

CALDERDALE CARES PARTNERSHIP AGREEMENT

Version 1

01 April 2022

1. CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST
2. CALDERDALE LOCAL MEDICAL COMMITTEE LTD
3. CALDERDALE METROPOLITAN BOROUGH COUNCIL
4. HEALTHWATCH CALDERDALE
5. LOCALA COMMUNITY PARTNERSHIPS CIC
6. NHS CALDERDALE CLINICAL COMMISSIONING GROUP
7. SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST
8. VOLUNTARY AND COMMUNITY

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CALDERDALE CARES PARTNERSHIP AGREEMENT

This Partnership Agreement ('this Agreement') is made between:

CALDERDALE AND HUDDERSFIELD NHS FOUNDATION TRUST of Acre Street, Lindley, Huddersfield, West Yorkshire, HD3 3EA;

CALDERDALE LOCAL MEDICAL COMMITTEE LTD of E139 Dean Clough Mills, Halifax, HX3 5AX;

CALDERDALE METROPOLITAN BOROUGH COUNCIL of Town Hall, Crossley Street, Halifax, West Yorkshire, HX1 1UJ;

HEALTHWATCH CALDERDALE of The Elsie Whiteley Innovation Centre, Hopwood Lane, Halifax, HX1 5ER;

LOCALA COMMUNITY PARTNERSHIPS CIC of Becksie Court (First Floor), Bradford Road, Batley, WF17 5PW;

NHS CALDERDALE CLINICAL COMMISSIONING GROUP of 2nd Floor, Westgate House, Halifax, HX1 1PW;¹

SOUTH WEST YORKSHIRE PARTNERSHIP NHS FOUNDATION TRUST of Fieldhead, Ouchthorpe Lane, Wakefield, WF1 3SP; and

VOLUNTARY AND COMMUNITY of Resource Centre, Hall Street, Halifax, HX1 5AY.

Together these organisations are referred to as 'the Partners' and as a collective form the formal leadership for the Calderdale Cares Partnership ('the Partnership').

1. Background

- 1.1. Calderdale Cares began in 2018 as the Calderdale place based model for integrated health, care and wellbeing. At the heart of Calderdale Cares were the principles of better wellbeing for all, harnessing the strengths of people and communities, seamless services for those that need help, and partners working collaboratively to make this all happen.
- 1.2. The aim was to create strong collaboration across Calderdale where organisations, including the NHS, Calderdale Council and the voluntary and community sector, work together and share resources to deliver a range of support to meet each person's individual needs, within their own community.
- 1.3. Calderdale is one of five places within the West Yorkshire Health and Care Partnership, a partnership of places, provider collaboratives and system. The West Yorkshire Health and Care Partnership is grounded in its agreed principles:
 - 1.3.1. We will be ambitious for the people we serve and the staff we employ.

¹ In endorsing the Agreement, Partners recognise that it is anticipated that NHS Calderdale Clinical Commissioning Group will transition to be part of the NHS West Yorkshire Integrated Care Board from July 2022.

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- 1.3.2. The West Yorkshire Partnership belongs to its citizens and to commissioners and providers, councils and NHS. We will build constructive relationships with communities, groups and organisations to tackle the wide range of issues which have an impact on health inequalities and people's health and wellbeing.
 - 1.3.3. We will do the work once – duplication of systems, processes and work should be avoided as wasteful and a potential source of conflict.
 - 1.3.4. We will undertake shared analysis of problems and issues as the basis of taking action.
 - 1.3.5. We will apply subsidiarity principles in all that we do – with work taking place at the appropriate level and as near to local as possible.
- 1.4. Additionally the West Yorkshire Health and Care Partnership is underpinned by a set of shared values:
- 1.4.1. We are leaders of our organisation, our place and of West Yorkshire.
 - 1.4.2. We support each other and work collaboratively.
 - 1.4.3. We act with honesty and integrity, and trust each other to do the same.
 - 1.4.4. We challenge constructively when we need to.
 - 1.4.5. We assume good intentions.
 - 1.4.6. We will implement our shared priorities and decisions, holding each other mutually accountable for delivery.
- 1.5. In February 2021 the Department of Health and Social Care published a white paper² ('the white paper') which set out intentions to establish statutory integrated care systems (ICSs). In doing so the white paper emphasised the need for place based collaboration between the NHS, local government and wider key partners such as the voluntary and community sector.
- 1.6. In response to the white paper each place within the West Yorkshire Health and Care Partnership is continuing to develop their place based partnership, bringing together the NHS, local government, and other partners. In Calderdale it is recognised that what this requires is an evolution of the original Calderdale Cares concept, building on the strong foundations already developed and moving forwards as the Calderdale Cares Partnership.

