## Appendix 1

Acces	ss to Health Services	Assurance Statement	Sources of evidence	Compliance
				Fully: GREEN Partially: AMBER None: RED
RIGH	TS: The right to:			
•	Receive NHS services free of charge, apart from certain limited exceptions sanctioned by Parliament.	The CCG commissions health services that are free at the point of contact. The details of those services are contained with Contract Schedules and Service Level Agreements with providers of community, secondary, tertiary and voluntary sector services.	<ul> <li>NHS Provider Contracts</li> <li>NHS Service Level Agreements</li> <li>Locally Enhanced Services (LES) agreements</li> </ul>	
•	Access NHS services. You will not be refused access on unreasonable grounds	The CCG commissions services from community and acute providers to ensure that patients are able to access services. Providers are required to have in place policies and procedures to ensure compliance with their Public Sector Equality Duties. Providers are monitored on their compliance with PSED as part of the contracting monitoring process.	<ul> <li>Contract Schedules</li> <li>Performance Reports</li> <li>Contract Monitoring Reports</li> <li>Minutes of Meetings</li> </ul>	
•	Expect your NHS to assess the health requirements of the local community and to commission and put in place the services to meet those needs as considered necessary.	The CCG works with the Local Authority to undertake Joint Strategic Needs Assessments which is used to support the development of the Health and Wellbeing Strategy as well as used to inform the development of the Strategic Plan. The Strategic Plan sets out the commissioning priorities of the CCG that are based on the needs of the population.  EPEG enables the CCG to identify specific barriers that could impact community accessing specific services  The CCGs is committed to E&D and have developed a Equality Objective plan, E&D Strategy and are embedding improved equality processes for 2014/15 enabling commissioners to consider the needs of their communities across protected groups (Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion, Sex, Sexual Orientation)	<ul> <li>JSNA</li> <li>Health and Wellbeing Meeting Agendas         Health and Wellbeing Board Meeting Minutes     </li> <li>Strategic Plan</li> <li>Equality Objective Plan</li> <li>Equality and Diversity Strategy</li> <li>Governing Body Minutes</li> <li>Quality Committee Minues</li> </ul>	

In certain circumstances, to go to other European Economic Area countries for treatment which would be available to you through your NHS commissioner	The CCG commissions comprehensive services, closely monitors waiting time performance via the Quality and Performance Review Groups meeting with providers and provides assurances on this to the Quality Committee. In the event that a patient opts to seek treatment abroad the CCG would make arrangements to review the appropriateness of the treatment and consequential funding.  CCG is working with local Black Minority and Ethnic Community Development team to myth bust around issues such as health tourism.	<ul> <li>NHS Contracts</li> <li>Minutes of Contact and Quality Performance Meeting</li> <li>Choice Arrangements</li> </ul>	Gap: CCG needs to ensure that the public can access information on how to claim reimbursement. This is being addressed and will be in place by 31 <sup>st</sup> March 2014.
Not to be unlawfully discriminated against in the provision of NHS services including on grounds of gender, race, disability, religion or belief, gender, reassignment, pregnancy and maternity or marital or civil partnership status	The CCG has in place Equality and Diversity Policy/ strategy and an Equality Objective Plan in line with statutory requirements these have been approved by the Governing Body.  The Objective plan addresses key actions across key CCG functions including Commissioning, quality, patient experience, monitoring provider performance, and HR  The CCG has measured its own performance via Equality Delivery Systems and will undertake its EDS2 assessments from January to March 2015  EPEG committee and internal Governance group receive E&D updates and reports on progress against delivery of the Objectives Plan  E&D Training is part of the Statutory and Mandatory Training Programme and all staff are required to undertake E learning E&D training Governing Body has undertaken high level E&D training on meeting their requirements as decision makers	<ul> <li>Equality and Diversity Policy</li> <li>Equality Objective Plan</li> <li>HR Policies and Procedures</li> <li>Minutes of EPEG meetings</li> <li>E&amp;D Training Records</li> </ul>	
Access services within maximum waiting times, or for the NHS to take all reasonable steps to offer you a range of suitable alternative providers if this is not possible. The waiting times are described in the Handbook	The CCG commissions comprehensive services, closely monitors waiting time performance via the Quality and Performance Review Groups meeting with providers and provides assurances on this to the Quality Committee.  The CCG offers "Choice" to patients	<ul> <li>NHS Provider Contracts</li> <li>Corporate Performance Reports</li> <li>Governing Body reports</li> <li>Governing Body Minutes</li> <li>Quality Committee Agendas</li> </ul>	

