



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd  
Addysgu Powys  
Powys Teaching  
Health Board

# Model Standing Orders

## Reservation and Delegation of Powers

## For Local Health Boards

**ADOPTED BY POWYS TEACHING HEALTH BOARD – MAY 2024**  
**REVISED JANUARY 2026**

### Schedule 5

**ADVISORY GROUPS**

**Terms of Reference and Operating Arrangements**

**This Schedule forms part of, and shall have effect as if incorporated in the  
Local Health Board Standing Orders**

**Schedule 5.1 Stakeholder Reference Group – The Board confirmed a decision not to  
operate a Stakeholder Reference Group at the May 2024 Board meeting.**

**Schedule 5.2 Healthcare Professionals Forum**

**Schedule 5.3 – Local Partnership Forum**

## Schedule 5.2

### Healthcare Professionals' Forum

### Terms of Reference and Operating Arrangements

#### THE HEALTHCARE PROFESSIONALS' FORUM (HPF)

##### 1.0 Role

- 1.0.1 The HPF's role is to provide a balanced, multi-disciplinary view of healthcare professional issues to advise the Board on local strategy and delivery. Its role does not include consideration of healthcare professional terms and conditions of service.
- 1.0.2 The HPF shall facilitate engagement and debate amongst the wide range of clinical interests within the LHB's area of activity, with the aim of reaching and presenting a cohesive and balanced healthcare professional perspective to inform the LHB's decision making.

##### 1.1 Terms of reference and operating arrangements

- 1.1.1 The Board must set out, the relationships and accountabilities with others, as well as the National Professional Advisory Group.

##### 1.2 Membership

- 1.2.1 The membership of the HPF reflects the structure of the seven health Statutory Professional Advisory Committees set up in accordance with Section 190 of the NHS (Wales) Act 2006. Membership of the HPF shall therefore comprise the

following eleven (11) members, as a minimum:

- Welsh Medical Committee
  - Primary and Community Care Medical representative
  - Mental Health Medical representative
  - Specialist and Tertiary Care medical representative
- Welsh Nursing and Midwifery Committee
  - Community Nursing and Midwifery representative
  - Hospital Nursing and Midwifery representative
- Welsh Therapies Advisory Committee
  - Therapies representative
- Welsh Scientific Advisory Committee
  - Scientific representative
- Welsh Optometric Committee
  - Optometry representative
- Welsh Dental Committee
  - Dental representative
- Welsh Pharmaceutical Committee
  - Hospital Pharmacists representative
  - Community Pharmacists representative

1.2.2 Where the Board determines it appropriate, the LHB may extend membership to other individuals in order to ensure an appropriate balance in representation amongst healthcare professional groupings and across the range of primary, community and secondary service provision.

### **1.3 Member Responsibilities and Accountability:**

#### *The Chair*

1.3.1 The Chair is responsible for the effective operation of the HPF:

- Chairing meetings;
- Establishing and ensuring adherence to the standards of good governance set for the NHS in Wales, ensuring that all business is conducted in accordance with its agreed operating arrangements; and
- Developing positive and professional relationships amongst the HPF's membership and between the HPF and the LHB's Board, and in particular its

Chair, Chief Executive and clinical Directors.

- 1.3.2 The Chair shall work in close harmony with the Chairs of the LHB's other advisory groups, and, supported by the Board Secretary, shall ensure that key and appropriate issues are discussed by the HPF in a timely manner with all the necessary information and advice being made available to members to inform the debate and ultimate resolutions.
- 1.3.3 As Chair of the HPF, they will be appointed as an Associate Member of the LHB Board. The Chair is accountable for the conduct of their role as Associate Member on the LHB Board to the Minister, through the LHB Chair. They are also accountable to the LHB Board for the conduct of business in accordance with the governance and operating framework set by the LHB.

