PURPOSE OF REPORT

This report sets out the industrial relations framework proposed for the GMCA as an employer. The report details the Trade Union Recognition and Facilities Agreement along with the arrangements for local negotiation and consultation on matters relating to the workforce.

These arrangements have been developed in consultation and agreement with the GMCA’s trade unions.

SUMMARY:

The proposed arrangements include:
- A Trade Union Recognition and Facilities Agreement
- Arrangements and terms of reference for Local Joint Consultative and Negotiating Committee (LJCNC)

FINANCIAL IMPLICATIONS:

No additional spend currently, as trade union representatives on the LJCNC (excluding the Fire Brigades Union representative) are from the trade union regional and branch offices rather than direct employees of the GMCA.

RECOMMENDATIONS:

The Committee are recommended to:

1) Approve the proposals relating to the establishment of an industrial relations framework, including formal mechanisms for engagement, consultation and negotiation with trade unions for the GMCA.

2) Approve the recognition of the following trade unions for all matters of individual and collective representation, consultation, negotiation and bargaining in respect of employees of the GMCA:

   a) The Fire Brigades Union (FBU) for all employees of the GMCA covered by the National Joint Council (NJC) for Local Authority Fire and Rescue Services (including any local variations);

   b) For all other employees of the GMCA:
      - UNISON
3) Note the positive joint working with the trade unions and the progress made in establishing an industrial relations framework for the GMCA.

4) Give delegated authority to the Chief Executive and Deputy Chief Executive to finalise the procedural documentation formalising these arrangements i.e. the Trade Union Recognition and Facilities Agreement (Appendix 1) and the terms of reference for the LJCNC (Appendix 2), in collaboration with the recognised trade unions. The draft documents are attached for information.

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1) **Context**

Following the completion of TUPE transfer from its constituent organisations in June 2017, the GMCA is now required to have in place a formal consultation and negotiation machinery with its recognised trade unions. Local arrangements are already in place for uniformed staff (Fire Firefighters and Fire Officers) led by the Chief Fire Officer, and the intention is to maintain these going forward.

New arrangements are, however, required to cover non-uniformed staff conditioned to the NJC for Local Government Services i.e. the Green Book, who have transferred in from a range of organisations including GMFRS, OPCC, Manchester City Council and the other districts. Such arrangements are also now needed to cover employees of New Economy who hitherto were non-unionised.

A trade union is “recognised” by an employer when it negotiates agreements with employers on pay and other terms and conditions of employment on behalf of a group of workers, defined as the ‘bargaining unit’. This process is known as ‘collective bargaining’. This report sets out the collective bargaining arrangements, agreed in consultation with the trade unions that the GMCA is intending to adopt.

2) **Benefits of Trade Union Recognition**

- It improves levels of employee engagement by giving employees ‘meaningful voice’ in decisions regarding workforce arrangements and is closely linked to levels of trust in management and perceived fairness of processes.
- Under the Information and Consultation of Employees Regulations, employees have the right, subject to certain conditions, to request that their employer sets up or changes arrangements to inform and consult them about issues in the organisation.
- Similarly under Redundancy and Transfer of Undertakings Regulations, failure to consult collectively with employees in a redundancy situation or a transfer of the business, employees affected (or their representatives) can apply to an Employment Tribunal for compensation which is known as a ‘protective award’.
- Having a single body for negotiating terms and conditions for workers is simpler than dealing with employees individually.

3) **Recognised Trade Unions**

The agreement between the GMCA and its recognised trade unions applies to all employees of the GMCA. The agreement confirms which trade unions are recognised by the GMCA, as the employer, and the facilities that will be given to their representatives. It sets out the agreed committees for formal partnership working between the recognised trades unions and the GMCA.

The trade union recognition and facilities agreement seeks to meet the requirements of the relevant sections of the Information and Consultation of Employees Regulations (2004), the Employment Rights Act (1996), Trade Union & Labour Relations (Consolidation) Act (1992) (“TULR(C)A 1992”) and any subsequent enactments of them or other employee relations legislation.
The GMCA is proposing to recognise the following trades unions for all matters of individual and collective representation, consultation, negotiation and bargaining in respect of employees of the GMCA:

a) For all employees of the GMCA covered by the National Joint Council (NJC) for Local Authority Fire and Rescue Services (including any local variations);
   - FBU (Fire Brigades Union)

b) For all other employees of the GMCA;
   - UNISON
   - UNITE THE UNION
   - GMB

The GMCA agrees that it will not negotiate with organisations other than those listed above. The GMCA recognises that the membership of trade unions may change over time. This means that the facilities agreement may need to be reviewed and refreshed periodically. In such circumstances, the GMCA will consult with the recognised Trade Unions prior to any final decision being taken on varying existing arrangements.

