

# Board Members Training & Development Policy

Policy Reference Number: G07

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<b>P&amp;P Review Group Approval Date:</b>	September 2025	<b>Board Approval Date:</b>	December 2025
<b>Owner:</b>	Chief Executive	<b>Department:</b>	Governance
<b>Issued To:</b>	<input checked="" type="checkbox"/> Board of Management <input type="checkbox"/> All Staff <input type="checkbox"/> ET/LT <input type="checkbox"/> Head Office Managers <input type="checkbox"/> C&S Managers <input type="checkbox"/> Department/Other: _____	<b>Method of Delivery:</b>	<input type="checkbox"/> Annual Declaration <input type="checkbox"/> Learn Pro Individual Sign Off <input checked="" type="checkbox"/> Board Portal
<b>Stakeholder Consultation</b>	<input type="checkbox"/> All Staff <input type="checkbox"/> Customer Engagement <input type="checkbox"/> Union <input type="checkbox"/> Employee Voices Group <input type="checkbox"/> Head Office Managers <input type="checkbox"/> C&S Managers <input type="checkbox"/> Department/Other: _____	This policy will be reviewed every 3 years from the date of implementation or earlier if deemed appropriate for any legislation or regulatory changes. If this policy is not reviewed within the above timescale, the latest approved policy will continue to apply.	
<b>Equality Impact Assessment</b>		No	N/A

## Version Control

Date	Owner	Version	Reason for Change
Sept 25	Chief Executive	4.0	Cyclical Review

## Summary of Changes

Section	Change
2.0	Scope broadened to include sub-committees and subsidiary members Added – skills in use of Board Portal
3.0	Paragraph added to further layout responsibilities of each role
5.1	Clarity added relating to assessment of Chairs performance Added – training in use of Board Portal
5.4	Induction section amended to reflect current practice

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## 1.0 Policy Statement

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

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. We recognise that, while several 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.

### 1.1 Legal & Regulatory Framework

This policy 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 Scope

This policy applies to all members of the Board of Management of Ark, including co-opted Board Members and any individuals appointed to Board sub-committees and Subsidiaries with governance responsibilities. It sets out the arrangements for training and development to ensure Board Members are equipped to fulfil their duties in line with Ark's Rules, the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management, and sector best practice as outlined by the Scottish Federation of Housing Associations (SFHA).

This policy covers all aspects of Board Member training and development, including:

- Induction for new Board Members and co-optees,
- Skills relating to use of the Board Portal
- Ongoing training and development for all Board Members,
- Annual skills and knowledge assessments,
- Succession planning and performance review processes
- Support for equality, diversity, and inclusion in governance.

## 3.0 Roles & Responsibilities

There is a range of standard expectations which underpin all policies. Read more about standard [role and responsibilities](#) in addition, the following specific responsibilities apply to this policy.

The Chief Executive is responsible for ensuring Board Members receive adequate induction training and ongoing development. The Chair of the Board plays a pivotal role in leading the Board's development, conducting annual appraisals for Board Members, and ensuring that training needs are identified and addressed. Board Members are responsible for actively participating in all relevant training and development opportunities, engaging in annual performance reviews, and supporting a culture of continuous improvement and shared learning. The Chief Executive (or designated Governance Officer) is responsible for maintaining accurate records of Board Member training, supporting the administration of training programmes, and ensuring compliance with regulatory requirements, including the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management. All parties are expected to work collaboratively to ensure the Board maintains the skills, knowledge, and diversity required to deliver effective governance and leadership for Ark.

## 4.0 Related Policies, Procedures & Documentation

G01 Board Members Code of Governance

G02 Board Members Code of Conduct

G04 Membership of the Association Policy

G06 Standing Orders Policy

G07 Board Members Training and Development Policy

G11 Entitlements, Payments & Benefits Policy

G11a Entitlements, Payments & Benefits Procedure

G13 Openness and Confidentiality Policy

G15 Computer System, Security, Email and Internet Policy

G34 Equality Policy

G42 Board Members Training Procedure

G43 Board members Expenses

HS01 Health and Safety Policy

Ark's [Rules](#).

[Ark's Vision, Mission & Values](#)

## 5.0 Training and Development for Board Members

### 5.1 What will be included

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.
- Directed session on use of the Board Portal.
- 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, pre-board sessions 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 where required. The annual appraisal of the Chair will be conducted through issue of a questionnaire to Board Members relating to Chair's performance.
- 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.

We will also encourage self-development by Board Members.

### 5.2 Identifying Training Needs

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 needs and/or experience of the new Member.

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.

At least once each year the Board of Management will assess the skills, knowledge, diversity and objectivity it needs to provide capable leadership, control and constructive challenge to achieve Ark's purpose, deliver good, supported person and tenant outcomes, and manage Ark's 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.

### 5.3 General Principles

All Board Members are expected to make a commitment to participating in relevant training and development opportunities.

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.

Training and development opportunities will cater for a range of preferred learning styles and individual abilities.

We encourage a culture of 'shared learning' and expect Board Members to provide brief reports on conferences, seminars and other training events attended, 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.

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.

### 5.4 Induction Training

New Board Members will receive an Induction Pack comprising:

- All Policies and Procedures noted in section 4.0
- Ark's Rules
- Governance documents, including, but not necessarily confined to:
  - Organisational structure chart
  - Current Business Plan

- Schedule of dates for the current year's Board meetings and meetings of any Sub-Committees

An induction programme will be delivered to each new member as agreed by the Chair and Chief Executive and in agreement with the new Board Member. The programme will include, but not restricted to:

- 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 operations and performance
- Visits to assets/ 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, diversity, inclusion and human rights, as they apply to Ark's activities
- Ark's role and responsibilities as a landlord
- Ark's role and responsibilities as an employer, together with introductions to key staff (Executive and Senior Leadership Teams) and an overview of the communications process between Board Members and staff
- An introduction to Ark's other policies

Briefings and training sessions will be led by the Chief Executive and other members of the Executive and 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.

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. 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.

## 5.5 Mentor

Each new Board Member will be allocated a 'buddy' or mentor, an experienced Board Member who will support the new Member become effective in 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.

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.

## 6.0 Training & Monitoring Requirements

### 6.1 Training

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 Executive and 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, annual performance reviews and through discussion and agreement with the Chair and Chief Executive.

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.

Board members will be encouraged to use other forms of learning, apart from courses, conferences and seminars, such as:

- News articles, relevant journals and magazines
- Guided reading
- Specific publications aimed at governing body members
- Guest speakers and presentations at Board meetings
- Sharing and listening to other governing body members and their experiences
- Learning materials on the Board Portal

### 6.2 Monitoring

The effectiveness of this policy will be monitored on an ongoing basis by the Chief Executive. This includes maintaining accurate and up-to-date records of all Board Member training and development activities, tracking participation rates, and ensuring that identified training needs are addressed in a timely manner. Where required, the Board will receive regular reports summarising training undertaken, outstanding requirements, and any emerging skills gaps.

The outcomes of annual Board Member appraisals and collective skills assessments will be used to inform future training plans and ensure compliance with the Scottish Housing Regulator's Regulatory Standards of Governance and Financial Management. The policy will



be formally reviewed at least every three years, or sooner if there are significant changes in legislation, regulatory requirements, or best practice. Any lessons learned or recommendations arising from monitoring activities will be incorporated into future policy updates to support continuous improvement in Board governance and effectiveness.