LONDON SOCIAL PARTNERSHIP FORUM

TERMS OF REFERENCE
Updated 15.07.19

Background

The London NHS Partnership was originally set up by the employers, trade unions and the former Strategic Health Authority to pursue their common purpose of developing a world class health service delivered by a world class workforce in the NHS in London. It now forms part of the 10 Regional Social Partnership Forums which are supported by NHS Employers Engagement team.

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 London.

The London NHS Partnership 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 London region.

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.

These principles are underpinned by the NHS Constitution

AIMS AND VALUES

To provide a modern partnership approach to issues affecting the NHS workforce where a London-wide view is needed or would be useful.

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
- Promote good practice across London
- Feed London region views into national groups including NHS Staff Council and the National Social Partnership Forum.
- Contribute to the strengthening of commissioning within London.
- 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
- 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 who 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

WORKING ARRANGEMENTS

Mandate
The representatives of NHS employers in London will be endorsed by and receive their mandate from the London HRD network (formerly HR for London group)

Membership
Membership of the Partnership will comprise of representatives from:
Representatives of employers in the NHS in London, from a cross-section of organisations and job roles.
London trade unions party to the Agenda for Change agreement, plus the BMA, MiP & HCSA
NHS Employers and ALBs

A detailed breakdown is given in appendix i

Other stakeholders will be invited as appropriate.

The Partnership may set up ad hoc working groups from time to time to consider particular issues where a London view is required

Meetings
The Partnership will meet four times a year. The commitment as an Employer rep is to attend at least 50% of these meetings as well as the manager’s pre-meet prior to the main meeting

Short-life subgroups will be formed to undertake specific pieces of work in between 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.
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.
All communications which go out in partnership should go out via NHS Employers/HRD’s Network and London Health Unions concurrently
EVALUATION AND REVIEW
There will be an annual review of these terms of reference and arrangements to ensure they remain fit for purpose.

Appendix i

London NHS Partnership – Membership arrangements

Trade Union Side
Union Side Membership will be filled by representatives from the following organisations:

London Health Unions (LHU):

UNISON
The Royal College of Nursing (RCN)
The Royal College of Midwives (RCM)
Unite
GMB
The Union of Shop, Allied and Distributive Workers (USDAW)
The Chartered Society of Physiotherapy (CSP)
The Community and District Nursing Association (CDNA)
The Society of Radiographers (SoR)
The Federation of Clinical Scientists (FCS)
The British Association of Occupational Therapists (BAOT)
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)
Hospital Consultants & Specialists Association (HCSA)

Joint Chairs
Phil Thompson UNISON Regional Organiser & Lead, London Health Unions
Alwen Williams Chief Executive, Barts Health NHS Trust

Management Side
Management Side Representation will be filled by the following HR Directors/Associate Directors:

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<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
<th>Type</th>
<th>STP</th>
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<tbody>
<tr>
<td>Tom Nettel</td>
<td>Royal National Orthopaedic Hospital NHS Trust</td>
<td>Specialist</td>
<td>NCL</td>
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<tr>
<td>Mark Vaughan</td>
<td>North Middlesex University Hospital NHS Trust</td>
<td>Acute</td>
<td>NCL</td>
</tr>
<tr>
<td>Bob Champion</td>
<td>North East London Foundation Trust</td>
<td>Mental Health</td>
<td>NEL</td>
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<tr>
<td>Terry Roberts</td>
<td>The Hillingdon Hospitals NHS Foundation Trust</td>
<td>Foundation</td>
<td>NWL</td>
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<tr>
<td>Daniel Waldron</td>
<td>Guy’s &amp; St Thomas’ NHS Foundation Trust</td>
<td>Foundation</td>
<td>SEL</td>
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<tr>
<td>Kelvin Cheatle</td>
<td>Kingston Hospital NHS Trust</td>
<td>Acute</td>
<td>SWL</td>
</tr>
<tr>
<td>Norma French</td>
<td>Whittington Health</td>
<td>Acute</td>
<td>NCL</td>
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Other Members
Ann Macintyre Chair, London HR Directors network
Rachel Patterson NHS England
Silvio Giannotta HEE

