



Social Partnership Forum Stocktake 2016

Building on Partnership - One Year on Review Report

March 2017

Executive Summary

In 2015, the Involvement and Participation Association (IPA) carried out the SPF stocktake, they produced an independent report highlighting the successes of the SPF and as part of the report produced a set of recommendations on how the SPF could be more effective. The Embedding Partnership Working Group (EPWG) developed these into actions and agreed that the SPF Stocktake 2016 would review progress on these and how SPF members have viewed them.

The 2016 Stocktake was an internal review, carried out by the SPF secretariat, led by the SPF Project Manager. The review aimed to gather information from three sources: an online survey of SPF members; interviews with representatives from the national SPF and a questionnaire to policy leads that had engaged with the SPF over the previous year.

Respondents acknowledged the significant work and progress made against the recommendations since summer 2015. Successes identified include: the SPF's work on tackling bullying and the signing of a new Partnership Agreement which brought NHS Improvement, Health Education England and NHS England formally into the SPF. Respondents also highlighted the positive impact the Ministerial Chair, Ben Gummer, had on the SPF through his active involvement in the forum and his desire for partners to address workforce challenges, such as the high level of bullying and harassment experienced by NHS staff.

All the partners with which we engaged valued the SPF and saw it as a place where they can work constructively to develop collective solutions. The fact that partners are still working together to achieve joint outcomes is credit to the SPF, given the difficult financial and industrial relations climate. However there is still room for improvement and, based on the findings of the Stocktake 2016, the report suggests the following recommendations for the national SPF:

- Concentrate on three big topic areas for its core priorities.
- Partners to take shared responsibility for contributions, consistent attendance and following up actions.
- Look at behavioural expectations as partners and as stakeholders in the outcomes we want to achieve.
- Improve promotion of the value of working in partnership.
- Learn from the working practices of the Workforce Issues Group (WIG) to complete pieces of work.
- Review the role and objectives of the National / Regional Group.

It is also proposed in this review, that method and frequency of the SPF stocktakes be reviewed.

Contents

1. Background.....	4
Building on partnership – SPF Stocktake 2015	
Aims of Stocktake 2016 Review Report	
2. Progress made on the Stocktake 2015 recommendations.....	6
Interviews	
Online Survey	
Policy Lead Questionnaire	
Findings of SPF Communication Audit	
3. Recommendations and Next Steps.....	19
4. Stocktake 2017.....	20

1. Background

There is currently a commitment for the Social Partnership Forum (SPF) to undertake an annual stocktake review. In 2015, the Involvement and Participation Association (IPA) carried out the stocktake. They produced a report highlighting the successes of the SPF and stated SPF “remains one of the most advanced forms of industrial partnership in the British public sector.” As part of the report, IPA produced a set of recommendations on how the SPF could be more effective, and the Embedding Partnership Working Group (EPWG) developed these into actions and agreed Stocktake 2016 would review progress on these and how SPF members have viewed them.

1.1 Aims of the Stocktake 2016 Review

The review was an internal review and aimed to gather information from three sources within the SPF system.

- Online Survey of members of the SPF Wider Group, Strategic Group, EPWG, Workforce Issues Group (WIG) and chairs of the regional SPFs. The questions for the online survey are set out in Annex A. The survey ran from September until early November 2016 and had a total of 35 responses (it was sent to 100 SPF colleagues).
- Interviews with representatives from the national SPF. The interview questions are set out in Annex B and they all took place in October 2016. Those who were interviewed are:
 - Danny Mortimer, NHS Employers
 - Christina McAnea, UNISON
 - Gavin Lerner, Department of Health (DH)
 - Stephen Moir, NHS England
 - Lee Whitehead, Health Education England (HEE)
 - Jon Restell, chair of WIG
 - Claire Sullivan – staff side member of the Strategic Group
 - Robert Kidney – staff side member of the WIG and EPWG
- A questionnaire was sent to a range of policy leads that have engaged with the SPF in 2015/16, with the aim of understanding their relationship and how useful it has been for them in developing and implementing their organisations’ policies. The intention was to use this information to understand if there was anything further the SPF could do to encourage other policy leads to engage with the SPF at an early stage of policy development. However, despite an extended deadline and an extended recipient list, there was a nil response rate. This is disappointing given the anecdotal feedback partners receive from policy officials of the benefits they have found from working closely with SPF, and may be worthy of further consideration or investigation. It may well be that policy leads didn’t feel the need to respond as things are working well EPWG now have a role to agree the best approach for engaging with policy leads and how the SPF ensure engagement is mutually beneficial.

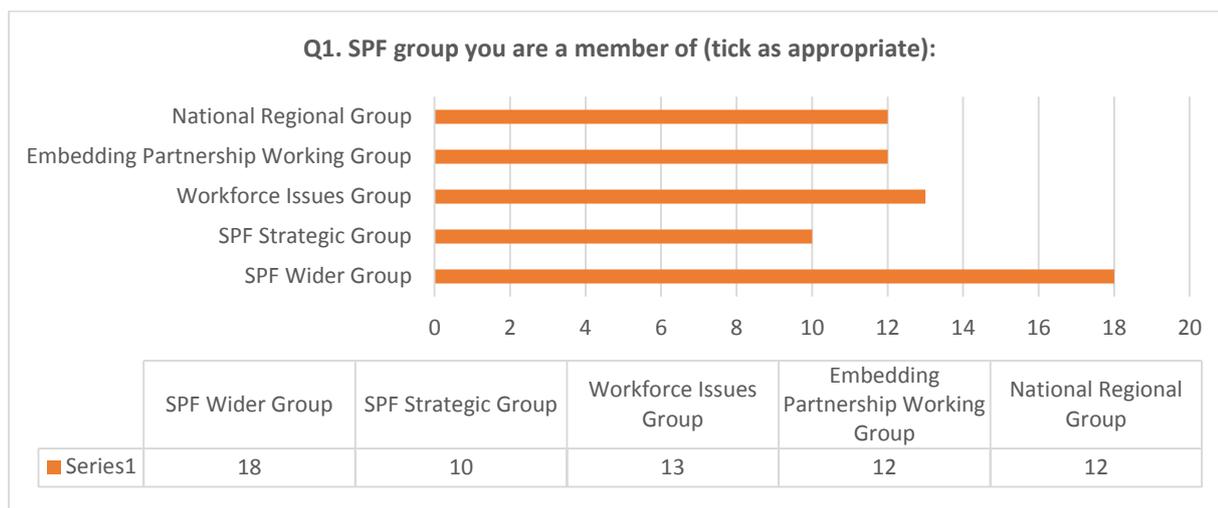
1.2 Online Survey

The online survey was sent to 100 people, 38 responses were received, of which 35 responses were suitable to use, this was considered to be a good response for a self-completed survey. The other three responses were discarded due to them being duplications.

The report is therefore based on 35 completed surveys. Each question from the online survey relates to a particular recommendation from the SPF Stocktake 2015 review.

Question 1 asked the respondents which SPF group they are a member of. Respondents were able to tick as many groups as appropriate.

There was representation from across all of the five SPF groups and most respondents were members of more than one group. These were broken down as below:



Question 2 asked the respondent who they represent on the SPF. The responses are set out below:

Q2. Who you represent on the SPF	
Trade Unions	17
NHS Employers / employers	11
DH	1
HEE	3
NHS Improvement	1
NHS England	1
Commissioners	1
Private providers	0

2. Progress made on the Stocktake 2015 recommendations and actions

The IPA report, Building on Partnership concluded that the SPF continues to promote positive and productive relationships, and influence policy for the better. However, they identified a number of areas for improvement for the SPF which partners were keen to address. This section highlights each recommendation and supporting actions that were drawn from the report, the work and progress that has been made against each one to date, and the views and comments from the Stocktake 2016 interviews and online survey. It also summarises the actions that are being progressed from the SPF Communications review.

Recommendation 1 – Identify the key strategic priorities for the SPF and focus agendas on these issues.

Action

- a) **Ministerial priorities to be included on the SPF 14 July agenda, including Integration, 5 Year Forward View, HEE and the 2020 workforce and 7 Day services.**

Progress – At the SPF Wider Group meeting in July 2015, the minister Ben Gummer set out his seven priority areas; seven day services; safety and quality; patient experience; for the NHS to be the most efficient health system in the world; all hospitals to get out of special measures; and ensuring excellent maternity and excellent end of life services. He also shared Secretary of State’s strong view on the need to tackle bullying and harassment in the NHS – the SPF is well placed to take a lead in this area.

A SPF workshop held in March 2016 identified three priority areas for the SPF: service transformation, service delivery, and NHS culture and staff experience. These broadly encompass the Ministerial priorities, set out at the July meeting. Following this, the national SPF wrote to the chairs of the regional SPFs in April 2016 to highlight the three priority areas for the national Forum.