#### The Vice Chair

- 1.3.4 The Vice-Chair shall deputise for the Chair in their absence for any reason, and will do so until either the existing chair resumes their duties or a new chair is appointed, and this deputisation includes acting in the role of Associate Member of the LHB Board.
- 1.3.5 The Vice Chair is accountable through the HPF Chair to the LHB Board for their performance as Vice Chair, and to their nominating body or grouping for the way in which they represent their views at the HPF.

#### Members

- 1.3.6 The HPF shall function as a coherent advisory group, all members being full and equal members and sharing responsibility for the decisions of the HPF.
- 1.3.7 All members must:
- Be prepared to engage with and contribute fully to the HPF's activities and in a manner that upholds the standards of good governance – including the values and standards of behaviour – 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 HPF within the healthcare professional discipline they represent.
- 1.3.8 Forum members are accountable through the HPF Chair to the LHB Board for their performance as Group members, and to their nominating body or grouping for the way in which they represent the views of their body or grouping at the HPF.

## 1.4 Appointment and terms of office

- 1.4.1 Appointments to the HPF shall be made by the Board, based upon nominations received from the relevant healthcare professional group, and in accordance with any specific requirements or directions made by the Welsh Ministers. Members shall be appointed for a period specified by the Board, but for no longer than 4 years in any one term. Those members can be reappointed but may not serve a total period of more than 8 years consecutively.
- 1.4.2 The **Chair** will be nominated from within the membership of the HPF, by its members, in a manner determined by the Board, subject to any specific requirements or directions made by the Welsh Ministers. The nomination will be subject to consideration by the Board, who must submit a recommendation on the nomination to the Minister for Health and Social Services. Their appointment as Chair will be made by the Minister, but it will not be a formal public appointment. The Constitution Regulations provide that the Welsh Ministers may appoint an Associate Member of the Board, and the appointment of the Chair to this role is on the basis of the conditions of appointment for Associate Members set out in the Regulations.
- 1.4.3 The Chair's term of office will be for a period of up to two (2) years, with the ability to stand as Chair for an additional one (1) year, in line with that individual's term of office as a member of the HPF. That individual may remain in office for the remainder of their term as a member of the HPF after their term of appointment as Chair has ended.
- 1.4.4 The **Vice Chair** will be nominated from within the membership of the HPF, by its members, in a manner determined by the Board, subject to the condition that they be appointed from a different healthcare discipline to that of the Chair, along with any specific requirements or directions made by the Welsh Ministers. The nomination shall be subject to consideration and appointment by the Board. The Constitution Regulations provide that the Welsh Ministers may appoint an Associate Member of the Board. In the HPF Chair's absence, the Vice Chair will also perform the role of Associate Member on the LHB Board. The appointment of the Vice Chair is therefore also on the basis of the conditions of appointment for Associate Members set out in the Regulations.
- 1.4.5 The Vice Chair's term of office will be for a period of up to two (2) years, with the ability to stand as Vice Chair for an additional one (1) year, in line with that individual's term of office as a member of the HPF. That individual may remain in office for the remainder of their term as a member of the HPF after their term of appointment as Vice Chair has ended.
- 1.4.6 A member's tenure of appointment will cease in the event that they no longer meet any of the eligibility requirements determined for the position. A member must

inform the HPF Chair as soon as is reasonably practicable to do so in respect of any issue which may impact on their eligibility to hold office. The HPF Chair will advise the Board in writing of any such cases immediately.

- 1.4.7 The LHB will require Forum members to confirm in writing their continued eligibility on an annual basis.

## **1.5 Resignation, suspension and removal of members**

- 1.5.1 A member of the HPF may resign office at any time during the period of appointment by giving notice in writing to the HPF Chair and the Board.
- 1.5.2 If the Board, having consulted with the HPF Chair and the nominating body or group, considers that:
- It is not in the interests of the health service in the area covered by the HPF that a person should continue to hold office as a member; or
  - It is not conducive to the effective operation of the HPF

it shall remove that person from office by giving immediate notice in writing to the person and the relevant nominating body or group.

