# Social Partnership Forum - Workforce Issues Group

**Terms of Reference – January 2020**

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<tr>
<th>1. PROJECT TITLE</th>
<th>Workforce Issues Group (WIG)</th>
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<td>2. PROJECT LEAD</td>
<td>Victoria Small, SPF Programme Manager</td>
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<td>3. PROJECT TEAM</td>
<td><strong>JOINT CHAIRS</strong>&lt;br&gt;Gavin Larner, DHSC&lt;br&gt;Jon Restell, MiP&lt;br&gt;&lt;br&gt;<strong>DHSC</strong>&lt;br&gt;Vicky Dare&lt;br&gt;Andrew Morris&lt;br&gt;&lt;br&gt;<strong>NHS Employers</strong>&lt;br&gt;Bernadette El-Hadidy&lt;br&gt;Jen Gardner&lt;br&gt;James Shepherd&lt;br&gt;&lt;br&gt;<strong>NHS employer</strong>&lt;br&gt;Debbie Eyitayo&lt;br&gt;&lt;br&gt;<strong>NHS England &amp; NHS Improvement</strong>&lt;br&gt;Melanie Whitfield&lt;br&gt;Maria Robson&lt;br&gt;&lt;br&gt;<strong>Health Education England</strong>&lt;br&gt;Kirstie Baxter&lt;br&gt;&lt;br&gt;<strong>Independent Sector employer</strong>&lt;br&gt;Shelley Thomas, Spire Healthcare&lt;br&gt;&lt;br&gt;<strong>Commissioning Support Unit</strong>&lt;br&gt;Gail Tarburn, South London CSU&lt;br&gt;&lt;br&gt;<strong>Clinical Commissioning Group</strong>&lt;br&gt;Stephanie Cartwright, Dudley CCG&lt;br&gt;Rebecca Matthews, North West Surrey CCG&lt;br&gt;&lt;br&gt;<strong>STP/ICS representative</strong>&lt;br&gt;Paula Roles, Lancashire &amp; South Cumbria ICS&lt;br&gt;&lt;br&gt;<strong>HSWPG trade union representative</strong>&lt;br&gt;Kim Sunley&lt;br&gt;&lt;br&gt;<strong>TUs</strong>&lt;br&gt;Guy Collis, UNISON&lt;br&gt;Helga Pile, UNISON&lt;br&gt;Jim Fahie, CSP&lt;br&gt;Rob Kidney, BMA&lt;br&gt;Sally Brett, BMA&lt;br&gt;Rachel McIlroy, RCN&lt;br&gt;Colenzo Jarett-Thorpe, Unite</td>
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NB. It is recognised that membership may need to be flexible to ensure that the right people attend at the right time to enable work to progress.

**COPY GROUP – copied into papers and invited to meetings where appropriate:** Alan Lofthouse, UNISON; Amanda Cass, Unite; Denise Vanstone, Angie Walsh, Jonathan Firth & Robert Pickard, DHSC; Rebecca Smith, NHS Employers; Julie Murphy, NHS BSA; Matt Dykes, TUC; Cornelius Hargrave, LGA; Caroline Beardall, NHSE/I; Sophie-Odile Sauerteig BMA.

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<th>4. AIM</th>
<th>WIG has a positive contribution to policies that impact on the workforce, resulting in an improved working experience for NHS staff and better patient outcomes.</th>
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| 5. OBJECTIVES   | • To influence and provide partnership input into the workforce implications of policy related to workplace culture and staff experience, service delivery or system transformation.  
                  • To clarify and communicate principles for engagement with staff throughout cultural or organisational change or transfer.  
                  • To produce practical and effective partnership products for NHS employers and staff.  
                  • To contribute to activity that improves NHS workplace cultures and reduces inappropriate behaviour or conduct in the workplace against staff.  
                  • To ensure the SPF Staff Transfer Guide standards continue to be relevant and accurate.  
                  • To ensure that the standards agreed in the SPF Staff Transfer Guide and the NHS Constitution staff pledges are embedded in NHS policies and make detailed recommendations on behalf of the SPF.  
                  • To successfully undertake projects on behalf of the SPF Wider Group or SPF Strategic Group. |
| 6. DELIVERABLES | NB. This is not an exhaustive list of deliverables; the WIG workplan will be kept updated to reflect current workstreams and deliverables.  
                  • To support the SPF Wider Group and Strategic Group to deliver on their commitments under the categories of service transformation, service delivery and NHS culture and staff experience by acting as a primary working group for projects or programmes of work.  
                  • Partnership initiative to create cultures of civility, compassion and respect in the NHS where inappropriate behaviour, poor conduct and violence against staff is tackled effectively.  
                  • Input into service transformation policy, where there are workforce implications such as the development of Integrated Care Systems (ICS) & Sustainability and Transformation Partnerships (STPs) and staff portability between organisations.  
                  • On-going review of the content of the SPF Staff Transfer Guide to maintain accuracy. |
### 7. BUSINESS BENEFITS
- Improved policy making and outcomes – supporting a positive staff experience, leading to improved patient care.
- Clarity of staff rights when they transfer to other NHS organisations or out of the NHS.
- Consistency of approach to HR practice.
- Reassurance for staff.
- Better industrial relations and better partnership working.
- Workforce flexibility.
- Seamless and effective embedding of culture and system change.
- Better integration between the national SPF and regional SPFs.

### 8. LINKS AND DEPENDENCIES
The group reports to the SPF Wider Group and the SPF Strategic Group and links to following groups/workstreams:
- Health Safety and Wellbeing Partnership Group of the NHS Staff Council (HSWPG)
- Equality and Diversity Council
- Regional SPFs
- National/Regional Group
- Policy leads across DHSC
- NHS England and NHS Improvement
- Care Quality Commission
- National Guardian’s Office.

### 9. POTENTIAL RISKS
- Complexity of issues – needs clear co-ordination and agreed expectation from all partners.
- Links to and impact on wider issues outside the NHS workforce agenda.
- Nature of plurality means providers of NHS-funded services have different perspectives and needs.
- Adverse staff or union reaction if staff issues not satisfactorily addressed.
- Time and commitment from all partner organisations, needed to deliver broad and challenging agenda.
- Difficulties in engaging effectively with policy leads from multiple organisations – DHSC, HEE, NHS England and NHS Improvement.
- Developments on policy issues coupled with tight timescales are a challenge for meaningful engagement where papers are circulated late, it is recognised that the Group may need to defer discussion to the next meeting or provide comments off-line.
- Lack of impact, difficulty measuring/monitoring the impact of what the Group does.
- Difficulty in delivering products within a timeframe likely to optimise impact.
| 10. TIMING | • Frequency of meetings – monthly (more if required dependent on agendas) supported by detailed work off-line as required.
• Agenda and supporting papers to be circulated one week before the meeting date where possible.
• The desired outcomes of agenda items should be stated on the agenda.
• Specific deliverables dependent on policy timescales and resources. Processes and timescales to be agreed by partners on each workstream.
• ToR will be reviewed periodically: next review September 2020. |