



Department  
for Environment  
Food & Rural Affairs

# Forestry Commission

## Appointment of up to three Non-Executive Commissioners

### Briefing pack for applicants

The closing date for the receipt of applications for these roles is noon on 20 December 2019

Ref: APPT05-19



**Forestry Commission**



---

# Contents

---

Defra mission statement .....	2
About the Forestry Commission .....	3
About the Board .....	4
The Roles and People Specification .....	5
Essential Criteria .....	6
Terms of appointment .....	7
Overview of the recruitment process .....	8
How to apply and submit your application .....	9
Conflicts of interest and due diligence .....	10
Ineligibility criteria .....	11
The Commissioner for Public Appointments .....	12
Data protection .....	12
Annex A – Forestry Commission Board .....	13
Annex B – The seven principles of public life .....	14

---

# Defra mission statement

---

Defra wants Britain to be a great place to live. 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, 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.

## 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 Job Centre Plus.



---

# About the Forestry Commission

---

**The Forestry Commission (FC)** is a non-Ministerial Government department that has a vital role to play in helping the Government achieve its objectives. It is headed by a Board of Commissioners, comprising a Chair and up to 10 other Forestry Commissioners, made up of non-executive and executive appointments.

The FC was established a century ago as a body serving Great Britain (GB), but the departure of Wales from the Commission in 2013 and Scotland in 2019, means that the FC's work will be primarily in England.

**Forestry England** manages England's national forests, which are a treasured natural, economic and social resource held in trust for the nation. Covering more than 250,000 hectares, England's national forests make up almost a fifth of the total forest resource, and with 1,500 forest areas dispersed throughout the country almost everyone in England is within a one-hour drive of a forest. Forestry England manages the land placed at its disposal for much more than timber. Forests capture carbon, clean our air and water and control flood risk. They also provide places for people to enjoy, wildlife to flourish and business to grow.

**Forest Services** are the Government's forestry experts. Forest Services contributes to the government's 25 Year Environment Plan objective of being the first generation to leave the environment in a better state than we found it, by encouraging and supporting landowners and the sector to protect, improve and expand England's woodlands. Forest Services will continue to do a wide range of important work, including regulating felling, protecting England's woodlands against pests and diseases, promoting good woodland management, and delivering the government's commitment to plant 11 million trees by 2022.

**Forest Research** is the research agency of the Forestry Commission and GB's principal organisation for forestry and tree-related research. Forest Research is internationally renowned for the provision of science, research, evidence, data and services in support of sustainable forestry. Forest Research will continue to work for many Government departments, all the Devolved Administrations, forestry and land management stakeholders, environmental non-Governmental organisations and the European Union, amongst others.

---

# About the Board

---

The Forestry Commission (FC) Board of Commissioners plays an important role in the delivery of the FC's objectives. It sets the strategic direction, provides leadership for FC activities, directs the executive in the conduct of business and allocates resources to meet the FC's objectives.

The Board has an important role in overseeing, monitoring and evaluating the implementation of the FC's strategy and objectives, building effective strategic partnerships to support the organisation and its aims. It promotes good governance and sound decision making across the organisation.

Board members are expected to work collaboratively, contributing effectively and constructively challenging group discussions involving a wide range of subject matter and people, including technical specialists and professionals. The Board needs to formulate

and discuss strategic subjects in a coherent and structured way and ensure that communication with stakeholders is transparent and effective.

Board members are expected to represent the FC and its values at external events and engage with local teams to help support and promote the work of the FC at an operational level.

Commissioners are appointed to the Forestry Commission Board by HM the Queen on the recommendation of Defra Ministers and are required to promote the interests of forestry, the development of afforestation and the production and supply of timber. In doing this, they must seek a reasonable balance between the production and supply of timber and the interests of conservation.

The Commissioners on the Forestry Commission Board are listed at [Annex A](#).

---

# The Roles and People Specification

---

The Secretary of State wishes to recruit up to three new non-executive Commissioners for appointment to the Forestry Commission (FC) Board of Commissioners.

