

# Policy on Training, Induction and Support of Board Members

## 1. Purpose of this policy

- 1.1 To provide support for Board members in carrying out their duties as trustees of GMFA.
- 1.2 To define a fair and accountable process for GMFA Directors to access training in order to support GMFA's governance.
- 1.3 To define the type and quantity of training that Directors may access.
- 1.4 To set out a process for the induction of new Directors to the Board.

## 2. Scope of the policy

- 2.1 This policy covers all Board members with the exception of the Chief Executive whose training is covered under the Staff training policy.

## 3. Induction of new Directors

- 3.1 The Chair will meet with all new Directors normally within a month of them being elected to the Board. This may be done as a group or on a one to one basis at the discretion of the Chair.
- 3.2 The induction may not necessarily occur before the first Board meeting after the election. In this case, new Directors will be still be encouraged to attend the first Board meeting after the election. It is the role of the Company Secretary to ensure that the new Directors are aware of the time, date and venue of the meeting and have received the Director's Declaration. New Directors have a duty to declare any conflicts of interest to the Company Secretary before attending his/her first Board meeting.
- 3.3 Each new Board member will receive an induction pack before they meet with the Chair. The induction pack will contain the documents as set out in appendix 1.
- 3.4 The purpose of the meeting with the Chair will be:
  - 3.4.1 To welcome the new Board members to the Board.
  - 3.4.2 To ensure that all new Board members have received the induction pack and take any questions relating to it.
  - 3.4.3 To discuss the process of the Board, current issues and the election of officers and structure of the Board.
  - 3.4.4 To discuss the training needs of new directors.

#### **4. Process for accessing training**

- 4.1 Once a year (usually after the AGM and the election of new Officers of the charity) the Chief Executive will send all Directors the Board Skills Audit Form and any skills audit forms for Officers of the charity (*n:/office/admin/forms/Director skills audit form; Chair skills audit form; Vice-Chair skills audit form; Treasurer skills audit form; Company Secretary skills audit form, appendix 2*).
- 4.2 The Skills Audit Forms should be completed by Board members and returned to the Chief Executive within two weeks.
- 4.3 The Chief Executive will compile a report based on the results of the Skills Audit Forms.
- 4.4 A meeting will be held (in addition to the monthly Board meeting) normally within a month of the compilation of the report to discuss the training needs and support for the Chair identified from the skills audit. This meeting will be chaired by the Chief Executive.
- 4.5 At this meeting, Board members may request training based on their individual Skills Audit Forms and any perceived skills gap of the Board.
- 4.6 To ensure probity and collective responsibility, a report will be made to the following Board meeting containing the Skills Audit report and the training offered to Directors.
- 4.7 Directors may request training through the Chair at any time outside of the annual meeting. All training requested this way must be granted with full knowledge by all Board members and can be done through making a proposal in the usual manner to the Board.

#### **5. Scope of training which can be accessed**

- 5.1 All training must be directly relevant to the role of governance of a charity or any additional work that a director has specifically been asked to conduct by the Board.
- 5.2 The Skills Audit Forms (which forms the basis of any training offered to Directors) are based on the Director's Job Description and any Job Descriptions of Officers of the charity.
- 5.3 Training may be offered in the form of:
  - 5.3.1 External individual training (free and paid for).
  - 5.3.2 External group training (including by consultants).
  - 5.3.3 Internal training conducted by a volunteer (including another Director) or a member of staff.

## **6. Training budgets**

- 6.1 Training budgets are set at a level which allows for one external piece of relevant training a year for each Board member covered by this policy at a generally acknowledged voluntary sector training service such as the LVSC or the NCVO.
- 6.2 Officers of the charity have a budget that enables an additional piece of training a year (which has to be based on the Officer's job description).
- 6.3 The value of each Board member's budget is set out in appendix 3.
- 6.4 Training budgets may only be used for travel expenses, reasonable essential accommodation, purchasing the course and any valid daily expenses as set out in the financial procedures.
- 6.5 No contract of employment shall be implied by this policy. All training paid for by GMFA is offered at the discretion of the Board. Relevant training will be offered if it does not exceed the value of the budget for each Director, however a Director does not have a right to access training up to the value of his/her budget nor accrue budgets from year to year.
- 6.6 The cost of training for a group of Directors is taken collectively from the training budgets of the Directors who requested the training.
- 6.7 The budget holder for Board training is the Chief Executive, and all purchases must be made through him/her.

