



**Golden Jubilee
Foundation**

Patients at the heart of progress



Golden Jubilee Foundation Partnership Forum

The Principles of Partnership Working

Staff information booklet

Golden Jubilee Foundation Values Statement

What we do or deliver in our roles within the Golden Jubilee Foundation (GJF) is important, but the way we behave is equally important to our patients, customers, visitors and colleagues. We know this from feedback we get from patients and customers, for example in “thank you” letters and the complaints we receive.

Recognising this, the GJF have worked with a range of staff, patient representatives and managers to discuss and promote our shared values which help us all to deliver the highest quality care and service across the organisation. These values are closely linked to our responsibilities around Staff Governance and Equality.

Our values state that we will:

- Take responsibility for doing our own job well.
- Treat everyone we meet in the course of our work with dignity and respect.
- Demonstrate through our actions our commitment to quality.
- Communicate effectively, working with others as part of a team.
- Display a “can do” attitude at every opportunity.



The History of Partnership Working

What is the history of Partnership Working?

The NHS has always worked with trade unions and professional organisations to negotiate terms and conditions for staff.

A change of government in 1997 heralded a shift in health policy, placing a need to modernise at the centre of reform. This was set out in “Designed to Care” (Renewing the National Health Service in Scotland 1998) which had a vision of a world-class health service, designed from the patient’s viewpoint. At the same time it was acknowledged that this vision could not be achieved without giving staff and their trade unions a greater say in how NHSScotland’s services were planned and managed. The strategy identified working in partnership with trade unions as a critical success factor and recognised the need for a radical change in the way in which industrial relations were conducted. It was essentially based on the philosophy that involving staff at the beginning rather than consulting at the end of the decision-making process was a more effective way of ensuring ownership and delivery of solutions.

This was further developed in the first Human Resources strategy “Towards a New Way of Working” (The Plan for Managing People in the NHS in Scotland). Published in 1998, this made the point that if modernisation were to be successful, a new employee relations framework based around partnership needed to be established.

On 22 July 1999 NHSMEL (1999) 59 (Local Partnership Agreements) was issued that set out the partnership arrangements with which NHS Scotland employers were and still are required to comply.

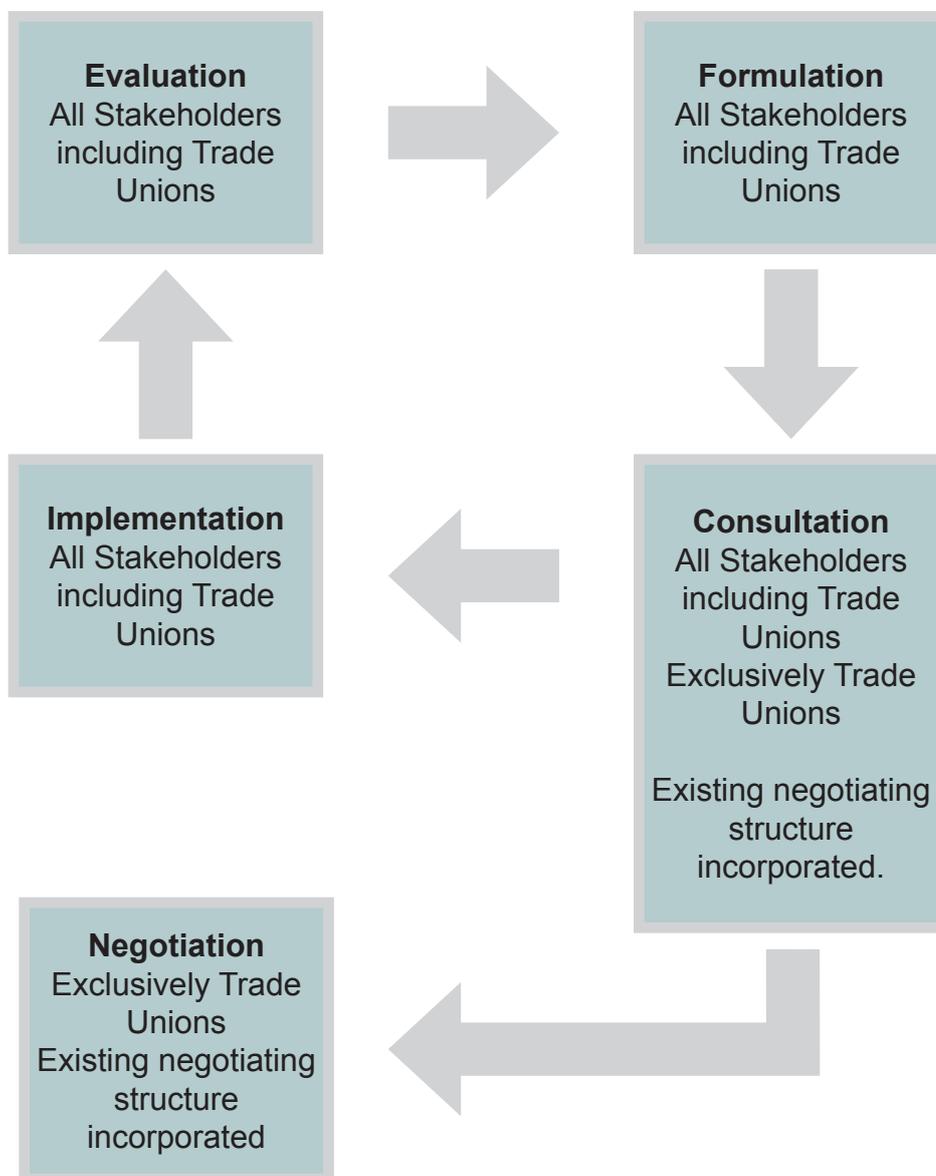
“In partnership organisations, workers and their employers can work together because they... recognise each other’s right to have interests that may conflict with their own, but, both commit to a mutual endeavour to build as wide a joint agenda as they possibly can!”

