



TOGETHER WE CARE



# Collaborative Leadership

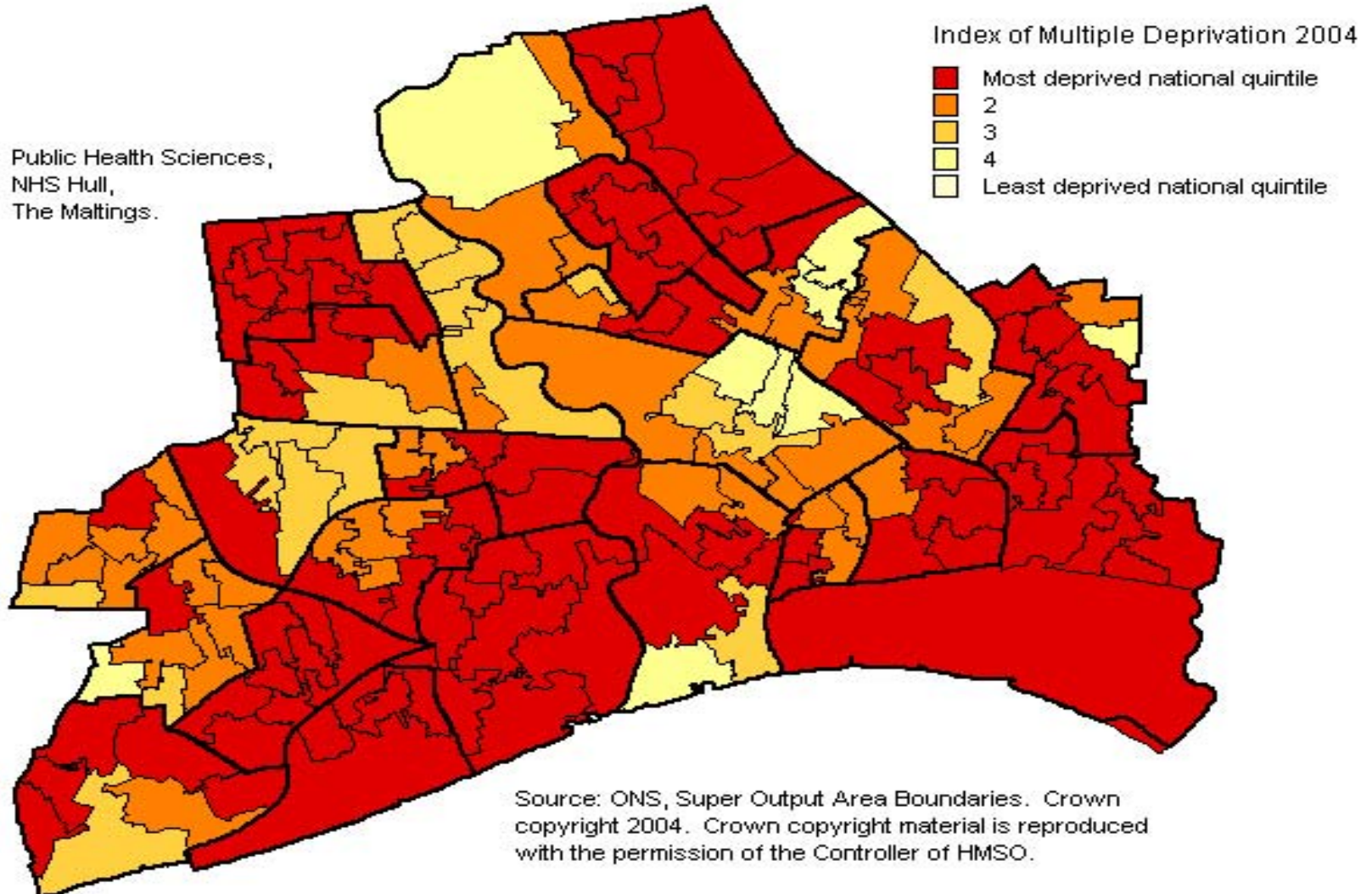
(Universal Panacea Or Just Damn Hard Work?)

Chris Long  
Chief Executive  
NHS Hull

[christopher.long@hullpct.nhs.uk](mailto:christopher.long@hullpct.nhs.uk)



TOGETHER WE CARE





## Hull – What you get for £1bn

- 11<sup>th</sup> most deprived LA in England on 2007 IMD.
- 20% working age adults don't work.
- 30% working age adults unskilled.
- 40% working age adults unqualified.
- 4<sup>th</sup> highest teen conception rate in the Country.
- 2<sup>nd</sup>(?) worst GCSE results in England -36% A\* - C  
–up from 29% last year



## Hull – What you get for £1bn

- We export our talent – The population shrinks by 1% every year as the aspirational leave for better schooling, houses and jobs....
- Of those who are left, people are not failing in education, skills and employment because they are dying early – they are dying early because they are failing in education, skills and employment.



