



Scottish Borders  
**Health and Social Care**  
PARTNERSHIP

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# Scottish Borders Health & Social Care Integration Joint Board

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## **HEALTH & SOCIAL CARE JOINT STAFF FORUM – PROPOSED TERMS OF REFERENCE**

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## 1. Purpose

- 1.1 The Health & Social Care Joint Staff Forum (the Forum) as a strategic body is responsible for facilitating, monitoring and evaluating the effective operation of partnership working across NHS Borders and Scottish Borders Council on areas of integrated working, and to develop, supports relevant joint Workplace Policies for approval by the appropriate governance body.
- 1.2 Working in partnership will enable shared understanding, engagement with outcomes and effective service delivery. The success of partnership working can be measured by improvements in decision making, the production of enhanced outcomes and the delivery of shared goals.
- 1.3 The purpose of this agreement and terms of reference is to provide a framework for partnership working between the Integration Joint Board (IJB) and the Trade Unions and Professional Organisations recognised by NHS Borders and Scottish Borders Council. It is not the intention of this agreement to replace or undermine existing Joint Trade Union and management mechanisms in operation for employees of either the Health Board or the Council.

## 2 Roles and Responsibilities

- 2.1 Trade Unions and Professional Organisations recognise the IJB's responsibility to improve the wellbeing of the people who use health and social care services, particularly those whose needs are complex and involve support from health and social care at the same time.
- 2.2 The IJB recognises the Trade Unions and Professional Organisations' role in representing the interests of their members within the workplace, and in improving terms/conditions of service, promoting health and safety at work, and employment security.
- 2.3 It is the responsibility of all parties to demonstrate commitment to partnership working by ensuring early involvement in all activities of health and social care, in line with the agreed values.

## 3 Remit

- 3.1 The Forum will:
  - Take a proactive approach in embedding partnership working at all levels of the organisation to assist the process of devolved decision making;
  - Monitor the implementation of all Workplace Policies related to agreed integration programme and subsequent ongoing development;
  - Consider and comment on other policies;
  - Support the work of the Workforce Development Project Group as required;
  - Ensure the best Workforce practice is shared across the Partnership;
  - Contribute to the development of Strategies and Action Plans to inform the integration programme of care and subsequent ongoing development;

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- Assist in assessing the impact of strategic decisions upon staff by monitoring and evaluating outcomes through staff surveys and other staff engagement exercises
- Contribute to responses on consultation from the Scottish Government, its sub groups and supporting infrastructure;
- Ensure that any Workforce strategies and policies are underpinned by appropriate Staff Governance, financial planning, implementation planning and evidence;
- Ensure adequate and necessary Facilities arrangements are in place.
- Ensure that the views of all recognised trade unions with an interest in improving the health and social wellbeing and health and social care services, local communities and wider staff are appropriately heard and considered.
- Ensure that an effective risk management system is in operation focusing on staff issues that identifies clinical, legislative, financial and other risks, and is focused on the safety of patients, clients and users;
- Ensure that members of the Health & Social Care Joint Staff Forum have knowledge and understanding of national health policies and local health and social care issues, and the ability to contribute to strategic leadership and to develop effective working relationships;
- Secure assurance that all staff, are effectively trained, properly supported and performance is formally reviewed on an annual basis.

3.2 The Forum will not, in the conduct of its business, seek to cut across existing joint Trade Union and management mechanisms that operate for either the Health Board or the Council. The Forum must ensure that nothing it does will impinge on the terms and conditions of staff as employees of either the Health Board or the Council.

#### **4 Authority**

4.1 In line with the agreed remit, the forum is recognised as an integral part of the Health & Social Care Partnership governance structure, to ensure that there is appropriate staff engagement and staff governance in the development and delivery of services.

#### **5 Reporting Arrangements**

5.1 The Forum will provide formal reports to the IJB as required, and be empowered to initiate and sponsor work, in addition to receiving reports from work initiated elsewhere.

5.2 Following a meeting of the Forum, the minutes of that meeting will be presented for information at the next meeting of the IJB and approval at the next Forum meeting.

5.3 The Forum should, annually and within three months of the start of each financial year, provide, approve and agree a work plan detailing the work to be taken forward by the Forum.

5.4 The Forum will produce/approve an annual report for presentation to the IJB that will describe outcomes from the Forum during the year.

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## **6. Membership**

- 6.1 Membership of the Forum shall comprise representatives of management and recognised trade unions from both organisations and include Employee Director for NHS Borders.
- 6.2 A nominated deputy can be identified for each full member. Nominated deputies may only attend in the absence of the principal member. Management and Staff Side representatives may attend as observers with the agreement of the joint Chairs. Full Time Officers for recognised trade unions may attend as an ex officio member.
- 6.3 Respective memberships will be formally updated annually.
- 6.4 Should there then be continued non-attendance of a nominated representative to the Forum, the Joint Chairs shall contact the nominated representative and/or their relevant organisation and clarify if the nominated representative wishes to continue as a member of the Forum, or if another nominated representative from that organisation will be replacing them.