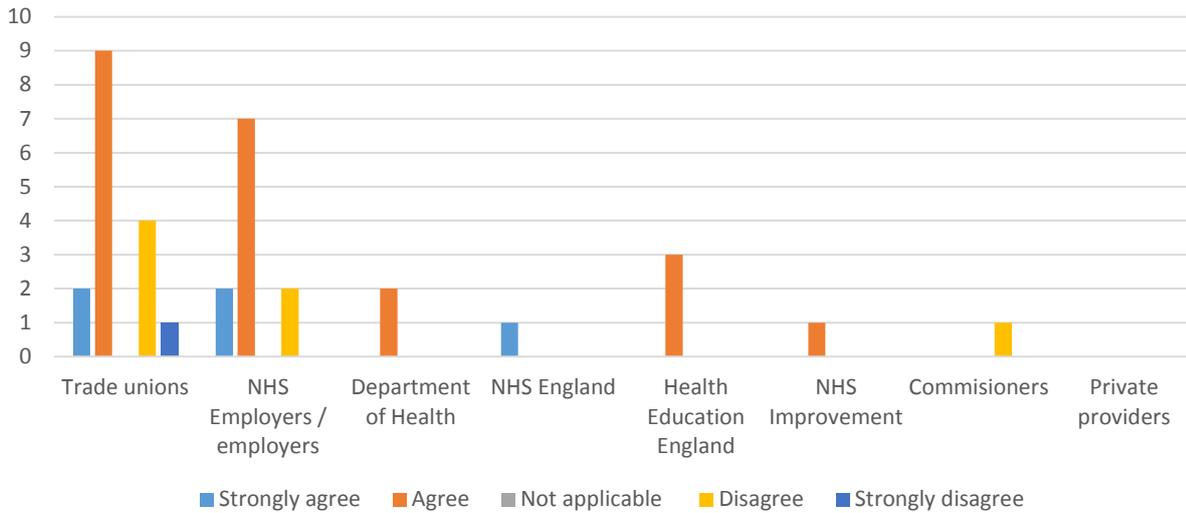
National SPF representative views – those interviewed all broadly agreed that the national SPF and its subgroups cover the key strategic priorities that are or will impact on workforce. There was a general view however, that the SPF needs to be more focused on those key priorities, and concentrate on those areas where only SPF can make a difference; though to achieve this, the right decision-makers need to be consistently round the table.

Online Survey feedback

Questions three, four and five of the online survey relate to recommendation one of the SPF Stocktake 2015 review.

The below results indicate that 74 per cent of respondents across all the groups agreed that the national SPF is engaging effectively in its three main priority areas; service transformation, service delivery and NHS culture and staff experience.

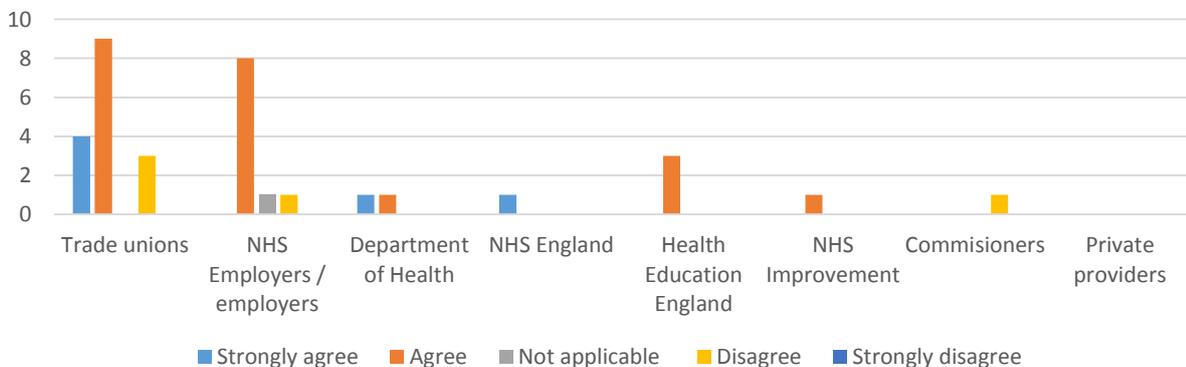
Q3. The national SPF is engaging effectively in the workforce implications of service transformation (Policy areas such as: the NHS Forward View Vanguard, integrated care, devolved health and care and the Sustainability and Transformation Plans).



Nine respondents disagreed or strongly disagreed that the national SPF is engaging effectively in the workforce implications of service transformation, in policy areas such as: the NHS Forward View Vanguard, integrated care, devolved health and care and the Sustainability and Transformation Plans (STPs). Respondents were given the opportunity to give their feedback as to why they entered ‘disagree’ or ‘strongly disagree’. The detailed comments are included in Annex C. The key feedback and comments have been summarised below (which are a representative selection of those received):

- No transparency around the STP agenda and colleagues have found it difficult to engage in this area.
- Issues with the timescales for policy developments has left colleagues less able to engage.
- Clarity is needed around engagement of STPs at a regional level.
- There needs to be more effective engagement through discussion with policy leads.
- Key business happens at local level and nothing significant has come out of the National SPF in this area.

Q4. The national SPF is engaging effectively in the workforce implications of service delivery (Policy areas such as: seven-day services; efficiency and productivity; recruitment and retention and new staff roles and skill mix).

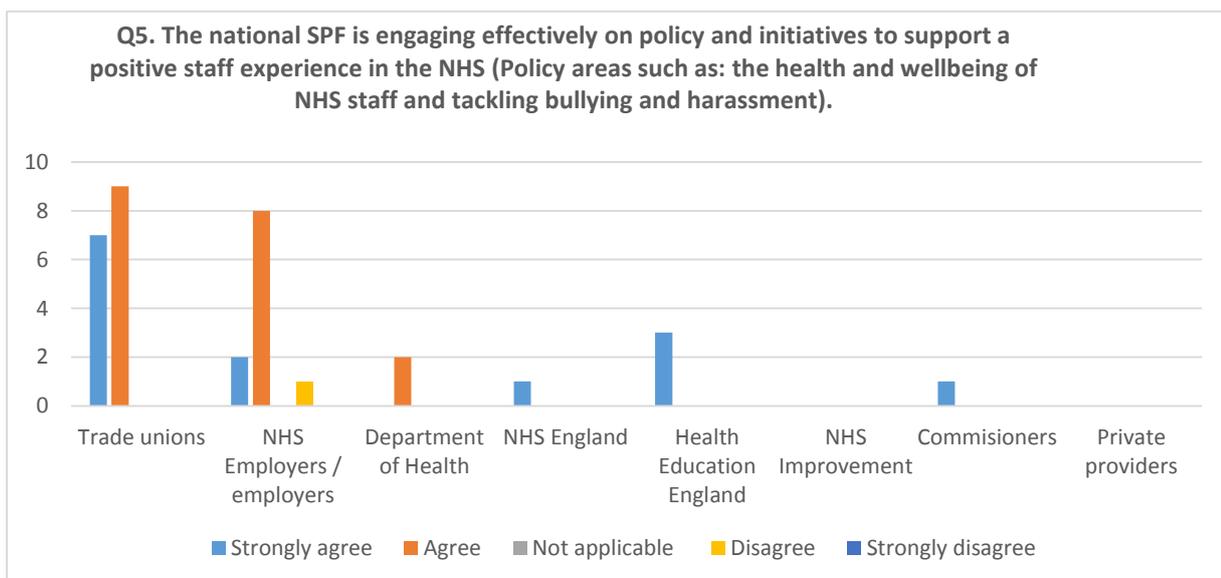


*One respondent skipped this question

Four respondents said they disagreed that the SPF is engaging effectively in the workforce implications of service delivery, in policy areas such as: seven-day services; efficiency and productivity; recruitment and retention and new staff roles and skill mix.

The detailed comments are included in Annex D. Key comments and feedback have been summarised below (which are a representative selection of those received):

- The national SPF is a useful signpost to people leading on these policy areas, however engagement feels superficial at times – the discussions nationally have little impact locally.
- The subgroup which SPF were tasked with setting up on Seven Day Services is yet to meet.
- Engagement could be more effective through more discussion rather than receiving presentations from policy leads.
- There is a need to ensure policy leads in Arm’s Length Bodies (ALBs) think about a partnership approach when developing policy.
- The SPF appear to have missed the opportunity to discuss some of the elephants in the room which may have a more political context, around tackling the ageing workforce (and retaining them), staff morale, change management, leadership development and the practicalities/realities of rolling out 7 day working.



