



# Local Partnership Forum Terms of Reference

July 2022

## 1. Introduction

- 1.1 The Local Partnership Forum (LPF) for Public Health Wales NHS Trust (PHW) is the formal mechanism where the Trust management and trade unions / professional organisations work together to improve the health and well-being of the people of Wales. It is the forum where key stakeholders can discuss and consider the organisation's strategic direction, priorities and plans, and how these will affect the workforce, as well as engage with each other to inform, debate and seek to agree local priorities on workforce related issues facing the Trust.
- 1.2 The purpose of the LPF is twofold:
  - It is where key stakeholders can engage with each other to prioritize, inform, debate, and seek agreement on strategic workforce and public health services issues enabling high-level, strategic discussions to take place in relation to the Trust's future direction.
  - It will also provide the formal mechanism for consultation, negotiation and communication between the Trade Unions and management on specific workforce related matters that arise out of the Trust's priorities and plans.
- 1.3 Operational, day to day matters will be discussed and resolved at Directorate, departmental or divisional level.

- 1.4 In embracing the ethos of partnership working, the Public Health Wales Board will engage staff organisations and trade unions in the key discussions affecting the organisation and its staff at the PHW Board, LPF and at Local Directorate, departmental or divisional level.
- 1.5 The LPF will provide the formal mechanism for consultation, negotiation and communication between the trade unions / professional organisations and management.
- 1.6 The Trust's approach to partnership working as laid out in the Partnership Working Charter is further reinforced in these Terms of Reference for the LPF.

## **2. Principles**

- 2.1 As laid out in the Partnership Working Charter, Public Health Wales promotes partnership working, in realisation that that it supports both the workforce and management to work through challenges and to grow and strengthen their respective organisations. Such relationships are built on trust and confidence and demonstrate a real commitment to work together.
- 2.2 The TUC six principles of partnership will underpin the relationships and work of the LPF:
  - 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
- 2.3 In addition, PHW management and trade unions will agree to abide by the following general principles:
  - trade unions and management show joint commitment to the success of the organisation with a positive and constructive approach
  - both recognise the legitimacy of other partners and their interests and treat all parties with trust and mutual respect

- all members of the LPF agree to engage with and fully contribute to the Forum's activities in a way that demonstrates mutual respect and upholds the standards of good governance.
- all members will equip themselves to fulfil the full breadth of their responsibilities by participating in personal and organisational development programmes or activities
- promote the work of the LPF within their respective professional disciplines
- practice open, honest and transparent communication
- bring effective representation for the views and interests of the workforce
- demonstrate a commitment to work with and learn from each other
- success is shared
- ensure trade union representatives are afforded reasonable paid time off to attend and prepare for LPF meetings

2.4 In line with the values, behaviours and principles laid out in the Partnership Working Charter, a Code of Conduct, which is attached at Appendix 1, sets the ground rules in respect of the way that meetings of the LPF are expected to be conducted.

### 3. Purpose

3.1 The purpose of the LPF is to establish quarterly meetings between PHW senior management and the trade unions on matters relating to the future direction of the Trust. Such discussions will be confined to strategic, high-level organisational plans and priorities enabling the LPF to be the formal mechanism for consultation, negotiation and communication between the trade unions and management on specific workforce related matters that arise out of the Trust's strategic priorities and plans. This will include and enable:

- regular and formal dialogue between PHW and the trade unions on matters relating to strategic workforce and workforce related Trust issues
- the employer and trade unions to put forward issues affecting the workforce
- opportunities for trade unions and managers to input into PHW service development plans at an early stage
- consideration of the implications for staff of service reviews and identify and seek to agree new ways of working
- consideration of the implications for staff of NHS reorganisation at a national or local level and to work in partnership to achieve a mutually successful implementation

- appraisal and discussion in partnership of the financial performance of the organisation on a regular basis
- appraisal and discussion in partnership of PHW service activity and performance and its implications
- opportunities to identify, discuss and seek agreement on quality issues, including clinical governance, particularly where such issues have implications for staff
- communication to the LPF of key decisions taken by the Trust and senior management
- consideration of national developments in the NHS Wales Workforce Strategy and the implications for Public Health Wales including matters of service re-profiling
- negotiation on matters subject to local determination
- development in partnership of appropriate facilities arrangements using Agenda for Change Facilities Agreement as a minimum standard
- trade union representatives being afforded reasonable paid time off to undertake trade union duties

3.2 There will also be two Educational Meetings of the LPF every year in which management representatives and staff side representatives come together for training/updates/workshops on topical workforce related issues.

