

## TERMS OF REFERENCE: SOUTH EAST REGIONAL SOCIAL PARTNERSHIP FORUM (final)

### Purpose

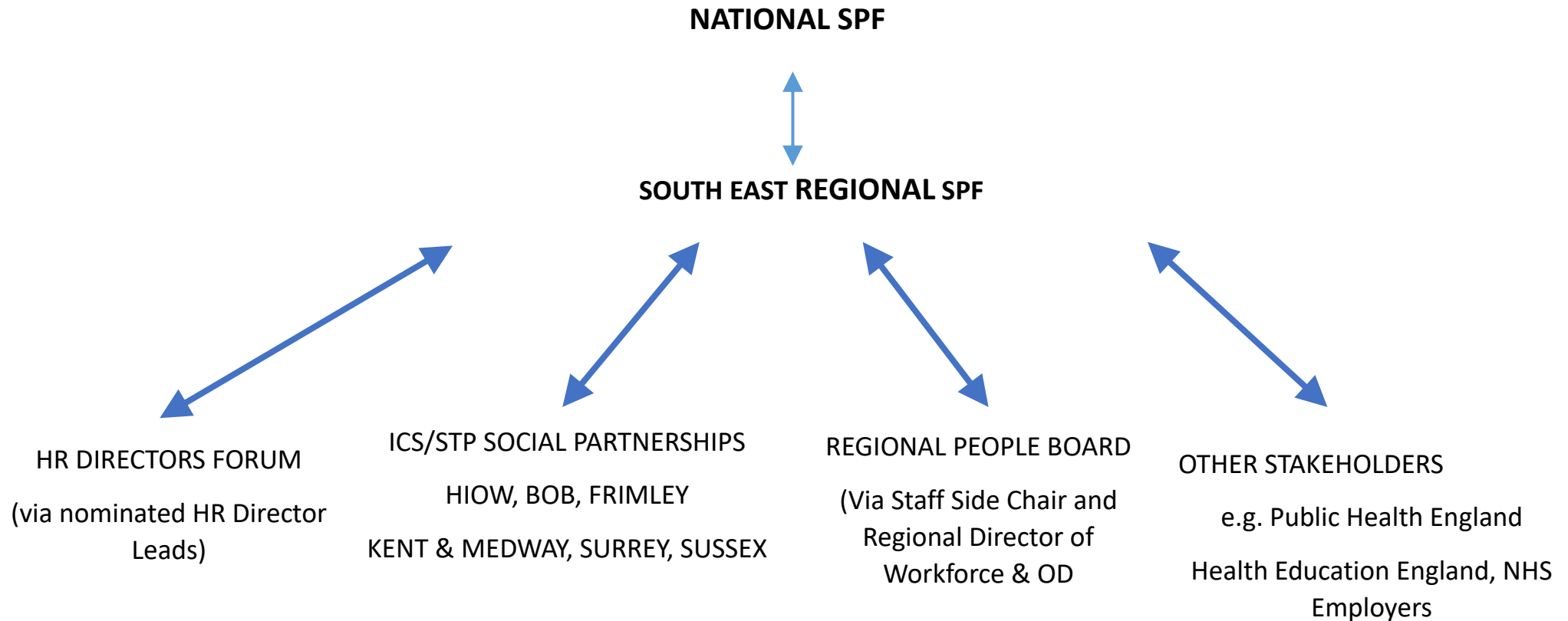
The South East Regional Social Partnership Forum (SE RSPF) is a partnership between NHS organisations in the South East and regional trade union representatives. It mirrors and supports the national arrangements for partnership working on the workforce implications of policy. In its way of working it acknowledges the partnership working that takes place at a system and organisational level. The Regional Social Partnership will use the subsidiarity model below to recognise its regional role and impact:

Activities will be carried out nationally where:	<ul style="list-style-type: none"> <li>• It is necessary to meet statutory responsibilities</li> <li>• It is more efficient and effective because of economies of scale and there are clear benefits from a national role in standardisation or implementation</li> <li>• National teams have specific and <del>scarce</del> skills/knowledge that ICSs and local organisations can draw on</li> </ul>
Activities will be carried out regionally where:	<ul style="list-style-type: none"> <li>• There is a need for coordination and improvement support to deliver national priorities</li> <li>• There is a need to help foster capacity in local health systems</li> <li>• Decisions need to be made across a regional labour market</li> </ul>
Activities will be led or coordinated by ICS where	<p>Strong local partnerships are required, included partnerships with local government, social care providers and education providers</p> <p>Planning is needed over a medium-term period e.g. up to 5 years</p> <p>There are benefits of scale from joined up solutions to shared challenges and opportunities</p>
Activities will be led by local employers where	They relate directly to the employment, development, wellbeing and retention of the people that work in that local organisation

The role of this forum is to work in partnership and involve employer, staff organisations and ALBs in meaningfully considering future changes that impact across the region and identifying the workforce implications of these as well as to promote and embed partnership working across the region.