Malcolm Chisholm, 25 January 2002

Relatively recently, partnership working in NHSScotland was subject to a study by Nottingham University, which concluded that partnership is “probably the most ambitious and important contemporary innovation in British public sector industrial relations” and “provides a leading edge example in assessing the contribution of innovative industrial relating arrangements towards improving the delivery of public services.” Partnership in NHSScotland 1999-2011, January 2012

The model of employee relations (below) requires the need for all stakeholders to be involved at the stage of formulating potential change or development before moving to the consultation stage.

Partnership Model



Partnership: delivering the future: taking stock of partnership working. (2005)

What was there before Partnership Working?

The employee relations' climate, which existed prior to partnership working, could be characterised as one of conflict and confrontation with individual employers responding on an issue-by-issue basis to claims by the Trade Unions and Professional Organisations. There was little or no sense of cohesion or collectiveness. This represented an inefficient and ineffective way of working, with time and resources constantly being diverted to conflict resolution measures.

Partnership: delivering the future: taking stock of partnership working. (2005)

What is Partnership Working Within GJF

What is partnership?

Partnership is not merely about good employee relations; it is about trust, integrity and openness and working together across all our activities in the health service.

It embraces the core values of fairness and consistency that are central to the Workforce strategy, along with commitment to partnership working. It is also about the practical issues that affect people's daily working lives and our working practices must reflect this.

What is the purpose of partnership working? (MEL, 1999(59))

The purpose of partnership working is about harnessing the potential of staff at all levels so that they are:

- involved in the decision-making process;
- have access to information; and
- have the opportunity to make their views known about organisational changes which may affect them.

This is based on the firm belief that an investment in staff is an investment in patient care.

The Advisory, Conciliation and Arbitration Service (ACAS) note that: "employees will only be able to perform at their best if they know their duties, obligations and rights and have an opportunity of making their views known to management on issues that affect them"

Partnership: delivering the future: taking stock of partnership working. (2005)

What are the benefits of staff involvement/ partnership working?

Greater staff involvement in decisions, which affect their work, allows for better quality of decision-making. It is noted that by improving channels for information and consultation with staff, employers are able to:

- improve risk anticipation;
- make work organisations more flexible;
- make employees aware of adaptation needs; and
- increase the effectiveness of the organisation.

Employers and managers, perhaps being one step removed from actual service delivery, may not always appreciate the full implications of any proposed changes on day to day working, for instance when facing the challenge of redesigning a service.

By involving staff and trade union representatives early in the thinking process and then throughout the change process, managers can have more comfort knowing that all the small but critical details and nuances have been taken into consideration. Not only this, but the staff will feel more involved, have greater ownership of the changes and are more likely to ensure that they are successful, thereby improving the quality of the decisions and the service.

What are the ‘Partnership Values’?

- Early involvement of all staff and their trade unions in all discussions regarding change.
- A team approach to underpin partnership working.
- Firm rooting of partnership in the process of formulating and delivering Health Improvement Plans and Implementation Plans.
- Mutual trust, honesty and respect.
- Openness and transparency in communications.
- Recognising and valuing the contribution of all partners.
- Access and sharing of information.
- Consensus, collaboration and inclusion as the “best way”.
- Maximising employment security.
- Full commitment to the framework and good employment practice.
- The right of stakeholders to be involved, informed and consulted.

Who are the ‘Stakeholders’?

Trade unions, professional organisations and management are recognised as major stakeholders in the process of formulating and implementing healthcare provision within partnership agreements.

What is the Partnership Forum?

The Partnership Forum is a strategic sub-group of the Person Centred Committee (Staff Governance Committee) of the Golden Jubilee Foundation and is responsible for facilitating and monitoring the effective operation of partnership working across the Golden Jubilee campus. The development and approval of all workforce policies through the partnership process is also an important area of the Forum’s work.

