

University Trust Partnership Joint Management Committee

Terms of Reference and Key Performance Indicators April 2025

1 Purpose

The Joint Management Committee exists to oversee the strategic development of our partnership and ensure that any blocks to partnership are removed at the highest level.

The Partnership Manager plays a central and strategic role in facilitating, coordinating, and advancing the collaboration between the University of Hertfordshire and the East and North Hertfordshire Teaching NHS Trust.

2 Context

Partnership key performance indicators (KPIs) should support the organisational strategic priorities of both the Trust and the university in the context of current guidance and legislation including NHS long-term workforce plan.

2.1 Current Strategies – trust & university strategies, vision and values



University of Hertfordshire vision:

Our vision is to set the standard for what a modern university should be. We aim to bring the best of Hertfordshire together, collaborating to create better ideas, opportunities and outcomes that make an impact regionally, nationally and globally. Our unique combination of dynamism, drive and expertise will be known and admired worldwide, boosting our reputation and strength as an enterprising university as a result.

We value:

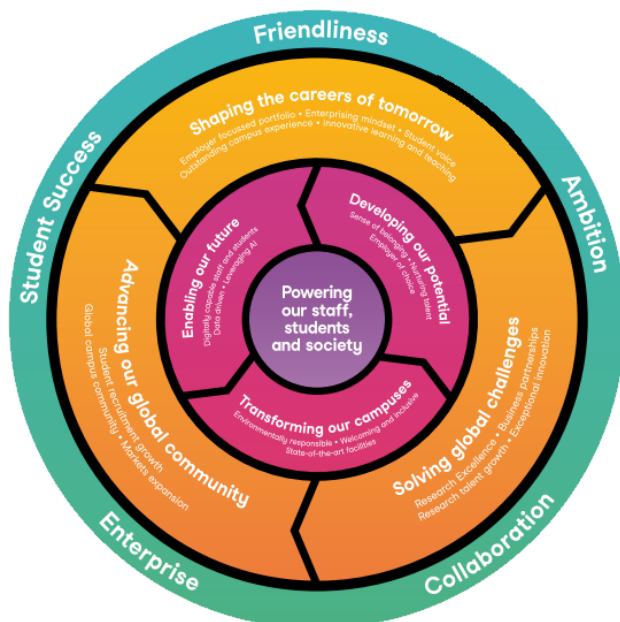
Friendliness; ensuring we act in a respectful and inclusive manner

Ambition; supporting those determined to achieve

Collaboration; encouraging working together for positive, shared outcomes

Enterprise; being impact led and placing enterprise at our core

Student Success; working in partnership with our students and empowering them to reach their potential



3 Membership of the Joint Management Committee

<p>From the Trust (optional)</p> <ul style="list-style-type: none">• Medical Director (Co- chair)• Director of Nursing and Patient Experience• Chief People Officer• Director of Medical Education• Associate Director of Research• Director of Communications and Engagement• Associate Director of People Operations	<p>From the University (optional)</p> <ul style="list-style-type: none">• Head of Clinical, Pharmaceutical and Biological Science (Co- chair)• Head of Medicine• Head of Allied Health Professions, Midwifery and Social Work• Head of Nursing, Health and Wellbeing• Associate Dean for Education and Student Success• Head of Centre for Health Services and Clinical Research (CHSCR)• Head of Centre for Applied Clinical, Health and Care Research (CACHE)• Head of Centre for Research in Public Health and Community Care (CRIPPAC)
<p>External Scrutiny</p> <ul style="list-style-type: none">• Lay Member• External Advisor (from similar partnership)	<p>In attendance</p> <ul style="list-style-type: none">• Partnership Manager.

In addition to the above list of attendees the committee will co-opt attendance as required from either the Trust or University

If a conflict of interests is established, the above member/ attendee concerned should declare this and withdraw from the meeting and play no part in the relevant discussion or decision.

3.1 Quorum

The Committee will be quorate if there are two core members present from each of the Trust and University.

3.2 Frequency of Meetings

The committee will normally meet quarterly. The Chair(s) of the Committee may convene additional meetings if required to consider business that requires urgent attention.

3.3 Reporting timelines for partnership Annual Report

Quality Assurance will centre on the production of an annual report which includes performance of the partnership against its KPIs and key deliverables.