² *Integration and Innovation: working together to improve health and social care for all* (Department of Health and Social Care, February 2021: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/960548/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-web-version.pdf).

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2. Status and Purpose of this Partnership Agreement

- 2.1. The Partners have agreed to work together on behalf of the people of Calderdale to work collaboratively and to further develop the Calderdale Cares Partnership. In doing so the Partners will identify and respond to the health and care needs of the Calderdale population and deliver integrated health, support, and community care to develop – and ultimately deliver – improved health and care outcomes for the people of Calderdale.
- 2.2. This Agreement sets out the key agreements of the Partnership, including:
 - 2.2.1. The vision of the Partnership and the vision's supporting objectives.
 - 2.2.2. The shared principles, values and behaviours that the Partners have agreed to adopt throughout their joint working.
 - 2.2.3. The governance structures and supporting arrangements underpinning the Partnership.

This Agreement is not legally binding and does not impose any legal obligations on any Partners, nor does it add to or override any existing contractual obligations held by any Partners. In endorsing the Agreement Partners fully retain their organisational sovereignty and continue to be accountable for their respective statutory responsibilities.

3. Approvals

- 3.1. Each Partner acknowledges and confirms that it has obtained the required authorisation to enter into this Agreement and that its own Board / Cabinet / Governing Body has approved the content of this Agreement.

4. Duration and Review

- 4.1. This Agreement shall take effect on 01 April 2022 and will continue in full effect until such time the Partners agree that alternative arrangements would better serve the needs of the Partnership.
- 4.2. The Partners will initially review the terms of this Agreement in April 2023 and at such intervals thereafter as the Partners may agree. The Partners may agree to update the Agreement to reflect developments as appropriate.

Part A: The Partnership's Vision, Objectives, Principles, Values and Behaviours

5. Vision and Objectives

- 5.1. The Partners have agreed to work towards a common vision for Calderdale as follows:

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'Our vision for Calderdale is for a place where you can realise your potential whoever you are, whether your voice has been heard or unheard in the past.

We aspire to be a place where talent and enterprise can thrive.

A place defined by our innate kindness and resilience, by how our people care for each other, are able to recover from setbacks and are full of hope.

Calderdale will stand out, be known and be distinctive.

A great place to visit, but most importantly, a place to live a larger life.'

5.2. In pursuit of the vision, the Partners have agreed to work towards the following objectives:

- 5.2.1. Reducing health inequalities across the borough of Calderdale.
- 5.2.2. Investing in prevention and 'home first', helping people to avoid admission to care homes and hospital beds wherever possible.
- 5.2.3. Developing a sustainable health and care system for Calderdale.
- 5.2.4. Integrating services and their supporting workforce to deliver joined up care.
- 5.2.5. Looking after our workforce and ensuring they are happy and fulfilled at work.
- 5.2.6. Making best use of Calderdale's resources and getting the most out of the 'Calderdale pound'.
- 5.2.7. Working in partnership with our localities, communities and citizens.

6. Principles, Values and Behaviours

6.1. The Partners have agreed to adopt the following principles in their work together as a Partnership:

- 6.1.1. We will work together to achieve agreed health and wellbeing outcomes.
- 6.1.2. We will shift more of our focus towards enabling people to be well and to prevent ill health.
- 6.1.3. We will work for good health and wellbeing for everyone, by tackling root causes of ill health.
- 6.1.4. We will enable communities to play their part in creating health and wellbeing, making the most of what exists in our communities.

6.2. The Partners have agreed to adopt the following values in their work together as a Partnership:

- 6.2.1. Honesty and integrity.
- 6.2.2. Compassion and kindness.
- 6.2.3. Trust and respect.

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6.3. The Partners have agreed to adopt the following behaviours in their work together as a Partnership:

- 6.3.1. We focus on making a difference for Calderdale people and communities.
- 6.3.2. We support each other and work collaboratively.
- 6.3.3. We challenge constructively and hold one another to account.
- 6.3.4. We use strengths-based approaches.

