

An aerial photograph of a historic city, likely Leeds, taken during the 'golden hour' of sunset. The sun is low on the horizon to the left, casting long, dramatic rays of light across the sky and the city's rooftops. The city is densely packed with buildings of various architectural styles, including a prominent church with a tall spire in the center. In the background, a large, dark hill rises against the sky. The overall mood is warm and atmospheric.

'The why and what of collaborative leadership'

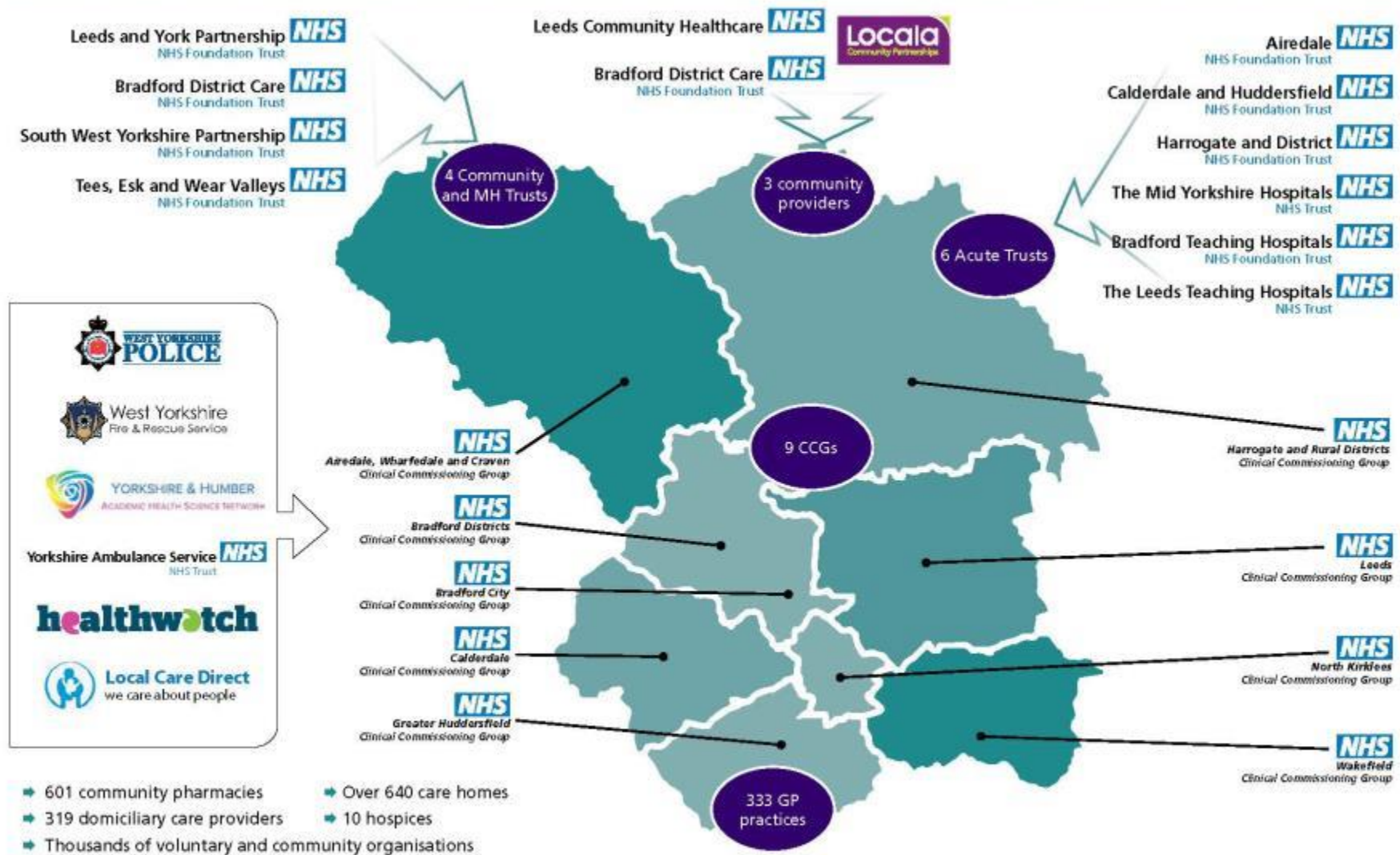
Robin Tuddenham
Calderdale MBC, CEO
[@robintuddenham](#)

Calderdale – the place

VISION 2024



We are one of the biggest health and care partnerships



the context



The money thing

How every £1 of council tax is spent



32.69p Care for vulnerable adults



26.53p Looking after children and children's education



9.12p Other Services
(e.g. Env Health, CCTV,
Adult Ed Travel subsidies)



