

POLICY	AIM	KEY DEVELOPMENTS	FUTURE WORK
NHS CULTURE AND STAFF EXPERIENCE			
Creating positive workplace cultures and tackling bullying in the NHS: a collective ‘call to action’	Create positive workplace cultures for NHS staff and reduce levels of bullying.	<ul style="list-style-type: none"> • Mar 2019 – WIG updated on work to improve the health and wellbeing of ambulance staff. • Feb 2019 – factsheet produced summarising three online SPF meetings on connecting the work going on across the NHS on creating positive workplace cultures and tackling bullying in the NHS. • Jan 2019 – webinar on connecting the system to tackle bullying and create positive cultures held 29 January. • Jan 2019 – practice posters ‘one year on’ published and promoted on the SPF website, SPF Twitter and NHS Employers bulletin. • The SPF’s call to action is referenced and linked to in DHSC’s NHS and doctors and dentists review body evidence. See page 75 in the NHS evidence and page 72 in DDRB evidence. • Oct/Nov 2018 – NHS Employers liaising with the organisations that submitted a practice poster to discover progress made one year on and identify learning. • Sept 2018 – WIG meeting – partners agreed an updated version of the call to action web page. • SPF involved in events on tackling bullying - Royal College of Surgeons of Edinburgh (Sep18) and BMA (Nov18). • Sept 2018 – SPF led online discussion on the link between bullying and patient care. 	<ul style="list-style-type: none"> • Finalise and publish a review of the first two years of the call to action on the SPF website – creating positive workplace cultures and tackling bullying in the NHS web page. • Agree and publicise priorities for year three of the call to action. • Publicise the tackling bullying alliance agreement and continue to support a joined-up approach between organisations seeking to reduce bullying in the NHS. • Partners continue to raise awareness of the initiative and catalyse action through their networks and develop and publicise further materials, where required. • Regional SPFs recording information on their approach to taking forward the ‘call to action’ in the SPF regional action log.

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		<ul style="list-style-type: none"> June 2018 – SPF led online discussion on the role of line managers in creating positive workplace cultures. June 2018 – strategic group met with the national freedom to speak up guardian. Staff side were invited to join the national guardian’s office pan sector network. 	
Tackling violence against NHS staff	Supporting work on protecting staff from violence and reducing the number of violent attacks.	<ul style="list-style-type: none"> Oct 2018 – wider group – NHS Improvement and NHS England representatives requested the SPF: promote examples of partnership working to reduce violence; share best practice around prevention, incident response and corporate awareness and feed in views from regional SPFs to work undertaken on the different elements of the violence reduction work programme and publicise outcomes. Sept 2018 – WIG meeting, presentation by NHS England, NHS Improvement and UNISON on work they had undertaken on this issue. Sept 2018 – strategic group workshop – staff side put forward proposals on how the SPF could help tackle violence against staff. 	<ul style="list-style-type: none"> Tackling violence strategy on the agenda for the April WIG meeting. NRG meeting 7 May will cover tackling violence against staff. SPF to confirm role in tackling violence and take forward agreed actions.
Talk Health and Care	Encourage engagement with the secretary of state for health and care (SofS) through the Talk Health and Care web portal.	<ul style="list-style-type: none"> Oct 2018 – wider group meeting, in which SofS said the portal is a genuine workforce engagement tool. As a result of feedback through the portal there had been a change in policy for physician associates Sept 2018 – strategic group workshop where partners advised pre-launch on the development, promotion and the operation of the portal. SPF agreed their message on the portal to employer and trade union representatives in 	<ul style="list-style-type: none"> SPF to continue to encourage engagement in the Talk Health and Care web portal.

