

GMA BOARD INDUCTION PROCESS 2016

1. *Board Director Induction*

1.1 This document sets out the scope of the induction process for new GMA Board Directors. This is a full and lengthy list - which may not be applicable to every individual Director. At the outset, there will be an initial conversation between the Chair and the new Director, to establish what needs to be covered, given each recruit's background and experience. The aim is to provide clear guidance and structure for any new Director in his/her first year, according to his or her needs and the GMA priorities then prevailing. The CEO will also meet with the new Director to cover parts of this process.

1.2 This document can additionally be used for briefing management, staff and stakeholders.

2. *Summary Items for Induction process -*

- Introduction to Groundsmanship (as appropriate for each new Director)
- Products & Services
- Vision and strategy
- International context and policy
- Membership structure, Branches and Regions
- Articles and associated documents – including the Code of Conduct for Directors, board procedures and protocols, matters reserved for the board, delegated authority
- GMA Board, Charity and Committees
- Summary details of principal assets, liabilities, significant contracts
- Risk Management Strategy
- CEO, Executive team
- Major stakeholders, suppliers and auditors
- SWOT analysis.

3. *Essential and Immediate*

3.1 This is information that needs to be given to the Director prior to the first Board meeting. Methods of delivery vary, some of the information needs to be sent to the Director with his/her appointment letter; some could be deferred until a briefing after the Board papers have been issued, so that the Chair can review the Board pack with the Director before the first meeting to highlight relevant issues.

a. *Directors' Duties*

An outline of the role of a director and a summary of his/her responsibilities and ongoing obligations outlined in the Code of Conduct for Directors under legislation, regulation and best practice. Fiduciary duties under the Companies Act 2006

b. *The GMA position*

- Matters reserved for the Board
- Delegated authority
- The policy for obtaining any independent professional advice
- Directors' expenses policy and method of reimbursement
- Other standing orders, protocols, policies and procedures of which the Director should be aware.

c. *Conduct and Behaviour*

An outline of the expectations of the Board in terms of its output and behaviours and guidance on the culture, values and ethics (as outlined in the Code of Conduct for Directors).

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d. *Key aspects of the business*, including:

- Current strategy, finances
- Latest annual report
- Latest CEO report
- Marketing and branding
- Major current issues
- Key governance issues affecting the GMA
- Funding position and arrangements
- Any other mission statements and reports issued by the GMA including a summary of the main events (eg restructuring etc.) over the last three years.

(and if appropriate)

- List of any partnerships, subsidiaries and joint ventures
- Summary details of insurance policies including director and officer liability insurance.

e. *Board Issues*, including:

- An up to date copy of the GMA articles and associated documents
- Minutes of the last three Board meetings
- Board meeting schedule
- Description of Board procedures (eg when papers are sent out, the normal location of meetings, how long they last, routine business transacted)
- Brief biographical and contact details of all Directors and CEO.
- Board committees including any terms of reference.

4. *Important and necessary*

4.1 The following information is necessary in order to assist the Director to develop his/her knowledge of GMA, its operations and staff. It is suggested that this information is provided to him/her within three months of appointment and usually by the CEO. This could include:

- any recent media issues/coverage concerning the GMA itself or any associated suppliers/stakeholders/sponsors;
- Risk management procedures and relevant business continuity plans;
- brief history of GMA;
- details of any general meetings held in the last three years where significant decisions have been taken;
- organisational chart and management succession plans;
- up to date finances;
- policies including commitments relating to:
 - i. Health & Safety
 - ii. Environment
 - iii. Ethics and Whistleblowing
 - iv. Bribery
 - v. Safeguarding
 - vi. Equality and Diversity

4.2 It would also be appropriate for the Director to meet the members of the management executive during the induction programme.

4.3 All directors are strongly encouraged to attend a Safeguarding and Protecting Children Course.

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5. *Desirable and Useful*

5.1 The following is additional information the Director may find useful. The Chair and CEO should use their experience and knowledge to pass on information to enable the Director to become accustomed to the business as soon as possible.

- Informal protocol and procedures
- Professional advisers (lawyers, bankers, auditors, etc.), both internal and external
- Insights into groundsmanship community
- Procedures for:
 - a. Financial statements sign off;
 - b. Annual Report approval;
 - c. Items requiring approval outside of scheduled Board meetings.

6. *Induction Programme*

6.1 The key steps in the programme for each new Director should be as follows;-

- a) introductory meeting with Chair, encompassing the sections Essential & Immediate, Important & Necessary, identified above, with the Chair giving an initial summary of each item. For this the Director will receive the key documents identified above, at least three days in advance
- b) meeting with the CEO, for further briefing on the various sections above (from an executive viewpoint) and insight into the operation of GMA
- c) meeting with another Independent or Elected Director (whichever is appropriate to the new Director) to discuss that specific role and contribution to the Board and GMA
- d) visits to any appropriate events
- e) review meeting with Chair, to discuss progress, and to identify any other topics to be covered, meetings, visits, etc. Here the Chair and Director will discuss the SWOT analysis for GMA.

7. *Reporting & Feedback*

7.1 The new Director should report to the Board on how he or she found the induction process, with any recommendations for future inductions. This report should be an agenda item at a subsequent Board meeting.

(Amended by Chair October 3, 2016)