



Department  
for Environment  
Food & Rural Affairs

AHDB

# Appointment of an AHDB Board Member

## Briefing pack for applicants



The closing date for the receipt of applications  
for this role is 6 January 2023.

Ref: APPT08-22



Scottish Government  
Riaghaltas na h-Alba  
gov.scot



Llywodraeth Cymru  
Welsh Government



Department of  
Agriculture, Environment  
and Rural Affairs

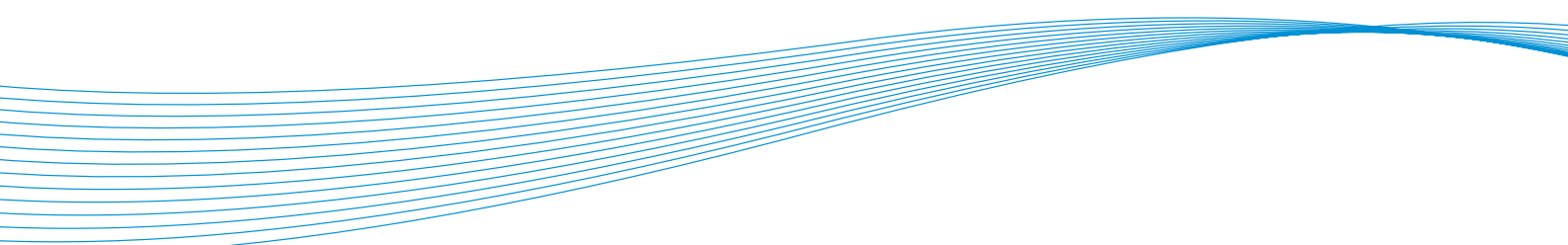


The Commissioner for  
Public Appointments



disability  
confident  
LEADER

# Contents

- 4** Defra mission statement
  - 5** About AHDB
  - 5** Board Member recruitment
  - 7** Role specification
  - 7** Essential criteria
  - 8** Terms of appointment
  - 8** The recruitment process
  - 9** How to apply and submit your application
  - 10** Ineligibility criteria
  - 10** Conflicts of interest and due diligence
  - 10** The Commissioner for Public Appointments
  - 10** Data protection
  - 12** Annex A: The seven principles of public life
  - 13** Annex B: 12 Principles of Governance for all Public Body NEDs
  - 14** Annex C: Current membership of the board
- 

# Defra mission statement



**Defra's mission is to restore and enhance the environment for the next generation, leaving it in a better state than we found it. We are here to make our air purer, our water cleaner, our land greener and our food more sustainable. Our work plays a critical role in the wellbeing of everyone in the country through the creation of healthy environments, a world-leading food and farming industry and a thriving rural economy and enhanced protection against floods and animal and plant diseases.**

Appointing high-calibre people from diverse backgrounds with relevant skills, knowledge and experience to the boards of our public bodies will help us to ensure that our work is more effective, resilient and accountable.

## **Equal opportunities**

UK government has a policy of equality of opportunity. We aim to promote equal-opportunity policies, whereby no one suffers unfair discrimination, either directly or indirectly, or harassment, on grounds such as race, colour, ethnic or national origin, sex, gender identity, marital status, disability, sexual orientation, religious beliefs or age.

## **Diversity**

We positively welcome applicants from all backgrounds. All public appointments are made on merit, following a fair and open competition, as regulated by the Office of the Commissioner for Public Appointments.

If a person with disabilities is put at a disadvantage compared to a nondisabled person, we have a duty to make reasonable changes to our processes where possible. If you need a change to be made so that you can make your application, please refer to the 'How to apply and submit your application' section on page 9.

## **Disability**

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the post. By 'minimum criteria', we mean that you must provide us with evidence in your application which demonstrates that you generally meet the level of competence required for each criterion, as well as meeting any of the qualifications, skills or experience defined as essential. The Cabinet Office is committed to the employment and career development of disabled people. To show this, we use the disability symbol awarded by Jobcentre Plus.

# About AHDB

**The Agriculture and Horticulture Development Board (AHDB) is a UK-wide non-departmental public body which was established on 1 April 2008 under the Agriculture and Horticulture Development Board Order 2008.**

AHDB collects a statutory levy from all farmers and growers across four sectors to enable development work that individual businesses might struggle to do on their own. Levies are used to deliver tools and services that support the sectors to become more competitive and sustainable. We do this through knowledge transfer, research and development, market intelligence and market development.

