

NHS GREATER GLASGOW AND CLYDE

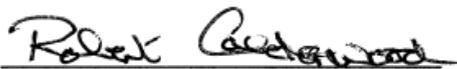
PARTNERSHIP AGREEMENT

FORWARD

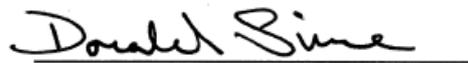
This Partnership Agreement has been developed jointly by the Board and the Trades Unions and Professional Organisations representing staff. The Agreement is designed to ensure staff are effectively involved in influencing the shape and implementation of decisions that affect their work, and offer managers the means through which staff views can be considered before taking the decisions for which they are responsible.

Partnership is a way of agreeing together, wherever possible, changes on how we work together and around the way we deliver care to the patients we serve. Partnership recognises inclusion as the 'best way', and places responsibilities on all of us through a policy of openness, honesty and a commitment to share information in our working together.

We are delighted to support this Partnership Agreement and commend it to you.



Robert Calderwood
Chief Executive
For NHS Greater Glasgow & Clyde



Donald Sime
Employee Director
On behalf of signatory Trade
Unions and Professional
Organisations

CONTENTS PAGE

FORWARD	1
1. INTRODUCTION	3
2. VALUES	3
3. ROLES & RESPONSIBILITIES	4
4. AREA PARTNERSHIP FORUM	4
4.1 Preamble	4
4.2 Strategic Policy, Finance, and Staff Governance	5
4.3 Workforce and Related Matters	6
4.4 Membership	7
4.5 Chair of Meetings and Secretariat Function	8
4.6 Notice, Papers and Frequency of Meetings	9
4.7 Quorum	9
4.8 Reporting Relations	9
4.9 Reaching an Agreement	9
4.10 Failure to Reach an Agreement	10
5. ANNUAL CONFERENCE	10
6. HEALTH & SAFETY	10
7. LOCAL PARTNERSHIP ARRANGEMENTS	11
8. SPECIFIC STAFF GROUP DISCUSSIONS	11
9. COMMUNICATION	12
10. REVIEW	12
APPENDIX I PARTIES TO THE AGREEMENT	13
APPENDIX II ELECTION OF STAFF SIDE OFFICERS	14

1. INTRODUCTION

It is recognised that staff, through their recognised Trade Unions & Professional Organisations, and Management are major stakeholders within NHS Greater Glasgow and Clyde (Greater Glasgow Health Board) and it is therefore in the interests of all stakeholders that these groups work closely together within a partnership process.

The purpose of this Agreement is to provide a framework for partnership working between the Board and Trade Unions & Professional Organisations recognised within the NHS at a United Kingdom level, that will secure the best possible measure of co-operation and agreement on matters of mutual concern, and which will promote the best interests of the Board and its employees.

2. VALUES

All parties to this Agreement are committed to ensuring that the following values, jointly agreed, are demonstrated in their day-to-day work and integrated into our partnership arrangements:

- Mutual trust, honesty and respect.
- Openness and transparency in communication.
- Consensus, co-operation and inclusion as the “best way”.
- Recognising and valuing the contribution of all parties.
- Recognising and valuing diversity within the workforce and the wider community.
- Recognising the right of stakeholders to be involved, informed and consulted.
- Recognising and respecting the responsibility of individuals to represent their constituency.
- Recognising the value in keeping language as simple as possible and avoiding the use of acronyms, foul or abusive language.
- The timely access and sharing of information.

3. ROLES & RESPONSIBILITIES

Trade Unions/Professional Organisations recognise the Board's responsibility to take action to improve the health of the people of Greater Glasgow and Clyde, to adhere to the directions of Scottish Ministers, and to deliver the Scottish Government's health strategies and targets.

The Board recognises the Trade Unions/Professional Organisations' role in representing the interests of their members within society and the wider community; and in improving terms/conditions of service, promoting health and safety at work, and employment security.

The success of partnership working must be measured against the improvements in decision making to produce enhanced outcomes. The signatories to this Agreement will demonstrate commitment to partnership working, and demonstrate confidence in the operation of partnership. Where agreement cannot be reached on any particular issue, this disagreement should not prejudice a stakeholder's position or duty in the partnership.

