

## Social Partnership Forum - Portfolio of evidence of impact

This document sets out the achievements and impact of the national Social Partnership Forum (SPF). Highlighting where the SPF has made a difference, was a recommendation arising from the stocktake review carried out by the IPA in 2015. The review report along with an associated action plan was ratified by the SPF Wider Group in July 2015. This record starts from that date.

The portfolio is organised under the three key priority areas for the SPF: service transformation, service delivery and NHS culture and staff experience and an additional heading of embedding partnership working.

### Service transformation

#### **Promoting partnership working in system change**

In May 2016, the national SPF wrote a letter to the leads of the sustainability transformation plan (STP) footprints encouraging partnership working and staff engagement in the development of the STPs. The letter was sent to the STP leads by the strategic programme office for the Five Year Forward View as part of wider advice on engagement. The aim of the letter was to encourage appropriate partnership arrangements to be in place in the STPs. As a result of the letter, an STP is linking in with the London NHS Partnership to develop their partnership approach. Feedback from the Yorkshire and Humber SPF indicated that the letter has stimulated discussions in that region on partnership working in their STPs.

#### **Supporting partnership working in system change**

The national SPF, working with the new care models team and STP representatives, produced guidance to support partnership working in developing and implementing system change resulting from the STPs and new care models. The guidance is available on the SPF website on the supporting system change [web page](#), published in September 2016. The guidance has facilitated discussions in a number of regional partnership and STP forums and aims to support the development of partnership arrangements, ensuring appropriate staff engagement and partnership working with trade unions in the STPs.

#### **Providing guidance on staff transfers**

The [SPF Staff transfer guide](#), published in February 2016 and updated in September 2016, is an easy to use web resource designed to support staff who are facing transfer to a provider of NHS funded services in England. It was produced in partnership, with all partners on the SPF contributing to its development, along with the LGA and representatives from private providers.

In the month following its launch, the *SPF Staff transfer guide* was viewed 160 times. An employer representative fed back "the guides have now been well and truly shared with our wider team and will be invaluable over the coming months with the transformation we are currently working towards". A representative from a private provider of NHS services said the guide was a useful resource for his organisation, when considering taking on a contract for service, which would have led to staff transferring from the NHS to his organisation.

#### **Engaging & influencing policy linked to system transformation**

Partners are engaging with relevant policy leads through the SPF and have the opportunity to influence policy related to system transformation such as: the NHS Forward View vanguards; Better Care Fund integrated care sites and devolved health and social care. A close working relationship has been established between the NHS Five Year Forward View, new care models team and the [Workforce Issues Group](#).

For more information on the SPF see: [www.socialpartnershipforum.org](http://www.socialpartnershipforum.org)

## Service delivery

### Extending access to the NHS Pension Scheme

The Workforce Issues Group developed the terms of [NHS Pension Scheme Access](#) for non-NHS organisations providing NHS clinical services (independent providers). These arrangements were introduced in April 2014 and are enabling staff working for independent providers, providing NHS funded services, to have access to the NHS Pension Scheme.

In 2015/16, partners worked with independent providers on an [NHS Pension Scheme Access review](#) to gain an understanding of the effectiveness of the NHS Pension Access arrangements. The review found that the arrangements seem to be supporting the policy aim of delivery of a fair playing field in the NHS. The arrangements are also achieving the policy aim of avoiding a flight to the bottom in pensions, with access to the NHS Pension Scheme being increasingly part of the reward package for staff delivering NHS services in independent providers.

### Supporting CQC inspections

Following an SPF meeting with CQC in April 2015, UNISON circulated guidance to their local representatives to support them to get involved in CQC inspections. This guidance was also shared with CQC. CQC fed back at the February 2016 meeting with the SPF that their perception was that engagement with trade unions has slotted in well to the inspection process.

### Engaging & influencing policy on service delivery

Partners are also engaging with relevant policy leads through the SPF and have the opportunity to influence policy related to service delivery such as: seven day services; workforce efficiency; NHS pricing policy and the NHS Standard Contract.

## NHS culture and staff experience

### Embedding NHS Constitution staff pledges in NHS policies and practice

The SPF has an active stake in the NHS Constitution, having previously played a part in its development in 2009 and through providing content for the NHS Constitution handbook. The NHS Constitution has a page on the [SPF website](#) which includes references to the staff pledges. In addition, the *SPF Staff transfer guide* sets out how the Constitution gives a guarantee of staff employment rights following a transfer to a provider of NHS funded services.

The SPF played an instrumental part in the 2015 Department of Health (DH) campaign, to raise awareness and understanding of the NHS Constitution. The SPF promoted the campaign, using its website and SPF and partners' communications to highlight the important role the Constitution can play, in supporting a positive workplace culture and improved patient care. The campaign featured on regional SPF meeting agendas, which further increased its reach.