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		<p>NHS organisations, which is: <i>to discuss the challenges mentioned on the platform and identify action that could be carried out locally, and what needs to be addressed at a national level and should be raised with SofS.</i></p>	
Disciplinary matters	Enabling the NHS to make use of learning from the investigation in to the disciplinary processes at Imperial College NHS Trust.	<ul style="list-style-type: none"> • Jan 2019 – WIG members requested to share any examples of disciplinary cases where there was wider learning. • Sept 2018 – WIG meeting – NHS Improvement representative spoke about an independent investigation of disciplinary processes at Imperial College NHS Trust, where a nurse, Amin Abdullah, was dismissed and subsequently took his own life. NHS Improvement are setting up a working group, to identify whether recommendations from the investigation can be used to improve disciplinary processes in other NHS organisations. 	<ul style="list-style-type: none"> • NHS Improvement representative to keep the SPF updated on proposals from the disciplinary working group.
Workforce race/disability equality standard	To support NHS England, embed the standards and help them to achieve their goal of a more inclusive NHS.	<ul style="list-style-type: none"> • Mar 2019 – Update on the timeline for the WDES and the disparity between the numbers of disabled staff in the NHS Staff Survey (18%) compared to ESR (3%). • Jan 2019 – WRES data 2018 published. • Nov 2018 – NHS England representatives gave an update on WRES at the strategic group meeting. • Oct 2018 – WIG – engagement with NHS England and NHS Employers representatives on the development of the WDES, which will come into force for NHS trusts and foundation trusts in April 2019. 	<ul style="list-style-type: none"> • WDES team to attend the Oct 2019 WIG meeting to update on findings from trust WDES metrics, which should be published on 1 Aug 2019.

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NHS staff survey	Use the NHS staff survey results to identify priority areas for the SPF to focus on.	<ul style="list-style-type: none"> • Mar 2019 – NHS England representatives spoke at the wider group meeting on the 2018 NHS staff survey results. • Feb 2019 – the SPF published a response to the 2018 NHS staff survey results. • Jul 2018 – WIG contributed their opinions to plans to change the way the national NHS staff survey results are presented. • May 2018 – NHS Employers representative updated the WIG on the 2017 NHS staff survey results and advised how they could be used to support the SPF’s work on tackling bullying. • Mar 2018 – the SPF published a response to the 2017 NHS staff survey results. 	<ul style="list-style-type: none"> • Tackling bullying call to action report scheduled for discussion at the July wider group meeting. • NHS staff survey results being used to support the SPF’s ‘call to action’ on creating positive workplace cultures and tackling bullying in the NHS.
Staff health and wellbeing framework	To have a role in NHSI’s work to improve the health and wellbeing for staff in the NHS.	<ul style="list-style-type: none"> • May 2018 – WIG meeting - NHS England and NHS Improvement representatives updated on the Health and Wellbeing Framework, which NHS England had developed and the work NHS Improvement is undertaking with 73 NHS organisations to help improve the health and wellbeing of their staff and reduce sickness absence. 	<ul style="list-style-type: none"> • SPF to promote a partnership approach to improving the health and wellbeing of NHS staff.
Just culture guide	Work with NHS Improvement to embed a culture of openness and learning in the NHS.	<ul style="list-style-type: none"> • Jan 2019 – WIG engaged with Matthew Fogarty, NHI on their proposed patient safety strategy for the NHS. WIG members encouraged to respond to NHI’s consultation on a patient safety strategy for the NHS which closed 15 Feb 2019. • May 2018 – NHS Improvement representatives attended the WIG meeting to introduce the Just Culture Guide 	<ul style="list-style-type: none"> • WIG to be engaged in future iterations of the just culture guide.

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		<p>which supports a conversation between managers about whether a staff member involved in a patient safety incident requires specific individual support or intervention to work safely.</p>	
SERVICE TRANSFORMATION			
<p>NHS Forward View (FV)</p>	<p>To consider the workforce implications of the FV and to support successful implementation of Sustainability and Transformation Partnerships (STPs) and Integrated Care Systems (ICSs).</p>	<ul style="list-style-type: none"> • Jan 2019 – The BMA chose not to endorse the portability resource pack. It was therefore published as an NHS Employers document. • Dec 2018 – SPF Staff Transfer Guide updated. • Oct 2018 – jargon buster updated. • Oct 2018 – WIG – further discussion and amendments made to the staff portability resource pack. This was then sent to the BMA for review. • Sept 2018 – WIG discussed the progress of a resource pack, which is being produced in partnership, to facilitate staff portability. • Sept 2018 – WIG – staff transfer guide reviewed by partners. • June 2018 – chief inspector of hospitals, CQC engaged with the strategic group on a CQC review into how older people move between health and social care in England. The final report was published in July. • Feb 2018 – publication of an case study – social partnership working in Bedfordshire, Luton and Milton Keynes ICS. 	<ul style="list-style-type: none"> • In the Autumn 2019, WIG to have a role in reviewing the impact of the resource pack and whether there are any new issues that could be covered by partnership guidance. • WIG to have a potential role in any system change, impacting on the workforce, arising from new health and care legislation. • Content of the jargon buster to be updated as and when required.

