

**EAST AYRSHIRE COUNCIL
POLICY AND RESOURCES COMMITTEE – 13 JUNE 2002
PARTNERSHIP WORKING FRAMEWORK BETWEEN EAST AYRSHIRE
COUNCIL AND AYRSHIRE AND ARRAN PRIMARY CARE (NHS) TRUST**

Report by Depute Chief Executive/Director of Corporate Resources

1.0 PURPOSE OF REPORT

- 1.1** To seek members approval of an overarching Partnership Working Framework between the Council and Ayrshire and Arran Primary Care (NHS) Trust to govern projects such as the proposed Northwest Kilmarnock Primary Care Neighbourhood Centre and other similar projects.

2.0 BACKGROUND

- 2.1** The Policy and Resources Committee at it's meeting held on 21 February 2002 noted the successful outcome of the Northwest Kilmarnock Primary Care Neighbourhood Centre bid and arrangements for implementation of this project. The Committee further agreed that an overarching Partnership Working Framework, which would build upon the existing Operational Framework to which both organisations were already committed should be developed to govern projects of this nature.

**3.0 DEVELOPING AN INNOVATIVE AND CREATIVE COMMUNITY
PARTNERSHIP APPROACH**

- 3.1** Council officers in consultation with officers from the Primary Care Trust have now developed an overarching Partnership Working Framework, a copy of which is appended to this report, and which will guide the way in which both organisations collaborate with each other.
- 3.2** The Framework will establish protocols and parameters and will provide a basis for confirming the arrangements, powers and responsibilities of both the Council and the Trust in jointly entering into, undertaking and delivering projects or services in which we have a common interest. It recognises, however, that there is a need to be innovative and creative in our approach and that every effort should be made to ensure that unnecessary bureaucracy should not be a barrier to effective partnership working.

3.3 Members should note that this overarching Framework will place a responsibility on the Council and the Primary Care Trust to develop and agree project specific minutes of agreement for each individual project such as the proposed development in Northwest Kilmarnock. In this respect it is proposed that the Council's legal service will play a key role in the development of project specific agreements to ensure that the Council's interests are fully protected.

3.4 This Overarching Partnership Working Framework will also be used as a basis for the development of similar partnership frameworks between the Council and our other Community Planning Core Partners as and when such agreements may be required.

4.0 ELECTED MEMBER INVOLVEMENT

4.1 The Social Work and Health Improvement network has agreed to the establishment of a network for elected members on NHS Boards. The network will have a high level of self direction and flexibility in agenda setting, relating to issues of mutual concern which arise through Board work. Councillor Farrell as a member of the network will be in a position to take an overview of any further opportunities to strengthen partnership working.

5.0 LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report. Representatives from the Council's Legal Service have been involved throughout in the production of the proposed Partnership Working Framework and the Solicitor to the Council has indicated that he is satisfied with the content of the Framework.

6.0 FINANCIAL IMPLICATIONS

6.1 None directly arising from this report.

7.0 POLICY IMPLICATIONS

7.1 The proposed Partnership Working Framework accords with the Council's Core Value of Partnership and our commitment to community planning. The proposals are also consistent with service strategies in place for Joint Health and Social Care for people requiring community based services in East Ayrshire.

8.0 CONCLUSION

8.1 Approval of the proposed Partnership Working Framework will strengthen the existing partnership between the Council and the Primary Care Trust and will provide a firm basis for continuing to meet out common goal of securing genuine improvements in service delivery by pulling our resources and available funding to maximise joint working opportunities.

9.0 RECOMMENDATIONS

9.1 The Policy and Resources Committee is asked to:-

- (i) approve the proposed Partnership Working Framework between the Council and Ayrshire and Arran Primary Care (NHS) Trust as appended to this report;
- (ii) agree that the Depute Chief Executive/Director of Corporate Resources in consultation with the Head of Administration and Legal Services be requested to develop project specific minutes of agreement as required; and
- (iii) to note that the Partnership Working Framework between the Council and Ayrshire and Arran Primary Care (NHS) Trust would be used as a basis for the development of similar Partnership Frameworks between the Council and our other Community Planning Core Partners as and when such agreements may be required.

Fiona Lees
Depute Chief Executive
6 June

BACKGROUND PAPERS

Nil.

For further information, please contact John Clayton, Head of Corporate Development and Communication on telephone number (01563) 576195.

Implementation Officer: John Clayton

EAST AYRSHIRE COUNCIL AND AYRSHIRE AND ARRAN PRIMARY CARE (NHS) TRUST PARTNERSHIP WORKING FRAMEWORK.

1. STATEMENT OF INTENT

East Ayrshire Council and Ayrshire and Arran Primary Care (NHS) Trust, together with our respective community planning partners are committed to working in partnership to promote the wellbeing of the communities within East Ayrshire which we serve. We intend to plan together and where appropriate pool our resources to undertake and deliver projects which will maximise joint working opportunities and improve the services available to our communities.

2. THE PURPOSE OF THE PARTNERSHIP WORKING FRAMEWORK

- 2.1 The purpose of this partnership working framework is to establish the protocols and parameters, and a basis for confirming the arrangements, powers and responsibilities of East Ayrshire Council and Ayrshire and Arran Primary Care (NHS) Trust in relation to each other in jointly entering into, undertaking and delivering projects or services in which we have some common interest.
- 2.2 The objective of this framework is to guide the way in which both organisations collaborate with each other and thereby demonstrate in an open and transparent manner that Best Value is being achieved within the wider context of community planning and community wellbeing.

