

## BOARD MEMBERS TRAINING & DEVELOPMENT POLICY

### 1.0 INTRODUCTION

1.1 This document describes our arrangements for providing the training and development required by Board Members, to equip and enable them to fulfil their responsibilities.

1.2 We are committed to ensuring excellent standards of governance throughout ARK, and in particular to implementing the principles outlined in the Langlands 'Good Governance Standards for Public Services', as well as our Rules, Code of Conduct for Board Members, and the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management. We recognise that, while a number of factors will contribute to achieving this, a very important one is the training and development of our Board Members.

For further details see the [Codes of Governance](#) and [Conduct](#) for Board Members, as well as the Scottish Housing Regulator's Regulatory Standards.

1.3 Training and development will include the following:

- initial effective induction training following a formal, rigorous and transparent process for election, appointment and recruitment to the Board, to enable Board Members to exercise their governance responsibilities;
- support and mentoring from an experienced Board Member during a new Member's first 6 months (and longer if required); ongoing support and training for all Board Members to sustain their continued effectiveness, which training will include (but not be limited to) attendance at internal or external training events, conferences or seminars;
- an annual review of the collective Board of Management skills, knowledge, diversity and objectivity needed to provide capable leadership, control and constructive challenge to achieve ARK's purpose, deliver good service user and tenant outcomes, and manage our affairs;
- an annual appraisal for each Board Member, conducted by the Chair, supported by the Depute Chair. The annual appraisal of the Chair will be conducted by the Senior Independent Member of the Board;
- support as required to plan effectively to achieve the appropriate and effective composition and profile of Board Members, through ongoing performance evaluation and active succession planning.

1.4 We will also encourage self-development by Board Members.

1.5 This policy has the following sections:

Section 2 - Identifying training needs and general principles

Section 3 - Induction training

Section 4 - Ongoing training and development

Section 5 - Implementation and review.

1.6 This policy is supported by detailed procedures. It complies with Regulatory Standard 6 in relation to the governing body and senior officers having the skills and knowledge they need to be effective.

## **2.0 IDENTIFYING TRAINING NEEDS AND GENERAL PRINCIPLES**

### **Identifying training needs**

- 2.1 All new Board Members will receive induction training which will follow broadly the same pattern for each person, but may be amended if required to suit the particular needs and/or experience of the new Member (see section 3 below).
- 2.2 At the end of each induction programme the Chair and Chief Executive will discuss additional training needs with the new Board Member and where appropriate draw up an ongoing training and development programme for the remainder of that year.
- 2.3 At least once each year the Board of Management will conduct an assessment of the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve ARK's purpose, deliver good service user and tenant outcomes, and manage our affairs. This assessment will include consideration of what is contributed by Board Members by way of annual performance reviews. The information provided through this assessment will be used by the Chief Executive, in liaison with the Chair, to identify appropriate training and development opportunities both for individual Members and for the Board as a whole.

### **General principles**

- 2.4 All Board Members are expected to make a commitment to participating in relevant training and development opportunities.
- 2.5 As part of our overall culture of continuous improvement and development, and in order to meet regulatory expectations, Board Members are expected to participate in annual performance reviews of their own skills, knowledge and performance, and to request additional support and training when required.
- 2.6 Training and development opportunities will cater for a range of preferred learning styles and individual abilities.
- 2.7 We encourage a culture of 'shared learning' and expect Board Members to provide brief reports on conferences, seminars and other training events attended, in particular sharing information that is relevant to ARK and how other organisations are dealing with the challenges we are currently facing. Members will also be expected to make any conference materials etc. received available to other Board Members.
- 2.8 The Board is required to satisfy itself that any Board Member that is seeking re-election to the Board having completed service as a Board Member for a continuous period in excess of nine years can demonstrate their continuing effectiveness. The ongoing identification of training needs, and achievement of identified outcomes, will provide evidence to support with the meeting of this requirement.

