves might not fully understand. The great Arsenal and Holland footballer Dennis Bergkamp said: "When you start supporting a football club you don't support it because of the trophies or a player or history. You support it because you found yourself somewhere there, found a place where you belong."

As the super-club owners discovered, we overlook the power of these fundamental connections at our peril. As we enter the world of integrated care in England, ICS leaders would do well to reflect on the story of the ESL and ask themselves what lessons they can learn from it as they prepare to bring together numerous grassroots organisations and invite them to collaborate more closely than ever before, under the watchful eye of a distant organising body.

Tribes, Institutions, Markets, Networks

In his book *Tribes, Institutions, Markets, Networks: A framework about societal evolution*, RAND Corporation social scientist David Ronfeldt describes a model of social evolution that offers some useful context.

To understand societies, he says, you must study their evolution. Today, it's all about multi-organisational networks, from activist collectives grouped around a shared passion for causes such as human rights or environmentalism, to multi-state political alliances – or indeed England's nascent integrated care systems. These networks are held together by the extraordinary advances in information technology of recent years.

But these networks evolved from previous societal models. Each flows into – and exerts huge influence over – the next. To understand any individual model requires an awareness of all of them and it all began with tribes.

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Tribes and clans

Tribes were the first major form of organised society, emerging some 5,000 years ago in the Neolithic period. The key organising principle of the tribe is kinship, initially of blood but then of a looser brotherhood. Kinship creates a feeling of communal identity and belonging, which in turn strengthens people's ability to band together – and therefore to survive.

Early tribal models were egalitarian, says Ronfeldt, the concept of central leadership came later and marks the beginning of the transition from this earliest societal form to the next.

Because of this lack of central direction, early tribal groups were vulnerable to feuds with other tribes and to resource scarcities. Until hierarchies began to establish themselves, tribes struggled to deal with problems of rule or administration – for example ensuring harmony with a conquered tribe.

There are people all over the world who remain at this tribal stage of societal development and have not accepted any subsequent form of organisation. Ronfeldt points to societies that have lost their central institutions and reverted to 'ferocious neo-tribal behaviours', such as in the Balkans, or fought to retain their traditional systems and resisted the imposition of external political or economic forces, such as in Chechnya or Somalia.

He points to states such as Iraq, which still rely heavily on a sense of kinship with predominant clans, and to street gangs in the US and elsewhere, who put their gang allegiances above everything else – in many cases because they lack strong nuclear family ties.

Hierarchical institutions

Strong though these tribal bonds may be, no society can thrive purely on a tribal basis. Leadership, direction and coordination took societies to the next organisational form: hierarchical institutions.

From the Roman Empire to modern states and corporate organisations, hierarchies differ from

their tribal predecessors in having a central point from which decisions are made and control exerted. Hierarchical institutions are built around chains of command and bureaucracies, which become increasingly elaborate as organisations grow larger and more complex.

Until the seventeenth century, says Ronfeldt, the two foremost hierarchies of church and state vied for supremacy, often coming into conflict in their efforts to dominate the political, economic and social elements of society. But then "the state pushed the church aside and the nation state became the dominant actor in Europe."

The shortcoming that eventually caused hierarchies to give way to competitive markets was their inability to process complex exchanges and information flows – for example in the area of international trade.

Competitive markets

Of course there have been markets since ancient times, but the concept of the market as a societal organisational form stems from the birth of capitalism and the writings of Adam Smith in the eighteenth century, in which he expressed the idea that a market economy will thrive as a self-regulating system if left alone by the state.

The market model revolves around the idea of open and fair competition. The ideal market system moves far from the centralised control of institutional hierarchies towards an atomised model based on competition.

The market does not attempt to replace institutional hierarchies, but it does stop them dominating the economic realm, and thus limits their sphere of influence. It's the successful combination of the two models that marks the evolution of a society to the next level of development.

Ronfeldt writes of the way England and the United States in particular successfully combined elements of these tribal, institutional and market (T+I+M) models in the eighteenth and nineteenth centuries, managing to combine the three principles in a way that reinforced each one.

Collaborative networks

The most advanced democratic countries of the twenty-first century continue to operate some form of this T+I+M model but Ronfeldt says there is a new chapter in the story of societal evolution – and it's about the rise of collaborative networks.

At the heart of these networks is the heterarchy – a model in which, unlike a hierarchy, there is no top or bottom ranking for elements, but rather a complex set of balancing interrelationships. A Forbes article on the subject described it thus: "Think of the game Rock, Paper, Scissors. Paper covers rock; rock crushes scissors; scissors cut paper. Think also of the system of checks and balances in the U.S. Constitution. Different branches of government have supreme authority in some situations, but not in others. And no one is above the law. No kings or tyrants allowed."

In a collaborative network, members may be dispersed across multiple organisations and locations. The thing that sets them apart from the many networks that have existed throughout history is the power of communication technology to connect small autonomous groups and empower them to "consult, coordinate and act jointly across greater distances and across more issue areas than ever before", according to Ronfeldt.

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Tribalism persists

As we've seen, these societal models don't replace each other in a neat chronological flow. Instead, as each grows out of the previous model, certain elements survive and help to shape every subsequent model.

In other words, tribal affiliations continue to be important even as we embrace the sophistication of collaborative networks. As Ronfeldt says: "… tribelike patterns, which once dominated the organization of societies, remain an essential basis of identity and solidarity as societies become more complex and add state, market, and other structures. […]

"Moreover, the tribal form, even though it eventually loses its grip on the overall governance of a society, persists in affecting the later forms. This shows, for example, in the development of aristocratic lineages and dynasties, old-boy networks, and mafias that permeate the ruling institutions of some societies at different periods of history. It shows today in how the economic liberalization policies of some governments (e.g., Mexico, Syria) are rigged in part to benefit certain political or ethnic clans. The ethnic diasporas known as 'global tribes' are another modern manifestation of the persistence of this form."

The NHS mirrors society

What is striking when studying Ronfeldt's account of societal evolution is how closely it mirrors the evolution of the NHS. Its inception in 1948 involved bringing together disparate healthcare tribes amid concerns among doctors in particular over the dangers of worsening livelihoods and a curtailment of their power and freedom. Over time, a hierarchical model emerged, which seemed well suited for the service, as a Healthcare Financial Management Association (HFMA) report highlights:

"The concept of hierarchy and bureaucracy fits well with a public sector such as the NHS because there is a requirement for uniformity, equity and accountability. It provides a mechanism for the public to assess value for money from the NHS. […] A strong hierarchy is useful in periods of instability, gives direction if there are lots of new staff within an organisation and it gives a clear structure."

Reforms during the Blair and Brown governments of the late 1990s and throughout the 2000s placed a growing emphasis on targets and performance management – in other words, competition. With the Lansley Reforms of 2012, the NHS moved further towards a competitive market organisational model, with new clinical commissioning groups taking over budgets and commissioning local services based on competitive tendering.

And now, of course, the NHS is midway through its latest major transformation, embracing a more integrated system approach with local authorities and other partners across the public, private and third sectors to form collaborative

networks focused on health and social care at a local level.

Grassroots groups in integrated care

David Ronfeldt's work casts a revealing light on the challenges facing those responsible for the development of the new integrated care systems in England.

In the words of the NHS itself, "Integrated care is about giving people the support they need, joined up across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services. In the past, these divisions have meant that too many people experienced disjointed care."

But each of these divisions demarks long-established tribes or grassroots movements. Removing the divisions and building partnerships to address health and care needs across an area requires creating heterarchical collaborative networks that bring together groups that have never before been asked to work outside their silos, never mind their sectors.

And there are plenty of silos. Even among closely aligned professional disciplines within self-contained systems, tribalism is rife. The more complex the system, the more likely it is to be full of distinct tribes. The NHS is nothing if not complex.

Purely among doctors there is considerable tribalism. Junior doctors, consultants, specialists, surgeons, trust doctors, locums, general practitioners…all align themselves most closely with their professional peers and every one of the resulting tribal groups comes with its own unique mindset. There are 23 medical Royal Colleges across the UK and Ireland, not to mention the General Medical Council and the British Medical Association, all of which contribute to further distinctions. Perhaps the most obvious – and long-running – tribal friction between doctors occurs at the interface between primary and secondary care, where the relationship between GPs and hospital specialists has been uncomfortable for many years, due to issues such as poor communication, differing priorities and unrealistic expectations.