The results show that 97 per cent of respondents agreed or strongly agreed that the national SPF is engaging effectively on policy and initiatives to support a positive staff experience in the NHS, in areas such as: the health and wellbeing of NHS staff and tackling bullying and harassment. Only one respondent disagreed with this question. The key points have been highlighted below (which are a representative selection of those received):

- The work to tackle bullying in the NHS has been done in partnership, even if this sometimes means things progress at a slower pace.
- Clear commitment and focus to these policy areas.
- What happens at local level will have the most significant impact.

National SPF representatives views on what should be the top three priority work areas for the SPF in the next year – From the eight national partners who were interviewed it was unanimous that the focus should be on:

1. The workforce implications of integrated services – STPs, New Care Models (NCM), Five Year Forward View (FYFV)
2. Workforce / Leadership Strategy
3. Staff experience and engagement – Bullying & Harassment (B&H), Culture, staff health and wellbeing, equality and diversity, mental health, career progression, leadership development.

Recommendation 2 – Change the approach to meetings, the Wider Group Strategic Group and subgroups, so that they are less presentational and more genuinely engaging.

Action

- a) **Revisit Terms of Reference for meetings and commit to a smaller number of priority only agenda items.**

Progress – The Terms of Reference for the national meetings were produced or updated, agreed and published on the SPF website. A note describing the purpose, aims and objectives of the SPF meetings with Care Quality Commission (CQC) has also been agreed and published. It has been agreed that the SPF secretariat and chairs need to maintain a focus to ensure the meetings are less presentational and more consultative.

Online survey feedback

Questions six of the online survey relates to recommendation two of the SPF Stocktake 2015 review.



The results show that 33 respondents strongly agree or agree that the national SPF meetings are consulting and engaging. The 2015 Stocktake highlighted that many partners thought the meetings were largely made up of presentations and not very participative. Since then, the SPF has revisited its Terms of Reference and has committed to include a smaller number of agenda items, particularly for the SPF Strategic Group meetings only having three key strategic items. One staff side respondent agreed with question six however fed back that *‘sometimes meetings are heavy on presentations/providing information rather than discussion and jointly finding solutions to issues.’* Although the results indicate that the respondents feel the meetings are consulting and engaging, keeping meetings less presentational and information heavy and more focussed on discussion and outcomes, are critical to continue to keep members engaged.

Recommendation 3 – Promote a culture of early engagement whereby senior leader in policy-making organisations, which are members of the SPF, bring policy to the SPF at a formative stage where possible, rather than just use the SPF as part of the consultation process.

Action

- a) **A commitment to ensure the right strategic people attend SPF meetings. New SPF partners should look at socialising in their own organisations both the value of the SPF and the partnership ethos to policy development.**

Progress – A new SPF Partnership Agreement, which includes NHS England, HEE and NHS Improvement, was agreed and published in July 2016. The Partnership Agreement affirms the commitment from senior leaders to ensure relevant leads from their organisations work in partnership with the SPF on policy that has an impact on the health workforce.

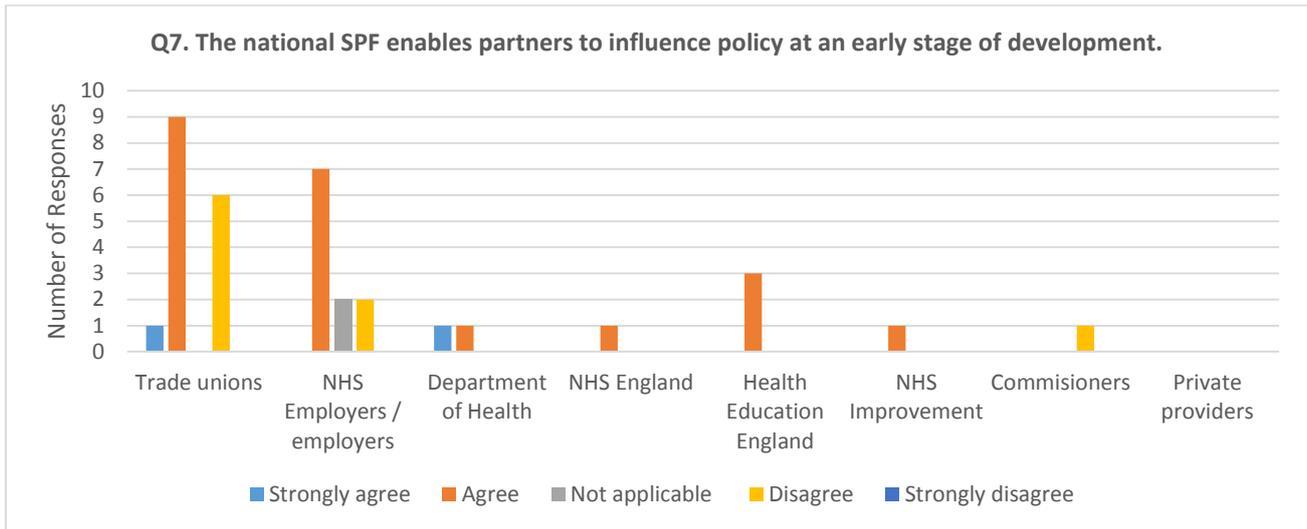
A SPF workshop held in March 16 looked at identifying mechanisms to enable the SPF to engage with senior leaders at an early stage of policy development. A broad timetable for engagement in the SPF priority areas, through the strategic group, was agreed.

A letter from national SPF shared with STP leads in May 2016 requested partnership arrangements be in place in the STPs and should help embed partnership working within the STPs at an early stage of their development. Following a session at the WIG meeting in July 2016, 'guidance for social partnership working in developing and implementing new care models and system transformation' was developed by the SPF, the new care models team and STP representatives. The guidance, published in September 2016, builds on the letter from the SPF to STP leads and aims to support the development of partnership arrangements at cross organisational/new care model and regional level to facilitate effective system change.

National SPF representative views – Partners highlighted that things have improved in this area since summer 2015 and good examples of this have been the workforce strategy being developed by DH and exceptionally, the work on B&H, all of which have been viewed as having meaningful and early engagement. However, there is generally a view that early engagement doesn't seem to be the culture of the ALBs, and even though it's recognised that policy development is complicated, and takes place at differing levels, ALBs need to uphold the commitment to a culture of no surprises. Views were that genuine commitment needs to come from all SPF partners, to adhere to the newly agreed Partnership Agreement reflected by providing the right person consistently to the SPF meetings to enable suitable progress to be made.

Online Survey feedback

Question seven of the online survey relates to recommendation three of the SPF Stocktake 2015 review.



The results show that majority of respondents agree that the national SPF enables partners to influence policy at an early stage of development. However, 25.71 per cent of respondents disagree with the statement and key comments and feedback have been summarised below (which are a representative selection of those received). Annex E includes the full list of comments:

- ALBs need to see SPF as the forum to engage at a formative stage – when this happens they often find the contribution helpful.
- The SPF is used most frequently to deliver information and discuss 'implementation' issues.
- Policy development is at an advanced stage before discussion in the SPF.

Additional comments highlighted that there has been some good examples of early engagement on issues such as the National Workforce Strategy DH are developing, the commitment from Jo Leneghan, Strategic Office of the Forward View Board, NHS England, around the Forward View, and the SPF proposals to tackle bullying in the NHS. This gives the SPF the opportunity to influence important work at an early stage.

Recommendation 4 – Make the SPF more action-focused and demonstrate the impact of the SPF by highlighting areas where it has made a tangible difference to NHS policy and for the workforce. Partners should make clear where policies/plans have changed following discussion at SPF and these examples should be featured prominently in SPF communications.

Action

- Discussion at Strategic Group to reaffirm commitment in original Terms of Reference to tackle big issues and focus on outcomes/benefits to patients**
- SPF Staff Side has identified the productivity agenda as a key focus for trade union input, flagging up three areas that are critical to patient care: service redesign and delivery of care; impact of cost-savings on terms and conditions and pay: staff experience and well being**

Progress – Agendas for national SPF Strategic and Wider Group and WIG meetings focus on policy coming under the three priority areas: service transformation (FYFV, NCM, STPs and Better Care Fund sites); service delivery (7DS, improving efficiency and productivity of the health care system, recruitment and retention – including apprenticeships and new staff roles

and skill mix) and NHS culture and staff experience (health and wellbeing – to support NHS England’s initiative to promote healthy workplaces in the NHS and tackling B&H.

A Portfolio of Evidence of Impact has been produced which records the results of the SPFs work since summer 2015, highlighting where the SPF has made a tangible difference to NHS policy and for the workforce. In September 2016, EPWG agreed that this document should be reviewed and updated on a six-monthly basis.

