

<-TOR-DHCW-024>

# TERMS OF REFERENCE AND OPERATING ARRANGEMENTS

Local Partnership Forum

<b>Document Version</b>	3
-------------------------	---

<b>Status</b>	Draft
---------------	-------

Document author:	Chris Darling, Board Secretary
Approved by	Local Partnership Forum Meeting
Date approved:	07/02/2024
Review date:	February 2025

Tŷ GLAN-YR-AFON 21 Heol Ddwyreiniol Y Bont-Faen, Caerdydd CF11 9AD

Tŷ GLAN-YR-AFON 21 Cowbridge Road East, Cardiff CF11 9AD

<b>STRATEGIC OBJECTIVE</b>	Development of the new digital organisation
----------------------------	---

<b>WELL-BEING OF FUTURE GENERATIONS ACT</b>	A healthier Wales
If more than one standard applies, please list below:- A Prosperous Wales, A Globally Responsible Wales	

<b>DHCW QUALITY STANDARDS</b>	BS 76000:2015
If more than one standard applies, please list below:  BS 76005, Corporate Health Standard	

<b>HEALTH CARE STANDARD</b>	Staff & Resources
If more than one standard applies, please list below:	

<b>EQUALITY IMPACT ASSESSMENT STATEMENT</b>	Date of submission: N/A
No, (detail included below as to reasoning)	Outcome: N/A
Statement: The Terms of Reference to do not require an EQIA.	

<b>APPROVAL/SCRUTINY ROUTE: Person/Committee/Group who have received or considered</b>		
COMMITTEE OR GROUP	DATE	OUTCOME
Local Partnership Forum	8 <sup>th</sup> February 2022	Approved
SHA Board	31 <sup>st</sup> March 2022	Approved

IMPACT ASSESSMENT	
<b>QUALITY AND SAFETY</b> IMPLICATIONS/IMPACT	No, there are no specific quality and safety implications related to the activity outlined in this report.
<b>LEGAL</b> IMPLICATIONS/IMPACT	No, there are no specific legal implications related to the activity outlined in this report.
<b>FINANCIAL</b> IMPLICATION/IMPACT	No, there are no specific financial implication related to the activity outlined in this report
<b>WORKFORCE</b> IMPLICATION/IMPACT	Yes, please see detail below The terms of reference set out how the relevant management and recognised bodies will work together and the approach that will be adopted.
<b>SOCIO ECONOMIC</b> IMPLICATION/IMPACT	No. there are no specific socio-economic implications related to the activity outlined in this report

## TABLE OF CONTENTS

1	DOCUMENT HISTORY .....	5
1.1	REVISION HISTORY .....	5
1.2	REVIEWERS .....	5
1.3	AUTHORISATION .....	5
1.4	DOCUMENT LOCATION .....	5
2	PURPOSE OF THE GROUP .....	6
3	GENERAL PRINCIPLES .....	7
4	MEETINGS .....	8
5	MEMBERSHIP .....	8
6	KEY RELATIONSHIPS .....	9
7	GOVERNANCE .....	9
7.1	Officers .....	9
7.2	Sub Committees .....	10
8	APPENDIX 1 - TUC principles of partnership .....	11
9	APPENDIX 2 – Code of Conduct .....	12
10	APPENDIX 3 – List of Recognised Trade Unions/Professional Bodies referred to as ‘staff organisations’ within these Standing Orders .....	13

## 1 DOCUMENT HISTORY

### 1.1 REVISION HISTORY

Date	Version	Author	Revision Summary
27.05.2021	0.1	Chris Darling	Initial Draft
30.11.2022	0.2	Laura Tolley	Revised for annual review
February 2024	0.3	Laura Tolley	Revised for annual review



### 1.2 REVIEWERS

This document requires the following reviews:



Date	Version	Name	Position
08.06.21	1	Local Partnership Forum	Members of the Advisory Group
December 2022	2	Chris Darling	Board Secretary
February 2024	3	Chris Darling	Board Secretary

### 1.3 AUTHORISATION

Signing of this document indicates acceptance of its contents.

<b>Author's Name:</b>	Chris Darling
<b>Role:</b>	Board Secretary
<b>Signature:</b>	 Expired certificate   <hr/> Author  Signed by: Andrea Harris (An286780)

<b>Approver's Name:</b>	Laura Tolley
<b>Role:</b>	Head of Corporate Governance

Signature:	 Expired certificate   Laura Tolley <hr/> Approver  Signed by: Andrea Harris (An286780)
------------	--

## 1.4 DOCUMENT LOCATION

Type	Location
Electronic	Integrated Management System / iPassport

## 2 PURPOSE OF THE GROUP

The DHCW Local Partnership Forum (LPF) is the formal mechanism where NHS Wales' employers and trade unions/professional bodies (hereafter referred to as staff organisations) 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.