Executive Team:
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<tr>
<td>Phil Thompson</td>
<td>UNISON</td>
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<tr>
<td>Debbie Eakins</td>
<td>UNISON</td>
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<tr>
<td>Andrew Barton</td>
<td>The British Medical Association (BMA)</td>
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<tr>
<td>Mark Farmer</td>
<td>The Royal College of Nursing (RCN)</td>
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<tr>
<td>Jude Diggins</td>
<td>The Royal College of Nursing (RCN)</td>
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<td>Alwen Williams</td>
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<td>Ann Macintyre</td>
<td>Chair, London HR Directors network</td>
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<tr>
<td>Rachel Patterson</td>
<td>NHS England</td>
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<tr>
<td>Bernadette El-Hadidy</td>
<td>NHS Employers</td>
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<tr>
<td>Janine Prever</td>
<td>NHS Employers</td>
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Facilitation
The London NHS Partnership and subgroups are facilitated by the London Engagement Team at NHS Employers:

- Bernadette El-Hadidy Area Head of Engagement
- Diwura Olayinka Engagement Support Officer
- Janine Prever Senior Engagement Support Officer

Work plan priorities 2018/19
The focus of the London NHS Partnership's work in 2018/19 will be in the following key areas:

1. **Service Transformation**
   To ensure Partnership working supports the effective development and implementation of the system changes envisaged in the NHS Forward View and to identify areas where it would like to contribute to work arising from the health and care workforce strategy.
   - To consider the workforce implications of London Devolution, Sustainability and Transformation partnerships (STPs), Integrated Care Services (ICS), 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
   - To ensure system change is supported via the London redeployment process.

2. **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 activity to 'de-risk' change arising from the development of STPs and ICSs
   - To consider the implications of 7-day services and share good practice.
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<tr>
<th>3. <strong>NHS Culture</strong></th>
<th><strong>To support the Streamlining Programme/practices London</strong></th>
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<td>To keep the patient at the centre of everything we do</td>
<td>• To consider the impact of raising concerns/guardian role/speak up review.</td>
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<tr>
<td>To work collectively in order to maintain a focus on staff engagement in partnership with the trade unions</td>
<td>• To explore how partnership working at a regional level can support a change in culture.</td>
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<th>4. <strong>Tackling Bullying</strong></th>
<th><strong>Promote the call to action Year 2 and ensure organisations respond to it</strong></th>
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<tr>
<td>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</td>
<td>• Identify and share best practice at meetings</td>
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<td>• Use staff survey analysis to produce benchmarking and identify good practice.</td>
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<th>5. <strong>Equality and Inclusion</strong></th>
<th><strong>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.</strong></th>
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<tr>
<td>To ensure the inclusion/ equalities agenda is integral to all that we do as the London Partnership</td>
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<th>6. <strong>Health and Wellbeing</strong></th>
<th><strong>Support the H&amp;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.</strong></th>
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<tr>
<td>To support initiatives in partnership with unions that contribute to improved staff health and wellbeing</td>
<td>• Invite exemplar organisations to share their journey on staff engagement and partnership working and share best practice.</td>
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<th>7. <strong>Embedding local Partnership working</strong></th>
<th><strong>To arrange an annual London NHS Partnership Conference.</strong></th>
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<td>Ensuring that the Partnership continues to role model and support better partnership working locally</td>
<td>• To keep updated, from sources such as NHS Employers and Unions, on relevant national employment issues.</td>
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<td></td>
<td>• To share best practice of engagement and partnership working.</td>
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<td></td>
<td>• To promote local partnerships to engage with and enhance partnership working at their request.</td>
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<td></td>
<td>• To identify possible London-wide advice and/or policy development through the Partnership’s Policy Group.</td>
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<td></td>
<td>• Maximise benefits of partnership working at a regional level to support NHS England London, HEE London and NHS improvement.</td>
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<td></td>
<td>• Consider how the integration agenda will impact on workforce development.</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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<td></td>
<td>• Evaluate the effectiveness of partnership working by undertaking a ‘heat check’</td>
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Please visit the Social Partnership Forum [http://www.socialpartnershipforum.org/](http://www.socialpartnershipforum.org/)