to the NHS Constitution		Contract and Quality     Performance Group Minutes	
PLEDGES: The CCG also commits:  • To provide convenient, easy access to services within the waiting times set out in the Handbook to the NHS Constitution;	The CCG commissions comprehensive services, closely monitors waiting time performance via the Quality and Performance Review Groups meeting with providers and provides assurances on this to the Quality Committee.	<ul> <li>NHS Provider Contracts</li> <li>Corporate Performance Reports</li> <li>Governing Body reports</li> <li>Governing Body Minutes</li> </ul>	
To make decisions in a clear and transparent way, so that patients and the public can understand how services are planned and delivered.	The CCG holds "Big Chat" and "mini chat" events and has an Engagement Strategy to ensure that the views of the public inform commissioning decisions. The CCG also works closely with Healthwatch and CVS networks to develop patient and public understanding and is also supporting member practices to develop their Patient Participation groups to support this activity.  The CCG holds meetings in public 6 times a year and the agenda and papers are published on the CCG website.  The CCG has approved a Constitution that sets out the governance and decision making processes of the CCG.	<ul> <li>Big Chat Agendas</li> <li>Big Chat Event Reports</li> <li>Minutes of Open Public Meetings</li> <li>CCG Constitution</li> </ul>	
To make the transition as smooth as possible when you are referred between services, and to put you, your family and carers at the centre of decisions that affect you or them	CCG is undertaking a integration programme underpinned by 2 year and 5 year plan setting out key priorities including how services within primary secondary care, social care services and community voluntary sector can work to develop seamless services and pathways  Providers have in place "patient pathways" that detail the handover and transition process  The E&D work programme, engagement process and quality contract schedules identify issues gaps and barriers in respect pathways enabling the CCG to agree actions to resolve any issues.	<ul> <li>Notes of Operational Management Group meetings</li> <li>Strategic Plan</li> <li>Patient Pathways</li> </ul>	
Quality of Care and Environment			
RIGHTS:  • To be treated with a professional standard of care, by appropriately	Providers have in place recruitment processes that ensure staff are employed with current professional registration.	Staff appraisal processes in providers	

qualified and experienced staff, in a properly approved or registered organisation that meets required levels of safety and quality.	CCG commissions services from providers that are registered with the CQC  The CCG works with providers to ensure that changes to workforce does not negatively impact on patients.	CQC Registration details	
Expect NHS organisations to monitor, and make efforts to improve continuously, the quality of healthcare they commission or provide. This includes improvements to the safety, clinical effectiveness and experiences of services	The CCG Chief Nurse and GP Quality Lead meets with providers to discuss quality matters as part of the Quality and Performance Review Group process. The CCG Quality Committee receives and Early Warning Dashboard that signals any areas of concern about the quality and safety of services  The CCG is a member of the North West Quality Surveillance Group	<ul> <li>Quality Committee Minutes</li> <li>Quality Dashboards</li> <li>CQPG Minutes</li> <li>NW Quality Surveillance Group Agenda</li> <li>NW Quality Surveillance Group Minutes</li> </ul>	
PLEDGES: The CCG also commits:  • To ensure that services are provided in a clean and safe environment that is fit for purpose, based on national best practice	The CCG Chief Nurse and GP quality lead meets with providers to discuss quality matters as part of the Quality and Performance Review Group process. The CCG Quality Committee receives and Early Warning Dashboard that signals any areas of concern about the quality and safety of services	<ul> <li>Quality Committee Minutes</li> <li>Quality Dashboards</li> <li>CQPG Minutes</li> <li>NW Quality Surveillance Group Agenda</li> <li>NW Quality Surveillance Group Minutes</li> </ul>	
	E&D work identifies access issues which often equate to issues around patient safety		
<ul> <li>To identify and share best practice in quality of care and treatments</li> </ul>	The Quality Committee discusses best practice in quality of care and treatments.	<ul><li>Chief Nurse Network Meetings</li><li>Quality Committee Minutes</li></ul>	
If you are admitted to hospital, you will not have to share sleeping accommodation with patients of the opposite sex, except where appropriate, in line with details set in the Handbook of the NHS Constitution	The CCG monitors compliance with Mixed Sex Accommodation (MSA) targets and works with providers and NHS England to identify risk of occurrence and to agree remedial actions if a breaches do occur.	<ul> <li>Corporate Performance Reports</li> <li>MSA Action Plans</li> <li>Quality Committee Minutes</li> </ul>	
Nationally Approved Drugs and Treatments			
RIGHTS: The right to:  • Drugs and treatments that have been	The CCG commissions Medicines Management support and advice from the CSU. The CCG is a member of the	APC Minutes     MMOG Minutes	

