SAOS

A Director's Guide to Governance Best Practice

"Corporate Governance is not about the process of running the business *per se*; rather it is concerned to see that it is well run."

R Tricker

The 12 Cardinal Rules for Directors

1. Act in good faith
2. Act honestly
3. Act in the interests of your co-operative
4. Take decisions without ulterior motives
5. Do not use the co-operative for personal gain
6. Take expert advice
7. Act within the constitutional objectives of the business
8. Act within your powers
9. Declare conflicting interests
10. Exercise reasonable care and skill
11. Have regard to creditors
12. Do not mislead members

Introduction

Directorship is a demanding role. Directors carry the responsibility for ensuring that co-ops succeed in a market environment that is changing rapidly and in which commercial risks are increasing.

To be effective, directors require clear understanding of their role, both individually and collectively with their colleagues, and they need knowledge of good board practice. This is why we have produced this booklet of governance standards.

Our purpose is to provide straightforward guidelines against which any director or board can check that the governance of the business in which they are engaged conforms to good practice. In addition, we have incorporated some points of advice, based on our research and experience of co-op boards.

Governance concerns the way co-ops are directed and controlled and is therefore central to the work of the Board. Directors should acquaint themselves with the publication 'Corporate Governance Code for Agricultural Co-operatives' produced by SAOS and Co-ops UK, which describes the key principles and best practice of governance applicable to all co-operatives.

This guide is only one element of the wide range of services SAOS provides to co-ops and their directors. Our aim is to provide access to worldwide knowledge of best practice. Please make full use of our services in the governance of your business.

James Graham, SAOS Chief Executive

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Illustrations by **Bill Butcher**

The co-operative difference

Co-operatives are fundamentally different to private and public companies in the ways listed below; co-op Directors should understand these differences.

The purpose of a co-operative is different – the purpose being to generate and transfer benefits to Members, rather than to maximise profits within the business itself.

The legislative framework is different – co-operatives preferably constitute under the Co-operative and Community Benefit Societies Act 2014 (New Co-op Act) as opposed to the Companies Act or partnership law, and their registry is the Financial Conduct Authority, rather than Companies House.

Capitalisation and returns are different – the new co-op act specifies that investment and benefits to Members should be proportional to use made of the co-op, not in proportion to monies invested. This leads to different equity and loan structures with distinct challenges.

The form of participation is different – collective agreement to a common form of participation is required, necessitating an agreement between all Members of the co-op in which respective responsibilities and undertakings are specified. These agreements enjoy exemptions from competition law in bona fide agricultural co-ops.

The tax status is different for co-ops when they have a 'Mutual' tax status where trade is substantially between Members. They may also have agricultural rates exemption for activities that were carried out on farm.

Governance is different – a co-op is a democratic organisation in which each member essentially has 'one vote'. This ensures that a co-op always works in the best interests of the majority of Members. This form of governance requires advanced forms of internal communications and decision-making structures; essentially Members are engaged with the strategies of the business.

Co-op Board responsibilities are different – the demands on co-op Directors in respect of member communication are much greater than those in most companies, where shareholders are generally at 'arms length'. Farm profitability, and therefore the livelihood of farmer co-op Members depends on the performance of their co-op. Directors of co-ops are very directly accountable and are usually highly visible, being elected from amongst the community that comprises the membership. Therefore, co-operative status can and should be fully developed as a strategic advantage and unique selling point relative to competitors. It is a mistake for any co-op to position itself as 'just another business' or simply to emulate private and public companies. Directors and Boards should consult SAOS on strategies to fully realise 'the co-operative advantage'.

The co-op difference

Co-op Values and Principles

Co-ops have been guided by a set of values and principles for 150 years, these have been consistently debated and updated ever since. The International Co-operative Alliance (ICA) achieved a consensus from around the world, which is also used by the FCA to test if an organisation is a bona fide co-op.

Definition

"A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise".

Values

Co-operatives are based on the values of:

- **Self-help**
- **Self-responsibility**
- **Democracy**
- **Equality**
- **Equity and solidarity**

In the tradition of their founders, co-op Members believe in the ethical values of honesty, openness, social responsibility and caring for others.

The Seven Principles

The co-operative principles are guidelines by which co-operatives put their values into practice.

