



Social Partnership Forum Stocktake 2014

**Better Together - improving patient care through regional social partnerships
One Year on Review Report**

July 2014

Executive Summary

Following the success of the regionally-focussed annual Stocktake Event held in 2013, Social Partnership Forum (SPF) members along with representatives from the regional SPFs agreed it would be most beneficial for the annual SPF Stocktake in 2014 to utilise the programme of visits by national SPF representatives to the regional SPFs and an online survey. This aimed to:

- measure progress against the recommendations from the 2013 SPF Stocktake
- identify achievements that SPFs (national and regional) have made since July 2013
- make recommendations on how they could further improve.

The 2014 Review found that since July 2013, SPFs both nationally and regionally have delivered and supported a huge amount of work, highlighting the productivity of the partnership arrangements, and how successful they have been over the last 12 months.

A number of achievements have been outlined in this report. The report also notes that with most regional terms of reference and work plans in place, focus can now be on building relationships and enhancing links at a national, regional and local level.

The 2014 Stocktake makes the following recommendations:

For regional SPFs:

1. Improve partnership working and communications between regional and local trusts and trade union reps.
2. Maintain regional attendance and participation at national SPF meetings, workshops and subgroups.
3. Embed the SPF Communication Strategy into practices and procedures.

For the national SPF:

1. Provide better understanding of how national organisations operate at a regional/local level.
2. Update on progress on national work plans.
3. Regular evaluation of SPF communications.

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1. Background

Since SPF was refreshed in 2007, there has been a historic commitment to undertake an annual stocktake to ensure its continued fitness for purpose. These have taken different forms and have not always been exactly 12 months apart.

It is important to remember that partners of the SPF are committed to partnership, fundamentally because it has a direct and positive impact on the quality of the patient experience and health outcomes. That is the driver for partnership and the principle that is shared by all partners.

Better Together – improving patient care through regional social partnerships stocktake 2013

This event was held on 2 July 2013 in London to look, specifically, at the future working arrangements for regional SPFs. Representatives from NHS employer organisations, trade unions, the Department of Health, NHS Employers, NHS England and HEE were invited. The aim of the event was to review SPF structures, membership, participation and challenges, to gather thoughts, ideas and best practice to take regional SPFs forward and to verbalise the link between the national and regional SPFs to improve dynamic working and communications.

Whilst each of the eight regionally-based SPFs was at a different stage of establishment or maturity in terms of levels of engagement, there were some common themes, which included:

- needing to review terms of reference
- engaging the right membership at the right level from those organisations to be involved and reflect the new architecture
- ability to have 'Chatham House' discussions on key challenges that will affect staff, unions and employers in order to have a shared understanding of challenges
- agreeing annual work plans that are linked to the national SPF agenda
- improving two-way communication between national and regional partnership forums
- Identifying the support required from national SPF
- the ability to proactively influence at the national level on policy review, development and implementation as appropriate
- engaging further and developing to ensure fit for purpose regional SPFs are in place.

Recommendations from the 2013 Stocktake for the national SPF to further support the regional SPFs were:

- Support further regional road-shows

- Regular attendance of national SPF members at regional SPFs
- Support and provide the link between the regional Heads of Engagement, the national SPF and the regional networks
- A regular regional SPF slot on the national SPF agenda to enable discussion
- Identify the most effective means of two-way communicating with regional SPFs and a mechanism for regional issues to be escalated
- Ensure the national work-plan is cascaded to regional SPFs to support alignment of agendas

Aims of the Stocktake 2014 Review

The SPF subgroup, Embedding Partnership Working Group (EPWG), made the decision that a period of time was required to enable changes implemented in 2013 and 2014, such as the new ways of working in the national SPF¹, a new SPF website and SPF Communications Strategy, to be embedded and made the norm before they could reasonably be the primary focus for more formal evaluation. Partners therefore agreed the 2014 review report would:

- Identify the progress which has been made against the recommendations in the Stocktake 2013 paper, which Health Minister and national SPF Wider Group Chair Dr Dan Poulter asked EPWG to take forward.
- Celebrate SPF successes and achievements since July 2013
- Take stock one year from the 2013 regionally-focused stocktake event, utilising the programme of regional visits and an online survey. These should gather information on: developments since the Stocktake 2013; who else needs to be round the regional tables and how can national SPF support this? What are the current issues in the regions?

¹ Following the 2013 stocktake, it was agreed to establish a new Strategic Group of SPF in place of the former Steering Group to foster more formative partnership debate on key NHS issues. The new meeting would be chaired by NHS Staff Side and NHS Employers and would formally bring on Board as partners NHS England and Health Education England. This was designed to reflect better the new system architecture as enshrined in the 2012 Health Act. Strategic Group reports into the Wider SPF.

2. Progress made on the Stocktake 2013 recommendations

Below, is the activity which has been delivered to support each recommendation made in the 2013 Stocktake:

Support further regional road-shows.

A Programme of visits from national SPF members, including representatives from NHS Employers, Department of Health, UNISON, RCN, Managers in Partnership (MiP), CSP, BMA and RCM, were scheduled between March – July 2014. The SPF Project Manager, Victoria Small, will attend RSPFs from August on an ongoing basis to provide a stronger link to the national SPF.

Support and provide the link between the regional Heads of Engagement, the national SPF and the regional networks.

Jo Perry, Head of Engagement South, and Jo Spear, regional Staff Side lead, will work together to raise and represent any regional issues through either the SPF Project Manager, national SPF or subgroups. The national SPF will then respond and provide feedback through this mechanism.

