



ARTP

Association for
Respiratory Technology
& Physiology

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Target Audience:	This SOP applies to all individuals appointed, elected, or co-opted as Non-Executive Directors (NEDs) to the ARTP Council.
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1. Introduction

1.1. Purpose

The objective is to establish a structured, consistent, and supportive onboarding process for Non-Executive Directors (NEDs) joining the ARTP Council. This approach ensures that new NEDs rapidly acquire the necessary knowledge, context, and connections to contribute meaningfully to ARTP's mission.

NEDs must be equipped to uphold and advance ARTP's governance, ethical standards, and strategic objectives, and demonstrate commitment to professional standards, patient safety, and scientific excellence. Comprehensive induction into ARTP's 2024–2028 Strategy, organisational culture, and operational responsibilities serves to embed ARTP's values and mission, enabling NEDs to advocate for progress in respiratory and sleep physiology, workforce development, innovation, inclusion, and exemplary healthcare service delivery.

Orientation will prepare NEDs for their role as champions of quality and innovation, supporting ARTP's partnerships, research initiatives, digital transformation, and contributions to policy and practice, particularly in relation to NHS reforms, national standards, research funding, and organisational growth. The process is designed to facilitate swift integration into broader professional networks and service improvement efforts, ensuring that NEDs comprehend ARTP's position within the healthcare ecosystem as a standard-setting, educational, and advocacy organisation with cross-sector influence and international reach.

Furthermore, the programme seeks to institutionalise a culture of continuous improvement and leadership development, encouraging NEDs to actively contribute to ARTP's strategic goals, governance effectiveness, and inclusive environment, thereby demonstrating ongoing commitment to member advancement, professional recognition, and transparent governance.

1.2. Scope

This Standard Operating Procedure (SOP) applies to all individuals appointed, elected, or co-opted as Non-Executive Directors (NEDs) to the ARTP Board. It encompasses onboarding activities commencing from the offer of appointment through to the initial 12 months of service, to ensure:

- Alignment with professional standards and governance, emphasising, establishing and maintaining benchmarks for safe, high-quality, and effective practice within physiological science.
- Integration across the sector, acknowledging that ARTP NEDs may contribute to a range of settings, including NHS departments, academic institutions, research bodies, and professional networks.



- Clarity regarding roles and induction to standards, to guarantee NEDs are fully informed of their governance responsibilities, ethical duties, and risk management obligations.
- Strategic engagement in innovation and advocacy, demonstrating commitment to healthcare reform, support for research initiatives, and promoting science to the public.

1.3. Objectives

- To familiarise NEDs with ARTP's vision, mission, and 2024–2028 Strategy.
- To embed understanding of ARTP's governance, legal duties, and regulatory requirements.
- To integrate NEDs into ARTP's culture, values, and ways of working.
- To build relationships with Council members, the Executive team, members, and external stakeholders.
- To support inclusive leadership, reflecting ARTP's commitment to equity, diversity, and belonging.

2. Roles and responsibilities

- **President:** Provides organisational overview and introduces the senior team.
- **ARTP Chair or Vice Chair:** Oversees onboarding and assigns a mentor. Coordinates induction pack, training schedule, and documentation.
- **Assigned Council Mentor:** Supports NED during the first 12 months, provides informal guidance.
- **NED:** Actively engages in induction activities, self-directed learning, and feedback.



3. Process

Step 1 – Pre-Appointment (Offer to Acceptance)

- Issue Appointment Letter with terms of office, responsibilities, Code of Conduct, and declaration of interests.
- Provide Induction Pack (digital and print).
- Confirm mentor assignment and induction schedule.

Step 2 – Formal Induction (First 4–6 Weeks)

- Welcome Meeting with Chair & Vice Chair/President.
- Governance & Legal Duties Session.
- Strategy Briefing (ARTP 2024–2028 priorities).
- Finance Induction.
- Digital Access set-up. (where appropriate)

Step 3 – Immersion (First 3–6 Months)

- Attend all Council meetings and relevant sub-committees.
- Shadow ARTP events (conference, training workshops).
- Attend next board meeting for an introduction to committee chairs
- Complete Equality, Diversity & Inclusion Training or familiarisation with the strategy.

Step 4 – Consolidation (6–12 Months)

- Participate in at least one ARTP strategic initiative or project.
- Contribute actively to council debates and policy overview/review.
- Provide feedback on induction experience.
- Agree on the ongoing personal development plan with the Chair.