7.38p Arts and leisure



6.66p Flood Defence, Road repairs
and Street Cleaning



6.19p Public Health



5.96p Planning, Development and Housing
Services Inc Homelessness



5.47p Bin collection
and Recycling



Some see
a handful
**You see
potential**



Getting the basics right



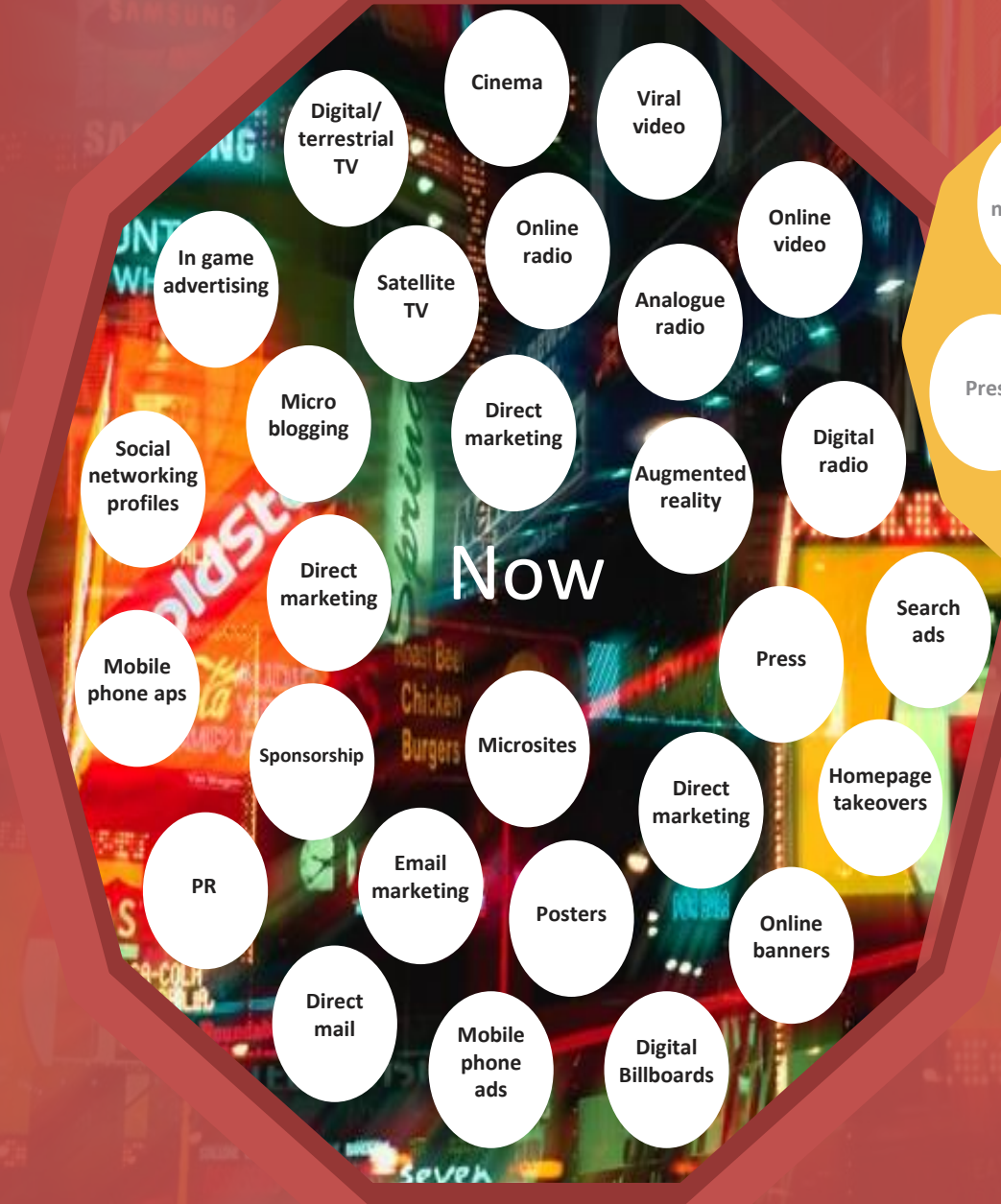
THE

BATTLE

FOR

ATTENTION

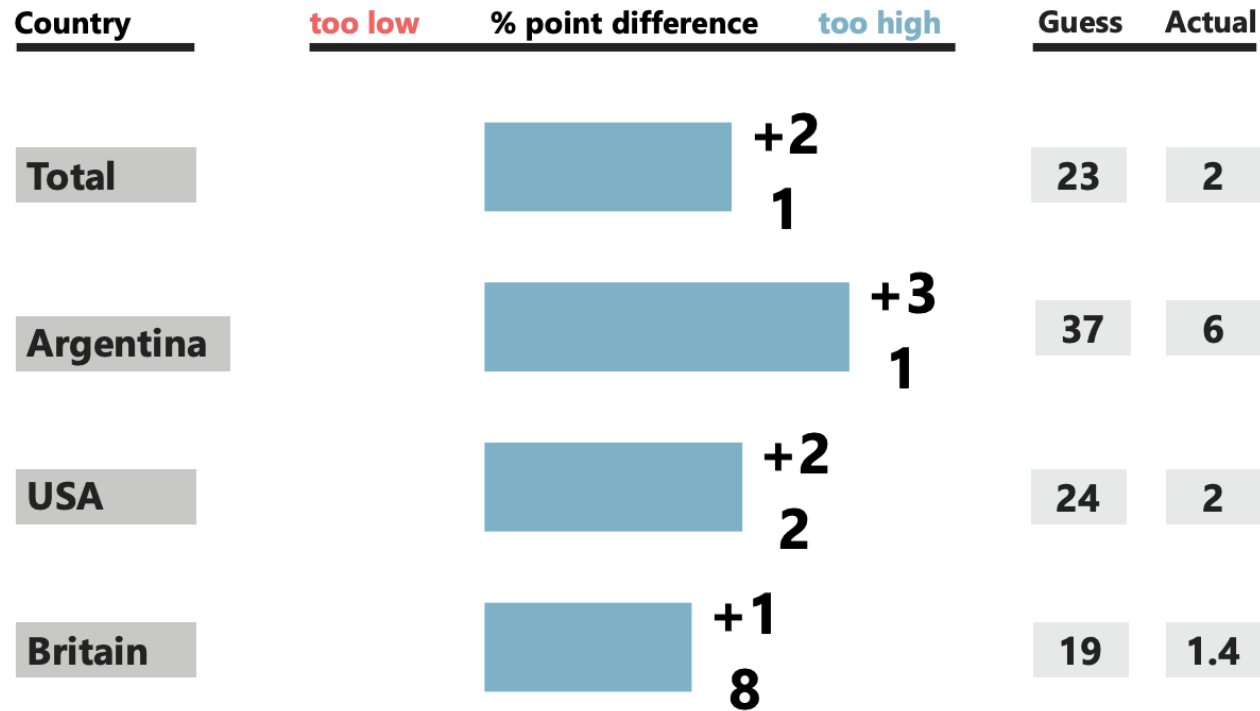




“The perils of perception”

Huge overestimates of teenage births...

What percentage of women and girls aged 15 to 19 in [Country] do you think give birth each year?



Please see <http://perils.ipsos.com/> for full details of all sources.

**Why? Vivid,
emotional
stories we
remember...**



**Guarantee you will never
see a headline
like this...**



Leadership as a social movement

“If local government and our places are going to survive the next 20-30 years, not just the next 2-3, its all about reclaiming. We need to reclaim the core spirit of municipal leadership and go back to ***why we all bloody did this in the first place.*** What makes us passionate and local government, what makes us care? It’s about civic identity, and social activism, the ability to make things happen in a place.”

An aerial photograph of Calderdale, UK, taken at sunset. The sun is low on the horizon, casting long, golden rays across the sky and the city. The town is densely packed with buildings, featuring a mix of traditional stone architecture and more modern structures. A prominent church spire is visible on the left. In the background, rolling hills are silhouetted against the bright sky. The overall mood is warm and hopeful.

VISION 2024

A Vision for Calderdale 2024

ENTERPRISING AND TALENTED



WHEN YOU BUY
FROM A SMALL
BUSINESS, YOU'RE
NOT HELPING A
C.E.O BUY A 3RD
HOLIDAY HOME.
YOU'RE HELPING A
LITTLE GIRL GET
DANCE LESSONS,
A LITTLE BOY HIS
TEAM JERSEY, MAMS
& DADS PUT FOOD
ON THE TABLE.
SHOP LOCAL.

