

HEREFORDSHIRE PUBLIC SERVICE TRUST PROJECT

DECISION MAKING TOOLS

PARTNERSHIP AGREEMENT (SIXTEEN ASPECTS)

Working Document

Herefordshire Public Service Trust

Partnership Agreement (Sixteen Aspects)

Before the establishment of a Public Service Trust there is a need for a formal Partnership Agreement to be agreed and signed by both Herefordshire Council and Herefordshire PCT.

It is suggested that the following points be included in a partnership agreement:

(1) Purpose of the partnership	
<ul style="list-style-type: none"> • Include background data on health and social care statistics (PHHI) 	
<ul style="list-style-type: none"> • Alignment to current strategies and policies (PHHI) 	
(2) Aims and objectives of the partnership	
<ul style="list-style-type: none"> • Details of organisational and business benefits (PCPM) 	
(3) Partnership Governance	
<ul style="list-style-type: none"> • Role of Council and Role of PCT Board (IG) (Steering Group) 	
<ul style="list-style-type: none"> • Partnership Board Composition and Terms of Reference (IG) 	
<ul style="list-style-type: none"> • Partnership Management Board Composition and Terms of Reference (IG) 	
<ul style="list-style-type: none"> • Professional Executive Committee Composition and Terms of Reference (IG) 	
<ul style="list-style-type: none"> • Integrated Executive Team Composition and Terms of Reference (IG) 	

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• Agree joint vision statement (IG/CCICE)	
• Accountability structure (IG)	
• Delegated functions (IG)	
• Wholly retained functions (IG)	
• Hosting arrangements (IG)	
• Reporting arrangements (IG)	
• Relationship with Leisure, Housing, Environmental and Transport Services (IG)	
• Agree definition of key decisions – How will they be decided? (IG)	

(4) Financial Arrangements	
• Governance (CRFI)	
• Local Agreements (CRFI)	
• Pooled funds (CRFI)	
• Any special accountability arrangements (CRFI)	
• Contribution calculations e.g. baseline funding (CRFI)	
• Grants made available to either party as appropriate (CRFI)	
• Agreeing Budget timetable – First year end of October 2006 (CRFI)	
• Underspend/Overspend e.g. who meets the cost (CRFI)	
• Set up costs (CRFI)	
• Funding for Integration Project Budget (CRFI)	
• Agree Financial year for both organisations (CRFI)	
• Agree Audit arrangements (CRFI)	
• Agree VAT arrangements (CRFI)	

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(5) Organisation and Structure	
<ul style="list-style-type: none"> • Agree level of integration (SG) 	
<ul style="list-style-type: none"> • Agree key director roles (SG) 	
<ul style="list-style-type: none"> • Agree functions and services to be included/excluded (SG) 	
<ul style="list-style-type: none"> • Consider Health and Social Care Zones (local communities) i.e. (PHHI) <ul style="list-style-type: none"> - How many (based on GP practices) - Agree services to be included/ delivered in each zone e.g. Community Hospitals, Community Centres, Integrated Health and Social Care Teams, District Nurses, Social Workers, Community Care Workers, Occupational Therapist, Physiotherapist, Podiatrists, Care Co-ordinators, Housing and determine third sector involvement. (PHHI) - Some services to be provided on a Trust wide basis (PHHI) - Consider appointment of Community Partnership Managers (SG) 	
(6) Business Planning and Performance Management	
<ul style="list-style-type: none"> • Links to all the local strategic plans (PCPM) 	
<ul style="list-style-type: none"> • Produce Annual Strategic Agreement – to include the following:- (PCPM) <ul style="list-style-type: none"> - Describe any agreed strategic changes in relation to provision of services (PCPM) 	

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<ul style="list-style-type: none"> - Set out agreed objective and targets (PCPM) - Indicate how partners anticipate that services will be affected by any growth or reduction in funding or other resources (PCPM) - Set out the changes that need to be made (PCPM) - Set out information requirements (PCPM) - Set out the partners financial contributions (CRFI) - Agree how changes can be made during the year (PCPM) 	
<ul style="list-style-type: none"> • Agree accounts and reporting procedures (CRFI) 	
<ul style="list-style-type: none"> • Agree links with Scrutiny Committee (SG) 	
<ul style="list-style-type: none"> • Policy on VAT (CRFI) 	
<ul style="list-style-type: none"> • Agree performance management framework (PCPM) 	