3. COMMON CORPORATE OBJECTIVES

- 3.1 Increasingly within the public sector, organisations are being encouraged to plan and work together by breaking down traditional barriers within respective public bodies to achieve common objectives and deliver integrated services to the communities we serve. This objective is reflected in current Scottish Executive initiatives such as Community Planning, Community Wellbeing, the Modernising Government Agenda and Our National Health, a plan for action a plan for change.
- 3.2 Both organisations recognise the need to influence issues traditionally outwith the remit of our own organisations and the requirement to take a broader strategic view which will ensure that our policies are shaped and designed to improve the lives of all of our citizens by developing services fit for the communities they serve.

3.3 The need for collaboration as a means of achieving greater integration between public services and adding value to the services received by the people we serve is reflected in both parties commitment to community planning and is embedded in the organisational values and strategic direction of both the Council and the Trust.

3.4 Two of the seven core values of the Trust are directly relevant here:-

- multi-disciplinary and multi-agency collaboration based on openness and trust, not competition and rivalry
- recognising that the Primary Care Trust will not be a standalone organisation but a key partner in a range of health and social care provision within a natural locus in Primary Care setting.

3.5 In relation to East Ayrshire Council, partnership is one of the council's four core values, recognising the benefits which come from a more joined-up approach to service delivery. Specifically in relation to health, the Council Plan (1999-2002) has "better health" as one of its seven priorities. The Plan states:-

"There are a number of health issues that are directly linked to unemployment and poverty and we intend that our Council Plan will address many of these. We also want to launch specific initiatives, in conjunction with our partners, where we can make an impact on some of the most pressing problems in East Ayrshire."

4.0 DEVELOPING AN INNOVATIVE AND CREATIVE COMMUNITY PARTNERSHIP APPROACH

4.1 Both parties recognise that there is a need to be innovative and creative in order to achieve our common goals and that every effort should be made to ensure that unnecessary beaurocracy should not be a barrier to effective partnership working.

4.2 This will require a flexible approach with joint projects tailored to suit the individual needs of the communities in which they will be based.

4.3 In working together in partnership, it is appreciated by both organisations that it will not always be possible to put a tangible value on the benefits derived from co-location of staff/joint working arrangements; such as seamless service delivery to vulnerable groups within the community, community regeneration and the promotion of a socially inclusive society. As a consequence it is accepted that consideration of these benefits will require to be reflected in specific agreements for individual projects.

4.4 Our common goal is to secure genuine improvements in service delivery by taking advantage of financial and other resources and funding sources available to our respective organisations at the time of packaging each individual project.

5.0 KEY PARTNERSHIP OBJECTIVES

5.1 The key partnership objectives of the council and the Trust are enshrined within the operational framework to which both organisations are already jointly committed. A summary of our joint commitments is provided below:-

- to provide high quality, responsive and accountable services to the public
- to work in partnership to promote a Socially Inclusive Society
- to plan together to provide and develop services at both a strategic and operational level
- to routinely involve representatives of service users, carers and the community
- to maximise closer working between our agencies
- to implement changes which will make a positive difference to peoples lives
- to work in purposeful partnership with our staff to achieve common goals.

5.2 By working together it is also anticipated that we will maximise funding obtained from external sources and through the co-location of staff rationalise our property portfolios, minimise revenue costs and bring improved effectiveness to our communities.

6.0 APPROVAL OF PROJECTS

6.1 Joint projects will be considered and approved by both organisations respective decision making bodies and a decision on which party takes the lead role in each project will be taken on an individual basis dependent upon the nature of each project.

6.2 Each project will be governed by an individual project specific agreement which will demonstrate in an open and transparent manner that Best Value will be achieved.

6.3 It is appreciated that the forthcoming Local Government (Scotland) Bill is likely to make some provision in respect of partnership working as regards the proposed power of wellbeing and the duty of Community Planning which will be mutually shared by both the Council and the Trust. However, in the absence of any current legislative base to govern joint working arrangements within Scotland, the terms of

Section 31 of the Health Act 1999, relevant in England and Wales, will be used to broadly guide the format of individual project agreements between the Trust and the Council.

7.0 CONTENT OF SPECIFIC PROJECT AGREEMENTS

7.1 It is anticipated that individual project agreements should address as appropriate, the undernoted issues:-

- identify which party will take the lead role
- specify clearly the extent of financial commitment by partner organisations committed to the project
- set out the reasons for the partnership project and demonstrate its link to current corporate strategy
- list desired shared outcomes including measurable quantitative and qualitative targets
- layout a timetable for the achievement of the project
- ensure management arrangements are in place to demonstrate sound use of public funds
- provide a framework for allocating resources, controlling costs, sharing expenditure/income and monitoring performance
- agree reporting arrangements and responsibilities
- specify how shared costs are to be split
- agree a basis for awarding external contracts and contractor control
- provide for early warning mechanisms to inform senior management of significant new risk
- set out rules for terminating the agreement in future, should the need arise

It should be noted that this list is neither prescriptive nor exhaustive and that the content of each agreement will require to reflect the individual circumstances of each project.

8.0 MINUTE OF AGREEMENT

8.1 In line with paragraph 7 above, each partnership arrangement will be underpinned with a specific Minute of Agreement relating to the project in hand, all designed to safeguard all partners but within a definite framework of minimising formalities. Accordingly, a typical Agreement will generally encompass such headings, as appropriate:

- period of agreement
- definitions and interpretation
- construction of the development
- funding, including detailed Schedule
- use of the development
- dispute resolution
- dissolution of the parties

- expenses
- no assignation rights
- notices (i.e. in writing for issues impacting on any of above).

AGENDA