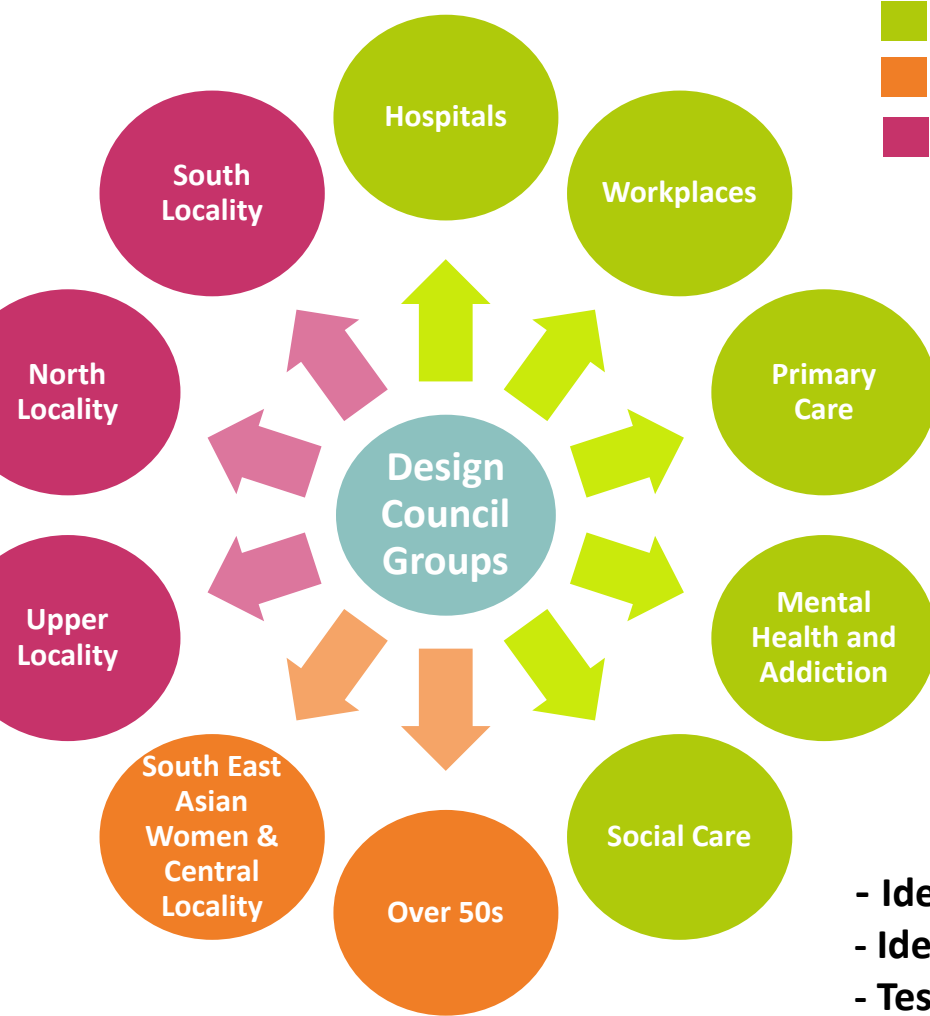
KING PRAWN
CURRY
£4.95 per portion



**KIND AND
RESILIENT**

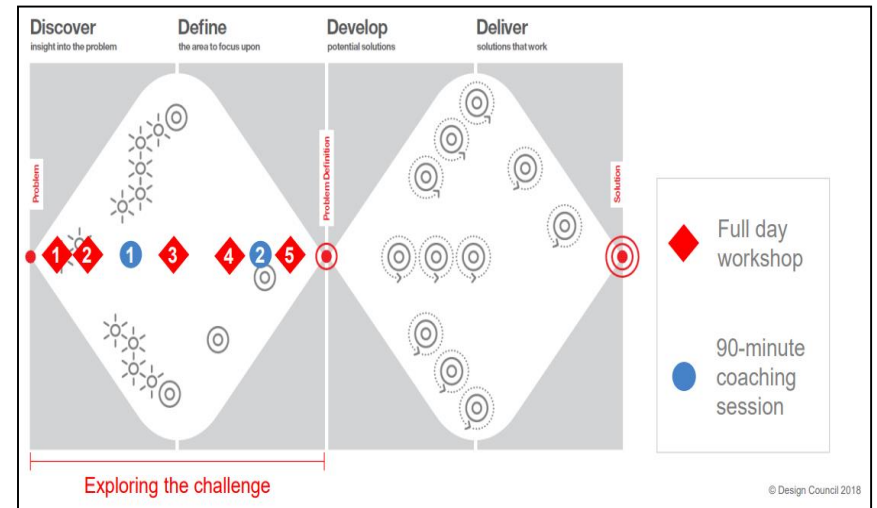


Work with Design Council



- Themed
- Demographic
- Geographical

Design Methodology – Design Thinkers



- Identify opportunities to increase physical activity levels
- Identify opportunities for system change
- Test and learn

