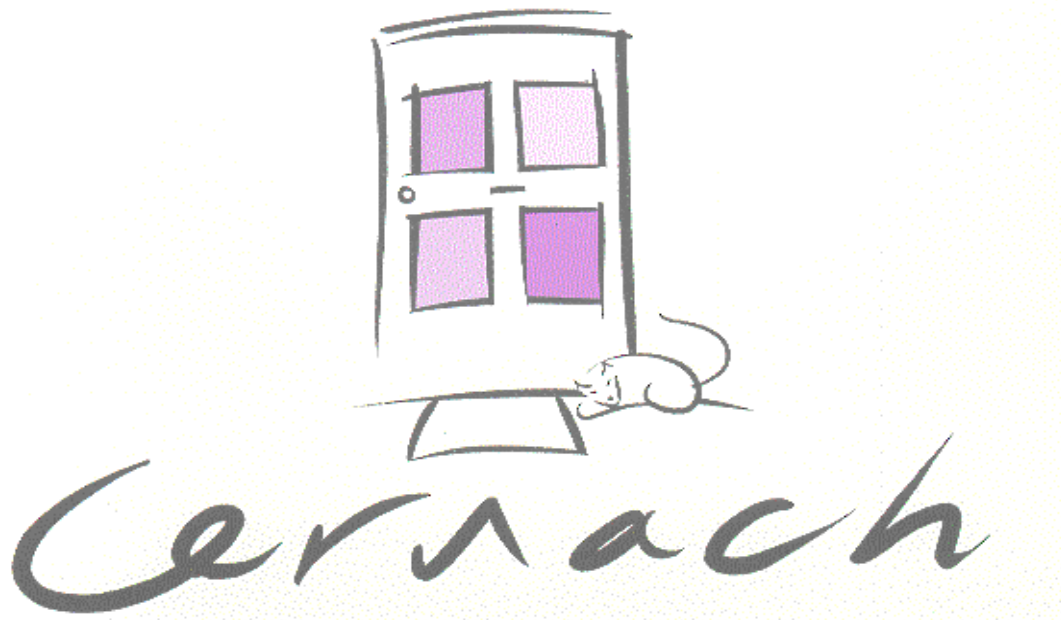


# Committee induction policy



## Committee induction policy

Date Approved:  
Latest review date:

August 2026  
August 2029

# Committee induction policy



## 1. Introduction

- 1.1 Cernach Housing Association aims to ensure that all Committee members receive systematic and comprehensive induction training, information and support when they join the Management Committee, enabling them to make a full contribution to the work of the Committee at the earliest opportunity.
- 1.2 We aim to equip new members of the Management Committee with the knowledge, context and support they need to understand their role, promote a constructive working relationship between Committee members and the staff team and promote a culture of ongoing learning and development.

## 2. Policy aims and objectives

- 2.1 The purpose of this policy is to ensure that all new Committee Members receive an efficient and comprehensive induction programme. It outlines what they can expect during their first year and how the Association will support them to understand the organisations values, the regulatory environment that we operate in and the standards of behaviour and governance that is expected of them.
- 2.2 New members bring fresh perspectives, contribute to the ongoing succession planning and sustainability of the Association, and offer opportunities to develop our community further. New members are unlikely, however, to be familiar with the detailed expectations associated with being a member of the Management Committee and may have some questions, uncertainties and apprehensions about the role itself. The Association is committed to supporting new members to contribute as fully as they can and to meet the expectations associated with being a Committee member.
- 2.3 New Committee members may require time to fit in to the Committee and learn procedures. Additionally, individuals learn in different ways and at different speeds according to their previous experience and strengths. This policy ensures that induction is phased over a period of up to a year after first joining, after which time induction can be said to be complete.
- 2.4 The policy also explains how the Association will ensure that Committee Members, both collectively and individually, have the skills and knowledge required to govern the organisation effectively.

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- 2.5 This policy will make periodic reference to the Committee induction checklist. This is a separate checklist, alongside a range of accompanying documents and guidance which will supplement this policy. As this will remain a 'live' plan and be periodically updated, it is not appended to this policy.
- 2.6 This policy also leads directly into the Association's Committee Performance Review Policy due to the interrelated nature of induction, and continued learning and development of Committee members.

