

**JOINT STAFF FORUM**

**TERMS OF REFERENCE**  
**Revised April 2016**

**1. Background**

- 1.1 The Joint Staff Forum (JSF) was established in July 2002 in line with Scottish Executive Guidance on the Joint Future initiative to ensure that joint management arrangements, joint resourcing, joint training and organisational development would be delivered in consultation with staff representatives of the partner agencies, namely Shetland NHS Board (the Health Board) and Shetland Islands Council (the Council).
- 1.2 On 27 June 2015, Shetland's Health and Social Care Partnership Integration Joint Board (IJB) was formally constituted as a public body under the terms of the Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) and on 20 November 2015, the IJB approved its first Strategic Plan and assumed responsibility for the functions delegated to it under the terms of the Act.
- 1.3 The Integration Scheme "sets out the detail as to how the Council and the Health Board will integrate services" under the terms of the Act and section 7 of the Integration Scheme on Workforce is included below.

**7. Workforce**

*The Parties will ensure that there is an effective Joint Staff Forum where staffing issues, professional issues and concerns relevant to joint working can be raised and discussed, where difficulties can be explored and resolved and where shared routes forward can be agreed.*

*The Membership and Terms of Reference of the Joint Staff Forum are set out in the Supplementary Documentation.*

**Workforce Development Strategy**

*A Workforce Development Strategy and Action Plan developed by the Parties (the Health Board and the Council) will be agreed by the Parties with the IJB and maintained by the staff supporting the HR Strategic Management of the integrated service delivery that is under the direction of the Chief Officer including services delivered through localities.*

*The Workforce Development Strategy will be agreed and put in place by*

*April 2016 or at an earlier date as agreed by the IJB with the Parties and refreshed annually thereafter.*

### **Organisational Development Action Plan**

*An Organisational Development Action Plan will be agreed by the Parties with the IJB setting out the work on organisational development and HR issues. The Organisational Development Action Plan will be maintained by the staff supporting the HR Strategic Management of integrated service delivery that is under the direction of the Chief Officer including services delivered in localities.*

*The Organisational Development Action Plan will be agreed and put into place by April 2016 or at an earlier date as agreed by the IJB with the Parties and refreshed annually thereafter.*

### **Training Plan**

*A Training Plan agreed by the Parties and agreed with the IJB will be maintained as part of the Supplementary Documentation to the Integration Scheme. Training support functions will be provided by the Parties to the integrated services managed by the Chief Officer.*

*The Training Plan will be agreed and put into place by April 2016 or at an earlier date as agreed by the IJB with the Parties and refreshed annually thereafter.<sup>1</sup>*

- 1.4 In November 2014, the Council and the Health Board agreed:  
*“ that the committees, sub-committees and governance groups that are needed for the Body Corporate should all be joint, looking at all the business of the Council and the [Health] Board unless there is a specific reason why this cannot be done e.g. legal impediment”.*

The Council’s Executive Manager HR and the Health Board’s Director of HR and Support Services are working together to ensure that as far as possible, one combined set of policies and procedures is developed over time to support all the staff of both organisations. Therefore, although the work on integrated health and social care services has been the main driver in the past, increasingly it is expected that the JSF will consider matters affecting all staff of the Council and the Health Board.

<sup>1</sup> Shetland Islands Health and Social Care Partnership Integration Scheme 2015

## **2. REMIT OF THE JOINT STAFF FORUM**

- 2.1 To provide a joint environment “*where staffing issues, professional issues and concerns can be raised and discussed; difficulties can be explored and resolved and shared routes forward can be agreed*”<sup>2</sup>.
- 2.2 To provide a forum for dialogue encouraging the development of an open, trusting and supportive culture which recognises and explores solutions to the challenges presented by differing approaches to human resource management within the Health Board and the Council.
- 2.3 To ensure that engagement, consultation and involvement of all stakeholder parties are transparent, timely and meaningful.
- 2.4 To support effective leadership as core and central to leading a changing environment and that leaders are particularly responsive to the move to a more joined up service in order to develop the Health and Social Care Integration agenda and to develop closer partnership working between the Council and the Health Board generally.
- 2.5 To discuss agreements/recommendations proposed within the Council and the Health Board that impact on staff involved in joint working. Where particular implementation issues for staff involved in joint working arrangements are identified, the JSF may make recommendations to be raised with the author of the report, and through the Staff Governance Committee (SGC) or EJCC, depending on the detail of the proposal.
- 2.6 To monitor progress on the work set out in the Organisational Development Action Plan, the Workforce Development Strategy and Action Plan and the Training Plan.
- 2.6 The JSF does not replace or usurp the role and remit of either SGC or EJCC where staffing issues will continue to be discussed in line with the published constitutions.

