


Briefing pack for the appointment of

Secretary of State Members to National Park Authorities and National Landscape Conservation Boards

CLOSING DATE: 19 May



CONTENTS	PAGE
Defra Mission Statement	3
Equal Opportunities and Diversity	4
Ministerial Message to Candidates	5
Protected Landscapes	6
Board Members	8
Role Description	9
Essential Criteria	10
How to Apply	11
Panel	12
Recruitment Process	13
Vacancies	14
Conflict of Interest, Complaints Process, Data Protection and Ineligibility criteria	25
Annex A – Seven Principles of Public Life	26
Annex B – 12 Principles of Governance for all Public Body NEDs	27



Defra Group leads on the fundamentals: the food we eat, the water we drink, the air we breathe. It encompasses food, environment, biosecurity, trade and more. Defra is a policy, growth, science, delivery and international department.

Defra's work is fundamental to delivering the government's five missions – by building economic resilience through better flood defences, protecting against biosecurity risk, climate adaptation and nature-based solutions; creating jobs and attracting investment in our water and waste sectors; working with our sectors, such as food and drink; and ensuring that all missions are rural-proofed.

To achieve these goals, we are committed to appointing high-calibre individuals from diverse backgrounds to the boards of our public bodies. By drawing on a wide range of skills, knowledge, and experiences, we can make our work more effective, resilient, and accountable to the public.

Image: North York Moors

DEFRA MISSION STATEMENT

Equal Opportunities and Diversity

The UK government is committed to promoting equality of opportunity and ensuring that no one experiences unfair discrimination or harassment on the grounds of race, ethnicity, national origin, colour, sex, gender identity, marital status, disability, sexual orientation, religious beliefs, or age.

We actively encourage applications from individuals of all backgrounds and are committed to fostering diversity in public appointments. All appointments are made on merit, following a fair and open competition process regulated by the Office of the Commissioner for Public Appointments.

Disability Commitment

We are dedicated to supporting candidates with disabilities and are proud to hold Disability Confident Leader status. We guarantee an interview for any applicant with a disability whose application meets the minimum criteria for the post.

To ensure an inclusive process, we are committed to making reasonable adjustments where possible for candidates with disabilities. If you require any adjustments to support your application, please refer to the 'How to Apply and Submit Your Application' section below. Further information about the Disability Confident Leader scheme is available on <https://www.citizensadvice.org.uk/about-us/information/disability-confident-guidance-for-applicants/>.

Image: Chilterns



EQUAL OPPORTUNITIES

Dear Candidate,

Thank you for your interest in serving as a Secretary of State appointed member of a National Park Authority or National Landscape Conservation Board.

Protected Landscapes are our most iconic and inspiring places. They were created from 1949, with post-war Britain recognising everyone has a right to access the countryside – from Northumberland’s dark skies to the South Downs’ Seven Sisters. 75 years on, the needs are greater than ever, with nature underpinning our health, economy and climate. That’s why this government will empower Protected Landscapes to become greener, wilder and more accessible.

Covering 25% of England, but half of our priority habitats, Protected Landscapes organisations are essential to nature’s recovery and restoration. They also lead the way on many cross-cutting priorities. To work on Protected Landscapes is to work on flood prevention, affordable house building, water quality, health inequalities, sustainable food production, green jobs and so much more. As a member, your vision will shape the future of these landscapes, and therefore the country. You’ll accelerate delivery of our statutory biodiversity targets and international commitment to protect 30% of nature by 2030. You’ll do this by collaborating with local communities, farmers, land managers and public bodies to ensure that these living landscapes thrive for people and nature. We want to create conditions for success, innovation and collaboration that create new opportunities and resources for Protected Landscapes.

In recognising their importance to the nation, we have committed to reinvigorating Protected Landscapes with new legislation, targets and tools. Members will help shape this bold new deal for Protected Landscapes, so by applying you could be part of something huge. We need dynamic people, with diverse skills and experiences, who will take innovative approaches.

You will also play a vital role in promoting equality, diversity, and inclusion by finding ways to connect people with diverse skills from all walks of life with nature. These landscapes belong to everyone, and it is crucial that Protected Landscapes reflect the diversity of our nation.

If you are ready to contribute towards this important mission, please apply. Together we can protect and enhance these remarkable places for generations to come.