## **7. Support for the Chair**

- 7.1 As the Chair is responsible for the line management of the Chief Executive s/he will be offered suitable support. This may be in the form of external supervision or an opportunity to "off load" etc. This is not training and is in addition to any training s/he is offered.
- 7.2 The style and structure of the Chair's support will be suggested by the Chair and must be agreed by the Board.
- 7.3 The Board do not have the right to impose a style and structure onto the Chair.
- 7.4 The budget for the support for the Chair is set out in appendix 3.

## **8. Board teambuilding**

- 8.1 The Board supports the notion of Teambuilding in order to develop a more trusting and cohesive team that governs GMFA.
- 8.2 A budget will be set aside each year (appendix 3) specifically to enable the Board to conduct a teambuilding exercise lasting up to two days.
- 8.3 The specific details of the teambuilding will be decided by the Board on a case by case basis.
- 8.4 Board teambuilding will include the Chief Executive.

## **9. Conferences and additional funds**

- 9.1 An additional fund will be set up to allow Board members to attend conferences. Exceptionally, this fund may also be used for training that the Board believes is essential but would exceed an individual Director's training budget. See appendix 3.

## **10. Dissemination of this policy**

- 10.1 This policy will go to all Board members and be included in any Board member induction.

## **11. Review of this policy**

- 11.1 The Board will review this policy every four years and update the budgets annually.
- 11.2 The policy will also be updated to reflect any changes or introductions of new policies and job descriptions.
- 11.3 This policy was passed on 13/03/03.
- 11.4 This policy was updated 10/04/03.
- 11.5 This policy was amended on 25/04/06.

## Appendix 1

# New Director's Induction Pack

<p>Charity Commission Leaflets</p>	<p>Responsibilities of Charity Trustees (CC3)          Internal Financial Controls for Charities (CC8)          Political Activities and Campaigning by Charities (CC9)</p> <p>Charity Commission website: <a href="http://www.charity-commission.gov.uk">http://www.charity-commission.gov.uk</a></p> <p>All Charity Commission leaflets can be accessed online at <a href="http://www.charity-commission.gov.uk/publications/ccpubs2.asp#cc1head">http://www.charity-commission.gov.uk/publications/ccpubs2.asp#cc1head</a></p>
<p>Employment Policies</p>	<p>Blank Contract of Employment          Staff Pay policy          Probationary Period guidelines          Flexitime policy          Sick Leave policy          Sick Leave Pay policy          Staff Conflicts procedure          Staff Grievance procedure          Staff Disciplinary procedure          Staff Supervision, Review and Training policy          Whistle Blowing policy          Staff Recruitment policy          Staff Induction policy          Redundancy procedure</p>
<p>Board Policies</p>	<p>Board Minutes          Co-option of Directors policy          Directors Code of Conduct          Directors Declaration          Directors Training, Induction and Support          Setting up sub-committees</p>
<p>Board Job descriptions</p>	<p>Director's Job Description          Chair's Job Description          Vice-Chair's Job description          Treasurer's Job Description          Company Secretary's Job Description</p>

Governing Documents	Memorandum of Association Articles of Association
Volunteer Policies	Volunteer Leadership Membership policy Volunteer Reporting Problems policy Volunteer Conflicts policy Volunteer Disciplinary procedure Volunteer Expenses Volunteer Code of Conduct Volunteer Induction
Intervention Policies	Accessing money from GMFA Reserves Resource Approval policy Developing Interventions
General Policies	Bullying and Harassment policy (applies to staff and volunteers) Health and Safety policy (applies to staff and volunteers) Equalities policy (applies to staff and volunteers) Data Protection External Complaints External requests
Finance Policies	Reserves policy Risk Assessment Acceptance of Money Collecting Money

## Appendix 2

# Director's Skills Audit Form

Rate yourself in the confidence column on a scale of 1 to 5 (1 is "I have no confidence that I can do this", 5 is "I'm certain I can do this") with regard to your abilities to perform the following tasks of a Director.  
Tick the training column if you would like training associated with this task.