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		<ul style="list-style-type: none"> Feb 2018 – publication of NHS England and NHSI’s Refreshing NHS plans for 2018/19 	
Wholly owned subsidiaries (WOS)	To contribute the views of partners in the planning and use of WOS.	<ul style="list-style-type: none"> Mar 2019 – NHSI attended WIG meeting to discuss the impact of the addendum to the transaction guidance and find out about any planned next steps. Nov 2018 – NHSI published an addendum to the transaction guidance outlining a new framework that changes the way subsidiaries are reported to and approved. Oct 2018 – wider group meeting – NHS Improvement representative informed the group that a consultation had been launched to seek to address concerns with use of WOS. The consultation will run until 16 November. Sept 2018 – strategic group meeting – NHS Improvement representative advised, due to concerns raised by trade unions, NHS Improvement planned to update guidance on use of WOS. 	<ul style="list-style-type: none"> NHS Improvement representatives to attend WIG meeting later in the year to update on the transaction guidance.
New fair deal & NHS pension access	To support the use of the new fair deal and NHS pension access .	<ul style="list-style-type: none"> Mar 2018 – DHSC updated on the consultation response on proposed amendments to the NHS pension access regulations to enable staff working in accountable care organisations to access the NHS pension scheme. 	<ul style="list-style-type: none"> WIG to continue to be involved in plans to extend NHS pension access to staff working in integrated care providers.
SERVICE DELIVERY			
Long-Term Plan (LTP) and the health and care workforce	The SPF to have a positive influence on the development of	<ul style="list-style-type: none"> Mar 2019 – Partners reflected on their experience of the interim workforce implementation plan’s (WIP) working groups at wider group meeting. 	<ul style="list-style-type: none"> SPF to have a role in the workforce elements of the LTP.

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strategy for England to 2027	the workforce element of the LTP which will set out ambitions for the NHS over the next decade health and care workforce strategy.	<ul style="list-style-type: none"> • Feb 2019 – Julian Hartley led a discussion at the strategic group on the development of the interim WIP. • Oct 2018 – wider group meeting – update from NHS Improvement that each workstream had put forward their ‘ambition’ for check and challenge. • Sept 2018 – strategic group workshop and meeting – partners able to engage with representatives from HEE and NHS Improvement in the development of the LTP. NHS Improvement lead confirmed the LTP will be informed by views fed into the Talk Health and Care web portal along with responses from the consultation on the draft health and care workforce strategy • The employer and staff side SPF co-chairs are both members of the advisory group for workforce, training and leadership workstream, one of the 17 LTP workstreams that are contributing to the LTP. • May 2018 – strategic group got an early sight of the themes emerging from the consultation on the draft health and care workforce strategy and highlighted other areas to be included. • Mar 2018 – SPF submitted its response to a consultation on the draft health and care workforce strategy. This response was informed by employers and trade unions nationally and regionally. 	
Topol Review: Preparing the healthcare workforce to	Support the development of the review and	<ul style="list-style-type: none"> • Feb 2019 – HEE published Topol review. • Sept 2018 – strategic group meeting. HEE representative updated on the review and the aim was to use technology to give staff more time for care. Partners fed 	<ul style="list-style-type: none"> • HEE representative to attend a SPF strategic group meeting in 2019 to update on the final report and identify how the SPF can

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deliver the digital future	implementation of recommendations.	<p>in views and mentioned the frustration NHS staff have with current technology being unreliable and not having the flexibility required.</p> <ul style="list-style-type: none"> • June 2018 SPF bulletin – partners encouraged to respond to the Topol Review call for evidence. 	support implementation of the recommendations.
Winter preparedness and staff flu vaccination campaign	To work with NHS England and NHS Improvement to help the NHS prepare for winter pressures and encourage NHS staff to be vaccinated against flu.	<ul style="list-style-type: none"> • Mar 2019 – From 2019/20, the frontline healthcare worker flu vaccination campaign will form part of NHS England/ Public Health England (PHE) winter campaign and will no longer be led by NHS Employers. • Oct 2018 – wider group meeting – employer co-chair spoke about the flu fighter campaign, being run by NHS Employers, which is supporting NHS organisations to increase the number of their staff getting the flu vaccine. Trade unions were encouraged to support NHS organisations’ flu vaccination campaigns. • Sept 2018 – strategic group meeting – NHS England and Improvement representatives updated on winter preparedness and that improvements in the system had freed up beds. • Sept 2018 – SPF co-chairs signed a letter, which was developed in partnership, to NHS chief executives on encouraging staff to get vaccinated and how trade unions can support these initiatives. • May 2018 – strategic group engaged on NHS England and NHS Improvement initiatives to reduce the unnecessary patient stays in hospital and further increase the number of staff getting vaccinated against seasonal flu. 	<ul style="list-style-type: none"> • Danny Mortimer to update the July wider group meeting on the PHE led campaign for 2019/20 and how employers and trade unions will be involved. • NHS Improvement representative to attend the May strategic group SPF to lead a ‘winter debrief’.

