

**SOCIAL PARTNERSHIP FORUM SEVEN DAY SERVICES (7DS) SUBGROUP  
TERMS OF REFERENCE – refreshed February 2017**

<p><b>WORKING ARRANGEMENTS</b></p>	<p>The SPF 7-Day Services subgroup will consider and monitor the <u>workforce implications</u> of emerging 7DS policy (as set out in the ACAS statement of 18 May 2016). It will operate under the auspices of the national SPF Wider Group supported by the existing SPF secretariat and will feed into the NHS England-led National Advisory Group on 7-Day Services.</p>
<p><b>PROJECT TEAM</b></p>	<p><b>JOINT CHAIRS:</b> Jonathan Marron, DH, and Cathy Hassell, NHS England.</p> <p><b>CORE GROUP – all meetings:</b> Danny Mortimer, NHS Employers Robert Kidney/Mark Porter, BMA Clare Sullivan, CSP/NHS Staff Side Andrew Morris – DH SPF Secretariat</p> <p><b>Additional invitees:</b> Kathy McLean – NHS Improvement Rob Smith/Wendy Reid – HEE Dee Fawcett – Newcastle Teaching University Hospitals (NTUH), Employer rep</p>
<p><b>DATES / FREQUENCY</b></p>	<p><b>Meeting dates:</b> 8 February 2017; 5 April; 6 June; 18 July and approximately every 6-8 thereafter until further notice.</p>
<p><b>AIMS</b></p>	<ul style="list-style-type: none"> <li>• To provide a bespoke vehicle for NHS Staff Side and Employers to engage directly with system partners on 7DS policy development and implementation and the implications for the NHS workforce</li> <li>• To act in an advisory capacity to NHS England and DH 7DS policy teams</li> </ul>
<p><b>OBJECTIVES</b></p>	<ul style="list-style-type: none"> <li>• To consider the development and impact of 7DS policies and strategic delivery on the NHS workforce and NHS employers and other providers of NHS-funded services and their staff, where appropriate</li> <li>• To engage workforce representatives and employers proactively in jointly addressing workforce issues arising as a result of 7DS, with a particular focus on 7-day hospital services</li> <li>• To provide a direct link into to the NHS England National Advisory Group on 7DS (also proposed by ACAS in May 2016)</li> <li>• To enable and facilitate the BMA and other unions to act in an advisory capacity to 7DS development and implementation</li> <li>• To act as a key reference point for 7DS policy teams in DH and NHS England on workforce issues, ensuring transparency</li> <li>• To contribute to improved patient outcomes through partnership working and staff engagement on the most significant strategic challenges and changes arising from the implementation of 7DS</li> </ul>

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	<ul style="list-style-type: none"> <li>• To work together to find partnership solutions, wherever possible, to the workforce challenges of 7DS policy implementation, whilst recognising and valuing each partner’s perspectives</li> <li>• To support and promote good employment practices and the benefits of good people management in the context of 7DS policy</li> <li>• To enable and support the national and regional SPFs to deliver on the above aims</li> <li>• To operate within the principles outlined in the SPF Partnership Agreement – mutual respect, co-operation, and “no surprises” culture</li> <li>• To consider the messaging and narrative to staff around the workforce implications of 7DS</li> </ul>
<b>DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Agree a work plan for the subgroup</li> <li>• Provide insight and evidence from the subgroup to inform NHS England/DH policy officials on the impact of 7DS on the workforce to enable, where appropriate, refinements to be made that will impact positively on patient outcomes and staff in providing high quality care</li> <li>• Demonstrate the benefits of partnership working through the delivery of outcomes that are open, transparent, and benefit patients and staff</li> <li>• Provide update reports for SPF Wider/Strategic Group meetings and the NHS England National Advisory Group on 7-Day Services</li> </ul>
<b>BUSINESS BENEFITS</b>	<ul style="list-style-type: none"> <li>• Improved policy making and outcomes – leading to improved patient care</li> <li>• Reassurance for staff in the context of service transformation</li> <li>• Better industrial relations and better partnership working</li> <li>• Workforce flexibility</li> <li>• A more transparent and streamlined structure for Trade Union and employer engagement on 7DS policy changes and an open and frank discussion on potential outcomes and solutions</li> <li>• Support staff to deliver high quality services to patients/users</li> <li>• Contribute to improved staff engagement and experience, and high standards in employment practice</li> </ul>
<b>POTENTIAL RISKS</b>	<ul style="list-style-type: none"> <li>• Complexity and conflation of issues given background to this – needs clear co-ordination, trust and agreed expectations from all partners</li> <li>• Adverse staff or union reaction if staff issues not satisfactorily addressed</li> <li>• Time and commitment from all partner organisations needed to deliver on a broad and challenging agenda</li> <li>• Developments on policy issues, coupled with tight timescales, are challenges for meaningful engagement</li> <li>• Lack of impact, difficulty measuring / monitoring the impact of what the Group does</li> <li>• Difficulty in delivering products within a timeframe likely to optimise impact</li> <li>• Duplication/cross-over - partners may wish to consider what synergies</li> </ul>

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	<p>exist between the SPF Seven Day Services subgroup and other strategic “system” meetings and consider if any links should be exploited</p> <ul style="list-style-type: none"> <li>• Establishing the right approach to communications and keeping wider SPF members in the loop may create additional pressures on partners</li> </ul>
<b>COMMUNICATION</b>	<ul style="list-style-type: none"> <li>• Updates will be provided to the Strategic and Wider Groups through a standing item on the meeting agendas through the SPF staff side and employer chairs</li> <li>• Updates will be provided to the NHS England National Advisory Group on 7-Day Services</li> <li>• Messaging/narrative for the service on developments and how 7DS policy impacts on the NHS workforce</li> <li>• Supporting papers will only be provided by exception and where necessary to support discussions. Papers and discussions should be treated as confidential and not for wider sharing unless otherwise agreed</li> <li>• Minutes will be action-orientated and concise. They will be circulated only to attendees and secretariat members and will not be for onward or wider circulation unless otherwise agreed on a case-by-case basis</li> </ul>
<b>TIMING and LOGISTICS</b>	<ul style="list-style-type: none"> <li>• Frequency of meetings – every 6-8 weeks, to be reviewed, and supported by detailed work off-line as required</li> <li>• Agenda and any supporting papers to be circulated one week before the meeting date where possible</li> <li>• The purpose and desired outcomes of papers should be stated</li> <li>• Specific deliverables dependent on policy timescales, resources and processes to be agreed by partners on each workstream</li> <li>• Terms of reference will be reviewed periodically</li> <li>• Working arrangements will be reviewed quarterly to ensure the subgroup remains effective</li> <li>• Secretariat support to the subgroup will be provided by the DH SPF team</li> </ul>