The forum will work at a regional level, recognising that it will be useful to connect with system level Social Partnership forums and to have connectivity with the National Social Partnership Forum.

### Promoting partnership working in the NHS at a regional level



## Aims

The Forum will in particular:

- Embed the role of trade unions in underpinning effective employee engagement
- Understand the workforce implications of strategic developments and coordinate responses where appropriate
- Ensure regional oversight and scrutiny of local partnership working in the STP/ICS footprints within the South East and facilitate meaningful discussions.
- Support local partnership working in the STP/ICS footprints within the South East region
- Share and promote best practice between organisations and STPs/ ICSs
- Support the work of the national social partnership mechanisms and staff council
- Ensure meaningful consultation and engagement is taking place and promote openness, honesty and transparency in communications.

## Shared Approach

This agreement is underpinned by shared values and common purpose.

In particular, partners:

- are committed to the values, rights and responsibilities in the NHS Constitution;
- support an NHS which provides high quality and integrated services for patients and service users;
- have a shared commitment to continuous improvement and access to high quality services;
- are committed to the People Promises that form part of the NHS People Plan;
- are committed to supporting and promoting equality and inclusion.

## Principles for effective Joint Working

To deliver successful partnership working it is important to develop good formal and informal working relations that build trust and share responsibility, whilst respecting difference. To facilitate this, all parties commit to adopt the following principles in their dealings with each other:

- We will keep the patient or those who use the service at the centre of everything we do;
- We won't always agree but commit to keep talking;
- Early sharing of information in a meaningful way;
- Openness, honesty and transparency in communications;
- A positive and constructive approach based on shared goals and aspirations;
- No surprises and be respectful to positions;
- Be clear about whether we are discussing issues for information, a specific policy direction for implementation, issues which require resolution or items to demonstrate lessons learned;
- Early discussion of emerging issues and maintaining dialogue on policy and priorities;
- Attend (or send a deputy to) at least 50% of meetings.

## Benefits

Effective partnership working has the potential to produce some important benefits for all parties. These include:

- Delivering improved services to patients/users;
- Improving quality of decisions through sharing knowledge and experience in proactively leading and managing the workforce implications of health policy and innovation;
- Enabling more effective implementation of policy;
- Reducing duplicated effort by establishing principles and frameworks within which partners can take forward their engagement with staff in partnership locally;
- Providing a transparent and streamlined structure for trade union, employer and staff engagement.

## Membership

This will comprise:

- Representation from staff organisations listed in the national Partnership Agreement. The staff organisations will elect a co-Chair and Vice-Chair;
- Representation from the HRD forum (at least one Director of HR per STP/ICS) from NHS trusts/providers in the South East. Management side will elect a co-Chair and Vice-Chair (ideally 1 from KSS (inc Frimley) and one from BOB/HIOW), this could be a CEO;
- Nominated individuals with understanding of strategic workforce from across the region;
- Representation from STPs/ ICSs across the South East;
- Representation from NHS England and Improvement Regional HR and OD team;
- Representation for specific discussions from Regional Director of Public Health Team;
- Representation from HEE;
- Representation from NHS Employers

## Meeting Arrangements

The Forum will meet six weekly initially, to be reviewed from April 2021.

NHS Employers, on behalf of the joint chairs is responsible for the administration of the forum, issuing papers and arranging meetings

The chair of the meeting will alternate between the management and staff-side .

## Roles and Responsibilities

All parties agree to recognise and respect each other's roles and functions which are distinct but complementary. In particular: Joint Chairs of the Forum have a responsibility for:

- Establishing a strategic agenda for the meeting;
- Maintaining effective links with the national Social Partnership Forum;
- Establishing Task & Finish groups for identified projects or themes;
- Other stakeholders will have legitimate views that will need to be considered and taken into account.