National SPF representative views – Across the board, partners agreed the extremely positive effect that Ben Gummer had on the SPF. It was noted there was “a step change in the level of active engagement and focus on key issues, including bullying and harassment across the NHS, which the SPF benefited significantly from having a very active, engaged, and involved Minister”.

Ben Gummer has since been appointed as minister for Cabinet Office and has stated that he wants to replicate for the Cabinet Office’s Public Sector Forum the model of the NHS Social Partnership Forum, which the TUC has welcomed, citing SPF as an excellent role model.

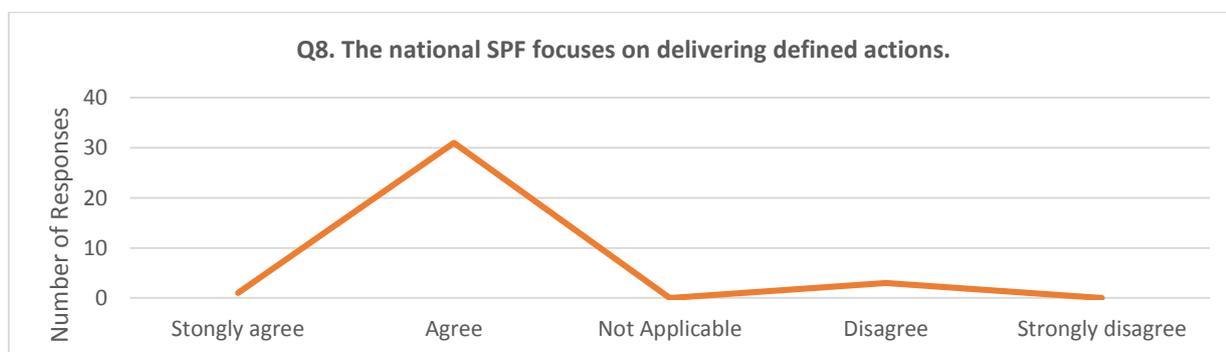
The new Ministerial Chair of SPF, Philip Dunne, chaired his first SPF Wider Group meeting in October 2016 and signalled his ongoing commitment to the partnership.

There have been some really good examples of where the SPF has made an impact. It was recognised the work on New Care Models (NCM) specifically, has been effective, in that early relationships were formed and work was completed in partnership to produce some tangible outputs in the guidance. Also, the work undertaken by WIG around tackling bullying is highly recognised as an example of good early engagement and partnership working and is seen as one of the key achievements for the SPF. However there is a view that, to be successful at achieving measurable impact requires early discussion, senior partners’ support, and attendance at meetings. Consistently “having the right people round the table” is key.

The SPF “Portfolio of Evidence” has been recognised as a useful tool, providing an overview of the many key areas in which the SPF has made an importance difference.

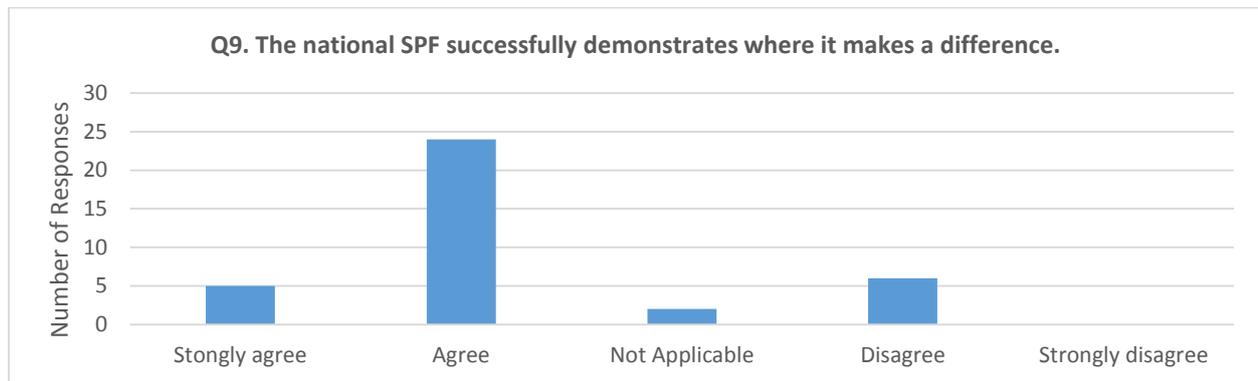
Online Survey feedback

Questions eight, nine and 12 of the online survey relate to recommendation four of the SPF Stocktake 2015 review.



Over 90 per cent of respondents agree or strongly agree that the SPF focuses on delivering defined actions. Feedback suggests that although there has been an improvement since 2015, sometimes the outcomes are hard to measure, and building relationships and trust is equally

important. There needs to be a bigger focus on the SPF delivering defined actions. SPF leads in partner organisations need to be clearer on what they want the SPF to achieve and then put in place and implement a plan, which utilises the resources of the SPF effectively, to achieve positive outcomes.



*One respondent skipped this question

The result show that 77 per cent of respondents agree or strongly agree that the national SPF successfully demonstrates where it makes a difference. Although an improvement has been made since summer 2015, respondents commented that there is still further work required to clearly demonstrate the difference it is making. The SPF bulletin and website provides a lot information but they need to clearly demonstrate where the SPF is making a difference; people outside of the SPF may not always understand the difference made, if it is not clearly communicated.

Question 12 asked respondents to identify where they think the SPF has had an impact since summer 2015. A summary of the feedback is below:

- **SPF proposals to tackle bullying in the NHS.**
- **Bringing system leaders together** both nationally and regionally to help make sense of a fragmented system and ensure there is some coherence
- Developing guidance for social partnership working in developing and implementing **new care models** and system transformation
- Sponsorship of the **HPMA Awards and case studies** developed and shared.
- **SPF Staff Transfer Guide.**
- **Raising the profile of the SPF at the NHS Confederation Conference** in June 2016.
- Changing the approach of **CQC to involve staff side in inspection regimes.**
- Meetings of the NRG have **improved the relationships between national and regional** SPFs.
- SPF has established a close working relationship with the New Care Models Team enabling it to consider some of the barriers to **integrated care.**
- At a regional level the further development of **positive working relationships between staff side and managers** is evident and ALBs are making a greater contribution to regional SPF.
- **NHS Pensions ACCESS** review.

Over 60 per cent of respondents answered the question, which highlights that the work of the SPF has impacted the majority of partners and their organisations positively. A few respondents commented that they didn't know where the SPF had made a difference, which

supports the findings from question 9 that the SPF may need to improve the way in which it demonstrates where a difference has been made.

Recommendation 5 - Continue to strengthen relationships between national and regional SPFs.

Action

- a) **NHS Employers to market/sell the benefits of getting involved in regional SPFs to employing organisations.**
- b) **NHS Staff Side to enhance their cascade mechanisms to regional staff side reps from the national meetings.**
- c) **To market SPFs and encourage regional tiers to become more involved in regional SPFs.**
- d) **Continue NSPF visits to regional SPFs, programme of visits to be planned for 2016.**

Progress – NHS Employers has widened its pool of employer representatives who are invited to the Wider and Strategic Group meetings, they are continuing to market / sell the benefits of regional SPFs to employing organisations.

SPF Wider Group staff side representatives were reminded to cascade information down within their own organisations. UNISON circulates SPF information to its full-time officers covering 300 health branches across the UK.

ALB engagement with the regional SPFs was identified in May 2016, on the whole, as positive and regional representatives were engaging, however this varied around the country, and it was left to each individual region to liaise directly with regional leads from NHS England, NHS Improvement and HEE if they felt this was insufficient.

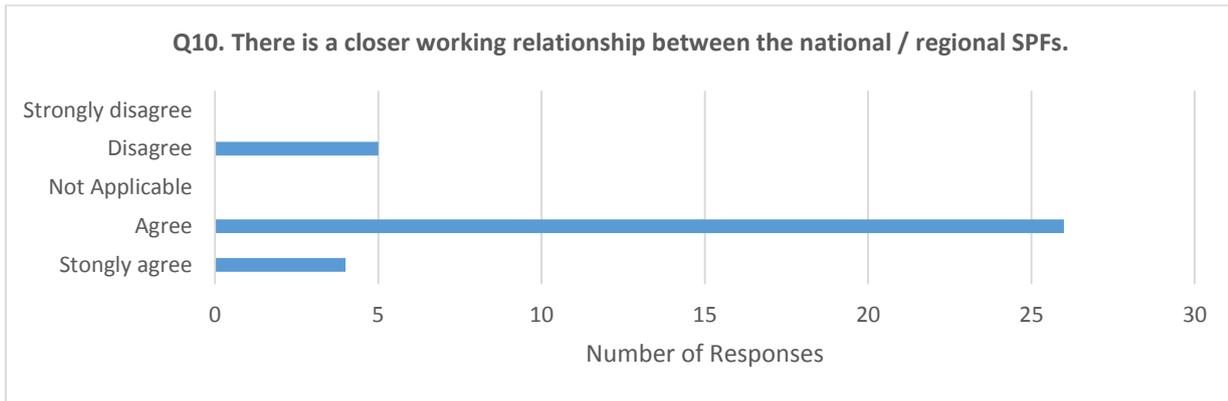
An SPF infographic was developed and published December 2015, which is an interactive resource with useful links to more information on the SPF organisational structure and the relationships between the SPF Wider Group, Strategic Group, SPF subgroups and the regional SPFs.

