# Induction Approach

## What NHS Non-Executive Members can expect from induction

# Contents

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 Members 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 worked closely with NES to create a central place for Board Development resources, education and training to support Non-executive members in their roles throughout their term in office.

A national approach to induction was implemented in 2015 to ensure consistency across NHS Scotland, so that all new non-executive members receive the same high quality induction, whilst allowing the Boards flexibility to tailor the induction in accordance to local circumstances and the needs of the individual.

This approach has now been refreshed to reflect the 'Blueprint for Good Governance' which was implemented in January 2019.

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

David Garbutt
Chair of NHS Chairs Group and Chair of NHS Education for Scotland

# Non-Executive Members Induction

## 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 Members 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 Members 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 Members has been informed by the 'Blueprint for Good Governance' (see page 4). The induction for Non-Executive Members has been mapped to the Role Description and Core Skills Framework (www.nhs.scot) and used during the recruitment process.

All Non-Executive Members will receive the same induction in terms of resources that are provided at a national level, combined with a tailored pack which reflects local circumstances.
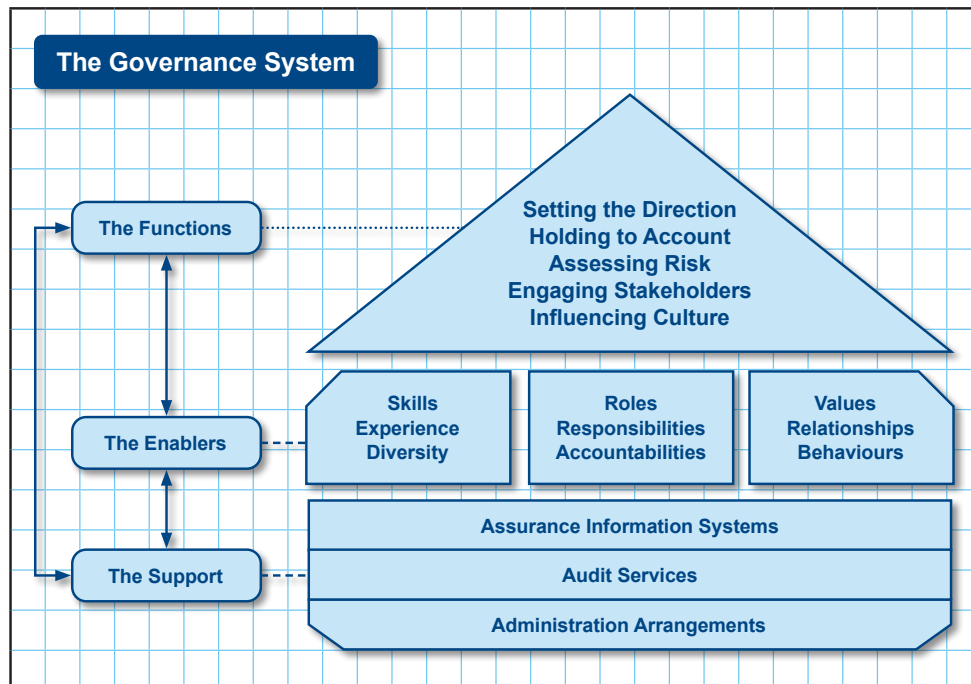
## Blueprint for Good Governance

A 'Blueprint for Good Governance' was circulated to NHS Boards under DL(2019)02 on 1 February 2019. This provides a standard framework which all Boards across Scotland have now implemented.

**A Blueprint for Good Governance**

The Blueprint describes a three-tiered model that defines the functions of a governance system, the enablers and the support required to effectively deliver those functions.

What distinguishes this model from other governance models is its clear acknowledgement of the importance of how the Board approaches the achievement of its strategic aims and objectives as well as its focus on performance and outcomes. Although the model is presented as three distinct sections, they are in reality inter-dependent.

**The Governance System**

**The Functions** ....... 
Setting the Direction
Holding to Account
Assessing Risk
Engaging Stakeholders
Influencing Culture

**The Enablers** - - -
| Skills Experience Diversity | Roles Responsibilities Accountabilities | Values Relationships Behaviours |

**The Support** - - -
Assurance Information Systems

Audit Services

Administration Arrangements

# Understanding your role

NHS Boards are made up of a mixture of both Executive and Non-Executive Members and have a collective responsibility for the performance of the organisation and are accountable through the Board Chair to the Cabinet Secretary for Health and Sport.

The Non-Executive cohort includes both lay members and stakeholder members. Lay members are appointed through a process which is regulated by the Office of the Commissioner for Ethical Standards in Public Life in Scotland. Stakeholder members are nominated to be appointed to the Board and include, for example, Local Authority Councillors.