Among nursing tribes too there are huge differences, as you might expect from a profession with a range of activities that spans midwifery, district nursing, mental health and critical care, among others. And this doesn't even begin to factor in the complexity introduced by the 14 allied health professions – ranging from radiographers and physiotherapists to art therapists and paramedics.

But so far we've barely scratched the surface of the challenge facing integrated care leaders. All of the long-established tribal tensions discussed so far exist within healthcare. ICSs require a much more diverse group to collaborate. Some will be clinicians, some politicians, some bureaucrats; some will work in the voluntary sector, some in the public sector, some in the private sector. Each group will have its own distinct culture, language, goals and ideals. Each will bring a different set of expectations into the ICS; each will prioritise different things.

Lessons from Scotland

England is not the first country to have brought together health and care at a place or system

level. In Scotland, health and care partnerships were established under the Public Bodies (Joint Working) Scotland Act in 2014.

If we have learned anything from the Scottish experience, it is that partnership working is not about structures but about the joint mindset and behaviours needed to make them work.

For a variety of historical reasons, progress on creating the 'jointness' in the joint boards has been hard work. The focus in all 31 joint arrangements based around local population groups, was for several years mostly on brokering a space and securing sufficient resources to make a meaningful contribution. This has been made more difficult as the two main power brokers, the health boards and the local authorities, supply the voting board members for each integrated joint board (IJB), initially leading to anything of real importance being referred back to each parent organisation and the complex politics between them. High-level agreements on improving care were there, but the leverage to do anything was not.

Even at the national level the historical differences and lack of trust between the elected and the appointed proved sufficiently problematic to require a joint statement between the Scottish Government, the NHS and COSLA, the local authority representative body. This was eventually made in 2018, after four years of operation, and reinforced the point that integration was the only game in town and needed to be made to work. Problems with leveraging real change in social care was also highlighted in the more recent independent Feeley Report published in 2021. After seven years, true integration remains a battleground.

The IJBs have always struggled to explain their role to the public and to connect to them. This was one issue which GGI has been fortunate to work through with two of the largest IJBs: Aberdeen and Edinburgh. Identity, agency and confidence all needed to be tackled before any progress was likely to be made.

So, the key to unlocking the potential for the IJBs, where this has happened, has come through an investment of time and energy in the development of joint understanding and collective behaviour among the specific members of each IJB. Working through what each member wanted to achieve for local populations, using live issues and short timelines, has allowed discussion to move from the theoretical to the immediate and the practical; from 'someone ought to do something about that' to 'what are we going to do about it?'.

Integration has boiled down to creating a shared risk appetite for change which places the board as active agents in moving health improvement forward themselves as individuals.

In the case of Edinburgh, the board was actively developed over two years as a new board, adopting a set of values of its own, not

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So what led Tim to produce this stunning series of seascape photographs, a creative process that represents a departure from his normal artistic concerns?

And why have they resonated so deeply with those who find themselves confronted by them now?

It would be easy to fall back onto a more formal Art Historical approach to investigate these questions.

an amalgamation of two other parent bodies. Its members were supported and equipped for the specific role of being an IJB member. This highlighted genuine differences of perspective and knowledge, not least around clinical governance and service provision.

A live governance handbook has helped overcome the consequences of churn in membership resulting from local elections and made governance an enabler of change. The members of the board have taken ownership of the board's culture and now induct new members into their unique culture with confidence.

Partners, including non-voting members, have also been important in keeping the board focused on what it alone can achieve and how it can operate differently in terms of pace and of risk. Scotland has always adopted a largely consensual approach to health and care and has at times operated slowly as a result.

There are signs, as the Feely Review turns into a new set of demands for local IJBs to make more rapid progress on issues highlighted by the pandemic, that earlier attention to the culture as much as the structures of integration may now pay off and provide the foundation for real integration in action.

Tribalism in practice – GGI's perspective

This focus on investing time and energy in promoting joint understanding across numerous tribal groups in complex organisations is at the core of GGI's approach to consultancy.

From investigations to governance reviews or helping NHS boards to prepare for Care Quality Commission (CQC) inspections, we grasped long ago that there are no shortcuts to developing a proper understanding of an organisation and the way it operates. The only meaningful way to do this is to dive deep into the organisation and speak to as many of its constituent tribes and sub-groups as possible.

This process inevitably gives us a fuller picture of the complex web of inter-connected factors at play in any big organisation. But more than this, it presents us with an opportunity to help improve the organisation's understanding of itself. By engaging all stakeholders in discussions and, crucially, by encouraging all of them to listen to each other's perspectives, we develop a narrative that helps everyone involved to see issues in the round. We see ourselves as a catalyst in these discussions, brokering a fuller, more accurate view of issues.

This process helps the conversations we have with stakeholders grow into something more than merely learning opportunities – they begin to form part of the solution.

To illustrate the point, let's consider one of the most obvious tribal divisions in any NHS trust: that between managerial staff and doctors. During the course of our work we might bring together board members and senior clinicians, perhaps to improve their mutual understanding of risk management and the processes that support quality governance and assurance.

As a result of the conversation we broker, the doctors might emerge with a more nuanced contextual understanding of why, for example, they are asked to spend hours filling in Datix returns for a serious incident, or responding to a

patient complaint. Where previously they might never have received feedback after filling out such a report, our input might serve to remind them that the laborious technical process they are asked to go through actually makes a valuable contribution to the trust's ability to learn and improve – and that means patients are at lower risk. And of course, that will encourage them to engage as meaningfully as possible with the process.

These are not connections that the organisation couldn't make without GGI's input but, as anyone knows who has worked in a complex organisation, an external perspective can be useful in applying the systematic application of best practice.

This form of narrative building and lesson sharing must not be restricted to the upper levels of organisations. It lies at the heart of our engagement practice too. To return to the hypothetical trust being prepared for its CQC inspection, it's one thing to get the board ready for an inspection but that work will only really make a difference if it is taken deep into the heart of the organisation and instilled into the minds of everyone who works there. And that takes much more than just boardroom conversations.

To take just one example, when one of our clients asked for our help to prepare for a CQC inspection we produced a booklet that was distributed to everyone across the trust. Within it were key facts about the trust – who worked there, the numbers of patients treated, key processes, statistics and so on. There was also an individual CQC assessment section, inviting staff members to think about the kind of key information about the trust they should know, prepare themselves for the kind of questions asked by the CQC and reflect on the things that made them proud of working at the trust and what quality improvements they had been involved with. This was reinforced by a series of face-to-face events involving around 20-30 staff at a time, during which people were encouraged to speak out about any blocks to progress they perceived and get to the heart of issues that were frustrating them.

Face-to-face engagement is so important in this kind of work. Although it is a distinct service line at GGI, it underscores everything we do as consultants. We can transform the mechanics of an organisation by advising how to improve meetings, board composition, objectives, strategy and any number of other variables. But without addressing the dynamics as well – without working to achieve buy-in throughout the organisation – this sort of work will never stick. People must understand why changes are made and feel they had a part to play in deciding what those changes should be or wholescale adoption for big changes will always be elusive.

Flipping the script on tribalism

Looking through the lens of someone charged with building a successful ICS, it might be tempting to see tribalism as a bad thing. Creating a unified, positive mindset is hard enough without having to contend with the numerous deep-seated allegiances – and differences – that exist across the range of sectors and organisations making up an integrated care system.

But tribalism doesn't have to mean factionalism or conflict. It can be about reassurance; about fostering a sense of community and support.

In the King IV Report on Corporate Governance,

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Professor Judge Mervyn King, the former judge of the Supreme Court of South Africa, current chairman of the International Integrated Reporting Committee and long-time friend and mentor to GGI, lists a set of key principles designed to help organisations improve their governance.

All are geared towards promoting ethical and effective leadership in working towards four governance outcomes: ethical culture, good performance, effective control, and legitimacy.