A regular regional SPF slot on the national SPF agenda to enable discussion.

Each of the three wider group national SPF meetings each year have an allocated slot for an update from individual regional SPFs on a rotational basis.

Identify the most effective means of two-way communication with regional SPFs and a mechanism for regional issues to be escalated.

A regional community 'members only' section on the website allows representatives from regional SPFs to raise and discuss any particular issues, but any 'hot topics' that need to be acknowledged are highlighted to the SPF Project Manager through the route described previously.

Regional SPFs on an ongoing basis highlight good news stories, share best practice and identify any suitable case studies for a revamped version of the SPF Bulletin and the newly-refreshed SPF website. They are also able to maintain relevant and up-to-date information including contact details on the SPF website.

Ensure the national work-plan is cascaded to regional SPFs to support alignment of agendas.

Regions have been provided with a forward plan of the SPF Strategic Group agenda items and are included on the circulation for SPF subgroup papers. This forward look also provides details of known or prospective agenda items for the Wider SPF meetings. Any contributions, feedback or suggestions on any of these are forwarded to the SPF Project Manager in advance of the meetings to ensure their input is represented appropriately.

3. Achievements and successes

Since July 2013, SPFs both nationally and regionally have delivered and supported a huge amount of work, highlighting the productivity of the partnership arrangements, and how successful they have been over the last 12 months.

There have been a number of significant achievements, which are outlined below:

- **Francis Inquiry** - A Francis subgroup of the national SPF was established in June 2013; its aim to maintain a focus on the culture change required to ensure compassionate care is delivered across the NHS. The SPF Francis subgroup contributed to the Government's response to the Francis Inquiry report *Hard Truths: the journey to putting patients first*. Volume 1, chapter 5 of *Hard Truths* features an entry from the Francis subgroup, which sets out the six key messages relating to engagement with the health workforce on issues highlighted in the Francis Inquiry report. These key messages were supported by information and resources from SPF partners on the SPF website. The report also highlighted under key actions p.90: "*The Social Partnership Forum will develop a comprehensive description of what good staff engagement looks like for employers (recommendations 195, 198)*". This was published in June 2014 and disseminated as a best practice guide through the SPF network.
- The Francis subgroup was also consulted on the recommendations that came out of the Cavendish Review, specifically around the Certificate of Care. SPF members now sit on the Cavendish Advisory Group. SPF have also worked closely with NICE on their work developing evidence-based guidelines for safe staffing and skill mix for the NHS.
- **NHS Pensions** - The Staff Passport Group has played a pivotal role in providing clarity on the New Fair Deal (on NHS Pensions) and, working with HM Treasury (HMT), produced a set of Frequently Asked Questions (FAQs) about the application of the New Fair Deal in the NHS for independent providers. These FAQs include information on which staff are covered by the New Fair Deal and the implications on independent providers where staff on the NHS Pension Scheme transfer to their organisation. In May 2014, the FAQs were updated to include further questions and answers from the Mutuals' Network and the latest employee contribution rates.
- The Staff Passport Group developed the "Terms of Access" to the NHS Pension Scheme for non-NHS organisations providing NHS Clinical Services (Independent Providers (IPs)), where they are delivering services under an APMS contract. These terms of access also apply to qualifying contracts entered into by a local authority in relation to its public health or health protection functions; and NHS Standard Contracts - including services procured under 'Any Qualified Provider'. These arrangements came into force 1 April 2014.
- The Staff Passport Group has produced FAQs and guidance about the application of "access" in the NHS for independent providers.

- **Whistleblowing – Raising Concerns at Work** - SPF worked with NHS Employers, Mencap and DH to develop a series of materials to publicise and support the delivery of effective internal communications with staff on raising concerns at work. A new suite of posters and flyers are available via the SPF website.
- **Winter/NHS Flu Fighter Campaign** – In partnership with SPF, NHS Employers has for the last 3 years delivered the national staff flu vaccination campaign. The flu fighter campaign is now delivered in England and Wales and has supported NHS organisations to improve staff flu vaccination uptake from 45.6 per cent in 2012/13 to 54.8 per cent in 2013/14 by encouraging staff to protect themselves, their patients and their families by having the seasonal flu vaccination. This campaign is actively supporting the NHS to manage its winter pressures.
- **Inspection Regime and Staff Engagement** – SPF is working with CQC to help define suitable metrics around staff engagement now that engagement measures are part of the new inspection regime. This follows on from work with Prof Michael West and others who have provided a strong academic evidence base showing that effective staff engagement correlates directly and positively with improved patient outcomes and overall organisational performance.
- **NHS Standard Contract** - The Staff Passport Group engaged with NHS England on the development of the 2014/15 NHS Standard Contract to give an employer and trade union perspective. The following points, raised in these discussions, were reflected in the contract:
 - The requirements on sub-contractors were strengthened and the contract makes clear that the main provider must ensure that all sub-contractors comply with any obligation which the contract places on the main provider.
 - The wording in relation to complying with and promoting the NHS Constitution was strengthened for providers and sub-contractors.
 - The contract makes it clear that providers and sub-contractors must put in place appropriate indemnity arrangements at their own cost and not that of any employee.
 - The New Fair Deal was incorporated in the contract.
- **NHS Staff Survey** - SPF is working closely with NHS England and other partners and have commented on the 11th annual NHS Staff Survey. Dr Dan Poulter and a joint SPF partners' response to the staff survey results was also published on the SPF website. SPF is currently working with NHS England on developing the survey, including consideration of how it might be widened to include all providers.
- **Friends and Family Test (FFT)** - Guidance to support organisations administering the Staff Friends and Family Test (Staff FFT) was developed with the involvement of SPF partners and encourages employers to use the Staff FFT results alongside the patient FFT results, and other local intelligence, to drive improvement, working in partnership with local staff side representatives.