AHDB currently serves the four sectors of:

- Pig meat in England
- Beef and lamb in England
- Milk in Great Britain
- Cereals and oilseeds in the United Kingdom

Each industry sector currently has an advisory board made up of members (predominantly levy payers) appointed by AHDB. There is also a main AHDB Board made up of levy payers and independent directors.

In autumn 2018, Defra, in conjunction with the devolved administrations, carried out a request for views consultation with levy payers and stakeholders about AHDB's function, governance and future role. The Government's response was published in April 2020 and AHDB is taking forward its recommendations as part of its change programme.

The board comprises of 9 board members, with skills reflecting the sectors we cover, geographical knowledge, farm type and expertise in core parts of our strategy, such as environment, data, marketing, research, exports and change management. These appointments are made by Ministers and are about creating a board that can shape AHDB's new strategy, monitor delivery and improve value for money for levy payers.

Beyond the main board, there currently exists four sector councils and a committees and panels structure. AHDB is embarking on a period of revisiting this structure and co-designing this part of our governance with levy payers and industry.

AHDB is going through a process of great change at present and will look and feel quite different in the coming years. We must be much more engaged with our levy payers and there will be regular five-year ballots for all our levies.

We are looking for two board members who will help us successfully manage the transformational change we are undertaking. Particular interest in the pork and cereals and oilseeds sectors is key.

## AHDB strategic priorities

The AHDB Board has identified three core areas of focus for the next five years to grow British agriculture and horticulture:

- Improving performance, profitability and cost management on farm
- Flying the flag for British produce at home and overseas
- Putting evidence and data at the heart of everything we do to help the industry make informed decisions

Tackling these areas will help us to support farming and growing to be sustainable and contribute positively to the environment.

The organisation is embarking on transformational change to improve value for levy payers. We have made the following commitments:

- We will communicate regularly on how levy is spent and the benefits – engaging with levy payers to determine priorities
- We will work with growers and the supply chain to design a modern levy system
- We will focus on farm performance, marketing and exports, driven by independent evidence
- We will develop a board and advisory structure that reduces both bureaucracy and costs
- We will hold a regular ballot on the future of the levy so views can be expressed on the value of AHDB to business

For further information about the Agriculture and Horticulture Development Board, you may wish to visit its website ([www.ahdb.org.uk](http://www.ahdb.org.uk)).

# Board Member recruitment

A campaign to recruit two Board Members is now live. It is anticipated that the successful candidates will join the Board at the 23 April meeting. We anticipate that the shortlisting will take place in December and the interviews in early January. Candidates will be kept informed of the campaign as it progresses.

Any board selection must also take into account diversity of protected characteristics, geographical areas (including the devolved nations) and professional/occupational backgrounds to ensure diversity of thought.



# Role specification

## The role

In line with the new skills-based main board, AHDB is seeking to recruit two new board members who are enthusiastic about the future and keen to help us shape AHDB so it is fit to deliver for industry.

We are specifically looking for individuals interested in, and capable of, driving strategy and having oversight of the whole organisation. Successful candidates will be able to demonstrate a good overview of the opportunities and challenges facing agriculture and horticulture, recognise the value of cross-sector working, as well as have sector-specific insight.

The roles are to attract current levy payers from the pork and cereals and oilseeds sectors together with other essential skill sets as defined in the essential criteria.

## What would be expected of you in this role?

- Provide inspirational strategic leadership as an AHDB board member, including providing constructive challenge to other board members
- Actively support AHDB's strategic direction and work with other board members to ensure that AHDB delivers on its commitments to levy payers
- Encourage a diverse balance of skills and experience is included in the make-up of the new board
- Ensure that the values of good governance are upheld, particularly with regard to levy-funded activities
- Ensure delivery of AHDB's aims and objectives, as set out in legislation and AHDB's new strategy and business plan
- Maintain excellent relationships with Defra, governments in Scotland, Wales and Northern Ireland and sector stakeholders
- Deliver outstanding value for money for AHDB levy payers

## Key responsibilities are to:

- Work closely with the Chairman, CEO and Leadership Team
- Provide constructive challenge to the implementation of the new strategy through the three new business units: evidence and data; farm performance; marketing and exports
- Support the Executive Team in identifying efficiencies and growth opportunities for AHDB
- Have oversight of progress in delivery across the whole organisation and by sector
- Undertake additional work by mutual agreement at the standard day rate. This may include taking on leadership roles in other parts of the full governance structure

## Essential criteria

### Candidates must be able to demonstrate the following essential criteria:

- Current or recent levy payers with proven understanding of the challenges and opportunities facing the industry as a whole, not just one sector, and levy payer insight, to include, where appropriate, sector-specific knowledge of one or more sectors or significant industry knowledge
- Ability to think strategically and develop a long-term organisational vision to support levy payer engagement and ensure value for money
- Ability to provide influential leadership, build strong relationships with the executive and support organisational change, to include increased efficiency, marketing, community-developed services including sustainability
- The skills and ability to communicate and champion AHDB clearly and convincingly within the organisation and with stakeholders, the media and a range of public- and private-sector organisations

The successful candidate must abide by the Nolan principles of public service (attached at **Annex A**) and the **Code of Conduct for Board Members**.