**N.B.** In addition to the above, Public Health Wales will establish local forums at Directorate, divisional and departmental level as required, to establish ongoing dialogue, communication and consultation on service and operational management issues specific to each area.

## 4. Delegated Powers and Authority

4.1 The LPF may establish sub committees or task and finish groups to carry out, on its behalf, specific aspects of the work of the LPF.

4.2 The Employment Policy Sub-Group meets quarterly, or as required (as a forum/workshop), to review and develop PHW employment policies, procedures, guidelines, protocols, and schemes. It was established in 2016, by the former JNC, as a forum/workshop by which management and trade union representatives, facilitated by People and OD, meet to jointly review, and develop policies for recommendation to LPF, Executive Team/Senior Leadership Team and final ratification by People and OD Committee.

4.3 Minutes of the meetings of the LPF will be forwarded to People and OD Committee for information.

- 4.4 The LPF will refer any matters in relation to policy review and development where they have been unable to reach agreement to the People and OD Committee for consideration and final decision.

## 5. Local Partnership Forum Meetings

- 5.1 There will be quarterly meetings of the LPF which will consider the strategic direction of PHW as it relates to the workforce. Two of these meetings (in April and October) will specifically consider PHW Business Strategy including the Integrated Medium-Term Plan, the 10 Year Strategy and Mid and End of Year Performance Reviews. These meetings will be chaired by the Chief Executive.
- 5.2 The remaining meetings will consider updates and progress in respect of major change programmes and major corporate initiatives as they affect the workforce. These meetings will be alternately chaired by the Director of People and OD and the Chair / Vice Chair of Staff Side.
- 5.3 A pre-agenda meeting will take place for all quarterly meetings, between the Director of People and OD and the Chair/Vice Chair of staff Side (or their representatives) in order to discuss and agree the agenda.
- 5.4 In addition to the quarterly meetings there will be two Educational Meetings held each year whereby management representatives and staff side representatives come together for training/updates/workshops on topical workforce related issues.
- 5.5 For all quarterly meetings of the LPF there should be 2 management representatives and 2 staff representatives from separate Trade Unions (comprising of elected Staff Side Officers) for the meeting to be quorate.
- 5.6 If a meeting is not quorate no decisions can be made but information may be exchanged and recommendations can be endorsed at the next meeting (when quorate).
- 5.7 The cycle of meetings will be determined and agreed at the start of each year but will generally follow the schedule below:

April	Business Strategy Meeting
July	Organisation Initiatives/ Progress Review Meeting
September	Educational Meeting
October	Business Strategy Meeting

January	Organisation Initiatives / Progress Review Meeting
February	Educational Meeting

- 5.8 Chair/Joint Chairs can, by agreement, schedule extraordinary meetings with 7 calendar days' notice wherever possible.
- 5.9 The business of the formal quarterly meetings shall be restricted to matters pertaining to PHW strategic issues and discussion/updates in relation to major change programmes and major corporate initiatives. Local operational issues should be raised at local Directorate level and will not be considered unless it is agreed that such issues have Trust wide implications.
- 5.10 The agenda and papers shall be sent out no later than 7 days in advance of the LPF meeting.

## 6. Membership

- 6.1 All members of the LPF shall be full and equal members and share responsibility for the decisions of the LPF.
- 6.2 PHW shall agree the overall size and composition of the LPF in consultation with the recognised Trades Unions.
- 6.3 Membership of the formal quarterly meetings is detailed below.