- **Workplace Learning Campaign** – “Learning for Life” was launched in August 2013 and was aimed at embedding a culture of learning across the NHS, it supported employees in their personal development, their employment role and their career progression. Key messages from the evaluation are the resources:
 - were extremely useful – particularly the business case which provided information about organisational benefits such as increased retention and productivity
 - have the flexibility to support the whole of workplace learning but can also be used in individual situations
 - were particularly valued by union learning representatives

Respondents also felt that there was further scope to increase impact awareness of the resources. The evaluation also explored attitudes to workplace learning and showed there is more to be done to make the case in some organisations about the value of workplace learning.

- **Learning Agreements** - A Union Learning Agreement, with NHS Property Services, a first with a newly created NHS body, was signed on 17 September 2013 by management and unions - Unison, GMB, MiP and Unite. The Agreement sets out a framework for how they will promote training and development across the company and benefit all of the 3,200 NHS Property Services staff, whether or not they are union members. The partnership came shortly after the launch of the SPF Learning for Life campaign which aimed to increase the level of access to learning opportunities; the amount of training taking place; and the positive impact of training on patient care.
- **SPF Handbook** - The SPF Handbook was updated and published on the SPF website, February 2014. The Handbook contains useful information about the SPF; it explains the purpose of the SPF, the role of partners and how members of the forum can get involved to support its aims. It also provides practical information on the SPF's detailed working arrangements.
- **New SPF website** - The new and improved SPF website was launched on 18 February 2014. With the participation of partners and members of the regional SPFs, a more accessible website was developed. The refreshed website provides information about the SPF's work, priority areas and activity through an easy-to-use, mobile-friendly website. Alongside this, the SPF Communication Strategy has been rewritten to reflect all the changes to the SPF, including the new ways of working, SPF website and the SPF bulletin. The purpose of this strategy is to set out the communication standards, channels, processes and SPF key communication deliverables for 2014. In March 2014, a new SPF bulletin replaced the former quarterly bulletin and key communication newsletter. It is now comprised of short news items with links to more detailed news features hosted on the SPF website.
- **HPMA Partnership Award** - SPF sponsors the Partnership Working award – part of the Healthcare People Management Association (HPMA) awards. The award for 2013 went to Serena Barnett and Ross McCulloch from West

Dunbartonshire Community Health and Care Partnership, for their development of an integrated Health and Social Care Partnership. 2014 saw 16 entries to the award for partnership working between employer and trade unions with the winners being announced at the Award ceremony 26 June.

In addition to the main national, regional and subgroup activity, SPF has organised a number of focused workshop on key priority areas. These include:

- An NHS Constitution workshop on 22 August 2013 which focused on how best to promote and embed the NHS Constitution; how to give a greater level of awareness among staff and make it more clear and meaningful in their day-to-day work SPF members also sat on the NHS Constitution Expert Advisory Group.
- A Migrant Cost Recovery workshop was held on 21 August 2013 and included discussions around the consultation on charging migrants and overseas visitors to use the NHS and how to better identify patients who should be charged.
- A Technology workshop designed by partners was held on 23 September 2013, in conjunction with NHS England, which considered ways in which SPF could support the work on the NHS Technology Challenge, which was set out by Secretary of State in December 2012 and which SPF had committed to support.
- The national SPF now works closely with the four new regional NHS Employers Engagement Teams, which have taken on the work previously carried out by the SHAs, of coordinating the regional SPFs. The regional Heads of Engagement and their teams work in partnership with their Trade Union counterparts to ensure that there is effective partnership working in their respective regions.

4. Impact of Changes

Programme of Regional Visits

Between March and July 2014, in response to requests cited in the Stocktake report 2013, a programme of visits from national SPF members - including representatives from NHS Employers, Department of Health, UNISON, RCN, MiP, CSP, BMA and RCM - was scheduled.

SPF	Location	Date	Time	Presenting National Rep	National Rep
South West	South West House, Taunton	10th March	2.00-4.00	Andrew Morris (DH)	Victoria Small (SPF)
London	Broadway London	13th March	1.00-5.00	Barry Mussenden (DH)	Claire Sullivan (CSP)
East Midlands	Holiday Inn M1 Nottingham	8th April	1.00-3.00	Jon Restell (MiP)	Victoria Small (SPF)
East of England	Newmarket Racecourse	30 th May	11.00-1.00	Claire Sullivan (CSP)	Victoria Small (SPF)
North	Brewery Wharf, Leeds	10 th June	10.00-1.00	Karen Charman (NHS Employers)	Lynn Slater (DH)
West Midlands	Menzies Hotels Birmingham	17th June	11.00-1.00	June Chandler (Unison)	Andrew Morris (DH)
Joint S. Central & S.E Coast	MWB Victoria, 10 Greycoat Place, London, SW1P 1SB	24th June	1.00-4.00	Karen Charman (NHS Employers)	Madeleine Knight (BMA)
North West	3 Piccadilly, Manchester	28 th July	1.00-3.00	Jon Skewes (RCM)	Lynn Slater (DH)