I look forward to receiving your application

Mary Creagh CBE
Minister for Nature



MINISTERIAL MESSAGE TO CANDIDATES



Protected Landscapes (National Parks and National Landscapes) welcome almost 270 million visitors a year and are home to internationally important habitats, wildlife, and heritage.

There are ten National Parks, including the Broads, and thirty-four National Landscapes in England. Together, these legal designations cover nearly a quarter of land in England but half of our priority habitats.

Protected Landscapes are essential to nature's recovery, and through this they protect communities from flooding, fight climate change and underpin a sustainable rural economy.

Image: South Downs, Jack and Jill Windmills near Hassocks

PROTECTED LANDSCAPES

Statutory Purposes

The statutory purposes of the **National Park** designation are to:

- Conserve and enhance the natural beauty, wildlife and cultural heritage.
- Promote opportunities for the understanding and enjoyment of the special qualities of National Parks by the public.

When National Park Authorities carry out these purposes, they also have a duty to seek to foster the economic and social well-being of local communities within the National Park.

The Broads has the same two statutory purposes as the other nine National Parks; however, it also has a third purpose to reflect its unique importance for inland navigation.

The statutory purpose of a designated area of outstanding natural beauty (**known as a National Landscape**) is to conserve and enhance the natural beauty of the area.

National Landscapes Conservation Boards have a further responsibility to increase the public understanding and enjoyment of the special qualities of the area of outstanding natural beauty.

National Landscape Conservation Boards also have the duty to seek to foster the economic and social well-being of local communities within the designated area.

If there is conflict between the purposes, Protected Landscapes organisations, with the exception of the Broads Authority, are required by statute to place greater weight to conserving and enhancing the natural beauty, wildlife and cultural heritage of the park, a concept known as the 'Sandford principle'.

Image: South Downs National Park, Cuckmere Haven



PROTECTED LANDSCAPES

Each National Park Authority or Conservation Board is managed by an executive staff team with oversight from members.

Members make decisions about the actions that each National Park Authority or Conservation Board should take to deliver its purposes.

There are typically between 18 and 30 members, who are appointed in three different ways:

- by local authorities,
- by the Secretary of State following national competition,
- elected by Parish councils but confirmed by the Secretary of State.

The time, passion and expertise of members is fundamental to achieving the full potential of England's Protected Landscapes so that future generations can continue to enjoy their special qualities.

As a member, you could help future generations inherit greener, wilder and more accessible Protected Landscapes.

Image credits: Barton Hills, Chilterns – Aleksandra Warchol



The overall role of a member is to contribute to the leadership, scrutiny, and direction of the National Park Authority (NPA) or National Landscape Conservation Board (CB) and further the statutory purposes.

Members are not representative of any organisation or group and have a duty to act in the best interest of the NPA or CB.

The key functions of a member are to:

- Ensure the NPA or CB furthers the statutory purposes.
- Agree plans that ensure the Protected Landscape is available to all parts of society, is relevant and is valued as a national asset for its special qualities.

- Represent the NPA or CB through collaborative working with external stakeholders at a national and local level
- Agree appropriate policies to meet statutory duties and participate in collective decision making.
- Encourage a creative, experimental, and innovative culture, where risks are appropriately managed.
- Guide the development of policy and business plans by participating in activities as required including meetings, committees and working groups.
- Scrutinise and monitor performance, including providing constructive challenge and oversight of governance.

- Ensure there is effective and efficient governance and management in place
- Provide leadership and strategic direction towards national priorities
- Utilise broad knowledge and skills, to manage local and national interests, ensuring the national interest is taken fully into account.

The successful candidate must abide by the Nolan principles of public service and the 12 Principles of Governance for all Public Body NEDs (attached at Annex A and Annex B) and the Code of Conduct for Board members.

Image credits: Bossington Beach, Exmoor – Dave Thackwell



ROLE DESCRIPTION

We are looking to attract dynamic candidates from a range of diverse backgrounds, who can demonstrate:

- Enthusiasm and a genuine passion for the work of National Park Authorities and Conservation Boards, including their importance to nature, climate and communities.
- An ability to successfully engage with, influence and inspire a wide-ranging audience as an ambassador for Protected Landscapes.
- A demonstrable commitment to equality, diversity, and inclusion.
- An ability to think strategically and creatively, scrutinising complex issues to find innovative solutions.
- An ability to support ambitions to bring new perspective and funding opportunities for Protected Landscapes.

Each Board is also seeking individual expertise, please check the enclosed Application Form for details.