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<sup>2</sup> Shetland Islands Health and Social Care Partnership Integration Scheme, June 2015

### **3. COMPOSITION**

#### **JSF Membership**

##### **3.1 JSF membership comprises:**

- 4 Representatives (from 6 representatives) nominated by the Health Board Area Partnership Forum (APF)
- 4 Representatives (from 6 representatives) nominated by the Council's Employees Joint Consultative Committee (EJCC)

Staff representatives will comprise 50% of the membership from each of the Parties and will include the staff representatives appointed by the Council and the Health Board to the IJB.

Non-staff representatives will include at least one representative from among those appointed by each of the Parties to serve on the IJB.

#### **JSF Joint Chairs**

- 3.2 The Council and the Health Board will each appoint a Joint Chair from their respective members at 3.1 above, who will chair each meeting in rotation.

#### **In attendance**

- 3.3 The following personnel will be expected to attend each meeting of the JSF. Such attendance is not intended to give a right to be elected to Joint Chair, except where the individual is also a member under 3.1 above:
- Executive Manager Human Resources Shetland Islands Council
  - Director of Human Resources Shetland NHS Board
  - Director of Community Health and Social Care
  - Director of Nursing and Acute Services, Shetland NHS Board
  - Head of Planning and Modernisation, Shetland NHS Board
  - Director of Corporate Services, Shetland Islands Council
  - Director of Children's Services, Shetland Islands Council

Members and staff of the Council and the Health Board and of the trades unions will be allowed to sit in or observe with the agreement of the Joint Chairs.

#### **JSF Joint Lead Officers**

- 3.4 The Executive Manager Human Resources for the Council and the Director of Human Resources and Support Services for the Health Board will be the joint lead officers for the JSF.

#### **4. REPORTING MECHANISMS**

- 4.1 The minutes of each meeting of the JSF will be made available for information to SGC, APF, EJCC, the Council's Human Resources Planning Group (HRPG) and the Integration Joint Board (IJB) having been confirmed for accuracy by the Joint Chairs.  
Responsibility for this will be assigned to the minute taker.
- 4.2 Responsibility for cascading the information to staff as appropriate will rest with the managers who are listed as in attendance at meetings of the JSF.
- 4.3 Each consultative body will also take responsibility for ensuring that information is disseminated to all staff as appropriate.

#### **5. ADMINISTRATION ARRANGEMENTS**

- 5.1 The Joint Staff Forum will meet six weekly or as agreed by the JSF.  
The dates will be set a year in advance.
- 5.2 Additional meetings will be arranged as required following discussion with the Joint Chairs.
- 5.3 The Joint Staff Forum will be serviced by the Council's Committee Services. In this context servicing means booking a room, sending out a notice of the meeting along with the agenda and supporting papers, taking minutes and maintaining the business programme.
- 5.4 Requests for items to be included on the agenda should be made through the Council's Committee Services.
- 5.5 A notice calling the meeting will be issued with the agenda and supporting papers not less than seven calendar days before the date of the meeting. These will be issued by e-mail to agreed e-mail addresses unless paper copies are requested to meet the needs of any member of the JSF.
- 5.6 The JSF will not consider any item which has been submitted after the agreed clearance date, unless prior agreement has been received from the Joint Chairs.



**6. QUORUM**

- 6.1 The quorum for a meeting will be 4 members being 2 JSF members from the Council and 2 JSF members from the Health Board.  
Substitutes will be allowed by agreement with the joint chairs.

**7. RESOLUTION OF CONFLICT**

- 7.1 The discussion of agenda items will be carried out with the aim of reaching consensus. Where consensus is not reached, the Chair will identify the area of disagreement and this will be noted in the minute. Such areas of disagreement and any unresolved issues will be brought to the attention of the SGC, EJCC, APF, HRPG and the IJB through the minute and a joint report prepared by the lead officers as appropriate.

ENDS