

GREAT WESTERN HOSPITALS NHS FOUNDATION TRUST

EMPLOYEE PARTNERSHIP AGREEMENT

FINAL

Issued: January 2017
Review: January 2020

GREAT WESTERN HOSPITALS NHS FOUNDATION TRUST
TRADE UNION RECOGNITION AND PROCEDURAL AGREEMENT

1 INTRODUCTION

This document sets out the arrangements how the Employee Partnership Forum (EPF) undertakes joint consultation and negotiation in the Great Western Hospitals NHS Foundation Trust.

2 PARTIES

This Agreement is between the Great Western Hospitals NHS Foundation Trust (The Trust) which term shall, where appropriate, include Executive Directors, Managers or representatives and the trade unions of the Trust as listed in Appendix 1 (hereinafter referred to as "the Unions").

3 PURPOSE

The purpose of this Agreement is to set out the agreed procedures for formally dealing with collective issues of interest or concern to The Trust, its staff, and members of the Unions, and to maintain and further the best possible relationships between them. This Agreement will not preclude meetings taking place between individual unions and management or the establishment of joint working parties to resolve issues relating to specific staff groups.

4 RECOGNITION

The Trust recognises that it is to the mutual benefit of the Trust and its employees for them to be represented by Trade Unions, and therefore recognises the Unions listed in Appendix 1, as representing and having full collective bargaining rights in respect of employees of the Trust.

5 GENERAL PRINCIPLES

The managers of the Trust and the recognised Trade Unions agree to work in partnership to achieve the following common objectives:

- To ensure the efficiency and success of Healthcare services for the benefit of patients and the staff providing the service.
- To promote, establish and maintain mutual trust and co-operation.
- To establish and uphold procedures by which matters affecting these relationships can be dealt with effectively and speedily.

To these ends, both parties are agreed on the need to:

- Respond flexibly and positively to changes in demands for health care services, recognising the importance of the quality of the service for the patient
- Foster maximum involvement of all staff in effective communications, engagement and consultation and in the planning and delivery of health care
- Avoid action by any party to the Agreement which interrupts the continuity of service delivery and employment

In addition:-

- The Trust recognises the right of staff to be members of a trade Union and of the Trade Unions Representatives to represent members' interests. The Unions recognise the responsibility of the Trust to plan, organise and manage its operations.
- This Agreement acknowledges the right and responsibility of the Trust to communicate directly with its staff. However this does not obviate the requirement under the Agreement to negotiate and consult through the recognised machinery (the EPF) on matters covered by this Agreement.
- The Trust and the Trade Unions are agreed that it is their joint responsibility to see that these principles are put into effect and maintained.
- The regular forum for Consultation and Negotiation will be known as the Employee Partnership Forum (EPF)
- The Local Negotiating Forum will negotiate on issues that specifically and uniquely pertain to Medical and Dental Staff (LNC). (Appendix 2)

6 RESPONSIBILITIES

6.1 Responsibilities of the Trust

- To ensure that management at all levels are committed to the spirit of the Agreement and the achievement of its objectives.
- NHS Wiltshire agrees that it will negotiate only with recognised Trade Unions concerning matters covered under this Agreement, as set out in clause 7.

6.2 Responsibilities of the Unions

- To work in partnership with management as far as possible in introducing more effective ways of working within the constraints of the NHS environment, including necessary training and re-training, to improve staff contribution and thereby the quality of care to our service users.
- To support with management the operation of the agreed procedures and arrangements contained in this Agreement.

7 SCOPE OF THE AGREEMENT

This agreement covers the relationships between The Trust, the Unions and the employees of the Trust, except Executive Directors.

Both sides recognise that their pursuit of these common objectives under this Recognition Agreement shall be by:

- **Negotiation**
The purpose is to reach agreement and avoid disputes. The scope of such negotiations will be as defined in the Trade Union and Labour Relations Act 1974 (Section 29 (1)), as amended by the Employment Relations Act 2000.
- **Consultation**
Consultation is more than passing information and should involve an opportunity to influence decisions and their implementation.

