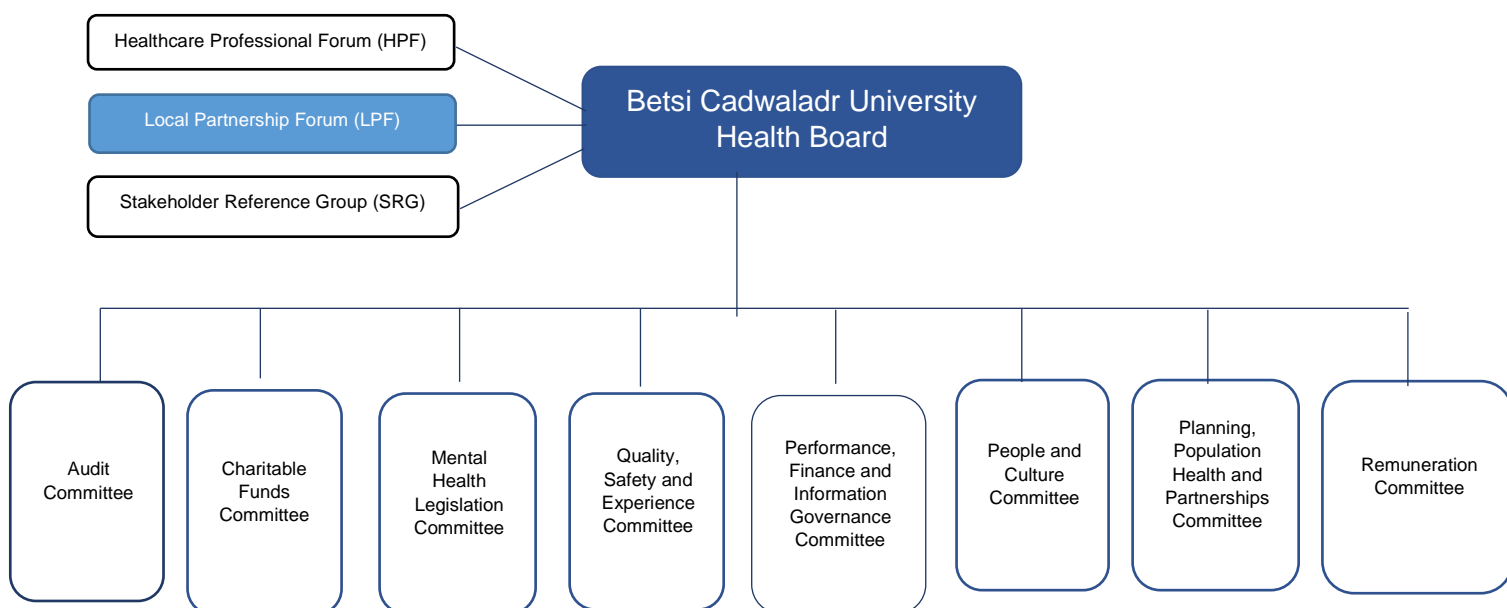


LOCAL PARTNERSHIP FORUM

TERMS OF REFERENCE



Version	Issued to	Date	Comments
V0.01 Draft	Audit Committee	16/11/23	Developed as a first draft for review by Audit Committee on 16/11/23
V0.02 Draft	TOR meeting with Committee Chair & Executive Lead	09/01/24	Developed as a draft for review with Committee Chair and Executive Lead
V0.03 Draft	Health Board	18/01/24	Final Draft for consideration by the Health Board to be held on 25/01/24
V9.00 Approved		25/01/24	Approved by the Health Board
V10.01 Draft	For LPF meeting May 2025	14/04/25	Approved at LPF meeting 6.5.25 for submission to the Board (V11.0)
V11.0 Approved	Health Board	29/05/25	

1 INTRODUCTION

- 1.1 The Board has a statutory duty to take account of representations made by persons who represent the interests of the communities it serves. To help discharge this duty the Board has appointed Advisory Groups to provide advice to the Board in the exercise of its functions. The Board Advisory Groups include the Local Partnership Forum. The detailed operating arrangements in respect of this Advisory Group are set out below.
- 1.2 The BCUHB Local Partnership Forum is the formal mechanism through which management and trade unions and 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 engage with each other to inform, debate and seek to agree local priorities on workforce and health service issues.
- 1.3 At the earliest opportunity, the Board will engage with staff organisations in key discussions at Health Board, Local Partnership Forum and Locality/Divisional level.
- 1.4 All members are full and equal members of the Forum and collectively share responsibility for the decisions made. Should any party be in disagreement with decisions taken, a note will be included within the minutes of the meeting.
- 1.5 The Local Partnership Forum provides 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.