5) General Principles governing industrial relations

Both the GMCA and its trade unions are committed to the following general principles that govern their relationship:

- The parties share a joint commitment to securing the aims, plans, goals and objectives of the GMCA and through these the continued development and success of its staff and its endeavours to improve the life of GM residents.

- It is the spirit and intention of the agreement to foster the best possible relations between the GMCA and its staff represented by its recognised trade unions and to this end to provide a mutually agreed method of discussion, consultation, and negotiation.

- It is the GMCA’s responsibility to plan, organise and manage its activities to achieve its strategic objectives. The GMCA will do so in ways that are commensurate with employment legislation and with appropriate and timely consultation and negotiation with recognised trades unions. The GMCA recognises the trades unions’ responsibility to carry out collective bargaining and to represent and protect the interests of their members who are employees, covered in this Agreement.

- The GMCA aspires to deliver high quality services to promote economic growth and well-being. It appreciates that its workforce is central to achieving its ambitions and recognises that employee development and positive engagement with its recognised trades unions is crucial.

- The GMCA encourages its employees to become and remain members of an appropriate recognised trades union in accordance with this agreement.

- The GMCA, together with the broader ‘GM family’ of employers and partners, shares an overarching vision of a more inclusive and productive Greater Manchester where everyone and every place can develop, succeed and
contribute to a vibrant, dynamic and sustainable city-region. The GMCA appreciates that progressing goals at this scale requires its commitment to seeking to work with all partners, including the trade unions, and with all providers, across all sectors, on areas of common purpose and to deliver its aims.

- The GMCA encourages all GM employers, partners and providers to adopt appropriate and constructive trades union recognition and bargaining arrangements, including joint or shared arrangements and facilities where proportionate and mutually beneficial.
- The GMCA and the trade unions recognise their common interest and joint purpose in furthering the aims and objectives of the GMCA and the trade unions in achieving reasonable solutions to all matters which concern them. Both parties declare their commitment to maintain good industrial relations.

6) **Trade Union Facilities Arrangements**

a. The Trade Union Recognition and Facilities Agreement (attached as Appendix 1) provides a clear framework for the provision of facilities and facility time for Trade Union officials, representatives, to ensure fairness and consistency is applied. It encompasses a joint responsibility from both parties to ensure that arrangements for time off from work are to the mutual advantage.

b. Successful operation of these arrangements will depend on managers and trade unions acting reasonably. The amount, purpose, occasion and any conditions subject to which time off applies, must take account of service needs at all times and will be those that are reasonable in all circumstances.

c. Managers and trade unions will seek to resolve any problems arising from the operation of this Agreement in a collaborative and constructive manner.

d. When authorising any proposed future facility time for Trade Union officials, this will primarily be based upon the membership base of each union. The GMCA will grant Trade Union reasonable proportionate facility time, if applicable, based on a reasonable formula and any existing arrangements already in place.

7) **Local consultative machinery for information, consultation, negotiation & partnership working**

There will be a Local Joint Consultative and Negotiating Committee (LJCNC) established for consultation and negotiation in respect of collective matters relating to employees of the GMCA. The draft terms of reference for the LJCNC are attached as Appendix 2.

8) **Trade Union Comments**

The Trades Unions welcome the formalisation of an overarching engagement framework for taking forward our good relations with the GMCA in its role as an employer, as distinct from the work of the broader GM Workforce Engagement Board. The recognition, facilities and procedural agreements will provide an anchor for future pan-workforce developments whilst also recognising that within the consultative and
negotiating framework of the LJCNC there may be matters and arrangements that are sector or union specific.

