



HEALTH BOARD PARTNERSHIP FORUM

TERMS OF REFERENCE

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HEALTH BOARD PARTNERSHIP FORUM

1. Constitution

- 1.1 The Local Partnership Forum (LPF) has been established as an Advisory Committee of the Hywel Dda University Health Board and was constituted from 1 October 2009.

2. Principal Duties

- 2.1 The LPF is the formal mechanism where NHS Wales's employers and Trade Unions, professional bodies (hereafter referred to as Trade Unions) work together to improve health services for the people of Wales. 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.
- 2.2 At the earliest opportunity, the Board will engage with Trade Unions in the key discussions at the UHB Board, LPF and County Partnership Forums (CPF).
- 2.3 The LPF will provide the formal mechanism for consultation, negotiation and communication between the Trade Unions and management. The TUC principles of partnership will apply. These principles are attached at Appendix 2.

3. Operational Responsibilities

- 3.1 The purpose of the LPF will be to:
 - 3.1.1 Establish a regular and formal dialogue between the Board's Executive and the Trade Unions on matters relating to workforce and health service issues.
 - 3.1.2 Enable employers and Trade Unions to put forward Health Board wide issues affecting the workforce or local matters which remain unresolved at County level.
 - 3.1.3 Provide opportunities for Trade Unions and managers to input into organisation service development plans at an early stage.
 - 3.1.4 Contribute to the development of the Clinical Services Strategy implementation plan and be actively involved in the development of local service strategies.
 - 3.1.5 Consider the implications on staff of service reviews and identify and seek to agree new ways of working.
 - 3.1.6 Consider the implications for staff of NHS reorganisations at a national or local level and to work in partnership to achieve mutually successful implementation.
 - 3.1.7 Appraise and discuss in partnership the financial performance of the organisation on a regular basis.

- 3.1.8 Appraise and discuss in partnership the Board services and activity and its implications.
- 3.1.9 Provide opportunities to identify and seek to agree quality issues, including clinical governance, particularly where such issues have implications for staff.
- 3.1.10 Communicate to the partners the key decisions taken by the Board and senior management.
- 3.1.11 Contribute to the design and delivery of the Health Board workforce and OD strategy and specifically co-produce redesigned processes and ways of working and engaging with staff.
- 3.1.12 Consider national developments in NHS Wales Workforce & Organisational Strategy and the implications for the Board including matters of service re-profiling.
- 3.1.13 Negotiate on matters subject to local determination.
- 3.1.14 Ensure Trade Union representatives are afforded reasonable paid time off to undertake trade union duties.
- 3.1.15 To develop in partnership appropriate facilities arrangements using A4C Facilities Agreement as a minimum standard.
- 3.1.16 Endorse all Health Board Workforce policies and receive and ratify all Wales agreements for use in the Health Board and ensure compliance with All Wales agreements.
- 3.1.17 In addition, the LPF will establish Local Partnership Forum sub groups to establish ongoing dialogue, communication and consultation on service and operational management issues specific to Directorates/Service areas. Where these sub groups are developed they must report to the LPF.

4. Membership

- 4.1 All members of the LPF are full and equal members and share responsibility for the decisions of the LPF. The Health Board shall agree the overall size and composition of the LPF in consultation with those Trade Unions it recognises for collective bargaining. **The Trade Union member of the LHB Board will be expected to attend the LPF in an ex-officio capacity.** As a minimum, the membership of the LPF shall comprise:

4.2 Management Representatives

Management will normally consist of the following members of management representatives.

Director of Finance
Director of Operations

Director of Acute Services
Director of Nursing, Quality & Patient Experience
Assistant Director Operational Nursing & Quality Acute Services
Director of Therapies & Health Sciences
Director of Workforce and OD
Head of Workforce
Director of Strategic Development & Operational Planning
Assistant Director of OD
Head of Resourcing & Utilisation
Assistant Director of People Development
Management Chair of County Partnership Forum (x3)

If members are unable to attend a meeting a suitable deputy must attend in their place.

Other Executive Directors and others may also be members or may be co-opted dependent upon the agenda.

The Chief Executive will attend periodically linked to agenda items.

4.3 Staff Representatives

The Board recognises those Trade Unions listed in Appendix 1 for the representation of members who are employed by the organisation.

Staff representatives must be employed by the organisation and accredited by their respective organisations for the purposes of bargaining. If a representative ceases to be employed by the 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.

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

Each Union will be allocated seats at Partnership Forum linked to known union membership, where this hasn't been disclosed assumptions have been made based on payroll deduction numbers where available. Should any particular Trade Union feel they have not been appropriately allocated seats this will be reviewed on submission of membership information. See Appendix 4 for seats to be applied in 2021/2022.