Reporting Year 1st April to 31st March		
Meeting	Version	Date of meeting
Joint Management Committee	V0.1 (draft)	April (for comment)
UH LMS Senior Executive Group	V0.2 (draft)	June
ENHT People Committee	V0.2 (draft)	July
Joint Management Committee	V0.3 (draft)	Virtual only if required following SEG & QSC
UH LMS School Academic Committee	V0.4 (final draft)	November
ENHT Board	V0.4 (final draft)	September

4 Key Performance Indicators

KPI 1. Training and Education

- The partnership is a key stakeholder in the development of the new medical school at UH; the opportunities for our partnership will be explored further throughout the application and establishment process.
- Collaborative workforce planning will inform requirements for future training demands and the development of clinical apprenticeships. Working to ensure a sustainable workforce including opportunities for trust staff development and efficient use of the apprenticeship levy.
- Increase collaboration between trust and the wider university beyond existing arrangements with School of Health, Medicine and Life Science e.g.:
 - Business School – Explore opportunities for leadership and talent management.
 - Creative Arts – Joint working may include display of student arts projects in the Trust or joint projects for film, media and journalism students.
 - Computer science – joint projects and research to support digital enhancements and the use of big data.

KPI 2. Student Experience

- Evaluate current processes for recording student experience across schools and programmes of study. Continuous enhancement planning may be useful as a starting point.

- Explore opportunities for expansion of facilities at the Trust site to ensure the infrastructure is fit for students both now and in the future.
 - Including impact of new medical school.
- Recognition / register of clinical experts and trainers including honorary contracts and time in job plan. (Consideration will be made of GDPR restriction and the contractual arrangements in place for the partnership).
- Renewal of the practice placement agreement (or equivalent document) which expires in December 2024 including a consideration to:
 - Expand the scope of the PPA to include all schools of study
 - Ensure research students are included in the PPA to reduce time and bureaucracy around joint students and student projects (including service evaluations).
- Maintain sustainable access to non-medical prescribing course for pharmacists for as long as required following undergraduate curriculum changes. Consider expansion to other registrants as supported by the relevant royal colleges and governing bodies.
- Increase the range of students on placement within the Trust e.g.:
 - New fields of study including non-medical e.g., biomedical sciences students
 - Placement of 'sandwich' students
 - Joint postgraduate research students

KPI 3. Research, Innovation and Service Improvement

- Increase the number of collaborative research projects, joint publications and an assessment of their contribution to UH and ENHT objectives and strategic drivers.
 - Including an assessment of the impact of joint research on patients and patient care.
 - Contribution of Joint research to research excellence framework.
- Ensure joint research is aligned to local needs and continues to be more inclusive.
- Increase the number of consultant supervisors for MSc and PhD projects.
- Ensure the governance structures do not inhibit the use of data for research e.g. process to access anonymised real-time dataset for student projects. Increased digitisation of data systems will give rise to additional opportunities for collaboration including the use of big data processes and AI.

KPI 4. Strategic Planning

- As UH plans to open a new medical school and the trust applies for teaching status a strategic plan for the partnership will ensure that we make the most of these opportunities.

- Appointment of university non-executive director to the trust board as part of the application for teaching status – Head of Medical School, Prof Zoe Aslanpour took up post formally on 1 April 2025.
- Appointment of trust non-executive on UH board of governors – Medical Director, Dr Justin Daniels appointed September 2024.
- The NHS long term workforce plan provides several challenges and opportunities for the partnership in our bid to ‘train, retain and reform’ our workforce.
- The partnership should be a platform for supporting sustainability and promoting the journey towards net zero.

4.1 Value added

As a mechanism for assessing the value gained from partnership working we will continue to monitor the following metrics:

- Joint posts – for teaching and research across different staff groups and subject experts. Ensure appropriate recognition and opportunities for staff development.
- Joint projects – including income generated from joint working
- Joint outputs – publications, presentations, case studies
- Impact on organisational strategic priorities

We will work to ensure equality and inclusion are at the heart of our collaborations.

4.2 Workstreams

The KPIs and deliverables are supported by workstreams endorsed by the Joint Management Committee:

- Education & training
 - medical
 - nursing
 - pharmacy
 - leadership & management
- Research, development and innovation
- Digital & data
- Placements, facilities & student experience