



STAFF
GOVERNANCE
STANDARD

A FRAMEWORK
FOR NHSSCOTLAND
ORGANISATIONS AND
EMPLOYEES

4th Edition

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ISBN: 978-1-78045-830-4

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Edinburgh
EH1 3DG

Produced for the Scottish Government by APS Group Scotland
DPPAS12999 (06/12)

Published by the Scottish Government, June 2012

Cabinet Secretary Foreword

Our Healthcare Quality Strategy for Scotland, which I published in May 2010, recognises that we need to have an engaged, motivated and healthy workforce for us to deliver our Quality Ambitions of delivering world-class, person-centred, safe and effective healthcare services. The Quality Strategy provides a focus for everyone involved in delivering healthcare services in Scotland to reflect on what we are doing and to ensure that all that we do is working towards these shared Quality Ambitions and vision.

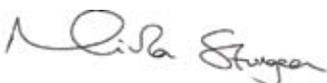
This revised Staff Governance Standard provides a framework which is up to date, and supportive of the Quality Strategy's three Quality Ambitions. It sets out what we expect employers to do to develop and manage their staff, and to ensure that all staff have a positive employee experience, and feel motivated and engaged with their job, team and organisation. We know that achieving this will not only have a positive impact on how the organisation performs, but, more importantly, will also impact on the quality of service delivered to everyone, every time.

In line with the Quality Strategy, which recognises that everyone involved has a responsibility to contribute towards high quality care, the revised Staff Governance Standard introduces, for the first time, staff responsibilities in relation to their colleagues, managers, staff for whom they have responsibility, the organisation, patients, their carers and the public. In doing so, it also supports and complements the Patient Rights (Scotland) Act 2011 and the healthcare principles contained therein.

We all have a role to play in planning for the delivery of healthcare services in the years ahead. To assist with this, I recently set out a '20:20 Vision' for healthcare - that, by 2020, everyone is able to live longer healthier lives at home or in a homely setting. This recognises that, over the coming years, the demands for healthcare and the circumstances in which it will be delivered will be radically different. How we respond to this will be influenced by factors such as our changing demography and the economic environment.

I recognise that the delivery of this vision will need strong visible and effective engagement and leadership of everyone involved in delivering healthcare services to ensure that we have a shared ownership of the challenges and solutions. I believe that this revised Staff Governance Standard provides an excellent framework to support and enable staff to play their full part in this process. Over the coming months, this will be complemented by a new framework for the workforce in response to a changing strategic context.

In NHSScotland, the unique nature of partnership working, where trade unions and professional organisations, employers, and the Scottish Government work closely together, has ensured that staff are already helping to make and shape policy and influence how services are delivered. Our partnership model – which was recently praised in an Economic and Social Research Council funded study by the University of Nottingham – provides an excellent basis to ensure that this revised Standard is implemented across NHSScotland, and benefits organisations, staff, the public, and ultimately ensures we deliver high quality, safe and effective healthcare services for the people of Scotland in an integrated and collaborative way.



NICOLA STURGEON

Cabinet Secretary for Health, Wellbeing and Cities Strategy

Foreword

NHSScotland has a long and strong tradition of providing high quality care to the population. Everyone working in NHSScotland has a role to play in this, whatever their job. Our NHSScotland staff are key to delivering services and it is essential that everyone feels well supported to do their role.

Staff Governance focuses on how NHSScotland staff are managed, and feel they are managed, by one of Scotland's largest employers. It forms part of the governance framework within which NHS Boards must operate.

NHSScotland's commitment to staff governance was reinforced by the legislative underpinning within the NHS Reform (Scotland) Act 2004. The Staff Governance Standard Framework is the key policy document to support the legislation which aims to improve how NHSScotland's diverse workforce is treated at work.

This fourth edition was developed to take into account developments within NHSScotland, to reflect the implementation of the Healthcare Quality Strategy for Scotland, the three Quality Ambitions and Quality Outcomes and the Strategic Narrative setting out our 20:20 Vision for healthcare.

