



Department  
for Environment  
Food & Rural Affairs

# Covent Garden Market Authority

## Appointment of up to four Non-Executive Directors

### Briefing pack for applicants

The closing date for the receipt of applications for these roles is 12 noon on 10 February 2020.

Ref: APPT12-19



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# Defra mission statement

The Department for Environment, Food and Rural Affairs (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 public bodies and statutory corporations will help ensure that the work of Defra and its partners is more effective, resilient and accountable and meets the needs of a modern and diverse Britain.

## Equal Opportunities

UK government has a policy of equality of opportunity. We aim to promote equal opportunity policies whereby no one suffers harassment or unfair discrimination either directly or indirectly, 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 and encourage 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. 'Minimum criteria' means you must provide sufficient evidence in your application, demonstrating that you meet the minimum level of competence required for each essential criterion, as well as meeting any of the qualifications, skills or experience required. The Cabinet Office and Defra is committed to the employment and career development of disabled people. To show this we proudly display the Disability Confident Leader logo. More information about Disability Confident Leaders is available by clicking the logo. If a person with disabilities is put at a substantial disadvantage compared to 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 refer to the 'How to submit your application' section below.



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# About Covent Garden Market Authority

**Covent Garden Market Authority** (CGMA or the Authority) is a public statutory corporation which was established to provide and run a bulk horticulture wholesale market (located at Nine Elms in Vauxhall). A statutory corporation is a corporate body created by statute. It typically has no shareholders and its powers are defined by the Act of Parliament which created it (as modified from time to time). CGMA owns the 47 acre site on which the market is situated and in partnership with Vinci St Modwen is rebuilding the iconic New Covent Garden Market on the existing site and developing a vibrant new Food Quarter for London, just a mile from the Houses of Parliament. CGMA operates as a stand-alone organisation but Defra and the Secretary of State has oversight and is responsible for the appointment of CGMA's Chair and Board.

## New Covent Garden Market today

Today New Covent Garden Market (NCGM) (which moved to Nine Elms in 1974) has 170 mainly SME businesses employing around 2,500 people, with an annual turnover of £631 million. It supplies 40% of all fruit and vegetables in meals served outside the home in London, from hospitals to the peak of the hospitality industry and serves 75% of London's florists. The market is self-funding; as a landlord CGMA's annual turnover is in the region of £7.2m. The CGMA has a statutory duty to at least break even, taking one year with another.

## The redevelopment

In line with past governments' commitment to disengage from running the market, CGMA is undertaking a long term project to rebuild the

market to meet the needs of a modern wholesale market and the customers that it serves.

In conjunction with Wandsworth and Lambeth councils, the redevelopment and creation of a Food Quarter for London is well on its way. The new Flower Market is operating well in its temporary home, as is the new Food Exchange building with its new business start-ups and kitchen workspace. The first stage of the redevelopment of the main fruit and vegetable market is close to completion with new units available to let. Completion of the redevelopment is expected in 2025.

## The vision

The vision for the future is of a flourishing, modern horticultural wholesale market and a new cluster of food-related businesses. NCGM is one of three iconic elements in Nine Elms on the South Bank (the others being Battersea Power Station and the new US Embassy) and an important source of over 2,500 jobs. The new market will be better equipped than ever before to feed London's revitalised street markets and important hospitality sector with diverse, high quality fresh produce, supply the growing floristry trade, and encourage innovation in high quality services and products from UK growers and producers.

The market will be at the heart of a vibrant Food Quarter for London, linking Vauxhall and the near-to-completion Nine Elms tube station to a new Linear Park and River Walk. It aims to be *The* home of food in London; London's most important food destination; a place where food businesses of all kinds belong,

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exchanging goods and ideas; a celebration of commerce and community, innovation and tradition and most importantly, a place connecting all those who love food.

This new attraction for London's visitors and communities alike will be made up of the following elements:

**New Covent Garden Market** - the main wholesale market for traditional wholesalers and distributors. At the heart of London's new Food Quarter the UK's biggest and best wholesale market. Feeding and flowering London for centuries, it will become a market for the 21<sup>st</sup> century. The go to destination for trade. A better environment for both the produce and for the people that buy and sell it. A place where small businesses start and grow.

**The Food Exchange** – a purpose built four floor facility that sits between the wholesale market and a mixed use development next to Nine Elms tube. A new hub for food businesses in the UK. A place to exchange ideas, commerce, knowledge and experience. A byword for innovation in the food industry. A community where start-ups meet those who have traded for generations. A modern flexible education resource for aspiring chefs, foodies and florists. An exciting space for independent food retailers. Here food businesses benefit from the energy and osmosis that comes from working alongside each other.

**The Retail Market** will be an irresistible food market of vibrant retail stalls, specialists and independents. A mouth-watering destination and a tantalising shop window for the UK's

finest fruit, vegetable and flower market. This will be a celebration of community, culture and neighbourhood. It will be about quality and affordability. Something for everyone.

An addition to this is the planned development of **The Arches** - a row of 70 arches under the main Waterloo line held by CGMA on a long lease from Network Rail. Charming cafes, fantastic restaurants and specialist food and flower retailers at one end. A mixture of food production and retail space operating throughout the day and evening at the other end. The complete food spectrum in one row of Arches connecting people from Nine Elms tube to the Linear Park and the River.

The new Food Quarter will support growth and innovation in this vital sector. More efficient operations and new income streams will build strength and long term value for the market. Managing change inspired by this vision whilst the whole site is being redeveloped is a crucial challenge.