Part B: Delivering the Vision, Objectives, Principles, Values and Behaviours

7. Problem Resolution

7.1. The Partners agree to approach problem resolution in a way which recognises the objectives, principles, values and behaviours set out above and which:

- 7.1.1. Seeks solutions within a shared culture of 'no fault, no blame'.
- 7.1.2. Seeks to resolve any disputes in an open, amicable and communicative manner.
- 7.1.3. Treats the Partners as equal parties within the resolution of any dispute.
- 7.1.4. Seeks solutions which are mutually beneficial as far as possible.
- 7.1.5. Accepts that confrontational attitudes waste time and other resources and should be avoided at all times.

7.2. If any Partner receives a formal enquiry or complaint from a party external to this Agreement and the enquiry or complaint relates to this Agreement, the receiving Partner will agree the contents of their response with the full Calderdale Cares Partnership Board before the response is issued.

8. Partners' Roles and Responsibilities

8.1. Each Partner agrees to:

- 8.1.1. Work collaboratively with the other Partners in line with the Calderdale Cares Partnership vision, objectives, principles, values and behaviours.
- 8.1.2. Work collaboratively with the other Partners and with colleagues more widely to deliver the ambitions of the West Yorkshire Integrated Care Partnership strategy and the NHS West Yorkshire Integrated Care Board (once established).
- 8.1.3. Work collaboratively to best serve Calderdale's population rather than pursuing organisational interests.
- 8.1.4. Work collaboratively with the other Partners to further develop the Calderdale Cares Partnership.

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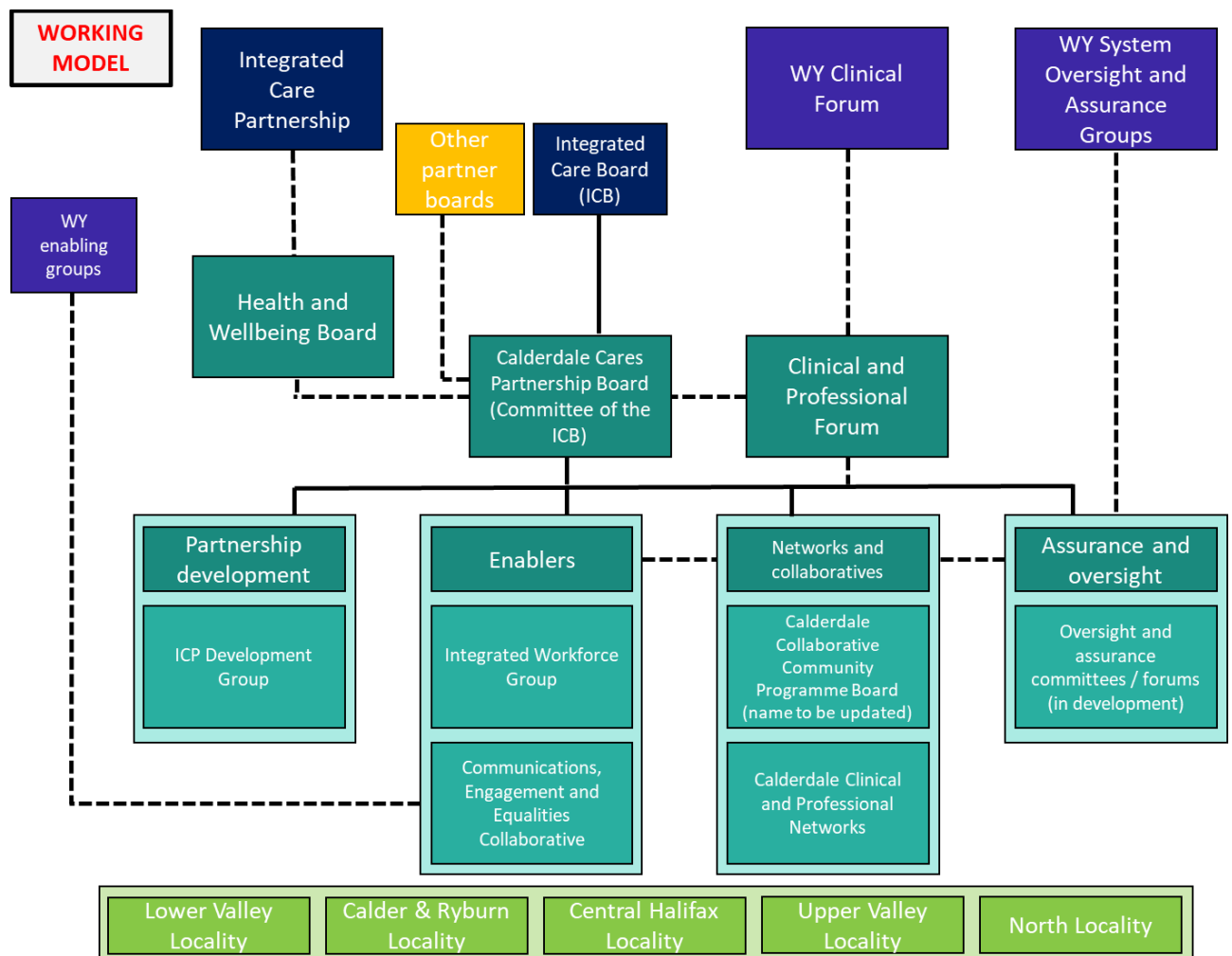
8.1.5. Work collaboratively with the other Partners to develop and provide a single place-based response to parties external to this Agreement where requests for information are made.

