



Extract from BFFF Board Meeting  
Wednesday, 25<sup>th</sup> November 2015

	ITEM	ACTION BY:
<b>6.</b>	<b>Effectiveness Reviews</b> In line with trade association best practice, the effectiveness of the Chairman, Chief Executive and Board are to be reviewed annually. Brian had circulated a discussion paper on each to enable considered debate to take place.	
<b>6.1</b>	<b>Chairman</b>	
<b>a</b>	As Senior Independent Director, Vince led the debate on the review of the effectiveness of the Chairman whilst he was not present. The discussion paper was considered by the Board and all were in agreement with the points raised.	<b>a</b>
<b>b</b>	It was noted that this would be the second year of Peter's term as chairman. However the Board were in agreement that it would not be in the Federation's best interests to have a change in chairman and chief executive at the same time. It was agreed to discuss again at the March 2016 meeting when we can assess the response to Brian's successor.	
<b>c</b>	It was also noted that the Board don't currently have a formal option to put items forward onto the agenda although there is the opportunity to put forward items of any other business and can raise as part of the debate. The Board were in agreement that this was effective at present but could be changed at any time if so required.	
<b>d</b>	The Board were pleased that the chairman and chief executive are aligned and keep in contact between meetings and have briefings before the Board. All agreed that the Chairman was effective.	
<b>6.2</b>	<b>Chief Executive</b> The Board then reviewed the effectiveness of the Chief Executive in his absence, and again reviewed the discussion paper. All present were in full agreement with the points raised and that the Chief Executive was effective. It was also noted that Brian's leadership in terms of strategic vision, diplomacy and financial knowledge was a combination that served the Federation extremely well and would be hard to follow.	
<b>6.3</b>	<b>Board</b>	
<b>a</b>	All members of the Board reviewed its effectiveness taking into account the points raised in the discussion paper. It was agreed that in terms of effectiveness, Board members can and do make open challenges, everyone contributes and thinking is over the next 3-5 years which is all good evidence to demonstrate that the Board is effective.	
<b>b</b>	The Board discussed the strategic planning process. It was agreed that the Board will receive the proposed strategic plan before the next Board dinner prior to the physical meeting. It was agreed that this along with the Board time should take place in March 2016.  All agreed that the Board was effective.	
<b>6.4</b>	<b>Effectiveness Reviews</b> The Board agreed that the three review papers should be published with the minutes on the BFFF website and publicised in the monthly update email to encourage members to read them.	



## Board of Directors Meeting – 25th November 2015

### Agenda Item 6.1 - Annual Review of BFFF Chairman Discussion Paper

This paper is produced to help the board review the effectiveness of the chairman and is written to help inform the debate at the board meeting.

#### **1. Are all the views of the Board gathered/considered?**

The Chairman ensures that all board members are given the opportunity to put forward their views and ensures agreed outcomes represent the views of all the board members. The loss of some Board members and the recruitment of replacements was fully debated and successfully concluded.

*The answer is yes*

#### **2. Does the Chairman have effective control over meetings?**

The Chairman manages the meetings well and effectively.

*The answer is yes*

#### **3. Does the Chairman manage board meetings and business generally, efficiently and impartially?**

Meetings are productive with key topics identified and debated, time used effectively and he remains impartial at all times.

*The answer is yes*

#### **4. Is the Chairman fully familiar with the agenda and papers?**

The Chairman holds a briefing meeting with the Chief Executive prior to the Board meeting to discuss the agenda pack and the key areas for debate at each meeting.

*The answer is yes*

#### **5. Are appropriate action points agreed?**

The Chairman ensures that clear action is agreed at each meeting which is then followed up on the action tracker, which is reviewed and discussed at each meeting.

*The answer is yes*

#### **6. Are the executive held to account?**

The Board are provided with detailed management reports from each department of the Federation team to enable analysis and discussion where appropriate.

The board has questioned performances in key areas and sought further information when needed including on executive performance.

*The answer is yes. However, now that the Board is 18months in, a review of the management information needs to be undertaken to ensure all the information the board require is made available and in their preferred format.*

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**7. Does the Chairman ensure the Board focuses on key tasks?**

The Board agendas are carefully considered and by prioritising the key strategic items to debate in his briefing with the Chief Executive, the Chairman continues to ensure that the Board focuses on the key tasks.

Currently, Board directors cannot nominate topics for the agenda but they do arise from the debates at meetings.