9) **Conclusion**

a) The proposals within this report set out the requirements for establishing an industrial relations and collective bargaining framework for the GMCA.

b) These proposals have been developed working collaboratively and in discussion with the trade unions and ensures that there is a formal consultation and negotiation framework within the GMCA that is both legally compliant and supports positive industrial relations. This will enable the GMCA to be an exemplary employer and a vehicle for change at a GM wide level.

c) The Committee are requested to consider and agree the recommendations set out in the front of the report.
APPENDIX I

TRADE UNION RECOGNITION AND FACILITIES AGREEMENT

Date: October 2017
<table>
<thead>
<tr>
<th>Title</th>
<th>Trade Union Recognition and Facilities Agreement</th>
</tr>
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<tr>
<td>Document Type</td>
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<tr>
<td>Author</td>
<td>Mallicka Mandal, HR Transition Lead</td>
</tr>
<tr>
<td>Owner</td>
<td>GMCA</td>
</tr>
<tr>
<td>Initial Approval</td>
<td>Strategic Management Team and GMCA Trade Unions</td>
</tr>
<tr>
<td>Committee Approval</td>
<td>Resources Committee</td>
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<tr>
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<td>Official</td>
</tr>
<tr>
<td>Date of Approval</td>
<td>17 October 2017</td>
</tr>
<tr>
<td>Review due</td>
<td>Generally two years from date of approval or earlier if there are relevant legislative or organisational changes which impact on this policy.</td>
</tr>
</tbody>
</table>
1) **Purpose and scope:**

This agreement is made between the Greater Manchester Combined Authority (GMCA) as the employer and its recognised trade unions (referred to collectively in this document as “the trade unions”) listed in paragraphs 2.1 and 2.2 below.

This agreement confirms which trade unions are recognised by the GMCA, as the employer and the facilities that will be given to their representatives. It sets out the agreed committees for formal partnership working between the recognised trades unions and the GMCA.

This agreement seeks to meet the requirements of the relevant sections of the

- Information and Consultation of Employees Regulations (2004),
- The Employment Rights Act (1996),
- Trade Union & Labour Relations (Consolidation) Act (1992)

and any subsequent enactments of them or other employee relations legislation.

2) **Recognition of trade unions:**

The GMCA recognises the following trades unions for all matters of individual and collective representation, consultation, negotiation and bargaining in respect of employees of the GMCA:

2.1 For all employees of the GMCA covered by the National Joint Council (NJC) for Local Authority Fire and Rescue Services (including any local variations);

- FBU (Fire Brigades Union)

2.2 For all other employees of the GMCA;

- UNISON
- UNITE THE UNION
- GMB

The GMCA agrees that it will only consult, negotiate and bargain with those organisations recognised at 2.1 and 2.2, above, concerning all collective matters in regard to its employees and all matters covered in, by or arising from this Agreement.

The GMCA and the recognised trades unions appreciate that the size, scope and nature of the employed GMCA staffing establishment may change or evolve significantly over time. This could mean that the trade unions recognised by the GMCA for the purposes and provisions of this Agreement may also need to be varied. The GMCA and the recognised trades unions will periodically review this and in all circumstances the GMCA will consult with the recognised Trade Unions with a view to reaching agreement on any proposed variations prior to a final decision being taken.

3) **General principles**

- The parties to this agreement share a joint commitment to securing the aims, plans, goals and objectives of the GMCA and through these the continued development and success of its staff and its endeavours to improve the life of GM residents.

- It is the spirit and intention of this agreement to foster the best possible relations between the GMCA and its staff represented by its recognised trade unions and to this end provide a mutually agreed method of discussion, consultation, and negotiation.

- It is the GMCA’s responsibility to plan, organise and manage its activities to achieve its strategic objectives. The GMCA will do so in ways that are commensurate with employment legislation and with appropriate and timely consultation and negotiation with recognised trades unions. The GMCA recognises the trades unions’ responsibility to
carry out collective bargaining and to represent and protect the interests of their members who are employees, covered in this Agreement.

- The GMCA aspires to deliver high quality services to promote economic growth and well-being. It appreciates that its workforce is central to achieving its ambitions and recognises that employee development and positive engagement with its recognised trades unions is crucial.

- The GMCA encourages its employees to become and remain members of an appropriate recognised trades union in accordance with this agreement.

- The GMCA, together with the broader ‘GM family’ of employers and partners, shares an overarching vision of a more inclusive and productive Greater Manchester where everyone and every place can develop, succeed and contribute to a vibrant, dynamic and sustainable city-region. The GMCA appreciates that progressing goals at this scale requires its commitment to seeking to work with all partners, including the trade unions, and with all providers, across all sectors, on areas of common purpose and to deliver its aims.