This revised Staff Governance Standard Framework aims to build on the progress made in previous editions by reflecting changes as NHSScotland continues to evolve and improve. We are determined that all staff across NHSScotland should continue to benefit from the positive changes that this Staff Governance Standard Framework can bring to their working lives. We also recognise that investment in staff is a direct investment in patient care as positive staff experience provides positive experience for patients and service users.

Work to achieve the Staff Governance Standard is ongoing and NHS employers must demonstrate that they are striving to both achieve and maintain exemplary employer status. In order to be able to do this, they will be expected to have systems in place to identify areas that require improvement and to develop action plans that will describe how improvements will be made.

Staff governance and its underpinning in legislation was a major achievement for NHSScotland and a first for the United Kingdom. The development and implementation of this Framework demonstrates the proactive approach of trade unions and professional organisations, NHS employers and the Scottish Government to modernising employment practices based on the concept of partnership working which has received critical acclaim from independent research by Nottingham University.

An important development within this version of the Framework is the recognition that a responsible organisation that ensures that its employees are fairly and effectively managed within a specified framework of staff governance can reasonably expect these staff to ensure that they take responsibility for their actions in relation to the organisation, fellow staff, patients, their carers and the general public. Active engagement of all parties with the principles of good staff governance is essential for NHS Scotland to achieve continuous improvements in service quality which deliver the best possible outcomes for the people of Scotland.

Co-chairs of the Scottish Partnership Forum

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1 Introduction

Since the publication of the 3rd edition of the Staff Governance Standard for NHSScotland Employees in 2007, there have been many developments impacting upon NHSScotland and its staff. Key amongst these is the Healthcare Quality Strategy for Scotland (the Quality Strategy), published in May 2010 and the Strategic Narrative and 20:20 Vision of what healthcare will look like. The Quality Strategy sets the policy direction for the delivery of healthcare services in Scotland now and for the future.

The Quality Strategy aim: To deliver the highest quality healthcare services to people in Scotland, and, through this, to ensure that NHSScotland is recognised through its measurable improvement as amongst the best in the world.

The Quality Strategy is based on shared knowledge of what works well and builds on the range of excellent progress and work already underway at local, regional and national levels. The Quality Strategy is about a change in culture across Scotland in the way we deliver and engage in our healthcare. It weaves through everything we are already doing, and will be supported by the refocusing, alignment and integration of our work. NHSScotland is now focused on the pursuit of realising the three Quality Ambitions for healthcare in Scotland which are mutually exclusive:

- **Person-centred** – Mutually beneficial partnerships between patients, their families and those delivering healthcare services which respect individual needs and values and which demonstrate compassion, continuity, clear communications and shared decision-making.
- **Safe** – There will be no avoidable injury or harm to people from healthcare they receive, and an appropriate clean and safe environment will be provided for the delivery of healthcare services at all times.
- **Effective** – The most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit, and wasteful or harmful variation will be eradicated.

The Quality Strategy recognises that our staff are the greatest resource and we must ensure that they are enabled and supported to use their knowledge and skills to best effect to deliver the best service they can provide, consistently. Staff need to have the confidence and be empowered to make the changes needed to provide the highest quality, compassionate and clinically effective healthcare and feel that they do, and continue to enjoy doing, what they came into the NHS to do. This requires strong leadership, good staff governance and effective partnership working. Involving and empowering staff in decisions relating to their work has been demonstrated to deliver a better quality of outcome which will ultimately result in the delivery of high quality, safe, effective and person-centred healthcare services.

The challenging economic environment, coupled with changing demography and technological advances, will require NHSScotland and individual Boards to make some difficult decisions about the design and delivery of services and the workforce required to deliver them. The Strategic Narrative and the 20:20 Vision for healthcare services identify what we are working towards in the future.