The purpose of the visits was to:

- continue the dialogue between national and regional SPFs
- update on the change of structure and agenda items of the national SPF
- talk about the work of the SPF subgroups
- gain intelligence from the regional SPFs
- assess what is happening on the ground to gain an overview of challenges and success
- explore opportunities for closer working between national and regional SPFs

Online questionnaire

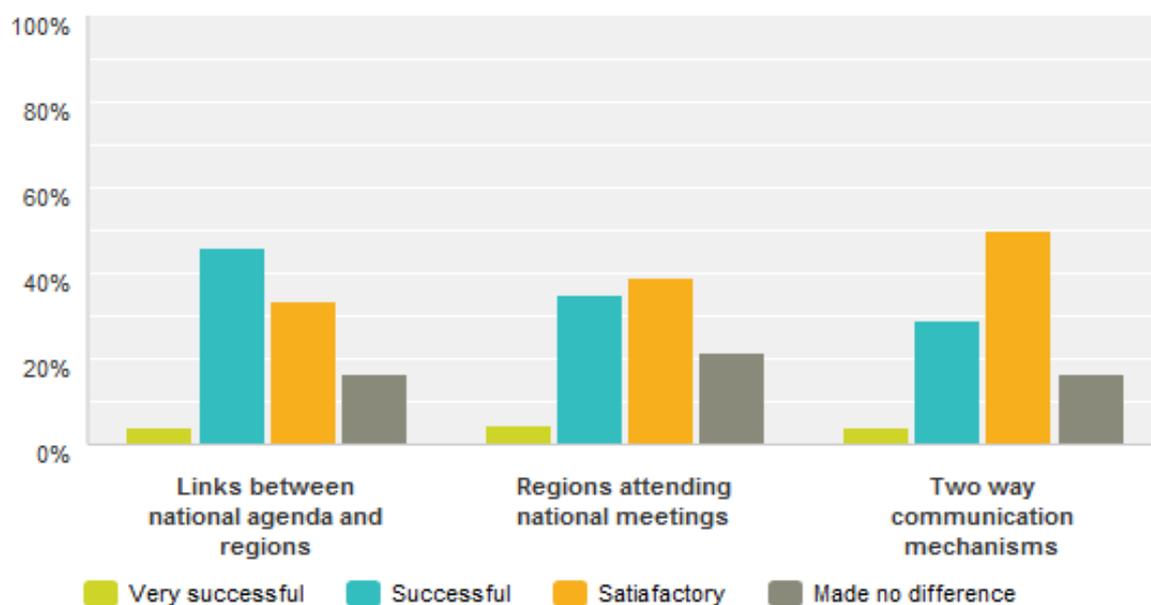
To support the programme of regional visits in gathering information from the regions, an online questionnaire was run from 24 April until 21 May, giving representatives from regional SPFs the opportunity to give open and honest answers to questions in a confidential environment that might not always have been possible during the visits. In

total, 24 regional representatives completed the questionnaire. 50 per cent of respondents were from Midlands and East; 25 per cent London; 17 per cent North and 8 per cent South. All questions and results can be found in Appendix A.

Online questionnaire results

The changes that have been made since Stocktake 2013 highlighted that the links between national agenda and regions has seen the most significant improvement (see table below). In addition, and not represented in the table below, over half of respondents (54.17 per cent) rating the changes as having been specifically “helpful” to their particular region.

Figure 1



A number of issues were raised from the regions. The common themes in these are set out below:

- Lack of partnership at local level
- Staff terms and conditions, pay, redundancy
- Financial pressures
- Linking with wider national organisations on a regional basis.
- Service changes and reconfiguration
- Understanding national priorities and implementing them on a local level.
- Staffing issues: recruiting and retaining, sickness absence, staffing levels, bullying and harassment.

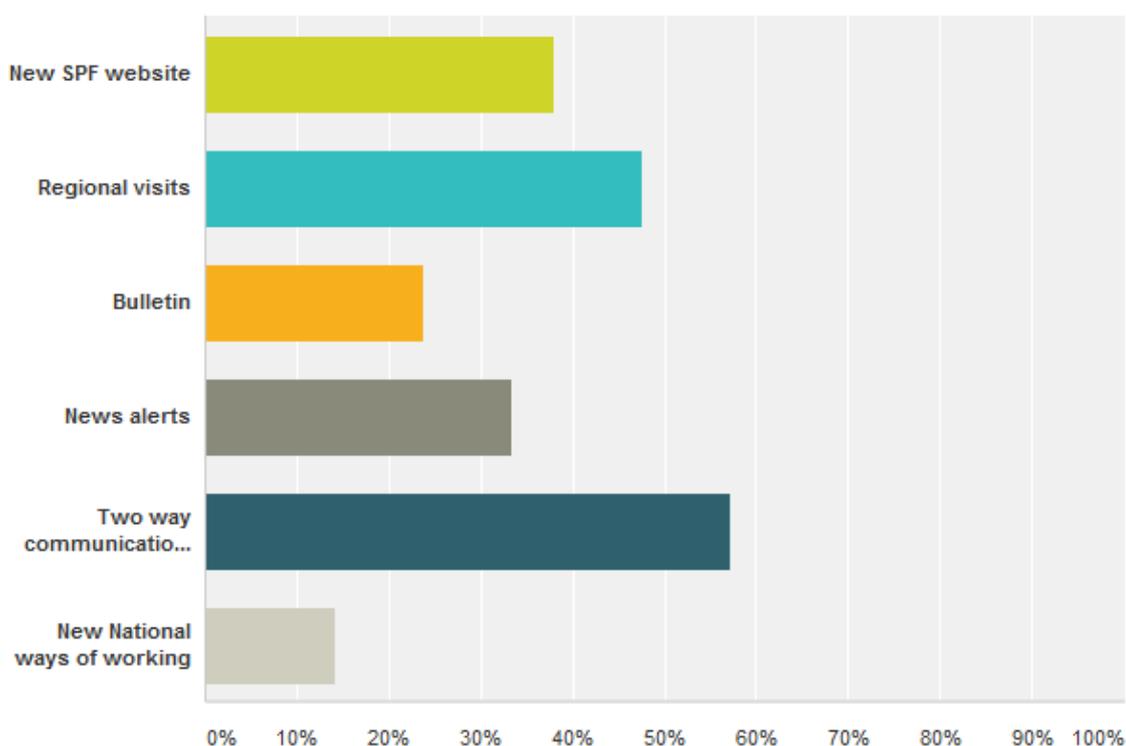
There were mixed views on what, additionally, regions thought that they could deliver that is not currently on their work plans. Some comments suggest nothing else could be added. The issue of “lack of authority” to ensure or enforce was also raised. The majority of feedback suggests further progress could be made on:

