



Supporting the hair, beauty
and barbering industries

Board meeting summary

NOVEMBER 2023

PRESENT

Members: Amanda Lodge-Stewart [President] (ALS) - Chair
Beverley Bates (BB)
Mark Coray (MC)
Fiona Johnston (FJ)
Jo Johnson (JJ) <11am
Jamie Mettyear (JM)
Carolyn Sweeney (CS)

Apologies: Kevin Huggins (KH)
Samantha Cunningham (SC)
Jo Johnson (JJ) >11am

Attendance: Richard Lambert (Chief Executive) (RL)
Caroline Larissey (Director of Quality & Standards) (CL)
Sarah Pigden (Director of Finance) (SP)
Rosina Robson (Director of Policy & Public Affairs) (RR)

At its meeting on Sunday 19 November, the NHBF Board:

- Welcome and apologies - ALS welcomed everyone to the Board meeting, particularly CL, who was attending her first meeting as Chief Executive. Apologies had been received from KH & SC. JJ departed mid-meeting at 11am.
- Declarations of interest - There were no declarations of interest.
- The Board collectively approved the minutes as an accurate record of the meeting of the meeting of 17 September.
- The Board noted the progress on actions from previous meetings.
- CEO report - October 2023 CL summarised the report and advised that the CEO Report should be retitled as the Senior Management Team (SMT) report
- SP talked through the Overview commentary from the October 2023 management accounts, highlighting the latest year end forecast and cashflow position.
- Reports from external organisations:
 - Hair & Barber Council - CL
 - City & Guilds National Advisory Council -JM
 - Coiffure EU -MC

- CL presented the Chief Executives NHBF vision & strategy.
- Meeting schedule 2024, the board agreed to:
 - Reduce quantity of Board Meeting from 6 to 4, to allow time for Board Advisory Committees. Of the 4, 2 would be in person and 2 virtual.
 - change Board Meeting days from Sundays to Mondays with later hours, 11am-3pm.
 - all SMT Directors attend future meetings.
- Skills Matrix - ALS provide an overview of the process she had completed and the outcomes.
- Nominations Committee - ALS summarised the role and the activity of the committee.
- Public Affairs Campaign RR walked Board through the Pragmatix VAT Report and talked through the proposed Tax compliance campaign and highlighted the positive NHBF - HMRC relationship.
- The next Board meeting has been confirmed as Monday 5th February 2024.



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SEPTEMBER 2023

PRESENT

Members: Mandy Lodge-Stewart [President] (MLS) - Chair
Beverley Bates (BB)
Mark Coray (MC)
Samantha Cunningham (SC)
Fiona Johnston (FJ)
Kevin Huggins (KH)
Jo Johnson (JJ)
Jamie Mettyear (JM)
Carolyn Sweeney (CS)

Attendance: Richard Lambert (Chief Executive) (RL)
Caroline Larissey (Director of Quality & Standards) (CL)
Sarah Pigden (Director of Finance) (SP)
Rosina Robson (Director of Policy & Public Affairs) (RR)

At its meeting on Sunday 17 September, the NHBF Board:

- Noted that membership stood at **5,183**.
- Considered the draft budget and operating plan for 2024 and accepted the proposals in principle, subject to final confirmation at the Board meeting in November.
- Decided to increase membership fees by 5% in 2024, after holding them at the 2020 rates for three years.
- Discussed proposals to implement the recommendations of the Employers' Best Practice Working Group
- Agreed the Board meeting schedule for 2024. The elections for Board members will take place in February and the AGM will be held in July.
- Was briefed on the Government's consultation proposals for licensing non-surgical cosmetic aesthetic procedures.
- Welcomed plans for a public affairs campaign to set out the NHBF's positive agenda for the sector ahead of the forthcoming General Election.
- Was informed by the President of her plans to strengthen the Board's processes to review and improve its own performance.
- Acknowledged that Richard Lambert would step down as Chief Executive at the end of September and thanked him for his work and contribution over the past three years.



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JULY 2023

At its meeting on Sunday 23 July, the NHBF Board:

- Reviewed progress against the budget and operating plan at the mid-point of the year and endorsed the plans and forecasts for the remainder of the year.
- Approved the recommendation for the preferred supplier of the new digital platform.
- Decided not to seek extended cover for litigation costs as part of the NHBF legal expenses insurance policy because it would be expensive and would not provide value to most Members.
- Endorsed the report of the Employer Best Practice Working Group and accepted its recommendations.
- Agreed to review the equity, diversity and inclusion project and implementation programme as part of a wider review of the NHBF's corporate strategy.
- Confirmed its decision not to participate in the Hairdressing (now Personal Care) Cross-Sector Organisations Group, while noting the response of the Group to that decision.



