



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Caerdydd a'r Fro
Cardiff and Vale
University Health Board

Local Partnership Forum

Terms of Reference and
Operating Arrangements

1. INTRODUCTION

- 1.1 The Cardiff and Vale University LHB Local Partnership Forum (LPF) is the formal mechanism where the Health Board and trade unions* work together to improve health services for the people of Cardiff and the Vale of Glamorgan and for others accessing services provided by the Health Board. It is the forum where key stakeholders will engage with each other to inform, debate and seek to agree local priorities on workforce and health service issues.
- 1.2 The Health Board will engage staff organisations in the key discussions at the UHB Board, UHB Partnership Forum and Locality/Divisional level.
- 1.3 The UHB LPF will provide the formal mechanism for consultation, negotiation and communication between the Unions and management. The TUC principles of partnership will apply; the principles are attached at **Appendix 1**.

* all references to Trade unions include Trade Unions, Professional Organisations and Staff Associations

General Principles

- 1.4 The Partnership Forum accepts that partnerships help the workforce and management work through challenges and to grow and strengthen their organisations. Relationships are built on trust and confidence and demonstrate a real commitment to work together.

The principles of true partnership working between Trades Union and Management are as follows:

- TU's and management show joint commitment to the success of the organisation with a positive and constructive approach
- they recognise the legitimacy of other partners and their interests and treat all parties with trust and mutual respect

- they demonstrate commitment to security for workers and flexible ways of working
- they share success – rewards must be felt to be fair
- they practice open and transparent communication – sharing information widely with openness, honesty and transparency
- they must bring effective representation of the views and interests of the workforce
- they must demonstrate a commitment to work with and learn from each other.

All members must:

- be prepared to engage with and contribute fully to the Forum’s activities and in a manner that upholds the standards of good governance set for the NHS in Wales
- comply with their terms and conditions of appointment
- equip themselves to fulfil the breadth of their responsibilities by participating in appropriate personal and organisational development programmes, and
- promote the work of the LPF within the professional discipline he/she represents.

A Code of Conduct is attached as **Appendix 2**.

2. PURPOSE

2.1 The purpose of the Local Health Board Local Partnership Forum is to:

- establish a regular and formal dialogue between the Health Board’s Executive and the Trade Unions on matters relating to workforce and health service issues

- enable Employers and Trade Unions to put forward issues affecting the workforce
- provide opportunities for Trade Unions and Managers to input into UHB service development plans at an early stage
- consider the implications on staff of service reviews and identify and seek to agree new ways of working
- consider the implications for staff of NHS reorganisation at a national or local level and to work in partnership to achieve the mutually successful implementation
- appraise and discuss in partnership the financial performance of the organisation on a regular basis
- appraise and discuss in partnership the Health Board service and activity and its implications
- provide opportunities to identify and seek to agree quality issues, including clinical governance, particularly where such issues have implications for staff
- communicate to the partners the key decisions taken by the Health Board and senior management
- consider national developments in NHS Wales Workforce Strategy and the implications for the Health Board including matters of service re-profiling
- negotiate on matters subject to local determination
- ensure Trade Union representatives are afforded reasonable paid time off to undertake trade union duties
- develop in partnership appropriate facilities arrangements using A4C Facilities Agreement as a minimum standard.

In addition the Health Board will establish Divisional Partnership Forums to establish ongoing dialogue, communication and consultation on service and operational management issues specific to Divisional areas. Each

Division will have a 'Lead' Staff Representative who will jointly chair the Divisional Partnership Forum. Each Divisional Partnership Forum will report to the UHB Local Partnership Forum.

3. DELEGATED POWERS AND AUTHORITY

- 3.1 The Partnership Forum may establish sub committees or task and finish groups to carry out on its behalf specific aspects of Forum. Initially within the Health Board, the Employment Policies sub-group, described below, will be established. Further sub-groups may be established as determined by the LPF.

Employment Policies Sub Group

- 3.2 Local Employment Policies will continue to be developed in partnership. For each policy a nominated Management and Staff representative will jointly develop the policies, seeking views/comments from management and staff colleagues. Each Policy will be subject to an Equalities Impact Assessment.

The proposed policies will be submitted to the Health Board Partnership Forum for consideration with final approval being made by the Health Board's Workforce and Organisational Development Committee.

4. MEMBERSHIP

Members

- 4.1 All members of the LPF are full and equal members and share responsibility for the decisions of the LPF. The UHB shall agree the overall size and composition of the LPF in consultation with those Trades Unions it recognises. The UHB's Trade Union Independent Member will be expected to attend the LPF in an ex-officio capacity. As a minimum, the membership of the LPF shall comprise:

Chair Joint chairmanship by the Director of Workforce and OD and Chair of Staff Representatives

Members **Management Representatives**

Chief Executive
Finance Director
Medical Director
Nurse Director
Director of Planning
Director of Therapies and Health Sciences
Director of Innovation and Improvement
Director of Workforce and OD (Chair)
Assistant Directors of Organisation Development, Workforce and Human Resources
Independent Member (Trades Unions)

Staff Representatives

The Health Board recognises those Trade Unions listed in **Appendix 3** for the representation of members who are employed by the organisation.