- The GMCA encourages all GM employers, partners and providers to adopt appropriate and constructive trades union recognition and bargaining arrangements, including joint or shared arrangements and facilities where proportionate and mutually beneficial.

- The GMCA and the trade unions recognise their common interest and joint purpose in furthering the aims and objectives of the GMCA and the trade unions in achieving reasonable solutions to all matters which concern them. Both parties declare their commitment to maintain good industrial relations.

4) Scope
Matters covered by this section of the agreement are those defined in Section 178 of the Trade Union and Labour Relations (Consolidation) Act 1992, as amended by subsequent legislation. Matters to be dealt with by collective bargaining between representatives of GMCA management and the recognised trades unions will include (but will not be limited to) the following items, some of which are within a ‘national’ sectoral machinery framework:

- Remuneration and Terms & Conditions of Service
- Employment / HR policies & procedures
- Matters relating to Health, Safety and Welfare
- Trade Union Facilities

Both the GMCA and its recognised trades unions accept that the provisions of this agreement carry the obligation to arrange discussion of issues raised as quickly as possible. The GMCA undertakes to provide information in a timely manner to its recognised trades unions on all developments which have or are likely to have a collective impact on employees.

5) Facilities, Accreditation and Time-off
Reasonable facilities shall be granted for the accredited representatives of recognised trades unions to discharge their responsibilities under this agreement. The GMCA as an employer will recognise representatives elected into the following roles and accredited on behalf of their recognised trade union:

- Steward
- Senior Steward/Convenor
- Health & Safety Representative
- Trade Union Learning Representative
- Branch Officer
- Equalities Representative
- Environment Representative
a) **Time Off for Trade Union Representatives**

The GMCA recognises the important and necessary role performed by trade union representatives and will allow reasonable time off with pay for accredited representatives of the recognised trades unions for the following duties:

- Negotiation of local terms & conditions of employment;
- Collective consultation as required by statute or otherwise appropriate in relation to redundancies, dismissals and staff transfers;
- Informing members about consultations and negotiations with the GMCA;
- Meetings with other representatives of their trade union, either accredited local representatives or full-time officers.
- Representing members within agreed Disciplinary and other relevant procedures (e.g. Grievance, Capability, etc);
- Consultation on restructures and proposed changes to working arrangements and policies which affect staff;
- Other matters and circumstances as agreed.

Where time off with pay has been granted an accredited representative shall receive the normal contractual pay that they would have received had they been at work.

b) **Time Off for Union Learning Representatives**

Reasonable time off with pay will be given to accredited union learning representatives provided that the union has given the employer notice in writing that the employee is a learning representative of the trade union.

Union learning representatives must be sufficiently trained to carry out duties as a learning representative either: at the time when their trade union gives notice to the GMCA in writing that they are a learning representative of the trade union, or: within six months of that date. In the latter case, the trade union is required to give the GMCA notice in writing that the employee will be undergoing such training and when the employee has done so to give confirmation of this.

The time off is to undertake the following functions:

- analysing learning or training needs
- providing information and advice about learning or training matters
- arranging learning or training
- promoting the value of learning or training
- consulting the employer about carrying on any such activities
- preparation to carry out any of the above activities
- undergoing relevant training.

c) **Time Off for Union Safety Representatives**

Reasonable time off with pay will be given to union safety representatives as per Regulation 6 of the Safety Representatives and Safety Committees Regulations 1977 to undertake the following functions:

- represent employees generally and consult them about specific matters that will affect the health, safety and welfare of employees
- represent employees when Health and Safety Inspectors from HSE or local authorities consult them
- investigate accidents, near misses, and other potential hazards and dangerous occurrences in the workplace
- investigate complaints made by an employee they represent about their health, safety or welfare in the workplace
- present the findings of investigations to management
- inspect the workplace
d) **Time off for Trade Union Activities**

Where time off with pay is not provided for under the provisions of this Agreement or is not otherwise agreed then reasonable time off without pay will be given where agreed (and where business needs allow) to accredited trade union representatives to take part in trade union activities.

e) **Specific Arrangements**

Established and future time off and facility arrangements that are specific to individual recognised trades unions will be set out in separate agreements made between the GMCA and the recognised trades union(s).