1. **Voluntary and Open Membership**
2. **Democratic Member Control**
3. **Member Economic Participation**
4. **Autonomy and Independence**
5. **Education, Training and Information**
6. **Co-operation among Co-operatives**
7. **Concern for Community**

SOURCE
International Co-operative Alliance (ICA)
www.ica.coop/en/what-co-operative

Director responsibilities

Collectively, the board is responsible for directing the business, but individual directors have personal responsibilities too:

- Regular attendance at all board meetings.
- To request and encourage the uptake of professional standards for the Board.
- To devote sufficient time to the business in terms of strategic thinking and preparation for meetings.
- To increase his/her knowledge and skills, relative to the role and the industry or sector concerned, through training.
- To declare any conflict of interest that may arise.
- To work for the business as a whole, not on behalf of his/her own business or a small group of fellow Members.
- To consider the needs of customers – not just Members.
- To participate actively in the business of the Board.
- Not to interfere with management issues.
- To act as an ambassador for the business at all times.
- To respect board confidentiality.
- To support board decisions fully once they are made. Boards work on the principle of collective responsibility and resignation is the only option for directors who cannot support majority decisions on strategic or other important issues.
- To act honestly, in good faith, and within the law at all times.

"The Board should not necessarily be a comfortable place, there needs to be challenge. The challenge, however, should not be disruptive to the effectiveness of the Board."

Sir John Harvey Jones

The role of the Board

Establishing Purpose, Vision and Values

- Be clear what the business is supposed to achieve for its Members.
- Sustain a common purpose and vision for Members and staff.
- Set goals to be achieved.
- Determine the business values and policies.

Setting Strategy and Structure

- Review the business and the environment that it operates within.
- Review the strategic options available, select those to be followed and decide how they will be implemented and resourced.
- Ensure the chosen strategies are effectively implemented and associated risks are properly identified and managed.
- Ensure that the structure and capability of the business are appropriate for the chosen strategies.

Delegating to Management

- The purpose is to direct, not to manage.
- Appoint competent management and support them.
- Delegate authority to implement plans to management.
- Determine the monitoring criteria to be used and evaluate performance against them.

"'Don't worry it's just a figure' is not an acceptable answer to anyone enquiring about figures in a report." Ralph Tiffin

Exercising Accountability

- Ensure that policies and plans are implemented and reviewed regularly.
- Ensure that internal controls are effective.
- Explain the co-op's strategy and performance to its members, and secure their support.
- Understand and account for the interests of Members and other stakeholders.

Maintaining outward focus and vision

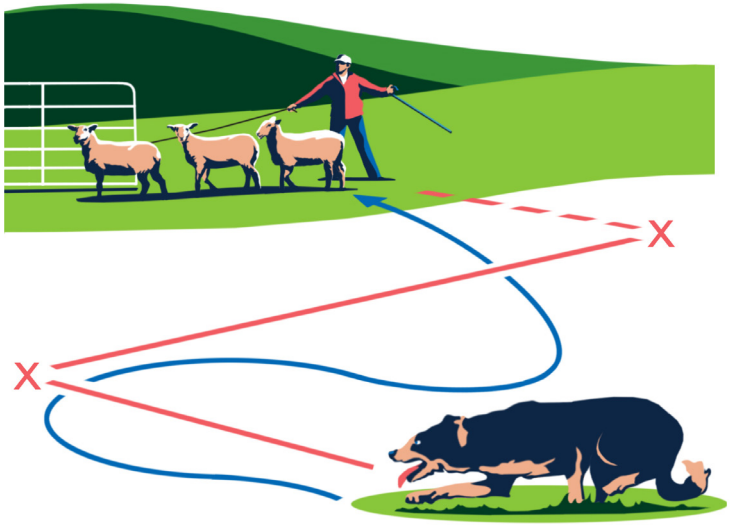
- Businesses that are too inward-looking eventually diminish in scale and influence.
- Businesses in trouble often become closed and secretive when the opposite is required to find solutions.
- Lines of communication with all stakeholders should be wide open.
- Directors and Managers must maintain wide networks.
- The business should benchmark itself against other organisations.
- Learning journeys to study other regions, industries, and supply chains are very useful.
- It is the responsibility of all Directors and management to develop their knowledge, skills and experience.
- A board must allocate time to think about business strategy and developing policy.
- If the business strategy is to concentrate on 'core business' then the Board must ensure that the business does not become introspective and introverted.
- In addition to Members, good relations are required with customers, suppliers, employees, investors/lenders and anyone else who has a 'stake' in the business, such as the local community, government and its agencies.
- The Board should encourage Members to be proactive in selecting and voting for Directors.
- Members need to be united by common goals, and when committed to understanding and participating in strategies to achieve them, loyalty increases.
- Effective communication is two-way, hence regular meetings with members, perhaps in small regional groups, can be very beneficial, particularly when developing new strategies.
- Successful co-ops are open and transparent with their members, but commercial sensitivities should be recognised and treated in confidence by the Board.
- Any crisis must be dealt with immediately and effectively with open dialogue to appropriate stakeholders.

