



BOARD MEMBER INDUCTION POLICY (2023)

1.0 POLICY PURPOSE AND OBJECTIVES

- 1.1 This policy describes how the Association will provide new Board Members with induction training and support.
- 1.2 Good induction support is an essential requirement of the Regulatory Framework of the Scottish Housing Regulator which specifies standards of Governance and Financial Management and of the Guidance for Charity Trustees published by the Office of the Scottish Charity Regulator.
- 1.3 “Induction” involves giving people the information, training and support they need to understand their role and to carry out their responsibilities confidently and effectively. Just as important, the induction process allows us to welcome new members to our organisation and to the Board.
- 1.4 The main aims during the induction period are to ensure that new members:
- ✓ Receive excellent support in meeting their initial learning needs;
 - ✓ Build up a good overview and understanding of the Association as an organisation;
 - ✓ Get up to speed quickly with our values and objectives, and the most important aspects of our services and management;
 - ✓ Understand the role of the Board and their obligations as a Board Member and charity trustee.
- 1.5 Once new Board Members have completed their induction programme, their future development needs will be identified through our Board appraisal process. This will involve annual reviews of Board Members’ skills and knowledge, and preparing plans to meet members’ development needs.

2.0 COMMITMENT

- 2.1 A successful induction process needs commitment from new Board Members and from the Association.
- 2.2 We expect new Board Members to give a commitment to:
- ✓ Complete an induction programme when they join the Board;
 - ✓ Do this within an agreed timescale (within 3 months of becoming a Board Member);
 - ✓ Take part in a review at the end of the induction programme, to give feedback about the programme and to agree any learning and support

needs for the future.

2.3 In return, the Association's commitment to new Board Members is to:

- ✓ Provide an induction programme that is well-structured, informative and enjoyable;
- ✓ Assign the Chief Executive to co-ordinate each new member's induction programme, and to act as a point of contact / source of advice and support throughout the induction period;
- ✓ Encourage existing Board Members to be actively involved in the induction of new members (for example by acting as a "mentor or buddy" to new members, or by contributing to activities carried out as part of induction programmes);
- ✓ Ensure that members of staff contribute to induction activities relating to their service/business areas, when asked to do so;
- ✓ Take a flexible approach to how induction training and support is organised.

2.4 The need for flexibility is particularly important. For example, to take account of:

- ✓ Our commitment to equal and human rights legislation and
- ✓ The circumstances of people who have work or caring responsibilities

3.0 INDUCTION PROGRAMME GUIDE

3.1 The Induction Programme Guide (**Appendix 1**) outlines 6 main subjects to be covered during each new member's induction process:

- ✓ The role and responsibilities of the Board;
- ✓ The role and responsibilities of individual Board Members;
- ✓ An introduction to the Association;
- ✓ An introduction to the Association's customer services (housing and technical services) and tenant involvement;
- ✓ An introduction to our funding and financial management and
- ✓ An introduction to asset management, development and any non-housing activity.

3.2 New Board Members will have different types of prior knowledge and experience about the Association and its work, and about their role as a Board Member and charity trustee. The Induction Programme Guide sets out a range of standard and optional elements, so that each member's programme can be tailored to their individual needs as follows;

- ✓ The standard elements of the programme cover information that all new Board Members need to know;
- ✓ The optional elements of the programme show the types of additional activities that could be carried out, depending on individual members' needs and interests.

3.3 The optional elements shown in the Induction Programme Guide are illustrative. They do not have to form part of the induction process. For example, these types of activities could also be considered as part of a new member's subsequent training and development plan.

4.0 STARTING THE INDUCTION PROCESS

4.1 We will provide all new Board Members with a letter of appointment (**see Appendix 2**), to welcome them to the Board.

4.2 The letter of appointment will be accompanied by:

- ✓ The Association's Code of Conduct for Board Members, which new members must agree to abide by before taking up their duties;
- ✓ A short explanatory booklet, to give new members the basic "need to know" information about their role;
- ✓ This Induction Policy, so that new members know what support they can expect to receive.

5.0 BOARD MEMBER INFORMATION PACK AND INDUCTION PROGRAMME

5.1 The Chairperson and Chief Executive will arrange to meet with the new Board Member.

5.2 The purpose of the meeting is to provide the new Board Member with an Information Pack, and to agree what their induction programme should cover.

5.3 Board Member Information Pack

The contents of the Board Member Information Pack are shown at **Appendix 3**. The material will be held on the Board portal, will be updated regularly and formally reviewed annually.

5.4 The pack will be used for learning and discussion during the induction programme itself. Since it is also designed to be a guide for future reference, the pack will be available to all existing Board Members.

5.5 Over the course of the induction programme, there will be the chance to attend short briefing/discussion sessions to go through the contents of the Information Pack with staff and other Board Members, and to ask questions about the contents.

5.6 Included in the information pack given to new Board Members will be the Association's booklet entitled "Being a Board Member of Ochil View Housing Association" (**Appendix 4**).