4. AREA PARTNERSHIP FORUM

4.1 Preamble

The Area Partnership Forum (APF) will be the forum where the NHS Board and the recognised trade unions & professional organisations work together to improve health services for the people of Greater Glasgow and Clyde; and, to engage in negotiations with the aspiration of making NHS Greater Glasgow and Clyde an exemplar employer.

The Area Partnership Forum will be a powerful enabling force to:

- Inform thinking around priorities on health issues.
- Inform and test delivery and implementation plans in relation to national strategies.
- Advise on workforce planning and development.
- Advise on the delivery of the staff governance legislation.

- Promote equality and diversity.

The Area Partnership Forum will therefore participate in the wider strategic organisational objectives of the NHS Board and the three key areas of Board accountability (i.e. corporate governance, clinical governance, and staff governance).

The Forum will be concerned with more traditional employee relations issues and will be the sole body for purposes of negotiation and reaching agreement, within a UK and Scottish framework, on HR policies and related matters that are applicable to all staff employed by the Board.

Forum meetings will therefore be divided between meetings concerned with a broad strategic agenda and those with an agenda constructed around matters more specific to employee relations.

The Forum will provide formal reports to the Staff Governance Committee of the NHS Board, and be empowered to initiate and sponsor work, in addition to receiving reports from work initiated elsewhere.

4.2 Strategic Policy, Finance, and Staff Governance

The aims of the Area Partnership Forum, with regard to broad strategy, will be to:

- a) Provide the forum across Greater Glasgow and Clyde where representatives of trade unions & professional organisations and the NHS Board work together to influence priorities and policy on health issues in Greater Glasgow and Clyde.
- b) Ensure the principles of partnership are practised in NHS Greater Glasgow and Clyde.
- c) Encourage partnership between NHS Greater Glasgow and Clyde and other organisations.
- d) Agree the establishment of partnership forums appropriate to the current organisational structure of NHS Greater Glasgow and Clyde.

e) Develop partnership working through evidence-based practices and to promote and facilitate the behavioural changes that genuine partnership working entails.

4.3 Workforce and Related Matters

With regard to the negotiating function, the aims of the Area Partnership Forum will be:

a) To negotiate HR policies and related issues with the exception of those for which recognised separate collective bargaining arrangements pertain for NHS Greater Glasgow and Clyde staff. This does not prevent the requirement for NHS Greater Glasgow and Clyde and individual trade unions (or a number of individual trade unions depending on the categories of staff involved) from undertaking formal consultation, negotiation and agreement on specific matters relating directly to those categories of staff.

b) In accordance with the overarching principles set out below, will agree on an issue-by issue basis the parameters for each negotiation.

c) To provide advice on UK, Scottish Partnership Forum (SPF), Scottish Workforce & Staff Governance Committee (SWAG), and Scottish Terms & Conditions Committee (STAC) agreements and the general operation of the modernised NHS pay system. The APF must

undertake negotiations in accordance with the terms of the UK and Scottish frameworks.

d) Ensure the application of collective agreements to NHS Greater Glasgow and Clyde staff.

e) Discuss and if appropriate resolve other general issues of common concern on pay and terms and conditions of service.

f) To discuss and seek agreement over the organisational structure of NHS Greater Glasgow and Clyde and employee deployment.

4.4 Membership

a) Membership of the Area Partnership Forum will be based on the “Scottish model” (i.e. Scottish Workforce & Staff Governance Committee). Therefore the membership of the Forum will comprise as follows:

i) Management - Chief Executive, Chief Operating Officer, Director of Human Resources, Glasgow City CHP Director, a Non-Glasgow City CHCP/CHP Director, Head of Human Resources – Acute, Head of Human Resources – Partnerships, and other Directors - corporate or line management - as and when appropriate given agenda items.

ii) Trade Unions - UNISON (4 seats), Royal College of Nursing (3 seats), Unite the Union (3 seats), British Medical Association (2 seats) and one seat per other organisation recognised by the NHS at a United Kingdom level (e.g. NHS Staff Council). The Employee Director and Staff Side Secretaries will be ‘ex-officio’ members of the Forum. Full time officers of the recognised organisations, likewise, are able to attend as ‘ex-officio’ members.