"(The Board's) role is to be supportive of the management... but at the same time to vigorously challenge its assumptions and objectively monitor its performance."

Sir Peter Walters

Strategic planning

1. The best co-ops/organisations always think strategically, and have a written 5-year Strategic Plan.
2. Every business must have a future vision, including clear objectives, and develop a strategy for their achievement.
3. A good starting point is to review the co-op's purpose. Address why was the co-op formed, what does it do, and how does it deliver value to members? The co-op's purpose should be succinctly written in a few sentences to guide the board, management, staff and Members.
4. An important step in the strategic planning process is understanding the co-op's core competencies - the competitive advantage over competitors. These need to be understood, built on and protected.
5. Effective boards build in time at meetings to review strategic plans, think about the future, their markets, competitors and new opportunities. Ineffective Boards on the other hand, spend their time at meetings discussing operational issues and history.
6. Members must own the strategic plan and therefore participate in its formulation with board leadership.
7. An external facilitator is useful to help the Board develop the strategic plan.
8. A good strategic plan is brief and contains targets that are simple, measurable, and achievable.



"Every effective winning strategy is mapped out by focusing on the desired end goal." Wayne Chirisa

9. It is important to involve the staff when it comes to fleshing out the detail of the strategic plan. It ensures their buy-in/commitment to successfully implementing the plan.
10. The Board should carry out a regular strategic review every 4-5 years.
11. It is important to keep a watching brief on your markets and business environment to spot changes early.
12. Effective co-ops are engaged with their members/customers, understand their changing needs and how to deliver value. They work hard to build strong relationships and loyalty.

Financial planning

- Every co-op should prepare a forward annual financial budget and the Board must review the financial position of the business, at least on a monthly basis.
- The Board must question the business finances and have directors appointed or trained for this role.
- Management accounts should show current performance against budget and Directors must recognise any developing trends.
- Management accounts should show physical information to enable directors to interpret them in relation to business activity.
- Benchmarking and developing key performance indicators (KPIs) are powerful tools to support Boards to monitor the performance of the business and identify when things are going away as planned.
- Management accounts must show the profit or loss, creditors, debtors, stocks, and cash position, i.e. the balance sheet.
- Current figures should be available within 14 days of each month end – if not, systems should be reviewed. Late figures are an early warning sign of problems.
- The Board must have a credit control policy for suppliers, customers and members.
- The Auditor reports to members (not the Board) that financial management meets a certain standard and that information is true and correct. It is best practice that the audit is carried out independently from the preparation of the accounts.
- It is good practice to appoint an Audit Committee with a remit to understand and address any concerns raised by the Auditor.

If the business acts as an agent for members' throughput:

- Members' throughput should not be confused with the business's own finances and cash receipts.
- It is best practise to deposit members' cash from sales in a separate account 'held in trust' for members.
- The board must approve any major capital expenditure – in accordance with pre-determined policies and in agreement with members.
- Insolvency occurs when liabilities exceed assets, or where debts cannot be met as they fall due. Where such a situation is about to arise, immediate action is required. If acted on quickly, the situation may not result in the winding-up of the business.
- The board must be aware of terms and conditions in relation to any business loans or financing.

