

TRUSTEES RECRUITMENT INFORMATION PACK



RACING  
FOUNDATION

AUTUMN 2022

# CONTENTS

---

Letter from the CEO	03
About Us	04
Our Strategy	05
Our Financials	06
Our Governance	07
Our Activity	08
How to Apply	08
Job Descriptions	
Trustee Role	09-11



# LETTER FROM THE CEO

---

**I am delighted you are interested in becoming a Trustee of the Racing Foundation. I hope you find our information pack informative and comprehensive.**

I joined the Foundation in November 2015. I was excited to be once again working in sport, to have an opportunity to shape the future of a recently created organisation and to be able to work with a range of other organisations and people to really “make a difference” in the horseracing and thoroughbred breeding industries.

Over six years later, it’s hard to believe we have delivered one three-year strategy and are over halfway through delivering another. In that time the Foundation has shaped an important role for itself in being a catalyst for improvement across a range of issues the industry must confront.

We are fortunate to have supportive Members, knowledgeable and committed Trustees, outstanding employees, established governance and supportive relationships across the industry. I believe in the future we can build on these foundations to achieve even more, and we can be more pro-active as we set our strategy for the next period of our evolution.

Since inception the Foundation has pledged and granted over £30million to a variety of projects across a diverse range of areas including education, equine and human welfare, equine science and heritage and culture. The Foundation is able to make significant and innovative changes for good in the racing industry that benefit individuals, communities and the sport as a whole.

We have worked for the last six years with an outstanding Trustee, Mark Johnston, a leading racehorse trainer and a qualified vet. We are now looking to replace Mark’s skills, knowledge and judgement but I cannot write this without acknowledging the tremendous amount of work he has done for the Foundation and the diligence with which he has undertaken the role. We are also keen to bring new skills and knowledge to the Board around community engagement as we have recognised it as one of our four areas of focus in our current strategy.

Whoever joins the Board will benefit from the legacy that has been created, but they will also have a great opportunity to make their mark on an organisation that is ready and able to deliver further benefit to the racing industry, its participants and its communities in the years ahead.

**Rob Hezel**  
CEO



# ABOUT US

The Racing Foundation was established in 2012 and received an endowment of £78m from the net proceeds of the government's sale of the Tote. This funding provides a unique opportunity to establish a lasting legacy for the horseracing and thoroughbred breeding industry.

## Purpose

Our Purpose remains unchanged. We exist to make a difference in racing by acting as a catalyst and a funder of improvement.

## Ambition

Work in partnership with our Members and stakeholders to develop understanding and action around the key issues facing racing, to assist the industry to survive and prosper.

## Approach

While we intend to focus on 4 key areas we will continue to support cross cutting issues such as Equality, Diversity and Inclusion.

# OUR STRATEGY

**Informed by engagement with Trustees, Members, a scrutiny panel and a wider survey of grantees, a strategy for 2021-2023 was prepared and approved by Trustees in November 2020.**

The Foundation will seek to:

- Bring its strengths to contribute to what racing needs;
- Support research and learning;
- Take a broad view of the industry in order to understand the opportunities and challenges of today and tomorrow;
- Build strong cross-industry relationships, allowing all parties to work effectively together to deliver joined-up solutions;
- Leverage material funding to ensure the funds are available to make an impact in building a sustainable future for the sport.

The Foundation's purpose remains to make a difference in racing by acting as a catalyst and a funder of improvement. The ambition for the next three years is to work in partnership with our Members and stakeholders to develop understanding and action around the key charitable issues facing racing and assist the industry to survive and prosper.

The strategy identifies four areas of focus: people, equine welfare, community engagement and environmental sustainability and other emerging issues. These issues are critical to racing's engagement with its people, its horses and its communities. They are key to maintaining the sport's social license and can positively influence the sport's standing with its participants, communities and politicians at both a local and national level.

**The strategy addresses the key challenges that have been identified over the last 3 years:**

- The fragmented nature of the industry makes effective strategies difficult to create and to deliver;
- Research is valuable but it has a long lead time to bring about meaningful improvement;
- Yesterday's challenges; people and equine welfare and community engagement remain and tomorrow's challenges; COVID recovery, environmental sustainability, gambling reform and the impact of concussion are upon us.

# OUR FINANCIALS



## Current Value

 **£90m**

## Target Income

 **3% per annum**

The Foundation has an endowment with a current value of £90m. Trustees have tasked our investment managers to maintain its real value whilst providing an income of 3% per annum. This 3% is used to cover the running costs of the Foundation and to invest in charitable projects.

The Foundation's financial year end is the 31st December and we sign off the Annual Report and Accounts at the April Trustee meeting. We have always achieved an unqualified audit report.

The Foundation has sound and secure finances.



# OUR GOVERNANCE

**The Racing Foundation is constituted as a company limited by guarantee, incorporated on 22nd December 2011 and registered as a Foundation on 6th January 2012. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.**

The Racing Foundation was founded by its three members: the British Horseracing Authority, the Racecourse Association and the Thoroughbred Group. The members have the power to appoint Trustees and the Foundation currently operates with seven Trustees including the Chair.