Our '20:20 Vision'

Our vision is that by 2020 everyone is able to live longer, healthier lives at home or in a homely setting.

We will have a healthcare system where we have integrated health and social care, a focus on prevention, anticipation and supported self management. When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm. Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions. There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

As the Quality Strategy recognises, we need “to balance the drive for quality, productivity and efficiency with the support and development for staff to feel engaged, valued and empowered in leading and driving quality in their communities, services, wards and departments.”¹ While such circumstances will inevitably put a strain on employee relations, strong and effective staff governance mechanisms, together with partnership arrangements, will ensure that these relationships are maintained and used positively. This should lead to good decision making and encourage continuous improvements in the quality of service which will benefit both patient care and staff experience.

It is against this background that the most recent review of the Staff Governance Standard has taken place. The review was conducted by a review group comprising representatives from the

Scottish Government, NHSScotland employers, trade unions and professional organisations – full membership details are provided at Appendix 2.

The review group was charged with reviewing the current Standard to ensure that it remained fit for purpose in the light of the Quality Strategy, the Strategic Narrative and other recent developments. The review group was also tasked with considering the extent to which a revised Staff Governance Standard should include both rights and responsibilities in line with the language and commitments promoted within the Quality Strategy. The review group also took account of other developments and issues, including work on promoting professionalism, the Dignity at Work toolkit, the healthcare principles within the Patient Rights Act, and Equality and Diversity initiatives.

¹ *The Healthcare Quality Strategy for NHSScotland*, The Scottish Government, May 2010

This document sets out:

- the strategic framework surrounding staff governance;
- the definition of staff governance and the specific elements which make up the Staff Governance Standard;
- how the Framework will be monitored; and
- the roles and responsibilities of all who are involved.

2 Strategic Framework

The NHS Reform (Scotland) Act 2004 requires NHSScotland employers to deliver the key strategic agenda of ensuring the fair and effective management of staff. A number of strategic workforce policies, initiatives and agreements are in place including those on best employment practice and policy, and workforce development and planning. Implementation of these policies, initiatives and agreements will support NHSScotland employers in meeting the requirements of the Staff Governance Standard and ensure modernisation of the workforce through pay, partnership and good employment practices.

Staff Governance is firmly established as one of the strands of the NHSScotland governance framework for which all Boards are held accountable.

3 Staff Governance Standard

Staff Governance is defined as:

“A system of corporate accountability for the fair and effective management of all staff.”

The Staff Governance Standard sets out what each NHSScotland employer must achieve in order to continuously improve in relation to the fair and effective management of staff. NHSScotland recognises the importance of staff governance as a feature of high performance which ensures that all staff have a positive employment experience in which they are fully engaged with both their job, their team, and their organisation. Not only will achieving such an outcome have a positive impact on organisational performance, and therefore on quality of service provision, but it is also an important component of providing all employees with dignity at work.

The Standard therefore sets out what staff can expect from their Boards. However, with rights come responsibilities and so the Standard also sets out corresponding responsibilities for staff (at any level within the organisation) in relation to their colleagues, managers, staff for whom they have responsibility, patients, their carers, the public, and ultimately to the organisation. Many, if not all, of these responsibilities will already be familiar to staff, and therefore should not be overly onerous.

The Staff Governance Standard applies to all staff employed by, or officials of, NHS Boards. The ethos of the Staff Governance Standard should also be reflected in the arrangements with private and independent contractors and partner agencies working with NHS Boards. In order to effectively embed staff governance and achieve the above aims, there is a need for ownership of, and accountability to, the Staff Governance Standard at all levels and across all staff groups, from individual staff and their representatives, managers at all levels and members/officials of Health Boards.