In addition to being appointed to the Board of Commissioners, the new Commissioners will be invited by the FC to serve on one or more of the subsidiary Boards (i.e. the Boards of Forest Services, Forestry England and Forest Research) depending on their area of knowledge and expertise, and may also be asked to serve on an Audit and Risk Assurance Committee. One of the new

Commissioners will also be appointed as Chair of the Board of Forest Services. Please note the appointment of other non-Commissioner non-executives to the subsidiary Boards is being handled separately and is not included in this recruitment.

## Further information

For further information on the roles, please contact the Forestry Commission on [commissioners@forestrycommission.gov.uk](mailto:commissioners@forestrycommission.gov.uk).

---

# Essential Criteria

---

The successful candidates will need to demonstrate the following **essential criteria**:

1. An enthusiasm for and genuine interest in the work delivered by the Forestry Commission and support of its purpose, values and strategic direction.
2. Sound knowledge and expertise in good governance at senior levels in a large organisation in either the private or public sector, and preferably an understanding of working with government.
3. Exceptional communication skills, high level of personal impact and the ability to provide constructive and independent leadership, challenge and support to the Board of a complex organisation.
4. Demonstrable ability to support an organisation through a period of significant operational and cultural change.

Ministers wish to attract high-calibre applicants from diverse backgrounds who can contribute to ensuring that collectively the Board has the skills to discharge its full range of responsibilities and meet the requirements for specialist expertise stipulated in the Forestry Act. Ministers would therefore like to see applications from people who meet the essential criteria and in addition have expertise in at least one of the following areas:

- The **timber trade**
- **Science and research.** Expertise in this area, including a technical knowledge of forestry.
- **Forestry and land management.** Including knowledge of the key drivers, competing priorities and challenges faced by landowners in England.

If you have these skills, or other areas of expertise relevant to the Forestry Commission, applications will be welcomed from any candidates who meet the essential criteria for the role.

The successful candidates must abide by the principles of public service (attached at **Annex B**) and the [Code of Conduct for Board members](#).

---

# Terms of appointment

---

Appointments to the Forestry Commission are made by the Queen following recommendations by the Secretary of State.

- The draft **terms and conditions** for the appointment can be supplied on request. Key points to be aware of are set out below.
- The **time commitment** is expected to be up to 30 days per year, which will include preparation for and participation in Board meetings. This will increase to 36 days per year for the Commissioner who chairs the Forest Services Board.
- The **daily rate** for each Commissioner will be £409. Reasonable travel expenses are also paid. The roles are non-pensionable.
- It is anticipated that successful candidates will **take up appointment**

**in April 2020**. Appointment will be initially for three years.

- A further appointment of up to 3 years may be made subject to satisfactory performance assessment and will be at the discretion of ministers.
- The **location** is flexible. Meetings will be held at locations around the country including the Forestry Commission's principal offices in Bristol.
- An **annual appraisal** will be carried out by the Chair of the Board.

You must inform the Chair of the Board if you have any **conflict of interest** that might affect your ability to undertake this role. You should disclose information on any relevant business interest, public appointment or position of authority, including other connection with commercial, public or voluntary bodies.

---

# Overview of the recruitment process

---

The **closing date** for applications is **noon on 20 December 2019**. We expect to have shortlisted by January 2020 with panel interviews February 2020.

It is essential that your statement of suitability 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 a Defra Senior Civil Servant as chair and Shireen Chambers (Executive & Technical Director, FICFor) as the Independent Panel Member. A campaign to recruit a new Chair of the FC is currently underway with the preferred candidate expected to be identified by the end of November 2019 and their term officially beginning in February 2020. The

Chair elect will join the Panel for this recruitment at the shortlist stage.

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 Westminster and will last for approximately 45 minutes. Further details about the format will be provided to you in advance, should you be successful.

References will be taken up for those candidates selected for interview.

These are Ministerial appointments and all candidates deemed to be appointable by the Panel will meet with Minister Zac Goldsmith before a final decision is made.

---

# How to apply and submit your application

---

To apply, please send the following to [Publicappts@defra.gov.uk](mailto:Publicappts@defra.gov.uk) by the deadline of 12 noon on 20 December 2019.