One of these principles in particular – number 16 – speaks to the importance of establishing and maintaining a meaningful dialogue with all of the constituent parts of the organisation:

Principle 16

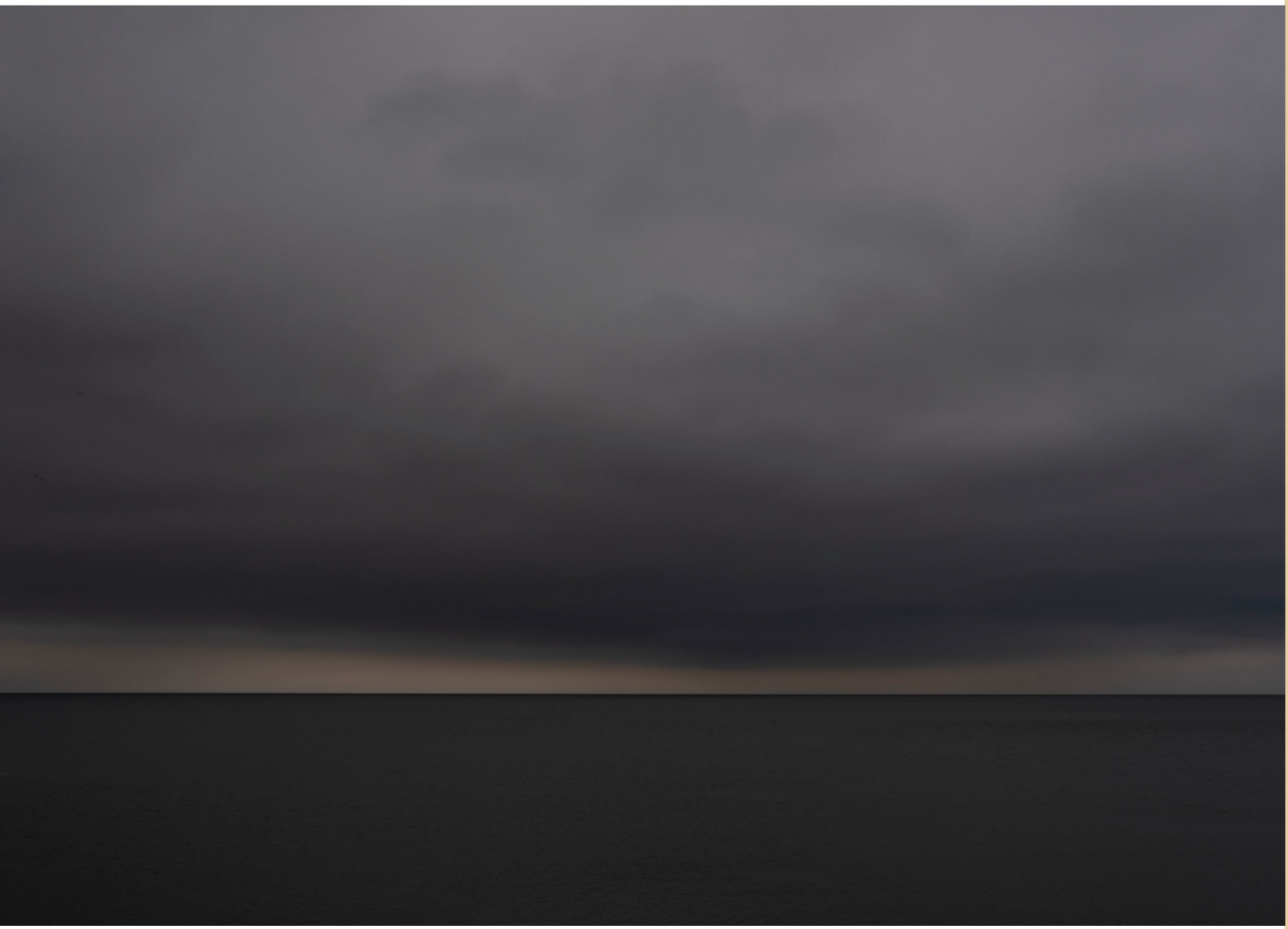
In the execution of its governance roles and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time.

These are words that should resonate with the leaders of any big organisation – and especially with those working towards implementing integrated care systems.

Crucially, the road to success won't be found in discarding the cultures of numerous organisations and then building a brand new one. Nor is it about bending people's will to fit an existing culture. At best, that will lead to a dilution of your organisation's culture; at worst, it could destroy it.

Far better to acknowledge and understand the distinct cultures of pre-existing groups, then work to align them. And that alignment will surely follow if groups are engaged with on their own terms, in a trusting and meaningful way.

I could make equivalences and comparisons with the romantic paintings of Caspar David Friedrich - indeed when I imagine Tim alone on the beach at daybreak underneath gigantic winter storm clouds, Friedrich's depictions of the lone figure set against the huge scale and power of nature do come to mind. It would be just as predictable to refer to the foreboding and brooding seascapes of Emil Nolde. Instead, I want to go beyond the obvious and focus on a more biographical angle that considers how these photographs bear testament to the photographer's struggle with mental health issues. More than that, I want to discuss how Tim led himself out of his mental health crisis by radically changing the narrative of his life.



Tim Nathan
Gallery item 270 display size 30x21

Author: **Sam Currie**

Governance basics in place

Good governance can make a unique contribution to place. Governance is much more than the 'boxes and wires' of rigid, limiting structures and requirements. Instead, it seeks to foster strong, fruitful relationships within and between organisations by enhancing accountability, leading ethically and transparently to ensure organisations can create the conditions and foundations for innovation, actions and positive outcomes.

Governance is a wider set of behaviours, structures, mindset and culture that facilitates change. It should not be complex or burdensome, but liberating.

Similarly, the concept of place cannot merely be expressed as a set of structures or policies that account for the specific population, history, culture or geography of a particular area, although this is essential. Place is also about working collaboratively to harness the depth of knowledge that exists in communities, both in organisations and among individuals.

Place has the potential to constitute a new social value, enhanced legitimacy, agency and public involvement in the delivery of services to meet unique local needs. As this is as much about bottom-up as top-down change, leaders must recognise the necessity of rooting place-based working in people's sense of identity and belonging, be it at neighbourhood or street level. Not only does this generate buy-in from everyone in the area, but it also allows for the generation of the best outcomes and services which recognise the distinct needs and differences existing within places and neighbourhoods.

> *"Place can't just be an artificial construct, it has to mean something to people"*
>
> **Karen Bliss, Chair, Bridgewater Community Healthcare NHS Foundation Trust**

A place for good governance

All of this renders good governance an essential enabler of working successfully at place. The fundamental function of good governance in the public sector is to ensure that entities achieve their intended outcomes and leaders can be stewards of public interest at all times.

By identifying the blurring of boundaries and responsibilities for tackling social and economic issues, good governance can be an essential tool for building the foundations from which place-based working can be successful.

> *"Governance is more than just the processes, it's about mindsets, culture and relationships"*
>
> **Jaco Marais, Founding Partner, Good Governance Institute**

Integrated care and, in particular, place-based working represent fundamental structural shifts in the UK's health and care sector. It marks a complete departure from the Lansley Reforms outlined in the 2012 Health and Social Care Act, which instilled competitive processes in contracting for healthcare between commissioning bodies and provider organisations.

In the years after, from 'vanguards' and STPs to the current mode of integrated care systems as statutory entities, organisations now confront a 'duty to collaborate'. This presents enormous opportunities, in particular the chance to move from a costly downstream treatment model of care towards a preventative population health approach that seeks to raise the public's quality of health and reduce development of acute conditions.

Crucially, the restructure could also give rise to a new form of localism in public service delivery. At place-level, the health sector can forge new partnerships utilising local expertise, involve, co-create and build services with the public, and deliver care that accounts for the unique needs of a population.

Place is largely unmentioned in government guidance and remains an unclaimed area. The opportunity for long-term change in the delivery of care is great. Leaders will need to be bold to make the most of it.

"There needs to be a strong understanding across all partners of where decisions are taken locally"

Nick Page, Chief Executive, Solihull Metropolitan Borough Council

Looking beyond the NHS

Place and localism are indeed gaining traction again beyond the health service. Regional inequalities and the erosion of community assets have moved place into the national discourse. These underlying issues of community erosion and fraying social fabric render the need for change even more urgent. In rhetoric at least, the local is becoming important. Place is seen as being where public outcomes are felt, where public impact should be evident and where the communities, neighbourhoods and active citizens are part of solutions to social and economic challenges.