The Standard requires all NHS Boards to demonstrate that staff are:

- well informed;
- appropriately trained and developed;
- involved in decisions;
- treated fairly and consistently, with dignity and respect, in an environment where diversity is valued; and
- provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

The Standard also requires all staff to:

- keep themselves up to date with developments relevant to their job within the organisation;
- commit to continuous personal and professional development;
- adhere to the standards set by their regulatory bodies;
- actively participate in discussions on issues that affect them either directly or via their trade union/professional organisation;
- treat all staff and patients with dignity and respect while valuing diversity; and
- ensure that their actions maintain and promote the health, safety and wellbeing of all staff, patients and carers.

The Staff Governance Standard should influence and feature in the design and application of all policies and procedures for the management of people by NHS Boards. Organisations that have fully implemented the Standard will have the following characteristics as a minimum.

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.

Appropriately trained and developed

Employers will ensure that

- All staff have a regular, effective Personal Development Plan (PDP) and review discussion, 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 PDP 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 Personal Development Plan (PDP) 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.

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.

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.

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.

4 Evidence and Monitoring Arrangements

Each element of the Framework will be assessed in relation to policy, targets and organisational effectiveness, with measurement of organisational success against the elements of the Framework being carried out locally. Partnership Forums will be directly involved in assessing the performance of NHS Boards as

employers through the use of the nationally agreed staff experience and staff governance monitoring arrangements. The assessment will not rely on a single form of measurement, and local health systems will have the flexibility to agree and set their own priorities.

Organisational performance against this Framework will also be reviewed by the Scottish Workforce and Staff Governance Committee (SWAG) on behalf of the Scottish Partnership Forum (SPF).

5 Roles and Responsibilities

At national and local levels there must be equal commitment to partnership working from both staff side representatives and managers at all levels.

5.1 Scottish Partnership Forum

The specific responsibilities of the Scottish Partnership Forum (SPF) in relation to the Staff Governance Standard are to:

- take an overview of national performance against the Staff Governance Standard by participating in national monitoring; and
- provide recommendations on the future development of the Staff Governance Standard.

5.2 SWAG (Scottish Workforce and Staff Governance Committee)

The main function of the Scottish Workforce and Staff Governance Committee (SWAG) is the development and implementation of employment policy and practice for NHSScotland. Specifically it is responsible for:

- ensuring that NHSScotland acts as an exemplar employer by developing and endorsing best employment policy and practice and monitoring its implementation;
- ensuring that NHSScotland-wide agreements on workforce issues are used across all NHSScotland employers whenever consistency is appropriate;
- developing frameworks and advice to inform the workforce strategy;
- acting as guardians of the Staff Governance Standard and maintaining close links with local Staff Governance Committees and Area Partnership Forums; and
- promoting equality and the elimination of discriminatory practices in employment and enabling compliance with equalities legislation.

5.3 NHS Board

NHS Boards have a statutory duty to Scottish Ministers put in place through the NHS Reform (Scotland) Act 2004, which states:

“12I A Duty in relation to the governance of staff

It shall be the duty of each Health Board and Special Health Board and of the Agency to put and keep in place arrangements for the purposes of:

- (a) improving the management of the officers employed by it;*
- (b) monitoring such management; and*
- (c) workforce planning.”*

Accountability for local performance against this Standard therefore lies ultimately with the NHS Board. NHS Boards must receive reassurance around the detail of staff governance arrangements and monitoring processes, and be assured that the Staff Governance Committee’s aims and objectives are being met. Each NHS Board must ensure that external audit of staff governance has parity with financial, clinical and information audit.

5.4 Staff Governance Committee

The Staff Governance Committee (SGC) is a standing committee of each NHS Board which, together with the Clinical Governance Committee and Audit Committee, forms the full governance framework for NHS Boards. As a minimum, full membership of local SGC should include the following:

- four non-executive Directors of the NHS Board, of which one must be the Employee Director;

- two lay representatives, or more depending on the needs of the local area, from the trade unions and professional organisations (acting in an *ex officio* capacity), nominated by the NHS Board Partnership Forum.