## **3.0 INDUCTION TRAINING**

- 3.1 New Board Members will receive an Induction Pack comprising:
  - the Association's Rules
  - the Board's Standing Orders
  - Governance documents, including, but not necessarily confined to:
    - ❖ Code of Governance (including declaration for signing and return)
    - ❖ Code of Conduct (including declaration for signing and return)

- ❖ Health and Safety policy (including ARK's Statement of Intent and declaration for signing and return)
- ❖ Equality & Diversity policy
- ❖ Entitlements, Payments, and Benefits Policy
- ❖ Openness & Confidentiality policy (including declaration for signing and return)
- ❖ Computer System Security, Email & Internet Policy (including declaration for signing and return)
- ❖ Board Members Expenses policy
- ❖ Board Members Training and Development policy
- ❖ Organisational structure chart
- ❖ Current Business Plan
- ❖ Schedule of dates for the current year's Board meetings and meetings of any Sub-Committees
- ❖ Regulatory Standards
- ❖ Payments and Benefits Declaration of Interests Form(for completion and return)

3.2 An induction programme will be drawn up following discussion between the Chair, new Board member and Chief Executive. The programme will be a mixture of externally and internally organised briefings and sessions, and will include:

- an introduction to the role and responsibilities of a Board Member
- a review of the Board Members Code of Governance and Code of Conduct
- ARK's aims and values
- an overview of ARK's work and current issues
- visits to a selection of services
- an overview of the roles of the Care Inspectorate, the Scottish Housing Regulator, the Office of the Scottish Charities Regulator, and the Health and Safety Executive
- an introduction to ARK's finances and the financial information produced for the Board
- equality and diversity issues, in particular as they apply to ARK's activities
- ARK's role as a landlord, including property management and maintenance
- ARK's role as an employer, together with introductions to key staff and an overview of the communications process between Board Members and staff
- an introduction to ARK's other policies

3.3 Briefings and training sessions will be led by the Chief Executive and other members of the Senior Leadership Team, with the involvement of the Chair and other Board Members as appropriate.

The aim will be that by the end of the induction programme the new Board Member has gained a broad understanding in these areas, plus knowledge of what is required of ARK and of the remit of senior staff.

3.4 Additional items may be included, either at the request of the new Board Member, or because it is recognised by the Chair or Chief Executive that the subject(s) would be beneficial.

3.5 The new Board Member will review their progress with and experience of the induction programme at regular intervals, with the Chair and/or Chief Executive. The Chief Executive

will ensure that the results of any reviews feed into the production of future programmes, as appropriate.

### **Mentor**

- 3.6 Each new Board Member will be allocated a 'buddy' or mentor, an experienced Board Member who will help the new Member get to grips with their role during the first few months. This may include advice on how best to deal with the volume of papers involved in meetings, how meetings work and how best to put their points across at a meeting.
- 3.7 The mentoring arrangement will normally last for 6 months, but may be extended at the request of the new Board Member, and with the agreement of the Board Member acting as mentor.

## **4.0 ONGOING TRAINING AND DEVELOPMENT**

- 4.1 The Chief Executive has overall responsibility for identifying suitable conferences, courses, seminars etc. to meet the identified training needs of individual Board Members. Other members of the Senior Leadership Team may also suggest suitable training opportunities and Board Members themselves will be expected to look out for information on suitable events. All decisions in relation to ongoing training and development will be influenced and informed by the outcome of Board Members' inductions and annual performance reviews.
- 4.2 All bookings for conferences, seminars etc. and any related travel and accommodation arrangements will be handled by the Chief Executive's office. For further details see the procedure: [Board Members Training.' ref: G42.](#)
- 4.3 Board members will be encouraged to use other forms of learning, apart from courses, conferences and seminars, such as:
- current quality newspapers, relevant journals and magazines
  - guided reading
  - the internet
  - specific publications aimed at governing body members
  - guest speakers and presentations at Board meetings
  - listening to other governing body members and their experiences

## **5.0 IMPLEMENTATION AND REVIEW**

- 5.1 The Chief Executive is responsible for ensuring that this policy is implemented when required.
- 5.2 The Chief Executive will ensure that this policy is reviewed at least every three years.

**Approved by the Senior Leadership Team:**

**September 2016**

**Approved by the Board of Management:**

**March 2017**

**Next review due by:**

**September 2019**

**Complies with:**

**Regulatory Standard 6**