Task	Confidence	Training
<b>When formulating strategic aims, Directors will:</b>		
Consider the organisation as a whole and its beneficiaries, whether as a member of the Board of Directors or any of its committees, sub-committees, groups etc.		
Uphold GMFA's vision and principles, strategy and policies at all times.		
Contribute specific skills, interests and contacts.		
Support GMFA in fundraising activities		
Ensure that GMFA has a long term strategy.		
<b>To ensure that policies and practices are in keeping with aims, Directors will:</b>		
Follow the Director's Code of Conduct at all times, particularly when exercising the functions of the Board of Directors, or any of its committees or sub committees, groups etc.		
Ensure that GMFA has all the policies it needs to function productively and that the policies are in line with GMFA's vision and mission, objects, aims, principles and practices.		
Attend meetings of the Board of Directors (currently the second Thursday of every month).		
Read, digest and respond to proposals and papers prepared for the Board.		
Reflect GMFA's policies and the Board of Directors' concerns on all its committees, sub-committees, groups etc.		
Working to advance and exemplify the consensual, co-operative, democratic working methods of GMFA.		
<b>To ensure best practice, Directors will:</b>		
Approve GMFA's annual strategy and budget, and ensure that these are adhered to. This will include a regular review of GMFA's accounts (currently done every other month).		
Be an active member of the Board of Directors in exercising its responsibilities and functions.		
Ensure that GMFA fulfils its obligations as a charity.		
Ensure GMFA fulfils its obligations as a company and an employer. This includes the monitoring of outputs (currently done once a quarter) and ensuring adherence to legal obligations.		
Maintain good relations with senior managerial staff and ensure that GMFA is being effectively managed in line with all its policies and the law.		
Take part in training sessions provided for the benefit of the Board of Directors.		
Fulfil such other duties and assignments as may be required from time to time by the Board of Directors.		

Specifically, what training would you like to receive to meet any skills gap you have identified above?

What other training would you like to receive in relation to your role on the Board?

## Chair's Skills Audit Form

Rate yourself in the confidence column on a scale of 1 to 5 (1 is "I have no confidence that I can do this", 5 is "I'm certain I can do this") with regard to your abilities to perform the following tasks of the Chair. Tick the training column if you would like training associated with this task.

Task	Confidence	Training
<b>To ensure the Board fulfils its responsibilities, the Chair will:</b>		
Chair meetings of the Board so that it functions effectively and carries out its duties.		
Ensure that the Board set overall strategy and policy objectives.		
Monitor that decisions taken at meetings are implemented.		
With the Chief Executive, develop appropriate and relevant agendas for meetings.		
Work in consultation with the Chief Executive to recruit co-optees in line with GMFA's co-option procedures.		
Ensure that the Board annually reviews its structure, role, relationship to staff and implements agreed changes as necessary.		
With the Chief Executive, to ensure that all Board members receive appropriate advice and training relating to their role.		
Serve as an additional spokesperson for, or promoter of, the charity.		
<b>To work in partnership with the Chief Executive, helping him/her achieve the mission of the organisation, the Chair will:</b>		
Ensure that the Board develops a long term strategy for the organisation together with the Chief Executive, with objectives that can be monitored.		
Monitor progress of the annual plan and overall strategic plan.		
Ensure that appropriate resources (personnel, financial, material) are secured with which to achieve agreed goals.		
Ensure that the Chief Executive delivers the Annual Plan and budget.		
Support, monitor, and review the work of the Chief Executive in the formal capacity of line manager.		
<b>To optimise the relationship between the Board and its staff and volunteers, the Chair will:</b>		
Comply with current employment and equal opportunities legislation and good practice.		
Receive regular informal progress reports of the organisation's work through the Chief Executive		
Reflect to the Board any concerns staff have in regard to the role of the Board, its sub-committees or members; to relate the concerns of the Board & other constituencies to the Chief Executive.		
In consultation with the Chief Executive, agree an annual calendar of meetings of the trustees and major events for the organisation.		

