

Working in Partnership Forum Terms of Reference

Role and Purpose

The UHB Local Partnership Forum, known as the Cwm Taf Morgannwg Working in Partnership Forum (WIPF) is the formal mechanism where NHS Wales's 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, the Board will engage with Staff Organisations in the key discussions at the WIPF.

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

The uHB WIPF 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 UHB WIPF will be to:

- Establish a regular and formal dialogue between the Board's Executive and the 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 reorganisations 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 Board 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 & Organisational Strategy and the implications for the Board 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 Staff Organisation duties
- To develop in partnership appropriate facilities arrangements using A4C Facilities Agreement as a minimum standard
- Endorse and recommend for approval to Exec Board/appropriate Board sub-committee workforce policies which have been developed in partnership through the Workforce Policy Review Group.

In addition, the WIPF has established a Local Partnership Forum sub group known as the Joint Advisory Group (JAG) to establish ongoing dialogue, communication and consultation on service and operational management issues specific to Directorates/Service areas. Where these subgroups are developed they must report to the uHB WIPF

2. General Principles

The WIPF 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
- They practice open and transparent communication
- 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

1. 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 employment;
- equip themselves to fulfil the breadth of their responsibilities by participating in appropriate personal and organisational development programmes; and
- promote the work of the WIPF within the professional discipline they represent.

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

3. Membership

All members of the WIPF are full and equal members and share responsibility for the decisions of the WIPF. The University Health Board shall agree the overall size and composition of the WIPF in consultation with those Staff Organisations it recognises for collective bargaining. As a minimum, the membership of the WIPF shall comprise:

Management Representatives

The meeting will require the attendance of the Chief Executive and the Director of Workforce & Organisational Development. In their absence, the Chief Executive will nominate a suitable deputy. In the absence of the Director of WOD, the Deputy Director of Workforce and Organisational Development will be accepted.

The Director of Nursing, Midwifery and Patient Care will be invited to attend each meeting as a Management Representative. In their absence they should nominate an appropriate Deputy to attend. The Deputy or Assistant Director of Nursing, Head of Nursing or Deputy Head of Nursing will be accepted as deputies.

The Director of Finance, Chief Operating Officer, Director of Primary Care & Mental Health, Medical Director, Director Governance / Board Secretary, Board Director, Director of Planning & Performance, Deputy Director of Workforce are all invited to attend each meeting as Management representatives (or nominated representatives to present papers).

Staff Representatives

The Board recognises those Staff Organisations listed in **Appendix 3** 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 WIPF. Full time officers of the Staff Organisations may attend meetings subject to prior notification and agreement with the joint Chairs.

Quorum

6 Staff Side representatives from 4 different staff side organisations.

4 Management representatives, including the Director of Nursing, Midwifery and Patient Care or their nominated deputy.

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 days' notice.

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

Chairs

The Chief Executive (or a nominated deputy) and the Staff Side Chair (or nominated Deputy) will chair the WIPF. 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 the Board's other advisory groups.

4. Sub Committees

When it is considered appropriate, the Forum can decide to appoint a task and finish group, to hold detailed discussion on a particular issue(s). Nominated representatives to task and finish groups will communicate and report regularly to the WIPF.

5. Management of Meetings

The Director of Workforce and OD will appoint a Management Secretary. The Management Secretary will be responsible for the preparation and circulation of the agendas and minutes of the meetings held, and for obtaining the agreement of the Management and Staff Side Chairs.

Meetings will be held bi-monthly and alternate with JAG but this may be changed to reflect the need of either Staff Organisations or management.

The business of the WIPF meeting shall be restricted to matters pertaining to Board wide strategic issues. Local operational issues should be raised at the Joint Advisory Group (JAG) and will not be considered unless it is agreed that such issues have UHB wide implication.

The minutes shall normally be distributed 10 days after the meeting and no later than 7 days prior to 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 WIPF has the capacity to co-opt others onto the forum or its sub groups as deemed necessary by agreement.

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 Staff Organisation.
- 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 2 to WIPF Terms of Reference

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, personalization.
- 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.

Appendix 3 to WIPF Terms of Reference

List of Recognised Staff Organisations

- 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 Chiropodists and Podiatrists
- Federation of Clinical Scientists
- Chartered Society of Physiotherapy (CSP)
- British Dietetic Association
- British Association of Occupational Therapists (BAOT)
- Managers in Partnership (MIP)