GGI has recognised the importance of these factors for some time and will continue to advocate for place-based working as an essential tool of public service and long-term improved public outcomes as the UK continues to experience an immensely challenging period in its history.

As part of our further contribution, this article will outline the governance systems, mindsets and cultures which form the essential basis for successful place-based working.

"This is a cultural revolution, not a structural reorganisation… we need to rewire the way people think"

Professor Sir Muir Gray, authority on healthcare systems and visiting professor in the Nuffield Department of Surgical Sciences at the University of Oxford

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About the author

Sam Currie

Policy and Research Analyst, GGI

Sam joined GGI in September 2020 as a policy and research analyst, working on research and consultancy.

Before joining GGI, he worked as a policy researcher for a London Mayoral Election Campaign, focusing on social inclusion and youth civic engagement policies.

Sam completed an MSc in Global Politics at the London School of Economics and Political Science, where his research focused on the role of relative deprivation in votes for populist movements. He also holds a BA in History from University College London.

During his studies, Sam volunteered with a number of community projects, including an initiative to teach children in London schools about politics and improve their debating skills. He has also worked in the Public Affairs team at the British Red Cross.

I would like to flip the script by changing the perception of place and increasing its importance in everyday conversations. This is the most effective level by which we can deliver healthcare as close to the patient as possible

Place-based collaboration has the potential to deliver a new social value to the public and tackle the multitude of issues coming out of the last 18 months. But this necessitates strong focus and clear objectives from partners, an understanding of the mutual benefits of collaboration and then the respective roles and accountabilities to deliver this.

Given the current ambiguity of place, leaders and organisations will have to be proactive in seeking these joint ventures as opportunities may be missed if they wait for complete clarity of fully formed governance arrangements. Most important, perhaps, is attention to the granular needs of the location. This means tailoring services to local needs, but doing so as equal partners with the staff and public, and communicating these messages clearly to all involved.

> *"In order to have a greater impact on our locality, we need to give up some power... it needs local leaders to realise, if they're going to engage, they have to surrender some control"*
>
> **Karime Hassan, Chief Executive and Growth Director, Exeter City Council**

From competition to collaboration

The marked shift from competition to collaboration offers many opportunities for change. Convening local expertise effectively can help mobilise community assets and develop shared approaches to support local wellbeing. A strict focus on outcomes can also help long-term strategic thinking to support the prevention agenda and improve population health, while mitigating the risks of investment by involving partners funded by multiple sources.

Many of the NHS leaders we spoke to described the mindset shift and the new leadership skills necessary to make collaboration work.

Of particular importance was reaching out to local authorities and the voluntary sector. Above all, leaders and organisations need to be proactive – be it in advocating for funding or forming relationships – rather than waiting for a fully formed structure to emerge. Partners need to make things happen, not wait for them to happen.

> *"Can't get to where we want to alone – whole is greater than the sum of its parts"*
>
> **Professor Andrew Corbett-Nolan**
> **Chief Executive**
> **Good Governance Institute**

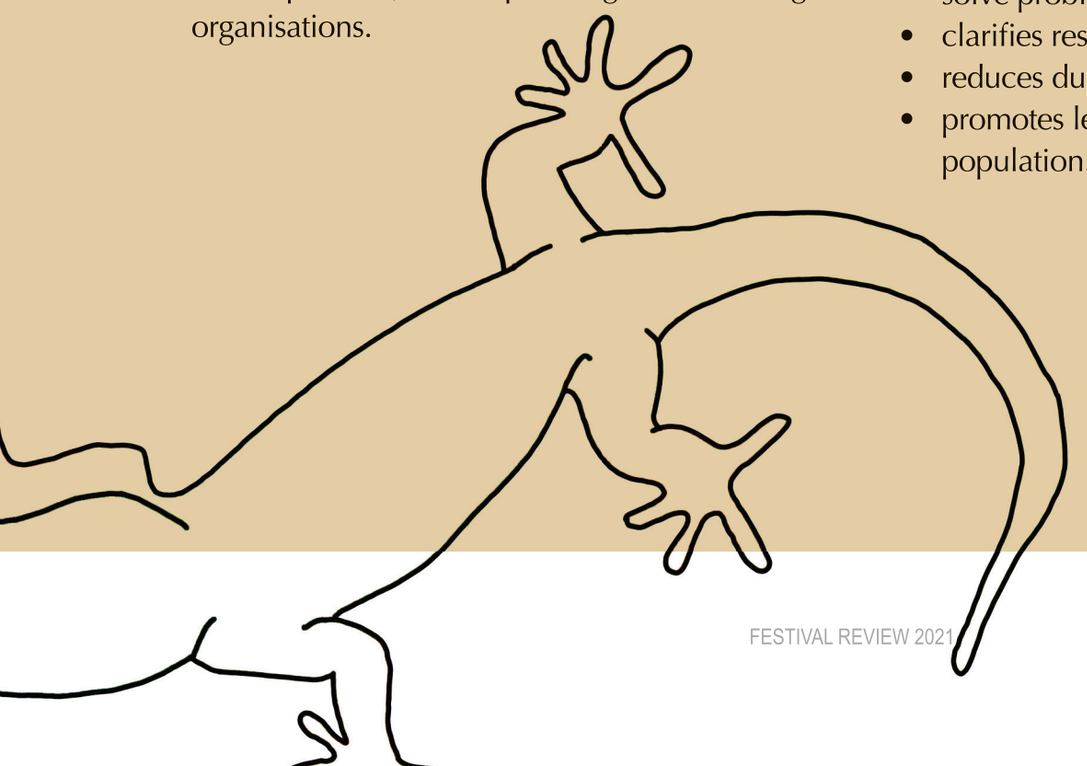
Similarly, in terms of accountability, governance at place can be challenging. Collaboration presents many opportunities to pool skills and knowledge, but this will not always be frictionless. If multiple organisations are coming together with varying sources of legitimacy – for example, the NHS, local government, charities and the church – there will need to be robust and clear mechanisms to resolve disputes while maintaining the consent of all those involved.

Indeed, organisations may be asked to undertake activities that clash with their individual goals and organisational objectives.

Alternatively, there may be disputes over what decisions should be taken locally, with conflicting views between local people and the centre. This was laid bare in the recent attempts to open a coal mine in Cumbria. The move was very popular with local people, given its potential to create jobs in the area, but faced opposition from the centre and certain civil society groups who were concerned by the wider environmental implications.

> *"Decision making between health and other agencies has to be a lot more streamlined and less NHS heavy governance, as it often slows things down"*
>
> **Dawn Whittaker, Chief Executive and Chief Fire Officer, East Sussex Fire and Rescue Service**

Clear, not complex, accountabilities and responsibilities can go a long way to overcome these issues. This not only means clarity for the partnership as a whole at its different levels, but also elucidating the role of each constituent. Light, flexible governance at place is needed to make this work, utilising what is already in the area and building on these strengths, and, where possible, not duplicating or burdening organisations.



Subsidiarity is key

When navigating this mosaic of new accountabilities, the principle of subsidiarity can provide a strong foundation to guide which functions should be discharged at certain levels. Indeed, a number of recent publications from NHS England and the Department of Health and Social Care have suggested that systems should adopt the principle of subsidiarity.

Simply, subsidiarity is the view that every function and decision should be undertaken at the most local possible level.

Subsidiarity has a range of advantages for working at the level of place. It:

- allows objectives to be adapted to address local problems
- enables feedback on actions and instructions from higher levels
- increases access to local informal knowledge
- delivers widescale solutions to issues in a place
- eliminates the risk of system failure
- gives maximum scope to local groups to solve problems in a way that suits them
- clarifies responsibilities
- reduces duplication
- promotes legitimacy with the local population.