recommended by NICE for use in the NHS, if your doctor says they are clinically appropriate for you.	Area Prescribing Committee where such guidance is discussed, recommendation made and CCG approval.	<ul><li>SSMOOG Minutes</li><li>JMOG Minutes</li></ul>	
Expect local decisions on funding of other drugs and treatments to be made rationally following a proper consideration of the evidence. If the local NHS decides not to fund a drug or treatment you and your doctor feel would be right for you, they will explain that decision to you.	The CCG has in place systems and process to review applications for Individual Funding Requests for those cases that are considered to be "exceptional". The panel membership includes clinicians to ensure proper assessment of clinical need.  All decisions to fund are not to fund are communicated to patients and their clinicians with a clear rationale to support the decision.	IFR Policy     Commissioning Policy Review document     IFR Panel Notes	
<ul> <li>Receive the vaccinations that the Joint Committee on</li> <li>Vaccination and Immunisation recommends that you should receive under an NHS-provided national immunisation programme</li> </ul>	The Vaccinations administered under the National programme is commissioned by the Public Health Team of NHS England	NOT APPLICABLE TO C	CCGs
PLEDGES: The CCG also commits to:     Provide screening programmes as recommended by the UK National Screening Committee	NHS England and the Local Authority are responsible for the implementation of screening programmes and the CCG works closely with these organisations	NOT APPLICABLE TO CCGs	
Respect Consent and Confidentiality			
Be treated with dignity and respect, in accordance with your human rights.	CQC and other external regulators require Providers to have in place appropriate policies and procedures.  The CCG requires providers to have such arrangements in place and these are monitored through the contracting processes.	<ul> <li>Equality and Human Rights         Policies</li> <li>Consent Policies</li> <li>Same Sex Accommodation         Policies</li> <li>Patient Information Leaflets</li> <li>Mental Capacity Act Policy         (including Best Interests)</li> <li>Care of the Dying Policies</li> <li>Safeguarding Policies and         Procedures</li> <li>Training programmes for staff on</li> </ul>	

		Mental Capacity Act, Consent, Safeguarding etc	
Accept or refuse treatment that is offered to you, and not to be given any physical examination or treatment unless you have given valid consent. If you do not have the capacity to do so, consent must be obtained from a person legally able to act on your behalf, or the treatment must be in your best interests	CQC and other external regulators require Providers to have in place appropriate policies and procedures.  The CCG requires providers to have such arrangements in place and these are monitored through the contracting processes.	<ul> <li>Equality and Human Rights         Policies</li> <li>Consent Policies</li> <li>Same Sex Accommodation         Policies</li> <li>Patient Information Leaflets</li> <li>Mental Capacity Act Policy         (including Best Interests)</li> <li>Care of the Dying Policies</li> <li>Safeguarding Policies and         Procedures</li> <li>Training programmes for staff on         Mental Capacity Act, Consent,         Safeguarding etc</li> </ul>	
Given information about the test and treatment options available to you, what they involve and their risks and benefits.	CQC and other external regulators require Providers to have in place appropriate policies and procedures.  The CCG requires providers to have such arrangements in place and these are monitored through the contracting processes.	<ul> <li>Patient Information Leaflets in a number of formats</li> <li>Access to translation services</li> </ul>	
For privacy and confidentiality and to expect the NHS to keep your confidential information safe and secure.	The CCG have in place a range of Information Governance Policies that were approved by the Quality Committee.	<ul> <li>Patient Information Leaflets on how their personal data is processed (Fair Processing Notice)</li> <li>Evidence to achieve a minimum of Level 2 compliance with IG Toolkit. This compliance is audited on an annual basis</li> <li>Caldicott Guardian</li> <li>Senior Information Risk Owner (SIRO)</li> <li>Information Governance or Data Protection Policy</li> <li>Information Security Policy</li> <li>Subject Access Request Policy</li> <li>Procedures to adhere to the Confidentiality: NHS Code of</li> </ul>	