4. Monitoring and Review

- Induction checklist completed and signed off within the first 3 months.
- Mentor review meetings are held at 3 and 6 months.
- Council Chair review at 12 months.
- Annual evaluation of onboarding effectiveness as part of Council review.



5. Supporting Documents

- ARTP Constitution and Standing Orders
- ARTP 2024–2028 Strategy
- ARTP Annual Report and Accounts
- ARTP Governance & Risk Policies
- ARTP Equality, Diversity & Belonging Framework / Strategy

6. Appendices

- Appendix A – NED Induction Checklist
- Appendix B – 90-Day Induction Plan
- Appendix C – Key Contacts Directory
- Appendix D – Council Mentor Guide



7. Appendix A – NED Induction Checklist

Checklist covering governance, organisational knowledge, strategic pillar familiarisation, engagement, and training.

To be completed by ARTP Chair/Vice Chair & signed by NED within 3 months

1. Governance & Compliance

- Appointment letter signed & returned.
- Declaration of Interests form completed.
- Code of Conduct reviewed and signed.
- Governance Handbook read (Constitution, Standing Orders, Council Terms of Reference, professional standards).
- Policies reviewed (Conflicts of Interest, Risk Management, Equality & Diversity, Safeguarding, GDPR).

2. Organisational Knowledge

- Read **ARTP Strategy 2024–2028**.
- Read the latest ARTP Annual Report & Financial Accounts.
- Review Key Performance Indicators linked to Strategic Pillars.
- Overview of membership structure, committees, and partner organisations.

3. Strategic Pillar Familiarisation

- **Education:** Understanding qualifications, training pathways, and partnerships with HEIs.
- **Workforce:** Review membership growth strategy, diversity initiatives, recruitment campaigns.
- **Quality:** Understand IQIPS accreditation, standards, and regulatory engagement.
- **Innovation:** Review research priorities, ARTP conference role, publications, and digital engagement.

4. Engagement

- One-to-one meeting with Chair and or Vice Chair.
- One-to-one with the President.



- Introduce the NED to other Council members at the earliest opportunity.
- Meetings with Committee Chairs (e.g. Education, Workforce, Quality, Innovation – where appropriate).
- Assigned Council mentor contact established.
- Attendance at ARTP Annual Conference (if within induction year and appropriate to role)

5. Training and Briefing

- Governance & legal responsibilities (Charity Commission/Companies House where relevant).
- Financial briefing: budgets, accounts, audit.
- Equality, Diversity & Belonging training.
- Specialist briefing (e.g., workforce accreditation, research dissemination, NHS partnerships).



8. Appendix B – 90-Day Induction Plan

Month 1: Orientation

Month 2: Engagement

Month 3: Integration

End of 90 Days: Induction sign-off and development plan.

Purpose: To accelerate a new NED's understanding and contribution to ARTP's Council.

Month 1 – Orientation

- Receive induction pack & complete governance paperwork.
- Introductory meetings with Chair/Vice Chair, President, and mentor.
- Attend the first Council meeting as observer/contributor.
- Read ARTP Strategy 2024–2028 and note alignment with personal expertise.

Month 2 – Engagement

- Meet Committee Chairs (Education, Workforce, Quality, Innovation – as appropriate) to understand work programmes.
- Attend one sub-committee meeting (as appropriate to expertise).
- Review financial overview with Treasurer/Finance Lead.
- Familiarise with ARTP website, member communications, and Council portal.

Month 3 – Integration

- Attend at least one ARTP external engagement (e.g., training event, webinar, or stakeholder forum).
- Shadow or participate in ARTP Annual Conference planning (if in cycle).
- Review membership engagement strategy and ED&I initiatives.
- Feedback to mentor/Chair on induction progress and development needs.

End of 90 Days:

- Induction checklist signed off.
- Personal development plan agreed (governance training, strategic project contribution, leadership opportunities).



9. Appendix D – Council Mentor Guide

Purpose:

To provide clarity on the role of a Council Mentor in supporting newly appointed Non-Executive Directors (NEDs) through their first 6–12 months at ARTP.

Mentor Role:

- Act as a trusted, informal guide.
- Help the new NED understand ARTP’s culture, expectations, and working methods.
- Provide context on council dynamics, strategic priorities, and sector challenges.
- Encourage active participation while supporting confidence building.