Image credit: Milky Way Dartmoor - Alex Nail



ESSENTIAL CRITERIA

To apply you will need to [create an account](#) or [sign in](#) to “Apply for Public Appointment Service” gov.uk by the deadline of **midday on 19 May 2025**. Once logged onto your account, click on ‘apply for this role’ and follow the on-screen instructions.

All candidates are required to provide

- A CV, no more than two A4 pages long, detailing your previous roles and education
- A completed application form. You will be asked to provide a "statement of suitability" when you apply. Please use the attached application form (available for download on the website)

Please ensure you specify for which Protected Landscape you are applying.

If you have any questions about the process, criteria, or roles, the Public Appointments Team is happy to assist. You can contact us at publicappts@defra.gov.uk.

If you require a **reasonable adjustment** or wish to apply under the **Disability Confident Scheme**, you can do so when submitting your application.

The Advisory Assessment Panel reserves the right to only consider applications that contain all the elements listed above, and that arrive before the published deadline for applications.

The closing date for applications to be submitted is Midday on Monday 19 May 2025

Image credits: Cotswolds, Seed Harvest.



Advisory Assessment Panels

Ministers are assisted in their decision making by Panels. This campaign will utilise multiple panels given the number of sites. Each panel will comprise the following:

- **A departmental official:** This will be a Defra civil servant who will function as panel chair and represents Ministers' views at every stage of the competition.
- **An independent member:** An independent panel member must be independent of both Defra and the Authority/ Conservation Board. The independent will provide an external perspective.
- **A representative from the public body concerned:** Typically, the Chair of the Authority/ Conservation Board as they can advise on the skills and experience needed for the roles

Role of Panels

To decide, objectively, who meets the published selection criteria for the role and identify 'appointable' candidates. It is then for Ministers to determine merit and make the final appointment. Through the process the Panel's role is:

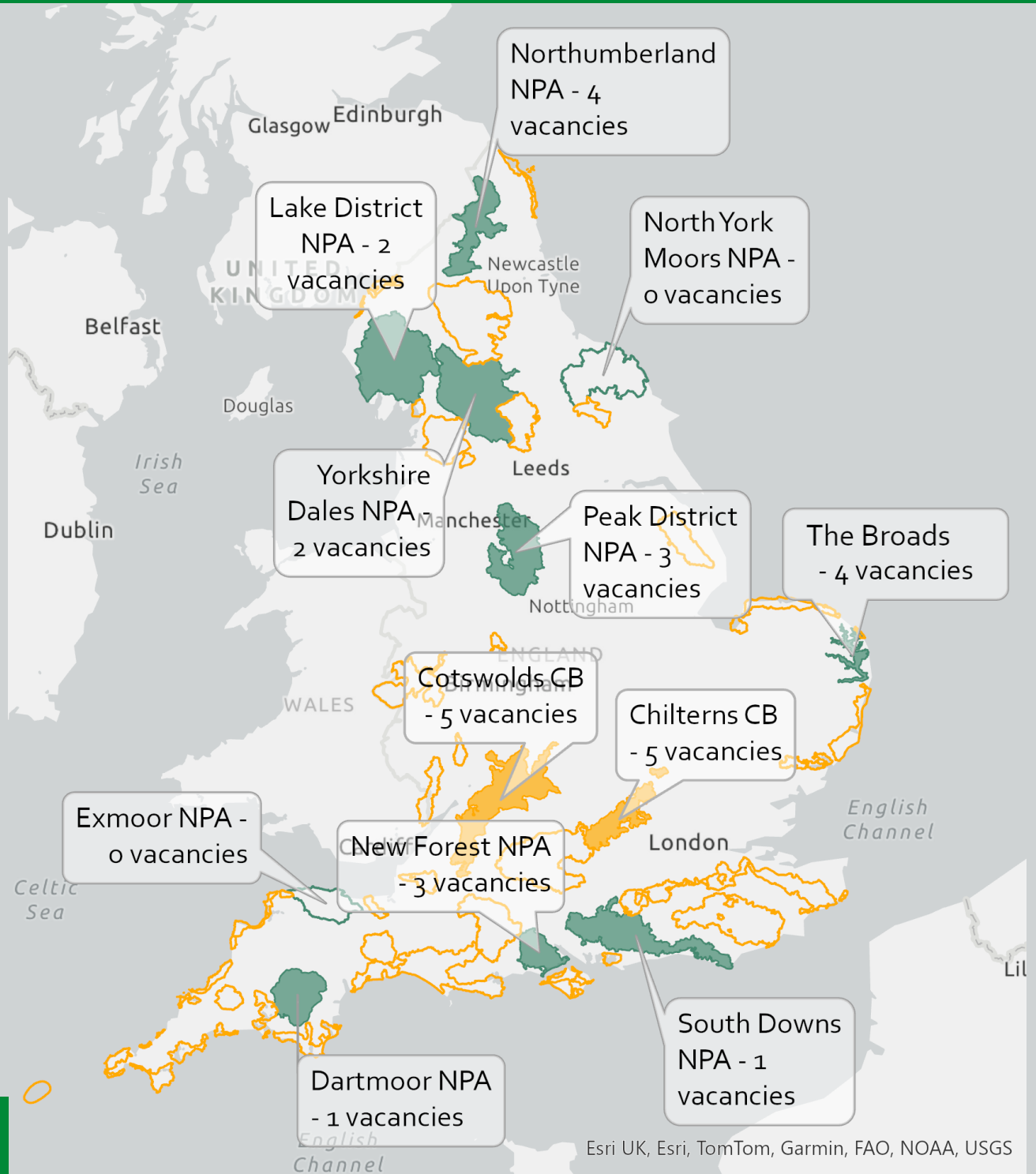
- to determine which applicants should be shortlisted based on their application.
- to interview each shortlisted candidate and to assess which are appointable.
- to preserve the confidentiality of candidates throughout the selection process;
- to ensure any personal or familial relationships with candidates is declared within the panel and dealt with appropriately and consistently with the principles of fairness and merit