6) **Requests for Time Off**

Time off for trade union duties and activities and training must be reasonable. What is “reasonable” will be determined through a discussion between the trade union representative and their manager, and will depend upon the reason for the time off. The time off should be sufficient to undertake the duty or activity but will only be granted subject to the needs of the service.

The following will apply:

- requests should be made by the TU representative to their manager, and if the request is approved, the manager will record this. Requests should be submitted as far in advance as is reasonably practicable and should include the nature of the time off, the duration of the time off and location of the business (providing for Data Protection and confidentiality requirements as appropriate).
- a mutually convenient time should be agreed where possible which minimises the effect on service delivery
- where the manager believes a request for time off is unjustified or does not constitute legitimate employee relations business, they may refuse the request and will provide a reason for their decision. Where the granting of time off has to be refused because of the exigencies of the service the grounds of refusal should be made clear, and the parties should endeavour to agree an alternative time and/or date as soon as is reasonably possible
- managers will ensure that, where necessary, work cover and/or workload reductions are provided when time off is required particularly for part-time and shift workers. This can include the allocation of duties to other employees, rearranging work to a different time or a reduction in workloads
- each representative should keep a record of time off from work on Trade Union business

The final decision over time off for trade union duties and activities rests with the Deputy Chief Executive or delegated representative. Time off shall not be granted for trade union activities which themselves consist of industrial action.

7) **Agreed committees for information, consultation, negotiation & partnership working**

There will be a Local Joint Consultative and Negotiating Committee (LJCNC) established for consultation and negotiation in respect of collective matters within the remit of this agreement relating to all employees of the GMCA. The terms of reference for this Committee will be agreed and reviewed with the trade unions and are attached as Appendix 1.

The Chief Fire Officer will maintain separate consultation and negotiation machinery with respect to matters relating specifically to the terms and conditions of those employees of the GMCA covered by the National Joint Council (NJC) for Local Authority Fire and Rescue Services (including any local variations), the “Grey Book”.

BOLTON MANCHESTER ROCHELLE ROCHDALE STOCKPORT TRAFORD
BURY OLDHAM SALFORD TAMESIDE WIGAN
It is also recognised that within the consultative and negotiating framework of the LJCNC there may be matters and arrangements that are sector or union specific.

Where matters raised in, by or arising from any distinct forum may have implications for wider GMCA employee groups such implications will be discussed at the LJCNC.

8) **Facilities**
Reasonable supporting facilities will be made available to trade union representatives in order to perform their duties and communicate with members, other union representatives and full time officers. Facilities could include the following where required:
- telephone
- use of rooms for private meetings
- internal mail service
- use of noticeboards
- email and intranet
- photocopying

The above facilities will not be made available for trade union representatives, or their members, to organise or take part in formal or informal industrial action.

9) **Trade Union Membership**
The GMCA shall provide a system of deductions of union subscriptions at source (DOCAS or “check off”) where such is requested by a recognised trades union and subject to a separate Service Level Agreement between the GMCA and the requesting trades union.

The GMCA shall provide regular information on new entrants and leavers, taking into account data protection requirements. The GMCA shall provide relevant information on employees at other times, taking into account data protection requirements.

The Trade Union shall provide the GMCA with relevant information on trade union membership and representatives as required for publication under transparency requirements. Trade unions will also inform management in writing as soon as possible of the appointment or resignation of TU representatives and the type of role undertaken.

10) **Complaints and Conduct**
In all such matters the relevant ACAS Guidance and/or statutory provision shall serve as the minimum standard.

If managers have any concerns about a union representative’s behaviour and/or attitude which is in relation to them carrying out their union duties and activities they should first discuss this with the appropriate HR officer who will facilitate a discussion with the relevant local trades union representative and/or Regional Official as appropriate.

In serious instances an investigation may be undertaken in accordance with the prevailing GMCA policy or procedure. If disciplinary action is contemplated against an accredited trade union representative the case will be discussed with a Regional Official and local representative of the relevant trades union prior to any final decision being taken to proceed.