- Reviewing staff survey results and other data.
- Better engagement with staff and management side at regional SPF.
- Better links and input into national agendas, workshops and subgroups.

- Improving communications with local trusts and representatives.
- Coordinated/partnership approaches to programmes such as whistleblowing and key workforce issues.

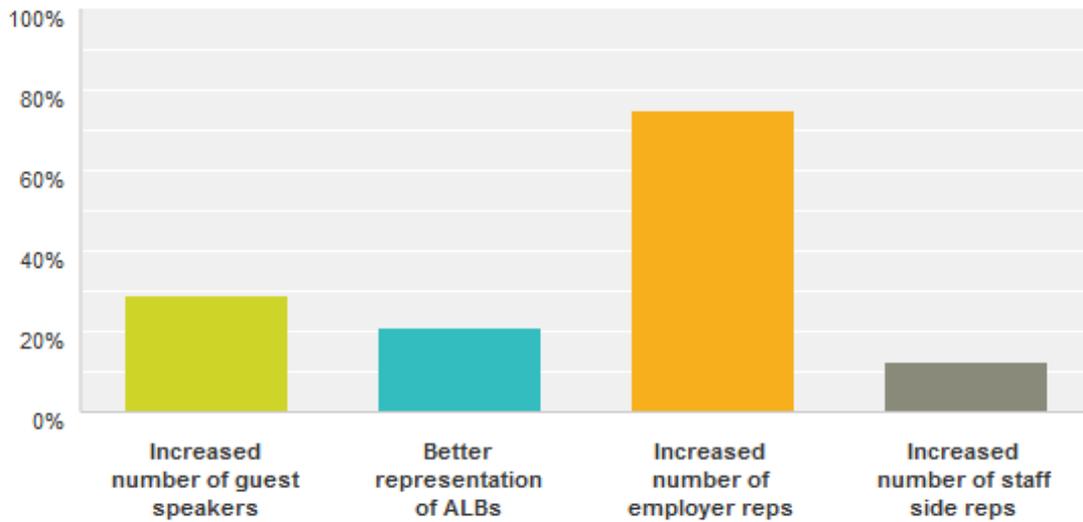
The most successful SPF communication changes were reported to have been the two way communication between national and regional SPFs, the regional visits and the new SPF website. The SPF website being ranked three out of five for design, layout, navigation, information on national SPF and its work and in supporting and being relevant to regional SPF business. It was suggested that communications to local reps would be useful additional communications, along with progress on national work plan reports, summary of national SPF discussions and decisions.

Figure 2



When asked what would most benefit the regional SPFs, there was a majority view that increased numbers of employer representatives would be the biggest benefit to them. (see fig 3 below)

Figure 3



When asked what else regions would like the National SPF to cover on its agenda, respondents suggestions were categorised as outlined below:

- Quality reports, direct links between partnership engagement and patient care experience and outcomes.
- Raising concerns about the NHS system.
- Joint working on developing flexibilities in the workforce over 24/7 and capping agency rates.
- Reviewing commitment to partnership working across the regions.
- System wide support mechanisms to anticipate long term changes needed.
- NHS Finances.

5. Next Steps

Current Activity

At national level, working relationships between the five partners – DH, NHS England, HEE, NHS Staff Side and NHS England continue to develop and mature.

New ways of working for SPF, negotiated in 2013 and embedded in 2014 with the formal establishment of the new SPF Strategic Group, are beginning to bear fruit as SPF contributes on the workforce implications of policy, strategy and the biggest issues for the health and care system.

Regional SPFs are regular attendees at the SPF Wider Group meetings and there is now a portal into the Strategic Group to ensure regional issues, concerns and input are discussed.

The regional programme of national visits will conclude in July with the SPF Project Manager, Victoria Small, attending the regional SPFs on a regular basis to maintain and build the links between national and regional SPFs.

SPF Communication Strategy

The new SPF Communication Strategy which is now in place will need to be embedded into both national and regional practices to further build and enhance the links and two way communication mechanisms between national and regional SPF.