- **Communication**
Keeping each side informed of all relevant matters, ensuring early communication at all times.
- **Disclosure of Information**
Disclosure of information for collective bargaining purposes, as outlined in the ACAS Code of Practice.
- The Unions recognise and accept the Trust's responsibility to plan, organise and manage the staff and activities of the Trust.
- The Trust recognises and accepts the Union's responsibility to represent the interests of their members employed by the Trust, and to work for improved conditions of employment.
- Both sides agree to seek to ensure that local, regional or national agreements are adhered to.

8 RESOLVING COLLECTIVE ISSUES

Both sides agree that it is in their mutual interest to resolve all issues raised at the earliest possible stage.

In the event of any failure to agree, the procedure for resolving collective disputes should be followed. (Appendix 3)

Whilst this procedure is in operation, there will be no strikes or any other form of industrial action, and no party shall implement any changes to the pre-existing situation i.e., the status quo will apply.

9 TRADE UNION REPRESENTATION

- The Trust and the Unions recognise their joint responsibility for developing effective staff relations, The Trust agrees to recognise accredited representatives who must be employed by the Trust. Full time officials of the Unions listed in Appendix 1 may attend the EPF by prior notification to Director of Human Resources.
- The Trade Unions agree to provide representatives with written credentials and to notify the Deputy Director of HR of those representatives and their constituencies.
- Trade Union representation at the EPF is as outlined in Appendix 4.
- In line with the ACAS Code of Practice, there will be no disciplinary action taken against elected representatives of any Union in respect of their role until the Director of HR or Deputy Director of HR has discussed the matter with a full time officer of the Union concerned.
- In line with the ACAS Code of Practice, the Trust undertakes to provide reasonable time off and facilities, as detailed in the Separate Agreement, Appendix 5.

10 EXTENSION OF TRADE UNION REPRESENTATION

On occasion the Trust may be approached by a Trade Union not listed in Appendix 3 to be formally recognised by the Trust. When this happens, the Full-time Trade Union officer will be

invited to meet the Director or Deputy Director of HR and outline the rationale for wishing to be formally recognised. A paper will be presented to the next EPF meeting on the rationale. As a result of taking a vote it will be decided whether to 1) formally recognise the Trade Union, to list them at Appendix 3 or 2) allow them to represent our staff but not to be formally recognised at the EPF. The decision to be minuted at the meeting that makes the decision and the Employee Partnership agreement to be amended.

11 JOINT WORKING PROCEDURES

Day to day and operational issues will be resolved wherever possible through managers at local departmental level using approved policies and procedures.

The terms of reference of the EPF is agreed and attached at Appendix 6.

The EPF may, from time to time, establish sub-groups to deal with matters of specific interest, where this does not compromise the work of established groups.

The constitution of a sub-group is attached at Appendix 7.

12 INTERPRETATION, VARIATION AND TERMINATION

Any disputes as to the interpretation of this Agreement should be referred to the Chair of Staff Side and Director of HR in writing.

In the event of a failure to agree, the matter may be referred by joint agreement to ACAS for conciliation. This Agreement will be in place for a maximum of 3 years. Both sides agree to review this Agreement at that time.

The provisions of the Agreement may be varied, removed or added to at any time by mutual consent.

This Agreement may be terminated by either The Trust or the recognised Unions giving six months' notice in writing.

13 DISCLAIMER

This Agreement is binding in honour only and all parties will use their best endeavour to ensure its effective operation. However, all parties agree that it is not intended to constitute a legally enforceable agreement between them.