11) **Review**
This agreement will be reviewed every 2 years after implementation date.
12) Confirmation of Agreement
This agreement is effective from the date of the last signature dated below:

Signed By:

For the GMCA
Andrew Lightfoot
Deputy Chief Executive

Date:

For UNISON
Pat McDonagh
TU Workforce Lead

Date:

For UNITE THE UNION
Julie Burgess
Regional Officer

Date:

For GMB
Simon Walsh
Regional Officer

Date:

For FBU (Fire Brigades Union)
Gary Keary
Branch Officer

Date:
APPENDIX 2

LOCAL JOINT CONSULTATIVE AND NEGOTIATING COMMITTEE

Greater Manchester Combined Authority

1.1 TERMS OF REFERENCE

Context
The Greater Manchester Combined Authority has a collective ambition to work with civic leaders, public bodies, businesses, the third sector and residents to make Greater Manchester one of the best places in the world. It recognises that its workforce is crucial to achieving this ambition and seeks to work with all partners, including its trade unions, to deliver its aim of creating a more inclusive and productive city region where everyone, and every place, can succeed.

The Greater Manchester Combined Authority (GMCA) recognises that a stable industrial relations climate and the promotion of employee development is crucial for the effective delivery of high quality services to promote economic growth and well-being. Joint engagement, consultation, negotiation and working with its trade unions can help achieve this ambition.

Objective
The Committee established for the purpose of joint engagement, consultation and negotiation in respect of the GMCA workforce shall be known as the Local Joint Consultative and Negotiating Committee (LJCNC).

The Committee will work to further good industrial relations and efficiency by serving as a formal mechanism for engagement, consultation and negotiation on specific matters. The Committee will also serve as a forum for an exchange of views, ideas and information in relation to strategic or policy matters that are of mutual interest and/or which may affect employment and will provide employees, through their recognised representatives, with the opportunity to contribute to decisions that directly affect them.

Scope
The function of this Committee will cover all employees of the GMCA for engagement, consultation and negotiation in respect of collective matters and will consider the following issues\(^1,2\):

- Remuneration and Terms & Conditions of Service\(^1\)
- Organisational restructures and reviews
• Collective consultation as required by statute or as otherwise appropriate in relation to redundancies, dismissals and staff transfers
• Employment Policies and Procedures
• Review of working practices, environment and conditions
• Matters relating to Health, Safety and Welfare
• Workforce Development
• Issues which affect the interests or well-being of employees, but not individual employee matters
• Trade Union Facilities

The Chief Fire Officer will maintain separate consultation and negotiation machinery with respect to matters relating specifically to the terms and conditions of those employees of the GMCA covered by the National Joint Council (NJC) for Local Authority Fire and Rescue Services (including any local variations), the “Grey Book”.

It is also recognised that within the engagement, consultative and negotiating framework of the LJCNC there may be matters and arrangements that are sector or union specific.

Where matters raised in, by or arising from any distinct forum may have implications for wider GMCA employee groups such implications will be discussed at the LJCNC.

Composition
The LJCNC will comprise the following:

GMCA Officers
To be determined by the GMCA but shall always include at least a Senior Executive Officer and a Senior HR Officer.

TU Representatives
To be determined by the recognised trades unions on the following basis;

2 representatives of UNISON
1 representative of Unite the Union
1 representative of GMB
2 representatives of FBU

A Branch Officer/Regional Official of each Trades Union may attend the LJCNC in an ex-officio capacity.

Other officers of the GMCA and other representatives, officers or officials of the Trades Unions may be invited by joint agreement to attend meetings of the LJCNC in regard to particular items that are for discussion or as an observer or for learning purposes.

Representatives of other authorities, bodies or organisations, or individuals, may be invited by joint agreement to attend meetings of the LJCNC in regard to particular matters.

The composition of the LJCNC will be subject to joint review.

The Chair of the LJCNC will be nominated annually by the GMCA. The Deputy Chair of the LJCNC will be nominated annually by the Trades Unions. The GMCA will provide administrative services to the LJCNC.
Rules

- The LJCNC will meet every 6-8 weeks but not less than bi-monthly. The frequency of meetings will be subject to joint review.
- The agenda of the LJCNC will be determined by the Chair and Deputy Chair and will be circulated not later than 3 working days in advance of the meeting (unless in exceptional circumstances).
- To assist this both parties shall endeavour to notify the designated secretary of agenda items, no later than 6 working days prior to the meeting.
- The Chair and Deputy Chair shall endeavour to provisionally agree the minutes of LJCNC meetings within 10 working days for the purposes of circulation.
END.