



Confidential Candidate brief
Director of Strategic Communication &
Membership
Food & Drink Federation



July 2022

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About The Food and Drink Federation

'Passionate about food & drink'

The Food and Drink Federation is a membership organisation that has represented and advised the largest manufacturing industry in the country for over one hundred years. The FDF's role is to bring together business, government and stakeholders to ensure their members have the right conditions to thrive and deliver high quality, nutritious and affordable food and drink. With membership of over one thousand of the UK's vibrant, resilient, and diverse food and drink companies, ranging from global brands to ambitious SMEs to sole traders, the FDF is a powerful voice for the industry's interests.

The food and drink industry is of critical importance to the future of the United Kingdom. There is need for **a dynamic, informed and influential voice** to represent the industry's interests; a need which the FDF has met for over one hundred years.

The FDF's employee structure consists of over 70 people organised into seven expert teams, based across the UK. Though it is as diverse as the clients they serve, the FDF's expertise converges around one core strength: **a deep understanding of industry issues**. From diet and health, sustainability and the environment, to food safety and science, business insights, lobbying and international trade, the FDF is uniquely positioned to deliver results that reflect their members interests.



A snapshot: three examples of the FDF's areas of interest



International Trade: Whilst there is rightly increasing focus on ensuring the food and drink we consume is produced locally, the UK is nonetheless rooted in global trade. One of the FDF's key responsibilities is, therefore, to facilitate and expand such links, so that the British sector's reputation for quality, innovation, choice and competitiveness is available worldwide, and so that British-based companies can take advantage of global produce. There is significant untapped potential to grow exports further and, if this can be achieved, the British food and drink industry is well-placed to deliver the benefits of international trade to every community, both urban and rural, in the UK.



Environmental Sustainability: The global food system is set to face unprecedented pressures as demand for resources and the effects of climate change intensify. FDF's members have continued to significantly reduce carbon emissions and water consumption, as part of their commitment to address this challenge.

Ambition 2025 sets out the FDF's vision for a thriving, responsible and sustainable UK food and drink industry centred around two elements: Resource Efficiency and Shaping Future Value Change. It includes a target for CO₂ emissions as well as qualitative and quantitative deliverables around the use of water and sustainable packaging and the reduction of food waste and emissions.



Innovation: Innovation underpins many of the FDF's members' ambitions concerning food and drink, be they around sustainability, health, sustainability and, of course, taste. The FDF is a hub for the innovation and collaboration that is critical in developing the food and drink of tomorrow. This supports the UK food and drink industry in a competitive global environment, ensuring that it remains at the cutting edge of innovation. The FDF welcome the Government Food Strategy, released in June 2022, and have engaged with the government on its details.

Broadly, it sets out three objectives:

- A prosperous sector that provides both stable employment and food supply.
- A sustainable and affordable food system that provides choice and access to high quality, healthy products
- Trade that provides export opportunities and consumer choice through imports, without compromising regulatory standards

For further information please visit: <https://www.fdf.org.uk/>



Opportunity

FDF operates in a highly political environment, working hard to ensure that government policy and regulation supports the sector, helping their member companies to grow and thrive, to drive prosperity in their local communities and across the broader UK economy. Great communications are central to what they do, helping to explain the industry across a broad spectrum of audiences and to achieve influence creatively and through a sharp presentation of the facts across a range of channels.

The FDF also need to know their members well, large and small, in order to serve their needs and achieve tangible results on their behalf, as well as to drive membership growth.

With real ambition and a confidence in the continued growth of its membership and brand, the Food and Drink Federation is now seeking to hire a Director of Strategic Communication & Membership to join as a direct report to the CEO with ownership of the Strategic Communications function and oversight over FDF's work to recruit and retain members across the depth and diversity of the sector. This individual will bring a broad base of strategic communications experience with the ability to scrutinise market data, review FDF's digital communications and operate successfully in complex, multi-stakeholder environments.

The **Director of Strategic Communication and Membership** function covers three main areas, with the following responsibilities:

Strategic communications

- Review FDF's public communication and presence across the range of our external audiences (from politicians to the public and the media) and communication platforms - including what we are communicating and how we are communicating it. Renew and redevelop FDF's approach and capabilities in order to ensure we're using great, impactful communication and the full range of communication tools to drive the industry's agenda.
- Create a compelling public image of, and narrative for, the sector, which draws our audience in, creating and communicating positive content. This work will be done hand in hand with other FDF teams and a diverse range of FDF's members.
- Develop and roll-out creative, compelling campaigns across a range of media platforms on issues critical to the industry, to win the best outcomes we can in which our members and the broader sector can thrive.
- Respond thoughtfully and imaginatively on issues on which the industry is under pressure, putting industry points across without resorting to defensiveness.
- Integrate our membership into this, at the same time as attracting more, and more diverse, members.