The national programme of visits to the regional SPFs was completed from January to August 2016.

National SPF representative views – It was recognised that the relationship between the national SPF and regions has improved significantly, and that there was now a clear understanding that it is not a directive relationship from the centre to the regions. These improvements have been made through: the regional visits, which have been very well received and viewed as an excellent tool for two-way communication; the National / Regional Group (NRG) which meets twice a year, bringing together all regions and national SPF members giving an opportunity for shared problem solving and sharing of good practice. SPF communications have helped ensure a clear line of sight between the forums, and have facilitated better sharing of information and closer working.

Online Survey feedback

Question 10 of the online survey relates to recommendation five of the SPF Stocktake 2015 review.



The results show 30 respondents agree or strongly agree that there is a closer working relationship between the national and regional SPFs. It was very clear from the feedback that partners valued the programme of visits from national SPF representatives to each of the regional SPF meetings. They found them useful and it has helped make the links stronger between work going on nationally and regionally. One respondent said that the NRG could look to be reviewed. This is to identify if the group is still achieving its aim of ensuring the national SPF and the regional SPFs have a co-ordinated approach to progressing their work and achieving their objectives.

Recommendation 6 – Continue to improve communications and encourage partners to play their part through cascading information to their networks.

Action

- a) **Undertake SPF communications stocktake in autumn 2015, with one of the objectives to identify how the SPF can better communicate information about its achievement, including how it has influenced and improved policy development and implementation.**

National SPF representative views – SPF communications are largely viewed as having improved considerably over the past two years, with the new website, the bulletin and useful tools seen as informative and succinct. However, there were developments partners thought could be improved: a number of partners pointed out the click through issues to the bulletin as an issue; and some partners thought that work needs to be undertaken to improve the SPF’s presence on social media, looking at how and who uses the SPF hash tag, how to use twitter to ensure the sharing and broadcasting of its work.

Online Survey Feedback

Question 13 of the online survey relates to recommendation six of the SPF Stocktake 2015 review. It asked respondents to answer what they have done to make staff in their organisations aware of the SPF and the role it plays.

The majority of respondents commented that they share SPF updates, bulletins, news alerts and various documents and guidance that are relevant to their members and networks. Some respondents produce written briefings for members and staff groups and also produce reports for national, regional and local trade union networks. Two respondents said they feed in

discussions at a regional level into trust level, such as JNCC meetings and one regional SPF chair said they reported back on national SPF activity at every meeting.

Findings from the SPF Communication Review

In autumn 2015, the SPF conducted a full review of its communications. The review was undertaken in three stages, set out below:

Stage 1 - Incorporate a series of quick wins to improve communications in the short term. Secondly, to carry out an online survey of the current SPF target audience to find out about the effectiveness of SPF communications, suitability of communication channels, and to capture feedback on the content and usability of the SPF website, and to establish how informative and usable various audiences find it.

Stage 2 - Stakeholder mapping exercise to review the current target audience and to identify gaps going forward.

Stage 3 - In light of the responses to the survey and the stakeholder mapping exercise to review the 2014 communications strategy (including audience, aims, objectives, key messages and communication channels) and to develop a communications plan supporting SPF priorities going forward.

The online survey was conducted in December 2015 and it identified some key themes and areas for improvement in website content, usability and communication channels.

The key themes that were identified from the survey:

- Overall content of the website is considered good, very good or excellent by users.
- Navigation and the search tool is an issue for some.
- The majority of respondents find the content on the website relevant or very relevant.
- Respondents visited the site most often to get updates on the work of the SPF national, regional and local, for latest news and developments, for information to use in briefings etc. and to discover new and best practice via the case studies.
- Most popular areas are latest updates and SPF bulletins.
- Users have suggested partner websites could link to the SPF website, and new content such as legal updates could become a feature.
- The audience would like to see much more use of social media channels
- On a general note, inclusion of private sector providers of NHS services and views from arm length bodies/outsourced groups was requested.

The recommendations from the report have formed the basis of a SPF communications action plan (Annex F) and the EPWG monitors progress.

Recommendation 7 – Continue to review the effectiveness of the SPF on an annual basis.

Action

- a) To refresh the existing Partnership Agreement to include HEE and NHS England and ensure there are mechanisms in place to enable effective engagement with Monitor, NHS TDA and CQC.**
- b) To refresh existing SPF Members Handbook and SPF website.**

Progress – An SPF Partnership Agreement, which includes HEE, NHS England and NHS Improvement was agreed and published July 2016. NHS Improvement became members of the SPF Wider and Strategic Group. The WIG also has two permanent NHS Improvement representatives and has also engaged with policy leads from NHS Improvement on leadership development, provider efficiency and supporting a positive culture in the NHS. Arrangements for the SPF working with CQC have been clarified along with the membership for the meetings. The SPF Members’ Handbook has also been updated, signed off and published March 2016.

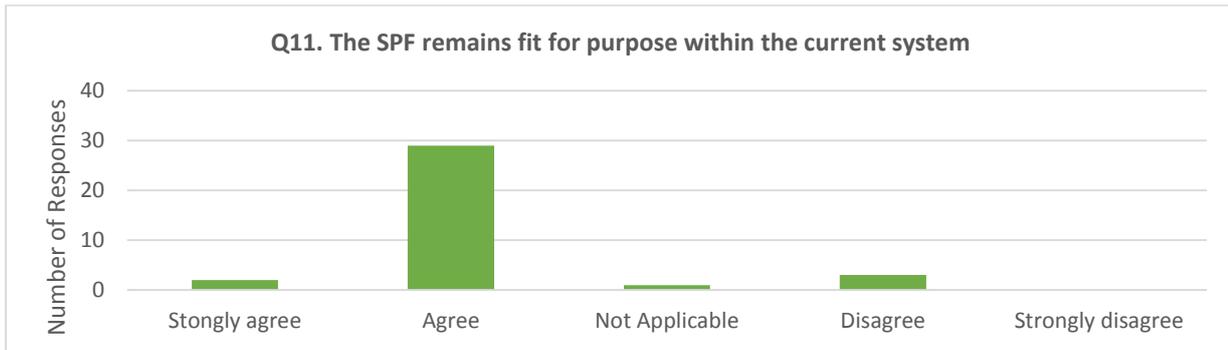
National SPF representative’s views – It is widely appreciated across all partners and sectors that having constructive relationships with trade unions at a national, regional and local level helps set the tone for employer / trade union relationships on the ground. A forum which brings together senior figures from NHS organisations and is chaired by a government Minister sends a powerful message to the NHS that partnership working has endorsement at the most senior level.

It is recognised that the SPF allows some partners access to policy leads and the capacity to engage on workforce issues, which they wouldn’t have without it. It’s a useful place to bring together system leadership bodies with NHS Trade Unions and ensure engagement and conversation on the big issues affecting the NHS workforce. It is a valued route for organisations such as NHS England to discuss system policy.

ALB partners accept that not all policy is brought to the SPF at an early enough stage, and that things can be significantly improved. As new organisations, they acknowledge policy development is complicated, and need partners to understand that it takes place at differing levels within its own organisations and developments are not always shared internally at the formative stage as they should be, let alone with staff side colleagues. There may also be some confusion between internal SPF forums and national forums. However, partners need to consider that raising awareness and importance of the role of the NSPF for the DH and ALBs to engage proactively, requires a concerted effort from all partners concerned, including ensuring attendance is consistent and relationships remain effective. We also need to recognise that not all policy areas or programmes will always be able to be shared fully and that timing can sometimes be an issue in terms of the meeting cycle. We need to be realistic about the expectations from partners and what we want to achieve from the partnership. We need to be clear what the expectations are and then set the ground rules accordingly. Do ALBs have a common approach, or do we understand what it should be? What are the priorities?

Online survey feedback

Questions 11 and 14 of the online survey relate to recommendation seven of the SPF Stocktake 2015 review. Question 11 asks if the SPF remains fit for purpose within the current system. 89% of respondents strongly agreed or agreed that it did remain fit for purpose with only 3 respondents disagreeing.