## **7 Involvement in the Programme/Service Delivery**

- 7.1 Throughout the development and implementation programme, member of the have been involved in and contributed to all working groups. This will continue as required as the Health & Social Care Partnership moves to business as usual operation (and through subsequent development and delivery). Trade Union Representation will continue to be given to the subgroups of the IJB in discussion with the Forum. For information, these groups have included, to date, the following;
- Workforce Development
  - Finance Resources/Financial Arrangements
  - Legal/Governance Group
  - Information Performance and Technology
  - Commissioning and Locality Planning
- 7.2 The Forum will also act as a resource for other groups seeking Staff Side views / opinions relating to the delivery of integrated health & social care services.
- 7.3 The Occupational Health and Safety advisors will communicate directly to the Forum on matters agreed through partnership working with managers and health and safety representatives.

## **8 Forum Meetings**

### **8.1 Cycle of Meetings**

- 8.1.1 The Forum will meet on an agreed basis, but routinely every 8 weeks, unless otherwise agreed by the Joint Chairs. These will be tabled in relation to the meeting schedules for the IJB.
- 8.1.2 Meetings only to be cancelled by mutual agreement between both Joint Chairs.

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8.1.3 The Joint trade unions will meet prior to meeting of the Forum. This will be an open trade union representation allowing all appropriate trade union representatives to attend.

## 8.2 Chairing of Meetings

8.2.1 There will be Joint Chairs appointed from the Management and Staff Side who will chair meetings of the Forum on an alternating basis. It is the responsibility of the Joint Chairs to agree in advance any agenda items and agenda planning meetings will therefore take place between the Joint Chairs in advance of each meeting of the Forum. The Agenda should reflect the needs of both NHS Borders and Scottish Borders Council and based upon the programme of work identified through the IJB.

8.2.2 The Administrative Support will distribute an agenda and supporting papers for each Forum meeting no later than one week before the date of the meeting to all Forum members. Written reports will be required for all agenda items otherwise the matter will not be discussed unless otherwise agreed by the joint chairs in advance. These should be received by the administrative support 2 weeks before the meeting.

8.2.3 The Chair will:

- Conduct each meeting in an objective and professional manner
- Ensure that all members of the Forum are afforded the opportunity to contribute and treated with dignity and respect
- Manage the business of the meeting in an efficient and effective way

8.2.4 With the agreement of the Co-Chairs, the Forum may invite any persons whose special knowledge would be of assistance to attend and speak at its meetings.

## 8.3 Quorum

8.3.1 Meetings of the Forum will be deemed to be quorate when:

- A minimum of four members of the management side (must be two from each organisation)
- At least one of the joint Chairs
- A minimum of four members of the trade unions (must be two from each organisation) are present.

## 9. Values

9.1 To underpin the working of the Forum, the following values will be adopted and govern the approach taken to consideration of issues:

- mutual trust, honesty and respect;
- openness and transparency in communications;
- recognising and valuing the contribution of all partners;
- access and sharing of information;
- consensus, collaboration and inclusion as the “best way”;
- maximising employment security;

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- full commitment to the framework and good employment practice;
- the right of stakeholders to be involved, informed and consulted;
- early involvement of all staff and their trade unions in all discussions regarding change;
- a team approach to underpin partnership working.

## **10. Decision of the Forum**

### **10.1 Consultation**

10.1.1 Any party may request that a matter brought before the Forum be subject to appropriate consultation with management and trade union colleagues prior to any final agreement being reached. The processes of consultation of both organisations must be assured and respected.

### **10.2 Referral**

10.2.1 Any matter considered by the Forum which is deemed to fall outwith its terms of reference, or which is subject to Programme Board or Shadow Board or requires approval by individual organisations Boards, will be referred to these bodies as appropriate on the basis of Forum support. Reference to the Scottish Government may also take place as appropriate.

### **10.3 Failure to Agree**

10.3.1 In the event of any failure to agree in matters under consideration by the Forum, the matter will be referred via the Joint Chairs to the Joint Integration Board, who will endeavour to find a way forward.

## **11 Communication**

11.1 Communication is crucial to ensure effective participation in partnership working and to promote outcomes achieved. The secretariat of the Forum will ensure that key communications are jointly agreed and disseminated. All communications will be integral to the Health & Social Care Partnership's Communications Strategy.

## **12. Review**

12.1 These Terms of Reference will be reviewed on an annual basis.

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**MEMBERSHIP FOR JOINT INTEGRATION STAFF FORUM**

**Union Representation:**

6 Representatives from Scottish Borders Council

6 Representatives from NHS Borders

**Management Representation:**

6 Representatives from Scottish Borders Council

6 Representatives from NHS Borders

These can include HR, OH and OD

**Attendees: (Ex Officio)**

Employee Director from NHS Borders

Other Organisational Departments from both SBC and NHS invited as required through Agenda including additional trade unions not identified within membership above.

Fulltime Officers for recognised trade unions

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