APPENDIX 1 LIST OF RECOGNISED TRADES UNIONS

British Dental Association

British Dietetic Association

British Medical Association

British Orthoptic Society

Chartered Society of Physiotherapists

GMB

Royal College of Midwives

Royal College of Nursing

Society of Chiropodists and Podiatrists

Society of Radiographers

UNISON incorporating BAOT (British Association of Occupational Therapists)

UNITE

APPENDIX 3 – COLLECTIVE DISPUTE PROCEDURE

1. This Procedure shall not be used for issues under consultation and matters covered by the Trust's Grievance Policy. Other matters not covered by this procedure are:
 - i) matters not related to employment;
 - ii) disciplinary matters;
 - iii) Income Tax, National Insurance, Statutory Sick Pay, Statutory Maternity Pay and other rules and regulations made by bodies other than the employer;
 - iv) the rules of pension schemes and matters related to pension schemes;
 - v) grading appeals and salary placements;
 - vi) appointment decisions except where the individual cases give rise to a matter of broader principle on which there has been failure to reach agreement by way of negotiation.
2. Notification of the intention to refer an issue under the Collective Disputes Procedure shall be given in writing to the Chair of the Employee Partnership Forum and the detail of any such dispute shall be clearly set out.
3. Where a Collective Dispute arises out of any proposal to change existing practices or conditions of service, the 'status quo' shall prevail until these procedures have been exhausted. The trade union concerned therefore will take no industrial action and the management side will impose no sanction whilst this Procedure is being operated.

PROCEDURE

STAGE 1

4. The dispute shall be referred to a specially convened meeting of a sub group of the Employee Partnership Forum will meet as soon as practicable and normally within ten working days of the notification being received. The matter may be referred back to the parties for further negotiations/clarification and may require more than one meeting.

STAGE 2

5. In the event of failure to resolve the matter under Stage 1, information needs to be sent to the Chair of the Employee Partnership Forum for consideration at Stage 2. A specially convened meeting of a sub group of the Employee Partnership Forum will meet as soon as practicable and normally within ten working days of the notification being received. Included in this meeting will be Chief Executive or Non-Executive Director.
6. The parties in dispute shall provide separately written submissions. The Management side will determine its method of operation in the light of the circumstances of each dispute which may include:
 - i) meeting the parties separately
 - ii) meeting the parties jointly
 - iii) consultation with relevant outside organisations or individuals including representatives of employer organisations and officials of the relevant trade union;
7. The decision of this meeting will be final and will conclude the internal process.

STAGE 3

8. In the event of failure to achieve agreement in Stage Two of this procedure, either or both parties may refer the matter to ACAS. Internal options must be exhausted before either party may approach ACAS.
9. The findings of ACAS will be advisory if the matter is referred by only one of the parties. If both parties refer the matter, the findings will be binding on both parties.

INFORMAL DISCUSSION

10. The parties to this Procedure agree that its purpose is to resolve dispute without disruption wherever possible. Informal processes are not precluded during any of the formal stages of the Procedure. These may include consultation between the management of the University and external trade union officers.

APPENDIX 4 TRADE UNION REPRESENTATION

The list of recognised Trades Unions is documented at Appendix 1. A representative from each recognised Trade Union is eligible to attend the Employee Partnership Forum. All union representatives are entitled to attend the 2 hourly pre-meeting. More than one union representative may attend the EPF meeting however voting rights will be no more than one the chair of staff side will need to notify which individual has the voting right. .

The maximum number of representatives to attend the meeting is 13. Should staff side wish to amend how they represent the workforce, they should write a proposal and submit to the EPF for consideration.