The refresh of the existing Partnership Agreement has been a positive step, however partners commented it would take some time for the new organisations to develop the behaviours that support true partnership working. Feedback demonstrated that the SPF has a key function in helping to bring the whole system together and there is nowhere else that this happens. The online survey feedback also welcomed the strong commitment from Minister, which has made a huge difference to the effectiveness of the forum.

There were also some views that the SPF needs to really take stock of what its purpose is in relation to how quickly the health system is changing; both now and in the future and what role it has to play other than to be seen as a place of information sharing.

Question 14 asked respondents how they could work differently to help the SPF be more effective. A summary of the feedback is highlighted below:

- Supporting the development of links between national and regional SPFs.
- More engagement with members to develop agendas, priorities and discussions.
- More focus on what the WIG delivers to support the work of the SPF.
- Try to be more robust in reminding partners of the need for the SPF to identify and deliver outcomes, rather than engaging in well-meaning but often unfocussed discussions.
- Helping to contribute to the establishment of clearer objectives/deliverables.
- Remind people that the SPF is not just about a meeting - it is a way of working and can't all be done at national/regional meetings.
- Selecting a couple of topics a year for priority co-production might help build reputation for the SPF. Returning to occasional policy workshops on specific topics might give room for more meaningful input.

Respondents were able to leave any further comments at the end of the online survey. There was a broad sense that respondents thought the SPF, both regionally and nationally, has worked well in partnership, given the challenging circumstances. However as the position becomes more challenging there is a bigger need for parties to be more proactive in using the SPF. It was suggested that work be progressed in between meetings and report back to the larger SPF meetings. DH and the ALBs need to be more willing to bring policy to the SPF at an early stage of development and promote the benefit of social partnership in their communications. If employers and trade unions are involved at an early stage they need to respect the agreed degree of confidentiality.

Thanks were given to the SPF secretariat for their hard work to continue to keep the SPF working and communicating their commitment to partnership principles.

There was also a suggestion that the SPF continue to evaluate its performance, whether it be through this exercise or similar.

3. Recommendations and Next Steps

Based on the views from the interviews conducted with national partners and the information collected from the online survey, this report makes the following recommendations:

1. The SPF Strategic Group should identify a limited number of policy areas for the SPF to focus on. These should be linked to the SPF's core priorities and be areas where the SPF can add real value with a focus on co production. In addition, the SPF should have a watching brief over a broader range of policy areas that are or will impact on the workforce.
2. SPF secretariat, with the chairs for the national and subgroup meetings, to ensure transparent agenda development and a prioritisation process is in place to help partners understand the reasoning for including specific policy areas on the agendas of meetings. Secretariat should also ensure there is clarity for each agenda item on what the desired outcome is.
3. SPF partners should: take a shared responsibility for progressing the work of the national SPF and its subgroups; ensure consistent attendance at meetings and follow up on actions allocated to them. Partners to ensure this is happening through holding each other to account - using periodic assessment to measure progress.
4. EPWG should review and confirm the expectations of partners and stakeholders in order for the SPF to achieve its desired outcomes. Partner organisations should commit to working in line with the SPF partnership agreement and put in place mechanisms in their organisations to enable the SPF to get involved in policy, which will impact on the workforce, at a formative stage recognising this may need to be outside of the meetings.
5. EPWG to improve promotion of the value of working in partnership – setting clear evaluation criteria for SPF work and demonstrating through its communications what the SPF delivers. This includes making policy teams in the ALBs aware of the SPF so they know it is the forum to come to (recognising this may require work outside of meetings) and can support better policy development and implementation. EPWG to maintain the Portfolio of Evidence of Impact document and to promote the Portfolio, along with examples of successful good practice partnership working, to the service.
6. SPF recognises that some specific pieces of work with clear aims and objectives need to be taken forward by a smaller working group, for example – tackling bullying and the seven day services subgroup
7. EPWG should review the role and objectives of the National / Regional Group.
8. EPWG to agree the best approach for engaging or gathering feedback from policy leads and how to ensure policy lead engagement in the SPF is mutually beneficial.

The EPWG will be responsible for considering these recommendations and next steps and developing agreed actions to be endorsed by the NSPF, and will then monitor progress in implementing them.

4. Stocktake 2017

Taking into consideration the lack of a response from policy leads to the 2016 SPF Stocktake questionnaire and the time it can take to follow up on recommendations, consideration into the frequency and method of SPF stocktakes should be taken by the EPWG. Stocktake events and external reviews are costly and, in times of financial restrictions, it is not a viable option to have these as regularly as in the past. The following alternative approach is therefore recommended:

- A stocktake is completed every two years, alternating between an internal review and one completed by an independent organisation – allowing time for actions to be carried out and embedded. This change in Stocktake method was discussed and agreed at the March 17 EPWG meeting and recommend to the wider group for endorsement.
- A heat check is completed in between stocktakes – this might take the format of the partnership behaviour audit or virtual feedback at SPF meetings (using online voting system). The regional SPFs have committed to undertake behavioural audits of their forums, information from which could be fed into the ‘heat checks’.
- Policy leads that work with the SPF are asked to respond to a small number of high level questions on their engagement with the national SPF and its subgroups. This to be undertaken on an ongoing basis, supporting continuous review and improvement.

Annex A

Online survey questions

1. SPF group you are a member of (tick as appropriate) :
 - SPF Wider Group
 - SPF Strategic Group
 - Embedding Partnership Working Group
 - Workforce Issues Group
 - National Regional Group (includes the chairs of the regional SPFs)

2. Who you represent on the SPF (tick as appropriate):
 - Trade unions
 - NHS Employers / employers
 - Department of Health
 - NHS England
 - Health Education England
 - NHS Improvement
 - Commissioners
 - Private providers
 - Other

For each question respondents need to be asked to enter whether they ‘strongly agree’, ‘agree’, ‘disagree’ or ‘strongly disagree’ with the following statements. Please also give ‘not applicable’ as an option for each question. Please add an open text box with each statement and respondents, if they enter ‘disagree’ or ‘strongly disagree’, need to be asked to give reasons for their answer.

3. The national SPF is engaging effectively in the workforce implications of service transformation (Policy areas such as: the NHS Forward View Vanguards, integrated care, devolved health and care and the Sustainability and Transformation Plans).
4. The national SPF is engaging effectively in the workforce implications of service delivery (Policy areas such as: seven-day services; efficiency and productivity; recruitment and retention and new staff roles and skill mix).
5. The national SPF is engaging effectively on policy and initiatives to support a positive staff experience in the NHS (Policy areas such as: the health and wellbeing of NHS staff and tackling bullying and harassment).
6. The national SPF meeting(s) you attend (Wider Group, Strategic Group, Workforce Issues Group, Embedding Partnership Working Group, National Regional Group) is consultative and engaging.
7. The national SPF enables partners to influence policy at an early stage of development.
8. The national SPF focuses on delivering defined actions.
9. The national SPF successfully demonstrates where it makes a difference.
10. There is a closer working relationship between the national / regional SPFs.
11. The SPF remains fit for purpose within the current system

The following questions will just have open text boxes:

12. Please identify where you think the SPF has had an impact since summer 2015?
13. What have you done to make staff in your organisation aware of the SPF and the role it plays?
14. How could you work differently to help the SPF be more effective?
15. Any further comments

Annex B

Interview Questions for National SPF Representatives

1. Please describe your involvement in the national SPF.
2. With reference to the National SPF Action Log, do you think the agendas for national SPF and its subgroups cover the key strategic priorities that are impacting on, or will impact on the workforce? If not, what other issues should the national SPF be focusing on?
3. What do you think should be the top three priority work areas for the SPF in the next year?
4. Please let me know your thoughts on the effectiveness of the national SPF in taking forward your organisation's objectives?
5. Do you think that partners on the SPF are able to engage at an early stage of policy development? If not,
 - a. please give examples of where you think engagement could have taken place earlier.
 - b. how you think this situation could be improved?
6. Giving examples, how do you and/or your colleagues promote the SPF and its role within your organisation?
 - a. How do you think you could improve this promotion?
7. Where do you think the SPF has made a difference since summer 2015?
 - a. How effective is the SPF at demonstrating where it has made a difference?
 - b. How could this be improved?
8. How effective are SPF communications (SPF website, Bulletin and news alert)?
 - a. How could these be improved?
9. How well do you think information is shared between the national and regional SPFs?
 - a. Do you have any suggestions on how this could be improved?
10. What do you think the SPF needs to do in 2016 and 2017 to achieve its primary aims of:
 - contribute staff side and employer perspectives to emerging policy at a formative stage
 - improve policy development and implementation by feeding in ideas on workforce implications
 - promote good practice in relation to partnership working and effective communication between partners.