# Terms of appointment

Appointments to AHDB are by the Secretary of State and Ministers.

Remuneration of £11,808 based on a minimum time commitment of 36 days per annum. This time commitment may increase to up to 72 days (£23,616 per annum) subject to approval by UK Ministers, which will include attending board meetings, relevant council meetings, events and associated activities.

Meetings are flexible and may be held at locations around the country, including the offices in Warwickshire. Reasonable travel expenses are also paid. The role is non-pensionable.

The appointments are to commence in April 2023. The appointment will be initially for a period of three years. A further appointment of up to three years may be made subject to satisfactory performance assessment and will be at the discretion of Ministers.

# The recruitment process

**The closing date for applications is noon on 6 January 2023, with shortlisting to have taken place by 13 January 2023 and panel interviews on 14 and 16 February 2023 in Stoneleigh, Warwickshire.**

It is essential that your statement of stability gives full but concise information relevant to the appointment, clearly demonstrating how you meet each of the essential criteria.

The Advisory Assessment Panel will consist of Tim Mordan (Deputy Director, Defra), Nicholas Saphir (Chair of AHDB) as Chair and Tracy Westall as the independent member.

At the shortlist meeting, the panel will assess each application against the essential criteria and decide who to invite for final interview.

Interviews are expected to take place in person and will last for approximately 60 minutes. Further details about the format will be provided to you in advance.

These are ministerial appointments and it is anticipated that all candidates deemed appointable by the panel will require approval by the Ministers before a final decision is made.



# How to apply and submit your application

To apply, please send:

- A CV of no more than two sides of A4
- A supporting statement of no more than 1,000 words, setting out how you meet the essential criteria – make sure you refer to the contents of this document
- Contact details, including telephone numbers and email addresses, for two referees
- Diversity monitoring form
- Conflicts of interest, conduct and political activity monitoring form (please note the section on conflicts of interest and due diligence below)

If you have any questions about the appointments process, please contact Public Appointments Team, at [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk)

For an informal discussion about the role, please contact Jackie Kay, HR Director, at: [jackie.kay@ahdb.org.uk](mailto:jackie.kay@ahdb.org.uk)

If a person with disabilities is put at a substantial disadvantage compared with a non-disabled person, we have a duty to make reasonable changes to our processes where possible. If you need a change to be made so that you can make your application, please contact [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk)

Completed applications should be emailed to [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk) by the closing date, 6 January 2023.

Please quote reference APPT08-22.



# Ineligibility criteria

You cannot be considered for a public appointment if:

- You become bankrupt or make an arrangement with creditors
- Your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor, or have, under Scots law, granted a trust deed for creditors
- You have been convicted of a criminal offence, the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53)
- You become subject to a debt relief order or a bankruptcy restrictions order
- You fail to declare any conflict of interest
- You are disqualified from acting as a company director under the Company Directors Disqualification Act 1986

# Conflicts of interest and due diligence

If you have any interests that might be relevant to the work of AHDB, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further, please contact the Public Appointments Team.

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the advisory assessment panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our due-diligence checks, we will consider anything in the public domain related to your conduct or professional capacity.

This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the advisory assessment panel and they may wish to explore issues with you should you be invited to interview. The information may also be shared with Ministers and the Cabinet Office.

# The Commissioner for Public Appointments

This appointment is regulated by the Commissioner for Public Appointments, to ensure that it is made on merit after fair and open competition. More information about the role of the Commissioner and the Governance Code on Public Appointments can be seen at:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/578498/governance\\_code\\_on\\_public\\_appointments\\_16\\_12\\_2016.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf)

For full details of the complaints process for public appointments, please click on the following link which will take you to the Commissioner for Public Appointments website:

<https://publicappointmentscommissioner.independent.gov.uk/complaints>

# Data protection

Defra is committed to protecting the privacy and security of your personal information and does so in accordance with data protection law, including the General Data Protection Regulation (GDPR). All the information you provide will be used to proceed with the public appointment listed in this information pack, and in the case of diversity monitoring, information may be anonymised and used solely for monitoring purposes.