- a CV of no more than two sides of A4;
- a supporting statement of not more than 1000 words (approximately two sides of A4), setting out how you meet the essential criteria – make sure you refer to the contents of this document and provide specific examples;
- please indicate if you would be interested in chairing the Board of Forest Services;
- e-mail addresses for two referees;
- completed diversity monitoring form;
- completed conflicts of interest, conduct and political activity monitoring form (please note section on Conflicts of interest and due diligence below).

If you have any questions about [the appointments process](#), please contact

Charlie Coombs, Defra Public Appointments Team

 0208 026 6599

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

If you would like an informal discussion about [the role](#), please contact [commissioners@forestrycommission.gov.uk](mailto:commissioners@forestrycommission.gov.uk) and someone from the FC will contact you.

**Email applications to: [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk)**

**Closing date 12 noon on 20 December 2019**

**Please quote reference: APPT05-19**

---

# Conflicts of interest and due diligence

---

If you have any interests that might be relevant to the work of the Forestry Commission, 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 publically 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 Cabinet Office.

---

# 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 restrictions order;
- you fail to declare any conflict of interest.

---

# 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:

<http://publicappointmentscommissioner.independent.gov.uk> or

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

## 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

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/regulating-appointments/complaints-and-investigations>

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 – Forestry Commission Board

---

**Julia Grant** has held leadership roles in global consulting firms, insurance and the social sector in a career spanning thirty years. She has deep experience of the link between the business and non-business worlds, including investing for impact. She is currently Chief Executive of Pro Bono Economics; a charity helping other charities and social enterprises to understand and improve their impact.

**Mary Barkham** is an independent consultant specialising in environmental research strategy, co-ordination and implementation. She has 14 years' leadership experience in the UK's Research Councils, mainly the Natural Environment Research Council. From 2002 to 2010 she led the Environment Research Funders' Forum (ERFF), which co-ordinated environmental science in the UK.

**George McRobbie** is Managing Director of Tilhill Forestry Limited and has over 40 years' experience in the forestry and timber sectors. He has a BSc in Forestry from Aberdeen University and is a former President and a Fellow of the Institute of Chartered Foresters (FICFor). His current Directorships include Executive Director at Tilhill Forestry Limited and at BSW Timber Limited and he is a Non-executive Director of Confor. He has also held various other non-executive director roles in forestry-related groups and organisations

**Jennie Price** was until recently the CEO of Sport England. Jennie is a qualified lawyer and has previously been the CEO of WRAP, a Defra-supported environmental organisation specialising in recycling and resources management. She retains an active interest in sport and is Chair of the recently formed international supervisory

board on integrity in tennis. She is also Chair of Youth United Foundation and a trustee of the Canal and River Trust. Jennie brings considerable expertise in engaging wide sectors of the community in outdoor activities and has an excellent understanding of the links to health and wellbeing.

**Liz Philip** is a retired Principal of two agricultural colleges, including Newton Rigg in Cumbria, which was established as the National School of Forestry in 1969. Liz was a founding member of the National Land-Based College and was a Chair and Board Member at Higher York, which unites the city's education and public bodies. Liz brings a good understanding of the complexities of farming and forestry and their contribution to the rural economy.

**Peter Latham** is Chair of the Programme for the Endorsement of Forest Certification International (PEFC), a Director of Association Technique Internationale des Bois Tropicaux (ATIBT) and a trustee of the Commonwealth Forestry Association. He was previously CEO and Chairman of the timber distributor James Latham Plc. Peter brings extensive knowledge of the timber industry and experience of successful stakeholder engagement on an international level.

**Ian Gambles (Executive)** became Forestry Commission Director for England and an executive Forestry Commissioner in March 2013. He was previously Director of National Infrastructure at the Planning Inspectorate, has experience from both the public and private sectors, including HM Treasury and as a management consultant. His 12 years in consultancy were focused principally on developing and implementing strategy within the public sector.

---

## Annex B – 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.



Department  
for Environment  
Food & Rural Affairs



Forestry Commission