Annex C

Question 3 comments

The SPF and particular WIG has been an effective forum for raising concern about engagement on these issues and in getting information about what is going on in some of the projects. However, a process, which is so locally driven and subject to such tight timescales is seemingly organically resistant to central policy discussions and my perception, is that has been difficult to progress much beyond the show and tell approach. Political will to look at a staff compact for change (i.e. What security we want, what flexibilities would employers welcome) could generate something of great use in the unfolding climate - so it is frustrating that we have not been able to have this conversation which I think sits with the strategic group.

STP agenda very secretive to date at local level and therefore difficult to engage. Vanguard not obviously coordinated nationally so again learning not being shared.

Transformation Policy plan development areas of the sort mentioned are unlikely to have been aired at local joint consultation level unless the implications and risk are clearly known. In the meantime, staff, where possible tend to deem their information from news outlets. Not therefore the SPF effective engagement about workforce implications first planned.

I think the timescales for some policy development e.g STPs has left people feeling less able to engage effectively - but the test will be how the workforce implications from policy are discussed and developed.

Not currently being seen at regional level, however I am confident this will change going forward.

There is little transparency around STPs and it is not clear the level of engagement regionally/locally with SPF.

We have not had enough information from the STP's and we have not seen evidence of how they are engaging in workforce issues. Though I acknowledge attempts have been made to bring various stakeholders together. Plans for STP's are still a bit shadowy and secret especially NHS Improvement role.

If you are then this is not being communicated enough into the regions and similar engagement is simply not happening, as it should, their needs to be a clearer message to partners about the need to engage.

Whilst I am aware of the strategic discussions, the rhetoric does not appear to be influencing and supporting the STP/integrated care agenda at the "coalface". Issues that affect (or will affect) workforce such as clinical accountability/liability, TUPE, redundancy and major role change as a result of integration/CCG mergers/devo/vanguard all need urgent national solutions.

But engagement could be even more effective through more discussion rather than receiving presentation from policy leads.

I cannot think of anything significant that has come out of the SPF Nationally. Key business is done at local level.

I think the STPs have happened at such a pace it has been difficult to enable effective partnership approach - this has been better in relation to new care models.

Annex D

Question 4 comments

I agree the SPF is a useful signpost to people leading on these policy areas but the engagement feels superficial at times. On seven day services, we have had a couple of reports. The group that was supposed to be set up to progress this policy area has not, to my knowledge, yet met. On the efficiency stream, the Carter team have been helpful. My feeling is that officials are wary of detailed engagement, as progress on some of these policy areas is slow. We are very keen to be involved in the nascent workforce strategy, which could provide a useful framework for engagement on these issues.

I think staff side are trying to engage but employers still seem to be in completion with each other and not open about plans in these areas. Also even where there are discussions nationally as many of these issues rely on local/employer engagement it has little impact locally

We have not really discussed these issues meaningfully, though we can see the work plans for the Regions often contain these matters on the agenda. It is a shame how some trusts and local authorities can ignore SPF guidance.

Whilst not ignoring the important work around bullying/harassment and equality, all of which have been covered well over the last year, the SPF appear to have missed the opportunity to discuss some of the elephants in the room which may have a more political context. I would like to see more debate and joined up thinking on tackling our ageing workforce (and retaining them), staff morale, change management, leadership development and the practicalities/realities of rolling out 7 day working.

But as above, engagement could be even more effective through more discussion rather than receiving presentation from policy leads.

There have been superficial discussions and it is still hard I think to ensure policy leads in ALBs think about a partnership approach when developing policy.

Annex E

Question 7 comments

I agree in theory. In practice, much of the thinking and decision-making has taken place outside the SPF, so we learned about the whole STP programme via the Internet, and struggled to find a way in to what seems to have become the only show in town!

But sometimes this does depend on policy makers remembering about the SPF - when they do and attend a meeting I think they often find the contribution helpful. Some of the national bodies sometimes can think the role is to inform SPF whereas the intention behind the NSPF is to engage at a formative stage.

The forum is used most frequently to deliver information and discuss 'implementation' issues. On the occasions we have a formative discussion of strategy (such as workforce) the outcome does not seem to go anywhere or get developed

In general, the national SPF gets involved in policy after it has been fully formed and normally during a consultation period.

Its ability to influence is therefore at a similar level to any other group or organisation responding to the consultation. Having involvement in the overarching workforce strategy

being developed by DH, does give the SPF the opportunity to influence this important work at an early stage.

The agenda appears to be set centrally with no communication out to the sector I represent to consider items for discussion. A more transparent agenda development/prioritisation process would help members understand policy development and reasoning for inclusion.

I think that often policy development is at an advanced stage before discussion in the SPF.

Issues not always brought to the forum early enough.

I think it is a mixed picture - I do think the commitment of NHS England through Jo Lenaghan attending was a very positive step.

Annex F SPF Communication Action Plan

Question	Recommendation	Actions	Lead	Timescale & progress
Q3 - How would you rate the overall content of the SPF website?	<p>The SPF should aim to build on the good foundations and consolidate the good practice already in place, by:</p> <ul style="list-style-type: none"> • providing a dynamic and engaging website aimed at the current target audience that shares authoritative and practical information on partnership working • contributing to the business case for partnership working and articulate the benefits of partnership working • communicating the values of partnership working for patient experience • sharing current and good practice and highlight achievements/examples of successful partnership working • communicating the work of the national and regional SPF • being a central resource for materials and tools for partnership working in the NHS and key work areas. 	AP1. To develop a communications plan each quarter which underpins the recommendations made, and aligns with the National SPF Action Log and the SPF quarterly progress report.	Communications/SPF programme support	<p>Comms plans for Q3 produced including HPMA Awards launch plan and tackling bullying in the NHS call to action comms plan.</p> <p>Q4 comms plan in progress.</p>
Q4 - How easy is it to find content on the SPF website?	<p>The SPF could improve the navigation of the website by adopting the following recommendations.</p> <p>Authors to make sure meta data is complete</p> <p>1. To make sure the content published on the website is search engine friendly. The search function on the SPF website and on Google uses a combination of the words that are on a web page and web page metadata to produce listings. For web pages to be found by people searching for content, authors need to include the terms in web page content and in web page metadata that people will search for.</p> <p>2. To help users of the website find what they are looking for. When people are using the site they need to be able to find what they are looking for. If they aren't regular users, navigating menus can be tricky, most users will attempt to use the search function but if they can't find what they are looking for they will leave the site and look somewhere else.</p> <p>Authors to use accurate titles</p> <p>Users should have a good idea of what they will find on a page even before clicking any navigational link. This is true whether it's a main navigation link or an internal text link. Use accurate</p>	<p>AP2. SPF to assign one lead author and one publisher for the SPF website. The author to work closely with other members of the national SPF and regional SPF during the development and update of web pages. The author to work closely with the publisher undertaking a full review of all submitted items for publishing, including the metadata.</p>	Communications/SPF programme support	<p>Lead author and publisher appointed.</p> <p>Full review of meta data is in progress.</p>

	text to describe the linked page so users know what they're going to get.			
Q5 - How relevant and current do you find the content on the SPF website?	<p>To ensure a steady flow of web traffic, with visitors staying on the site for longer, the SPF should aim to keep the SPF website current by:</p> <ul style="list-style-type: none"> • adding new content/new features such as a blog - let the content be driven by what users want to see more of, or the reasons they visit the website • regularly reviewing the website - check the user experience, is content outdated, when the home page was last updated? • regularly surveying the audience – understand what your audience wants, hold a short annual survey, based around the same questions so improvement or otherwise can be measured. 	<p>AP3. Review the content of the SPF website regularly, with a specific focus on the home page and latest updates and supporting images and the SPF calendar. How we do partnership and priority areas to be looked at as a priority during the first review of the website since they scored lowest in the survey. Refresh content making sure it is current, relevant, written in plain English and the website is easy to navigate. As part of the review look at the most popular websites visited by the SPF audience and look for opportunities for improving content and linking to and from the SPF website.</p> <p>AP4. SPF programme support, EPWG and regional SPFs to look for opportunities for case studies/blogs (exemplar only with obvious evidence of partnership working), with the aim of publishing one case study/blog each month. This monthly activity to be added to the SPF communications plan.</p> <p>AP5. SPF programme support and comms to look for links to the wider NHSE programme areas and opportunities for shared learning, resources etc.</p> <p>AP6. Survey the SPF website audience annually. To be added to the SPF communications plan.</p>	Communications/SPF programme support	<p>First review of the website to be completed by 30.9.16.</p> <p>Update @ EPWG Partners are reminded to look for opportunities to refresh content of website with news/case studies/resources etc</p> <p>Consider inviting Minister, DH DG, SPF chairs to write a blog about the importance of partnership working from their perspective</p> <p>Next survey of the website audience to be held in January 2017. –</p> <p>Update @ EPWG To reconsider timing in light of low responses to stocktake online survey – don't want partners/website audience to feel over surveyed. Consider alternatives such as a request in the bulletin for feedback on bulletin content and comms generally, or using slido to poll attendees at SPF meetings.</p> <p>Update @ EPWG Partners TO commit to link to SPF website from their communication channels, particularly for the big ticket items (HPMA, tackling bullying etc).</p>
Q6 - Why do you visit the SPF website?	<p>Keeping the website and the SPF's priorities current, reviewing content, reporting news and latest developments will ensure that users have a more positive experience. Use plain English, language that everyone understands.</p>	See AP3	Communications/SPF programme support	<p>Template developed and shared with regional SPFs. Work underway to implement the template structure to regional</p>

