

# Induction Approach

**What NHS Non-Executive Directors  
can expect from induction**





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This resource is one strand of a wider induction and development programme led by the NHS Chairs Group and the Corporate Business Management Team at the Scottish Government.

It was written with, and for, Non-Executive Directors of NHS Boards. However, the document and additional resources referred to within the document may also be of value to Executive Directors.

NHS Boards should consider how to use this resource in relation to their local Board development.

# Foreword

NHS Boards provide the vision and strategic direction through which high quality, safe and effective services are delivered to the people of Scotland. Boards also have responsibility for the provision of effective governance and oversight arrangements for service provision and the non-executive members of the boards have a particular role in seeking assurance that the delivery of these services meets quality standards, and that systems are in place to identify opportunities for improvement and their delivery.



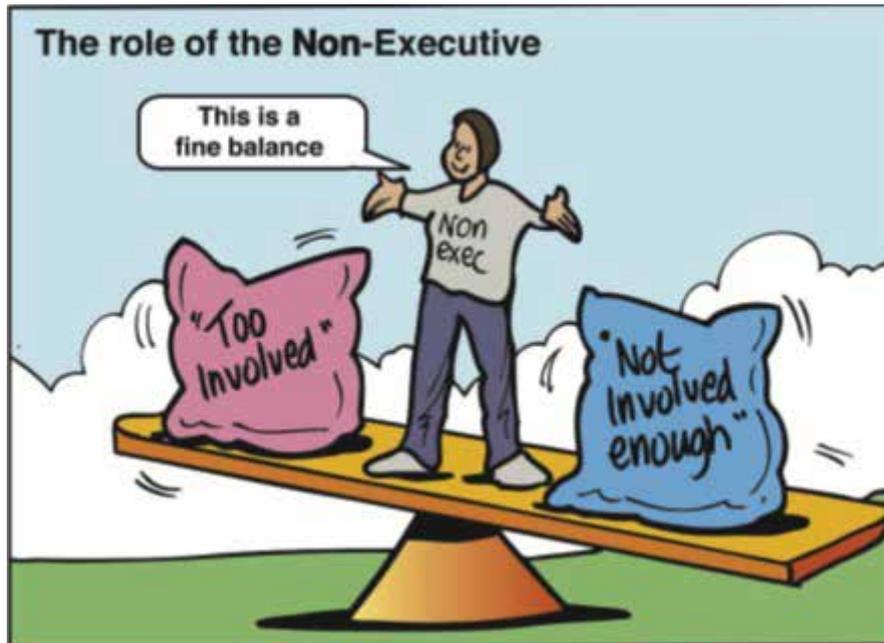
NHS Chairs and colleagues from the Scottish Government Health and Social Care Directorates have been developing a series of resources to assist non-executive directors in their roles and the current versions can be accessed at (<http://www.gov.scot/Topics/Health/NHS-Workforce/NHS-Boards/BoardDevelopment> and <http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/leadership-and-management/resources-services.aspx>). Particular focus has been concentrated on Quality Improvement and the introduction of a QI programme for non-executive and executive board members.

This resource has, therefore, been prepared to assist non-executive directors in developing an improvement focussed approach across all domains of governance, supporting their contribution to achieving the Scottish Government's healthcare ambitions. The guide considers how "Good Governance" might be achieved. The content should be used alongside the other documents forming this series, reflecting the wider aims of helping non executive directors understand how they too, can play an essential role in ensuring that their NHS Board maintains its focus on quality.

On behalf of the Chairs of NHS boards, I hope you find this resource useful.

A handwritten signature in black ink, which appears to read "David Garbutt".

David Garbutt  
Chair of NHS Chairs' Quality Portfolio Group and Chair of Scottish Ambulance Service



Non-Executive Directors' Development Event 2014, Scottish Government  
<http://www.gov.scot/Topics/Government/public-bodies/public-bodies>

# Non-Executive Directors: Induction Approach

## Context

- All members of NHS Boards are appointed by the Scottish Ministers.
- The Board is a governing body which is collectively responsible for the success of the organisation. The Board's role is to provide leadership of the organisation within a framework of prudent and effective controls which allow risk to be assessed and managed.
- Boards have a duty to provide Non-Executive Directors with the necessary information and training to ensure that they are able to discharge their corporate responsibility to the highest standards.