We should consider including this as a board agenda item.

*Answer is mainly yes with some opportunity of improvement identified*

**8. Does the Chairman ensure BFFF pursues agreed strategic objectives?**

Development of BFFF strategy and its' direction was a cornerstone of the changes made to how BFFF meets members needs and the setting up of the board was a key part of that process.

Board reports are written around the key strategic pillars so updates are provided but not part of a formal process.

A strategic review was undertaken in March with actions implemented for the Commercial team and also for chief executive succession planning to ensure the Federation can meet future challenges.

The strategic review is now a standing Board item for the March

*The answer is yes*

**9. Does the Chairman foster a close working relationship with the Chief Executive?**

The Chairman continues to enjoy an excellent working relationship with the Chief Executive with appropriate levels of communication, debate, challenge and support.

*The answer is yes*



## Board of Directors Meeting – 25<sup>th</sup> November 2015

### Agenda Item 6.2 - Annual Review of BFFF Chief Executive Discussion Paper

This paper is produced to help the board review the effectiveness of the chief executive and is written to help inform the debate at the board meeting.

#### **1. Are member's interests and issues properly responded to?**

Members are surveyed each year to feedback their views and opinions on the Federation's performance and also to provide the opportunity to raise any issues. The results are debated by the Board and any appropriate action agreed, if required. Board directors are also members and have a very clear view on the performance of the Federation. Board reports are produced and key management information provided to the Board.

Member involvement and attendance at our events, seminars, conferences as well as membership numbers, recruitment and other key trends indicates that BFFF properly responds to members' issues and interests.

*The answer is yes. However despite encouraging members to raise any issues for the board, few have been forthcoming as yet.*

#### **2. Does the Chief Executive ensure high quality and cost effective service is provided to members?**

As discussed above there are many indicators available to the Board to assess the delivery of service to members. Board papers highlight performance across the breadth of services that BFFF offers and are routinely assessed.

*The answer in summary is yes*

#### **3. Are strategic plans followed timely and effectively?**

Strategy setting is a key function of the Board and the current members conducted a review during the last year. A review of the strategic plan is now a standing, annual agenda item for the Board.

A review of the major changes over the last two years and their impacts were assessed at the March 2015 Board meeting and the Board were pleased with the outcomes so far.

The Board has debated the strategy for the commercial team for the next three years and agreed where the focus of the team should be to ensure we continue to meet members' needs, attract new members and raise additional resource to cover the financial implications of the new strategic objectives.

The Technical team put forward a strategic proposal assessing the workload which the team face currently and what they are likely to be dealing with in the future. Permanent resource to support the Technical Manager and the H&S Manager was identified as a critical need and has been addressed. Funds to enable outsourcing of drafting of guidance was also requested and approved by the Board to reduce the workload in this area.

As with all strategic plans, there are some amendments to make which have arisen since the 5 year plan was written, which resulted in an additional restructure to the Commercial team which commenced 1 July 2015.

*In summary the answer is yes*

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**4. Is BFFF Policy work carried out efficiently and effectively?**

BFFF continues to build on our excellent relationship with Government departments and remain highly influential in areas of Technical guidance, legislation and Health and Safety. Through our association with Grayling we have been able to lobby European wide with fantastic results. The promotional campaign continues to be highly regarded as does the newer Primary Authority member benefit, which has proved its worth by providing assured guidance to provide one interpretation for enforcement officers, which enables members to save significant sums of money.

*In summary the answer is yes*

**5. Does the chief executive develop forward strategies**

BFFF has progressed markedly into a modern, forward facing trade association during the Chief Executive's tenure and the development of forward strategies has been the foundation to make it happen.

*In summary the answer is yes*

**6. Have the finances of BFFF been properly controlled and managed appropriately?**

The Federation's finances are very well controlled and managed so they are in good order. We have been able to self-fund the promotional campaign, horizon scanning service, primary authority and taken on a full time technical assistant and use technical consultants to provide much needed additional resource in this area.

Our accounts are closely scrutinised by the Auditors and Audit Committee and we regularly review and reduce our running costs wherever possible.

Last year produced an outstanding financial performance.

We have additional expenditure to account for over the coming two years due to the commercial team restructure and also the recruitment of the new chief executive. The Audit Committee and the Board are fully aware of these requirements and we have budgeted to cover this financial expenditure.