	<p>Regional and local SPFs to apply same disciplines to their web pages and to aim over time to have some consistency between regions in terms of content on the web pages.</p> <p>Case studies are an important product of the SPF, they are used by partners to take learning and best practice from. There needs to be more focus on case studies being an exemplar for others to follow, with real evidence of partnership working.</p>	<p>AP7. Develop a template for the regional SPF web pages to introduce consistency in layout and content, including the addition of related docs and see also.</p> <p>See AP4.</p>		<p>SPF web pages and update content, tailoring for regional variations accordingly.. 22/11 Regional webpage template developed. The full update of regional webpages will be completed by January 2017, in light of their new Terms of Reference. Once completed regional SPFs need to apply the same principles of scrutiny and refresh of content as main website</p>
<p>Q7 – What content, tools and resources do you find most useful on the SPF website?</p>	<p>To ensure that the website’s content is seen as useful and relevant to the audience, the SPF is recommended to focus on regularly refreshing latest updates and the supporting images on the home page.</p> <p>To develop the SPF bulletin as a key communication channel for the SPF, to review the structure and content and make sure the product is relevant for the audience. Wherever possible to link from each article to a corresponding section of the website.</p> <p>Focus on case studies being an exemplar for others to follow (rather than people doing the day job), with real evidence of partnership working being an absolute necessity.</p> <p>Review the areas of the website that don’t score as well and look for ways to improve them, or remove them.</p>	<p>AP3 refers.</p> <p>AP8. To review the structure and content of the SPF bulletin.</p> <p>AP8 refers.</p> <p>AP9. How we do partnership and priority areas to be looked at as a priority during the first review of the SPF website. AP3 reflects this.</p>	<p>Communications/SPF programme support</p>	<p>Review and update of pages is ongoing.</p> <p>Update @ EPWG Propose developing a latest news page and an online bulletin template, so the bulletin entries will feature on the website with only a short entry in the bulletin. Will need to see if any cost will be associated with this from Brick wall once EPWG have approved proposal.</p> <p>Author to start work to move the SPF mailing list onto CRM in January 2017. Think about direct mailing rather than cascading via partners. This will address some issues picked up in the stocktake report about SPF comms not being cascaded frequently. CRM also supports stats for receipts, opens and click throughs</p> <p>Web stats monitored to see how often pages are being visited – to improve page views ongoing promotion required of</p>

				big ticket items such as the Staff Transfer Guide, bullying in the NHS call to action, HPMA Awards, STP partnership guidance.
Q8 - What content, tools and resources would you like to see added to the SPF website?	The above responses (which are a representative selection of all those received) can be addressed by adding new content, by improving metadata, introducing consistency particularly on the regional SPF web pages and better signposting to the SPF infographic for a visual explanation of the structure of the SPF.	AP3 and AP7 refers.		Review and update of pages is ongoing.
Q9 - Which other websites do you use to find information on partnership working or other related subjects?	When looking to improve website content and visuals it is worthwhile looking at other websites visited by your audience. Future research can establish why they use other websites, ie is it about service or content?	AP3 refers.	Communications/SPF programme support	Review and update of pages is ongoing.
Q10 - How would you rate the content of the SPF bulletin?	No recommendations, most of the audience rated the SPF bulletin as good or very good.	AP9 refers.	Communications/SPF programme support	See Q7 progress regarding SPF bulletin proposal.
Q11 - What other communications channels would you like both national and regional SPFs to use? Twitter, Facebook, LinkedIn, posters or visuals, news alerts/must read comms etc.	<p>It is evident from the responses that there is a clear need for the SPF to develop and implement a social media strategy. Respondents have indicated they would like to see the SPF using various social media channels to report latest news or newly launched tools and resources including links to the website. Not only is this a good way to communicate with a wider audience, and potentially a new audience, using website links brings users to the website, including twitter images which have also been shown to increase engagement by around 300 per cent.</p> <p>Issue news alerts by email with clear marking to indicate a must read or high priority communication are also requested. Partners to consider developing a must read or high priority email alert, or a system to indicate the priority of the content of existing SPF email alerts.</p>	<p>AP10. Develop a proposal for using twitter, using #spfNHS to share comms from the SPF (see Appendix A for ideas for twitter content)</p> <p>Consider setting up an SPF twitter account with supporting social media strategy and plan. SPF programme support to take lead responsibility for managing and monitoring the twitter account. Twitter to be used in a similar way to SPF news alerts.</p> <p>AP11. Develop a system to indicate the priority of the content of SPF email alerts. Straightforward flog to indicate those alerts which are must read.</p>	Communications/SPF programme support	<p>Next meeting of the EPWG on 5.9.16 to discuss AP10 in light of the proposal at Appendix A.</p> <p>Update @ EPWG Consider alternative social media platforms to twitter for E.g. LinkedIn or Facebook. Invite Gregor to a future EPWG to discuss.</p> <p>Update @ EPWG Set up an SPF comms email address so that we can prioritise and add read receipts to emails sent out enabling us to analyse if SPF communications are being read.</p>

<p>Q12 - Is there anything else you would like to tell us about SPF communications?</p>	<p>Learning points from responses to question 12 include:</p> <ul style="list-style-type: none"> • Partners to take responsibility for promoting the work of the SPF • Website calendar to be updated regularly • Use plain English, language that everyone understands. • Regional SPFs to introduce consistency on the regional web pages, and to apply the same disciplines to their web pages as to the other main pages, ie keeping the website current, review content, report news and latest developments. • Regional SPFs to work with local SPFs and include some features about local SPFs on their web pages. • The SPF to consider inclusion of content for private sector providers of NHS services and views from arm length bodies/outsourced groups. 	<p>AP12. Partners to look for opportunities to promote the SPF and its work via their organisations websites and links, when attending conferences or at external meetings.</p> <p>AP3 & AP7 refers.</p> <p>AP13. EPWG to consider inclusion of content for private sector providers of NHS services, or alternatives such as NHSC communications.</p>	<p>Communications/SPF programme support</p>	<p>Ongoing</p> <p>Update @ EPWG Outstanding action – need to consider.</p>
---	---	--	---	--

Appendix A – Proposals for using twitter for SPF communications and news, using #spfNHS and twimages wherever possible

- Use twitter instead of email news alerts (where appropriate).
- Meetings/Events/Exhibitions – Share meetings on twitter.
- Live tweeting – Live tweeting from meetings, where appropriate and with permissions. Live tweeting from awards ceremonies, such as HPMA awards. Live tweeting builds conversations.
- Podcasts/SoundClouds – Podcasts can be scheduled and tweeted, audiences love something they can listen to as they don't need to focus 100%.
- Case studies/videos – SPF has lots of case studies, these can be scheduled and tweeted, or tweeted when subject matter becomes a hot topic or an announcement is made. For example we could tweet about the HPMA awards and add a link to the previous year's winner's case study/podcast/video.
- Staff survey results – Audiences are really interested in the staff survey results, tweet a link to the SPF website and relevant docs. This has potential to attract a lot of interest as it relates to the workforce which is a highly topical for twitter.
- Conferences - Annual partnership conferences, regional conferences - Tweet with a link to the website has potential to bring visitors to the website.
- SPF sub groups – These groups have a selection of different items to tweet about eg toolkits, workshops and guidance.
- Regional SPFs – As with sub groups, regional SPFs have different tools, resources and docs to tweet about.
- SPF Bulletin, latest updates, key comms, key docs, SPF action log (anything that is published on the SPF website) – Can all be tweeted
- SPF promoting other partners work – Supporting tweets can be sent for other partner's campaigns, eg DH NHS Constitution, whistleblowing, meetings/events.
- Tools and resources eg, the SPF infographic – can be tweeted and make a really nice tweetable image.