2 PURPOSE

- 2.1 The purpose of the Local Partnership Forum is to:
 - Establish a regular and formal dialogue between the Board's Executive 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 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 and 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 trade union duties; and
- Develop in partnership appropriate facilities arrangements using A4C Facilities Agreement as a minimum standard.

3 GENERAL PRINCIPLES

- 3.1 The Health Board and Local Partnership Forum accept 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.
- 3.2 The principles of true partnership working between staff organisations and management are that they should:
- Show joint commitment to the success of the organisation with a positive and constructive approach.
 - Recognise the legitimacy of other partners and their interests and treat all parties with trust and mutual respect.
 - Demonstrate commitment to employment security for workers and flexible ways of working.
 - Share success – rewards must be felt to be fair.
 - Practice open and transparent communication – sharing information widely with openness, honesty and transparency.
 - Bring effective representation of the views and interests of the workforce; and
 - Demonstrate a commitment to work with and learn from each other.
- 3.3 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 Local Partnership Forum within the professional discipline they represent.
- 3.4 A Code of Conduct is attached as Appendix 2.

4 MEMBERSHIP

- 4.1 All members of the Local Partnership Forum are full and equal members and share responsibility for the decisions of the Local Partnership Forum. The NHS

organisation shall agree the overall size and composition of the Local Partnership Forum in consultation with those staff organisations the Health Board recognises for collective bargaining. The Trade Union member of the Health Board will be expected to attend the Local Partnership Forum in an ex-officio capacity.

4.2 As a minimum, the membership of the Local Partnership Forum shall comprise:

MEMBERS
Chair (The Health Board Chief Executive and Staff Organisation Chair will co-chair the Local Partnership Forum, and this will be done on a rotational basis)
Health Board Management Representation shall consist of the following post holders (or nominated deputy):
Chief Executive (co-Chair)
Executive Director of People Services and Organisational Development
Executive Director of Nursing and Midwifery
Executive Director of Finance
Chief Operating Officer
Representative IHC Director
Assistant Director – Organisational Development
Director of Estates and Environment
Director of Mental Health
Other Executive Directors and others may also be members or may be co-opted dependent upon the agenda
Staff Representation shall consist of:
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 they will automatically cease to be a member of the Local Partnership Forum. Full time officers of the staff organisations may attend meetings subject to prior notification and agreement
Members of the Local Partnership Forum who are unable to attend a meeting may send a deputy, providing such deputies are eligible for appointment to the Local Partnership Forum

5 QUORUM, ATTENDANCE AND ROLE OF THE ADVISORY GROUP

5.1 Quorum

- 5.1.1 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.
- 5.1.2 There should be a minimum of 5 Health Board Management representatives and 5 Trade Unions at a meeting for it to be quorate.
- 5.1.3 If a meeting is not quorate no decisions can be made but information may be exchanged. Where joint chairs agree, an extraordinary meeting may be scheduled with 7 calendar days' notice.

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

5.2 Officers

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

5.3 Chairs

5.3.1 Both the Management (CEO), and Staff Organisation Chair, will chair the Local Partnership Forum. 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. Supported by the Director of Corporate Governance, Chairs shall ensure that key and appropriate issues are discussed by the Local Partnership Forum in a timely manner with all the necessary information and advice being made available to members to inform the debate and ultimate resolutions.

5.4 Joint Secretaries

5.4.1 Each side of the Local Partnership Forum should appoint/elect its own Joint Secretary. The Management and Staff Organisation 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 Organisation Chairs.

5.4.2 The Executive Director of People Services and Organisational Development 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.

5.5 Other Groups

5.5.1 When it is considered appropriate, the Local Partnership Forum can decide to appoint a Group to hold detailed discussion on a particular issue(s). Nominated representatives to Groups will communicate and report regularly to the Local Partnership Forum.

6 AGENDA AND PAPERS

6.1 The Committee Secretary is to hold an agenda setting meeting with the Chair and/or Vice Chair and the Executive Lead (Executive Director of People Services and Organisational Development) at least six weeks before the meeting date.

