

# Collaborative Leadership

(Universal Panacea Or Just Damn Hard Work?)

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# 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?

# 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....



# 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 QulPP focuses us on short-term gains?
- Where's World Class Commissioning in all of this?
- Total Place