At the earliest opportunity, DHCW members will engage with staff organisations in the key discussions within the SHA at the Board, LPF and Directorate levels.

All LPF members are full and equal members of the forum and collectively share responsibility for the decisions made.

The LPF will provide the formal mechanism for consultation, negotiation and communication between the staff organisations and management. The TUC principles of partnership will apply. These principles are attached at Appendix 1.

The purpose of the LPF will be to:

- Establish a regular and formal dialogue between the Executive Directors and staff organisations on matters relating to workforce and health service issues.
- Enable employers and staff organisations to put forward issues affecting the workforce.
- Provide opportunities for staff organisations and managers to input into organisation 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 organisations at a national or local level and to work in partnership to achieve mutually successful implementation.
- Appraise and discuss in partnership the financial performance of the organisation on a regular basis.
- Appraise and discuss in partnership the organisations services 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 Board and senior management.
- Consider national developments in NHS Wales Workforce and Organisational Strategy and the implications for the organisation including matters of service re-profiling.
- Negotiate on matters subject to local determination.
- Ensure staff organisation representatives are afforded reasonable paid time off to undertake trade union duties
- To develop in partnership appropriate facilities arrangements using A4C Facilities Agreement as a minimum standard.

In addition, the LPF can establish LPF subgroups to establish ongoing dialogue, communication and consultation on service and operational management issues specific to Directorates. Where these subgroups are developed, they must report to the DHCW LPF.

### 3 GENERAL PRINCIPLES

DHCW and LPF 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 staff organisations and Management are as follows:

- Staff organisations 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 employment 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 LPF members must:**

- be prepared to engage with and contribute fully to the LPF'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 they represent.

A Code of Conduct is attached as Appendix 2.

## 4 MEETINGS

Meetings will be held quarterly but this may be changed to reflect the need of either staff organisations or management.

The business of the meeting shall be restricted to matters pertaining to LPF issues and should include local operational issues. DHCW wide strategic issues and issues that have DHCW wide implications shall be referred to the Welsh Partnership Forum via the Board.

The minutes shall normally be distributed 10 days after the meeting and no later than 7 days prior to the next 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.

The LPF has the capacity to co-opt others onto the LPF or its subgroups as deemed necessary by agreement.

## 5 MEMBERSHIP

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

### **Management Representatives**

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

Chief Executive

Board Secretary

Executive Director of Finance / Deputy CEO (in the absence of the CEO)

General Managers from Directorates (as locally identified)  
Director of People and Organisational Development  
Workforce and OD staff (as locally identified)

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

### **Staff Representatives**

The Board recognises those staff organisations listed in Appendix 3 for the representation of members who are employed by DHCW.

Staff representatives must be employed by DHCW and accredited by their respective staff organisations for the purposes of bargaining. If a representative ceases to be employed by DHCW or ceases to be a member of a nominating staff organisation then they will automatically cease to be a member of the LPF. Full time officers of the staff organisations may attend meetings subject to prior notification and agreement.

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

Staff will normally consist of the following members of staff representatives.

DHCW Unison Representatives  
Unison Regional Representatives  
DHCW Unite Representatives  
Unite Regional Representative  
Managers In Partnership Representative  
Staff Representatives

### **Quorum**

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.

If the meeting is not quorate no decisions can be made but information may be exchanged. Where joint chairs agree extraordinary meeting may be scheduled within 7 calendar day's notice.

Consistent attendance and commitment to participate in discussions is essential. Where a member of the LPF does not attend on 3 consecutive occasions, the Joint Secretaries will write to the LPF member and bring the response to the next meeting for further consideration and possible removal.

## **6 KEY RELATIONSHIPS**

The Local Partnership Forum will regularly report to the Digital Health and Care Wales Special Health Authority Board via the Highlight Report.

## 7 GOVERNANCE

### 7.1 Officers

The Staff Organisation Chair, Vice Chair and Secretary will be elected from the LPF annually. Best practice requires these three officers to come from different staff organisations.

#### **Chairs**

The Management and Staff Organisation Chairs will chair the LPF. This will be done 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 DHCW's other advisory groups (if applicable). Supported by the Board Secretary, Chairs shall ensure that key and appropriate issues are discussed by the LPF in a timely manner with all the necessary information and advice being made available to LPF members to inform the debate and ultimate resolutions

#### **Secretariat**

Secretariat determined by Corporate Governance team

### 7.2 Sub Committees

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

## 8 APPENDIX 1 - TUC principles of partnership

### *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

## 9 APPENDIX 2 – 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 LPF member.

## 10 APPENDIX 3 – List of Recognised Trade Unions/Professional Bodies referred to as ‘staff organisations’ within these Standing Orders

- UNISON
- UNITE
- British Medical Association (BMA)
- Royal College of Nursing (RCN)
- Royal College of Midwives (RCM)
- GMB
- Managers in Partnership (MIP)