Risk management

- Risk management is concerned with identifying, measuring, monitoring and managing risk – not removing it.
- Risk is an inherent part of being in business. All boards should identify and manage the main risks to their business by producing an annual Risk Register.

The purpose of a Risk Register is to:

1. Provide a framework to systematically identify the risk profile of a co-op.
2. Check that risks are identified, monitored and managed.
3. Manage risks to an acceptable level.
4. Assists in prioritising action to areas which potentially have the biggest impact.
5. Ensure staff responsible for managing risks are identified and empowered.
6. Facilitate the review of risks on an on-going basis.

- External help may be useful to help you prepare a Risk Register
- Although a Risk Register tends to focus on the negative aspects of risk, it should be also used to address the opportunities which may present themselves to the business.

- Traditional risks, such as having only one customer, are unavoidable nowadays. It can be riskier not to commit to a single supply chain.
- Always remember that a customer may regard its supplier (your co-op!) as a risk, therefore the Board must communicate to customers its policies and procedures for managing risk on their behalf. This is particularly relevant regarding supply chain management procedures.

"Sense and deal with problems in their smallest state, before they grow bigger and become fatal."

Pearl Zhu

Delegating to management

- Decision making in a business occurs on three levels: Members, Board and management. Directors should be clear about where the authority of each begins and ends.
- There should be a clear division of responsibilities between the Board and the management. No one individual should have unfettered powers of decision.
- The Board cannot delegate its own responsibility to management, and neither should it meddle in management issues.
  Drawing up a list of matters reserved for the Board is an essential way of tackling this.
- The appointment and development of a Manager, Chief Executive or Managing Director is one of the most important things a board must do.
- The removal of an ineffectual manager is of equal importance, and requires decisive leadership from the Chairman.

"The Board should be supplied in a timely fashion with information in a form and of a quality appropriate to enable it to discharge its duties."

From The Hampel Committee's Governance Principles

- In larger businesses, a senior Independent Director should provide an objective overview of any close relationship between the Chair and Chief Executive.
- A formal appraisal of the Manager's performance should be conducted annually by the Chairman and one other Director.
- Specialists can be appointed to ensure compliance with relevant legislation, particularly employment law.
- The Board should have written policies and procedures for the recruitment, induction, and remuneration of staff.
- All staff should have job descriptions.
- Staff development is a key strategy for any business and should directly relate to the strategy and actions within the business plan.
- The appointment of a Remuneration Committee as a sub-committee of the Board is good practice.

Director induction

- The duties and responsibilities of Directors, both as individuals and collectively as a Board, are significant and Directors must be properly prepared to fulfill them.
- The Board should have a written policy and procedures for the recruitment, induction, and development of new Directors.
- Having a written induction policy helps ensure that the procedures, necessary information and support is in place to help new Directors understand their obligations and fulfil their responsibilities.
- Directors must understand the main provisions of their co-op's Rules (Memorandum & Articles if constituted as a Company) and Members' Agreements.
- Rather than being seen as a one-off event, the induction process should be spread over a longer period of time. The process can, in fact, take from a few months to as long as a year.
- Directors must understand the financial structure of the business – how it is capitalised, what options are open to raise further capital, and what the obligations are to repay capital loans.
- Sometimes co-ops have subsidiaries or associate co-ops/companies to achieve certain benefits (separate liability, rates relief, mutual tax status, etc). However, this may increase complexity, and Directors should fully understand the business structure and review this periodically.

"Hands-on democracy should include the opportunity to participate in a two-way communication process, with members expressing views on how the business ought to be run... and being kept informed about what is happening."

Edgar Parnell

- The 'Corporate Governance Code for Agricultural Co-ops' recommends that Directors with no prior Board experience should receive formal training regarding their legal responsibilities before taking their seat on the board.
- Special consideration is required with regard to how Members may leave and withdraw their capital.

Board structure

- Boards that are knowledgeable, clear about their aims and role, and open to scrutiny by their Members, generally perform well. This point is more important than the board structure per se.
- There is no hierarchy on a Board – the Directors should work in a consensual manner and take collective responsibility for decisions.
- Board Diversity - a mixture of gender, age, background and experience is desirable to provide an appropriate mix of skills, experience and perspectives to a Board. This will typically involve Executive, Member and Non-executive Directors.
- Executive Directors should not dominate Board decision making.
- Appointing External Non-executive Directors (NEDs) helps bring broad business experience and an independent perspective. However, the appointment of a NED may not resolve persistent or contentious issues. Expectations must be realistic.
- Best practice is not to co-opt an individual to the Board where there may be a conflict of interests – e.g. a marketing agent or customer.