Of access to your own health records. These will always be used to manage your treatment in your best	The CCG has a policy in place that provides information on the process to follow when requesting records. These arrangements have been approved by the Quality	Practice Procedures to adhere to the Information Security Management NHS Code of Practice Procedures to adhere to the NHS Records Management Quality Committee minutes IG Toolkit Compliance Results  Subject Access Request Policy and procedures Quality Committee minutes	
interest	Committee.	a gadiny committee minutes	
To be informed how your information is used	The CCG has in place a leaflet that describes these arrangements for	Patient Information Leaflets on how their personal data is processed (Fair Processing Notice)	
To request that your confidential information is not used beyond your own care and treatment and to have your objections considered, and where your wishes cannot be followed, to be told the reasons including the legal basis	The CCG has appropriate arrangements in place	<ul> <li>Patient Information Leaflets on how their personal data is processed (Fair Processing Notice)</li> <li>Confidentiality: NHS Code of Practice</li> <li>Information Security Management NHS Code of Practice</li> <li>NHS Records Management</li> </ul>	
PLEDGES: The NHS also commits to:	The CCG monitors compliance with this through the contract monitoring processes.	Contract meeting minutes	
<ul> <li>Share with you any correspondence sent between clinicians about your care</li> </ul>			
Informed Choice			
RIGHTS: The right to:			

Choose your GP practice, and to be accepted by that practice unless	NOT APPLICABLE TO CCG  NHS England is responsible for the commissioning and performance management of GP contracts. The CCG works with the Merseyside Area Team to support the development and improvement of quality in primary care.	
there are reasonable grounds to refuse, in which case you will be informed of those reasons.		
Express a preference for using a particular doctor within your GP practice and for the practice to try to comply.		
Make choices about the services commissioned by NHS bodies and the right to information to support these choices. The options available to you will develop over time and will be dependent on your individual needs.	The CCG has arrangements in place to ensure that patients have "Choice".	Choice Policy     NHS Choices Website     Having communications and information in a range of accessible formats
PLEDGES: The CCG also commits to:             • Inform you about the healthcare services available to you, locally and nationally;	The CCG has arrangements in place to ensure that the public are advised about the services available to you.	<ul> <li>Strategic Plan</li> <li>Publication of Contracts</li> <li>Annual Plans</li> <li>Annual Report</li> <li>Engagement Events</li> <li>Prospectus</li> </ul>
Offer you easily accessible, reliable and relevant information in a form that you can understand and support to use it. This will enable you to participate fully in your own healthcare decisions and to support you in making choices. This will include information on the quality of clinical services where there is robust and accurate information available.	The communications plan includes actions to ensure decision making is communicated and understood.	Provider Personalised Care Plans
Involvement in your Healthcare		
RIGHTS: The right to:	Providers have in place End of Life policies that are developed in conjunction with commissioners	End of Life Policies

Be involved in discussions and decisions about your healthcare, including your end of life care and to be given information to enable you to do this	Use of translation and interpretation services are monitored through 2104/15 quality contract schedule under compliance with Equality Act 2010 requirements	<ul> <li>Interpretation Service SLA</li> <li>Contract Schedule</li> </ul>	
Be involved, directly or through representatives, in the planning of healthcare services commissioned by NHS bodies, the development and consideration of proposals for changes in the way those services are provided, and in decisions to be made affecting the operation of those Services.	The CCG has arrangements in place to ensure that patients and the public are able to contribute to the development of plans.	<ul> <li>Open Board Meetings</li> <li>Big Chat Events</li> <li>Mini Chat Events</li> <li>Engagement Strategies</li> <li>Engagement and Patient Experience Group</li> <li>HealthWatch</li> <li>CVS Networks</li> <li>Patient Surveys</li> <li>Minutes of meetings</li> <li>EPEG Meetings</li> </ul>	
PLEDGES: The CCG also commits to:  • Provide you with the information and support that you need to influence and scrutinise the planning and delivery of NHS Services	The CCG has arrangements in place to ensure that patients and the public are able to contribute to the development of plans.	<ul> <li>Open Board Meetings</li> <li>Big Chat Events</li> <li>Mini Chat Events</li> <li>Engagement Strategies</li> <li>Engagement and Patient Experience Group</li> <li>HealthWatch</li> <li>CVS Networks</li> <li>Patient Surveys</li> <li>Minutes of meetings</li> <li>EPEG Meetings</li> <li>Overview and Scrutiny meeting notes</li> <li>Consultation reports</li> <li>Survey Reports</li> </ul>	
Work in partnership with you, your family, carers and representative to involve you in discussions about planning your care and to offer you a	Providers have appropriate arrangements in place as part of pathway approach.		