The SPF received the following feedback from the DH NHS Constitution team on the SPF involvement in the campaign:

*"Through the help of the SPF within the campaign, we saw huge increases in the amount of people accessing the NHS Constitution, therefore achieving our goal of increasing awareness and understanding. Profile views to the NHS Constitution page increased from the aggregate baseline of 121 a month, to 1462, whilst downloads of the NHS Constitution increased by 48.7 per cent throughout or campaign. The role that the SPF played was influential in this impact, and since the campaign ended, they have continued to look for innovative ways of promoting the NHS Constitution."*

### Tackling bullying and harassment

The SPF is developing an initiative to improve the culture in the NHS and tackle bullying and harassment. At a partnership event on tackling bullying and harassment in December 2015,

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partners agreed recommendations and actions for the individual, organisational and system levels. These proposals were refined at a successful ministerial roundtable event in January 2016 and signed off at the SPF Wider Group meeting, March 2016. NHS Employers has mapped where work is already taking place to tackle bullying and harassment. Partners agreed in May 2016 who the leads for each level where work needs to be undertaken to tackle bullying and harassment. There was a session at the NHS Confederation conference in June 2016 to test proposals and identify organisations that could be potential 'trailblazers'. Following the conference, NHS Employers produced a [podcast](#) interview with employer and staff side representatives on the impact of bullying and harassment in the NHS and possible solutions. The [second edition](#) in the tackling bullying and harassment series was published on the NHS Employers website in October 2016. This features Birmingham and Solihull Mental Health Foundation Trust and their [cultural ambassadors project](#), which was a 2016 HPMA partnership award finalist. The SPF initiative will be launched in December 2016, with the publication of an overarching narrative along with links to resources to support organisations improve their workplace culture and address bullying and harassment. Providers and commissioners in Bedfordshire and Hertfordshire have volunteered to pilot the initiative and share learning through the SPF.

### **Engaging & influencing policy linked to NHS culture and staff experience**

Partners are also engaging with relevant policy leads through the SPF and have the opportunity to influence policy related to NHS culture and staff experience such as: Freedom to speak up; Healthy workplaces; SPF Flu fighter campaign; Workforce Race Equality Standard and leadership development.

### **Embedding Partnership working**

#### **A cross-system approach to partnership working at the national level**

A new [SPF Partnership agreement](#) has been produced, agreed and published in July 2016. This makes a clear commitment from Christina McAnea, staff side chair; Danny Mortimer, employer chair; Ben Gummer, Health Minister; Simon Stevens, NHS England; Ian Cumming, HEE and Jim Mackey, NHS Improvement to work in partnership through the SPF in the development and implementation of policy that impacts on the workforce.

The SPF has established a close working relationship with NHS Clinical Commissioners (NHSCC). This has resulted in NHSCC representatives being appointed to the Workforce Issues Group and the SPF Wider Group. The SPF has also had a number of articles published in *NHSCC's Engage bulletin*. These have created greater awareness amongst commissioners of the SPF, its priorities and work and the importance of working in partnership as part of the commissioning process.

#### **Building a strong working relationship with the regional SPFs**

The SPF nationally clarified its priority areas at a workshop led by Jo Lenaghan, NHS Forward View Board in March 2016. These were communicated to the regional SPFs and are supporting a joined up approach to work between the national and regional forums. Feedback from the regional SPFs indicated that the [SPF infographic](#) has created greater awareness of how the national SPF, subgroups and regional SPFs link together. Members of the national and regional SPFs have told us that the [national and regional action logs](#); twice yearly [national / regional Group](#) meetings and visits by national SPF representatives to the regional SPF meetings have helped increase awareness of the work being undertaken in the national and regional SPFs and supported the sharing of ideas and good practice and joint working.

#### **Promoting partnership working – SPF website**

Through the SPF website and communications, relevant messages are communicated to key stakeholders, increasing their knowledge of relevant policy announcements; keeping them up to

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speed on the work of the SPF and highlighting useful resources and good practice. In an SPF website review carried out November 2015 to January 2016 the majority of respondents rated the overall content of the website good, very good or excellent and the content on the website relevant or very relevant. A report on the findings of the survey of users of the SPF website is available on the [SPF website](#).

### **Promoting partnership working – SPF Bulletin**

The number of subscribers to the SPF bulletin has increased from 199 in July 2015 to 237 in October 2016. This demonstrates an increased awareness and interest in the work of the SPF and partnership working.

### **Promoting partnership working - conferences**

Promotion of the national and regional SPFs and partnership working at the NHS Confederation Annual Conference and Exhibition 2016 (ACE16). Promotional material was produced and distributed from an SPF pod at the exhibition. The SPF presence at ACE16 increased awareness of the SPF amongst senior leaders in health and care and encouraged a debate on the role of trade unions in STP footprints and how best to tackle bullying and harassment in the NHS. In the month following the Conference, there was a record number of visits to the SPF website. This supports the conclusion that the SPF pod, promotional material and publicity connected to the Conference, generated interest in the SPF and the desire of delegates to find out more.

### **Identifying, celebrating and publicising examples of successful partnership working**

The SPF sponsorship of the [HPMA partnership award](#) generates publicity for partnership working and the benefits it can bring. The best entries for the award have been developed into case studies, with a video produced on the overall winner of the 2015 award. These are available on the SPF website. Since summer 2015 the SPF has developed and published in total ten good practice partnership working case studies. The [case study web page](#) on the SPF website is consistently one of the most visited (354 visits in July 2016), which shows that the good practice is being shared and learning is taking place.

**SPF Project Manager  
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