NORTH OF ENGLAND NHS SOCIAL PARTNERSHIP FORUM

TERMS OF REFERENCE
The North of England NHS Social Partnership Forum has been set up by the employers, trade unions and NHS Employers Engagement Team - North to pursue their common purpose of developing a world class health service delivered by a world class workforce in the NHS in North of England.

Effective partnership working will produce important benefits. These include improved services for patients and users and ensuring high standards of employment practices in the health services in the North of England.

The North of England NHS Social Partnership Forum will ensure that the principles underpinning the Partnership Agreement Framework agreed by the Department of Health, NHS Employers and NHS Trade Unions operate effectively within the North of England.

The Partnership recognises respective roles and responsibilities, establishes shared values and common purpose and sets some key principles for effective joint working. It provides the basis for a continually improving partnership which will lead to long-term solutions that work both for staff and, more importantly, for users.

AIMS AND VALUES

Aims of the North of England NHS Social Partnership Forum
To provide a modern partnership arena for an overarching and, where appropriate, confidential discussion and debate about the strategic issues affecting the NHS workforce.

In particular it will:

- Contribute trade union and employer perspectives to the development and implementation of policy
- Provide constructive comments on implementation at a formative stage
- Contribute ideas on the workforce implications of the implementation of policy
- Promote effective communications between partners, supporting the development of the Health and Wellbeing system in the North of England
- Promote good practice across the North of England
- Feed North of England views into national groups including Staff Council, the Social Partnership Forum and the Stakeholder Forum and to be the conduit for national feedback to the sub-regional SPF’s.
- Contribute to the strengthening of commissioning within the North of England.
- To keep the patient at the centre of everything we do.
Roles and Responsibilities
To enable effective operation of these partnership arrangements, the partners agree to recognise and respect each other’s roles and functions which are distinct but complementary.

The partners recognise that:

- NHS organisations have responsibility for implementing national policy but are independent organisations in their own right.
- Trade unions have a responsibility to represent and act in the interest of their members.
- Other stakeholders will have views which will need to be taken into account.

Shared approach
This partnership agreement is underpinned by shared values and common purpose. In particular, partners:

- Have a shared commitment to continuous improvement, including access to high quality services and delivering value for money to the public.
- Believe the NHS should promote good practice in all areas of staff management, including equality and diversity, staff development and a commitment to security of employment.
- Agree that the NHS should take a collective approach to support staff that may be affected by service changes.

Principles for effective joint working
All partners recognise the importance of good formal and informal working relations, built on trust and shared responsibility, while still respecting difference. All partners commit to adopt these principles in their dealings with each other:

- Building trust and a mutual respect for each other’s roles and responsibilities.

Also:

- A positive and constructive approach.
- Early discussion of emerging issues and maintaining dialogue on policy and priorities.
- Openness, honesty and transparency in communications.
- Where appropriate, confidentiality and agreed external positions.
- Making the best use of resources.

10 Behaviours of successful partnership working & Audit Tool
This forum has adopted these behaviours and the model. It will ensure that the audit tool is completed on an annual basis. For the 10 behaviours and the audit tool, please see the SPF website Here.
WORKING ARRANGEMENTS

Frequency of Meetings
The Partnership will meet 3 or 4 times a year, and will be supported by geographical sub-groups based in the North East, the North West and The Yorkshire & Humber.

Short-life subgroups may be formed to undertake specific pieces of work in between meetings. These sub-groups will comprise relevant partners from across the North of England.

Membership
The membership of the North of England NHS SPF is as follows:

Management Side
- 3 Representatives from Clinical Commissioning Group Leadership drawn from the North East, North West & Yorkshire & The Humber.
- HR Director Lead Employers representing the North East, North West and Yorkshire and Humber areas. (HR Directors can nominate a deputy to attend in their absence)
- HR Director representing Mental Health Trusts
- Local Government Employers Organisation Representative
- 2 Commissioning Support Unit director representatives.
- NHS England Director (NHS England’s delegate will change based on context/topics)
- A Health Education England Managing Director from the North of England (All three sub regions (NW, NE or Y&H) will attend specific meetings).
- Public Health England Director
- NHS Trust Development Agency
- Head of Engagement North from NHS Employers

Staff Side
- 15 Seats from NHS staff side organisations.