iii) Local Partnership Forums – one representative, on a joint trade unions & professional organisations basis, from each of the three sectors forming the substructure of the Board (i.e. Acute Division, and in primary and community care Glasgow City and Non-Glasgow City).

b) Lay delegates of the staff side will be appropriate accredited members of a recognised trade unions & professional organisation. If a representative on any forum ceases to be a member of his/her union/organisation, then he/she will immediately cease to be a member of that forum, and an appropriate replacement will be appointed by the relevant organisation.

c) Time off with pay shall be granted to lay representatives for attendance at Forum and associated meetings.

d) In the event of a member of the APF being unable to attend any meeting, the constituency represented by the member will be entitled to appoint a substitute to attend the meeting. As a matter of principle, any substitute attending APF should be fully briefed by their constituency before attending the meeting.

e) If a vacancy arises, a new member will be appointed by the constituency who the previous member represented.

f) With the agreement of the co-chairs, the APF may invite any persons whose special knowledge would be of assistance to attend and speak at its meetings.

4.5 Chairing of Meetings and Secretariat Function

a) In accordance with the principles of partnership the APF will appoint two joint Chairs: one shall be the Employee Director; the other the Chief Executive for strategic policy issues and the Director of Human Resources for HR policy and related matters.

b) In the absence of either Chair, a substitute(s) will be elected by the appropriate constituency for that meeting.

c) Both sides will appoint 2 Joint Secretaries (4 in total). With the Chairs, the Joint Secretaries will be responsible for managing and facilitating the business of the APF and will form the Secretariat of the Forum. Administrative resources will be allocated to support the Secretariat function.

d) The election of staff side officers of the Forum (Chair and Secretaries) will be the sole responsibility of lay delegates, or their substitutes, directly appointed to the Forum to represent their trade union/professional organisation (in line with the recommendation of the Scottish Partnership Forum on the election of the Employee Director). Staff side officers of the Forum will upon election become 'ex-officio' members of the Forum. If the staff side officer elected was a member of the Forum prior to their election then their organisation will have the right to replace their delegate with another representative.

4.6 Notice, Papers and Frequency of Meetings

a) The Forum will meet at least four times a year in a Strategic Policy format and at least six times a year in an Employee Relations format.

b) Notice will be given at least seven working days prior to any meeting and any supporting papers should be circulated with the notice.

c) It is recognised that discussions and negotiations are best conducted in an environment where there is a full and timely exchange of information relevant to the matter discussed. The Board agrees to adopt an open policy towards the early release of information necessary for the conduct of discussions.

d) The APF may form issue-specific short-life working groups to discuss and analyse evidence, and/or issues with significant implications for a particular group of NHS Greater Glasgow and Clyde staff.

4.7 Quorum

Meetings will be quorate when thirty percent each of the management side, comprising at least one Director, and the trade union side, comprising delegates from at least four different trade unions/professional organisations, are present.

4.8 Reporting Relationships

The APF will report its minutes and any agreements to constituent organisations and the Staff Governance Committee of the NHS Board.

4.9 Reaching an Agreement

Decisions of the APF will be reached by agreement of both employer and trade union representatives. The APF should reach an

agreement based on consensus through a process of discussion, exchange of information, negotiation, and consultation.

4.10 Failure to Reach an Agreement

a) It is expected that all parties to the Partnership Agreement will make every effort to resolve any differences or disputes internally.

b) In the event of the Forum concluding that it is not able to reach an agreement on a major issue, and having concluded the Board's Grievance and Disputes Procedure, in exceptional circumstances with the agreement of both parties there will be a joint approach to ACAS to enable an agreement. This will be a facilitated agreement and not arbitration.

c) In the event of a joint referral to ACAS, both parties agree to apply the status-quo to the matter in dispute until that process is exhausted.

5. ANNUAL CONFERENCE

To promote effective communication and to ensure a full contribution to strategy and planning a common meeting/workshop will take place once per annum where the Forum and a wider group of managers and trade union/professional organisation representatives will come together. This will be timed to feed into the NHS Greater Glasgow and Clyde planning cycle, so that it can influence the setting of priorities linked to the Board's Delivery Plan, Staff Governance Action Plan and West of Scotland/Scottish Health Plans.