In addition, there are a number of generic roles and responsibilities. Members will be expected to:

- support employee relations through the development of principles and the use of best practice
- Contribute to the development of enabling frameworks
- Share expertise to support the engagement of staff
- Identify and share best practice and on employment issues
- Follow and communicate the principles and processes which are agreed by partners in the South East Social Partnership Forum for dealing with specific aspects of regional policy
- Agree processes for engagement in response to national policy

### **Working Arrangements**

To discuss a wide range of strategic issues in relation to the following themes:

- i. Planning and delivery of care
- ii. Productivity, efficiency and effectiveness
- iii. Quality
- iv. Developing Just and Learning cultures
- v. Equality and inclusion
- vi. Workforce - Recruitment and retention / attracting people to our NHS
- vii. Change management principles
- viii. Education and training

### **Review Date**

The terms of reference will be reviewed in April 2021, to ensure that they remain fit for purpose.

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**Our priorities for 2020/21**

PRIORITY AREA	OVERALL AIM	Objectives and measures
<b>LOOKING AFTER OUR PEOPLE</b>		
<b>Equality and Inclusion</b>	To ensure that inclusion/equalities is integral to all that we do as a South East partnership	<p><b>Objectives</b>            Develop a broader understanding of the issues being discussed around WRES/WDES with a view to agreeing joint working with the HRDs and Staff side reps.            Work with HRDs to overhaul recruitment and promotion practices to make sure that staffing reflects the diversity of the community, and regional and national labour markets.            Ensure organisation discuss equality, diversity and inclusion as part of the health and wellbeing conversations.            Ensure at least 51 per cent of organisations to have eliminated the ethnicity gap when entering into a formal disciplinary processes.            Support organisations to achieve the above goal, including establishing robust decision-tree checklists for managers, post-action audits on disciplinary decisions, and pre-formal action checks            Work with the Regional Head of Inclusion and the South East BME Mortality Disparity Advisory Panel to achieve the objectives above.</p> <p><b>Measures</b>            RSPF wide approaches agreed and shared through local TU forums and regional HRD network; People plan metrics</p>
<b>Supporting the Workforce Health and Wellbeing</b>	To support initiatives in partnership with unions that contribute to improved staff health and wellbeing	<p><b>Objectives</b>            Invite organisations to share their health and wellbeing work and promote the resources available across the region;            Link with NHSI/E and Leadership Academy to maximise and continue resources developed through Covid19 to support health and wellbeing.            Develop a regional approach to Health and Wellbeing that aligns with the actions set out in the people plan.</p>

		<p><b>Measures</b> RSPF wide approaches agreed and shared through local TU forums and regional HRD network;</p>
<p><b>Supporting the Workforce Through the next phase of Covid 19</b></p>	<p>To consider the learning from ways of working that emerged during Covid 19 Phase 1</p>	<p><b>Objectives</b> Identifying and sharing good practice nationally and regionally in respect of agile working and flexible working and how these can support the People Promises and People Plan; Work in collaboration with HRDs and Deputy HRDs to share best practice/joint statements to support agile working;</p> <p><b>Measures</b> RSPF wide approaches agreed and shared through local TU forums and regional HRD network;</p>
<p><b>NEW WAYS OF WORKING AND DELIVERING CARE</b></p>		
<p><b>System Transformation</b></p>	<p>To ensure partnership working supports the effective development and implementation of the system changes of the NHS Long Term Plan and the People Plan.</p>	<p>To consider the workforce implications for the South East of Integrated Care Services (ICS), Sustainability and Transformation partnerships (STPs) To identify areas to contribute to work arising from the People Plan To Invite guest speakers who are involved in workforce transformation reconfiguring service change to partnership in order to increase understanding of broader issues</p>
<p><b>Service Delivery</b></p>	<p>To support job evaluation processes across the South East Region</p>	<p>To identify the regional position for capacity for job evaluation Identify actions to support and promote the delivery of job evaluation in partnership across the South East</p>
<p><b>Supporting staff through change</b></p>	<p>To promote good practice in change management that demonstrates partnership work and compassionate leadership</p>	<p>To identify and share good practice in change management To support activity to 'de-risk' change across the South East which might include developing redeployment guidance</p>



**BELONGING IN THE NHS**

<p>Just and Learning Culture</p>	<p>To explore how the just and learning culture principles could be progressed in the South East</p>	<p>To develop a workshop that provides learning and insight into the principles of the Just and Learning Culture          To find good practice examples of organisations that are progressing with the Just and Learning culture in partnership          To hear from the South West RSPF about their regional approach to the Just and Learning Culture          Promote and encourage employers to complete the free online just and learning culture training and accredited learning packages, and take demonstrable action to model these leadership behaviours.</p>
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**GROWING FOR THE FUTURE**

<p>Brexit</p>	<p>To support the retention of our colleagues who have joined us from the EU</p>	<p>To develop a joint regional statement which encourages employers and local Trade Union colleagues to support EU staff to apply for settled status</p>
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