- 1.5.3 A nominating body or group may request the removal of a member appointed to the HPF to represent their interests by writing to the Board setting out an explanation and full reasons for removal.
- 1.5.4 If a member fails to attend any meeting of the HPF for a period of six months or more, the Board may remove that person from office unless they are satisfied that:
- i) The absence was due to a reasonable cause; and
  - ii) The person will be able to attend such meetings within such period as the Board considers reasonable.
- 1.5.5 Before making a decision to remove a person from office, the Board may suspend the tenure of office of that person for a limited period (as determined by the Board) to enable it to carry out a proper investigation of the circumstances leading to the consideration of removal. Where the Board suspends any member, that member shall be advised immediately in writing of the reasons for their suspension. Any such member shall not perform any of the functions of membership during a period of suspension.

## **1.6 Relationship with the Board**

- 1.6.1 The HPF's main link with the Board is through the HPF Chair's membership of the Board as an Associate Member.

- 1.6.2 The Board may determine that designated Board members or LHB officers shall be in attendance at Advisory Group meetings. The HPF's Chair may also request the attendance of Board members or LHB officers, subject to the agreement of the LHB Chair.
- 1.6.3 The Board shall determine the arrangements for any joint meetings between the LHB Board and the HPF.
- 1.6.4 The Board's Chair shall put in place arrangements to meet with the HPF Chair on a regular basis to discuss the HPF's activities and operation.

## **1.7 Rights of Access to the LHB Board for Professional Groups**

- 1.7.1 The LHB Chair, on the advice of the Chief Executive and/or Board Secretary, may recommend that the Board afford direct right of access to any professional group, in the following, exceptional circumstances:
- i) Where the HPF recommends that a matter should be presented to the Board by a particular healthcare professional grouping, e.g., due to the specialist nature of the issues concerned; or
  - ii) Where a healthcare professional group has demonstrated that the HPF has not afforded it due consideration in the determination of its advice to the Board on a particular issue.
- 1.7.2 The Board may itself determine that it wishes to seek the views of a particular healthcare professional grouping on a specific matter, in accordance with Standing Order 6.5.7.

## **1.8 Relationship with the National Professional Advisory Group**

- 1.8.1 The HPF Chair (or HPF Vice-Chair) will be a member of the National Professional Advisory Group.

# Schedule 5.3

## Local Partnership Forum Advisory Group Terms of Reference and Operating Arrangements

### 1.1 Role and Purpose

1.1.1 The LHB Local Partnership Forum (LPF) is the formal partnership mechanism where the Health Board's Managers and Trade Unions work together to improve health services for the citizens of Powys. It is the forum where key stakeholders will engage with each other to inform thinking around national and local priorities on health issues.

1.1.2 The teaching Health Board (THB) will involve staff side organisations in the key discussions at the THB Board, LPF and Service Area or Departmental level.

1.1.3 The LPF will provide the formal mechanism for consultation, negotiation and communication between the Unions and management. The TUC principles of partnership will apply. These principles are attached at **Appendix 2**.

1.1.4 The purpose of the LPF will be to:

- Establish a regular and formal dialogue between the Health Board's Executive and the Trade Unions on matters relating to strategies pursued by the THB.
- Provide opportunities for Trade Unions 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 reorganisation at a national or local level and to work in partnership to achieve implementation.
- Appraise the Trade Unions of the financial performance of the organisation on a regular basis.
- Appraise the Trade Unions of THB clinical activity and its implications.
- Provide opportunities for Trade Unions input to quality issues,

including clinical governance, particularly where such issues have implications for staff.

- Communicate to Trade Unions 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.
- Negotiate on matters subject to local determination.
- Ensure Trade Union representatives are afforded time to meet in order to discuss ways forward to encompass partnership working between staff side and management. Reference should be made to the A4C Facilities Agreement.
- Provide regular opportunities to strengthen social partnership and consider the Social Partnership Annual Report, in accordance with the Social Partnership and Public Procurement (Wales) Act 2023.