## Key issues to note

- The governing NHS Board has collective responsibility for its decisions and all Board members have equal status in discussions.
- The Chair leads the governing body and the Chief Executive leads and manages the organisation.
- Table 1 illustrates the key roles of Non-Executive Directors in comparison with other members of the Board.

## **Aim**

To provide an induction programme that will support the Board in discharging their corporate responsibility for ensuring that the Board fulfils the aims and objectives set by Scottish Ministers and demonstrates strong and effective governance capability.

## **Approach**

The induction programme for Non-Executive Directors has been mapped to the principles of the Good Governance Standard for Public Services. This provides a framework for measurement and improvement.

## **Benefits expected**

- To support the Chairman of the Board to evidence their responsibility for providing strategic leadership to the organisation through the Board and in conjunction with the Chief Executive in execution of their duty as Accountable Officer.
- To support individual Non-Executive Directors to meet the requirements of their role and to carry out their duties to the highest standard.

## **Risks**

There are reputational, financial and compliance risks if the governing NHS Board does not meet its duty to support Non-Executive Directors to discharge their corporate responsibility.

## Key roles of Non-Executive Directors

Table 1 (The Healthy NHS Board 2013: Principles for Good Governance pg 43-44)

	Chair	Chief Executive	Non-Executive	Executive
Formulate Strategy	Ensures Board develops vision, strategies and clear objectives to deliver organisational purpose	Leads strategy development process	Brings independence, external perspectives, skills, and challenge to strategy development	Takes lead role in developing strategic proposals – drawing on professional and clinical expertise (where relevant)
Ensure Accountability	<ul style="list-style-type: none"> <li>• Makes sure the Board understands its own accountability for governing the organisation</li> <li>• Ensures Board committees that support accountability are properly constituted</li> <li>• Holds CE to account for delivery of strategy</li> <li>• Leads the Board in being accountable to Scottish Ministers</li> </ul>	<ul style="list-style-type: none"> <li>• Leads in the delivery of strategy</li> <li>• Establishes effective performance management arrangements and controls</li> <li>• Acts as Accountable Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Holds the Executive to account for the delivery of strategy</li> <li>• Offers purposeful, constructive scrutiny and challenge</li> <li>• Chairs or participates as a member of key committees that support accountability</li> <li>• Account individually and collectively for the effectiveness of the Board</li> </ul>	<ul style="list-style-type: none"> <li>• Leads implementation of strategy within functional areas</li> <li>• Manages performance within their area and deals effectively with poor performance</li> </ul>

<b>Shape Culture</b>	Provides visible leadership in developing a health culture for the organisation, and ensures that this is reflected and modelled in their own and in the Board's behaviour and decision making	Provides visible leadership in developing a health culture for the organisation, and ensures that this is reflected in their own and in the Executive's behaviour and decision making	<ul style="list-style-type: none"> <li>• Actively supports and promotes a health culture for the organisation and reflects this in their own behaviour</li> <li>• Provides visible leadership in developing a health culture so that staff believe Non-Executives provide a safe point of access to the Board for raising concerns</li> </ul>	<ul style="list-style-type: none"> <li>• Actively supports and promotes a positive culture of the organisation and reflects this in their own behaviour</li> <li>• Nurtures good leadership at all levels, actively addressing problems impacting staff's ability to do a good job</li> </ul>
<b>Intelligence</b>	Ensures requirements for accurate, timely and clear information to Board are clear to the Executive	Ensures provision of accurate, timely and clear information to the Board	Satisfies themselves of the integrity of financial and quality intelligence including getting out and about, observing and talking to staff and patients	Takes principal responsibility for providing accurate timely and clear information to the Board
<b>Engagement</b>	Plays key role as ambassador and building strong partnerships with patients and public, staff, other stakeholders	Plays key role as ambassador and building strong partnerships with patients and public, staff, other stakeholders	Ensures Board acts in best interests of patients and public	Leads on engagement with specific internal or external stakeholder groups

## Programme of meetings

A schedule of meetings will be arranged with key staff to support induction. As a minimum, initial meetings will be arranged with the Chairman, Chief Executive and Directors.