For more information about the way we collect and hold your information, please read our Privacy Notice, accessible through the Cabinet Office website:

<https://publicappointments.cabinetoffice.gov.uk>

Or by requesting a copy from:

[publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk)



# Annex A:

## The seven principles of public life

### Selflessness

Holders of public office should act solely in terms of the public interest.

### Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family or their friends. They must declare and resolve any interests and relationships.

### Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### Honesty

Holders of public office should be truthful.

### Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.



# Annex B:

## Twelve principles of governance for all Public Body Non-Executive Directors

### Expertise

1. Consider and act in the best interests of your organisation and its objectives, delivering the outcomes expected by your sponsor department, ministers and ultimately the public.
2. Consider the broader mission and duties of your sponsoring Secretary of State, his or her department and the Government.
3. Ensure compliance with statutory duties and the organisation's Framework Document and act within its powers.
4. Exercise reasonable care, skill and diligence in the exercise of your authority and judgement.

### Scrutiny and challenge

5. Maintain independence from the executive to allow scrutiny of management. In meetings, agree goals and objectives and monitor performance and the reporting of performance so that the public who use your organisation receive a high quality service.
6. Satisfy yourself on the integrity of budget setting to deliver objectives, financial information and reporting against budgets, and that financial controls and systems of risk management are robust and defensible. Meet the requirements of Managing Public Money, including supporting the Accounting Officer in fulfilling their duties to provide propriety and value for money in the use of public funds.

7. Champion high standards of risk management by ensuring your organisation has effective risk reporting, controls and governance, risk expertise and risk tolerances to effectively manage risk.
8. Represent your organisation to the department and to Ministers, as well as ensuring Ministers' views are considered by the executive team of the organisation, as appropriate.

### Support

9. Support the board in succession planning and be prepared to put yourself up for re-appointment, as well as promoting the need for a diverse board.
10. Participate in and promote regular reviews of your organisation, as well as the board's own effectiveness, with particular focus on the organisation's purposes and its efficiency in meeting these purposes. Engage in the appraisal process, including self-reflection on your own abilities.
11. Listen carefully to, ask appropriate questions of and support management to encourage discussion in a manner that promotes a culture where all perspectives are listened to, while fulfilling the individual director's duties and responsibilities and respecting and valuing the expertise of the executive team.
12. Promote the success of the entity having regard to the interests of all members and stakeholders, and all risks.

# Annex C:

## Current membership of the board

### Nicholas Saphir

Chair of AHDB

### Sarah Pumfrett

Chair of Audit and Risk Assurance Committee

### Stephen Briggs

Board member

### Janet Swadling

Board member

### Catherine MacKenzie

Board Member

### Colin Bateman

Sector Board Chair – Beef & Lamb

### Lyndon Edwards

Sector Board Chair – Dairy

### Vacancy

Sector Board Chair – Cereals & Oilseeds

### Vacancy

Sector Board Chair – Pork



Produced for you by:

**AHDB**

Stoneleigh Park  
Kenilworth  
Warwickshire  
CV8 2TL

**T 024 7669 2051**

**E [comms@ahdb.org.uk](mailto:comms@ahdb.org.uk)**

**W [ahdb.org.uk](http://ahdb.org.uk)**



If you no longer wish to receive this information, please email us on [comms@ahdb.org.uk](mailto:comms@ahdb.org.uk)

AHDB is a statutory levy board funded by farmers and others in the supply chain. Our purpose is to be a critical enabler, to positively influence outcomes, allowing farmers and others in the supply chain to be competitive, successful and share good practice. We equip levy payers with easy-to-use products, tools and services to help them make informed decisions and improve business performance. Established in 2008 and classified as a Non-Departmental Public Body, AHDB supports the following industries: meat and livestock (Beef, Lamb and Pork) in England; Dairy in Great Britain; and Cereals and Oilseeds in the UK. For further information visit [ahdb.org.uk](http://ahdb.org.uk)

While the Agriculture and Horticulture Development Board seeks to ensure that the information contained within this document is accurate at the time of printing, no warranty is given in respect thereof and, to the maximum extent permitted by law, the Agriculture and Horticulture Development Board accepts no liability for loss, damage or injury howsoever caused (including that caused by negligence) or suffered directly or indirectly in relation to information and opinions contained in or omitted from this document.

© Agriculture and Horticulture Development Board 2022.  
All rights reserved.

