



T: 0131-244 2390  
E: [dghsc@gov.scot](mailto:dghsc@gov.scot)

Dear Colleagues

## Induction Process for Non-Executive Board Members

1. I am writing to advise you of the new induction process for Non-Executive Members of NHS Health Bodies in Scotland.

### Background

2. Following the introduction of the "[Blueprint for Good Governance](#)" in February 2019 the Corporate Governance Steering Group was established to review current practices within NHS Boards. One of the areas identified for review was the current induction process for Non-Executive Board Members.

3. The Scottish Government Corporate Business Management Team have worked with colleagues in NHS Fife and NHS Education for Scotland to review the local and national induction process currently used in NHS Boards and the Induction resource booklet. The outcomes from this review are:

- a revised '[Induction Approach](#)' booklet, in line with the Blueprint for Corporate Governance. This is an update of the "What Non-Executive Board Members Need to Know Induction Booklet";
- a new [Local Induction Template](#) for NHS Board use, including a [Welcome Letter](#) and Timeline (included in the Local Induction Template) for use by the Board Secretary, Chair and new NXD;
- a new National Induction Process run by NHS Education for Scotland;
- a new values based reflection tool; and,
- the development of a new website hosted on TURAS Learn for "[Board Development](#)".

Further information on the above bullet points are provided in the attached Annex.

4. These resources have all now been approved by the Corporate Governance Steering Group and the NHS Chairs Group.

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### Addresses

For action  
NHS Board Secretaries

For information  
NHS Chairs

### Enquiries to:

Corporate Business  
Management Team  
Area 2E(N)  
St Andrew's House  
Regent Road  
Edinburgh EH1 3DG

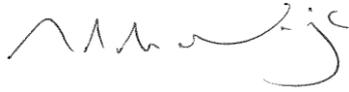
Tel: 0131 244 2840  
E-mail: [cbmt@gov.scot](mailto:cbmt@gov.scot)



## Action

5. This new process for induction should now be implemented across all NHS Boards for all newly appointed Non-Executive Board Members. This can also be adapted for newly appointed NHS Chairs.

Yours sincerely



### **MALCOLM WRIGHT**

Director General Health and Social Care Directorates and  
Chief Executive NHS Scotland

## Induction Process for Non-Executive Board Members

### Induction Approach

This booklet updates the ‘**What Non-Executive Directors Need to Know Induction Booklet**’ (2018), following the publication of the Blueprint for Good Governance. It describes what all non-executive members should expect from their induction process at a national and local level. It also provides further information about where to access support for learning, development and appraisal.

A copy of the updated booklet has been sent to all NHS Board Secretaries and is available on the [resources](#) page of our website [www.nhs.scot/](http://www.nhs.scot/) to download.

### National Induction

New National Induction resources have been developed and are hosted by NHS Education for Scotland on the new Board Development website (described below). National Induction will give a broad overview of the context of health and social care in Scotland, the Blueprint for Good Governance and creating the conditions for effective health system quality planning, assurance and improvement.

**There are 3 web based interactive sessions:** Orientation, Policy & Governance; Quality, Culture & Values; Introduction to Integration (currently under development - dates to be confirmed). All new non-executives should aim to complete these within the first 6 months in post. Non Executives can sign up for these sessions from the Induction Tab of the [Board Development](#) website.

### Local Induction

The new Local Induction template for use in NHS Boards includes standardised information relevant to all Non-Executive Board Members across the NHS in Scotland. There are also sections in the Template which can/should be tailored to provide more local NHS Board information for the new Non-Executive Board Member.

A standardised Welcome Letter and Timeline for use by the Board Secretary following the appointment of the new Board Member has also been provided which can also be adapted accordingly with local information.

These templates can be accessed on our website [www.nhs.scot](http://www.nhs.scot/) under the [resources](#) tab.

### Board Development Website

As part of the review of the Induction Process there was a need to have information held centrally in one place. NHS Education for Scotland working with the Scottish Government, the Corporate Governance Steering Group and the NHS Boards Chairs Group have developed a new “[Board Development](#)” website hosted on TURAS learn.

## Values Based Reflective Tool

As a part of the induction process, all non-executive members individual support requirements should be discussed during the introductory meeting with their Chair and given a 6 month review with their Chair to gage their journey into the role and pin point key areas that are going well and others that have improvement opportunities.

To assist with this, the Values Based Reflective tool has been developed for non-executives to use to capture their reflections from meetings and visits throughout their induction. The tool can be downloaded from the Board Development website and further information is in the Local Induction pack.

**Corporate Business Management Team**

November 2019