6. HEALTH & SAFETY

It is recognised that health & safety at work is governed by specific law and regulation in addition to staff governance. Therefore a NHS Greater Glasgow and Clyde Health & Safety Forum will be responsible for the development of a comprehensive health and safety management framework to achieve regulatory requirements and targets established under the national strategy 'Toward A Safer, Healthier Workplace'. A network of sub-groups and divisional committees will support the work of the Forum.

The Forum will report to both the Staff Governance Committee of the NHS Board and the Area Partnership Forum. The Forum will operate on partnership principles in line with the “Scottish model” and will carry responsibility for the element of the Staff Governance Standard that encompasses ‘*Provided with an improved and safe working environment*’. The Forum will offer regular reports to the Area Partnership Forum.

7. LOCAL PARTNERSHIP ARRANGEMENTS

Appropriate arrangements for the operation of effective partnership working will be established within each division or substructure of the Board (e.g. Acute Division, Community Health and Care Partnerships or Community Health Partnerships). These arrangements will be determined jointly between local management and appropriate trade union/professional organisation representatives reflective of trade union membership within the division or substructure, and agreed by the Area Partnership Forum.

The local partnership arrangements will enable the consideration of issues affecting all staff within the division or substructure around service development, service delivery, and the implementation of agreed Board strategy.

8. SPECIFIC STAFF GROUP DISCUSSIONS

Trade Unions and Professional Organisations entitled to representation on the Area Partnership Forum will be afforded recognition for purposes of consultation and negotiation with senior officers of the Board on issues that are not of a corporate nature and are specific to a staff group.

Trade Unions and Professional Organisations entitled to representation on the Area Partnership Forum will be granted recognition for purposes of local specific consultation and negotiation on issues and matters not within the scope of other forums.

For information the Area Partnership Forum will be advised of any agreement reached at such group specific forums.

9. COMMUNICATION

The issue of communication in securing participation in partnership working and of its outcomes achieved is crucial. In addition to the joint development of a communication strategy around partnership, the Forum, through the Secretariat, will be responsible for communications on all issues considered in partnership to be conveyed jointly on a partnership basis.

10. REVIEW

This operation of this Agreement will be regularly reviewed by the Forum to ensure its continued effective operation, and formally no later than 30th June 2016.

APPENDIX I

PARTIES TO THE AGREEMENT

The under noted organisations are signatories to this agreement and are committed to operating within the spirit with which it has been developed.

- **Greater Glasgow Health Board (NHS Greater Glasgow and Clyde)**
- **UNISON**
- **Royal College of Nursing**
- **Unite the Union**
- **British Medical Association**
- **British Association of Occupational Therapists**
- **British Dental Association**
- **British Dietetics Association**
- **British Orthoptists Society**
- **Chartered Society of Physiotherapists**
- **CDNA**
- **Federation of Clinical Scientists**
- **GMB**
- **Royal College of Midwives**
- **Society of Chiropodists and Podiatrists**
- **Society of Radiographers**

APPENDIX II

ELECTION OF STAFF SIDE OFFICERS

1. The Electoral College to nominate and elect Staff Side Officers will be the lay trade union/professional organisation delegates to the Area Partnership Forum (in the absence of a lay delegate their vote may be cast by a lay substitute appointed by the appropriate trade union/professional organisation of the delegate concerned).
2. Only accredited trade union/professional organisation representatives/stewards employed within NHS Greater Glasgow and Clyde will be eligible for nomination and election (they need not necessarily be a current member of the Area Partnership Forum).
3. Staff Side Officers may only hold office so long as they remain a member of their trade union/professional organisation.
4. Each of the Staff Side Officers (i.e. Chair and Secretaries) should be from different trade unions/professional organisations.
5. Staff Side Officers, like full time trade union/professional organisation officials, will be ex officio members of the Staff Side and the Area Partnership Forum and will not have a vote.
6. The term of office will be for a period of 4 years.
7. The above election protocol will be subject to review every four years by the Area Joint Trade Unions and Professional Organisations Committee to ensure its continued relevance and formally no later than 30th September 2014.

Election Protocol Agreed 15 September 2010 JOC