

HOW TO BE AN EFFECTIVE EMPLOYEE DIRECTOR OR EMPLOYEE TRUSTEE

OVERVIEW

This highly practical 2-day course will provide participants with a high level understanding of:

- The duties, obligations and requirements of an **Employee Trustee or Director**
- Different forms of employee ownership structures
- How to understand financial and other board or trust reports
- How to use your role to help develop a successful employee ownership culture
- How to perform well as an **Employee Trustee or Director**

Participants will also develop their network of peers in other employee owned businesses and have the opportunity to share experiences and learn from one another.

The course will be delivered by an experienced course director supported by a range of guest speakers from employee owned businesses and expert speakers from professional service providers. Throughout the course, there will be a focus on case studies, making it highly practical and based on real life experience.

WHO SHOULD ATTEND THIS COURSE?

- Newly appointed or existing **Employee Trustees** of Employee Ownership Trusts (EOTs) or Employee Benefit Trusts (EBTs)
- Newly appointed or existing **Employee Directors** on the boards of employee owned businesses

WHAT WILL YOU LEARN FROM THIS COURSE?

- How to effectively and confidently fulfil your responsibilities as an **Employee Trustee or Employee Director**
- What legal responsibilities you have as a director or trustee
- How to understand and interpret financial and other management information

COURSE PROGRAMME DAY 1:

INTRODUCTION & WELCOME

- Introductions
- Logistics for the 2 days
- Context of why we are here and what we will achieve

GUEST SPEAKER:

WHAT MAKES A GREAT EMPLOYEE REPRESENTATIVE ON A TRUST OR BOARD?

The CEO of an employee-owned business shares their perspective on what they look for in an effective employee representative, and how a good employee representative can add value to the business.

EXPERT SPEAKER:

EMPLOYEE OWNERSHIP – OWNERSHIP AND GOVERNANCE STRUCTURES

- Difference between ownership, direction and management
 - Trusts, direct employee ownership, hybrid models
 - Constitutional documents and what they mean / do
 - Different governance structures
 - Typical members of a company or trust board and their roles
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CASE STUDY:

DIFFERENT STRUCTURES & DISCUSSION

A look at some real life examples of how employee-owned businesses manage their affairs and engage with their employee owners, to understand how different approaches affect your role.

EXPERT SPEAKER:

EMPLOYEE REPRESENTATIVES ON BOARDS & TRUSTS – YOUR LEGAL RESPONSIBILITIES, DUTIES AND LIABILITIES

- Legal requirements to be a trustee or a director
 - Board powers, shareholder powers & trust powers
 - Director rights & duties
 - Trustee rights & duties
 - Areas of potential personal liability & how to manage the risk
 - Being an effective trustee or director
 - Fiduciary duties & conflicts of interest
 - Confidentiality
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CASE STUDY:

DIRECTOR & TRUSTEE DILEMMAS

Fun and light-hearted session on dealing with situations that may arise as a director / trustee. Including:

- Management remuneration and incentives
 - Management “misbehaviour” and/or underperformance
 - Difficult people on the board
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GUEST SPEAKER:

WHAT I WISH I HAD KNOWN WHEN I BECAME AN EMPLOYEE REPRESENTATIVE, AND WHAT I HAVE LEARNED SINCE

An experienced employee representative shares the practical lessons they have learned, and some pitfalls to be avoided based on their own experience in the role.

WHEN BUSINESS ISN'T GOING WELL

A brief look at some of the hard decisions that directors / trustees must take when business isn't going well, including:

- Banking covenants
- Importance of cashflow management
- Cost reduction
- Communications and stakeholder involvement
- Importance of external stakeholders (banks, customers, etc)

EVENING

Participants will be invited to join a 3-course dinner with the course director and a guest speaker who will give an unstructured talk over dinner on themes around: “How we made EO work for us: what we got right, what we got wrong, and what we wish we had done differently, our EO story”.

COURSE PROGRAMME DAY 2:

EXPERT SPEAKER & COURSE DIRECTOR:

FINANCE AND ACCOUNTS DEMYSTIFIED FOR THE NON-ACCOUNTANT

- Budgets, management accounts, forecasts, statutory accounts – what are they?
- What are the main financial statements; how they relate to each other and how they are affected by business decisions
- Some important accounting “concepts” you need to understand
- How to “read” financial statements, and what they can tell you • Other board and trust reports
- Checklist – some things to look out for in accounts • Some important ratios and KPI’s
- Questions to ask the auditors at year-end • Using accounts to manage the business

CASE STUDY:

INTERPRETING ACCOUNTS

Walk-through of an illustrative set of board papers and management accounts, teaching participants what they should be looking out for and what they mean

WHAT MAKES A BOARD WORK EFFECTIVELY

Focus on the softer aspects of being an effective director or trustee; e.g. style, professionalism, being prepared, inter-personal skills and relationship building, healthy debate but collective responsibility etc

GUEST SPEAKER:

MAKING EO WORK – BUILDING A SUCCESSFUL EMPLOYEE OWNERSHIP CULTURE

Experience-based lessons on how to build an effective culture where employees are fully engaged and involved and can make a real difference to the business they own

SUMMARY AND WRAP UP

A brief recap on what we have learned with some key practical lessons to focus on as we return to our own businesses

HOW TO BOOK

TO ACCESS A BOOKING REQUEST FORM VISIT
WWW.EMPLOYEEOWNERSHIP.CO.UK/EOLEARN OR FOR MORE INFORMATION
EMAIL EOLEARN@EMPLOYEEOWNERSHIP.CO.UK OR CALL (01482) 667122

2-DAY COURSE FEE:

EOA Member - £1,000 plus VAT Non EOA Member - £1,300 plus VAT

Course fee includes: overnight accommodation in a 4* hotel in Sheffield city centre, 3-course evening meal & breakfast and 2 days training at GLIDE House with lunch and refreshments both days.

*Parking in Sheffield city centre is not included however transport from GLIDE House at the end of the 1st day and back to GLIDE House on the 2nd Day provided, if required.

DATES IN 2020

(ALL COURSES WILL BE DELIVERED AT GLIDE HOUSE, SHEFFIELD):

- 30th/31st March 2020
- 6th/7th July 2020
- 28th/29th September 2020
- 30th November/1st December 2020

ABOUT THE COURSE DIRECTOR

A Chartered Accountant and experienced Non-Executive Director, Ken Lindsay, has more than 25 years of experience of sitting on boards, as well as the training of board members and advisors, of numerous companies of all shapes and sizes.

Following his retirement from full time work as a partner in a leading private equity investment firm, Ken continues to act as a director of several companies including: Chairman of Cambridge Weight Plan (the award-winning employee-owned business), Non-Executive Director of a building and garden products business, and Non-Executive Director of the trading subsidiary of a UK charity.

ABOUT THE EOA

The Employee Ownership Association (EOA) is a UK membership organisation of 420+ businesses exploring employee ownership, businesses that are fully or partially owned by their employees or who support employee owned businesses. We are not-for-profit and politically independent organisation working in partnership with a diverse range of partners to grow employee ownership. We do this by:

CONNECTING

Bringing our members together via events, introductions and networks

CAMPAIGNING

Collaborating and using our knowledge and research of the EO sector to influence and inform

CHAMPIONING

Enabling our members to share and celebrate their EO business success stories and expertise