There is no right or wrong, but generally:

- The Chairman should rotate every 4-5 years.
- There should be a Vice-chairman and an effective succession procedure.

"If you see a bandwagon – it's too late!"

Sir James Goldsmith

- Regional representation in itself is not a sufficient basis for Director recruitment.
- Regular 'new blood' is essential.
- The Board should not be so large as to be unwieldy. However, it should have a balance of skills and experience to be able to change Directors without disruption.
- Remuneration of Directors' time and expenses is recommended so that the pool of potential Directors is not limited to those who can afford it.
- Sub-committees can be useful if the Board has a heavy workload.

Board Diversity and Performance

Source: Equality and Human Rights Commission, 2016

How to improve Board Diversity: A six-step guide to best practice

Research suggests that more diverse Boards are associated with improved financial performance, enable good corporate governance, and facilitate better decision-making by bringing different perspectives to support constructive and challenging dialogue. Co-ops with diversity operate more effectively and innovatively by understanding their customers, being more open to change and recruiting the best talent.

1. Define the selection criteria in terms of measureable skills, experience, knowledge and personal qualities. Criteria related to subjective, unspecified concepts such as 'chemistry' or 'fit' may result in a Board recruiting in its own image. This can lead to 'group think' among Board members, which detracts from good decision-making.

2. Reach the widest possible candidate pool by using a range of recruitment methods and positive action. Try to avoid relying solely on personal networks and word-of-mouth recruitment as this significantly restricts the pool of applicants. Consider using positive action including, for example, specifying in adverts that candidates from under-represented groups are encouraged to apply.

3. Provide a clear brief, including diversity targets, to whoever is taking responsibility for finding potential candidates. Diversity targets can be achieved by broadening the understanding of the criteria to include candidates with relevant expertise and experience from less traditional backgrounds and extending a candidate search into sectors where, for example, women are well-represented in high-level roles.

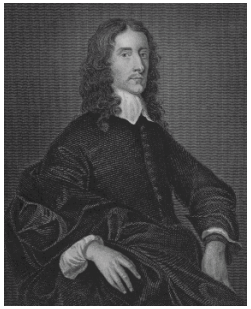
4. Assess candidates against the role specification in a consistent way throughout the process. Provide those involved in selection with training on complying with equality legislation, unconscious bias and use of the tie-break provision. This allows you to treat a candidate from an under-represented group more favourably, however, it can only be used if two or more candidates are equally qualified.

5. Establish clear board accountability for diversity. Progress in meeting diversity targets and policy should be monitored and reported on including by ensuring annual reports describe the work of the Nomination Committee, including the process it has used in relation to board appointments.

6. Widen diversity in your senior leadership talent pool to ensure future diversity in succession planning. Consider using positive action measures to encourage individuals from under-represented groups to apply for roles, or to help them gain skills which will enable them to compete on an equal footing with others. Monitoring, in particular, can help identify barriers preventing employees from progressing to senior roles in the company.

The Chairman and administration of the Board

- The Chairman is responsible for the leadership and effectiveness of the Board.
- The role of Chairman and Chief Executive should not be shared by the same person.
- The Chairman's role is broader than a director's, so those new to the role should seek appropriate guidance and induction.
- The relationship between the Chairman and Manager is crucial. It should be close but yet maintain a professional space. The Chairman should be able to monitor and challenge the Manager where necessary.
- The Chairman should encourage the active engagement of all members of the Board.
- The Chairman is responsible for ensuring director development takes place.
- The Chairman should have personal contact with the business's bank manager and legal advisor.
- The Board elects the Chairman. If the Chairman is proving to be ineffective then it is the Board's duty for removing a poorly performing Chair.
- The Board and Chair should appoint, appraise and where necessary replace the Manager/CEO.



"Ignorance of the law excuses no man."