> *"Direct live experience has to be a fundamental part of our governance… being authentic, part of the relationships and close to people"*
>
> **Nick Page, Chief Executive, Solihull Metropolitan Borough Council**

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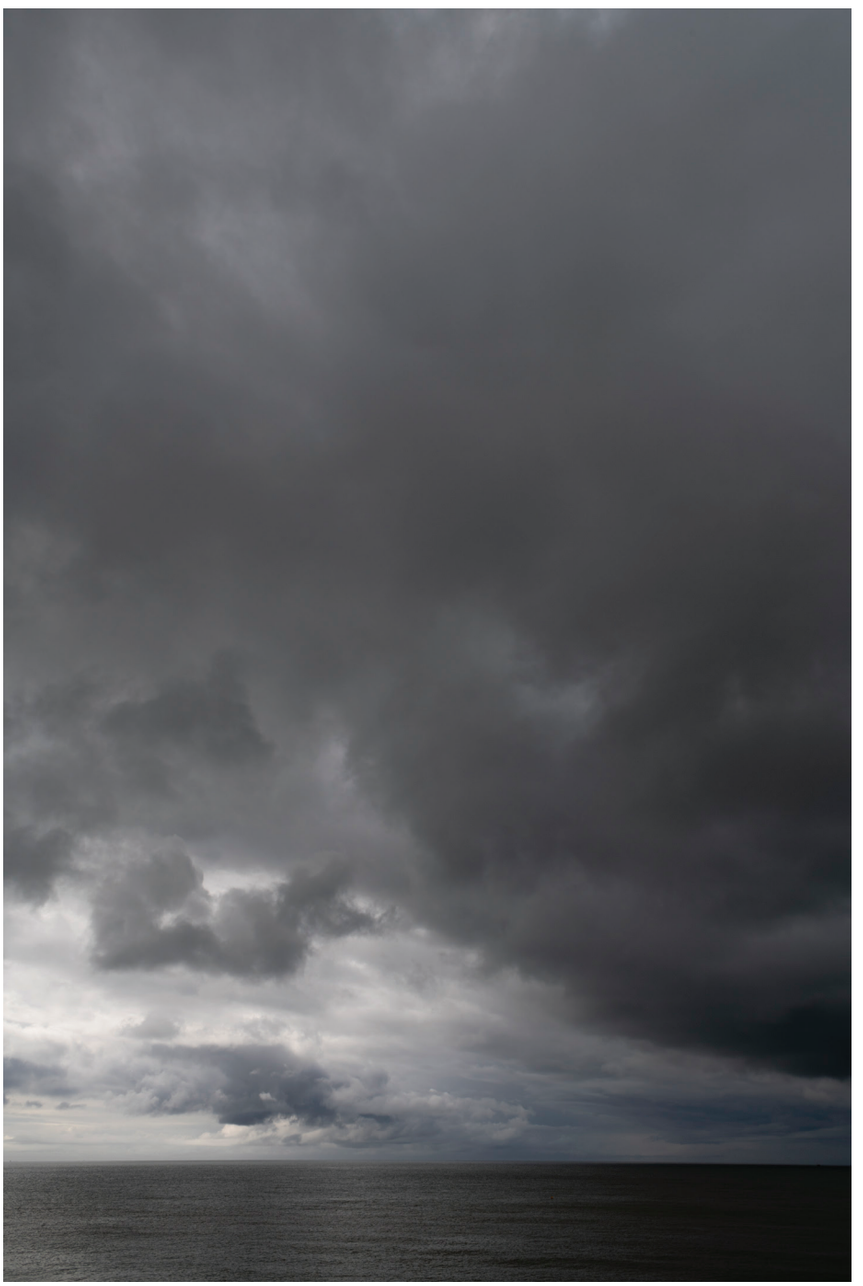
The pandemic and its consequent lockdown requirements have caused each and every one of us to deepen our level of reflectiveness.

It has forced us to readjust our priorities. Irrespective of all the hardships and challenges it has brought, it has also seen many of us grow, develop, and begin to think more profoundly.

Tim Nathan
Gallery item 54 display size 30x21

Whilst Tim is adamant that lockdown did not directly cause his mental health crisis - he claims that he found the restrictions strangely liberating - I do think that it provided the conditions for his existential breakdown.



Tim Nathan
Gallery item 61 display size 40x28

West Yorkshire and Harrogate Health and Care Partnership has already begun employing tests for subsidiarity. The partnership comes together only:

- when a critical mass beyond local population level would achieve the best outcomes
- to share best practice
- if working at scale is necessary to achieve a critical mass to get the best outcomes
- where variation in outcomes is unacceptably high and working together would help to reduce variation
- where working at scale offers opportunities to solve complex, intractable problems.

This is a strong foundation, but organisations can move further in their application of subsidiarity. Grounded in the Catholic principle that there is the greatest dignity in allowing people and groups the freedom to undertake actions and flourish in their way of choosing, subsidiarity can form the basis of an approach to place that stresses its role in providing social value to an area, beyond just empowerment to discharge services at local levels.

In this respect, subsidiarity would dictate that lower levels of organisations and local groups should have the power to organise their own work and make their own decisions, rather than being assigned power by employers. As such, subsidiarity can form the basis of the sense of belonging and agency for local groups and people as they are able to craft services and structures themselves for them.

In this way, organisations can get buy-in to place-working by not only enabling people to reap the material benefits of localism, but also having a positive emotional identification with an area which they themselves are helping to take in an upward direction.

A high-level example of this may be the European Union, a famous proponent of subsidiarity and a cultivator of a distinct 'European identity'. The single market arguably brings material benefits to member states, but it is the sense that, by joining, each state can craft a new non-material value for itself that binds many of the states together.

For example, France and Germany sought to establish peace and security after decades of historical conflict and thus developed more emotional, values-oriented attachments to European integration. Similarly for many southern and eastern European states, membership was a means of inculcating liberal democratic values after years of dictatorship. Yet the UK had none of these values-oriented incentives. Britain's motivations for joining were principally economic rather than values-based, and when these benefits were no longer obvious to many, values and identity were not aligned and the public voted to leave.

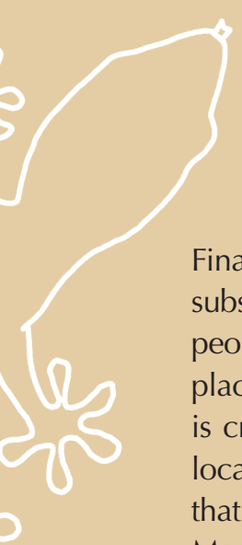
"Now there is a new accountability… to locality, place and populations, it's more widely recognised, NHS had accountability to regulators – now it also needs to be demonstrably accountable to citizens"

David Rogers, Chairman, North Staffordshire Combined Healthcare NHS Trust

Public agency in local healthcare

Healthcare working at place also creates new accountabilities to, and demands to involve, the wider public. There are a number of reasons for this. Firstly, the wider aim of place-based working is to improve population health to decrease the need for downstream interventions. As such the healthcare sector will need to work more directly with the public, beyond individual treatments, to ensure they understand the increased responsibility for their health. This means getting closer to citizens to change their behaviours.

There is also a growing recognition in the public sector and wider society of the value of individuals contributing their lived experience to organisations, structures or services. This is of particular value given that place-based approaches specifically seek to tailor to the precise needs of a location. Involving the public, therefore, means they can help shape the provision of care to best suit their needs.



"People need to feel the accountability"

Colin Scales, Chief Executive, Bridgewater Community Healthcare NHS Foundation Trust

Finally, similarly to the employment of subsidiarity, public involvement helps to shape people's perceptions and identification of a place. Providing genuine agency to the public is crucial to perceptions of ownership of their local area. It is part of developing a mindset that puts the citizen at the heart of all actions. Members of the public need to be treated as active agents, not just customers and passive recipients of care.

Many NHS leaders we discussed this with noted that public involvement was an increasingly prominent part of their thinking around place. They felt, however, that this was something that healthcare would need to improve on as it traditionally saw itself as accountable to regulators rather than the public, and therefore had not been particularly adept at involving the public in service design and decision making. As such, these shifting relationships necessitate cultural changes, a step change towards meaningful engagement with the population.

"The culture of governance is essential. Having the right people around getting a variety of voices, especially young people"

Jane Tarr, Director, Organisational Resilience, Environmental Sustainability and Newcastle, Arts Council England

Salford – public involvement in practice

At a recent GGI webinar, Professor Eileen Fairhurst, Chair of East Lancashire Hospitals NHS Trust, gave an example of how this kind of hyper-local approach and collaboration can provide tangible results and fully involve the public in decision making. The Salford regeneration used resources from a range of partner organisations to create community centres.