1. Responsibilities of the Mentor

- **Welcome & Connection**
 - Arrange an informal welcome call/meeting.
- **Induction Support**
 - Share practical insights on ARTP operations, events, and governance.
 - Signpost to resources (e.g., ARTP Strategy 2024–2028, governance documents, sector updates).
- **Board Culture**
 - Explain ARTP’s collaborative approach and consensus-driven decision-making.
 - Clarify unwritten expectations (meeting etiquette, communication styles, decision cycles).
 - Encourage open and inclusive participation.
- **Strategic Alignment**
 - Relate the NED’s expertise to the **four strategic pillars** (Education, Workforce, Quality, Innovation).
 - Suggest committees, projects, or working groups that best match their strengths.
- **Development & Feedback**



- Encourage reflection after the first 2–3 Council meetings.
- Provide constructive feedback on contributions, questions, and observations.
- Help identify areas for further development (e.g., finance, policy, research engagement).

2. Key Milestones

- **Month 1:** Help navigate induction pack; accompany to first Council meeting.
- **Month 2–3:** Encourage engagement with committees; provide informal feedback.
- **Month 4–6:** Support participation in ARTP events (conference, training, stakeholder engagement).
- **Month 6:** If required, joint review with Council Chair on progress, strengths, and further support.
- **Month 12:** Step back into peer relationship; ensure NED is fully integrated.

3. Good Practice for Mentors

- Be approachable and responsive.
- Share personal experiences (successes and challenges).
- Maintain confidentiality of discussions.
- Encourage questions without judgment.
- Reinforce ARTP’s collaboration, excellence, equity, and innovation values.



10. Appendix C – Key Contacts **Directory**

To be maintained by ARTP Admin: Council, Board and Committee contacts.

- Chair & Vice Chair
- President
- Treasurer/Finance Lead
- Committee Chairs (Communications, EDI, Education, Events, Paediatrics, Sleep, Spirometry Standards, and Workforce)
- Secretariat & Administrative Support
- Key Partners (NHS England Diagnostics Programme, NIHR, BMJORR editorial, HEI contacts)