Part C: Governance Arrangements

9. Governance Model

9.1. In addition to the Partners' own Boards / Cabinet / Governing Body, which retain their existing responsibilities and accountability, the governance model for the Calderdale Cares Partnership arrangements (as shown below) comprises:

- 9.1.1. The Calderdale Cares Partnership Board;
- 9.1.2. The Health and Wellbeing Board;
- 9.1.3. The Clinical and Professional Forum; and
- 9.1.4. Delivery and assurance infrastructure.



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Calderdale Cares Partnership Board

- 9.2. The Calderdale Cares Partnership Board provides the formal leadership for the Calderdale Cares Partnership. The Board provides oversight for Calderdale health and care business and provides a forum through which to make decisions on those matters which are best addressed collectively.
- 9.3. From July 2022, the Board will be a committee of the NHS West Yorkshire Integrated Care Board and from that time will be responsible for matters delegated to it in accordance with the Integrated Care Board's constitution and scheme of reservation and delegation.
- 9.4. The Board is led by an independent Chair and includes representation from: independent lay members; Calderdale Metropolitan Borough Council; NHS West Yorkshire Integrated Care Board; Calderdale Local Medical Committee; Calderdale and Huddersfield NHS Foundation Trust; Healthwatch Calderdale; Locala Community Partnerships; South West Yorkshire Partnership NHS Foundation Trust; the voluntary and community sector; general practice; the Calderdale Clinical and Professional Forum; public health; quality and safety; finance; and performance.

Health and Wellbeing Board

- 9.5. The Health and Wellbeing Board provides a forum through which political, clinical, professional and community leaders come together to develop a shared ambition for improving health and wellbeing and addressing health inequalities in Calderdale. The Health and Wellbeing Board is responsible for setting the Health and Wellbeing Strategy for Calderdale and holding to account the Calderdale Cares Partnership Board for the health and care service contribution to that strategy. The Health and Wellbeing Board continues to be responsible for undertaking Calderdale's Joint Strategic Needs Assessment.

Clinical and Professional Forum

- 9.6. The Clinical and Professional Forum provides clinical and professional leadership to the Partnership and makes recommendations to inform decisions made by the Calderdale Cares Partnership Board. The Forum acts as a gateway to the Calderdale Cares Partnership Board, whereby proposals first go to the Clinical and Professional Forum (unless it is agreed that the content of the proposal is not relevant to the Forum) before going to the Board for a decision.

Delivery and Assurance Infrastructure

- 9.7. Reporting into the Calderdale Cares Partnership Board are a number of groups leading on and overseeing programmes and initiatives to deliver positive outcomes for Calderdale's population. Alongside these groups sit oversight and assurance functions

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to support the Partnership in adopting and maintaining a place based approach to shared priorities in matters such as quality and safety. Especially key to the delivery of outcomes and high quality care will be Calderdale's five localities, coterminous with Calderdale's five primary care networks, through which strategic ambition will be effected at a more local level.

10. Information Sharing and Conflicts of Interest

10.1. Subject to compliance with the law, the Partners agree to share all information relevant to the work of the Partnership in an honest and timely manner.

10.2. The Partners will:

10.2.1. Share the details with other Partners of any real or potential conflict of interest which does or may arise in connection with this Agreement or the operation of the Calderdale Cares Partnership Board as soon as they become aware of the conflict of interest.

10.2.2. To the best of their ability, ensure that their representatives on the Calderdale Cares Partnership Board comply with the above when acting within the remit of this Agreement.