APPENDIX 5

GREAT WESTERN HOSPITALS NHS FOUNDATION TRUST

EMPLOYEE PARTNERSHIP FORUM

FACILITIES & FUNCTION OF REPRESENTATIVES

1. FACILITIES

- 1.1 The Trust acknowledges the benefits of staff joining an appropriate Trade Union and will encourage and facilitate membership wherever possible and managers working together for the benefit of the organisation and its patients.
- 1.2 The Trust recognises the right of members and local representatives of Trade Unions and professional organisations to have the assistance of full-time Officers. Full-time Officers of recognised Unions will be granted access to the workplace for the purpose of advising, assisting and/or representing their members.
- 1.3 The Trust will only recognise the elected Officers and representatives of the staff organisations as notified to the Trust under the terms of this Agreement. Recognition of additional staff organisations is not precluded, subject to agreement with all existing Trade Unions and the Trust. Similarly, the total number of Staffside places may be reviewed by agreement with all existing Trade Unions and the Trust, if circumstances require.
- 1.4 The Trust agrees to arrange deductions of monthly subscriptions to the Trade Unions, when asked so to do.
- 1.5 The Trust will provide appropriate space, equipment and internet access, to ensure that the staff side can fully undertake its role.
- 1.6 The Trust commits to provide time for Staff side EPF Chair equating to 7.5 hours per week. The Trust also commits to time of 7.5 hours per week to be shared between Staff side EPF Vice Chair and Staff side secretary.

All other representatives will be given reasonable time off to attend EPF meetings. All staff side representatives may attend the staff side meeting, however only one representative per trade union may attend the full EPF. In addition, time will be agreed with line manager, as appropriate, to support members with employee relations issues.

Director of HR will be consulted for clarification if agreement not reached between Staff side representatives and line manager.

- 1.7 Accredited representatives will be permitted paid time off during working hours to carry out duties that are concerned with any aspect of collective bargaining and representation of individual members, including:
 - terms and conditions of employment including physical working conditions
 - engagement, termination or suspension of employment and the duties of employment
 - allocation of work or the duties of employment as between employees or groups of employees
 - discipline and grievance

- activities associated with trade union membership
- facilities for officials of the Union
- machinery for negotiation or consultation and other procedures; procedures for collective bargaining, disputes, joint consultation, communicating with members and other trade union officers

All other representatives will be given reasonable time off to attend EPF meetings. All staff side representatives may attend the staff side meeting, however only one representative per trade union may attend the full EPF. Additional time, to be agreed with line manager, as appropriate to support members with employee relations issues.

Human Resources should be consulted for clarification if agreement not reached between Staff side representatives and line manager.

2. SPECIAL ARRANGEMENTS FOR TIME OFF

- 2.1 In the case of employees who work shifts or unsocial hours, the Trust will allow reasonable time off for trade union duties and normally will make arrangements when the duties fall outside their on-duty hours.
- 2.2 Where representatives attend meetings called by management, management will always try to ensure that the meetings take place while the appropriate representatives are on duty, either by adjusting dates of meetings and/or amending rotas where possible by agreement with the individual concerned.
- 2.3 When representatives attend meetings called by management during their normal working hours which extend beyond normal finishing time, they will be paid at plain time rates for the additional hours worked, except that, where earnings vary with the work done, the amount will be calculated by reference to the average hourly earnings for the work they are employed to do, including average bonus or contractual overtime payments.
- 2.4 Where representatives attend meetings called by management which occur in their off duty time, they will be reimbursed for the hours spent at the meetings at plain time rates.
- 2.5 In the case of disabled representatives, the Organisation will allow additional time and facilities, if necessary, and make suitable arrangements to allow them to carry out their responsibilities.
- 2.6 The Trust recognises that Trade Union representatives may need to attend training or events organised by their Trade Union. Reasonable time off can be authorised by the line manager. If the individual needs more time off, for instance if they are new to the role and have training courses to attend, the additional time must be authorised by the line manager and the Deputy Director of HR will be advised.

3. FUNCTIONS OF REPRESENTATIVES

The Trust and the Unions recognise that the representative role of TU members are important duties, in addition to their duties as employees of the Trust. Their functions and responsibilities are as follows:

- 3.1 To represent and be responsible for a particular group of members within a constituency.
- 3.2 To undertake employee relations duties, to be consulted and to negotiate on behalf of the members.