## 3. Regulatory Framework

- 3.1 The policy supports the Association in meeting the Scottish Housing Regulator's Standards of Governance and Financial Management.

### **SHR Standard 1 requires that:**

*"The Governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users."*

### **SHR Standard 6 (specifically 6.5) requires that:**

*"The RSL ensures all new governing body members receive an effective induction programme to enable them to fully understand and exercise their governance responsibilities. Existing governing body members are given ongoing support and training to gain, or refresh, skills and expertise and sustain their continued effectiveness."*

- 3.2 As well as adhering to the regulatory framework, this policy also takes guidance from the Scottish Federation of Housing Association's Governing Body Member Induction Guidance, published in November 2025.

## 4. Equality and human rights

- 4.1 The Association's Equality and Human Rights policy, outlines our commitment to promote a zero tolerance to unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics. This includes ensuring that everyone has equal access to information and services, and, to this end, the Association will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.
- 4.2 We are also aware of the potential for policies to inadvertently discriminate against an individual or group of individuals. To help tackle this and ensure

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that it does not occur, best practice suggests that organisations carry out Equality Impact assessments to help identify any part of a policy that may be discriminatory so that this can be addressed (please see section 6 of the Equality and Human Rights policy for more information).

- 4.3 In line with section 6 of the Equality and Human Rights Policy, the Association carried out an Equality Impact Assessment on this policy and no remedial action was identified as necessary. The full assessment is appended at the end of this policy. The Association's Equality and Human Rights policy, which was approved by the Committee in April 2025, outlines our commitment to promote a zero tolerance to unfair treatment or discrimination to any person or group of persons, particularly on the basis of any of the protected characteristics. This includes ensuring that everyone has equal access to information and services, and, to this end, the Association will make available a copy of this document in a range of alternative formats including large print, translated into another language or by data transferred to voice.

## 5. Stage 1 – initial introductions

- 5.1 New Committee Members can approach the Association in various ways – this may be through targeted recruitment campaigns in newsletters and sector bulletins, or through organic interest in joining the Management Committee through local interest. No matter how a person expresses an interest in participating, we will ensure a consistent approach to maintain and develop that interest – should it remain right for the person.
- 5.2 The first stage will involve a meeting with a member of staff from the Corporate Services team – usually the Corporate Services Officer where they will be provided with a range of information to learn more about the role of a Committee Member and how this works for Cernach Housing Association. It is key that at this meeting, the new member understands the time commitment required, and the role of the Committee – so they can make an informed decision about proceeding with joining the Management Committee. Key documents to be shared at this stage will be the Committee Member Role Descriptions, meeting schedule, and the Association's annual report and annual accounts.

## 6. Stage 2 – observing a meeting

- 6.1 While not essential, the Association has found it useful to invite prospective members to observe one, or two, meetings before joining the Management Committee as a full member. The purpose of this is to show the prospective

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member how a Committee meeting operates, and give an idea of what business is conducted.

- 6.2 Generally, the Corporate Services Officer will arrange for the prospective member to attend the office shortly before the meeting commences and guide the prospective member through the process of observing the meeting – including reading through the papers, confirming the confidentiality of the meeting content and the need to leave prior to any business sensitive discussions.
- 6.3 Following the meeting, the prospective member should confirm with the Corporate Services Officer that they wish to be invited to join the Management Committee as a co-optee or casual vacancy, or confirm their intention to stand for election at the AGM.

## **7. Stage 3 - joining the Management Committee**

- 7.1 Committee members may join the Committee as a result of election at the AGM, appointment as a co-optee or via a casual vacancy. In order to be confirmed as a full member of the Management Committee, they will be required to sign a Code of Conduct acknowledging their responsibilities. It is usually at this stage that the Association would also review all governance paperwork, such as declarations of interests and OSCR eligibility forms in order to fully confirm their election.
- 7.2 They will also be provided at this time will all equipment and access details required to carry out their duties as a member of the Management Committee – including any electronic devices and passwords.
- 7.3 Following this stage, a member's more formal induction process will commence.