Non-Executive Members hold the Executive to account for the delivery of strategy, ensure value for money and that risks are managed and mitigated effectively.
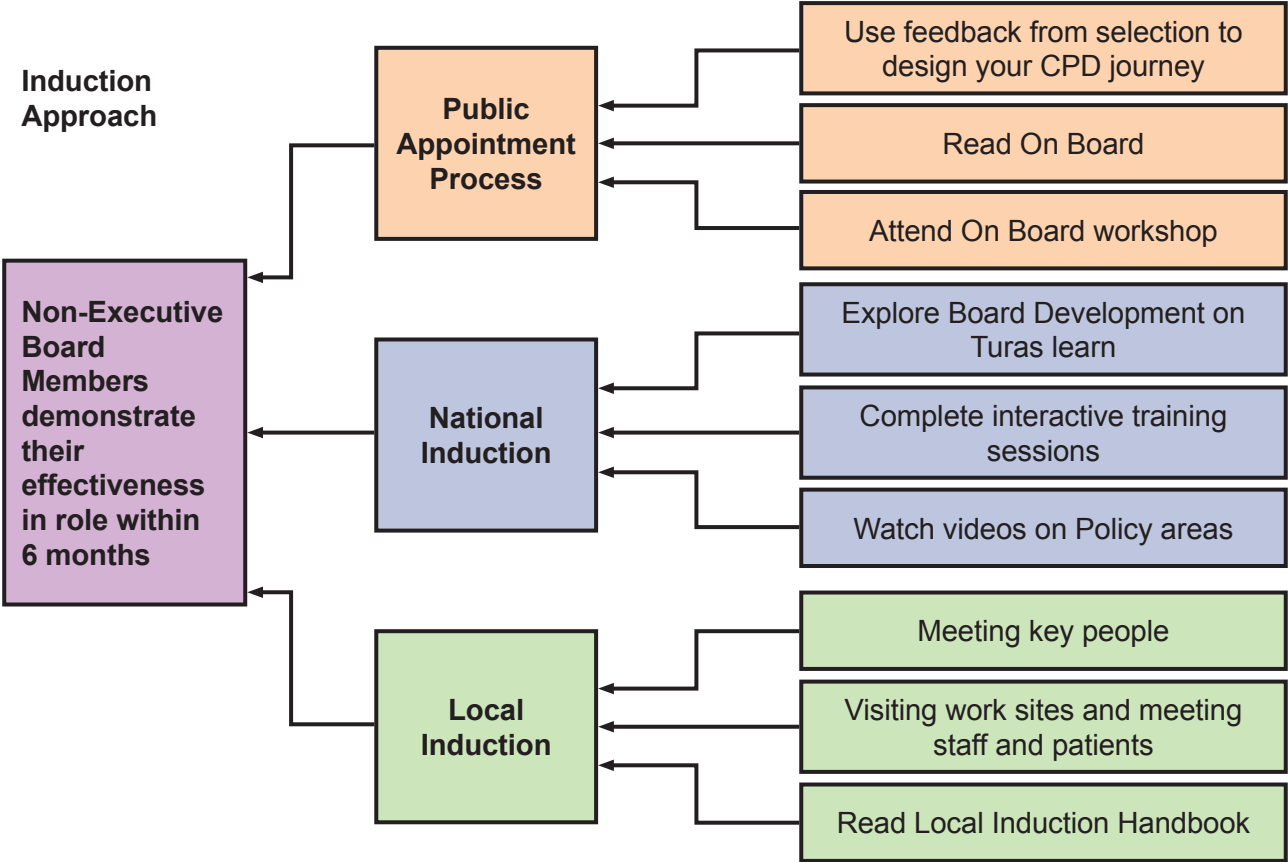
## Key roles of Non-Executive Members

Table 1 (adapted from the Blueprint for Good Governance 2018 and The Healthy NHS Board 2013: Principles for Good Governance pg 43-44)

| | Chair | Chief Executive | Non-Executive | Executive |
|---|---|---|---|---|
| **Setting the Direction** | 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) |
| **Holding to Account and Assessing Risk** | • Makes sure the Board understands its own accountability for governing the organisation<br>• Ensures Board committees that support accountability are properly constituted<br>• Holds CE to account for delivery of strategy<br>• Leads the Board in being accountable to Scottish Ministers | • Leads in the delivery of strategy<br>• Establishes effective performance management arrangements and controls<br>• Acts as Accountable Officer | • Holds the Executive to account for the delivery of strategy<br>• Offers purposeful, constructive scrutiny and challenge<br>• Chairs or participates as a member of key committees that support accountability<br>• Account individually and collectively for the effectiveness of the Board | • Leads implementation of strategy within functional areas<br>• Manages performance within their area and deals effectively with poor performance |