Image credits: Defra, family enjoying a walk



Image credit: Dentdale Sunset, Yorkshire Dales – Lee Beel

RECRUITMENT PROCESS



VACANCIES

MESSAGE FROM CHAIR, HARRY BLATHWAYT

Joining the Broads Authority Board is both a privilege and an opportunity to shape the future of a unique member of the family of 15 National Parks in the UK. And now is a pivotal time to do so as we step up our response to the challenges of climate change, biodiversity loss and increasing access whilst maintaining over 200 kilometres of tranquil inland waterways for navigation. Innovation is also key at a time when funding is shrinking and costs are increasing.

Our team is responsible for enhancing a beautiful national treasure, appreciated by millions of visitors on land and water and home to a quarter of the rarest species in the country.

We would love to welcome individuals that will bring new ideas, valued experiences, and fresh thinking to our expert team. Whatever your interest or field of expertise, the work you do here will be part of something much bigger with tangible impact.

Image: 'Wherries at How Hill' ©Bill Smith

Remuneration and Time Commitment

A basic allowance of £1,046 is paid per year. The time commitment is 2-3 days per month.



MESSAGE FROM CHAIR, JOHN NICHOLLS

Thank you for considering joining the Board of the Chilterns National Landscape. At a critical time for people, nature, climate and the economy, we welcome new members who bring fresh perspectives, a diverse range of skills and the lived experience that will help us care for this special landscape for future generations.

The Chilterns is one of the most densely populated and diverse protected landscapes in the country, home and workplace to more than 80,000 people with 2.25 million people living within 10km of its boundary. Covering 838km² of countryside and offering over 2,000km of public rights of way, it is a highly accessible landscape on the doorsteps of London and Oxford.

Our dedicated and hard-working 30 strong team work tirelessly to protect the special qualities of the area in the face of intense pressures - such as road and housing development - while also ensuring it is a welcoming place for people to enjoy.

Our Board and Committees meet four times a year, with further opportunities to contribute. Our Secretary of State appointed members play a vital role in shaping our work and, this year, we are particularly keen to hear from candidates with skills in finance and business, inclusion and diversity, farming and land management, income generation and governance.

I look forward to hearing from you!

Image: Biking the Chilterns-Around Watlington-Spoke & Spire (Credit: Aleksandra Warchol)

Remuneration and Time Commitment

A basic allowance of £300 is paid per year. The time commitment is 1-3 days per month.





MESSAGE FROM CHAIR, BRENDAN MCCARTHY

I'm really looking forward to the 2025 recruitment for new Secretary of State Board Members to help take forward the ambitions of the Cotswolds National Landscape team.

The organisation has grown significantly over the past five years, and its impact and influence across the Cotswolds is getting stronger and stronger. The breadth of our work is quite amazing - from nature recovery and climate action to community engagement, wellbeing and enabling greater access to the countryside for everyone.