*In summary the answer is yes*

**7. Have the BFFF team been properly developed, trained and managed?**

Whilst the training budget for BFFF is not large, we do encourage team members to take courses that are complimentary to their role and opportunities for future development have also been identified. Crystal has commenced her NEBOSH training, Jo is undertaking a Fire NEBOSH training, Louise undertaking her AAT qualification and seven team members taking additional training for Excel.

A better year for training with other team members continuing to learn and develop from on the job experience.

*In summary the answer is yes*

**8. Has the Chief Executive represented the interests of the industry effectively?**

The Chief Executive keeps in touch with members through individual visits, attendance at BFFF and industry seminars and conferences to keep abreast of their views and interests. He then puts forward the relevant views as appropriate either to the media, press or to government or industry.

His views are regularly sought by media and is a 'go to' contact for many journalists for information or opinion.

So far, no negative comments have been aired and members remain satisfied with his representation of the industry.

*In summary the answer is yes*



## Board of Directors Meeting – 25<sup>th</sup> November 2015

### Agenda Item 6.3 - Annual Review of BFFF Board Discussion Paper

This paper is produced to help the board review its' effectiveness and is prepared to help inform the debate at the board meeting.

#### **1. Does the Board operate at a strategic level?**

The Board has now had 9 meetings since its inception. The agreement to focus on three significant topics to debate continues to work well and allows good debate on strategic issues and focus discussion during the conference calls. Strategy papers on a number of issues were tabled and debated during the year.

Governance matters are also discussed including the approval of the accounts, the level of disclosure required; insurance issues and audit questions which are all appropriate and part of the boards remit and have been effectively handled.

The Board have given their consideration and guidance to personnel issues arising throughout the year and debated how best to proceed to the benefit of the Federation.

There has been no evidence of the Board delving into minutia of the running of BFFF and acting outside of its purpose.

*In summary the answer is yes*

#### **2. Are key issues discussed by the Board?**

So far we have reviewed our strategic plan, debated how best to plan for succession planning for our new chief executive, considered and agreed the best way forward for the restructure of the new commercial team, agreed a three year commercial team strategic plan, agreed the budget for next year and our investing activities as well as highlighting key legislative and health and safety issues.

*In summary the answer is yes*

#### **3. Does the Board properly represent members' views?**

The Board continues to take time to ensure it remains representative of all sectors of the membership and all sizes of members within sectors. The first election of Board Directors takes place at the AGM on 24 November. Candidates were sought from the membership through advertising in the Bulletin and regular updates via the monthly email and specific mailshots.

Industry Forums and events are well attended and networking is very healthy with all sectors of the membership involved.

*The answer is yes*

#### **4. Does the Board receive sufficient timely and accurate information?**

Board reports are produced and made available a week before the board meeting and we have discussed at the board meeting the appropriateness of them.

To date the board have confirmed they are appropriate, timely, of sufficient detail and analysis to enable effective debate and challenge at the board meetings.

*The answer is yes but will be continuously reviewed to ensure still appropriate*

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**5. Has the Board sufficient time to fully discuss and debate key strategic issues?**

To date the structure is to have 3 meetings that are face to face and three by teleconference. The Board are in agreement that so far, the meetings have been of the right frequency and sufficient time has been allowed to properly conduct board business.

The Board also takes the time to attend Board dinners the evening before the face to face meetings to allow for networking and in-depth debates on sensitive issues

*The answer is yes*

**6. Is there an effective process to identify and recruit new Board Members?**

Two Board members have resigned over the last year due to changes in their business. The Board debated each circumstance in detail and determined the most appropriate action for the chief executive to undertake.

New Board members have been recruited who will be put forward for election on to the Board at the AGM as per the rules.

*The answer is yes*

**7. Is board attendance in line with best practice?**

To date attendance has been very good in the main. There was one instance where individual attendance was in the process of being addressed when the Board member subsequently resigned.

Meeting dates are planned well in advance, with days and times organised to be as convenient as possible.

Attendances continue to be monitored and will be acted upon if required.

*Answer is yes*

**8. Board relationship with Chief Executive**

The relationship is good with open debate on both sides; proper challenges made to the Chief Executive and debated, whilst the Board have not been stepping into executive domains and operations inappropriate for Board members.

The Board will review the performance of the Chief Executive and will have the opportunity to provide feedback on performance and on any areas required for improvement.

*To date the Board and the Chief Executive have enjoyed a very strong and appropriate working relationship*