## Challenges (strategic)

- Clarity of purpose and consistent objectives among stakeholders
- Partnership is about the long-term changes
- Managing the money invested
- Performance management
- Risk management
- Prioritisation



## Challenges – day to day

- Short term funding eg NRF and WNF
- Personalities
- Territorialism
- Time and capacity
- Lack of clarity
- Mutual understanding and respect



# Behaviours

- Councillors claiming democratic mandate to dominate partnership activity
- Dominance of health improvement agenda squeezes out other health considerations
- Uniformed services don't do agonised debate or bureaucracy very well....
- Insufficient engagement of the private sector
- We all chase our own targets



# The Community Strategy

- Four themes:
  - Healthy
  - Earning
  - Learning
  - Safe
- Communities who don't achieve in one are likely to fall behind in all – so is all of this our agenda?



TOGETHER WE CARE



**HULL: PCT to help raise status by sponsoring academy school**



REPLACEMENT Ardwick Thomas School in east Hull will be run by the Church of England.

**Final plans submitted for schools**

FINAL plans for the Building Schools for the Future programme go before a special meeting of the city council's cabinet next week.

At the meeting, the following proposals are expected to be agreed:

**ARCHBISHOP THOMAS:** The new Archbishop Thomas academy will open in the current school buildings in September, transferring to a new purpose-built site in Preston Road in September 2014.

The academy will eventually have places for 1,200 pupils, aged 11 to 16, and a further 200 places for 16 to 19-year-olds.

**DAVID LISTER:** The current school will close in August 2013, with the last intake of Year 7 pupils starting in September 2013.

**TRIMBY HOUSE:** Capacity will be increased from 280 places to 550, with a new main school building being built on the same site.

**KEVIN HALL:** A new school will be built on the same site, allowing for an increase in capacity from 850 to 1,500 pupils. New playing fields will be provided at the nearby former William Carr School site.

**PICKERING HIGH:** The current school will close in August next year, with the new Hull College-sponsored academy opening in new purpose-built accommodation the following month.

The academy will have 1,450 places for 11 to 16-year-old pupils and another 200 places for post-16 students.

**BIR HENRY COOPER:** The current school will close in August 2013, with a new replacement academy opening on the nearby Phoenix Education playing fields site off Hull Road in September this year.

As yet, no sponsors or details of the form of the academy have been announced.

**BYWATTS:** The current school will close in August 2013, with the last intake of Year 7 pupils starting in September 2013.

In addition, a number of existing secondary schools across the city will see remedial work being carried out.

These include Kingswood College of Arts, Whitwell Primary, Andrew Marshall, Market Lambert, Crosswood and Newark High.

All the work on these schools is expected to be completed by



**'STRONG DUTY':** Sir Henry Cooper School in north Hull could soon be sponsored by the PCT, said, Chris Long, chief executive of the Hull Teaching Primary Care Trust, wants to help the city's children become healthier and better educated. **MARK PICTURE, JACK BARRETT**



**Healthy support for city's youth**

By **ANGUS YOUNG**  
CITY COUNCIL REPORTER  
a.young@mailwestmedia.co.uk

**In short**

**THE city's primary healthcare trust is considering sponsoring one of Hull's new academy schools.**

Three academies are to be run separately from the local education authority and will open as part of Hull's £200m Building Schools for the Future programme.

One academy school in east Hull will be run by the Church of England as a replacement for Archbishop Thomas School.

Hull College is also set to take charge of another academy in west Hull, which will replace Pickering High School.

As yet, a sponsor for the third academy in north Hull, replacing the Henry Cooper School, has yet to be announced.

Chris Long, chief executive of the Hull Teaching Primary Care Trust (HTCT), said: "As a senior employee in the city and as an organisation that



**EVOLVE ACADEMY:** Hull College is to take

serve all Hull's 250,000 residents, we feel we have a strong duty to not only look after the health needs of local people now, but also to support their future development.

"In the past, Hull has been criticised for its poor levels of educational attainment.

"But it is our belief that all the statutory agencies in the city should play a role in turning this around.

"In terms of health, we already know that someone who does not do well at school is more likely to be a low wage-earner or be unemployed.

"The PCT already runs a mentoring project for young people and a number of other schemes in conjunction with local schools.

"Involvement in a city academy is just one way in which we will be looking into to show our commitment to young people in helping to create a healthier, better educated and more prosperous population in the future."

**Links**  
Hull Primary Care Trust  
www.hullpct.nhs.uk  
Hull City Council  
www.hull.gov.uk 17,01 08

**What do you think?**  
E-mail: [angus.young@westmedia.co.uk](mailto:angus.young@westmedia.co.uk)  
Write: The People's Voice, 1st Floor, 100

Hull Daily Mail  
17/1/08



TOGETHER WE CARE



**HULL:** Major push to cut vicious attacks in pubs and clubs



**TALKS:** Superintendent Ian Furlong

# City nightspots to get safety glasses

**ALMOST 50,000 unbreakable plastic glasses will be introduced at Hull's nightspots in a bid to prevent attacks on revellers, the Mail can today reveal.**

Humberdale Police will declare a major offensive against vicious "glassing" attacks that cause misery for law-abiding pub and club goers.

Superintendent Ian Furlong said the new glasses - made from polycarbonate - should halve the number of attacks.

The force will deliver 32,000 plus and 16,000 half pint glasses to 64 venues across Hull city centre, Holderness Road and Beverley Road.