### **Further information**

For further information about New Covent Garden Market, please visit:

[www.newcoventgardenmarket.com](http://www.newcoventgardenmarket.com)

For information on CGMA and its board, please visit:

[www.newcoventgardenmarket.com/about](http://www.newcoventgardenmarket.com/about)

To find out more about the redevelopment please visit:

[www.newcoventgardenmarket.com/redevelopment](http://www.newcoventgardenmarket.com/redevelopment)

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## About the Board

The Covent Garden Market Authority Board plays an important role in the delivery of CGMA's statutory objectives. It sets the strategic direction, provides leadership for CGMA's activities, takes decisions and directs the senior management team in the conduct of business and allocates resources to meet the CGMA's objectives. It also supports the delivery of Defra's objectives, for example ensuring that CGMA manages redevelopment project without adversely impacting CGMA's statutory duties, including its financial obligation to at least break even, taking one year with another.

Additionally, the board has a responsibility for demonstrating high standards of corporate governance at all times, and for providing assurance on risk management, governance and internal control. These are overseen by an Audit, Risk and Finance Committee chaired by non-executive members.

Finally, the board is tasked with ensuring that the CGMA has the capacity and capability to deliver the agreed business plan.

The CGMA board consists of up to 8 members including the Chair. Normally there are a minimum of 6 board meetings a year, as well as 2 strategy days and preparation time. Given current challenges with the redevelopment (including litigation), the Board is planning to meet around once a month during 2020. Meetings are usually held at Covent Garden Market Authority's offices in London, based at the Nine Elms site in Vauxhall.

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# The Roles and People Specification

The board requires a broad range of experience from its Non-Executive Directors. We seek up to four individuals with the integrity, skills and judgement necessary to deliver strategic direction at a time of significant change for New Covent Garden Market.

A focus for the board over coming years will be the successful delivery of the redevelopment project. Senior experience and expertise in at least one of the following areas is needed to ensure the board has the full range of skills:

- The fresh produce and horticultural sectors,
- Food/grocery wholesale market trading,
- Commercial property and construction, or

- Road transport and logistics.

The successful delivery of the new market, as well as the effective running of the existing facilities also requires board members to be able to support the Chair and the executive in positive and collaborative engagement with key stakeholders. Primarily these are the market tenants, Defra Ministers and officials and the developer, Vinci St. Modwen.

All board members are expected to adhere to the Nolan principles governing the conduct of public servants (see [Annex A](#)).

## Further information

For further information on the roles, please email Ian Leggat at [ian.leggat@defra.gov.uk](mailto:ian.leggat@defra.gov.uk) or call on 020 8026 3268.

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# Essential Criteria

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

1. An ability to analyse issues at a strategic level in ways which are objective, creative and focused on finding solutions.
2. Sound knowledge and expertise in good governance at senior levels in a large organisation in either the private or public sector, and an understanding of the needs and priorities of 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 dealing with complex commercial issues.
4. Demonstrable ability to support an organisation through a period of significant operational change and / or restructure a business.

5. Expertise in at least one of the following areas:

- Commercial property or construction.
- Road transport or logistics.
- Fresh produce or horticultural sectors.
- Food/grocery wholesale market trading.

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 A](#)) and the [Code of Conduct for Board members](#).

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# Terms of appointment

Appointments to the Covent Garden Market Authority are made 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.

- A non-pensionable **remuneration** of £520 per diem is payable based on a **time commitment** of 2-3 days per month. Exact time commitment to be agreed on appointment. There is a minimum of 6 board meetings a year, though this is likely to rise to one per month during 2020. Reasonable travel expenses are also paid.
- A **per diem** rate of £431 will be paid for additional duties.
- It is anticipated that successful candidates will **take up appointment**

**in April 2020**. Terms of the appointments offered may vary from 2 to 4 years from the commencement date.

- The Covent Garden Market Authority offices are in London, based at New Covent Garden Market on the Nine Elms site in Vauxhall.
- An **annual appraisal** will be carried out by the Chair of the Board.

You must inform Defra 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.

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# Overview of the recruitment process

The **closing date** for applications is noon on 10 February 2020. We expect interviews to take place on the 4<sup>th</sup> and 5<sup>th</sup> of March 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: Marian Holliday, Deputy Director, Commercial Policy Division, Defra, as chair; David Frankish, Chairman of Covent Garden Market Authority; and Mark Bayley (Ofwat) as the Independent Panel 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 at Defra 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.

You will be able to claim reasonable travel expenses incurred travelling to and from the interview (please note you may be asked to justify travelling costs if Defra considers the claims excessive). Please let Defra know beforehand if you are likely to claim, along with the approximate costs.

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 Rebecca Pow 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 10 February 2020.

- 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;
- 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](#), you need a change to be made so that you can make your application, or require additional assistance to support you in your application, please email the Public Appointments Team on

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

If you would like an informal discussion about [the role](#), please email Ian Leggat at [ian.leggat@defra.gov.uk](mailto:ian.leggat@defra.gov.uk) or call on 020 8026 3268.

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

**Closing date: noon on 10 February 2020**

**Please quote reference: APPT12-19**

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# Conflicts of interest and due diligence

If you have any interests that might be relevant to the work of the Covent Garden Market Authority 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 Cabinet Office.

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## 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.

## Data protection

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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).

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# 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/governanc](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governanc)

[e 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/regulating-appointments/complaints-and-investigations>

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## 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.