written record of what is agreed if you want one  To encourage and welcome feedback on your health and care experiences and use this to improve services	The CCG has appropriate arrangements in place to ensure that patient views inform service improvements.	<ul> <li>EPEG Terms of Reference</li> <li>Quality Committee ToR</li> <li>Complaints Policy</li> <li>Being Open Policy</li> <li>Family and Friends Performance Monitoring</li> <li>Complaints Reports</li> <li>PALS Reports</li> </ul>	
Complaints and Redress			
<ul> <li>Discuss the manner in which the complaint is handled and to know the period within which the investigation is likely to be completed and the response sent</li> <li>Have any complaint that you make about NHS services acknowledged within three working days and to have it properly investigated</li> <li>Be kept informed of progress and to know the outcome of any investigation into your complaint, including an explanation of any conclusions and confirmation that any action needed in consequence of the complaint has been taken or is proposed to be taken.</li> <li>Take your complaint to the Independent Parliamentary and Health Service Ombudsman, if you are not satisfied with the way your complaint has been dealt with by the NHS.</li> </ul>	The CCG complies with relevant legislation, guidance and policy and has arrangements in place to manage complaints, concerns and serious incidents.  The CCG procures support from the Cheshire and Merseyside Commissioning Support Unit for the management of Claims.	<ul> <li>Complaints Policy</li> <li>Being Open Policy</li> <li>PALS</li> <li>Complaints Support commissioned from the CSU</li> <li>Membership with NHS Litigation Authority</li> <li>Incident Reporting Policy</li> <li>Serious Incident Policy</li> <li>Quality Committee Review of complaints</li> <li>EPEG review of complaints</li> <li>Corporate Governance Group</li> <li>Quality and Performance Review Group</li> <li>Complaints Action Plans</li> <li>Public Sector Equality Duty</li> <li>Duty to consult and engage</li> <li>CSU SLA</li> <li>SI Investigation Reports</li> <li>STEIS review group notes</li> <li>Incident Action Plan</li> </ul>	

- Make a claim for judicial review if you think you have been directly affected by an unlawful act or decision of an NHS body or local authority.
- Compensation where you have been harmed by negligent treatment.

## PLEDGES: The CCG also commits to:

- Ensure that you are treated with courtesy and you receive appropriate support throughout the handling of a complaint; and that the fact that you have complained will not adversely your future treatment
- Ensure that when mistakes happen or if you are harmed while receiving health care, you receive an appropriate explanation and apology, delivered with sensitivity and recognition of the trauma you have experienced, and know that lessons will be learnt to help avoid a similar incident occurring again.
- Ensure that the organisation learns lessons from complaints and claims and uses these to improve NHS services

## Pledges to staff

To have a good working environment with flexible working opportunities, consistent with the needs of patients and with the way that people live their lives	Assurance Statement	Sources of Assurance	Compliance– fully GREEN compliant/partially AMBER compliant/not compliant RED
Fair treatment regarding leave, rights and flexible working and other statutory leave requests relating to work and family, including caring for adults with whom you live.     Request 'reasonable' time off for emergencies (paid and unpaid) and other statutory leave (subject to exceptions)     Expect reasonable steps are taken by the employer to ensure protection from less favourable treatment by fellow employees, patients & others (e.g. bullying or harassment)	The CCG has in place a range of HR and Workforce Policies and procedures.  The Governing Body has approved an Equality and Diversity Policy	<ul> <li>Carers Leave Policy</li> <li>Maternity Leave Policy</li> <li>Special Leave Policy</li> </ul>	
To have a fair pay and contract framework			
Pay; consistent with the National Minimum Wage or alternative contractual agreement.     Fair treatment regarding pay.	The CCG has appropriate arrangements in place to ensure compliance with these requirements.	<ul> <li>Agenda for Change Pay Framework</li> <li>VSM Pay Framework</li> <li>Employment Contracts</li> </ul>	
To be involved and represented in the work			