Supt Furlong said the drive was in response to a spate of violent attacks.

Surgeon Craig Burnett, of Hull and East Yorkshire Eye Hospital, welcomed the move.

He said: "You wouldn't give a drunk a knife - you shouldn't give him a glass. It is a weapon."

**in short**

Humberdale Police will issue 48,000 polycarbonate glasses to 64 licensed premises in Hull.

Supt Ian Furlong said he hoped the initiative would halve the number of "glassing" attacks.

By **KEVIN SHOESMITH**  
k.shoesmith@mailnewmedia.co.uk

Officers dealt with 90 glass-related attacks in Hull city centre and the surrounding area in 2006-07 - roughly one incident a week. It is feared this figure may be still higher because many incidents go unreported, say police.

Supt Furlong said: "The cost to the victim and the financial cost to the NHS is huge, so every injury averted is worthwhile."

"If we can change glasses to polycarbonate, in a significant proportion, we can make a real difference."

"We have identified a number of venues that we believe could

benefit from polycarbonate glasses."

But Supt Furlong made clear he was not wishing to "tar" the dozens of venues who will accept the polycarbonate glasses.

He said: "These are the responsible licensees. They are willing to work with us to make the drinking circuit safer for everybody."

Earlier this year, Supt Furlong and his officers visited venues across the city to gauge reaction before placing the order for glasses with Hull-based firm Jorjansons.

A polycarbonate glass typically lasts three times longer than a traditional glass. However, at 90p each, they are about six times expensive.

Supt Furlong said: "They are cost effective over the long term as they are very durable, but the start-up costs are greater."

"Our aim is for targeted premises to replace 20 per cent of their glass stock with our polycarbonate alternative. In time, we would like to see premises increase to 50 per cent."

The officer wants premises to use the glasses throughout the day, not just in the evening.

Supt Furlong accepts things may start to happen instead to inflict harm on their victims, but said this problem would be addressed.

He said: "Plastic bottles are the next logical step. Further talks with the alcohol industry will be needed to address this."

Humberdale Police said each serious "glassing" attack, which results in a five-year prison sentence, costs the taxpayer about £20,000 plus medical costs.

The initiative - costing about £35,000 - is being paid for out of the Government's Neighbourhood Renewal Fund, which is designed to tackle antisocial and violent behaviour.

◆ **Comment:** Page 6

**Links**

Humberdale Police  
www.humberdale.police.uk  
Hull and East Yorkshire Hospitals  
NHS Trust  
www.hughospitals.net

## Eye surgeon welcomes the initiative

**SURGEON** Craig Burnett told of the "gut-wrenching" task of repairing eyes damaged by shards of glass.

Mr Burnett, who works at Hull and East Yorkshire Eye Hospital, has campaigned for polycarbonate glasses since last year.

He told the Mail: "The type of glassing injuries I treat are pretty shocking - and that comes from someone who spends his evening up eyeballs."

"It is gut-wrenching. Lives are destroyed. I am sure no one goes out with the



**INJURIES:** Craig Burnett, of Hull and East Yorkshire Eye Hospital

intention of blinding another with a glass.  
"But it's the same story. A guy goes out, has too much

to drink, gets involved in a fight and picks up a glass. We have to pick up the pieces."

Mr Burnett said he was met by Humberdale Police and its partners plan to deliver 48,000 of the drink containers to city nightspots.

He said: "It is fantastic news. Hopefully, these glasses will help reduce the number of incidents and I have to thank the surgeon

bold the Mail how "glassing" attacks are becoming Hull's trademark malicious injury

### Develop your skills and confidence with Hull College

Do you or a friend need to brush up your English/Maths skills? Are you 18 or over? Hull College can offer you the chance to develop your confidence on a three day programme. Course runs 17th - 19th May. These free classes will assist you in your everyday life, and help you gain better opportunities for work. They may also help you to support your children with their homework. This programme can lead onto an adult literacy or numeracy qualification - SCSE equivalent. Call 01482 528818 today for more information and to book a place.





## So where does it go wrong?

- If Government was joined up, it would be easier to stitch it together at the local level....
- We meet around the table and work in our silos
- Too few councillors involved with LSP and LAA
- Are opposition councillors at the table at all?
- Meetings, sub groups and bureaucracy
- Central – local dialogue feels a bit one way....



TOGETHER WE CARE

## Moving into the sunlit uplands....

- Partnerships are built on relationships
- Long-term Partnership priorities are different from short-term organisational ones
- Strategies are useless without implementation plans and accountability frameworks
- A forward looking risk matrix means you're not navigating through the rear view mirror
- It's core business so make the capacity to do it properly



## How do we do it in health?

- Ensure the Health partners are lined up
- Get a seat at the top table(s) – but don't scare the horses
- Investment in all four areas in time *and* money – truly world class
- Bring your staff and your community with you
- Challenge what's not working
- Be bold, be different – sometimes new things don't work



## And Finally....

- Your community won't survive the recession without this long-term foundation
- Does QuIPP focuses us on short-term gains?
- Where's World Class Commissioning in all of this?
- Total Place