- 3.3 To encourage Trade Union membership amongst all employees using a variety of means.
- 3.4 To communicate with members, and on behalf of the constituency to communicate with departmental or Trust Management with the Employee Partnership Forum and with other relevant Union bodies.
- 3.5 To represent their Trade Union in the joint consultative and/or negotiating machinery at local level.
- 3.6 To meet with other representatives on matters covered by this Agreement.
- 3.7 To attend meetings of the Trade Union for which the person is a representative or an Official (such as local Branch Meetings).

APPENDIX 6

GREAT WESTERN HOSPITALS NHS FOUNDATION TRUST

EMPLOYEE PARTNERSHIP FORUM

TERMS OF REFERENCE

1 Purpose

The purpose of the Committee will be to provide a constructive forum for discussion, consultation and an exchange of views between the Trust as an employer and service provider, trade unions and professional organisations who will work together to improve the health service for its patients and staff in the delivery of that service. The Committee will:

- contribute trade union and employee perspectives to the development of policy and local priorities on health issues at a formative stage;
- be informed on the delivery and implementation of plans in respect of national, regional and local strategies
- advise on workforce planning and development
- promote effective communication between partners
- enable joint negotiating of agreements between the Trust and recognised Unions, covering remuneration and terms and conditions of service as appropriate

2 Principles for effective joint working

It is recognised that effective joint working provides an opportunity to influence decisions and their application, and that it is not the mere passage of information. In particular consultation should cover:-

- Strategic planning decisions, including the allocation of resources which have staffing implications.
- Consequential administrative operational decisions that are likely to affect job prospects or job security of staff.
- Negotiation on issues affecting staff is key to the development of the organisation as a good employer to ensure that staff involvement is maximised.

To deliver partnership working successfully, it is important to develop good formal and informal working relationships that build trust and share responsibilities, whilst respecting difference. To facilitate this all parties commit to adopt the following principles in their dealings with each other:-

- building trust and mutual respect for each other's role and responsibilities
- openness, honesty and transparency in communications
- senior level commitment
- a positive and constructive approach
- commitment to work with and learn from each other
- early discussion of emerging issues and maintaining dialogue on policy and priorities
- commitment to ensuring high quality outcomes
- making best use of resources
- ensuring a "no surprise" culture

3 How we will work

To ensure the Employee Partnership Forum conducts its meetings effectively and in an atmosphere of respect for all parties, the following guidance is proposed as the ground rules for achieving this.

- Where ever possible keep language simple and avoid or explain acronyms. All parties to ensure that they have obtained clarity on any issues being discussed
- Respect other members of the Forum as individuals with equal rights, discussing the matter in hand without taking issue with or attacking the individual making the point
- Recognise and respect the responsibilities that individuals have as representatives of their organisation, or group of employers
- Maintain confidentiality within the group or within agreed parameters

4 Membership

4.1 Management

The Management Side will have a maximum of 4 Executive Directors of the Trust Board or their Deputies.

4.2 Staff

The Staff Side will have a maximum of 13 members on the EPF, all of whom will be elected Trade Union representatives. Other specialists or members may be co-opted as and when the need arises.

Such members will be afforded paid release to attend on a monthly basis, Each Union would have one vote.

The following Union representative positions are agreed as:

- Chair
- Vice Chair
- Secretary
- Vice Secretary

5 Meetings

Both sides will nominate or elect a Chair and Vice Chair. The EPF will be chaired by the Director of Human Resources.

5.1 Frequency of Full Meetings

The Committee will normally meet monthly or extraordinarily with the agreement of both Chairpersons. Union representatives will meet monthly.

5.2 Ordinary Meetings

A full annual calendar of meeting dates for ordinary meetings shall be sent by the Secretary to all members at the start of the financial year. Any changes to meeting dates will be communicated at least ten working days prior to the meeting.