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		<ul style="list-style-type: none"> Mar 2018 – update on the successful 2017/18 flu fighter campaign and the key role played by trade unions in encouraging NHS staff to get vaccinated. 	
Lord Carter review / efficiency	To support work to make the NHS more efficient, whilst ensuring the quality of services are improved or maintained.	<ul style="list-style-type: none"> Dec 2018 – NHS Improvement representative attended WIG to engage with partners on e-job planning and e-rostering guidance. May 2018 - NHS operational productivity: unwarranted variations mental health services community health services published. May 2018 – NHS Improvement representative updated on plans to consolidate pathology services. SPF emphasized the need for increased trade union involvement in these plans and in planned changes to cytology and genomic services. Mar 2018 – SPF met with the Carter Mental Health team and contributed to development of a report on the operational productivity in mental health and community services. Mar 2018 – discussion in the WIG on plans to improve efficiency in the provision of corporate services and the possible workforce implications. Feb 2018 – discussion in the strategic group with an NHS Improvement representative on their ‘Getting it right first time’ programme. 	<ul style="list-style-type: none"> NHS Improvement, NHS England and the SPF to review bullying and harassment in the NHS during 2018/19. This was a recommendation from operational productivity report. NHS Improvement to attend WIG meetings on a quarterly basis to engage partners in developments in the corporate services programme.
Reducing NHS agency spend	SPF to advise NHSI on effective measures to	<ul style="list-style-type: none"> Jan 2019 – NHS Improvement representative attended WIG and engaged with partners on a planned consultation on restricting off framework and admin and estates agency usage. 	<ul style="list-style-type: none"> WIG to be engaged in the evaluation of DHSC’s bank pilots scheme.

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	reduce agency spend in the NHS.	<ul style="list-style-type: none"> Feb 2018 – NHS Improvement representative attended WIG and updated on progress made so far and specific activity around the bank development. Jan 2018 – DH representatives attended WIG to advise on the bank pilot scheme being established. 	<ul style="list-style-type: none"> WIG will continue to work with NHS Improvement to advise and support their work to reduce agency spend.
EMBEDDING PARTNERSHIP WORKING			
HPMA award for partnership working	To identify, reward and promote excellent partnership working.	<ul style="list-style-type: none"> Mar 2019 – 3 projects shortlisted for HPMA partnership award. Jan 2019 – SPF promoted the 2019 HPMA partnership award using Twitter – SPF, NES and members of NES. Also promoted internally in NHS Employers. Ten entries submitted. Nov 2018 – launch of the SPF sponsored HPMA award for partnership working. See SPF website. SPF agreed to sponsor the HPMA award for partnership working between trade unions and employers June 2018 – 2018 HPMA award ceremony. Mersey Care won the SPF sponsored partnership award. Case studies on this and the other finalists and a podcast are available on the SPF website. 	<ul style="list-style-type: none"> Partners took part in judging day for HPMA awards on 16 April 2019. HPMA awards ceremony will be held on 6 June 2019. Finalist case studies and podcast(s) will be developed and published on the HPMA Awards 2019 web page. These will be published and promoted after the awards ceremony on 6 June.
SPF evaluations	To ensure the national and regional SPFs are operating effectively.	<ul style="list-style-type: none"> Mar 2019 – SPF in partnership with an SPF task and finish group, developed a tender document to identify the provider of the 2019 SPF stocktake. Tender submission will be reviewed by 1 April. 	<ul style="list-style-type: none"> Agree and take forward agreed action in response to the SPF wider group pre-meeting discussions on the findings of the 2018 SPF Heat Check.

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		<ul style="list-style-type: none"> Mar 2019 – strategic group - SPF heat check 2018 discussions were held in the pre-meetings prior to the SPF wider group on 18 March. Sept 2018 – strategic group - SPF heat check 2018 agreed. 	<ul style="list-style-type: none"> WIG to review findings from 2018 SPF Heat Check and agree any changes. SPF to ensure arrangements are in place so that the Stocktake can proceed as planned.