| | Chair | Chief Executive | Non-Executive | Executive |
|---|---|---|---|---|
| **Influencing Culture** | 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 | • Actively supports and promotes a health culture for the organisation and reflects this in their own behaviour<br>• 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 | • Actively supports and promotes a positive culture of the organisation and reflects this in their own behaviour<br>• Nurtures good leadership at all levels, actively addressing problems impacting staff's ability to do a good job |
| **Intelligence** | 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 |
| **Engaging Stakeholders** | 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 |

# Approach to Induction

The induction approach for Non-Executive Members provides the information that will enable them to become as effective as possible in their role within the shortest practical time. This will enable the Board to discharge their corporate responsibility for ensuring that the Board fulfils the aims and objectives set by Scottish Ministers and demonstrates strong and effective governance capability.

**Induction Approach**

**Non-Executive Board Members demonstrate their effectiveness in role within 6 months**

**Public Appointment Process**
- Use feedback from selection to design your CPD journey
- Read On Board
- Attend On Board workshop

**National Induction**
- Explore Board Development on Turas learn
- Complete interactive training sessions
- Watch videos on Policy areas

**Local Induction**
- Meeting key people
- Visiting work sites and meeting staff and patients
- Read Local Induction Handbook

## Public Appointments process

All new members receive a copy of 'On Board: A Guide for Members of Statutory Boards' and are invited to attend an 'On Board' Induction Event. You will also be given a link so that you can access the resource online via the 'Governance Portal'. 'On Board' provides an overview of the relationship between the Scottish Parliament, Scottish Ministers, the Scottish Government and public bodies. This guidance is given to all newly appointed members of Boards, and sets out basic information that all members need to understand their role as a member of a Board of a public body in Scotland.

## National Induction

In your induction pack you will be given information about the Board development learning platform on Turas Learn. This is the home of all resources related to the development of NHS Boards and Board Members. It is from here that you can access the Induction 'Go To' interactive training sessions; access a suite of information booklets on key Board topics and find out about how to access mentoring and coaching opportunities.

Non-Executive Members are encouraged to use the Values Based Reflection tool to capture learning throughout the induction period, particularly when meeting key people and visiting work sites. The Values Based Reflection tool has a dual task to:

* inform how the Non-Executive intends to communicate NHS values and shape healthy cultures by the way they take up their role; and
* reflect on the organisational culture experienced through meetings and visits during orientation period.

Further information on the Values Based Reflection Tool and how this is used can be found under "What Next" on page 12.
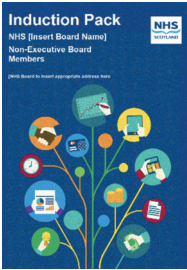
You can contact the Board Development Team by emailing the Team mailbox: Board.Development@nes.scot.nhs.uk or contact Sharon Millar, Principal Lead Board Development, NHS Education for Scotland, T: 07769 367 635 or Email: Sharon.millar@nes.scot.nhs.uk
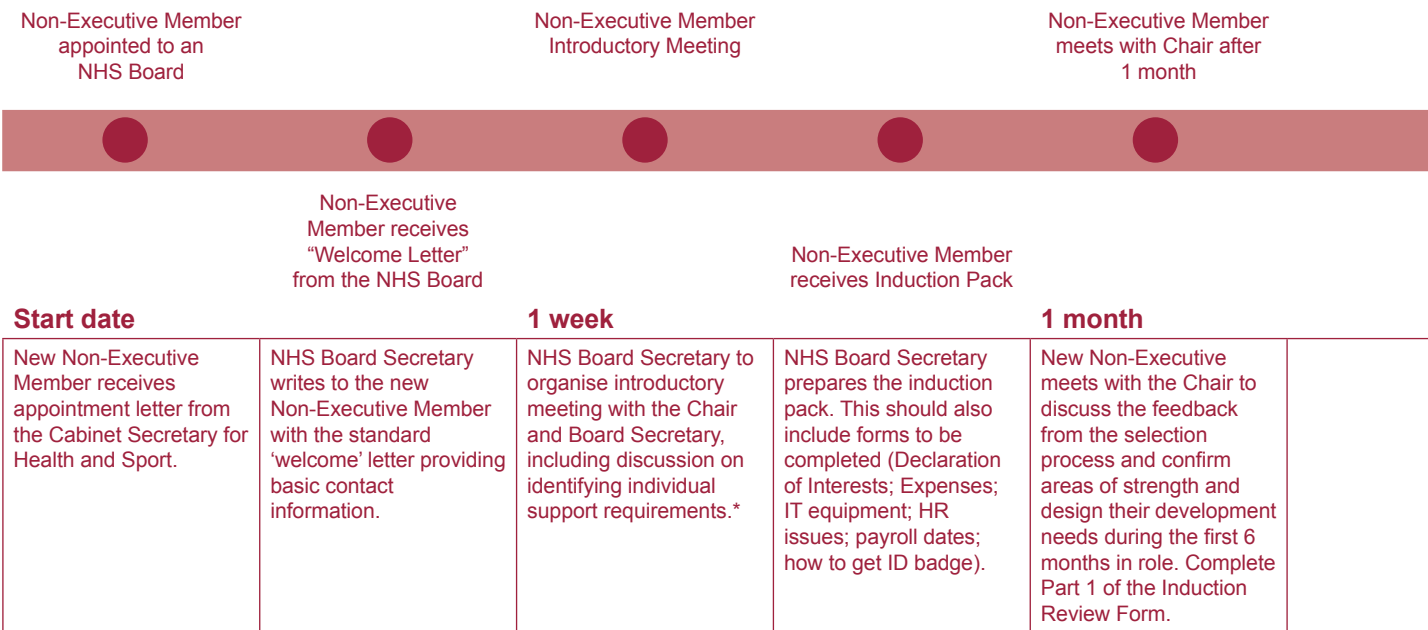
## Local Induction