Specifically, what training would you like to receive to meet any skills gap you have identified above?

What other training would you like to receive in relation to your role on the Board?

## Vice Chair's Skills Audit Form

Rate yourself in the confidence column on a scale of 1 to 5 (1 is "I have no confidence that I can do this", 5 is "I'm certain I can do this") with regard to your abilities to perform the following tasks of the Chair. Tick the training column if you would like training associated with this task.

Task	Confidence	Training
<b>To ensure the Board fulfils its responsibilities, the Vice Chair (assisting and deputising for the Chair) will:</b>		
Chair meetings of the Board so that it functions effectively and carries out its duties.		
Ensure that the Board set overall strategy and policy objectives.		
Monitor that decisions taken at meetings are implemented.		
With the Chief Executive, develop appropriate and relevant agendas for meetings.		
Work in consultation with the Chief Executive to recruit co-optees in line with GMFA's co-option procedures.		
Ensure that the Board annually reviews its structure, role, relationship to staff and implements agreed changes as necessary.		
With the Chief Executive, to ensure that all Board members receive appropriate advice and training relating to their role.		
Serve as an additional spokesperson for, or promoter of, the charity.		
<b>To work in partnership with the Chief Executive, helping him/her achieve the mission of the organisation, the Vice Chair (assisting and deputising for the Chair) will:</b>		
Ensure that the Board develops a long term strategy for the organisation together with the Chief Executive, with objectives that can be monitored.		
Monitor progress of the annual plan and overall strategic plan.		
Ensure that appropriate resources (personnel, financial, material) are secured with which to achieve agreed goals.		
Ensure that the Chief Executive delivers the Annual Plan and budget.		
Support, monitor, and review the work of the Chief Executive in the formal capacity of line manager.		
<b>To optimise the relationship between the Board and its staff and volunteers, the Vice Chair (assisting and deputising for the Chair) will:</b>		
Comply with current employment and equal opportunities legislation and good practice.		
Receive regular informal progress reports of the organisation's work through the Chief Executive		
Reflect to the Board any concerns staff have in regard to the role of the Board, its sub-committees or members; to relate the concerns of the Board & other constituencies to the Chief Executive.		
In consultation with the Chief Executive, agree an annual calendar of meetings of the trustees and major events for the organisation.		

Specifically, what training would you like to receive to meet any skills gap you have identified above?

What other training would you like to receive in relation to your role on the Board?

## Company Secretary's Skills Audit Form

Rate yourself in the confidence column on a scale of 1 to 5 (1 is "I have no confidence that I can do this", 5 is "I'm certain I can do this") with regard to your abilities to perform the following tasks of the Treasurer. Tick the training column if you would like training associated with this task.