1.1.5 In addition the LPF can establish LPF sub groups to establish ongoing dialogue, communication and consultation on service and operational management issues specific to Localities/Service areas. Where these sub groups are developed they must report to the LHB LPF.

## **1.2 General Principles**

1.2.1 The THB and LPF 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.

1.2.2 The principles of true partnership working between Trade Unions and Management are as follows:

- Trade Unions 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 – rewards must be felt to be fair
- They practice open and transparent communication – sharing

- information widely with openness, honesty and transparency
- 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

**All members must:**

- Be prepared to engage with and contribute fully to the LPF'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 LPF within the professional discipline they represent.

1.2.3 A Code of Conduct is attached as **Appendix 3**.

### **1.3 Membership**

1.3.1 All members of the LPF are full and equal members and share responsibility for the decisions of the LPF. The THB shall agree the overall size and composition of the LPF in consultation with those Trade Unions it recognises. The Trade Union member of the THB Board will be expected to attend the LPF in an ex-officio capacity. As a minimum, the membership of the LPF shall comprise:

Management Representatives

1.3.2 Management will be represented by the Executive Directors (or, by exception, a Deputy Director):

- Chief Executive
- Executive Director of People and Culture
- Executive Director of Finance, Capital & Support Services
- Executive Medical Director
- Executive Director of Nursing, Quality, Women and Family Health
- Executive Director of Public Health
- Executive Director of Primary Care, Community & Mental Health
- Executive Director of Allied Health Professions, Health Science & Digital
- Executive Director of Commissioning, Performance and Planning

1.3.3 Members of the People and Culture team and other staff may also be invited

to attend meetings dependent upon the agenda.

### Staff Representatives

1.3.4 The Board recognises those Trade Unions listed in **Appendix 4** for the representation of members on individual issues, and for consultation in respect of their members who are employed by the organisation.

1.3.5 It will be the prerogative of the staff side to decide on the formula to achieve the maximum number of representatives. This can be reviewed locally as required.

1.3.6 Staff representatives must be employed by the organisation and accredited by their respective organisations. 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 LPF. Full time officers of the Trade Unions may attend meetings subject to prior notification and agreement.

1.3.7 Members of the LPF who are unable to attend a meeting may send a deputy (who shall have full membership and voting rights), providing such deputies are eligible for appointment to the LPF.

## **1.4 Quorum**

1.4.1 Every effort will be made by all parties to maintain a stable membership. There should be a minimum of four Directors (or, in exceptional circumstances and with prior agreement from the Joint Chairs, three Directors and one Deputy Director) and four staff representatives to form a quorum.

1.4.2 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.

1.4.3 Consistent attendance and commitment to participate in discussions is essential. Where a member of the LPF does not attend on 3 occasions, the Joint Secretaries will contact the member concerned to discuss their availability to serve as a member of LPF and bring the response to the next meeting for further consideration.

## **1.5 Officers**

1.5.1 The Staff Organisation Chair, Vice Chair and Secretary will be elected by the Staff Side annually. Best practice requires these three officers to come

from different staff organisations where possible.

1.5.2 The names of Staff Side Officers and Staff Representatives will be confirmed at the first meeting of LPF in each financial reporting year.

## **1.6 Chairs**

1.6.1 The Management and Staff Organisation Chair will chair the LPF. 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 Board Secretary, Chairs 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

## **1.7 Joint Secretaries**

1.7.1 Each side of the LPF should appoint/elect its own Joint Secretary. The Management and Staff Side 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 Side Chairs.

1.7.2 The Executive Director of People and Culture (or the nominated representative) will act as Management Side Secretary and will be responsible for the maintenance of the constitution of the membership, the circulation of agenda and minutes and notification of meetings.

