

Minimum contents for induction kits and additional governance guidance

An at-a-glance list of what guidance notes, legislation and resources need to be included in board induction kits

Guidance for Induction Kits

We recommend that this guidance note be included in the induction kit for all board members.

Overview

This guidance note provides managers and new board members an outline of what their induction should look like and a list of what governance resources are available to them as a board member.

The guidance note sets out the minimum topics and guidance that should be included in all programs/kits

There is **flexibility** about whether a topic is covered in the program (and to what extent) provided that certain guidance is included in the kit.

This helps to ensure that the program is '**fit for purpose**' and can be tailored to meet the needs of the incoming board.

Basics of induction

To assist the effective operation of the board:

- Each member appointed to the board should receive a suitable induction, including:
 - induction program
 - induction kit
 - briefing from the chair, preferably one-on-one.
- Board members should not hesitate to request further information.
- Incoming chairs are encouraged to request DELWP to provide them with an induction briefing.
- Agencies should help boards stay up to date with new laws, policies and best practice.

Making an induction kit

Board members should be provided with several resources during their induction. This induction kit needs to comply with the binding requirements in the [Premier's Circular 2015/02](#).

At minimum, all board members should be provided with:

- [Welcome to the Board - Director's Guide to Public Entity Governance](#)
- a code of conduct - either material endorsed by the board and specific to the agency, or the [VPSC Directors' Code of Conduct](#)
- a conflict of interest policy and guidance - either material endorsed by the board and specific to the agency, or the [VPSC Conflict of Interest and Duty](#)
- relevant establishing legislation, Order-in-Council instruments or constituting terms of reference
- all policies adopted by, or relevant to, the agency or the board of the agency
- an accurate overview of the current financial, strategic and operational position of the agency
- a description of the respective roles of, and the relationships between, the entity, the relevant department and the responsible Minister
- if applicable, an understanding of the roles and responsibilities of senior executives.

Managers' Note – preparing induction kits

We have linked copies of the guidance material in this note.

You should check if these are the most current versions on the [Induction and continuing education support module on On Board](#).

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Minimum contents

Current version of all the mandatory guidance notes are available on the [Induction and continuing education On Board module](#).

The kit should include:

1. your agency's policy on induction and professional development, or [our model policy](#)
2. this guidance note so board members know what resources are available to them
3. VPSC [Welcome to the Board](#) guide
4. [Guide to good governance](#) (*not current*)
5. [Directors' Code of Conduct](#)
6. these guidance notes
 - a. [basic requirements of good governance](#)
 - b. [summary of roles and responsibilities](#)
 - c. [code of conduct](#)
 - d. [conflicts of interest](#)
 - e. [gifts, benefits and hospitality](#)
 - f. [the differences between public sector and private sector boards](#)
7. [the board mentoring toolkit](#)
8. the establishing Act, Order or Terms of Reference for the board
9. any relevant Ministerial guidelines, directions, statements of obligations or statements of expectations
10. copies of all the board's and agency's internal policies including:
 - a. code of conduct
 - b. conflict of interest
 - c. dispute resolution
 - d. gifts, benefits and hospitality
 - e. meetings and decisions
 - f. performance assessment
11. an outline of the agency's operating environment and relevant board-specific policies and processes
12. the current landscape of the board and agency including:
 - a. strategic plan
 - b. annual business plan
 - c. last annual report
 - d. most recent financial audit
 - e. a summary of the current financial, strategic and operational position including key challenges and opportunities for the agency
13. and any additional or optional material you think is relevant which might including:
 - a. excerpts of key whole-of-government legislation like the [Public Administration Act](#), the [Financial Management Act](#) and the [Charter of Human Rights and Responsibilities](#)
 - b. an outline of confidentiality, archiving and information rules and processes
 - c. an outline of the role and contact details for the Victorian Ombudsman, the Victorian Auditor-General's Office and the Independent Broad-based Anti-corruption Commission

Extra notes

When you read the guidance notes, take note of:

- the board's accountability to the Minister
- the role of the department to provide oversight and support on behalf of the Minister (per section 13A of the [Public Administration Act 2004](#))
- the different roles the board and the CEO play in managing an agency and how to distinguish between strategic and operational decisions
- the obligations and duties public sector board members have that are different to those of private sector board members

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Additional resources

This is a list of some of the additional governance resources available on [On Board](#).

Annual reporting

[On Board module](#)

[DELWP guide to annual reporting](#)

Board meetings and decisions

[On Board module](#)

[Model policy – major agencies](#)

[Model policy – waste and resource recovery groups](#)

[Guidance note - about the model policy](#)

Conflict of interest

[On Board module](#)

[Model policy – major agencies](#)

[Model policy – waste and resource recovery groups](#)

[Guidance note – about the model policy](#)

[Guidance note – incorporated associations membership](#)

Dispute resolution

[On Board module](#)

[Model policy – major agencies](#)

[Guidance note – an overview](#)

[Guidance note – about the model policy](#)

Gifts, benefits and hospitality

[On Board module](#)

[Model policy – major agencies](#)

Integrity complaints

[On Board module](#)

Integrity framework

[On Board module](#)

[Model policy – major agencies](#)

Legislative compliance

[On Board module](#)

[Model policy – major agencies](#)

Performance assessment

[On Board module](#)

[Model policy – major agencies](#)

[Guidance note – about the model policy](#)

Public Administration Act

[On Board module](#)

[Guidance note – board policies required under s 81](#)

[Guidance note – requirements in Part 5](#)

[Guidance note – recent amendments including s 13A](#)

Subcommittees

[On Board module](#)

[Guidance note – an overview](#)

[Guidance note – catchment management authorities](#)

Other support modules

[About DELWP agencies](#)

[Board vacancies](#)

[Financial management](#)

[Governance basics](#)

[Privacy](#)

[Risk management](#)

[Terms and conditions of appointment](#)

Small committees of management

While these resources don't apply to small committees of management – called "category 3" committees, On Board has developed simple guides for them.

These include:

- a policy pack
- an induction kit
- [the Committees of Management responsibilities and good practice guide](#)

These are available on [On Board](#) or at delwp.vic.gov.au/committees.

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VPSC resources

The Victorian Public Sector Commission have developed deep-dive explainers on board governance issues.

Board directors

[Welcome and introduction](#)

[Selection and appointment](#)

[Roles and responsibilities](#)

[Conflicts of interest and duty](#)

[Liabilities, indemnity and insurance](#)

Board operations

[Strategic planning](#)

[People and culture review](#)

[Meetings and reporting](#)

[Committees and delegations](#)

Board obligations

[Developing a compliance program](#)

[Legislation and ministerial directions](#)

[Risk management](#)

[Performance assessment](#)

Other resources

[Board roles, positions and relationship with CEOs](#)

[Company directors' course for public sector directors](#)

Further information

On Board

This guidance note is available from the [Induction and education](#) support module on **On Board** (delwp.vic.gov.au/onboard).

For small voluntary (category 3) committees of management, go to delwp.vic.gov.au/committees.

Governance e-alerts

We produce occasional e-alerts with important governance news, departmental policy changes and new governance and integrity policies.

They are targeted to board members, executives, and staff of agencies in the DELWP portfolio.

Our previous e-alerts are available on the [Governance e-alerts](#) module on On Board.

To register for e-alerts, [click here to subscribe](#).

Relationship managers

DELWP also offers support to its agencies through its divisions and regional offices. Your agency can contact its usual DELWP relationship manager or team or phone the Customer Service Centre on 136 186.

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