Key Stakeholders
Key stakeholders will be routinely invited to the North of England NHS SPF meetings. Subject to their availability, they may attend only at strategic times or may attend on every occasion. These stakeholders will include:

- National SPF members

*A summary of members of the SPF is attached as appendix 1 (Page 5).

Facilitation and Coordination of Meetings
Members of the NHS Employers Engagement Team – North will be responsible for the facilitation and coordination of meetings and will routinely be in attendance at all meetings.
Communications
Every effort will be made to provide information in good time for discussion or consultation.

All partners undertake to respect confidentiality where that is required or requested; and otherwise to conduct their dialogue openly. Partners also have a responsibility to bring the views of those they represent to the SPF, and also to disseminate and cascade agreed communications from the SPF. Feedback will be routinely provided between the North of England NHS SPF and any sub-regional SPF groups.

Joint public communications will be agreed from time to time. At the close of each meeting the group should be clear on the agreed communication points for wider dissemination, either to national SPF groups, sub-regional SPF groups, or locally to employers and staff side. NHS Employers will be responsible for dissemination of SPF Key Comms within 7 days of the meeting close.

There will be a regional SPF agenda item on the national SPF agenda and the national SPF work plan will be shared with the regional SPF in order to align agendas.

EVALUATION AND REVIEW

There will be an annual review of these terms of reference and arrangements to ensure they remain fit for purpose,

Date: December 2014
Appendix 1

North of England NHS Social Partnership Forum – Membership arrangements

Trades Unions
The following Unions are recognised under Agenda for Change and Union members of the SPF will be drawn from these Unions:

- UNISON
- The Royal College of Nursing (RCN)
- The Royal College of Midwives (RCM)
- Unite
- GMB
- The Chartered Society of Physiotherapy (CSP)
- The Society of Radiographers (SoR)
- The Federation of Clinical Scientists (FCS)
- The British Association of Occupational Therapists (BAOT)
- The Union of Construction Allied Trades and Technicians (UCATT)
- The British Orthoptic Society (BOS)
- The Society of Chiropodists and Podiatrists (SoCP)
- The British Dietetic Association (BDA)
- Managers in Partnership (MiP)
- The British Medical Association (BMA)

Management Side
Management Side members are as follows:

- 3 Representatives from Clinical Commissioning Group Leadership – Sharmila Kar (Head of OD at Central Manchester CCG). *(NE & Y&H Reps To Be Confirmed)*
- North East, North West and Yorkshire and Humber Health Education England Managing Directors – Elaine Redhead, Laura Roberts and Adam Wardle.
- 3 HR Director Lead Employers representing the North East, North West and Yorkshire and Humber areas – Janine Lutz, HR Director NE CSU (NE), Ros Edwards, HR Director of Royal Liverpool and Broadgreen University Hospitals NHS Trust (NW), Dawn Jarvis, Director of People & Organisational Development, Doncaster and Bassetlaw Hospitals NHS Foundation Trust (Y&H).
- HR Director Representing Mental Health Trusts - Andrew Maloney, Director of HR & Governance, Greater Manchester West Foundation Trust.
- Local Government Employers Organisation Representative – Liz McQue, Chief Executive North West Employers Organisation (representing all 3 areas).
- Commissioning Support Unit Managing Directors from the 2 areas – (Janine Lutz & second rep TBC).
- NHS England Director – North (to rotate).
- Public Health England Director – North, Paul Johnstone or Tracey Sharp.
- NHS Trust Development Agency Director North – Nicky O’Connor
- NHS Employers Organisation Representative - Rebecca Smith, Head of Engagement North.

**Key Stakeholders**
- National SPF Members
- Hospital Consultants & Specialist Association (HCSA) - There is national discussion regarding the HCSA attending the National SPF in observer status.

**Facilitation**
The North of England NHS Social Partnership Forum and sub groups will be facilitated by the North Engagement Team at NHS Employers:

Jane Raven  
Deputy Head of Engagement (or Jane Raven, Associate, NHS Employers) 

Humayoun Akhtar  
Senior Engagement Support Officer 

Isabel Aldrich  
Engagement Support Officer 

**Chairing Arrangements**
There will be joint management and staff side chairs who will rotate.