## Development and mandatory training

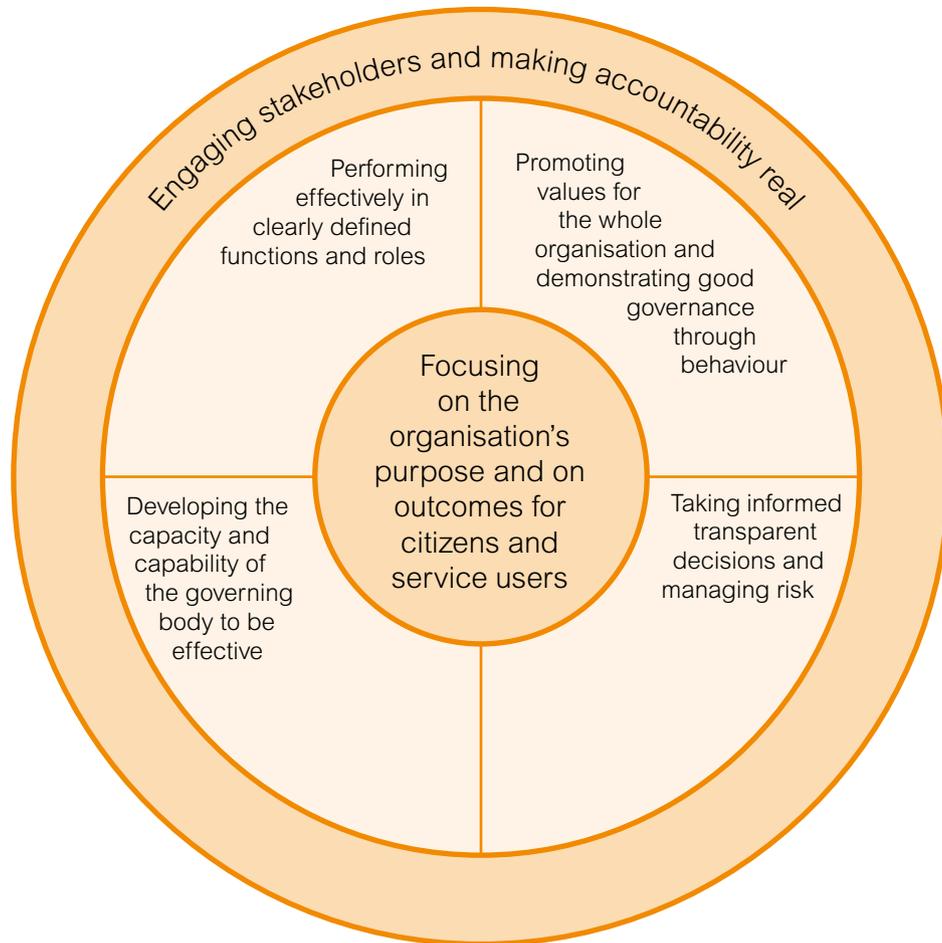
The following core development opportunities will be offered to new Non-Executive Directors. Other development opportunities/requirements will be identified either as relevant to governance committee membership or as identified through the performance development process.

- CIPFA Essential skills for Board members.
- Audit Committee members: Essential skills for Audit Committee members.
- Mandatory training requirements within the NHS Board will be scheduled.

## Key documents to support induction

- On Board: Scottish Government Guide for Members of Statutory Bodies
- Health and Social Care Delivery Plan
- CIPFA: Good Governance Standard for Public Services
- NHS Board Code of Corporate Governance
- Local Delivery Plan
- Governance for Quality Healthcare in Scotland – an Agreement
- Audit Scotland – Checklist for NHS non-executive directors

# Induction Approach Framework



Adapted from original by OPM and CIPFA 2004 ©

The induction approach for Non-Executive Directors has been mapped to the principles of the Good Governance Standard for Public Services. This provides a framework for measurement for improvement.