John Selden

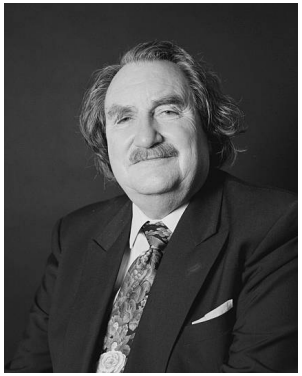
- The Chairman and Secretary to the Society (Company Secretary) must work together to ensure effective board administration. This should include ensuring relevant items are on the agenda, and the length and structure of reports and papers are appropriate.
- Board papers should be circulated a week before each meeting to allow Directors to prepare and participate fully. Failure to do so should be treated as a serious issue. The papers should be well organised and clearly referenced in the board agenda.
- All Directors must have (and take) the opportunity to raise items for the agenda – in advance of the meeting, not at it.
- Any board decisions that do not conform to the rules (or memorandum and articles) of the co-op may not be binding. The Society's rules will clearly state the quorum (minimum attendance required to legitimise the meeting) for a board meeting, and what should happen if the Chairman is unable to attend.
- All Directors have a duty to be forthright in their demands for correct board administration procedures.

Company Secretary of the Co-op

- The Company Secretary is a statutory role.
- The secretary provides members with neutral access to explain Rules and Agreements and suggest changes where appropriate.
- All Members should know the identity of the Secretary and be able to request copies of the Rules and obtain minutes from Annual or Special General Meetings.
- Members have the right to request a Special General Meeting of the co-op through the Secretary.
- The Secretary has a duty to ensure that the Board acts within its powers and complies with the business's constitution and other rules. He/she should be familiar with the terms of all pertinent rules.
- The Secretary may be a Director, although this is not a requirement, and should attend all board meetings. Where the role is combined with that of a Director, particularly the Managing Director, and then a conflict of interest may arise.
- The Secretary must ensure that proper minutes are taken at meetings but does not have to personally take them.
- The minute taker should liaise with the Chairman regarding the accuracy of the minutes prior to circulation.
- All Directors should be able to request that a point be minuted and feel confident that it will be.

"A Company Secretary should have considerable personal integrity and be seen to stand for probity and right within the company... They have to be trusted by everyone. It is a bloody tough job."

Sir John Harvey Jones



- The Secretary is responsible for keeping records of the membership (including their share and loan capital in the business), the Directors, and the administration of general meetings.
- The Secretary is responsible for calling meetings, issuing agendas and ensuring minutes are taken.
- Directors should determine the time frame for circulation of minutes of meetings to them.
- The membership and share register should be kept 'clean'. Members that cease to trade with the co-op should be removed from the register within 1 - 2 years.
- The Secretary, in conjunction with the Board, is responsible for submitting an annual return to the Financial Conduct Authority (FCA) or Companies House, as the case may be.

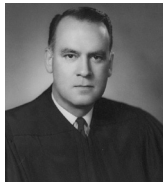
Statutory Compliance

- The Board is responsible for making sure that the business complies with all applicable legislation. It cannot delegate that responsibility to managers, or anyone else, but acting on the advice of suitably qualified consultants can mitigate liability.

- The most important legislation for Directors to monitor and comply with is:
  - **Co-op/Company law**
  - **Employment law**
  - **Environmental law**
  - **Health and Safety**
  - **Wrongful trading**
  - **Competition law**

"Ethics is knowing the difference between what you have the right to do and what is right to do."

Potter Stewart



IF THE BOARD IS WRONGLY STRUCTURED...

It could be too big, in which case it is just a talking shop, or there could be a wrong balance between directors with executive responsibilities and the others; there could be managers with their own turf to protect, and so on.

From 'The 10 deadly sins of non-performing boards', Frank Pignatelli

- No Board, and certainly no single Director, can be expected to be familiar with all legislation applicable to the business. Unfortunately, that is no defence against claims or prosecution. Therefore, Directors should know when and where to seek expert advice on a range of issues, and be prepared to do so.
- Directors should concentrate on ensuring that the correct policies and procedures are in place. The instruction to management to implement the policies should be minuted and the Board should receive periodic reports to monitor whether the policies are being followed correctly.
- Directors must be able to demonstrate due diligence – that they have identified and recognised pertinent issues, and acted appropriately to comply with legislation.
- Some legislation only applies to businesses of a certain size and Directors should be aware of changing requirements as the business grows.