Who is represented on the Partnership Forum?

The Partnership Forum is composed of representatives from Trade Unions, Professional Organisations, Management and Human Resources.

The forum is co-chaired by the Staff Side chair/Employee Director, and the Chief Executive. Other members of the forum come from staff side organisations and senior management from across the Board.

What is the role of Partnership Forum?

The **Partnership Forum** will:

- approve and monitor the implementation of all Human Resources (HR) policies;
- consider and comment on other policies referred by the Board;
- support the work of the Staff Governance Committee as required;
- ensure that best Partnership practice is shared across the area;
- contribute to the development of strategies and action plans for the Board;
- oversee, monitor and evaluate the processing of staff surveys and take a key role relating to the implementation of Everyone Matters and iMatter;
- assess the impact of decisions upon staff;
- liaise with the Scottish Partnership Forum and Staff Governance Unit;
- respond to consultations from the Scottish Government, Scottish Partnership Forum and participate in the Board's Annual Review by Scottish Government;
- address any problems highlighted by the Scottish Partnership Forum from statistical returns that require local attention or explanation;
- contribute to local and regional planning arrangements for service and workforce development and delivery; and
- oversee formal Partnership working arrangements within the Board.

Other Groups That Link with the Partnership Forum

There are other groups, partnership groups and forums, which have close links with the Partnership Forum; some of them may be short life-working groups for a set purpose. Others are long standing sub-group.

Each sub-group has its own role and remit which defines the forum/group, policy development.

Long standing groups are:

- Partnership Forum Finance group – this group meets bi-monthly to discuss and monitor Board efficiency schemes.
- Staff Governance Sub Group (SGSG) – this group works to deliver and raise awareness of the Staff Governance agenda within the Board including policy development and staff benefits.
- Health and Safety Committee – this committee fosters a culture whereby the promotion of health and safety of employees, patients, visitors and contractors becomes an integral part of the Boards activities.
- Involving People Group – this group oversees the delivery of the Board's Involving People Strategy which includes the delivery of the Board's equality outcomes, Investing in Volunteers and Investors in Diversity.

The five Strands of the Staff Governance Standards

Staff Governance has five key standards which NHS Boards are required to deliver on, entitling staff to be:

1. Well informed.
2. Appropriately trained and developed.
3. Involved in decisions.
4. Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued.
5. Provided with a continually improving and safe working environment, prioritising the health and wellbeing of staff, patients and the wider community.

NHS Scotland Staff Governance Standard for NHS Employees. (4th Ed). 2012

There are rights and responsibilities associated with delivering these standards, summarised as follows:

1. Well informed

Employers will ensure that:

- All staff regularly receive accessible, accurate, consistent and timely information about their organisation.
- All staff have access to communication channels which offer the opportunity to give and receive feedback, either directly or via their trade union/professional organisation, on organisational and service delivery issues at all levels.
- All staff have access to a range of communication mechanisms. This will include IT systems and staff will be provided with appropriate training, and adaptation if appropriate, to use them.

Staff will ensure that:

- They keep fully up to date with all developments affecting the organisation, their employment within it and their day to day duties.
- They take time to engage and contribute their views, ideas and experience so that the organisation, working practices and quality of care can improve.
- They make full use of the communication systems made available to them, and seek and undertake training as appropriate.

2. Appropriately trained and developed

Employers will ensure that:

- All staff have a Personal Development Plan (PDP) and have regular, effective Personal Development Review (PDR) discussions, in order to appraise past performance and identify any necessary learning and development opportunities.
- There is a workforce learning and development strategy in place which has been developed in partnership, includes mandatory training, reflects the outcomes of PDR discussions, and identifies actions for implementation, monitoring and evaluation. This strategy should be reviewed and updated regularly.
- All staff should have equity of access to training, irrespective of working arrangements or profession, and without discrimination on any other grounds.
- Resources, including time and funding, are appropriately allocated to meet local training and development needs taking into account the current priorities of both the service and service users.

Staff will ensure that:

- They actively participate, agree and review their PDP during their PDR annually with their manager, reflecting mandatory training and both organisational and personal priorities, including career aspirations.
- They actively identify and seek opportunities for learning and development, in line with their PDP and, as necessary, to maintain and develop their skills and professional development, to ensure that they can do their job safely and effectively and to maintain their professional registration where appropriate.
- They are flexible in seeking learning and training opportunities, and share this learning with others as appropriate.
- They do not undertake any roles or undertake to deliver any aspect of care unless they are appropriately trained, or supervised, and able to perform them in a competent manner.