<p>(7) Information Technology and Management Information Systems</p>	
<ul style="list-style-type: none"> • Audit and agree systems (CRFI) 	
<ul style="list-style-type: none"> • Common information point (CRFI) 	
<ul style="list-style-type: none"> • Information sharing protocol – comply with legislation (CRFI) 	
<ul style="list-style-type: none"> • Freedom of information and confidentiality (CRFI) 	
<ul style="list-style-type: none"> • Health and Social Care records to one location (SU) 	
<ul style="list-style-type: none"> • Complete thorough needs assessments (CRFI) 	

(8) Estates and Facilities Management	
• Central Register – Capital Asset Management (CRFI)	
• Agreement on Capital Expenditure and ownership (CRFI)	
• Premises not transferred but on a lease (CRFI)	

(9) Care Governance, Quality and Professional Leadership	
• Clinical Governance and Policies and Procedures (IG)	
• Value for money analysis (CRFI)	
• Agree code of conduct (IG)	
• Agree values and behaviour (IG/CCICE)	
• Agree measurement of partnership performance (IG)	
• Dealing with complaints – Integrated complaints protocols (SU)	
• Ombudsman (SU)	
• Standards of Conduct and corporate governance (IG)	
• Professional accountability (IG)	
• Develop Protocols (IG)	

(10) Human Resources	
• Joint posts – arrangements and protocols e.g. Director of Adult Social Services and Director of Public Health (SG)	
• Determining the employing organisation (CMHR)	
• Change management (CMHR)	
• Recruitment (CMHR)	

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• Funding arrangements for staff (CMHR)	
• Management arrangements (CMHR)	
• Harmonisation of HR policies and procedures (CMHR)	
• Terms and Conditions – TUPE – Harmonisation (CMHR)	
• Indemnities relating to transferring staff (CMHR)	
• Staffing costs and redundancy payments (CMHR)	
• Performance management of staff (CMHR)	
• Pension Issues (CMHR)	
• Produce Key Issues paper (CMHR)	
• Staff development (CMHR)	
• Competency framework (CMHR)	
• Job evaluation (CMHR)	

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(11) Communications, Marketing and Consultation	
• Corporate identity and public relations (CCICE)	
• Prepare detailed paper for consultation exercise (CCICE)	
• Public and patient involvement i.e. empower service users, carers and public to give their views (SU)	
• Need for a strategy on how to engage the public (CCICE)	

(12) Commissioning (definitions)	
• Strategic commissioning (PCPM)	
• Market Management (PCPM)	
• Procurement (PCPM)	

• Purchasing (CRFI)	
• Brokerage (PCPM)	
• Contracting and novation of contracts (PCPM)	
• Getting people to understand the differences and to improve skills in these areas (PCPM)	

(13) Risk Assessment	
• Legal (IG)	
• Financial (CRFI)	
• Performance (PCPM)	
• Relationships (SU)	
• Changes in Legislation (IG)	
• Indemnity and Insurance (CRFI)	
• Expected constraints (IG)	

(14) Termination of Agreement	
• Agree termination reconciliation and process (IG)	
• Agree disputes procedures (IG)	
• Orderly wind down if agreement terminated (IG)	

(15) Key Milestones and Dates (SG)	
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(16) Miscellaneous	
• Legal advice (IG)	
• Equality, Diversity and Equal Ops issues (SU)	
• Rural proofing (PCPM)	

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<ul style="list-style-type: none"> • Access, Assessment (single assessment) and eligibility criteria (PCPM) 	
<ul style="list-style-type: none"> • Charging policy (CRFI) 	

- SG - Steering Group
- CMHR - Change Management & Human Resources
- IG - Integrated Governance
- CCICE - Communication, Consultation, Involvement and Clinical Engagement
- SU - Services Users
- CRFI - Corporate Resources, Finance and ICT
- PCPM - Planning, Commissioning and Performance Management
- PHHI - Public Health and Health Improvement
- ES - Environment Services

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