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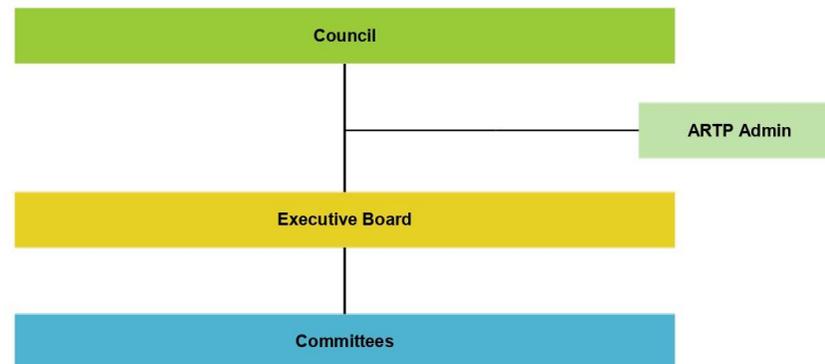
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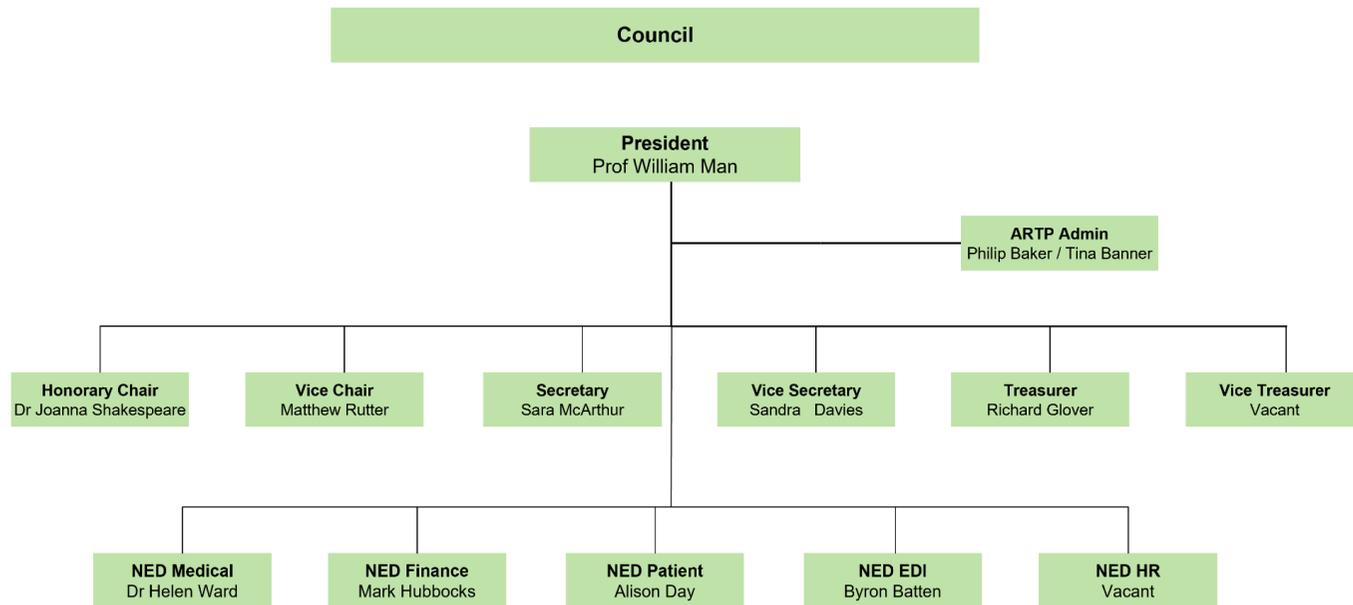
