



AF Group Chair Information pack 2022



Why Join AF?

Because what we do matters.

We are the largest farmers' buying group in the UK, with a buying power approaching £250M. We have 3,500 farmer-Members across the country who are collectively farming over a million hectares of land in the UK. We are a not-for-profit cooperative, proud to be owned by our Members who do the most important work on the planet; grow food and look after nature.

We're embarking on an exciting journey to strengthen our connection with farmers and transform our relationships with our Members, our employees and our suppliers.

As the indispensable, independent ally of our farmer-Members, we champion the most progressive, transparent and best value procurement practices that help our Members to become more productive and profitable.

So what is the value?

Quite simply, essential savings in both time and cost and access to industry expert advice and key insights.

How do we do it?

By sourcing the right product or service, with the right advice, delivered smoothly and efficiently with ease of administration.

We regard every Member as a customer, and each customer has access to the advice and expertise of AF's specialist buyers, recruited from the industry they represent – from crop inputs, seed and fertiliser, to fuel, energy, telecoms, livestock and machinery.

New Members join AF every month. We believe that is a true reflection of our commitment to work with both Members and suppliers to deliver products and services that exceed the expectations of our Members.

The AF Group comprises the Society, AF Group Limited, (known as AF) with a subsidiary AF Affinity Limited (purchasing for non-agricultural, non-Member businesses).

How we manage the business

The business is managed by a CEO, a Senior Leadership Team and a Central Management Team, which includes the Heads of Departments.

The Chair is non-executive and ensures the business operates in the Members' interests, working in partnership with the CEO. The Chair manages the Board of Directors.

AF Affinity has its own Board and there are also Committees for Membership, Audit, Remunerations and Nominations. The Chair can be a Member of these committees but cannot chair them.

The Board

The Board is made up of a Chair, seven directors and the CEO. Directors must be Members of AF although up to three can be independent to bring other skills to the board.

The role of the Board

The Board delegates day-to-day responsibility for the management of the business to the Chief Executive but retains responsibility for:

- Agreeing and setting the overall strategic direction of the business for implementation by executive management.
- Agreeing objectives, policies and strategies, and monitoring the performance of the executive management.
- Controlling and monitoring the financial state and performance of AF, approving the objectives of AF and its business plan.
- Approving major expenditure and transactions including, for example, acquisitions, disposals and joint ventures.
- Ensuring Members receive good value, evidenced through benchmarking
- Ensuring that AF pursues sound and proper policies in relation to:
 - Risk management.
 - Health and safety.
 - Internal and external audit.
 - Internal control.
 - Investment strategy.
 - Information systems.
 - Sustainability.
 - Public relations and communications.
 - Accounting.
 - Human Resources.
 - Corporate governance.
- The Board give approval or support, as appropriate, to the most senior appointments/dismissals and ensures that adequate career development, succession and remuneration arrangements exist.



Performance of the Board

The Chair is responsible for conducting a regular appraisal of the Board, including the AF Group CEO. This includes an appraisal by the Board Members of the performance and relationship between themselves, the Chair and the AF Group CEO.

Recruitment

Appointees are selected to collectively provide an appropriate balance of skills and experience.

Terms of the appointment

The remuneration for the appointment is £32,800 per annum. The initial appointment is on the basis of a three year term.

The time commitment is up to 40 days per annum with eleven Board meetings per year.

How to apply

Please send a CV and a cover letter explaining how you meet the experience and skills set out in the Job Profile by 11th March to karen.mobbs@af.farm

Interview

The selection panel will be chaired by Richard Davis, Chair of the Nominations Committee. Other panel Members will include Members of the board.

The recruitment timetable: (preliminary dates subject to change dependent on panel availability).

Interview with selection panel:

March/April 2022

Election at the AGM:

July 2022

Stay informed

You can keep up to date with all the latest news about AF through a range of communication channels:

Website: www.af.farm

Twitter: [@afgroupuk](https://twitter.com/afgroupuk)

Linkedin: AF (The AF Group)



Job Profile

AF Chair

At a pivotal time for UK agriculture with the UK's departure from Europe, the uncertainties of future trade deals and the changes to government support, the Chair will provide input and guidance to the leadership and direction of the AF Group. The Chair ensures that the business operates in the Members' interests, working in partnership with the CEO, and that the decisions of the Directors are acted upon and the business is managed in an effective manner.

The Chair is a non-executive role and will be a Member or an independent applicant.

Experience and Skills

- Commercial acumen to make a real contribution to the Board's business across a range of strategic and operational issues
- Robust, with experience of running a large organisation and chairing boards
- Experience or awareness of buying groups, Business to Consumer marketing and e-commerce
- Financially literate to an appropriate level to Chair the business
- Experience of the transformational impact of digital technology
- Excellent interpersonal and strategic stakeholder management skills
- Good customer/Member understanding and experience of customer facing roles

AF Strategy

AF has recently launched its new five-year strategy to transform AF to become the leader in 21st century farm procurement. Our purpose is to become the indispensable, independent ally of our farmer-Members, championing the most progressive, transparent and best value procurement practices to help our Members become more productive and more profitable. A copy of our strategy and Report and Accounts will be made available on request.