

Meeting Title	Council of Governors		
Date	15 July 2021	Agenda item	CGo.7.21.12

Governors Induction process

Presented by	Laura Parsons, Associate Director of Corporate Governance / Board Secretary		
Author	Jacqui Maurice, Head of Corporate Governance		
Governance responsibility	Mr John Holden, Director of Strategy and Integration		
Purpose of the paper	To present the revised Governor Induction process for approval.		
Action required	To approve		
Previously discussed at/informed by	Governor Induction task and finish group held		
Previously approved at:	Committee/Group	Date	

Situation and Background

All Governors are required to undertake an induction.

At the Council of Governors meeting held in January 2021 the Council was advised that both the individual and collective Governor induction programmes are due for review to ensure that they are fit for purpose and, take advantage of new ways of working. Governors were invited to participate within the review.

Three Governors (Pauline Garnett, Stella Hall and Mark Chambers) took part in the review alongside Jacqui Maurice, Head of Corporate Governance and Laura Parsons, Associate Director of Corporate Governance/Board Secretary.

An initial meeting was held on 27 April where the initial draft of the programme was reviewed alongside the [induction tool kit provided by NHS Providers](#).

Following this discussion a number of amendments were made and a revised version of the induction programme, along with drafts of associated presentations, was discussed on 1 June.

On 1 July the group confirmed the final amendments.

The key points to note with regard to changes in the programme are;

- New governors will be required to attend the Core Skills training session delivered by Governwell (NHS providers)
- New governors will meet with the Vice-Chair and Lead Governor
- All new governors are to be assigned a governor buddy
- All governors will be invited to participate in sections 2 and 3 of the programme when they are delivered
- Executive Portfolios will be scheduled as part of the Council meetings.
- Governors will have the opportunity to 'review and reflect' after the delivery of each section which will be supported by the NHS Providers toolkit.

Recommendation

The Council is asked to approve the Governor Induction programme attached at Appendix 1.

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Appendix 1

Governor induction programme

All Governors are required to undertake the induction programme following confirmation of their appointment after the necessary checks have been undertaken.

The programme delivered will include the following elements and attendance is mandatory (in line with the constitution).

Part 1: New Governors preliminary meet and greets

- Individual meeting with the Chairman
- Joint meeting with the Vice Chair and Lead Governor
- Assigning of a 'Governor Buddy' (ideally a governor from the same constituency)

Part 2: What does my Trust look like and, what type of information will I receive

Session delivered with Associate Director of Corporate Governance / Board Secretary and, Head of Corporate Governance

Key objectives / outcomes:

- Understand what makes foundation trusts different
- Understand what our foundation trust looks like
- Find out who you will interact with and an overview of what their role (s) are
- Be clear how our trust fits into the wider NHS structure
- Familiarise yourself with some of the other NHS organisations you will hear about and how you will come across them in your role as governor
- Know what information you will receive as a minimum
- Know what other kinds of information you are likely to encounter
- Know how the trust uses information
- Know how you can use information to fulfil your role

Governor review and reflection (supported by parts 1, 2 and 5 of the NHS Providers toolkit)

- Is this what you expected?
- Is there anything else we should include?
- What did you find useful?

When permitted....

- *site visits will be scheduled to cover our Estate (BRI, SLH and Community Hospitals)*
- *visit to the Education service to understand our role as a teaching hospital*
- *visit to the Institute of Health Research to understand our role with regard to applied research*

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Part 3: What is my role and, how do I carry out my role

Session delivered with Chairman / Associate Director of Corporate Governance/Board Secretary / Head of Corporate Governance - virtually and recorded for subsequent use.

Key objectives / outcomes

Understanding your role in terms of:

- Types of governor
- Vice-Chair and Lead Governor
- Statutory duties
- Corporate responsibility and governance
- The role of the council
- Accountability
- Representation of members
- Appointment and Remuneration of NEDs
- Appointment of external auditors
- Approval of chief executive's appointment
- Significant transactions
- Mergers and acquisitions
- Non-NHS income
- Changes to the constitution
- Expressing a view on the board's plans
- Receiving the annual report and accounts
- Non-statutory functions

Understanding how to carry out your role in terms of:

- Learn when your council meets, how the meetings are conducted, and what sub-committees there are
- Reflect on how you will prepare for the meetings so you make an effective contribution
- Understand the importance of trust policies about code of conduct
- Consider how you will behave when representing the trust

Governor review and reflection (supported by parts 3 and 4 of the NHS Providers toolkit)

- Is this what you expected?
- Is there anything else we should include?
- What did you find useful?

Learning and development

All new governors will be required to complete the 'Core Skills' training programme from Governwell in their first year and complete the 'Skills and Knowledge Audit' to support the identification of further training and development needs.

Part 4: Executive Directors portfolios

As part of the Council of Governor meetings there will be opportunities to discuss matters including strategy, finance and performance, workforce, patients and the quality of the services provided by our foundation trust.

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Notes

- A record will be kept for each individual Governor noting their attendance with regard to the parts 1 to 3 of the induction programme.
- All Governors will be required to complete the annual evaluation regarding the performance of the Council of Governors. A collective development programme will be developed where required.
- Annually all governors will be requested to review their skills and knowledge audit and advise of any amendments.