The purpose of the strategy is to set out the communication standards, channels, processes and SPF key communication deliverables for 2014.

SPF communications objectives/aims

- raise awareness, understanding and support for the SPF's priorities
- promote and disseminate information about the SPF's work to key stakeholder audiences
- support the national SPF and subgroups with the appropriate communication activities
- promote and embed partnership working at a national, regional and local level
- encourage improved communications between SPF members and within partner organisations
- create a joined-up approach and communications channels for promoting the SPF and sharing good practice in partnership working.

Audiences

- national SPF and subgroup members
- regional SPFs
- local SPFs
- partner organisations.

SPF communications will be monitored and reviewed on a six monthly basis through the EPWG subgroup of the national SPF with a formal annual evaluation of the SPF website being completed in January 2015.

Stocktake 2015

The 2015 SPF Stocktake will focus primarily on the national SPF - which was last reviewed externally in 2012 - and the effectiveness and fitness for purpose of the new ways of working approximately one year on.

The proposal is for an independent provider to evaluate the new structure, work and priorities of the national SPF and establish how well it is achieving its aims to:

- contribute trade union and employer perspectives to the development and implementation of policy
- provide constructive comments on the workforce implications of emerging policy at a formative stage
- promote effective communications between partners.

The work of the SPF subgroups will also need to be evaluated to establish how well they are achieving or have achieved their aims.

6. Recommendations

With regional Terms of Reference and work plans now in place, focus can now switch to building relationships and enhancing links at, and between, national, regional and local levels. The following recommendations have been summarised to address the findings of the Stocktake 2014 review:

For regions:

- Improve partnership working and communication between regional and local trusts and trade union reps
- Maintain regional attendance and participation at national SPF meetings, workshops and subgroups.
- Embedding the SPF Communication Strategy into practices and procedures.

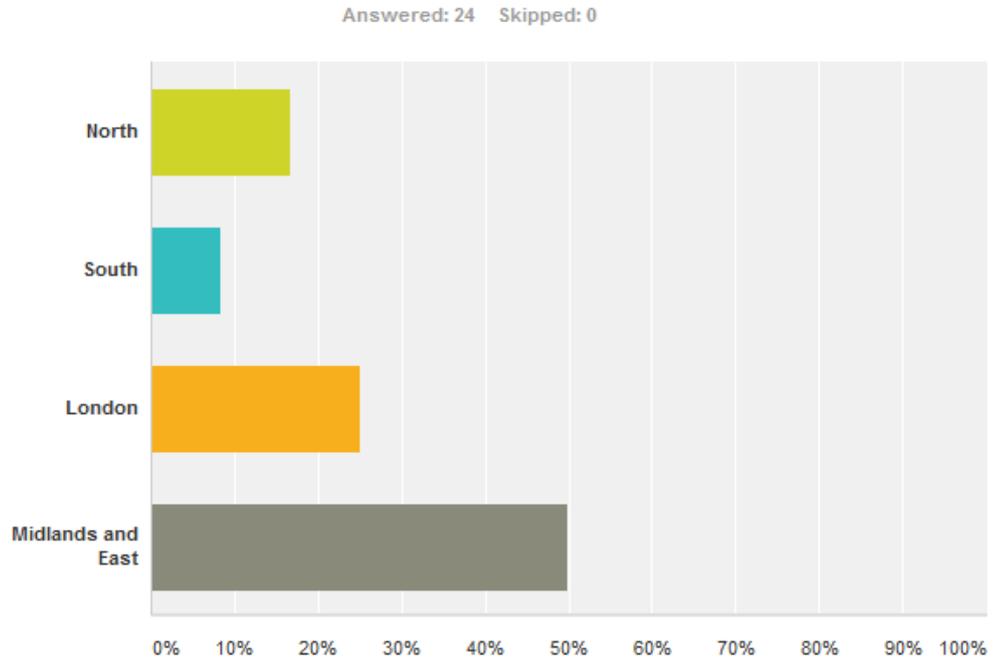
For national:

- Providing and articulating better understanding of how national organisations operate at a regional/local level
- Communicating national work plans more effectively
- Improving two-way communication between national and regional SPFs
- Evaluation of SPF communications

