
Learning and Development

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10 Councils 2.8m people



Greater Manchester Authorities

Let's make



1

Children starting school ready to learn



2

Young people equipped for life



3

Good jobs for people to progress and develop



4

A thriving economy in Greater Manchester



5

World-class connectivity

Greater Manchester

one of the best



6

Safe, decent and affordable housing



7

A green city for all



8

Safe and strong communities



9

Healthy lives and quality care



10

An age-friendly Greater Manchester

places in the world

THE GREATER MANCHESTER MODEL

Key feature

3



One workforce

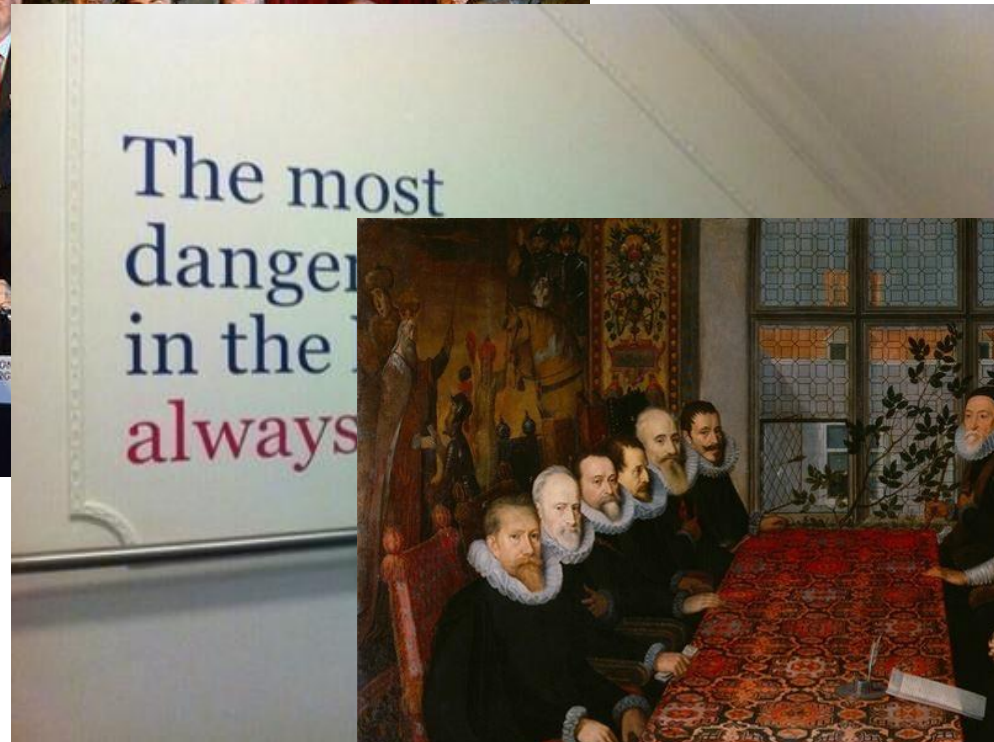
“I feel like people really listen to me and what’s going on in my life. I never thought I’d see people from the council, the doctors, the police, the housing office and the Job Centre all working as one team.”

- There is a look and feel of one public service workforce functioning together, unrestricted by role titles or organisational boundaries – working for the place and people.
- Driving service effectiveness, focussing on prevention and taking a person-centred approach is at the heart of everything we do, based on a new relationship with citizens.
- Structures support this way of working through policy, practice and organisational form.
- There is a common culture across organisations displayed through shared assumptions, values and beliefs that enable this way of working.

Greater Manchester is
“Officially the most exciting
place in the UK”

The Guardian, February 2015

Rhetoric, Reality & Relevance



Oldham Model: Our Theory of Change



Learning & Development Landscape

- Majority of L&D activity takes place within professions and institutions
- Collaborative and Systems Leadership often a module of these programmes
- Language, symbols and spaces used reinforce emphasis on institution/profession
- Limited consideration of Place and context

Connecting Ideas:

“At work, no less than in communities, social connectedness plays a critical role in making individuals and companies more resilient”

(Margaret Heffernen)

“Collaboration being the key word for me: the alchemy between people creates a magic that is more than the sum of it’s parts”

(Mary Portas)

“Conflict, debate and discussion are the means by which ideas get better”

(Margaret Heffernen)

A New Approach Needed to L & D?