Contracts

- Written agreements between Members and their Co-op set out the rights and obligations of each party and are therefore very important.
- The act of clarifying, writing down and committing to a formal arrangement will often pre-empt disputes arising.
- In addition to the obligations and limitations of its constitution, a business may have agreements or contracts with:
  - **Members**
  - **Non-member suppliers**
  - **Customers**
  - **Employees**
  - **Agents or sub-contractors**
  - **Investors/lenders**

- The Board should have policies regarding:
  - **Who can commit the business to a contract.**
  - **How often contracts are reviewed and updated.**

- Whether there are certain criteria by which contracts must come before the Board (based on value, contingent liability, etc).
- Where written contracts do not exist, the risks of not so-doing should be appraised regularly.

"Simple contracts are frequently classified as express and implied. An express contract is one entered into on terms expressed in spoken or written words. An implied contract is one that is inferred from the acts or conduct of the parties."

Microsoft® Encarta® Premium Suite 2003.
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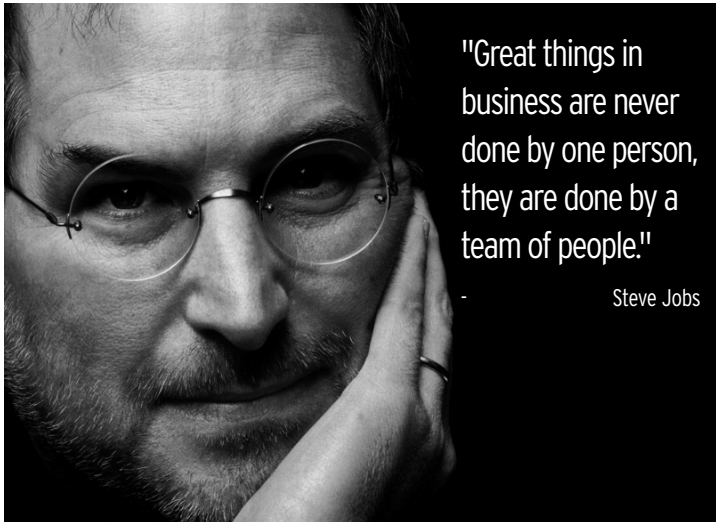
- If, over time, actual business practice differs from the terms of an agreement (without being challenged), then those written terms are probably no longer enforceable. Either the contract or the practices themselves should be amended accordingly.
- Professional assistance is almost certainly required to prepare or amend legal documents – but the process may not be as complicated or as expensive as you might think.
- Where a condition is written in the Co-op Rules or any contract or agreement, it can only be changed by following the correct procedure. For example, a board resolution is not sufficient to change a Members' Agreement.
- Unless it is clearly stated that a business is acting as an agent, and certain conditions are met, it will be assumed that the business is acting as a principal in every transaction.
- One-sided contracts may be ruled 'unfair' if challenged in court.

Director and Board Development

- The Board's effectiveness must be evaluated. Every Board must be honest with itself and recognise its own strengths and weaknesses.
- The Chairman is responsible for director development.
- Boards must think and act strategically. Not only should Directors be able to question current business performance and practice, but they also need to question the company's objectives and strategy.
- Board planning/strategy workshops are very effective and should be undertaken regularly.
- Training and development of Directors should be linked to business objectives, and can take many forms:

  - **Formal courses for individual.**
  - **Collective training for the whole Board.**
  - **Experiential learning – visits, etc.**
  - **Self assessment.**
  - **Building knowledge – from newspapers and specialist press, the internet etc – is essential.**
  - **A training policy and budget should exist with individual training plans for all staff and Directors.**



Contact SAOS

www.saos.coop

SAOS is committed to director development and offers a variety of services:

- Board Effectiveness assessment (Health Check).
- Board strategy planning workshops.
- Director Development (suite of six workshops).
- Access to global knowledge and networks.
- Access to professional expertise.
- Annual conferences and forums specifically designed to broaden the information available to Directors.

For more information on Director Development and other training opportunities, email saos@saos.coop

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