For 2025, some of the key skills and interests that we are particularly interested in are: financial management and accounting (including private investment in nature-based solutions), climate change, farming and land use, and communications and public relations.

The full Board meet three times per year, but there's many other ways that you can get involved in our wider work through Committees and Working Groups. It's an exciting time to be involved in the work of protected landscapes and we are looking for new and diverse voices to be involved...is that you?

Image: Vire down to Combe Hay Locks with people -NicoleDaw

Remuneration and Time Commitment

A basic allowance of £225 is paid per year. The time commitment is 1-3 days per month.

MESSAGE FROM CHAIR, PAMELA WOODS

Dartmoor is a special place where humans and wildlife have co-existed for millennia. Every inch of the Moor has a story to tell, from the burial places of our Bronze Age ancestors to the initiatives being undertaken by our present-day farmers and land managers.

It is a powerful landscape, combining myth and legend with contemporary vision. These are the qualities that drew me to Dartmoor and I am proud to be able to work together with Authority Members, officers and volunteers to celebrate our National Park and to address the many challenges faced by nature and our communities.

Join us at Dartmoor, become part of our team and help us conserve this special place for today and all our tomorrows.

Image: Haytor, Dartmoor

Remuneration and Time Commitment

A basic allowance of £1,980 per annum. The time commitment is a minimum of 2 days per month.

DARTMOOR NPA





MESSAGE FROM CHAIR, TIFFANY HUNT

As England's largest and most visited National Park, the Lake District is a spectacular landscape like no other and the National Park Authority has a vital part to play in its care and management.

As a Board Member you will have an important role in helping to protect this World Heritage Site and its cultural heritage. You will also help people enjoy this special place and ensure that the National Park is a vibrant place in which to live, work and visit. Your role will involve attending meetings and committees and getting out and about in the Park to meet staff and residents and learn more about our work.

I look forward to welcoming board members who can bring a fresh perspective and diversity of thinking as we begin work with our Partners in drawing up a new Partnership Plan for the Park in 2025.

Image credit: Ullswater - Andrew Locking

Remuneration and Time Commitment

A basic allowance of £3,000 is paid per year. The time commitment is 3-4 days per month

MESSAGE FROM CHAIR, DAVID BENICE

Thank you for your interest in this exciting opportunity to join the Board of the New Forest National Park Authority and be part of what is, in my opinion, a jewel in the crown of English National Parks. An ancient living and working landscape shaped by the unique practice of commoning, rich in heritage and internationally important habitats and nature.

Our 22 experienced members come from a number of different sectors and backgrounds. With these appointments we are looking forward to further extending the range of voices, experiences and skills which reflect our communities and visitors.

The work you could be involved in ranges from our important role as the Local Planning Authority to restoring internationally-important habitats and encouraging the next generation to care for nature – all underpinned by a passionate ‘Team New Forest’ of staff, members, volunteers and partners.

We look forward to receiving your application and particularly welcome applications from those people with new perspectives and wide lived experience to help expand the impact of our work.

Image: Rockford Common (Credit: Nick Lucas)

Remuneration and Time Commitment

A basic allowance of £1,922 is paid per year. The time commitment is 2-3 days per month.



MESSAGE FROM CHAIR, DENIS MULLAN

We are excited to start our search for four new Members to join the Board of Northumberland National Park Authority. Northumberland National Park, often referred to as England's last great wilderness, is home to England's cleanest rivers, darkest skies, clearest air and rich cultural heritage from iron age hillforts to Hadrian's Wall World Heritage site. The National Park is special for many reasons including its sense of tranquility, rich culture, biodiversity and geology and its distinct landscape character.

Northumberland National Park Authority is an ambitious organisation that takes pride in its ability to deliver pioneering projects and programs which support nature recovery, climate action, safeguard our historic environment and our thriving communities, and provide a welcoming National Park for All.

Our Board members, officers and volunteers form a close-knit team, and we strive to be an open, honest and trusted partner, highly respected and valued in the North-East and beyond.

These Member roles provide a unique opportunity for you to be involved as a member of our team, making tangible contributions to nature, people, climate and place through effective governance. We value and welcome diversity and are eager to benefit from diverse skills and perspectives. Members are encouraged to learn in the role and the Authority fosters a culture of continuous learning and improvement. Opportunities for involvement span a wide spectrum of governance areas, including finance, human resources, planning, risk management, environmental conservation, climate action, public engagement, representation and access.