Membership of the two Business Strategy meetings in April and October are as follows:

Chair: - PHW Chief Executive  
Director of People and OD (Joint Chair)

Attendance of the following Members, will be determined by the specific agenda agreed for the meeting: -

Deputy Chief Executive and Executive Director of Finance  
Executive Director of Health Protection and Screening Services,  
Executive Director of Quality, Nursing and Allied Health  
Professionals  
Executive Director of Policy, Research and International  
Development  
Director of Health and Well Being  
Director of NHS Quality Improvement and Patient Safety/Director  
Improvement Cymru  
National Director Public Health Knowledge and Research

Board Secretary and Head of Corporate Governance  
 Assistant Director of People Strategy, Insights and Services  
 Assistant Director of OD & Engagement  
 Head of Communications  
 Head of People and OD Partnering

***N.B.*** *Deputies should only attend in exceptional circumstances and by prior agreement with the Chair.*

Membership of the other meetings, (including the Educational meetings), are as follows: -

**Chair:** - This will alternate between the Assistant Director of People Strategy and Services and the Chair/ Vice Chair of Staff Side

**Members:**

Nominated representative from each Directorate /Senior Leadership/Management Team as relevant to the agreed meeting agenda

***N.B.*** *Deputies should only attend in exceptional circumstances and by prior agreement with the Joint Chairs.*

## **Staff Representatives**

Public Health Wales recognises those Trade Unions listed in Appendix 2 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 for each trade union. This can be reviewed locally as required.

- 6.4 Staff representatives must be employed by PHW and accredited by their respective trade unions. If a representative ceases to be employed by PHW or ceases to be a member of a nominating trade union 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 of the Chair/Joint Chairs.
- 6.5 Members of the LPF who are unable to attend a meeting may send a suitable deputy (in line with Section 6.3 above) who will be taken into consideration when determining whether the meeting is quorate.
- 6.6 Consistent attendance and commitment to participate in discussions is essential. Where a member of the LPF does not attend within a year (except for reasons of sickness, pre-planned annual leave,

maternity leave, etc.), the Chair/Joint Chairs will write to the member and bring the response to the next meeting for further consideration and possible removal from the LPF.

- 6.7 The LPF Chair/Joint Chairs may also invite any others from within or outside the organisation to attend all or part of a meeting to assist it in its discussions on any particular matter.
- 6.8 The Assistant Director of People Strategy, Insights and Service and the Chair of Staff Side Committee will chair the LPF on an alternate basis.

The Chair/Joint Chairs will be supported by the Head of People and OD Operations who 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 members to inform the debate and ultimate resolutions. The Head of People and OD Operations will be accountable for the maintenance of the constitution of the membership.

Administrative support, including the circulation of agenda, minutes and notification of meetings will be provided by a member of the People and OD team.

## **Reporting and Assurance Arrangements**

- 7.1 The LPF shall:
- Report each of its meetings formally to the People and OD Committee via submission of its minutes
  - Bring to People and OD Committee's specific attention any significant matter under consideration by the LPF
  - A nominated member of the LPF Staff side will also attend the People and OD Committee Meeting (PODCOM)

## **8 Review**

- 8.1 These terms of reference and operating arrangements shall be reviewed as and when required by Public Health Wales and in the first instance 12 months after their introduction.



**Appendix 1****Code of Conduct for Meetings of the  
Local Partnership Forum**

- Respect the meeting start time and arrive punctually
- Attend the meeting well-prepared, willing to contribute and with a positive attitude
- Listen actively, allowing others to explain or clarify when necessary
- Observe the requirement that only one person speaks at a time
- Respect colleagues' points of view
- Avoid using negative behaviours e.g. sarcasm, point-scoring, personalisation
- Try not to react negatively to criticism or take personal slights
- Put forward criticism in a constructive 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
- Be mindful of other agenda items when delivering to ensure that the meeting runs on time
- Failure to adhere to the Code of Conduct may result in the suspension or removal of the member

**Appendix 2****Recognised Trade Unions**

- Unite
- Unison
- Society of Radiographers
- Royal College of Nursing
- MIP
- GMB