## **1.8 Sub Committees**

1.8.1 The Workforce Policy Review Group (WPRG) is a standing committee of LPF. The term of reference and membership of WPRG will be confirmed at the first meeting of LPF in each financial reporting year.

1.8.2 When considered appropriate, LPF can appoint further sub-committees to hold detailed discussion on a particular issue (or issues). The term of reference (purpose and membership) of such sub-committee must be approved by LPF. Nominated representatives from sub committees will communicate and report regularly to the LPF.

## **1.9 Management of Meetings**

- 1.9.1 Meetings will be held at least four times per year but this may be changed to reflect the need of either staff side or management. Meetings are not held in public, though agendas and summary reports are routinely published.
- 1.9.2 The business of the meeting shall be restricted to matters pertaining to LPF issues and should include local operational issues. Board wide strategic issues and issues that have LHB/Trust wide implications shall be referred to the Welsh Partnership Forum via the LHB Board.
- 1.9.3 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.
- 1.9.4 The LPF has the capacity to co-opt others onto the LPF or its sub groups as deemed necessary by agreement.

**POWYS TEACHING HEALTH BOARD**

**LOCAL PARTNERSHIP FORUM**

**ADDENDUM TO TERM OF REFERENCE**

The following amendments have been made to the original LPF Term of Reference (September 2010)

March 2012

**Paragraph 3 - Quorum:** There should be a minimum of four Directors and four staff representatives to form a quorum.

**Paragraph 4 - Officers:** The Staff Side Chair, Vice Chair and Secretary will be elected by the Staff Side annually. Best practice requires these three officers to come from different staff organisations where possible.

July 2019

**Paragraph 3 - Management Representatives:** All Executive Directors are members of LPF. Directors have the right, with the agreement of the Joint Chairs, to send a Deputy Director (or equivalent).

**Paragraph 3 - Quorum:**

1. There should be a minimum of four Directors (or, in exceptional circumstances and with prior agreement from the Joint Chairs, three Directors and a Deputy Director or equivalent) and four staff representatives to form a quorum.
2. Where a member of LPF does not attend on three occasions, the Joint Secretaries will contact the member concerned to discuss their availability to serve as a member of LPF and bring the response to the next meeting for further consideration.

**Paragraph 4 - Officers:** The names of Staff Side Officers and Staff Representatives will be confirmed at the first meeting of LPF in each financial reporting year.

**Paragraph 5 - Sub-Committees**

1. The term of reference and membership of WRPG will be confirmed at the first meeting of LPF in each financial reporting year.
2. When considered appropriate, LPF can appoint further sub-committees to hold detailed discussion on a particular issue (or issues). The term of reference

(purpose and membership) of such sub-committee must be approved by LPF.

**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

**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.

**List of the Recognised Trade Unions/Professional Bodies referred to as  
'Staff Organisations' within these Standing Orders**

- UNISON
- The Royal College of Nursing (RCN)
- The Royal College of Midwives (RCM)
- Unite
- GMB
- The Union of Shop, Allied and Distributive Workers (USDAW)
- The Chartered Society of Physiotherapy (CSP)
- The Community and District Nursing Association (CDNA)
- The Society of Radiographers (SoR)
- The Federation of Clinical Scientists (FCS)
- The British Association of Occupational Therapists (BAOT)
- The Union of Construction Allied Trades and Technicians (UCATT)
- The British Orthoptic Society (BOS)
- The Society of Chiropodists and Podiatrists (SoCP)
- The British Dietetic Association (BDA).

Notes

1. Staff Organisations are entitled to send representation to meetings of LPF. The Joint Secretaries will make contact with Staff Organisations before the start of each financial reporting year to communicate this entitlement and encourage participation.
2. The above Staff Organisations are named in the NHW Wales Agenda for Change framework for 2019/20. This list may be subject to change at any time, subject to formal approval by PTHB's Local Partnership Forum.