It will be the prerogative of the staff representatives to decide on the formula to achieve the maximum number of representatives. This can be reviewed locally as required.

4.2 Staff representatives must be employed by the organisation and accredited by their respective organisations. If a representative ceases to be employed by the Health Board or ceases to be a member of a nominating organisation then he/she will automatically cease to be a member of the LPF. Full Time Officers of the Trade Unions may attend meetings subject to prior notification and agreement.

4.3 Members of the Forum who are unable to attend a meeting may send a deputy providing such deputies are eligible for membership of the Forum.

In attendance

4.4 By invitation

The LPF Joint Chairs may invite:

- any others from within or outside the organisation to attend all or part of a meeting to assist it with its discussions on any particular matter

Chairs

4.5 The Director of Workforce and OD and Staff Representatives' Chair will co-chair the LPF. The Chairs shall work in partnership with each other and, as appropriate, with the Chairs of the Health Board's other advisory groups. Supported by the Health Board Secretary, Chairs shall ensure that key and appropriate issues are discussed by the Forum in a timely manner with all the necessary information and advice being made available to members to inform the debate and ultimate resolutions. Vice Chairs will be identified.

Officers

4.6 The Staff Representatives' Chair, Vice Chair and Secretary will be elected from the Forum annually. Best practice requires these three officers to come from different trade unions.

Secretariat

4.7 Secretary - Management and staff representatives will appoint/elect a Joint Secretary. The Management and Staff Secretary will be responsible for the preparation of the agendas and minutes of the meetings held, and for obtaining the agreement of the Management and Staff Chairs.

4.8 The Assistant Director of Human Resources will act as Management Secretary and will be responsible for the maintenance of the constitution of the membership, the circulation of agenda and minutes and notification of meetings.

4.9 Consistent attendance and commitment to participate in discussions is essential. Where a member of the Forum does not attend on 3 consecutive occasions (except for

reasons of sickness, pre-planned annual leave, maternity leave, etc.), the Joint Secretaries will write to the member and bring the response to the next meeting for further consideration and possible removal from the Forum.

5. COMMITTEE MEETINGS

Quorum

- 5.1 There should be 50% attendance of both parties for the meeting to be quorate.
- 5.2 If the meeting is not quorate no decisions can be made but information may be exchanged.
- 5.3 Where joint chairs agree extraordinary meetings may be scheduled with 7 calendar days notice.

Frequency of Meetings

- 5.4 Meetings will be held bi monthly but this may be changed to reflect the need of either staff or management representatives.

Management of Meetings

- 5.6 The business of the meeting shall be restricted to matters pertaining to Health Board Wide strategic issues. Local operational issues should be raised at the Divisional Partnership Forums and will not be considered unless it is agreed that such issues have UHB wide implications.

The minutes shall normally be distributed within 10 days from the meeting and no later than 7 days prior to the following meeting. Items for the agenda and supporting papers should be notified to the Management Secretary as early as possible, and in the event at least two weeks in advance of the meeting.

6. REPORTING AND ASSURANCE ARRANGEMENTS

6.1 The LPF shall:

- report formally and on a timely basis to the Board on the Forum's activities;
- bring to the Board's specific attention any significant matter under consideration by the Forum;

7. REVIEW

7.1 These terms of reference and operating arrangements shall be reviewed as directed by WAG following recommendation by the NHS Wales Partnership Forum

Six TUC Principles of Partnership Working

- a shared commitment to the success of the organisation
- a focus on the quality of working life
- recognition of the legitimate roles of the employer and the trade union
- a commitment by the employer to employment security
- openness on both sides and a willingness by the employer to share information and discuss the future plans for the organisation
- adding value – a shared understanding that the partnership is delivering measurable improvements for the employer, the union and employees

Code of Conduct

A code of conduct for meetings sets ground rules for all participants: -

- Respect the meeting start time and arrive punctually
- Attend the meeting well-prepared, willing to contribute and with a positive attitude
- Listen actively. Allow others to explain or clarify when necessary
- Observe the requirement that only one person speaks at a time
- Avoid 'put downs' of views or points made by colleagues
- Respect a colleague's point of view
- Avoid using negative behaviours e.g. sarcasm, point-scoring, personalisation
- Try not to react negatively to criticism or take as a personal slight
- Put forward criticism in a positive way
- Be mindful that decisions have to be made and it is not possible to accommodate all individual views
- No 'side-meetings' to take place
- Respect the Chair
- Failure to adhere to the Code of Conduct may result in the suspension or removal of the member.

List of Recognised Trade Unions

- Association of Clinical Biochemists
- British Medical Association (BMA)
- Hospital Consultants and Specialists Association
- Royal College of Nursing (RCN)
- Royal College of Midwives (RCM)
- UNISON
- UNITE
- GMB
- Transport & General Workers Union (TGWU)
- Union of Construction and Allied Trades & Technicians (UCATT)
- British Orthoptic Society
- Society of Radiographers
- British Dental Association
- Society of Chiropodists and Podiatrists
- Federation of Clinical Scientists
- Chartered Society of Physiotherapy (CSP)
- British Dietetic Association
- British Association of Occupational Therapists (BAOT)