

Public Services Delivery Scotland

Staff Governance Committee Terms of Reference

1. Purpose

- 1.1. The Staff Governance Committee, referred to hereafter as “the Committee”, is established by the Board to provide assurance that PSD Scotland meets its obligations under the [Staff Governance Standard](#) and relevant legislation. The Committee promotes a culture in which the highest quality of staff management, partnership working and collaborative practice are understood to be the responsibility of everyone, and ensures that robust arrangements are in place to implement and monitor the Staff Governance Standard.
- 1.2. The Committee shall operate within the Corporate Governance Framework¹ approved by the Board and in accordance with the principles outlined in the [Blueprint for Good Governance](#).

2. Membership and Attendance

- 2.1. At least five members will be appointed to the Committee by the Board. The Chair of the Committee will be nominated by the Chair of the Board and thereafter confirmed by the Board. The Committee may nominate a Vice Chair from among the membership to deputise for the Chair of the Committee as required. The Committee’s current composition is as follows:
 - **Chair:** L. Blackett.
 - **Vice Chair:** L. Grieve.
 - **Members:** I. Cant; S. Cowan; A. Langa; K Redpath.
 - **Trade Union Representatives:** D. Allan; T. Hiddleston; G. McAteer; J. McCann; A. Morrison.
- 2.2. The Chair of the Board, Employee Director(s) and five trade union representatives will be members of the Committee.
- 2.3. In accordance with paragraph 9.9 of the Standing Orders, the Board may appoint co-opted members to the Committee. Co-opted members shall contribute to the business of the Committee but will not have the right to vote. The Committee does not currently have co-opted members.
- 2.4. The Committee will routinely invite the Chief Executive and members of the Transitional Leadership Group to meetings. The Director of HR and Organisational Development and the Director of People & Culture will serve as the Executive Lead(s) for the Committee. Other officers may be invited to attend meetings as required.

¹ The Corporate Governance Framework includes the Standing Orders, Scheme of Delegation, Standing Financial Instructions, Board Assurance Framework, Code of Conduct and Committee Terms of Reference.

3. Meetings and Quorum

- 3.1. The Committee shall meet at least four times per year. Meetings and business will be conducted in accordance with the Standing Orders, as approved by the Board.
- 3.2. The quorum for a meeting of the Committee shall be no less than one-third of the members, as outlined in paragraph 2.1, who are entitled to vote and, in any event, not less than three members.
- 3.3. Meetings will not be held in public and the Committee may sit in private without any non-members present for all or part of a meeting if they so decide.

4. Reporting

- 4.1. The Chair of the Committee will provide a report to the Board after each meeting. A copy of the minutes may form the basis of this report. The minutes will reflect when the Committee has met in private.
- 4.2. The Committee shall develop a schedule of business each year to determine the information that it requires at meetings. An annual report shall also be prepared for the Board to provide assurance that the Committee continues to discharge its remit effectively.
- 4.3. The PSD Scotland Partnership Forum has a key role in the delivery and implementation of the Staff Governance Standard through the Staff Governance Action Plan. The Committee will receive regular reports from the Partnership Forum to provide necessary evidence and assurance.

5. Remit

The Committee shall:

Staff Governance and Policy

- 5.1. Ensure an effective system of governance and oversight for the management, safety and welfare of the workforce, including the development of a strategic workforce planning strategy.
- 5.2. Oversee the development of frameworks that support the delivery of the Staff Governance Standard.
- 5.3. Review evidence of attainment and maintenance of the Staff Governance Standard through the Workforce Plan, identifying causes of any shortfalls and recommending remedial action.
- 5.4. Oversee the development and monitoring of organisational workforce policy to ensure compliance with National Workforce Policies.
- 5.5. Approve any policy amendment to achieve the Staff Governance Standard and provide support to drive their implementation.

- 5.6. Agree detailed and timely staff governance and employee relations data reporting standards to support both PSD Scotland operational needs and national monitoring requirements.
- 5.7. Provide staff governance information for inclusion in the Statement of Internal Control in the Annual Report and Accounts.

Workforce Values, Risk and Complaints

- 5.8. Seek assurance that the PSD Scotland organisational values are embedded.
- 5.9. Receive assurance that health, safety and wellbeing arrangements meet legislative requirements.
- 5.10. Review annual staff survey results and be assured that appropriate strategic actions are in place to support an ethos of continuous improvement and a positive, values-based culture.
- 5.11. Review and advise on whistleblowing policy, procedures and processes.
- 5.12. Receive quarterly and annual whistleblowing reports.
- 5.13. Provide assurance that systems and procedures are in place to manage the issues set out in the amended [MEL \(1993\) 114](#).
- 5.14. Receive relevant reporting on any staff-related concerns under the organisation's Prevent policy.

Equality, Diversity, Inclusion and Human Rights

- 5.15. Monitor the organisation's approach to equality, diversity, inclusion and human rights, and approve all documents required for publication under the Public Sector Equalities Duty to ensure compliance with the Equality Act 2010 and related legislation.

Other Responsibilities

- 5.16. Oversee governance arrangements for Board-delegated strategic risks by reviewing risk identification, assessment and mitigation in line with the Board's risk appetite and agreeing escalation where required.
- 5.17. Oversee governance arrangements for Board-delegated performance measures and report progress to the Board.
- 5.18. Address any additional matters assigned to the Committee by the Board or other Standing Committees. Activity arising from internal audit reports may be delegated by the Audit and Risk Committee.

6. Review and Approval

- 6.1. The Committee shall review these Terms of Reference at least annually. Any amendments shall be submitted to the Board for consideration and approval before they take effect.
- 6.2. The Board approved the Committee's Terms of Reference on (Version 1.1) on 2 April 2026.