5.3 Special Meetings

A special meeting may be called by agreement of both Chairpersons. The business to be discussed at that meeting shall be limited to that for which the meeting was called.

5.4 Wiltshire Health and Care Agenda

For matters arising associated to Wiltshire Health and Care, which require the discussion, consultation and agreement with the Employee Partnership Forum, there will be a separate agenda item. This will commence from 1st July 2016, and will remain in line with the terms as set out within this agreement. If there are no matters arising, concerning Wiltshire Health and Care this agenda item is not to be included.

5.5 Agenda

The agenda and relevant working documents will be issued to all committee members not less than 7 working days before the next meeting.

5.6 Minutes

As soon as practicable after each meeting, draft minutes will be referred to the Management and Staff Chairpersons and circulated by the Secretary to all Committee Members for approval at the next meeting.

5.7 Quorum

A quorum of this Committee will include two Management and four Staff side members.

Members, or a named deputy, are expected to attend all the formal meetings.

5.8 Administration and Accommodation

Accommodation for the meetings, secretarial support and administrative services will be facilitated by the Trust.

Facilities will also be made available for a meeting of Staff members of the Committee for a period of two hours immediately prior to the Committee meeting.

6 Relevant Matters

To consider any relevant matters submitted to the Committee by the Trust's Management and/or Staff representatives including the consultation and negotiation on changes to remuneration and terms and conditions of employment for all of the Trust's staff except those specifically excluded as described in clause 6.4 of this appendix. If there are any queries as to this should be discussed and agreed with the Chair.

6.1 Monitoring

To monitor the effectiveness of the Trust's HR policies and procedures and to formulate suggestions on how these might be improved. The latter may be carried out through a Policy Working Group comprising members of senior management and accredited staff representatives who may not be members of the EPF.

EPF will produce an annual report each year highlighting the impact the Forum has made on improving the working lives of NHS staff.

6.2 Employees' Views

To provide the employees of the Trust with an opportunity to influence the Trust's policy decisions and to be aware that their views are taken into account in the decision making process, to support staff engagement.

6.3 Staff Representatives

To allow Staff Representatives of the Committee to have the opportunity of raising with Management, issues which particularly affect them or their constituent organisations or members.

6.4 Exclusions

The following matters shall not be dealt with by this Committee:

Questions concerning individual grievances, discipline, promotion, personal efficiency or pay; Health, Safety and welfare issues. Issues concerning health and safety may be identified at the EPF; however, discussion leading to resolution would be dealt with by the Trust's Risk Management/Health and Safety Committees.

6.5 Sub groups

The EPF will, from time to time, establish sub-groups, as detailed in Appendix 7, to deal with matters of specific interest, where this does not compromise the work of established groups.

6.6 Amalgamation

Amalgamation of any of the Unions listed in Appendix 1 or amalgamation with other unions shall not automatically entitle the amalgamated union to have more than one accredited representative as a Staff Member or the Joint Consultative Committee. The parties to this agreement undertake to discuss the position further should any such amalgamation take place.

6.7 Union Full Time Officers

Full Time Officers of Unions will not be members of the EPF, but may attend at the request of their local staff side representative and participate as ex-officio members by joint agreement of Management and Staff Chairpersons. Requests by full time officers to attend meetings will not normally be declined. Attendance at meetings by Full Time Officers must be confirmed in advance of meetings to the Secretary.

6.8 Invitations to Non-Members of the Committee

Management and Staff Chairpersons may jointly extend invitations to Non-Members of the Committee to attend all, or part of a meeting, as appropriate.

6.9 Maintenance of Services

In the event of a recognised trade union taking industrial action, the trade union concerned will make arrangements in advance according to its own guidelines with due notice working with the Trust for the maintenance by its members of supplies and services essential to the health and safety of patients.

6.10 Ratification by The Trust

All agreements reached through negotiation will be identified separately from those reached through consultation.