The role of this committee is to support and maintain a culture within the health system where the delivery of the highest possible standard of staff management is understood to be the responsibility of everyone working within the system and is built upon partnership and collaboration. It will ensure that robust arrangements to implement the Staff Governance Standard are in place and monitored.

The specific responsibilities of the SGC are to:

- oversee the commissioning of structures and processes which ensure that delivery against the Standard is being achieved;
- monitor and evaluate strategies and implementation plans relating to people management;
- approve any policy amendment, funding or resource submission to achieve the Staff Governance Standard;
- take responsibility for the timely submission of all staff governance information required for national monitoring arrangements;
- provide staff governance information for the statement of internal control; and
- provide assurance that systems and procedures are in place to manage the issues set out in MEL (1993) 114 (amended).

5.5 Remuneration Committee

Each NHSScotland Board, through its Standing Orders, is required to establish a Remuneration Committee, whose main function is to ensure the application and implementation of fair and equitable pay systems on behalf of the Board, as determined by Ministers and the Scottish Government, and described in MEL (1993) 114 and subsequent amendments.

The Remuneration Committee will also, through the Staff Governance Committee, be required to provide assurance that systems and procedures are in place to manage the issues set out in MEL (1993) 114 (amended), so that overarching staff governance responsibilities can be discharged. The Staff Governance Committee will not be given the detail of confidential employment issues that are considered by the Remuneration Committee: these can only be considered by non-executive Directors of the Board.

Membership of the Remuneration Committee must include, as a minimum, three non-executive Directors of the NHS Board, one of whom should, in normal circumstances, be the Employee Director. This should be carefully considered by the Chair and Employee Director of the NHS Board. Where the Employee Director does not have membership of the Remuneration Committee there must be a clear and transparent justification for the decision.

Appropriate training and development will be provided to ensure that members of this Sub-Committee have the skills and knowledge to carry out this role.

5.6 Local Partnership Forum

The NHS Board Partnership Forum has a key role in ensuring that best practice is shared across local structures, including integrated systems of health and social care and other contractors. It will be a system-wide approach and will carry out policy development across the health system to support staff governance. The Forum should also advocate, broker and monitor staff-side involvement in all aspects of service planning, strategy development and workforce planning.

The Partnership Forum should ensure that all available data from the Staff Governance Standard's monitoring arrangements is used to create a Staff Governance Action Plan. The Staff Governance Action Plan should underpin the Local Delivery Plan and Workforce Plan. In this way, the Forum will contribute to the development of the Local Delivery Plan and Workforce Plan and assess the impact of decisions upon the staff governance agenda, feeding in solutions and proposals as necessary. This will allow the Forum to participate in the wider strategic organisational objectives of the NHS Board and the key areas of Board accountability and governance.

The specific responsibilities of the Forum are to:

- take a proactive approach in embedding partnership working at all levels to assist the process of devolved decision-making in relation to staff;

- be involved in the processing of the staff experience and staff governance monitoring arrangements;
- submit recommendations and details of the staff experience and staff governance monitoring arrangements and associated action plans to the Staff Governance Committee;
- be linked into regional planning arrangements for service and workforce development and delivery; and
- link with the SPF (through SWAG) and provide reports on progress within its area. This flow of information is two-way, and the SPF and SWAG will consult with NHS Board Partnership Forums on any proposals for policy development they are considering, and any problems highlighted from statistical returns that require local attention or explanation.

The Staff Governance Action Plan will be submitted to the Staff Governance Committee who will be responsible for ensuring that performance management of the action plan is being carried out.

5.7 Staff Side Chair of NHS Boards Partnership Forum – Employee Director

To reinforce the importance of partnership working and the role of Partnership Forums in the decision-making process, the Staff Side Chair of each NHS Board Partnership Forum will, subject to Ministerial approval, be invited to sit on the NHS Board as Employee Director.