The project began with the aims of replacing beds for an acute hospital to achieve

improvements in health and provide the opportunity to regenerate Salford. This widened to primary care, city council and reprovision of libraries.

Planning involved engagement with communities and stakeholders in the planning and design of buildings. Community engagement also involved those with learning difficulties. A range of stakeholders was convened when planning and designing the centres, from primary care trust directors to city councillors and the public.

A number of partnership boards with delegated authority from statutory bodies were set up to plan and help run the centres, which included public representation and local residents with learning difficulties. There was a very clear intention to ensure the engagement of the latter was not tokenistic and to guarantee they had a material impact on the design of the centre.

Before meetings, board members went through the agenda with members who had learning difficulties. To ensure involvement, they were able to use yellow cards to request explanations for unknown jargon or acronyms.

> *"If we are really going to do things differently with population health, there must be a stronger engagement with local populations. There needs to be a step change in how the NHS interacts with the public"*
>
> **Colin Scales, Chief Executive, Bridgewater Community Healthcare NHS Foundation Trust**

This model brought together lived experience of learning difficulties with expertise from the NHS and city council to provide services, so that people with learning difficulties had a genuine role in building those services rather than simply being passive recipients. The partnership board began with NHS chairs, and evolved to be chaired by a person with learning difficulties.

The centres were built to house primary care, secondary care, and diagnostics facilities. But importantly they included a range of other services too, such as community rooms built in partnership with the third sector, and ground-floor library and computer suites.

The organisers aimed to generate a community, non-NHS feeling to the place and do so through the city council providing greeters to direct and help visitors.

It will take time to create a culture that defaults to approaches like this. For place-based governance to be fully centred around the public, partnerships will have to create a myriad of informal and formal modes of participation and involvement.

Leaders should be open-minded about these changes and seek inspiration from a breadth of sources, be it using governors who are active in the community, drawing on the experience of local government, using lessons from civic deliberation, or building involvement around community assets.

In particularly mature partnerships, this will not only manifest in reaching out to the public for their view, but also in the public being able to

direct and shape their services, on their terms.

More requirements for success at place

Regulatory accountabilities will also need to adapt to this changing landscape. Although movement towards place-based working will not lower service quality, regulators should tread the fine balance of allowing organisations the space to create these structures while still discharging their duties.

A December 2020 review of international experience of integrated care from the University of York found little empirical evidence of professional regulation in this space. Regulators will have to be innovative, moving beyond prescriptions, and look more flexibly and holistically at the partnership, its culture and outcomes, in order to have the agility to fully evaluate the more complex landscape of partnership working. Regulators should work with one another, across sectors and communicate with providers to create an environment which does not stymie the potentially game-changing moves towards place-based working.

When seeking to affect a place through a culture of collaboration and partnership working, it is essential that those involved have a clear set of prioritised and specific objectives that they aim to achieve. Staffordshire and Stoke-on-Trent achieved this through engaging the public, utilising local expertise and involving the full breadth of organisations and stakeholders who work in the place. The partnership and CCG have deployed citizens juries, created local representatives' groups and convened a 'people's panel' of local residents to help inform their strategic objectives.

This was part of a process to shape the integrated care provider's (ICP) priorities. It included all entities relevant to health and wellbeing in the consultation, from local government to education and the local economic partnership to the Wildlife Trust. Public involvement included representatives of the community on consultative groups, evidence from the people panel and local residents sitting on the main board of the ICP.

Consultation ranges across presentations from community groups, carer boards, social scientists, public health experts. The data and testimony from these groups was used as the basis for the selection of the strategic objectives when considering how to specifically address these the partnership spoke to a range of service users experiencing these issues.

Such processes require and help to develop the trust between partners that is so important to effective collaboration. Good governance at place-level involves understanding the individual contribution to these goals less than those of a collective. But that in turn requires objectives that have obvious and tangible benefits of participation to all partners.

Organisations then have metrics and aims to measure performance and success. This, in turn, enhances accountability as both partners and individual organisations can establish their roles and targets to be accountable for. Moreover, it also enables partnership boards to manage risk. The more specific you are about what you want to achieve, the more specific you can be about how you are going to do it, then the more specific you can be about the risks you may encounter, and as such you can track and mitigate them.

Once the commitment to collaboration and its focus is established, organisations need mechanisms of collaboration.

Dorset ICS, for example, developed the Dorset Care Record, a single confidential system allowing health and care professionals across the county to see the same information. This means that people no longer need to repeat their story to different teams and ensures a more holistic and up-to-date understanding of their needs, delivering a better standard of care.

"It's not just about individuals or institutions, but restoring life at the level of the neighbourhood. We need to be rooted in community"

Cormac Russell, Managing Director, Nurture Development

A mindset that looks to understand the multiplicity of needs and interests within a place is another crucial part of successful place-based governance.

"Place is not homogenous, you need to have the granularity from street and ward level up to an ICS"

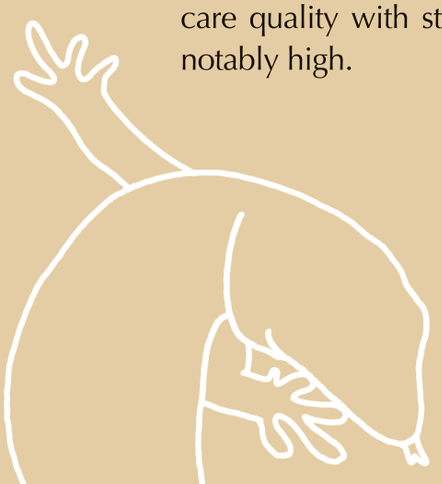
Nick Page, Chief Executive, Solihull Metropolitan Borough Council

All those we spoke to echoed the view that although there needs to be precise objectives for partners, they must also appreciate that these may vary in form and implementation across neighbourhoods and streets.

The Buurtzorg example

An excellent example of how staff can be given the freedom to operate independently and forge relationships with patients is the Dutch Buurtzorg, or 'neighbourhood care' model, also touched on elsewhere in this year's Festival Review. The Buurtzorg social care provider treats 70,000 patients per year, through 8,000 nurses. Staff deliver all the care patients need rather than using nursing assistants or cleaners and, importantly, in the spirit of subsidiarity, each nurse can organise their own work, make their own judgments and build strong community relationships.

Each neighbourhood has its own small self-directing team with a specific focus and knowledge of a locality. Nurses are generalists supported by technology to reduce the complexity of their work. Liberated from hierarchy, the nurses have reduced the hours of care per patient by 50 percent and improved care quality with staff and patient satisfaction notably high.



Their 'humanity before bureaucracy approach' means nurses have an explicit approach focused on building care around the individual context, living context, environment and friends and family of the patient. Buurtzorg is based on giving staff and patients as much independence as possible, working from the principles that those in care want to control their lives for as long as possible and improve their own quality of life.

Self-managing teams have professional freedom with responsibility. A team of 12 works in a neighbourhood, taking care of people needing support as well managing the team's work. A new team will find its own office in the neighbourhood, spend time introducing themselves to the local community and getting to know GPs and therapists and other professionals. The team decides how they organise the work, share responsibilities and make decisions and, through word of mouth and referrals, they build up a caseload.

Buurtzorg brings together many of the fundamentals needed for success when working at place. It focuses on the granular, individual needs of the population, empowers staff and builds in connections between the two that could feedback into service design.

A number of NHS leaders we spoke to found informal networks such as these. This may manifest in commissioning third sector organisations to undertake work at place. It was noted that a multitude of third sector organisations make an active contribution to wellbeing and social care, with greater appreciation for local nuances and strong

community relationships than the statutory sector to respond to those need.

Governance at place should utilise the expertise of those individuals in the voluntary and faith sectors to work with patients and clients, education, health and social care professionals in the NHS and local government to respond adeptly to their needs.

These approaches can also serve as an additional form of public feedback and engagement. It was felt that practitioners are uniquely positioned to understand what is going on in an individual's life that challenges their use of healthcare and the importance of their own wellbeing, such as unemployment, debt, substance misuse, housing, relationships and a plethora of issues that are perceived to be more important.