## **8. Stage 4 – first 6 months**

- 8.1 Each new member will be assigned a 'buddy' from the Management Committee, or a key staff contact – whichever is more logistically preferred.
- 8.2 This contact will first arrange a follow up meeting to go over the contents of previous Committee meetings and 'debrief' to discuss the flow of the meeting, cover any questions from Committee conduct or paper content, and confirm arrangements for the ongoing induction process.

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8.3 Each new member of the Management Committee will be different, and some induction meetings may have more than one new member in attendance. The exact number of meetings, and the content covered in each, will be tailored to each individual member as well as fulfilling the Committee Induction Checklist. That being said, there are some elements which are set, including:

- Governance structure
- Introduction to fellow Committee members and senior staff
- Expectations in relation to attendance at meetings and training
- Confirmation of relevant code of conduct, eligibility, declaration of interests and entitlements, payments and benefits
- Organisational history
- Sector history and regulatory environment
- Current key issues, risks and decisions facing the Management Committee
- Stock tour

8.4 As part of the induction period, new members should meet with a variety of staff and Committee members depending on the topic. In particular, new members should have a session on each of the Association's key business areas, as well as on their duties as an employer. These will generally break down as follows:

- Finance and Corporate Services
- Housing Management and Maintenance
- Employer duties and Health and Safety

## 9. Stage 5 – 6 month review

9.1 Following the first six months of being on the Management Committee, new members will attend a review meeting with staff to;

- Check how new members are settling into their role
- Confirm conclusion of the formal induction period
- Answer any outstanding questions or areas of uncertainty
- Arrange any additional training required
- Review and evaluate the induction process

9.2 While there will always be room for learning and development of Committee members, and training will be offered on an ongoing basis – it is important to mark the end of the induction process so that new Committee members feel

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they are appropriately equipped and empowered to fully participate in their role.

- 9.3 This policy therefore leads into the Committee Performance Review Policy, which guides the ongoing commitment of Committee members to training and personal development, as well as ensuring their continued effectiveness.

## **10. Policy Review**

- 10.1 This policy will be reviewed in August 2029 or earlier if required to reflect legal, regulatory or good practice requirements.

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## Cernach Housing Association Equality Impact Assessment

|                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                              |                                                       |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------|
| Name of the <b>policy / proposal</b> to be assessed                                                                                                                                                                                                                                                                                                                    | Committee induction policy                                                                                                                   | Is this a <b>new policy / proposal or a revision?</b> | Revision |
| Person(s) responsible for the assessment                                                                                                                                                                                                                                                                                                                               | Emma McShane                                                                                                                                 |                                                       |          |
| <b>1. Briefly describe the aims, objectives and purpose</b> of the policy / proposal                                                                                                                                                                                                                                                                                   | To set out the Association's aims in relation to the induction of new Committee members                                                      |                                                       |          |
| <b>2. Who is intended to benefit</b> from the policy / proposal? ( <i>e.g., applicants, tenants, staff, contractors</i> )                                                                                                                                                                                                                                              | Committee members                                                                                                                            |                                                       |          |
| <b>3. What outcomes are wanted</b> from this policy / proposal? ( <i>e.g. the benefits to customers</i> )                                                                                                                                                                                                                                                              | Committee members to be welcomed to the Association and appropriately trained to maximise their contributions at the earliest possible stage |                                                       |          |
| <b>4. Which protected characteristics could be affected</b> by the proposal? ( <i>tick all that apply</i> )                                                                                                                                                                                                                                                            |                                                                                                                                              |                                                       |          |
| <input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Marriage & Civil Partnership <input type="checkbox"/> Pregnancy/Maternity <input type="checkbox"/> Race <input type="checkbox"/> Religion or Belief <input type="checkbox"/> Gender <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation |                                                                                                                                              |                                                       |          |



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5. If the policy / proposal is not relevant to any of the **protected characteristics** listed in part 4, state why and end the process here.

After careful consideration, there is no known elements of this policy that would impact any of the 9 protected characteristics.

| After careful consideration, there is no known elements of this policy that would impact any of the 9 protected characteristics.                                                                                                      | Positive impact(s) | Negative impact(s) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|
|                                                                                                                                                                                                                                       |                    |                    |
| 7. What <b>actions</b> are <b>required</b> to address the impacts arising from this assessment? ( <i>This might include collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts</i> ). | N/A                |                    |