In addition to the collective responsibilities shared by all members of NHS Boards, the Staff Side Chair of the Partnership Forum will have a key role in:

- providing a staff perspective on strategy development and service delivery issues considered by the NHS Board;
- acting as a focal point for staff from across the local NHS system who wish to contribute to the business of the NHS Board;
- explaining the work of the NHS Board and promoting opportunities for staff to be involved in decision-making locally;
- reflecting the views of local Partnership Forums on the performance of employers within the local NHS system in discharging their staff governance responsibilities; and
- championing partnership working and providing a vital link between the NHS Board and the Partnership Forums.

5.8 The Scottish Government – Health Workforce and Performance Directorate

The Health Workforce and Performance Directorate will provide support and assistance to any NHS Board that requires it, particularly on issues concerning staff governance, partnership and employment practice.

The Directorate will also carry out national monitoring of staff governance implementation on behalf of SWAG and produce information for the annual review process.

There will be robust links between the NHS Board Partnership Forums, the SPF, SWAG and the Health Workforce and Performance Directorate, in order to support and enhance the practical implementation of the Staff Governance Standard. These links will be maintained through the membership to inform decisions around the development of workforce policy to support NHSScotland in achieving national goals.

Appendix 1: Key Publications and Useful Links

At the time of publication, the key policy documents which complement the implementation of the Staff Governance Framework include:

- *The Healthcare Quality Strategy for NHSScotland*, the Scottish Government, May 2010
- *Achieving Sustainable Quality in Scotland's Healthcare: A '20:20' Vision* Strategic Narrative, October 2011
- *A Force for Improvement: the Workforce Response to Better Health, Better Care*, the Scottish Government, January 2009
- *Safe and Well at Work: Occupational Health and Safety Framework for NHSScotland*, the Scottish Government, March 2011
- *Better Health, Better Care: Action Plan*, the Scottish Government, December 2007
- *Partnership Information Network (PIN) Policies*
- *Patient Rights (Scotland) Act 2011*, Healthcare Principles (<http://www.legislation.gov.uk/asp/2011/5/schedule>)

This list is not exhaustive. It is expected that, as other national strategies which complement the Staff Governance Standard are developed, they too will be implemented.

Some useful links include:

Staff Governance: www.staffgovernance.scot.nhs.uk

Scottish Government: www.scotland.gov.uk

Scotland's Health on the Web (SHOW): www.show.scot.nhs.uk

Appendix 2: Membership of the Review Group

The review of the Staff Governance Standard was carried out by members of NHSScotland, trade unions and professional organisations and Scottish Government Health Directorates.

John Callaghan – National Staff Side (Society of Chiropractors and Podiatrists)
Edwina Cameron – Employee Directors Group (NHS Borders)
Gordon Currie – Scottish Government
John Davidson – Scottish Government
Joyce Davison – British Medical Association
Karen Facey – NHS Forth Valley and NHS Health Scotland
Lindsey Ferries – NHS National Waiting Times Centre
John Gallacher – National Staff Side (UNISON)
Lorraine Hall – NHS Shetland
Jane Hamilton – Scottish Government
Alex Killick – NHS Tayside (until December 2011)
Jeannette Morrison – Scottish Government
Rose Ann O’Shea – Scottish Government
Darren Paterson – Scottish Government
Tom Power – NHS Education for Scotland
Norman Provan – National Staff Side (Royal College of Nursing)
Liz Reilly – Staff Experience Project (NHS Dumfries and Galloway)
Graham Revie – Employee Directors Group (NHS 24)
Shirley Rogers – Scottish Ambulance Service
Caroline Sharp – NHS Dumfries and Galloway
Liesje Turner – Equality and Diversity Advisor to Scottish Government
Sandy Wilkie – Staff Experience Project (NHS Dumfries and Galloway)
Gary Wilson – Chair, Employee Directors Group (NHS Health Scotland)



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ISBN: 978-1-78045-830-4

This document is also available on the Scottish Government website:
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APS Group Scotland
DPPAS12999 (06/12)