## Theme: Service Transformation

To ensure Partnership working supports the effective development and implementation of the system changes envisaged in the NHS Forward View:

- To consider the workforce implications of London Devolution, Sustainability and Transformation partnerships (STPs), new models of care/Vanguards, Carter productivity recommendations.
- To Invite guest speakers who are involved in workforce transformation reconfiguring service change to partnership in order to increase understanding of broader issues.

### Achievements

- Each London STP has attended and presented to the group
  1. NEL STP whose top 3 priorities included: retention, transformation and HR services to increase productivity effectiveness.
  2. NWL STP are focusing on keeping people out of hospital and to address problems that need solving and one of the areas they are currently focusing on is radiography and radiology.
  3. SWL STP have created 5 workstreams focusing on: competency and skill mix, collaborative working, improving retention and recruitment, prevention and wellbeing and planning for phase 2
  4. SEL STP are focusing on new ways of providing care: community based care, supporting new mothers, integrating mental health services, improving cancer treatment, developing world-class orthopaedic care, improving urgent and emergency care.
  5. NCL STP are focusing on four key themes which are: a single bank tender, a single recruitment policy, retention study, MaST training, clinical Workstreams looking at areas such as GP Trainee redistribution, recruitment new GPs 2017/18 and GP International recruitment

- Going forward the aim is to continue to invite STPs to each meeting asking presenters to discuss the impact on partnership working and maintaining cohesiveness during times of change alongside someone from an ACO/ACS.
- March 17 – SPF/STP workshop took place that brought together STP workforce leads, regional staff side officers, HR Directors and HEE staff who are working to support the development of the workforce workstreams of the STP. The aim was to provide a forum to share current workforce proposals and thinking in each STP, to have a common London view of the workforce implications, and agree if there are any London wide actions the RS PF could take in support. Also explored how to support or develop partnership working across the STPs.
- A designated Trade Union lead for each LWAB has been agreed and feeds back to the full Partnership.
## Service Delivery
To support more effective workforce planning, and encouraging greater staff engagement and trade union involvement in the commissioning and implementation process:
- To support the understanding of new roles/ways of working such as apprenticeships and nurse associates and skill mix
- To support the Streamlining Programme/practices London

- Capital Nurse Programme – Chris Caldwell has engaged with the group around this programme which is jointly sponsored by NHS England, NHS Improvement and HEE. Their vision is to get nursing right in the Capital, ensuring London has the right number of nurses, with the right skills in the right place. The approach is to engage, involve and collaborate with organisations and individual nurses.
- London Life for NHS Workers – The group have had regular updates on the purpose of this subgroup which has focused on the impact of housing and transport costs on NHS staff. An infographic was originally presented to the mayor and further conversations have taken place with the deputy mayor.
- Nursing Associates – update from Julie Screaton, HEE on plans for the role, following huge interest some 2,000 people are now in training with providers across England with 11 test sites of which 4 are in London which equates to 246 places across the 4 sites.
- Apprenticeship Schemes – Julie Screaton, HEE and Helga Pile, UNISON co presented on this subject and the plans for SPF guidance being developed jointly with HEE on the role.
- London HR Transformation Programme - Daniel Elkins, updated the group on plans London work being done particularly around bank and agency collaboration.
- Bank and Agency Group – Jacqueline Docherty, SRO, Bank and Agency fed back to the group on latest update from Bank and Agency work programme.

## NHS Culture
To keep the patient at the centre of everything we do. To work collectively in order to maintain a focus on staff engagement in partnership with the trade unions:
- To consider the impact of raising concerns/guardian role/speak up review.
- To explore how partnership working at a regional level can support a change in culture

- March 17 conference - Dr Glynn Evans "Guardian of Safe Working Hours for Junior Doctors".
- National Guardian office has provided an update on the role of the guardian and their plans to provide support.
- Royal Free FTSU guardian/Workforce Lead shared best practice at National SPF Positive Cultures summit 28.11.17.
- Audit of Change Management Policy by CLCH, useful exercise for all Trusts to undertake in order to provide group with feedback.

## Tackling Bullying
To ensure partnership working supports the effective promotion and embedding of the ministerially driven initiative: tackling bullying in the NHS: a collective call to action:
- Promote the call to action and ensure organisations respond to it
- Identify and share best practice at meetings
- Use staff survey analysis to produce benchmarking and identify good practice.