5.7 Induction Programme

Meetings to discuss new Board Members' induction programme will be informal, and will generally cover the following topics:

- ✓ Each new member's existing skills and experience and their most

important learning needs

We will use the statement of skills and knowledge in the existing Board Members Appraisal Policy to guide this part of the discussion. This is not a checklist for what the induction programme must cover, or what new members should have achieved by the end of their induction programme. Instead, using the statement of skills and knowledge is just a way of helping to identify the most important areas where new Committee Members need initial information and support.

✓ The types of learning and support that the new member would find most useful

We will use the Induction Programme Guide to discuss the best ways of covering the standard induction topics and any of the optional elements that the new member would find particularly useful.

For example, a new member might want to follow up some topics in more detail, depending on how they see their learning needs or depending on whether they are serving on sub committees.

It is also important to recognise that people learn in different ways. For example:

- Some members may be satisfied with reading briefing material followed by a discussion about what they have read.
- Other people may prefer ways of learning that are based more on observation or working with others.

Wherever possible, we will offer types of learning that suit individual preferences.

✓ The best way of organising the induction programme

Some members may prefer to organise induction activities to coincide with the dates of Board meetings, others may prefer to arrange blocks of time when they can carry out a number of induction activities over the course of a day. Again, we will aim to be flexible in responding to individual preferences.

✓ Whether the new member would like to enter into a “mentoring/buddying” arrangement with another Committee Member

This is an optional part of the induction programme, but it is seen by many of our existing Board Members as something that has a great deal of value.

The way a mentoring / buddying arrangement works is entirely up to the individuals concerned.

Some people might only want someone they can contact occasionally. For example, to find out how to get information on a particular subject or, to exchange opinions on things they might be unsure about.

Other people might want to have a closer mentoring / buddying arrangement. For example, someone who can provide practical help with things like preparing for meetings, understanding reports, or someone to contact regularly for information and advice.

- 5.8 Following the meeting, the Chief Executive will prepare a draft induction plan for the new Committee Member which;
- ✓ will specify an outline programme for addressing the standard induction topics, and any optional elements to be included in the programme. It will also state who will be involved in providing training and support for the different parts of the programme;
 - ✓ will be kept under review during the induction programme and can be changed at any time. For example, a new member's views of their needs might change, once they begin to attend Committee meetings.

6.0 DELIVERING THE INDUCTION PROGRAMME

6.1 As shown in the Induction Programme Guide, the programme can be delivered using different methods, according to what best suits the new member.

6.2 These methods can include:

- ✓ Reading the material provided in the Information Pack and other documents provided on particular subjects;
- ✓ Briefing/discussion sessions based on the Information Pack contents, to confirm understanding and give the chance to ask questions;
- ✓ Informal meetings with the Chairperson and other Board Members;
- ✓ Meetings with the Chief Executive, Management Team and operational staff working in different service or business areas;
- ✓ Mentoring and support through the "mentoring / buddying" arrangements already described;
- ✓ Taking part in briefing and training sessions that are part of our Board training programme;
- ✓ Attending seminars and conferences;
- ✓ Tour of housing stock.

7.0 MONITORING AND REVIEWING THE INDUCTION PROCESS

7.1 The Chairperson and Chief Executive are responsible for ensuring that the Association has an effective system for induction. The implementation of each new member's induction programme is the responsibility of the member of the Chief Executive.

7.2 The Chief Executive should maintain regular contact with the new Board Member during their induction programme, and advise the Chairperson of any problems in completing the programme.

7.3 At the end of the induction period:

- ✓ The Board Member, Chief Executive and Chairperson should agree any follow-on training or support needs, until the Board Member takes part in the next scheduled round of support and appraisal meetings for all Committee Members;
- ✓ The Chief Executive will ask the Board Member for their feedback on the training and support provided as part of the induction programme, whether it met their needs and expectations, and any changes they would recommend for the future.

8.0 ON-GOING SUPPORT AFTER THE INDUCTION PERIOD

- 8.1 The appraisal system will ensure that support and appraisal meetings with all Board Members take place annually. New Board Members will take part in this process after they have completed their induction programme.
- 8.2 If the next round of individual review meetings is not scheduled to take place soon after the end of a new member's first year of Board Membership, we will hold an interim review meeting with the member concerned.

9.0 Policy Review

- 9.1 This Policy will be reviewed by the Association at last every 3 years.

Anne Smith
Chief Executive

31st August 2023

Policy Review Consultation Process

Considered by the Finance, Audit & Corporate Governance Committee	7th September 2023
APPROVED BY THE BOARD OF MANAGEMENT	28th September 2023
Daye of Next Review	September 2026

Appendices to Board Member Induction Policy

- Appendix 1** Induction Programme Guide
- Appendix 2** New Board Member Appointment Letter,
- Appendix 3** Board Member Information Pack
- Appendix 4** Booklet “Being a Board Member of Ochil View Housing Association”

Approved