They are:

Julia Budd (Chair)

Linda Bowles

Susannah Gill

Mark Johnston

Louise Kemble

Alice Page

Algy Smith-Maxwell

More information about our current Trustees can be found here:

[racingfoundation.co.uk/about/trustees-staff](https://racingfoundation.co.uk/about/trustees-staff)

The Trustees are responsible for the Foundation's strategy and activities and oversee its financial affairs. This includes oversight of the endowment which has a current value of £90m. Trustees have sole discretion on the distribution of Foundation grants and funding. They currently meet four times a year (April, July, September and November), to discuss strategic and operational activity, to review finances and the financial management of the endowment and to make decisions on the grants the Foundation provides.

Rob Hezel is the CEO, he is assisted by Tansy Challis, Grants Manager and Rhi Lee-Jones, Communication and Events Manager. The Foundation does not have a large infrastructure, but operates proactively to support projects, identify areas of need and to maximise the impact of its funding.



# OUR ACTIVITY

**Detailed operational plans and budgets have been prepared for 2022. These align with the strategic plan of the Foundation.**

They are supported by individual plans for each staff member creating a performance and development framework. Plans are organised by the activity, date, the person responsible and the area of focus.

The Foundation's approach to deliver improvement is to build understanding, prompt collaboration and fund action:

## **Build Understanding**

Build understanding, define progress and measure success across the key areas of activity we will support.

## **Prompt Collaboration**

Support those delivering activities we fund with advice, guidance, training and development and promote learning and growth for those delivering racing's future.

## **Fund Action**

Provide increased levels of funding and pro-actively work with other funders to leverage additional resources.

## **How to Apply**

Closing date for applications is Monday 26th September 2022.

A recruitment timetable and application process can be found at:

[racingfoundation.co.uk/news](https://racingfoundation.co.uk/news)

Email: [rob.hezel@racingfoundation.co.uk](mailto:rob.hezel@racingfoundation.co.uk)

The Racing Foundation is committed to creating a diverse environment within our own organisation and across our sport. We are aware studies have shown that people from historically underrepresented groups are less likely to apply to jobs unless they meet every single criteria. We are dedicated to building a diverse, inclusive and authentic Board, so if you're excited about this opportunity but your past experience doesn't align perfectly with every requirement in the role description, we still encourage you to apply. You may be the right candidate.



# JOB DESCRIPTION - TRUSTEE ROLE

---

## Remuneration

Unpaid. Although reasonable expenses for travel may be claimed.

## Time Commitment

Approximately 12 days per year, including preparation for and attendance at four board meetings per year.

## Location

Most board meetings held in London, although one meeting per year is usually held regionally.

## Role Description

The role of a Trustee is to ensure that the Racing Foundation fulfils its duty to its charitable purposes.

The Racing Foundation charitable purpose is:

- ***The advancement for the public benefit of any charitable purpose associated with the horseracing and thoroughbred breeding industry or with equine welfare, in each case by making grants for such charitable purpose or purposes***

The statutory duties of a Trustee are:

- To ensure the organisation complies with its governing articles of association
- To ensure that the organisation pursues its objectives as defined in its articles of association
- To ensure the organisation applies its resources exclusively in pursuance of its objectives

- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds
- To appoint the Chief Executive Officer and monitor his or her performance

# JOB DESCRIPTION - TRUSTEE ROLE

---

In addition, with other Trustees to hold the charity “in trust” for current and future generations by:

- Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these
- Being responsible for the performance of the charity and for its “corporate” behaviour; ensuring that the charity complies with all legal and regulatory requirements
- Acting as guardians of the charity’s assets, both tangible and intangible, taking all due care over their security, deployment and proper application
- Ensuring that the charity’s governance is of the highest possible standard

As well as the various statutory duties, any Trustee should make full use of any specific skills, knowledge or experience to help the board make good decisions.

The above list of duties is indicative only and not exhaustive. The Trustee will be expected to perform all such additional duties as are reasonably commensurate with the role.

The Board of Trustees is jointly and severally responsible for the overall governance and strategic direction of the charity. All Trustees should also be aware of, and understand, their individual and collective responsibilities, and should not be overly reliant on one or more individual Trustees in any particular aspect of the governance of the charity.



# TRUSTEE ROLE PERSON SPECIFICATION

## Personal Qualities (Essential)

- A history of impartiality, fairness and the ability to respect confidences
- Commitment to the organisation and a willingness to devote the necessary time and effort
- Willingness to speak their mind
- Willingness to be available to staff for advice and enquiries on an ad hoc basis
- An ability to work effectively as a member of a team

## Experience (Essential)

- Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives
- A proven track record of sound judgement and effective decision making
- A track record of commitment to inclusion, equality and diversity

## Knowledge and Skills (Essential)

- Good, independent judgement and strategic vision
- Experience as a racehorse trainer and ideally a qualified vet, or
- Experience of community engagement or environmental sustainability activities within a sport or entertainment setting

## Knowledge and Skills (Desirable)

- Successful experience of operating in a charitable, public sector or commercial organisation
- An understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship
- An understanding of the respective roles of the Chair, Trustees and Chief Executive



## CONTACTS

rob.hezel@racingfoundation.co.uk

tansy.challis@racingfoundation.co.uk

rhi.lee-jones@racingfoundation.co.uk

75 High Holborn, London WC1V 6LS

Charity Registration Number: 1145297

Company Registration Number: 07890908

**racingfoundation.co.uk**



*Follow us on twitter at @RacingGrants*



*Follow us on LinkedIn at The Racing Foundation*