Place gives us the opportunity to connect those professionals together in a way that connects issues and uses expertise to examine the needs of the individual holistically, rather than through the lens of an individual practitioner. As such, clinicians can submit feedback to higher levels based on their understanding of neighbourhood, street or patient needs and use this information to shape the design of services.

This can be crucial as the individuals they are serving are more likely to be in harder to reach groups that may otherwise go unnoticed in conventional participation processes. To achieve this, staff need to be equipped with the time to build and maintain these relationships and benefit from the implementation of organisational collaboration by sharing information and insights. This way, place-based governance can generate genuine social value through subsidiarity.

For this holistic approach to be successful, work needs to be done at partnership board level by rigorously applying and committing to the principle of subsidiarity, setting clear targets for the area and then getting constant feedback from staff and the public on how these can be sharpened and applied at neighbourhood level. These changing roles, mindsets and cultures must be clearly articulated so that everyone knows how they can contribute to these objectives.

Doing things differently

Working at place-level means doing things differently. Place-based governance has the potential to create a fundamental shift in the health and wellbeing of citizens and presents a unique opportunity to use good governance to accelerate this change.

Addressing the destruction, inequalities and injustices caused by the pandemic are the central challenges for public servants. More of the same will be inadequate to overcome these. We will have to innovate, collaborate, and find local solutions to specific problems. Working at place-level presents this opportunity. Organisations have the chance to consider the contribution they can make to their place socially, be it through a greater contribution in social value or a network of other organisations or anchor institutions.

For these aspirations to be realised the basics of good governance at place are essential, to give

organisations the time and space to focus on actions and outcomes. Organisations need not wait for the finished governance system. Rather they should employ the principles of good governance to move proactively and iteratively to forge bonds and trust with partners.

> *"Place needs to define our response to the pandemic as health and care professionals"*
>
> **Colin Scales, Chief Executive, Bridgewater Community Healthcare NHS Foundation Trust**

When collaborating at place, prioritisation of issues is essential to create a shared vision and common purpose that can both be articulated across partners, staff and the public, while also forming the basis of clear roles and accountabilities for the organisations and partners.

In particular, the principle of subsidiarity can help determine these roles and also serve as a mindset, underlining the importance of working with the public at the most personalised level possible, while providing a guide for the organisations to contribute social value at place. This will need to be rigorously applied and set out in detail. Most importantly, it needs to be clearly and accessibly communicated to staff and the public, as those on the frontline have the biggest role in realising these changes.

> *"Collaboration and place are not new, but became reality as a result of the pandemic"*
>
> **David Rogers, Chairman, North Staffordshire Combined Healthcare NHS Trust**

Place remains an open field with limited central guidance, giving a real opportunity for high-impact changes at a local level, that make a real difference to public services.

For many organisations, building place at this challenging time is not ideal. But it needs to be done now.

The pandemic has catalysed collaboration at place-level, from grassroots local community volunteer networks springing up to provide essential pandemic services to the enormous local institutional collaboration that has delivered the vaccination campaign.

For health service leaders, in the context of vast increases in demand and backlogs and midway through a fundamental structural overhaul, preoccupation with governance structures and questions over money and 'who is in charge' risks losing sight of the big changes that people are trying to make. This is where the disciplining effect of a clear shared goal can be so important in remaining focused on the task. The role of leaders is to make this change possible for those working on the ground.

At the Good Governance Institute, we are committed to helping organisations deliver excellent public services and social value. Throughout the pandemic we have convened a range of networks and webinars for non-executive directors, chairs of mental health trusts and chairs in the North West of England.

We will continue to provide these spaces for collaboration, networking and knowledge exchange as the health sector continues

these fundamental shifts. Additionally, our thought leadership, advice and consultancy remain focused on providing leaders with the governance basics to deliver the enormous changes and potential offered by integrated care and place-based working.

Further reading

Good Governance Institute and Allocate Software, People in Place: Meeting capacity and culture challenges in the NHS (2021)

Barca, F., McCann, P., & Rodríguez Pose, A. (2012). The case for regional development intervention: place based versus place neutral approaches. Journal of regional science, 52(1), 134-152.

Mathie, A., & Cunningham, G. (2003). From clients to citizens: Asset-based community development as a strategy for community-driven development. Development in practice, 13(5), 474-486.

McKinsey Global Institute, Smart cities: Digital solutions for a more livable future, June 2018

Domènec Melé, The principle of subsidiarity in organizations. A case study, WP No 566 September, 2004

Andy Pike, Andrés Rodríguez-Pose, John Tomaney, Local and Regional Development (2006)

2020 was a tough year for Tim. Sadly his father died and tragically he was unable to attend his funeral because of lockdown restrictions. In his last decade, he has endured chronic and acute anxiety and depression. In his own words he “deals with this on a daily basis”.

Dogged by the perpetual feeling that he is never living in the present he tells me that his depression is always coupled with intense feelings of disassociation. He explains that he also experienced overwhelming sensations of boredom and annoyance because despite understanding his condition, such self-knowledge brings him no relief.

The artist

Tim Nathan

Tim Nathan is a multi-disciplinarian artist. He is a skilled bronze founder, a successful film director, a music video maker, photographer and designer. He studied in Hastings and Canterbury and has lectured in drawing for over ten years in further education. While being hugely capable in a wide range of creative processes, he perpetually returns to his passion for horses and drawing.

Since an early age Tim has spent time with horses. He rode horses as a boy amongst the flatlands of Lincolnshire in Burton upon Stather. As he grew older he met a champion dressage rider and through their time together his appreciation of horses deepened and his artistic impetus sharpened.

Obsessed with Leonardo da Vinci from a very early age, as he moved through his formal art education he never left his preoccupation with animals, nature and, more particularly horses.

He has worked alongside many of the great figures in dressage such as Franz Rochowansky former chief rider of Spanish Riding School and Olympic trainer, the Finnish rider Kyra Kyrklund, the international dressage rider Wayne Channon and Emile Faurie who has represented Great Britain at world, European and Olympic level.

The process of producing his drawings and sculptures draws significant parallels with the process of horsemanship itself. Each strives for balance, completeness and harmony to achieve the full potential of performance.

He says that drawing is a crucial element of making any work, regardless of technical process or material outcome. It is his means of discussion, of exploring a proposition.

“It informs, it is a tool, it is language, it is a criterion for criticism. Through drawing you can come to terms with subject matter, and as a byproduct of that process sometimes make good work. Understanding this process is true intellect.”

His work is well known in the world of dressage and is held in multiple collections across Europe, China, and the United States. Tim currently operates from his production studio media25studio in St Leonards-on-Sea and he is currently producing work for many high profile clients in media and commerce.

Professor Andrew Corbett-Nolan

Thank you

Chief Executive, GGI

This year's Festival of Governance is the second since the world was turned on its head by the COVID-19 pandemic. For more than 18 months, we've been forced to live and work in ways that previously seemed inconceivable.

The experience has taught us that flexibility, collaboration and a willingness to embrace new mindsets are absolutely essential. And they will continue to be, as the NHS and its health and social care partners work through their biggest structural and cultural shake-up in a decade.

Flipping the script – being willing to challenge conventional thinking and consider things from fresh angles – has surely never been more important.

Looking at GGI's own activities, our events have all continued to be virtual and we have again produced a series of 100 thought leadership pieces designed to help leaders navigate the tricky waters of Covid and the move to integrated health and social care.

With unashamed indulgence, I would like to take this opportunity to thank those who staged this year's Festival and produced this Review.

Endeavours such as this Review are only possible thanks to a huge and diverse cast of contributors. This year's list is particularly varied. It includes musicians, artists and photographers; hospital trust leaders; local, national and international politicians; academics; anarchists; journalists; sustainability experts; World Health Organisation and United Nations experts and many more – all integrated, all essential elements. Our sincere thanks to all of them.

The Festival of Governance too, as always, is a collaboration many speakers, contributors, participants and staff members. Their energy and brilliance will no doubt make it, once again, the unique, fascinating and stimulating occasion it has been each year.