It is intended to review membership along with Terms of Reference in 3 yearly intervals. The Chair, Vice Chair and Secretary members shall be included in the overall Trade Union allocated seats.

4.4 Member Appointments

The Trade Union Chair, Vice Chair and Secretary will be elected from the Local Health Board Trade Union representatives at Partnership Forum bi-annually. Each agreed Trade Union Partnership Forum member will receive 1 vote to elect to these

roles. Best practice requires these three officers to come from different Trade Unions. All appointments will be for a period of 2 years.

4.5 Chairs

The Management Chair and Trade Union Chair will jointly chair the LPF. This will be undertaken on a rotational basis. In the absence of the Chair(s) the Vice Chair(s) will act as Chair. The Chairs shall work in partnership with each other and, as appropriate, with the Chairs of the Board's other advisory groups. Supported by the Director of Corporate Governance/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.

5. Quorum and Attendance

- 5.1 Every effort will be made by all parties to maintain a stable membership. 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. Where Joint Chairs agree, an extraordinary meeting may be scheduled within 7 calendar days notice.
- 5.2.1 Consistent attendance and commitment to participate in discussions is essential. Where a Trade Union member of the LPF does not attend on 3 consecutive occasions, the Trade Union Secretary will write to the member and bring the response to the next meeting for further consideration and possible removal. In the case of management representatives not attending the Director of Workforce & OD will contact the individual.

6. Agenda and Papers

- 6.1 The Forum Secretary is to hold an agenda setting meeting with the Management and Trade Union Chairs and the Management Secretary (Committee Services Officer) at least one month before the meeting date.
- 6.2 The agenda will be based around the Forum's work plan, matters arising and requests from Forum members. 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. Following approval, the agenda and timetable for papers will be circulated to all Forum members.
- 6.3 All papers must be approved by the Lead Director.
- 6.4 The agenda and papers for meetings will be distributed eight days in advance of the meeting, whenever possible electronically. One hard copy will be maintained by the Secretary of the Forum.
- 6.5 The minutes and action log will be circulated to members within ten days to check the accuracy. The minutes must be an accurate record of the meeting which

captures the discussions that take place.

- 6.6 Members must forward amendments to the Forum secretary within the next seven days. The Management Secretary will then forward the final version to the Management and Trade Union Chairs for approval.

7. Management of Meetings

- 7.1 The Forum will meet bi-monthly however this may be changed to reflect the need of either Trade Unions or management. A schedule of meetings shall be agreed at least 12 months in advance, consistent with the UHB's annual plan of Board Business. Additional meetings will be arranged as determined by the Management and Trade Union Chairs of the Committee in discussion with the Management Secretary.
- 7.2 The business of the meeting shall be restricted to matters pertaining to Board Wide strategic issues. Local operational issues should be raised at the County Partnership Forums and will not be considered unless it is agreed that such issues have UHB wide implication or if satisfactory resolution has not occurred.
- 7.3 The LPF has the capacity to co-opt others onto the forum or its sub groups as deemed necessary by agreement.
- 7.4 The Health Board may specifically request advice and feedback from the Forum on any aspect of its business, and the Forum may also offer advice and feedback even if not specifically requested by the Health Board.

8. Authority

- 8.1 The Forum may provide advice to the Board:
 - 8.1.1 at Board meetings, through the Independent Member (Trade Union).
 - 8.1.2 in written advice; and
 - 8.1.3 in any other form specified by the Board.

9. Reporting and Assurance Arrangements

- 9.1 The Chairs shall be jointly responsible for the effective operation of the LPF:
 - 9.1.1 chairing meetings, rotated equally between the Staff Representative and Management Representative Chairs;
 - 9.1.2 establishing and ensuring adherence to the standards of good governance set for the NHS in Wales, ensuring that all business is conducted in accordance with its agreed operating framework; and
 - 9.1.3 developing positive and professional relationships amongst the Forum's membership and between the Forum and the UHB's Board.
- 9.2 The Chairs shall work in partnership with each other and, as appropriate, with the Chairs of the UHB's other advisory groups. Supported by the Director of

Corporate Governance/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.

9.3 The Chairs are accountable to the UHB Board for the conduct of business in accordance with the governance and operating framework set by the UHB.

9.4 The Forum Chair shall:

9.4.1 report formally, regularly and on a timely basis to the Board on the Forum's activities. This includes written updates on activity after each meeting and the presentation of an annual report reviewing the Forum's activity and effectiveness against the TORs within 6 weeks of the end of the financial year;

9.4.2 bring to the Board's specific attention any significant matters under consideration by the Forum;

9.5 The requirements for the conduct of business as set out in the UHB's Standing Orders are equally applicable to the operation of the LPF.