## 1. Focusing on the organisation's purpose and on outcomes for citizens and service users

Area	Background reading/reference/ other	Meetings to be arranged	Additional training/ information
<b>Government/ Sponsor Division</b>	<ul style="list-style-type: none"> <li>• Framework agreement/ Sponsorship agreement</li> </ul>	Invite sponsor to speak to Non-Executives to outline role and responsibilities/ role of Cabinet Secretary/other sponsor divisions CMO CNO	Review of Scottish Government website
<b>Organisation</b>	<b>Legislation</b> <ul style="list-style-type: none"> <li>• The National Health Service (Scotland) Act 1978</li> <li>• The Health Boards (Membership and Procedure) (Scotland) Regulations 2001</li> <li>• Public Services Reform (Scotland) Act 2010</li> <li>• Public Bodies (Joint Working) (Scotland) Act 2014</li> </ul>	Chairman Chief Executive Executive Team Members	1:1 meetings with other key stakeholders (or as relevant to a Non-Executive Director's area of interest/experience)

	<p><b>Strategy</b></p> <ul style="list-style-type: none"> <li>• Local Delivery Plan</li> <li>• Corporate Plan</li> <li>• Other key documents</li> </ul> <p><b>Performance</b></p> <ul style="list-style-type: none"> <li>• LDP Performance reporting</li> </ul> <p><b>Finance/Value for Money</b></p> <ul style="list-style-type: none"> <li>• Financial Plan</li> </ul> <p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>• Workforce Plan</li> </ul>		
<b>Parliament</b>	<ul style="list-style-type: none"> <li>• Parliamentary bulletin</li> <li>• Consultations/Bills</li> <li>• Parliamentary Committees</li> </ul>	<p>Invite someone to outline role of the government and parliamentary areas which impact on the NHS Board</p>	<p>Attendance at a Parliamentary Committee meeting</p>
<b>Emerging Issues</b>			

## 2. Performing effectively in clearly defined functions and roles

Area	Background reading/reference/ other	Meetings to be arranged	Additional training/ information
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Code of Corporate Governance</li> <li>• Board and Governance Committee meeting dates</li> <li>• Board and Executive Team/ Directorate organisational structure</li> <li>• Review of health board membership and biographies</li> <li>• Roles and responsibilities including Chairman/Chief Executive/Directors</li> <li>• Governance Committee membership/role</li> </ul>	<p>Governance committee chairs (as relevant to the Non-Executives' committee membership)</p> <p>Other Non-Executives</p> <p>Meetings with Chairman and Chief Executive/Governance Committee lead officers</p>	<p>Observe Governance Committee meetings</p> <p>Attend 'On Board' or equivalent programme</p> <p>Attend any required training sessions in relation to Governance role eg 'Effective Audit Committee'</p>
<b>Internal Controls</b>	<ul style="list-style-type: none"> <li>• Governance statement</li> <li>• Risk Management Strategy/ Corporate Risk Register</li> <li>• Role of External and Internal Audit</li> <li>• Audit Committee</li> <li>• Executive Remuneration Committee</li> <li>• Code of Conduct for Board Members</li> <li>• Register of Interests</li> <li>• Register of Gifts and Hospitality</li> <li>• Information Governance</li> </ul>	<p>Director of Finance &amp; Corporate Services</p> <p>Corporate Governance Manager</p>	

<b>Information Technology</b>	<ul style="list-style-type: none"> <li>• Set up and management of e-mail accounts</li> <li>• IT governance</li> </ul>	Corporate Governance Manager	Individual training
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Remuneration</li> <li>• Expenses</li> <li>• Additional expenses and/or remuneration</li> <li>• Car insurance</li> <li>• Travel and subsistence</li> <li>• Mandatory training</li> </ul>	Corporate Governance Manager	Meeting with Human Resources
<b>Social Media</b>	<ul style="list-style-type: none"> <li>• Social Media Policy</li> <li>• Webex</li> <li>• Twitter</li> <li>• Facebook</li> </ul>	Communications Manager	

### 3. Promoting values for the whole organisation and demonstrating good governance through behaviour

<b>Area</b>	<b>Background reading/reference/ other</b>	<b>Meetings to be arranged</b>	<b>Additional training/ information</b>
<b>Conduct/ Compliance</b>	<ul style="list-style-type: none"> <li>• Model Code of Conduct for Members of Public Bodies</li> <li>• Code of Corporate Governance</li> <li>• Employee Code of Conduct</li> <li>• Whistleblowing Policy</li> <li>• Bribery Act</li> </ul>	Corporate Governance Manager	
<b>Values and Behaviours</b>	<ul style="list-style-type: none"> <li>• Values and behaviours statement</li> </ul>		