place			
RIGHTS: The right to:  • Be accompanied by either a Trade Union official or a work colleague at disciplinary or grievance hearings in line with legislation, your employer's policies or your contractual rights.	These rights are detailed in relevant policies and procedures.	<ul> <li>Disciplinary Policy</li> <li>Grievance Policy</li> <li>Conduct and Capability Policy</li> </ul>	
Consultation and representation either through the Trade Union or other staff representatives (for example where there is no Trade Union in place) in line with legislation and any collective agreements that may be in force.	Staff are able to access support from Staffside representative and are able to join trade unions.		
4. To have healthy and safe working conditions and an environment free from harassment, bullying or violence			
Work within a healthy & safe workplace and an environment in which the employer has taken all practical steps to ensure the workplace is free from verbal or physical violence from patients, the public or staff, to work your contractual hours, take annual leave and to take regular breaks from work.	These rights are detailed in relevant policies and procedures.	<ul> <li>Health and Safety Policy</li> <li>Local Security Management Specialist</li> <li>Incident Reporting procedures</li> <li>Lone Worker Policy</li> <li>Risk Management Strategy</li> </ul>	
5. To be treated fairly, equally and free from discrimination			
RIGHTS: The right to:  • A working environment	The CCG policies and procedures have been developed in accordance with Equality Legislation.	Equality and Diversity Policy	

(including practices on recruitment and promotion) free from unlawful discrimination on the basis of gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity, or marital or civil partnership status.			
6. To take a complaint about their employer to a Tribunal (in certain circumstances)			
RIGHTS: The right to:	The CCG has appropriate arrangements in place to ensure staff are able to take a complaint about their employer to a Tribunal.	<ul> <li>Disciplinary Policy</li> <li>Grievance Policy</li> <li>Conduct and Capability Policy</li> </ul>	
7. Can raise any concern with their employer whether it is about safety, malpractice or other risk, in the public interest			
Protection from detriment in employment and the right not to be unfairly dismissed for 'whistleblowing' or reporting wrongdoing in the workplace.	The CCG has in place arrangements to ensure that staff can raise concerns with their employer about safety, malpractice or other risk in the public interest.	<ul><li>Incident Reporting</li><li>Whistleblowing Policy</li></ul>	
8. To have employment protection (NHS employees only)			
Fight to:     Employment protection in terms of continuity of service for redundancy purposes if moving	The CCG has in place arrangements in place to protect employment in appropriate circumstances.	<ul><li>Managing Organisational Change Policy</li><li>TUPE Arrangements</li></ul>	

between NHS Employers.			
between Wild Employers.			
9. To join the NHS Pension Scheme (NHS employees and some other groups e.g. GPs)			
RIGHTS: The right to:     Your ability to join the NHS     Pension Scheme.	All CCG Employers have the right to join the pension scheme and are advised of this when joining the CCG.	<ul> <li>NHS Pension Scheme Leaflets</li> <li>Communications Bulletins</li> <li>Induction Pack</li> <li>Offer letters of employment</li> </ul>	
PLEDGES			
<ul> <li>Provide a positive working environment for staff and to promote supportive, open cultures that help staff do their job to the best of their ability</li> <li>Provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities To provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential.</li> <li>Provide support and opportunities for staff to maintain their health, well-being and safety</li> </ul>	The CCG has appropriate arrangements in place to ensure that staff are able to benefit from a positive working environment in which the can work flexibility within the needs of the business and can acquire skills to further their development.	<ul> <li>Personal Development Reviews</li> <li>Training and development opportunities</li> <li>Job Descriptions</li> <li>Personal Development Reviews</li> <li>Flexible Working arrangements</li> <li>Health and Safety Policy</li> <li>Occupational Health Service</li> <li>SMT meeting notes of discussions</li> <li>SLT meeting notes of discussions</li> <li>Wider Management Team meetings</li> <li>Staff Engagement Events</li> <li>SMT</li> <li>SLT</li> <li>Wider Management Team meetings</li> <li>Staff Engagement Events</li> <li>Grievance Policy</li> <li>Whistleblowing Policy</li> </ul>	
Engage staff in decisions that affect them and the services			

	they provide, individually,	
	through representative	
	organisations and through local	
	partnership working	
	arrangements	
	3	
•	All staff will be empowered to	
	put forward ways to deliver	
	better and safer services for	
	patients and their families	
	patients and their families	
	To have a process in place to	
•		
	raise an internal grievance	
•	Encourage and support all staff	
	in raising concerns at the	
	earliest reasonable opportunity	
	about safety, malpractice, or	
	wrongdoing at work,	
	responding to and, where	
	necessary, investigating the	
	concerns raised and acting	
	consistently with the Public	
	Interest Disclosure Act 1998	