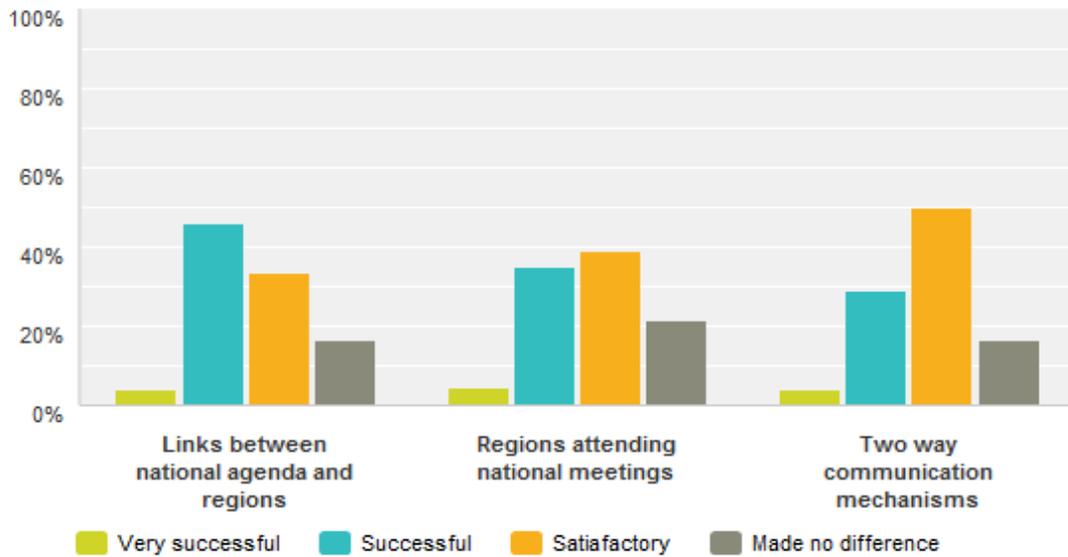
Appendix A

Online Questionnaire Results

1. Which region are you from?



2. How do you rate the changes that have been made since Stocktake 2013?



	Very successful	Successful	Satisfactory	Made no difference	Total Respondents
Links between national agenda and regions	4.17% 1	45.83% 11	33.33% 8	16.67% 4	24
Regions attending national meetings	4.35% 1	34.78% 8	39.13% 9	21.74% 5	23
Two way communication mechanisms	4.17% 1	29.17% 7	50.00% 12	16.67% 4	24

3. On a scale of 1-5 please rate how these changes have helped your region?

	Not at all	Helped slightly	Helpful	Really helpful	Extremely helpful	Total	Average Rating
(no label)	16.67% 4	20.83% 5	54.17% 13	8.33% 2	0.00% 0	24	2.54

Comments:

NHS Employers organisation and facilitation is great but the sense of engagement with national body is very weak

Don't recall our regional SPF attending national meeting yet

Capacity issues have precluded us from participating as much as we would have liked

4. What are your current issues?

All feels top down, not partnership with locals

Organisations working together for a common purpose and ensuring staff side are actively engaged in change across the health economy.

Finding out how the national organisations operate at regional/local level (Monitor, TDA, NHS England). How employers are responding to financial pressures.

Implementing national AfC agreements at a local level

Workforce planning Staff survey results

Engaging providers.

Knowledge of and ways to influence or be heard on wider system issues

Understanding the national priorities and implications for the regions

Major service reconfiguration plans in significant areas of the region. These tend to be picked up in the NW Sub group rather than in the North SPF

Major service changes and impact on staff and patients

Pay, pay protection redundancy lack of representatives poor local partnership

Bullying & Harassment

Recruitment and retention

Working on joint policies, employer involvement, role of HR for London

Band 1 to 4 development engaging with wider HRD community Regional Framework

Staff Survey Whistleblowing

Staffing, whistleblowing

Nurse staffing levels Sickness absence levels in particular populations

Trying to strike a balance between finding meaningful work for the SPF to undertake without undermining the interests of individual employers

Recruiting quality staff

Awareness of national drives implementing all the changes required

Increments linked to appraisal, sickness absence costs, and recruitment issues.

5. What else could your regional SPF deliver that you're not currently doing? For example, working differently as a result of Francis or giving traction to the NHS Constitution?

Engage with staff side meaningfully

Regional policies

Reviewing staff survey results and other data to improve the recruitment and retention of staff

Things have improved in terms of input from a wider range of employers and feedback from national initiatives such as Francis subgroup, need to continue with this progress.

Improving communications between the regional SPF and local trusts

Better overview of the robustness of the health economy across the North of England.

The fragmented nature of the current structures do not support strategic planning effectively.

We are just starting off on our work programme so we are making some good early progress

A commitment to working together on whistle blowing rather than in silos

We continue to struggle to secure stable and meaningful management side representation at regional (NW) meetings. This hinders our ability to make the SPF real within the region with employers and with local staff sides.

Regional SPF having direct involvement with service and organisational change.

More coordinated pan-London policies more collective TU action rather than just working with trusts

Enabling the non-management level staff in seeing the changes and giving feedback
We've got most items covered in our work plan

Nursing staffing Ratios Pay agenda

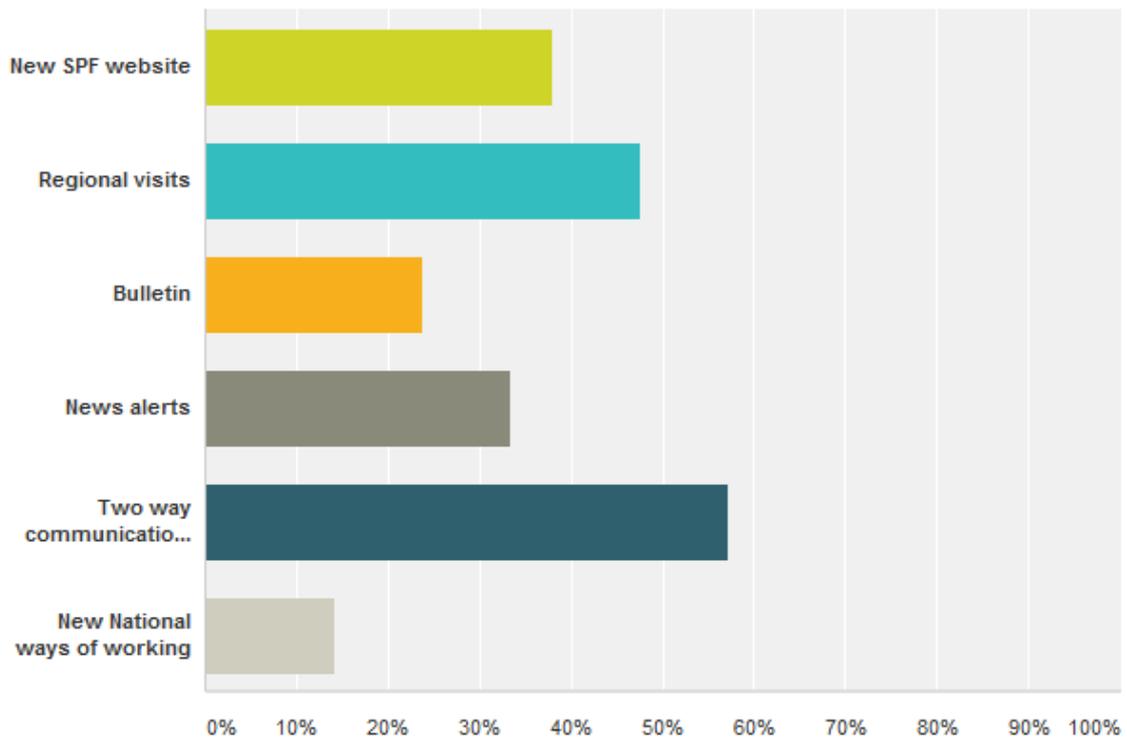
More partnership working on resolving key workforce issues - agenda doesn't always focus on the big ticket items.

