

JOB OPPORTUNITY

PASTURE FED LIVESTOCK ASSOCIATION

PART-TIME CHIEF EXECUTIVE



Who are we?

The [Pasture-Fed Livestock Association \(PFLA\)](#) promotes the raising of ruminant livestock exclusively on grazed and conserved pasture and forage, with the recognised benefits that this brings to the environment, to the animals so raised and to human health. We are a membership organisation of farmers and butchers, working together to build the market for Certified Pasture for Life beef, lamb and milk. Established as a not-for-profit community interest company in 2011, we have developed the registered Pasture-for-Life Certification Mark, created an identity in the market and built a membership of over 250 - mostly farmers - to which we provide a range of services. The PFLA is a small organisation with a high national profile, and its success is due in large part to the commitment and effort of our volunteer farmer Directors and members.

The role

Supported with funding from the Esmée Fairbairn Foundation, we are now able to increase our modest staffing levels to continue to grow income through membership fees and levies. We are looking for a high-level, part-time Chief Executive who is able to build the organisation and ensure that it is self-financing within the next two years. Currently underpinned by grant funding, ensuring continuing financial support for our work will be a crucial part of the job, while taking the organisation to the point where expenditure is covered by earned income.

The success of the PFLA relies on its farmer members selling their products to certified butchers, so the job has a strong focus on facilitating other people to succeed in their own businesses. The ability to think strategically, to represent the PFLA at every level and to keep its team of active farmer members, Directors, staff and volunteers working together to move the business forward, will be important elements of the job.

Based adjacent to the Royal Agricultural University in Cirencester, the PFLA is run by a small, young team consisting of less than two full time equivalents, supported by a Board of Directors and a group of committed and experienced volunteers. To respond to the growing interest both in the market and amongst farmers, we are recruiting a Chief Executive, initially part time (3 days per week). This role will focus primarily on ensuring the organization becomes financially self-supporting but will also involve a wide range of activities from strategic planning and policy development through to overseeing the administration of the association's affairs.

Who will this job suit?

This would suit someone who has experience of building a business while having a passion for farming and the environment or someone with an established career in both the farming and the meat/milk sector and who is now looking for a new challenge. This is an exciting opportunity to build the identity of the certification mark, the market for the certified produce, the farming system that underwrites it and the membership that makes it happen.

The Chief Executive will coordinate the work of the small paid team and the volunteers that have brought the PFLA to its current position. He or she will oversee its future development, reporting through the Chairman to the Board Directors - the majority of whom are working farmers.

The position in more detail

The responsibilities of the new Chief Executive are described in the terms of reference below. The Chief Executive will be responsible for:

- Ensuring the organisation is financially self-supporting.
- The strategic development and growth of the organisation.
- Devising and updating the business plan for the PFLA.
- Supporting and co-ordinating the work of the Chairman and Board.
- Fundraising.
- Assessing the potential for establishing a separate Pasture for Life Foundation that will address those elements of the Pasture for Life system that benefit the public good.

The Chief Executive will work closely with the Development Manager (see below) & the Communications Director¹ to develop a plan for building the market for Pasture for Life produce and the promotion of Pasture for Life certification. Working together, he/she will routinely monitor progress in key areas of the development of the organisation including:

- Building the membership to significant levels.
- Building and maintaining certified meat and milk supply chains across the UK.
- Ensuring levy income is increased to provide a substantial income stream.
- Ensuring certification processes operate effectively.
- Building awareness and confidence in Pasture for Life produce amongst farmers and consumers.
- Policy issues.
- The building and maintenance of special interest groups e.g. soil carbon.
- Research that is relevant to the Pasture for Life cause.

¹ The Communications Director is one of our Directors, [Sara Gregson](#), who delivers our communications.

- Building the evidence - including updating the '[It can be done](#)' booklet (in cooperation with AHDB Beef & Lamb).
- The sharing of knowledge between farmer members – including developing the proposed digital 'How it's done' publication (which will bring together in an accessible format the accumulated knowledge and experience of members).

He/she will also:

- Oversee and line-manage paid staff (including work-placement students and volunteers) and oversee employment contracts and terms of service.
- Act as Company Secretary, dealing with Companies House and specifically:
 - Notifying the appointment and retirement of directors
 - Presentation of the audited accounts
 - The election of directors
 - The organisation of board meetings and the AGM
- Have oversight of:
 - The production of the annual and monthly reports
 - The production of newsletters to farmers and consumers
 - The PFLA website.

The work place and terms of employment

The key elements of the terms of service are as follows:

Location: The work will be focused around the PFLA's office near Cirencester, but it will also require travel to various parts of the country and there will be an opportunity to work from home from time to time.

Working time: The contract will be for three days a week of paid time to be delivered flexibly to reflect needs and opportunities, working closely with the team of both paid staff and volunteers.

Remuneration: Remuneration will be based upon annual income of £50,000 pro rata – or £30,000 for a three day week.

Term of contract and contractual relationship - The initial contract will be for six months², providing the opportunity to oversee the generation of additional income to fund the extension of the contract. Depending upon circumstances, the contract may be on a self-employed basis in the first instance.

² Funds are in place to cover this post until September 2017 assuming a start on 1 January – i.e. to cover the cost of the first eight months of employment of the chief executive.

Other issues - Agreed travel and communications expenses will be reimbursed.

Fitting into the Team

The PFLA's small operational team has been led by a young Executive Secretary, who has been involved from the start and who has wide-ranging connections with young farmers not only in UK but also across Europe. These include being the former Chair of the Young Farmers' National Agricultural Committee and now Chair of Rural Youth Europe.

His ability to fully use these networking skills has been constrained by the need to spend much of his time on the administrative matters required of any organisation and we wish to free him up to better use his natural abilities. He will be taking on a new post of Development Manager which will be the lead delivery role for building the market for Pasture for Life meat and promoting the benefits of Pasture for Life certification at all times.

We have a part-time Membership Secretary, currently working under the Executive Secretary, who is responsible for all membership related matters and a part-time Milk Officer who is developing certified Pasture for Life Milk.

Taking over responsibility for the running of the organisation, with a small but established team in post, will require the new Chief Executive to have significant levels of both empathy and diplomacy and this will be a key factor in selecting the successful candidate.

Running on a shoe string

Over the past 5 years the average annual operational cost of the PFLA has been barely £40,000, so the recruitment of a Chief Executive represents a step-change in the cost of running the PFLA. Funds are in place to support this post for the first eight months of employment and a prime responsibility will be ensuring the regular flow of funds - both from grants, individual supporters and from earned income - to cover operational costs and achieve financial independence.

Finally, the primary purpose of the PFLA is to encourage the development of a farming system that both nurtures nature and is profitable, to guarantee the integrity of the certification that represents the system and to build the market for such produce. As such, the PFLA is NOT an end in itself and there is therefore no intention to grow the organisation to a size larger than that necessary to achieve those objectives – and in particular to serve the members. Consideration has already been given to the possibility of setting up a separate Pasture for Life Foundation to develop those areas of activity concerned with the public good – including the benefits to the environment, animal welfare and human health – leaving the association to focus on serving the membership, guaranteeing the integrity of the certification mark and developing the market. This is an area we would like the Chief Executive to explore further with a view to establishing a charitable arm to support the main business of certification.