How does our approach to Learning and Development mirror the type of leadership and workforce we want to see?

Aim of Leaders in GM:

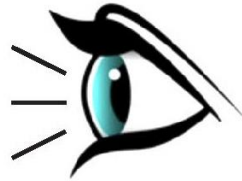
A strong **community** of capable, resilient leaders across the city region, and within localities, who are able to lead within, and on behalf of, **organisations, systems** and **places**

Contribution of Learning & Development

- Strategic translator - in ways that help startle people's thinking
- Driver for diversity - who is in the room when things are designed, decided and delivered
- Builder of communities - of interest, knowledge and practice
- Choreographer of purpose - why and how
- Story teller

Health

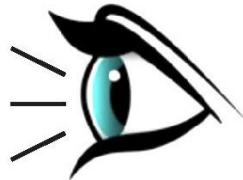
Hospital



lens of the institution

Health

Oldham



**lens of the
people and place**

A graphic on a blue background with green accents. It features a green circle containing two white stylized human figures standing on either side of a white number '9'. Below the circle, the text 'Explore different perspectives from different layers of the system' is written in white.

Explore different perspectives from different layers of the system

What Do You See?

Child murderer Ian Brady killed by cancer at 79

MONSTER OF THE MOORS IS DEAD



IAN Brady died last night taking his murderous secrets to the grave.

The 79-year-old, who killed five children with lover Myra Hindley in the 1960s, had been receiving

By James Tozer
and Ian Drury

palliative care at a secure mental health hospital.

He was suffering from untreatable cancer and emphysema. The death of the Moors Murderer leaves unresolved the issue of where he

dumped the body of 12-year-old Keith Bennett.

Police informed relatives of Brady's death last night.

They included Terry West, whose sister Lesley Ann Downey was murdered aged ten in 1964. He said: 'I poured myself a glass of wine when I

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Partners in
murder: Ian
Brady with
Myra Hindley

Understanding and Influencing:

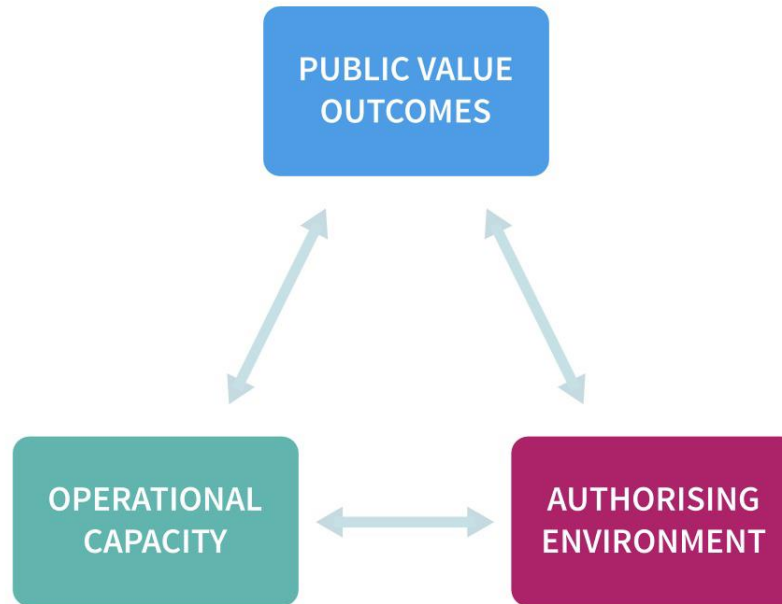


Figure 1 – The “Strategic Triangle”

(Reference: Moore, 1995)

Telling people to change isn't usually enough...



3rd September 1967, Sweden

Understanding and Influencing:

- Deep understanding of current realities
- Clarity of why, how and when
- Feedback loops
- Space for testing, learning and adapting
- Personal learning and development