Local Induction will cover the local context with regards to Board business, identification and discussion about key challenges, meetings with other Board members and key staff that you should have.
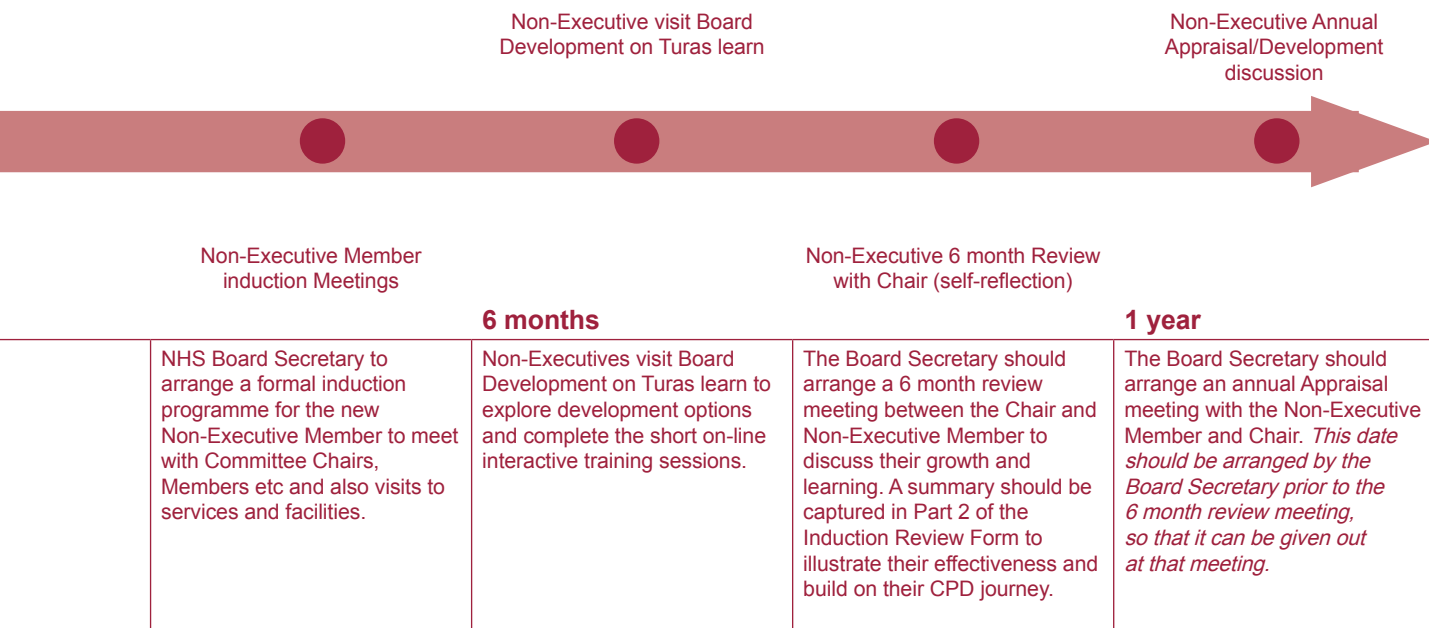
You will be given your local pack from your Board Secretary (a standardised template pack can be found on www.nhs.scot).