10. Relationships and Accountabilities with Others

10.1 The LPF's main link with the Board is through the Executive members of the LPF and the Independent Member (Trade Union).

10.2 The Board may determine that designated Board members or UHB staff shall be in attendance at LPF meetings. The LPF's Chair may also request the attendance of Board members or UHB staff, subject to the agreement of the UHB Chair.

10.3 The Board shall determine the arrangements for any joint meetings between the UHB Board and the LPF's staff representative members.

10.4 The Board's Chair shall put in place arrangements to meet with the LPF's Joint Chairs on a regular basis to discuss the LPF's activities and operation.

10.5 The LPF shall ensure effective links and relationships with other groups/fora at a local and, where appropriate, national level.

11. General Principles of Partnership between Trade Unions and Management

11.1 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.

11.2 The principles of true partnership working between Trade Unions and Management are as follows:

- 11.2.1 TU's and management show joint commitment to the success of the organisation with a positive and constructive approach
- 11.2.2 They recognise the legitimacy of other partners and their interests and treat all parties with trust and mutual respect
- 11.2.3 They demonstrate commitment to employment security for workers and flexible ways of working
- 11.2.4 They share success – rewards must be felt to be fair
- 11.2.5 They practice open and transparent communication – sharing information widely with openness, honesty and transparency
- 11.2.6 They must bring effective representation of the views and interests of the workforce
- 11.2.7 They must demonstrate a commitment to work with and learn from each other

11.3 All members must:

- 11.3.1 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;
- 11.3.2 comply with their terms and conditions of appointment;
- 11.3.3 equip themselves to fulfill the breadth of their responsibilities by participating in appropriate personal and organisational development programmes; and
- 11.3.4 promote the work of the LPF within the professional discipline he/she represents.

11.4 A Code of Conduct is attached at Appendix 3.

12. Sub Committees

12.1 When is considered appropriate, the Forum can decide to appoint sub committees, to hold detailed discussion on a particular issue(s). Nominated representatives to sub committees will communicate and report regularly to the LPF.

Sub committees already in place: -

- Organisational Change group
- Ceredigion Partnership Forum
- Carmarthenshire Partnership Forum
- Pembrokeshire Partnership Forum
- Policy Review Group

Each sub committee will report bi-monthly to the LPF.

13. Secretarial Support

13.1 The LPF's work shall be supported by two designated Secretaries, one of whom shall support the staff representative members and one shall support the management representative members.

- 13.2 The Director of Workforce and OD will act as Management Representative Secretary and will be responsible for the maintenance of the constitution of the membership, the circulation of agenda and minutes and notification of meetings.
- 13.3 The Staff Representative Secretary shall be elected from within the staff representative membership of the LPF, by staff representative members, in a manner determined by the staff representatives. The Staff Representative Secretary's term of office shall be for two (2) years.
- 13.4 Both Secretaries shall work closely with the UHB's Director of Corporate Governance/Board Secretary who is responsible for the overall planning and co-ordination of the UHB's programme of Board business, including that of its Committees and Advisory Groups.
- 13.5 The Committee Secretary shall be determined by the Director of Workforce and Organisational Development.

14. Review Date

- 14.1 These Terms of Reference and operating arrangements shall be reviewed on at least an annual basis by the LPF for approval by the Board.

Appendix 1

List of Recognised Trade Unions

- British Medical Association (BMA)
- Royal College of Nursing (RCN)
- Royal College of Midwives (RCM)
- UNISON
- UNITE
- GMB
- British Orthoptic Society
- Society of Radiographers
- British Dental Association
- Society of Chiropractors and Podiatrists
- Federation of Clinical Scientists
- Chartered Society of Physiotherapy (CSP)
- British Dietetic Association

Appendix 2

Six 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

Appendix 3

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
- Adhere to UHBs values
- Failure to adhere to the Code of Conduct may result in the suspension or removal of the member. (Please note before this is enacted the Director of Workforce & OD will engage with the individual and the relevant full time officer).

Appendix 4

Members	Seats
• Royal College of Nursing (RCN)	6
• Royal College of Midwives (RCM)	1
• UNISON	7
• UNITE	3
• GMB	1
• British Orthoptic Society	1
• Society of Radiographers	1
• British Dental Association	1
• Society of Chiropractors and Podiatrists	1
• Federation of Clinical Scientists	1
• Chartered Society of Physiotherapy (CSP)	1
• British Dietetic Association	1