6.2 The agenda will be based on the Advisory Group's work plan, identified risks, matters arising from previous meetings, issues emerging throughout the year, and requests from Advisory Group members. Following approval, the agenda and timetable for request of papers will be circulated to all Advisory Group members.

6.3 All papers must be approved by the Executive Lead.

- 6.4 The agenda and papers will be distributed / published seven days in advance of the meeting.
- 6.5 A draft Action Log will be issued within two working days of the meeting. The minutes and Action Log will be circulated to the Advisory Group Chair and Executive Lead within seven days to check the accuracy, prior to sending to Members to review within the next seven days.
- 6.6 Members must forward amendments to the Advisory Group Secretary within the next seven days. The Advisory Group Secretary will then forward the final version to the Advisory Group Chair for final review.
- 6.7 Relationship with the Board and others**
- 6.7.1 The LPFs main link with the Board is through the Executive members of the LPF.
- 6.7.2 The Board may determine that designated Board members or Health Board officers shall be in attendance at LPF meetings. The LPF's Chairs may also request the attendance of Board members or Health Board officers, subject to the agreement of the Health Board Chair.
- 6.7.3 The Board shall determine the arrangements for any joint meetings between the Health Board and the LPF's staff representative members.
- 6.7.4 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.
- 6.7.5 The LPF shall ensure effective links and relationships with other groups / fora at local and, where appropriate, national level.

7 PRIVATE SESSION

- 7.1 The Local Partnership Forum can operate with a 'closed' function to receive updates on the management of sensitive and/or confidential information.

8 MEETINGS

- 8.1 Meetings will be held quarterly however this may be changed to reflect the need of either Health Board Management or Staff Representatives.
- 8.2 The business of the meeting shall be restricted to matters pertaining to Local Partnership Forum issues and should include local operational issues. Board wide strategic issues and issues that have all Wales wide implications shall be referred to the Welsh Partnership Forum via the Board.
- 8.7 The Local Partnership Forum has the capacity to co-opt others onto the Local Partnership Forum or its Group as deemed necessary by agreement.

9 REPORTING

- 9.1 The Advisory Group, through its Chair and members, shall work closely with the other Committees and Advisory Groups to provide advice and assurance to the Board through joint planning and co-ordination of Board and Advisory Group business including sharing of information.

- 9.2 The Advisory Group Chair, supported by the Advisory Group Secretary, shall:
- Report formally, regularly and on a timely basis to the Board on the Advisory Group's activities.
 - Bring to the Board's specific attention any significant matter under consideration by the Committee; and
 - Ensure appropriate escalation arrangements are in place to alert the Health Board's Chair, Chief Executive and / or Chairs of other relevant Committee, of any urgent / critical matters that may affect the operation and / or reputation of the Health Board.
- 9.3 The Advisory Group will undertake an annual review of the effectiveness of its arrangements and responsibilities. The Director of Corporate Governance will oversee this review.

10 ACCOUNTABILITY, RESPONSIBILITY AND AUTHORITY

- 10.1 Although the Board has delegated authority to the Local Partnership Forum for the exercise of certain functions, as set out in these Terms of Reference, it retains overall responsibility and accountability for ensuring the quality and safety of healthcare for its citizens through the effective governance of the organisation.
- 10.2 The Local Partnership Forum is directly accountable to the Board for its performance in exercising the functions set out in these terms of reference.
- 10.3 The requirements for the conduct of business as set out in the Health Board's Standing Orders are equally applicable to the operation of the Local Partnership Forum.

11 REVIEW DATE

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

Appendices

Appendix 1

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 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 member.

Appendix 3

List of Recognised Trade Unions / Professional Bodies referred to as 'staff organisations'

The following Staff Organisations (Trade Union and Professional Organisations) are recognised as staff organisations for the purposes of the Local Partnership Forum.

- Britain's General Union (GMB)

- British Association of Occupations Therapists
- British Dental Association
- British Dietetic Association
- British Medical Association
- British Orthoptic Society
- Chartered Society of Physiotherapy
- Federation of Clinical Scientists
- Royal College of Midwives
- Royal College of Nursing
- Society of Chiropodists & Podiatrists
- Society of Radiographers
- Unison
- Unite