3. Involved in decisions

Employers will ensure that:

- Staff are engaged and involved in decisions that affect them with the opportunity to influence such decisions.
- Staff are engaged and involved in strategic developments.
- Partnership working is embedded and mainstreamed within each NHS Board.
- Partnership Forums are in place in all Boards to reflect local structures.
- Service development and organisational changes are planned and implemented in partnership, and with effective staff engagement.
- A comprehensive workforce plan, based on these developments and changes, is developed in partnership.

Staff will ensure that:

- They recognise that decisions require to be made in partnership.
- They pass on information accurately and timeously.
- They are fully informed of proposed service development and organisational change and will take time to contribute their views.
- They participate in the development and implementation of workforce plans.
- Their views and experience help inform and shape service planning and change.
- They take the time to engage in, and contribute constructively to, issues that will impact on their job, organisation and the quality of the services they provide.

4. Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued.

Employers will ensure that:

- The Staff Governance Standard is embedded at all levels of the organisation and across all staff groups to ensure consistency of approach from all managers towards their staff.
- Workforce policies exist which meet or exceed the minimum standards set out within national PIN Policies and current legislation. Where policies are developed locally, this must be undertaken in partnership.
- Workforce policies must be implemented fairly and consistently. They must be monitored and evaluated and subject to regular review to ensure their ongoing fitness for purpose.
- Staff have security of employment where a contractual relationship exists and experience no detriment through any organisational change policy.
- Pay and terms and conditions for all staff are applied fairly and equitably.
- A clear strategy and supporting policies are in place for the effective management of the workforce equality, diversity, human rights and dignity at work agendas.
- They identify and embed a core set of values and behaviours which are expected of all staff at every level, so as to ensure that staff are treated, and treat others, fairly, professionally and with dignity and respect.
- All staff are and feel valued as individuals, have trust placed in their ability and capability and are appreciated for their effort and contribution.
- The work environment and culture encourages individuals to treat each other with respect.

Staff will ensure that:

- They make themselves aware of and adhere to their responsibilities as set out within their organisation's policies.
- They communicate and implement their organisation's policies fairly and consistently.
- They operate in accordance with their organisation's values and behaviours and lead by example, ensuring that they treat staff at all levels, patients, carers and the public fairly, professionally, and with dignity and respect.

5. Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

Employers will ensure that:

- The personal health, safety and wellbeing of patients and staff should be paramount in the design and operation of services.
- There are appropriate monitoring and audit arrangements in place and appropriate risk assessment and management arrangements are also in place.
- They proactively inform and support staff to manage and maintain their health, and to manage ill health.
- They ensure that it is safe and acceptable for staff to speak up about wrongdoing or malpractice within their organisation, particularly in relation to patient safety.
- They continue to work to attain Healthy Working Lives (HWL) awards for all acute services, working towards the Gold Award, and attainment of the HWL Mental Health Commendation Award as set out in CEL 01 (2012).
- All staff have equal access to comprehensive, confidential and high quality occupational health and safety advice services as a means of improving the health and wellbeing of staff and promoting attendance.
- Resources, including time and funding, are appropriately allocated to implement the Occupational Health and Safety Strategic Framework at local level.

Staff will ensure that:

- They comply with all occupational health and safety requirements of the organisation.
- They operate safely and effectively at all times using appropriate aids and devices where these have been provided.
- They utilise the equipment and procedures provided to them to ensure their, and others', safety and well being.
- They speak up when they see practice that endangers patient safety and/or which causes upset and alarm in the workplace, in line with whistleblowing policy.
- They take responsibility for protecting and improving their own health, safety and social wellbeing and for reporting any health and safety issues in line with NHS Board policies.
- They support, and engage with, any Healthy Working Lives initiatives being promoted by their NHS Board.

Further Information

The Golden Jubilee Foundation actively supports membership of trade unions/ professional organisations.

If you need to contact your local rep, contact details can be found on the:

- Union notice board outside the canteen
- Union Contacts page on the intranet

If you would like any further information please contact:

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Employee Director

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Email: [**jane.christie-flight@gjnh.scot.nhs.uk**](mailto:jane.christie-flight@gjnh.scot.nhs.uk)

Suggested Further Reading

- **Designed to care**
Renewing the National Health Service in Scotland (1998)
- **Towards a New Way of Working**
The Plan for Managing People in the NHS in Scotland (1998)
- **NHS MEL (1999) 59**
Local Partnership Agreements
- **Our National Health**
A Plan for Action, A plan for Change (2000)
- **Our National Health**
Delivering Change (2001)
- **Partnership for Care: Scotland's Health White Paper (2003)**
- **Partnership: Delivering the Future**
Taking Stock of Partnership Working (2005)
- **Staff Governance Standard for NHS Employees**
1st Edition (2002)
2nd Edition (2005)
3rd Edition (2007)
4th Edition (2012)
- **Partnership in NHS Scotland 1999-2011**
(City University London and Nottingham University)

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