We look forward to welcoming applications from people who can bring new perspectives, experience and innovative thinking to our team as we look towards the 70th Anniversary of Northumberland National Park in 2026

Remuneration and Time Commitment

A basic allowance of £2,038 is paid per year. The time commitment is an average of 2 days per month.

MESSAGE FROM CHAIR, KEN SMITH

As the nation's first National Park and with 20m people living in close proximity, we welcome approximately 26m visitors a year. We want our Board Members to reflect the diversity of those that visit and use the National Park. The work we do here is also diverse, from world leading moorland restoration programmes that help address the climate emergency, to landscape scale nature recovery schemes that are tackling the biodiversity crisis.

Partnership working is at the heart of how we operate, given the National Park spans six counties, is covered by three water companies, has large areas of land owned by environmental organisations and landed estates, and has over 3,000 family farms. As an Authority we own visitor centres, multi-user trails, moorlands, campsites, holiday accommodation, office facilities, carparks and tenanted farms – this gives us one of the biggest asset bases of any UK National Park and an opportunity, as a Board Member, to make a real difference to how the landscape is managed, how local communities function and to the experience visitors have.

As we mark our first 75 years of existence, we hope you are interested in joining us as a Member and helping us in continuing to deliver vital benefits for the nation.

Image: Chatsworth House

Remuneration and Time Commitment

A basic allowance of £2,855 is paid per year. The time commitment is 3-4 days per month.



MESSAGE FROM CHAIR, VANESSA ROWLANDS

The South Downs National Park has it all – rolling hills, glorious heathland, river valleys, ancient woodland, thriving villages and market towns, and the iconic white cliffs of the Heritage Coast.

Covering over 1600 square kilometres of England’s most valued lowland landscapes in the busiest part of the UK, we are the youngest in England’s National Park family. The South Downs has been shaped by people over millennia, and as the most populated National Park with 20 million visitors each year and a busy planning authority, it is truly where people and place come together.

As a Board Member you will play an important role in helping to both protect and shape this breathtaking landscape for generations to come. Your role will of course involve meetings and committees, but it will also involve getting out and about into the National Park to meet our staff, partners and communities to learn more about our work to restore nature, take climate action, connect people to the National Park and support the next generation to care for the nature and heritage of this iconic landscape.

We would particularly welcome applications from those who can bring new perspectives and lived experiences to support our goal to be a National Park for All.

Image: ©SDNPA

Remuneration and Time Commitment

A basic allowance of £3,990.45 is paid per year. The time commitment is 4 days per month.



MESSAGE FROM CHAIR, DEREK TWINE

We look forward to welcoming new Members to the Yorkshire Dales National Park Authority. It's essential that our Board is able to benefit from the broad range of skills, outlooks and lived experiences that Members bring. We work collaboratively with each other, with our officers and volunteers, and with our partners and stakeholders to deliver our statutory purposes.

As well as our concerns and priorities for the natural environment, the impact of climate change and enhancing the health and well-being of others, we also seek vibrant and living communities across our amazing landscapes.

In addition to providing strategic direction and governance, Board members engage directly in supporting our work on wildlife conservation, on cultural heritage, on outreach and educational opportunities, on working with farmers and local businesses, and on enhancing visitor experiences and access.

To find out more about what you could expect, read more here:

<https://www.yorkshiredales.org.uk/becoming-a-national-park-authority-member>

I look forward to hearing from you.

Image: Wild Garsdale Pike (Credit: C. Hall)

Remuneration and Time Commitment

A basic allowance of £3,780 is paid per year. The time commitment is 2-3 days per month.

Conflicts of Interest and Due Diligence

If you have any interests that might be relevant to the work of the National Park Authority or Conservation Board, 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.

Complaints

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:

- <http://publicappointmentscommissioner.independent.gov.uk/>
- [Governance Code on Public Appointments](#)

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 the Privacy Notice accessible through the Cabinet Office's Public Appointments Website (<https://publicappointments.cabinetoffice.gov.uk>) or request a copy of Defra's Public Appointments Privacy Notice from publicappts@defra.gov.uk.

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 are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- 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 restriction order;
- you fail to declare any conflict of interest.

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.

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 their authority and judgement.

Scrutiny and challenge

5. Maintain independence from the executive to allow scrutiny of management and 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 and 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



Department
for Environment
Food & Rural Affairs