Warren's story



warren nicholls

@NichollsWarren

DISTINCTIVE







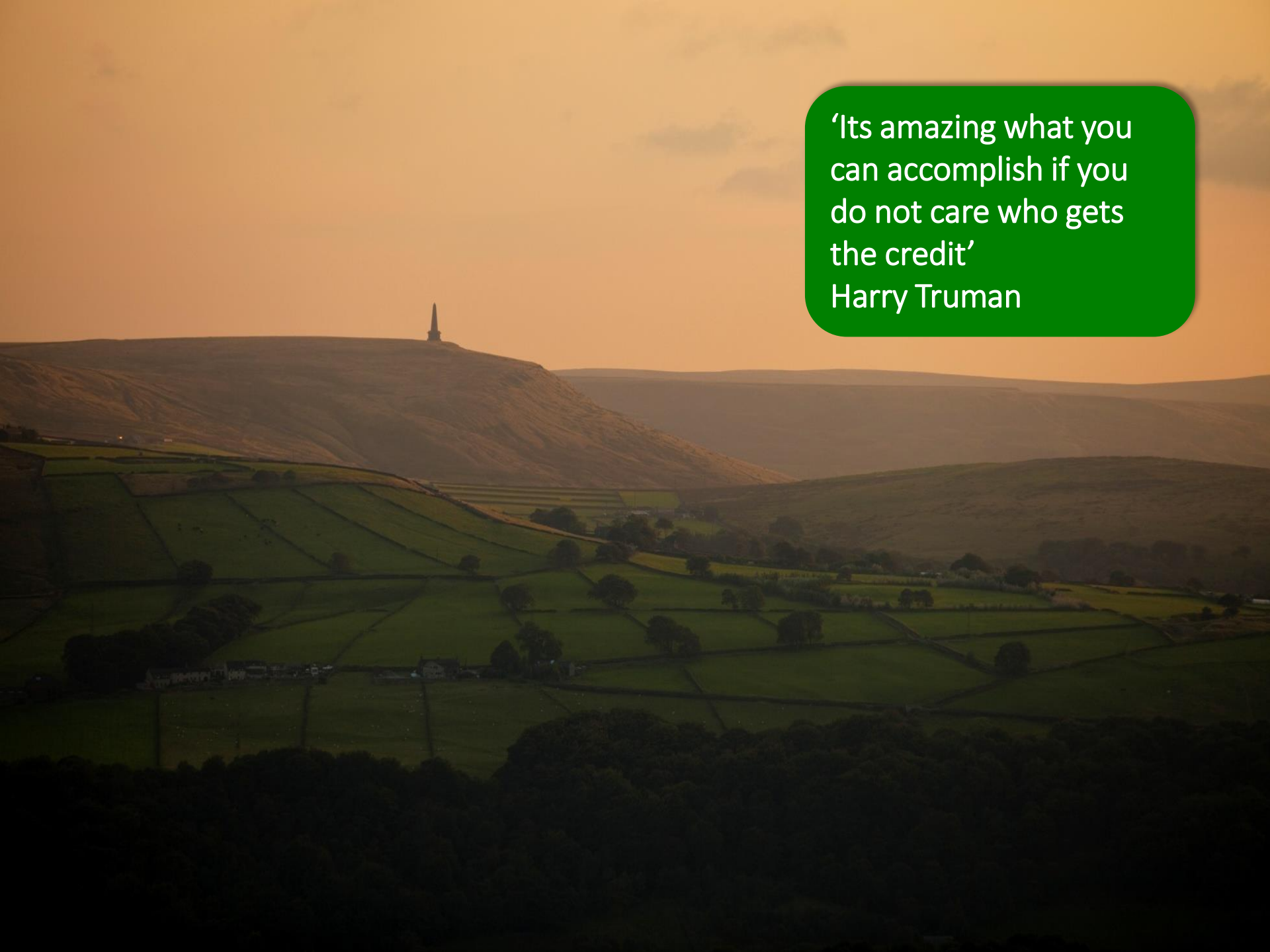
Everyone is an influencer

- Work with grain of place
- Think system!
- Disperse and give away power (Localism Act)



Collaborative leadership in a slide...

- Courage
- Curiosity
- Instil hope
- Challenge nonsense
- Bridges not walls (most of the time...)

A landscape photograph showing a rolling green valley with a church spire on a distant hill under a hazy sky. The foreground is a dark, dense forest. The middle ground features a patchwork of green fields separated by dark stone walls. In the distance, a large, flat-topped hill rises, with a small, dark church spire visible on its summit. The sky is a pale, hazy orange, suggesting a sunrise or sunset. The overall mood is serene and contemplative.

'Its amazing what you
can accomplish if you
do not care who gets
the credit'

Harry Truman