Task	Confidence	Training
<b>The main duties in ensuring GMFA complies with its governing documents and legislation are:</b>		
To act as custodian of GMFA governing documents and policies.		
To ensure GMFA pursues its objects as defined in its governing document.		
To ensure that GMFA applies its resources exclusively in pursuance of its objects.		
To ensure that GMFA complies with any other requirements as dictated by the Charity Commission and Companies House.		
To ensure that GMFA complies with all legal requirements. As necessary, the Company Secretary must seek independent advice and act as appropriate. Issues relating to Company and Charity Law and the legality of Director's actions may require the Company Secretary to act independently. In these situations, the Secretary will consult with the Chief Executive of GMFA.		
To ensure the correct appointment of GMFA trustees, that those appointed are not disqualified in law and are eligible to be trustees under the provisions of the governing documents and policies, and that the appointment procedure laid down in the governing document and policies are followed.		
To gather, collate and manage any conflicts of interest between Directors and the governance of GMFA.		
To ensure that GMFA Directors have information to enable them to make informed decisions and fulfil their responsibilities. This includes organising the induction of new Directors.		
To ensure that Annual General Meetings (AGMs) and Extraordinary General Meetings (EGMs) are run effectively and in accordance with the provisions of GMFA's governing document. This includes checking that a quorum is present.		
To ensure that that agendas and minutes of AGMs and EGMs are circulated.		
<b>The main duties in ensuring that the Chair is supported in the smooth functioning of the Board are (either personally or by delegation):</b>		
Ensure that Board meetings are held in compliance with GMFA's governing documents and arrangements for the meetings are made.		
Receive agenda items from other Directors/staff and ensure appropriate agenda items are tabled at Board meetings. This is done in consultation with the Chief Executive and the Chair who is responsible for preparing Board meeting agendas.		
Ensure that agendas and supporting papers are circulated in accordance with governing documents.		
Ensure that minutes are taken at Board meetings and circulated to the relevant parties.		
Ensure that Board meeting minutes are signed by the Chair once they have been approved and copies filed and kept at GMFA.		

The main duties in ensuring the day to day management of GMFA are:		
To contribute actively to the board of trustees' role in giving firm strategic direction to GMFA, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.		
To ensure the effective and efficient administration of GMFA.		
To ensure the financial stability of GMFA.		
To safeguard the good name and values of GMFA.		
To protect and manage GMFA's property and to ensure the proper investment of the GMFA's funds.		
To appoint GMFA's Chief Executive.		
To sit on appraisal, recruitment and disciplinary panels as required.		
Either personally or by delegation, check that Directors and staff have carried out action agreed at previous Board meetings.		

Specifically, what training would you like to receive to meet any skills gap you have identified above?

What other training would you like to receive in relation to your role on the Board?

## Treasurer's Skills Audit Form

Rate yourself in the confidence column on a scale of 1 to 5 (1 is "I have no confidence that I can do this", 5 is "I'm certain I can do this") with regard to your abilities to perform the following tasks of the Treasurer. Tick the training column if you would like training associated with this task.

Task	Confidence	Training
<b>The main duties in advising the Board and GMFA members in GMFA's finances are to:</b>		
Guide and advise the Board of Directors in the approval of budgets, accounts and financial statements, within a relevant financial framework.		
Keep the Board informed about its financial duties and its responsibilities.		
Advise the Directors (and the management) on the financial implications of the organisation's strategic plans and key assumptions included in management's operational plan and annual budget, especially those which are outside the agreed boundaries of management authority. This includes taking responsibility for the development and updating of all financial procedures.		
Confirm that the financial resources of the organisation meet its present and future needs and there is an appropriate reserves policy. Management Accounts are presented to the Board as part of the bi-monthly Treasurer's report.		
Formally present the accounts at the annual general meeting (AGM), drawing attention to important points either in a written report or orally.		
Monitor the organisation's investment activity and ensure its investment policy is consistent with the organisation's policies, aims and objectives and legal responsibilities.		
<b>The main duties in ensuring robust financial procedures for GMFA are:</b>		
Understand the accounting procedures and key internal controls to be able to assure the board that the charity's financial integrity is sound.		
Ensure that the accounts are properly audited, and that accepted recommendations of the auditors are implemented.		
Meet the external auditor independently from the Administrator, at least once a year		

Specifically, what training would you like to receive to meet any skills gap you have identified above?

What other training would you like to receive in relation to your role on the Board?

## Appendix 3

# Budgets

	Value
<b>Director's Training x 8</b>	8 x £150
<b>Officers' Training x 4</b>	4 x £150
<b>Support for Chair</b>	£1,000
<b>Board teambuilding</b>	£2,000
<b>Conferences and Exceptional training</b>	£1,000
<b>TOTAL</b>	<b>£5,800</b>