Thank you

Review contributors

Elizabeth Adams	Adams & Sutherland Architects
Kevin Amstrong	Singer / songwriter
Anna Barnes	Chair, Seaview
Prof. Ted Baker	Chief Inspector of Hospitals at the Care Quality Commission
Nadine Benjamin MBE	Mezzo-soprano, Harewood Artist and Mentor with Everybody Can
Karen Bliss	Chair, Bridgewater Community Healthcare NHS Foundation Trust
Paul Bridle	CEO, Assessment Services Ltd
Tanya Brown-Griffith	Programme Director, Population Health, Personalised Care and Prevention Programmes, Sussex Health and Care Partnership
Tom Burke	Co-founder of E3G
Aaron Cummins	CEO, University Hospitals of Morecambe Bay NHS FT
Jane Davidson	Chair, FFC Commission Wales Inquiry
Ged Devereux	Manager at Manchester City Council
Andrew Etherington	Gallery Director at the Bermondsey Project Space
Simon Fanshawe OBE	Founder and Managing Director of Diversity by Design
Matt Freeman	Senior Designer, Fathom
Richard Fryer	Autor of Lost Odyssey, sailor, carpenter and contributor
Nick Glass	Journalist, CNN
Prof. Dot Griffiths	Chair, Central and North West London NHS Foundation Trust
Tom Gurney	Executive Director leading Communications and Public Involvement across the Sussex Clinical Commissioning Groups
Marilyn Hamilton	Founder Integral City Meshworks Inc.
Sophie Howe	Future Generations Commissioner for Wales
Vignia Isaac	Business Adviser at The One Planet Centre
Tegryn Jones	CEO, Pembrokeshire Coast National Park Authority
Mervyn E. King, Judge Professor	International Intergrated Reporting Council Chair Emeritus & Memeber of the GGI National Commission
Eddie Knight	British Cinematographer
Silvia Lozza	Camera Operator and Video Editor
Caroline Lucas	Green Party MP for Brighton
Sarah Maguire	CEO, Choice Support
Jacque Mallender	Economics by Design
Kevin McGee	CEO, Lancashire Teaching Hospitals NHS Foundation Trust
Sir Michael Marmot	Professor of Epidemiology and Public Health at University College London and Author of the Marmot Report
Tim Nathan	Photographic Artist, Media25
Nick Page	CEO, Solihull Metropolitan Borough Council
Nigel Parsons	Founder and Managing Director, Fathom
Rachel Peacock	CEO, Making Space
Rita Pengelly	Account Director, Fathom
Clare Pillman	CEO, Natural Resources Wales
Prof. Jaideep Prabhu	Nehru Professor of Indian Business at Judge Business School
Isabel Rickets	Visual Artist
David Rogers	Chair, North Staffordshire Combined Healthcare NHS Trust
Colin Scales	CEO, NHS Bridgewater Trust
James Scrivens	Founder of the Agroecological Land Trust
Raymond Sheehy	CEO, Bridge Support
Rt. Hon Jacqui Smith	Chair, Barts Health NHS Trust
Gareth Stevens	Writer
Peter Tatchell	British human rights campaigner
Prof. Mike Thomas	Chair, University Hospitals of Morecambe Bay NHS FT
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Sarah White	Senior Project Manager, Fathom
Dawn Whittaker	Chair, UK National Water Safety Forum
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Caz Wyatt	Founder of Gelli Y Gafel

Perfect Ward
Steps Drama
Legrand
The European Health Management Association
The International Opera Awards
University Hospitals of Morecambe Bay NHS Foundation Trust
University Hospitals Birmingham NHS Foundation Trust and the Cleveland Clinic

GGI Clients

Allocate Software Group
Barnet, Enfield and Haringey Mental Health NHS Trust
Bedfordshire Hospitals NHS Foundation Trust
Betsi Cadwaladr University Health Board
Birmingham and Solihull Integrated Care System
Black Country Healthcare NHS Foundation Trust
Blackpool Teaching Hospitals NHS Foundation Trust
Bridgewater Community Healthcare NHS Foundation Trust

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Bristol Myers Squibb
Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System
Cambridge and Peterborough NHS Foundation Trust
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Care Quality Commission
Change Grow Live
Connect Health
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Derian House Children's Hospice
DMC Healthcare
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Edinburgh Health and Social Care Partnership
Gloucestershire Health and Care NHS Foundation Trust
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Imagine Independence
John Muir Trust
King's College Hospital NHS Foundation Trust
Lancashire and South Cumbria NHS Foundation Trust
Legrand UK and Ireland
Lewisham and Greenwich NHS Trust
London North West University Healthcare NHS Trust
Metropolitan Thames Valley Housing
National Library for Scotland
NHS Birmingham and Solihull Clinical Commissioning Group
NHS Black Country and West Birmingham Clinical Commissioning Group
NHS Croydon CCG
NHS England and NHS Improvement (East of England Region)
NHS England and NHS Improvement (North East and Yorkshire Region)
NHS England and NHS Improvement (Southern Region)
NHS Kent and Medway Clinical Commissioning Group
North Cumbria Integrated Care NHS Foundation Trust
North East London Health and Care Partnership Integrated Care System
North Staffordshire Combined Healthcare NHS Trust
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Sandwell Children's Trust
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Surrey Heartlands Health and Care Partnership
Sussex Health and Care Partnership Integrated Care System
Sussex Partnership NHS Foundation Trust
Tees, Esk and Wear Valleys NHS Foundation Trust
The AHSN Network
The Palace Trust
The Percy Hedley Foundation
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UK Homecare Association
University Hospitals of Morecambe Bay NHS Foundation Trust
University Hospitals Sussex NHS Foundation Trust
University of Bristol
University of Northampton
Warrington and Halton Hospitals NHS Foundation Trust
Western Sussex Hospitals NHS Foundation Trust

GGI Networks

National NHS NED Development Programme
Mental Health Trust Chairs' Network, hosted jointly with the NHS Confederation Mental Health Network
Midlands NHS Chairs' Network, hosted jointly with Coventry University
The North-West NHS Chairs' Network, hosted jointly with the University of Chester

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Barefoot Opera
Cleveland Clinic
Clore
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Coventry University
Cultural Governance Alliance
David Rogers
Diversity by Design
Economics by Design
EMC: Equilibrium Mediation Consulting
English National Opera
European Healthcare Management Association
Good Governance Academy
In-Form Solutions
International Opera Awards
International Society for Quality in Healthcare
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NHS Confederation
NHS Confederation Mental Health Network
NHS Providers
Seacole Group
Perfect Ward

Thank you

Steps Drama
Surrey Heartlands Health and Care Partnership Integrated Care System
Time to Think
University of Chester

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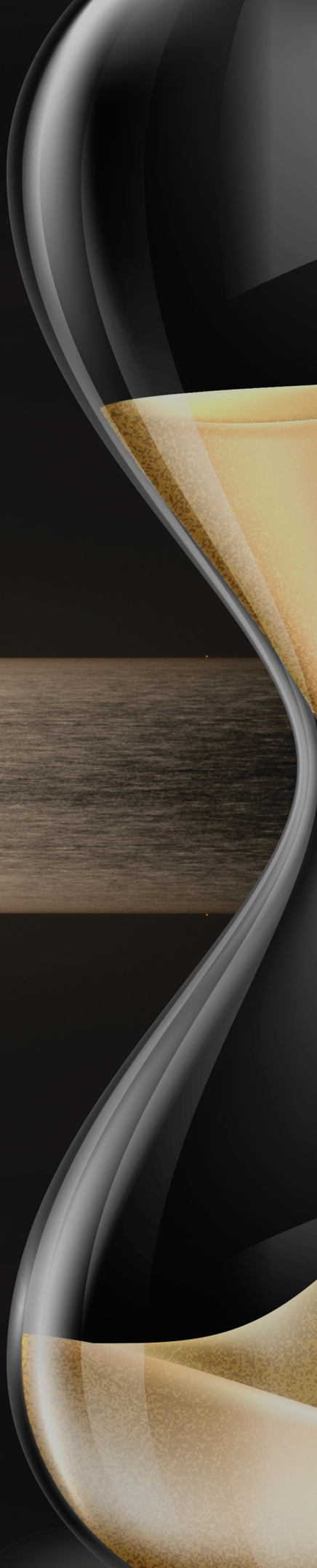

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