To take final effect all agreements reached through negotiation by the Committee are subject to ratification by The Trust Board or subcommittee of the Board namely, the Workforce Strategy Committee or Executive Committee.

6.11 Communications with the Media

If approached by a media organisation for interview or comment, EPF members must discuss the request with the Trust's communications department prior to acceptance of interview request or making comment. This is not intended to preclude Trade Union representatives from speaking freely with the media in order to express their personal opinions or voicing the view of the organisation they represent, but will ensure that both parties are aware of potential media coverage. In return, the Trust commits to notifying the Chair of the EPF of contact by media organisations on workforce-related issues.

Communication with the media on matters relating to the consideration of issues raised at the Committee, prior to their satisfactory resolution, must not take place other than with the express permission of the Chair of the trade union organisations and the Chief Executive. Once a satisfactory outcome has been agreed, a joint communication will be determined and released by those parties.

7 Review

These Terms of Reference will be reviewed initially after the first twelve months of the establishment of the Employee Partnership Forum. Thereafter the Terms of Reference will be reviewed no less frequently than every three years.

The Employee Partnership Forum will also review every year that is it effectively achieving the purpose stated above.

APPENDIX 7

GREAT WESTERN HOSPITALS NHS FOUNDATION TRUST

EMPLOYEE PARTNERSHIP FORUM

EPF SUB-GROUPS

1. SCOPE

- 1.1 The scope of the sub-groups will be to work in partnership on a specific agenda as identified by the EPF under the terms of section x of Appendix 1.
- 1.2 The sub-groups are responsible to the EPF. All sub-group recommendations must be ratified by the full EPF before implementation.

2. MEMBERSHIP

- 2.1 Membership and sensitivity are defined by scope for e.g. Policy sub group, management representative, nursing representative, HR and training representative and 3 staff side.
- 2.2 The Trades Unions will be represented by not more than 4 representatives. These representatives will be selected by and accountable to the full Staff Side.

3. MEETINGS

- 3.1 HR will be responsible for convening meetings, chairing meetings and the production of minutes following agreement with the Staff Side Chair.
- 3.2 Meetings will normally be arranged by mutual agreement.
- 3.3 Under normal circumstances, all notices of meetings and documents shall be sent by the Management Side Chair to all members at least 4 working days prior to the meeting.

Organisation and Representative**Signature****Staff Side - David Joad**

British Dietetic Association –	Deborah Collins	_____
	Laura Oakley	_____
	Cheryl Richards	_____
British Dental Association -		
British Medical Association –	Stanley Zengeya	_____
	Rajiv Kumar	_____
	Badri Chandrasekaren	_____
	Claire Willoughby	_____
British Orthoptic Society –	Una Sperring	_____
Chartered Society of Physiotherapists –	Holly Ward	_____
	Gemma Martin	_____
	Rachael Band	_____
	Jaclyn Carter	_____
GMB -		
Royal College of Midwives –	Tanya Miles	_____
	Gabby Dowds-Quinn (RO)	_____
Royal College of Nursing –	David Joad	_____
	Anne Wood	_____
	Debs Brown	_____
	Steve Dunne-Howells	_____
	Julie Connolly (RO)	_____
	Sarah Latham	_____
Society of Chiropractors and Podiatrists -		
	Christina Chappel	_____

Society of Radiographers –	Katie Thompson	_____
	Peter Higgs (RO)	_____

UNISON – (incorporating BAOT (British Association of Occupational Therapists))

Roger Davey	_____
Patricia Mogford	_____
Christina Cook (RO)	_____
Jill Morrice	_____

UNITE -

Management Side

Director of HR	Oonagh Fitzgerald (Chair)	_____
Chief Nurse	Hilary Walker	_____
Medical Director	Guy Rooney	_____
Director of Finance	Karen Johnson	_____
Deputy Director of HR	Colette Priscott	_____