

## Strategic leadership enabling collective leadership

- Strategic leadership. Sustained and visible support from senior leaders and elected members. Specifically, who:
  - work to protect the space for others to do things differently (Protectors), and
  - take an active role in promoting physical activity in their sphere of influence (Influencers).
- Collective leadership. Empowering people to make decisions about what works, in the locations they work in, towards a common goal (Believers).
- Page nine has more information around the roles we believe are important for a social movement.



In relation to strategic leadership enabling collective leadership, we learned that:

- Physical activity may well be present in policy and plans for recovery but that LP activity needs to link into this and find the means to leverage influence in the local system beyond the presentation of 'evidence', to secure senior level influence, councillor backing and means of raising the voices of local champions.
- There may be a need to make explicit the "strategy" for collective leadership in some localities. Where this is working there is a spine of influence at different 'levels' of the system, radiating outwards into different sectors and communities.
- Leaders throughout the system must have an authentic interest in enabling active lives, subscribe to the principles and ways of working and understand that their role is to be active in support of the common agenda.
- We need to work harder to address capacity issues relating to a) comfort with features of complexity b) messaging around importance of everyday movement and c) confidence and self-efficacy to influence.



## Key reflection questions

- To what extent are local people currently involved in influencing, designing, or implementing solutions to enable active lives?
- What more could you do to work with local people in your local area on an ongoing basis? What would help this/get in the way of this?