Difficult to identify in light of the issues detailed in number 4

Agreeing/supporting workforce change

Checklists for key implementation topics

6. What communications have worked well?



7. What other communications would help your region?

Engagement with independent sector, LAs and patient groups

Two way

Regular visits from the national team.

Look at producing a short note after our meetings that we could circulate widely so people are aware of what we do.

Circulated minutes of SPF discussions to Employers and Local Representatives

A reporting back mechanism for local communications

Progress on National work plan reports

We need to find a way of making SPF more responsive by clear and early communications with constituent organisations and local TU reps.

Email alerts

Brief e bulletins

Summary of National SPF discussions

More information about the national agenda - last meeting was first insight we'd had really.

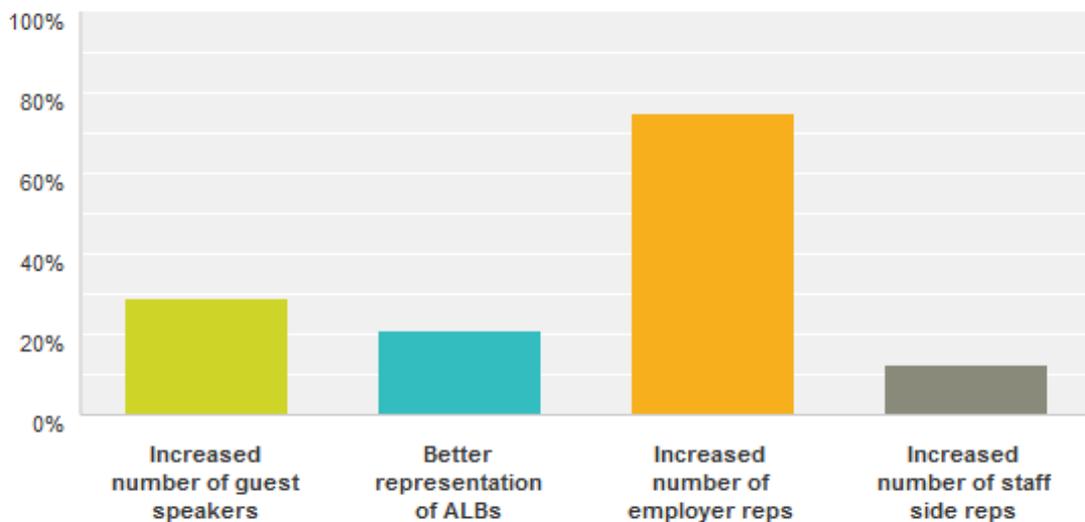
Clear feedback to regional SPF members on the decisions of the national SPF

Newsletters

Newsflashes with bullet point updates as reminders to read/visit other avenues of communication/information

Possibly an event twice a year

8. Who else should be round your table?



9. How do you rate the SPF website?

	Poor	Average	Good	Very Good	Excellent	Total	Average Rating
Design, layout, navigation	0.00% 0	23.81% 5	57.14% 12	19.05% 4	0.00% 0	21	2.95
For information on the national SPF and its work	0.00% 0	27.27% 6	63.64% 14	9.09% 2	0.00% 0	22	2.82
In supporting and being relevant to regional SPF business	4.55% 1	36.36% 8	50.00% 11	9.09% 2	0.00% 0	22	2.64

10. What else would you like the National SPF to cover on its agenda?

Quality reports, direct links between partnership engagement and patient care experience and outcomes.

How we raise issues that the NHS is financially constrained with honesty

Joint working on developing flexibilities in the workforce over 24/7 and capping agency rates.

reviewing commitment to partnership working across the regions

Sharing of good practice around staff engagement

Staff and patient experience.

System wide support mechanisms to anticipate long term changes needed

strategic view on the whole system and financial system. The impact on staff and patients

Being clearer about its authority and having some force behind its decisions
how do the staff feel

NHS finances

More in relation to linking workforce issues to the changing healthcare agenda, e.g. integrated care and what that will mean for the workforce needing to work differently.

Communications to the regional SPFs of key items for them to be aware of and items requiring their feedback

Current issues

Inconsistency of union views across regions