## Induction Process for Board Members – Timeline and Actions

| Non-Executive Member appointed to an NHS Board | | Non-Executive Member Introductory Meeting | | Non-Executive Member meets with Chair after 1 month |
|---|---|---|---|---|
| | Non-Executive Member receives "Welcome Letter" from the NHS Board | | Non-Executive Member receives Induction Pack | |
| **Start date** | | **1 week** | | **1 month** |
| New Non-Executive Member receives appointment letter from the Cabinet Secretary for Health and Sport. | NHS Board Secretary writes to the new Non-Executive Member with the standard 'welcome' letter providing basic contact information. | NHS Board Secretary to organise introductory meeting with the Chair and Board Secretary, including discussion on identifying individual support requirements.* | NHS Board Secretary prepares the induction pack. This should also include forms to be completed (Declaration of Interests; Expenses; IT equipment; HR issues; payroll dates; how to get ID badge). | New Non-Executive meets with the Chair to discuss the feedback from the selection process and confirm areas of strength and design their development needs during the first 6 months in role. Complete Part 1 of the Induction Review Form. |

\* if tailored support is required and cannot be provided locally, please contact Sharon Millar, Principal Lead Board Development, NHS Education for Scotland who would be happy to work with the Board on development requirements:   E: sharon.millar@nes.scot.nhs.uk;   T: 07769 367635
**Corporate Business Management Team:** cbmt@gov.scot

Non-Executive visit Board
Development on Turas learn

Non-Executive Annual
Appraisal/Development
discussion

Non-Executive Member
induction Meetings

Non-Executive 6 month Review
with Chair (self-reflection)

**6 months**

**1 year**

| NHS Board Secretary to arrange a formal induction programme for the new Non-Executive Member to meet with Committee Chairs, Members etc and also visits to services and facilities. | Non-Executives visit Board Development on Turas learn to explore development options and complete the short on-line interactive training sessions. | The Board Secretary should arrange a 6 month review meeting between the Chair and Non-Executive Member to discuss their growth and learning. A summary should be captured in Part 2 of the Induction Review Form to illustrate their effectiveness and build on their CPD journey. | The Board Secretary should arrange an annual Appraisal meeting with the Non-Executive Member and Chair. *This date should be arranged by the Board Secretary prior to the 6 month review meeting, so that it can be given out at that meeting*. |

# What Next?

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

The new appraisal arrangement for Non-Executive Members expect NHS Board Chairs to have open, honest discussions with their Non-Executives, with specific reflection on values and the manner in which the Non-Executive takes up their role as "Enablers" of performance as described in the Blueprint for Good Governance.

## Introductory meeting with your Chair

The purpose of this meeting is to identify individual support requirements. Discussing the feedback from the selection process will confirm areas of strength and ways to use these in role. It also affords the opportunity to identify gaps in knowledge which need to be addressed to enable the Non-Executive to be effective in the role as quickly as possible. Part 1 of the Induction Review Form contained in the Values Based Reflection tool should be completed at this point.

## Six-Month Review meeting with your Chair

The purpose of the six-month meeting with your Chair is to review the induction experience, what the Non-Executive has learnt about the skills and manner to adopt to be most effective in role. The discussion will also cover what they have noticed about the culture of the local health and social care system. During this meeting use Part 2 of the Induction Review Form to capture reflections to evidence growth, learning and continue to build on their CPD journey.

**Non-Executive Members 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.

# Resources and References

**Resources**

You can find out all the latest event information on our new website www.nhs.scot which also has links to the full suite of resource booklets.

Here you can also find documents and templates common to all Boards eg Standing Orders, Code of Conduct etc.

FAQ's on public appointments including guidance on sick leave, maternity pay and travel and subsistence rates.

You can find a range of resources for your development needs on Turas Learn Board Development site, including national induction including the self reflection tool, mentoring and coaching and cpd information.

**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

Board Governance and Appointments - www.nhs.scot

On Board: A Guide for Members of Statutory Boards –
https://www.gov.scot/publications/board-guide-members-statutory-boards/

Values Based Reflection Tool – https://learn.nes.nhs.scot/17874/board-development/induction/self-reflection-values-based-reflective-practice

Blueprint for Good Governance – https://www.sehd.scot.nhs.uk/dl/DL(2019)02.pdf

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