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MAY 2023

At its meeting on Sunday 21 May, the NHBF Board:

- Welcomed the confirmation of the new hair professional and barbering apprenticeship standards and the accompanying funding bands and congratulated Director of Quality & Standards Caroline Larissey for her work in developing the standards and securing the funding bands.
- Discussed whether the recently-published State of the Industry survey report accurately reflected the mood across the sector.
- Continued its consideration of concerns raised regarding recent governance changes relating to the composition of the Board and the remit of the Remuneration Committee and decided not to make any further changes.
- Approved Investec's recommendations for the restructuring of the NHBF's investment portfolio.
- Confirmed the following representatives to external organisations:
 - Coiffure EU - Mark Coray
 - Hair & Barber Council - Amanda Lodge-Stewart and Carolyn Sweeney
 - City & Guilds National Advisory Board - Jamie Mettyear
- Established the following sub-committees:
 - **Assurance Committee**
 - Mark Coray
 - Fiona Johnston
 - Carolyn Sweeney
 - **Nominations Committee**
 - Beverley Bates
 - Mark Coray
 - Carolyn Sweeney
 - **Remuneration Committee**
 - Kevin Huggins
 - Joanne Johnson
 - Jamie Mettyear

- Approved the proposed tender process for a new digital platform.
- Received a report scoping out a project to strengthen the equity, diversity and inclusion aspects of the NHBF and its work and agreed to consider a proposal for a detailed work programme.
- Agreed to meet representatives from the Hairdressing Cross-Sector Organisations Group to discuss the future working relationship.



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MARCH 2023

At its meeting Monday 20 March, the NHBF Board -

- Welcomed Samantha Cunningham, Jo Johnson and Jamie Mettyear to their first Board meeting as full members.
- Approved the statutory accounts and was satisfied with the audit report.
- Heard a report on the performance of the NHBF's investment portfolio from the investment managers, Investec, and noted their intention to adopt a more global approach to rebuild the portfolio after the losses of the previous year.
- Received the results of the benchmarking review of Board members' skills and knowledge which concluded the Governance Review, and noted the areas which required further work.
- Considered the issue of industry regulation and concluded that it would be appropriate to consult Members for their views in the near future as part of a wider debate on the future of the industry.
- Discussed the progress of the current NHBF strategy.
- Took part in a workshop to understand how to develop equity, diversity and inclusion within the NHBF and its work.
- Agreed to hold an additional meeting to discussed concerns raised regarding the recent governance changes.
- Thanked the departing Finance Director Kishon Mather for his work and contribution to the Federation over the past five years.



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JANUARY 2023

At its meeting on Sunday 29 January 2023, the NHBF Board -

- Congratulated Amanda Lodge-Stewart on her election as President
- Welcomed the newly-elected Board members and agreed to co-opt them until the 2023 Annual General Meeting in July so that the first year of their term was not shortened.
- New Board members Samantha Cunningham & Jo Johnson attended the meeting as observers
- Noted the Chief Executive's review of 2022, which reported that membership stood at 5,531 at the end of 2022, a loss of 959 over the year.
- Challenged the staff team to improve the effectiveness and cut-through of NHBF communications, and in particular highlight its campaigning on behalf of the industry, which the Board felt too often went under the radar.
- Acknowledged that the year-end operating surplus was much closer to the budget figure than at any point during the year and authorised a one-off payment to the NHBF staff who had worked throughout 2022 to the equivalent of the additional 2% which the organisation had hoped to offer as a salary increase in 2022, but had not been able to.
- Endorsed a proposal to develop a Stakeholder Relationship Framework
- Formalised the internal disciplinary procedure for dealing with complaints against Members, and agree an amendment to the Rules to prevent Board directors resigning their membership when the subject of a complaint investigation.
- Added a new section to the NHBF Professional Code of Conduct covering how Members should behave as Members of the Federation.
- Considered a proposal to introduce a business advice service.
- Thanked Ian Egerton for his leadership of the NHBF as President as he completed the final Board meeting of his term.
- Also thanked Tom Robinson, who was standing down from the Board.