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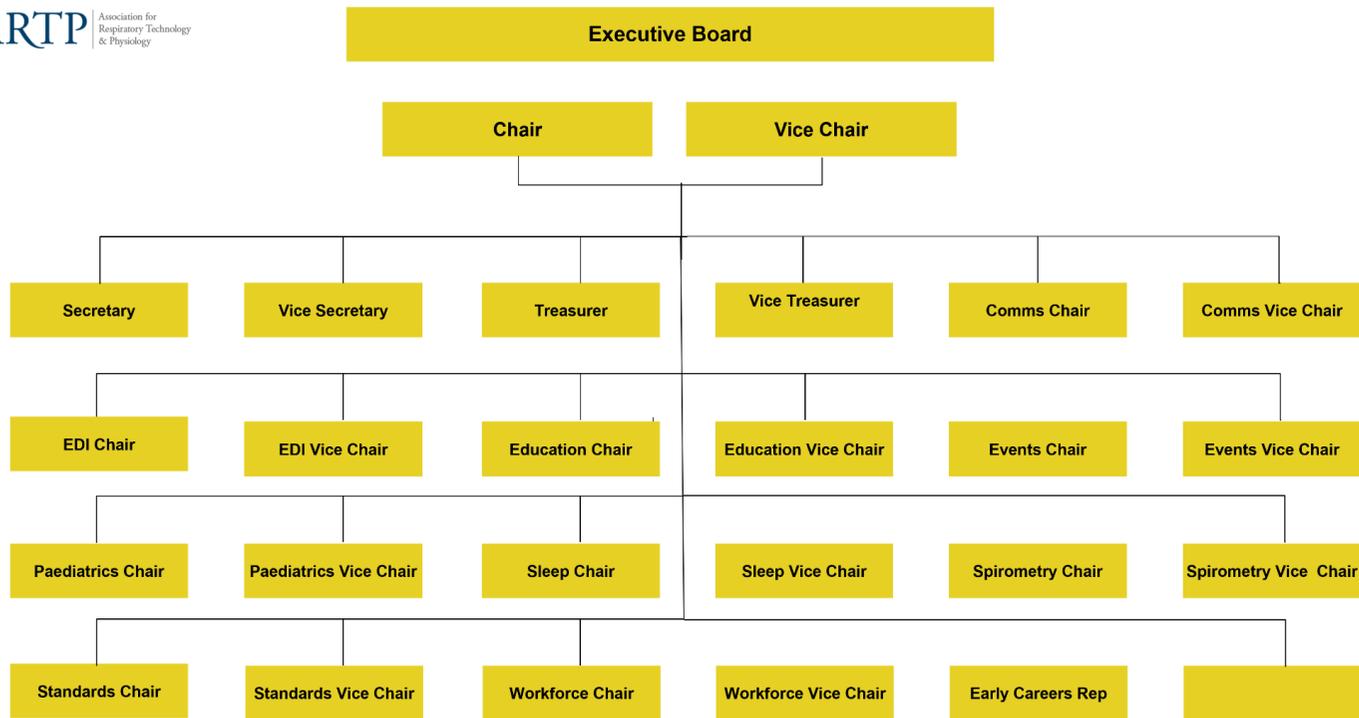
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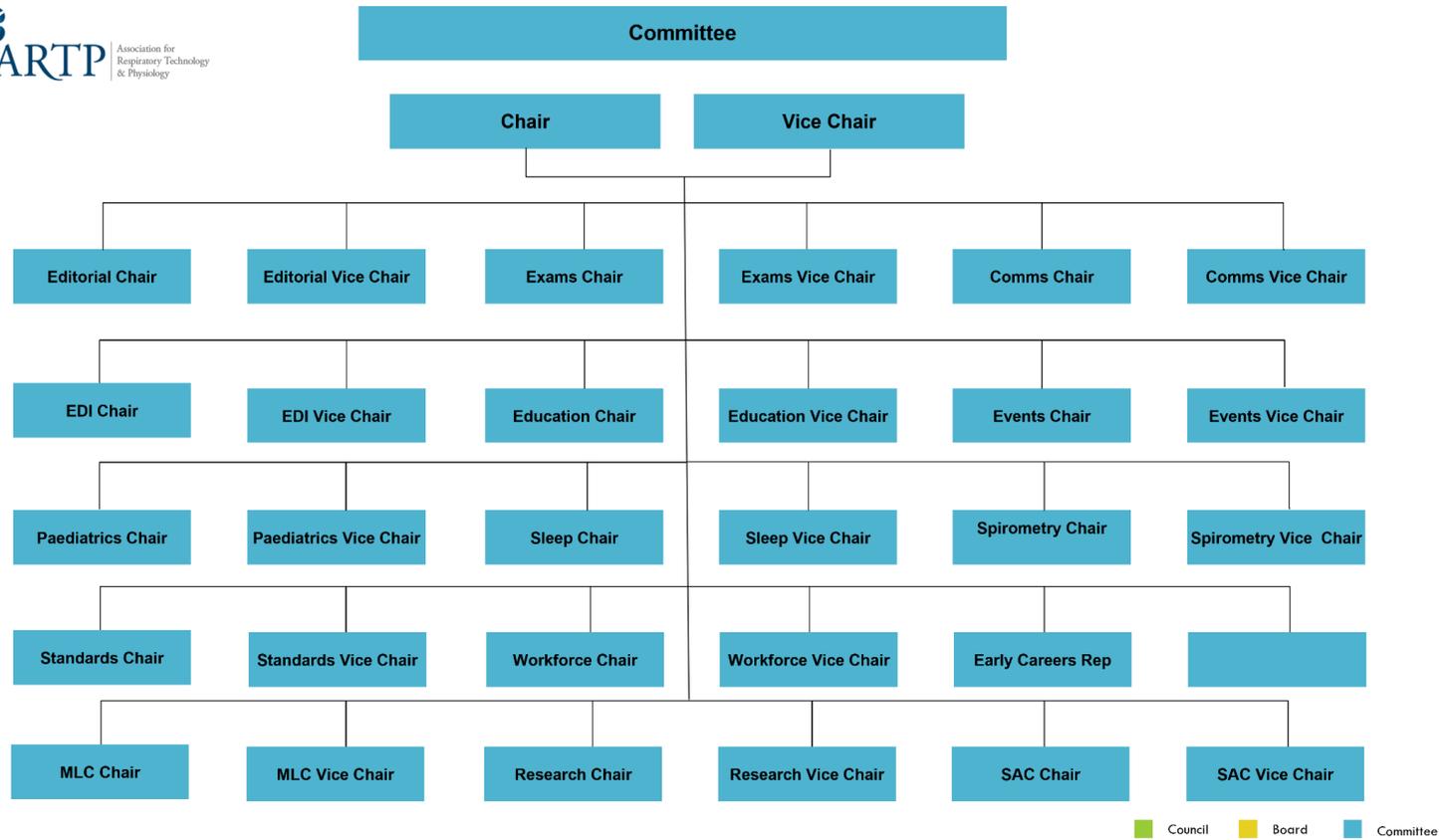
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