- Update provided at every meeting, March 17 conference - Jon Restell "Tackling Bullying Call to Action".
- Regional SPF chairs sought good practice via posters sent out to Trusts
- Health and Wellbeing subgroup have a round up of local examples of tackling bullying initiatives at the start of each meeting
- March 17 conference – “Where Do You Draw the Line" UCLH, showcasing best practice around a programme that addresses bullying in the Trust
- June 17 SPF - Staff survey summary report created and shared with group, focusing on regional trends in the data around Staff Engagement, Bullying & Harassment and Health & Wellbeing including most improved for each key finding. The SPF priority is tackling bullying with Trusts to pledge and
| 5. Equality and Inclusion | To ensure the inclusion/equalities agenda is integral to all that we do as the London Partnership:  
- To develop a broader understanding of the issues being discussed around WRES with a view to agreeing joint working with the HRDs and Staff side reps. | June 17 SPF - Staff survey summary report created and shared with group  
June 17 and Dec 17 SPF - Wendy Irwin, Equalities Lead RCN presented on "Inclusion Solution" and update and outputs from event, attended by Deb O'Dea, (chair of HRD network) Andrew Barton (Chair of Health and Wellbeing subgroup)  
Sept 17 H&W subgroup - Bertille Calinaud, Inclusive Employers Network |
| 6. Health and Wellbeing | To support initiatives in partnership with unions that contribute to improved staff health and wellbeing:  
- Support the H&WB subgroup in its aim to increase the uptake of NHS organisations to sign up to the London Healthy Workplace Charter. Regular reporting from the group.  
- Invite exemplar organisations to share their journey on staff engagement and partnership working and share best practice. | March 17 - The Chair of the Health and Wellbeing subgroup drafted a letter to be sent out to Chief Execs to encourage Trusts to consider signing up to the London Healthy Workplace Charter and to become sub-group members and also mentions links to staff survey results and the national collective call to action to tackle bullying in the NHS  
March 17 conference - breakout session "London Healthy Workplace Charter"  
June 17 SPF - WRES update from Roger Kline where London indicators were discussed to prioritise action plan  
Regular progress updates from health and wellbeing subgroup at SPF meetings  
Dec 17 - Ann Macintrye - update from WRES planning meeting  
Health and Wellbeing subgroup have a round up of local examples of health and wellbeing initiatives at the start of each meeting and share best practice, this has led to collaborative working to share services with other community trusts as direct result of the subgroup and has helped to inform the National SPF group Call to Action information gathering  
Health and Wellbeing subgroup proposal of visits to look at areas of best practice and to share ideas followed by a subgroup meeting  
September 17 SPF – a joint session on Increasing staff uptake of the Flu vaccine and the seriousness of Influenza and the impact of not having vaccinations led by Kenny Gibson – Public Health England and programme team expert Christian Bengoa, NHS Employers. |
| 7. Embedding local Partnership working | Ensuring that the Partnership continues to role model and support better partnership working locally:  
- To arrange an annual London NHS Partnership Conference. | March 17 - Annual conference "Healthy Partnerships for a Healthy NHS"  
Total attendees were 75 including speakers, 94% delegates agreed/strongly agreed that attending the event enabled them better understand the impact of HWB for staff/how it is supported in partnership. delegates had the opportunity for some table work to discuss Partnership Agreements and where they had worked well locally. |
**The London NHS Partnership Summary of Achievements Against Workplan Objectives 2017**

<table>
<thead>
<tr>
<th>Achievements</th>
<th>Activities</th>
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<tr>
<td>• To keep updated, from sources such as NHS Employers and Unions, on relevant national employment issues.</td>
<td>A write up of the conference and links to all presentations were uploaded to the SPF website.</td>
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<td>• To share best practice of engagement and partnership working.</td>
<td>March 17 - annual conference breakout session – local examples of best practice were featured:</td>
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<tr>
<td>• To promote local partnerships to engage with and enhance partnership working at their request.</td>
<td>o “Where do You Draw the Line” - University College London Hospital</td>
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<td>• To identify possible London-wide advice and/or policy development through the Partnership’s Policy Group.</td>
<td>o “Staff Health and Wellbeing at the Royal Free Hospital” – The Royal Free Hospital</td>
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<td>• Maximise benefits of partnership working at a regional level to support NHS England London, HEE, LETB’s and NHS Improvement.</td>
<td>o “Staff Health and Wellbeing at South London and the Maudsley Hospital” – South London and the Maudsley Hospital</td>
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<td>• Consider how the integration agenda will impact on workforce development.</td>
<td>• Employers are encouraged to participate in the London NHS Partnership.</td>
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<td>• Produce a summary report and consider staff survey metrics to inform priorities for the year ahead.</td>
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### 8. Other

- **Facility time** - The London SPF felt that now that the requirement under the TU act to report facility time has come into force and that a fee for DOCAS has to be implemented they agreed it would be beneficial to consider with employers creating best practice/protocol to address this.

- **DOCAS** – A Pan London agreement reached in partnership that the administrative costs recovered by employers should not exceed 0.5 per cent of the total value of collected subscriptions.

- **Job Evaluation** - The London SPF continue to explore how they can assist in helping Trusts train managers and Union reps in Job Evaluation following a recent survey that was sent out to Trusts.

- **The Nurse and Midwife Revalidation Principles** - were ratified by the London SPF at the September meeting. This document has been developed by the London NHS Partnership (SPF), in collaboration with NHS England, NHS Improvement and the NMC. This will be uploaded to the website and adopted nationally.