Digital communications and market data

- Review the functionality and potential of FDF's digital and technology platforms, to ensure we are using them creatively, flexibly and in full – to build FDF's impact and ensure we're getting the right outcomes for members.
- Engage across FDF, motivating staff to use digital platforms and communications tools in everyone's roles, to improve how we communicate internally as well as externally. Co-opt Food and Drink Federation Page 2 champions across FDF. Help to build a digitally-savvy and digitally active organisation, engaging external audiences and members.
- Review FDF data and market intelligence, to ensure we have a robust baseline of economic and other data about the industry to use in influencing and communications. Engage members in this effort. Develop systems for keeping information up to date without relying on burdensome operations.
- Engage effectively with other FDF teams in order to tell the story of the industry in a way that engages our audiences in up-to-date ways e.g., using infographics, interactive maps, videography etc.

Membership

- Review FDF's member services, ensuring we are meeting members' needs (from large to small). Review how we know our members, how we communicate with them, and they with us. Continue to drive up membership, as well as recruiting more professional affiliates.
- Review how we best use our various committees, groups and forums, so they serve as a feedback loop for members to understand how we are working on their behalf and for FDF to understand the challenges and opportunities for businesses. Review how we engage our Trade Association members, and how we attract more of these – for revenue and to help ensure the sector is joined-up and coherent
- Consider new approaches to best serve our members, which goes to the heart of our credibility as a member organisation and our ability to sway government ministers and regulators.



The Individual

Candidates must be able to contribute at a senior level and across the organisation. They will demonstrate their collaboration and passion for working as a team, with strong stakeholder management skills and the ability to facilitate conversations and discussions and manage different opinions to a successful outcome.

Qualifications

- Educated to degree level and/or relevant senior executive experience, preferably with a communications or economics slant

Experience

- Proven track record of success in developing and leading sophisticated, creative communications strategies and plans, and using them to land the right messages with the right audiences in order to achieve influence and the desired outcomes.
- Proven experience of building compelling digital communications content and delivery
- Experienced spokesperson, skilled across a range of difference channels, including handling broadcast media with confidence and poise.
- Sophisticated understanding of government, politics and economics, and of how industry engages effectively on public policy issues. Able to navigate Whitehall, on the basis of a strong range of Whitehall/Westminster contacts.
- Proven track record of managing complex sets of stakeholders, with intricate and sometimes conflicting needs. Experience of building constructive, weight-bearing relationships across the public and private sectors, and influencing in a public-policy space
- Experience of understanding a range of customers, and of inculcating a customer-focus mindset.
- Senior level responsibility, with experience of leading, motivating and managing teams and delivering great results through them, as well as participating in organisational leadership and contributing to organisational change and the evolution of a modern and innovative culture.
- Experience of consistently looking for new and innovative ways to use resources to maximise outcomes.
- Experience in food and drink sector, and/or membership organisation useful.

Skills/Knowledge

- Strong intellectual abilities, able to work with complex details and chart a way through them to find the right key messages which will land with the right impact. Comfortable with economic data – able to interpret and use it effectively and lead the team in its collection and interrogation.
- Ability to deliver compelling and evidence-based communication across a wide spectrum of issues and across a range of channels.



Search Process

Approach candidates

We will have an initial discussion with you over the phone to determine your interest and suitability for this role and discuss a little about your background and aspirations.

Interview candidates

Once your interest and suitability has been determined we will arrange for you to meet with the Partner leading this search.

Short listing

Having met with candidates who will differ on experience, ambition, and background, we will put forward a number of candidates whom we feel most meet the criteria.

Meeting our clients

Food and Drink Federation will meet the candidates on the shortlist. This will give you the opportunity to really understand the role, the company culture and their expectations of you. You will more than likely have multiple meetings with key stakeholders to get a feel for the business.

Due diligence

As you will appreciate, you will have conducted due diligence on Food and Drink Federation and they will expect us to do the same for the candidates who they anticipate would really bring that 'something special' to the business.

Offer and acceptance

Food and Drink Federation puts together the offer which we convey to you. We will fully support you through your resignation period and beyond.

Ongoing communications

We like to maintain contact with all candidates from a search. If you have been successful in this activity we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback and we will maintain a relationship with you for the future.

Inclusion & Diversity

We aim to ensure that each and every stage of the search process is as inclusive as possible and we work to support Food and Drink Federation in their own commitment to inclusivity.

Confidentiality

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence. Any discussions will be conducted under the terms of a formal nondisclosure agreement.





Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email KScrope.CEO@odgersberndtson.com.



How to Apply

How to apply

To apply candidates should send the following:

- Up to date curriculum vitae
- Supporting statement, no more than 500 words

The preferred method of application is online at www.odgers.com/86544

If you are unable to apply online, please email: Jessica.seymour@odgersberndtson.com

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

Contact details

For a conversation in confidence, please contact:

Hannah Peech
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Tim Roberts
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Hisham El Edrissi Reyahi
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We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact Jessica.seymour@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgersberndtson.com.





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