#### 4. Taking informed transparent decisions and managing risk

Area	Background reading/reference/ other	Meetings to be arranged	Additional training/ information
Board Administration	<ul style="list-style-type: none"> <li>• Business planning schedules</li> <li>• Criteria and rationale for scheduling of Board and Governance Committee meetings</li> <li>• Corporate templates</li> </ul>	Corporate Governance Manager	
Governance	<ul style="list-style-type: none"> <li>• Code of Corporate Governance</li> <li>• Minutes of meetings</li> </ul>	Corporate Governance Manager	
Risk Management	<ul style="list-style-type: none"> <li>• Risk Management Strategy</li> <li>• Corporate Risk Register</li> <li>• Operational Risk Register</li> </ul>	Corporate Governance Manager	

#### 5. Developing the capacity and capability of the governance body to be effective

Area	Background reading/reference/ other	Meetings to be arranged	Additional training/ information
Performance	<ul style="list-style-type: none"> <li>• Skills Matrix</li> <li>• Appraisal Process (mid-year and annual)</li> <li>• Terms of Service</li> <li>• Board Evaluation</li> </ul>	Chairman	
Induction	<ul style="list-style-type: none"> <li>• Induction Programme Outline</li> </ul>	Will be arranged following discussion with Non-Executives	
Development Opportunities	<ul style="list-style-type: none"> <li>• Individual discussion</li> </ul>	Chairman/ Organisational Learning and Development Manager	

## 6. Engaging stakeholders and making accountability real

Area	Background reading/reference/ other	Meetings to be arranged	Additional training/ information
Staff Governance	<ul style="list-style-type: none"> <li>• Staff governance standard</li> <li>• Value and behaviours</li> </ul>	Employee Director (Non Executive Director)	
Internal Engagement	<ul style="list-style-type: none"> <li>• Internal Communications Strategy</li> <li>• Organisation Structure Charts</li> </ul>	Walkround and introductions to staff  Head of Communications	
External Engagement	<ul style="list-style-type: none"> <li>• Map of NHS Boards in NHSScotland</li> <li>• External Engagement Strategy</li> </ul>	Meetings with other Non Executive Directors  Head of Communications	Direction to <a href="#">SHOW</a> website

# What Next?

An induction programme is just the beginning of the journey. All Non-Executive Directors will require a programme of learning and development activities which has been tailored to meet their individual needs and the requirements of the Board.

## **Non-Executive Directors should:**

- have regular two-way discussions about their performance with Board Chairs;
- play an active role in identifying their own learning and development needs;
- ensure that they have a learning and development plan agreed with the Board Chair;
- mentor less experienced Non-Executives; and
- seek out opportunities to network with other Non-Executives.

## **Board Chairs can support new Non-Executive Members by:**

- ensuring that an induction programme has been developed for their Board;
- ensuring that all core and mandatory training has been provided;
- ensure that they have regular two-way discussions with their Non-Executives about performance;
- ensuring that all Non-Executives have a learning and development plan; and
- seeking out opportunities for Non-Executives to network and engage with other Non-Executives.

# References and Acknowledgements

## References and Acknowledgements

### References

Public Services Reform (Scotland) Act 2010 –  
<http://www.legislation.gov.uk/asp/2010/8/contents/enacted>

CIPFA Essential Skills for Board Members –  
<http://www.cipfa.org/training/e/essential-skills-for-board-members-20160224>

CIPFA Good Governance Standard for Public Services – <http://www.cipfa.org/policy-and-guidance/reports/good-governance-standard-for-public-services>

Governance for Quality Healthcare in Scotland – an Agreement –  
<http://www.gov.scot/Resource/0042/00427583.pdf>

The Healthy NHS Board 2013, Principles for Good Governance, NHS Leadership Academy –  
<https://www.leadershipacademy.nhs.uk/resources/healthy-nhs-board/>

SHOW – NHSScotland Putting Health on the Web – [www.show.scot.nhs.uk](http://www.show.scot.nhs.uk)

### Acknowledgements

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