

# Dear Judd,

*I write this letter to honour the integrity and humanity in your leadership of Salford's mental health system, and to celebrate the choice you make every day to be in relation to the whole system, as well as to your employing organisation.*

*I suspect that this must be a difficult position to hold, that as a senior commissioner and leader you must sometimes feel exhausted by the effort to acknowledge, remember (!) and act on all the competing 'asks' of your time and of Salford's strategic resources.*

*In spite of this, you do what all great leaders do - you represent the whole system and somehow seem to embody it all in your person. You carry the concerns and worries of others with you and they shape what you do and how you do it. You stay true to the Living Well vision that you and your Salford colleagues created in 2019, and you test yourself and others against fidelity to that vision.*

*I also want to celebrate your willingness to step into uncertainty; into the innovation space! I think that you do this because you are in touch with your compassion for the suffering of others, because you want to understand people and their lived experience, because you acknowledge the limits of what we as a country currently have to offer people with mental health needs, and because you have a deep desire to find something better. You choose to let your natural curiosity guide your leadership.*

*Especially during the early stages of co-designing the Living Well model, I noticed how open you were to step into dialogue with others, suspend your judgement and opinion, and let your ideas be shaped by other people's voices. In doing this you held your authority as a senior leader with gentleness and respect, you downplayed your positional power in the interests of the group, and you brought out the best in people by letting them lead too. Crucially, as a leader, you understand and enjoy the power of relationships to drive change, to give everyone a feeling of confidence that they can achieve something great. Like most professionals, you are required to manage a stream of emails, but I know you'd rather be in a room, with people (& some post it notes!), exploring and creating together.*

*Like me, part of your motivation to lead in mental health comes from your personal experience, and I want to end by recognising this and the courage I know it takes to find hope in the face of adversity. In our different ways, we carry our loved ones with us on our professional journeys, we think about them while we work, and they guide our leadership and the choices we make. As I do, I think you find hope in other people, in their courage and creativity, and I want to celebrate here your commitment, on behalf of the people of Salford and Greater Manchester, to lead others towards new and ever better ways to support people in need.*

## Thank you, Nick Webb