

Christine Tacon CBE
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I am an experienced executive and non-executive director and a government regulator. I combine strategic leadership with a good, practical understanding of both private and public sectors. I have a strong commercial background initially in fast moving consumer goods, food, farming, retailing and the environment. I have extensive communications and media experience.

Strategic planning	Change management	Board governance	Public/private sector
Environment	Media communications	Engineering	Agriculture

Current Board and Committee roles

Groceries Code Adjudicator, a BEIS Ministerial Appointment (2013-present)

The role was created to encourage, enforce and monitor adherence to the Groceries Supply Code of Practice by the 10 UK grocery retailers with turnover >£1bn in dealing with their direct suppliers. I am an independent regulator with the power to launch investigations and to impose sanctions, including penalties up to 1% of UK turnover. The UK is unique in having a regulator and legally binding Code and I am consulted by other countries facing the same supply chain issues.

- Considerable public profile achieved, building awareness amongst suppliers to raise issues
- Pioneered working in a collaborative way as a regulator, as well as using investigative powers
- Demonstrable success in changing retailer behaviour and improving compliance
- Statutory review concluded the GCA was an “exemplary modern regulator with an international reputation”
- Completed investigation into Tesco plc, launched a second into Co-operative Group in 2018
- Arbitrations conducted as required
- Reduction of suppliers experiencing Code breaches from 8/10 to 4/10 (YouGov survey).

This is a 3 day/week position supported by an office staffed by civil servants on secondment.

Chair Management Development Services (MDS) Ltd (May 2016-present)

An organisation running a 2-year graduate training programme on behalf of its members who are produce growers, processors and retailers in the food chain. Trainees spend four 6-month assignments in member businesses which range from start-ups to multi-national businesses. Currently with 50 trainees and 38 member companies but growing due to high demand for good people.

Anglia Farmers Co-opted Non-Executive Director, Chair of RemCo and NomCo (2012- present)

A £250m farmer-controlled purchasing organisation for its 4000 members across the UK. AF has experienced substantial growth over 10 years.

WET Engineering Ltd (2016- present)

An innovative water solutions business providing cleaner, healthier water in an environmentally friendly way using proprietary and off the shelf water filtration. Starting off in beverages the business has identified significant potential in agriculture and I have been retained as an advisor as they conduct leading edge research with universities and on farm and commercialise the business.

BBC Rural Affairs Advisory Committee, Chair 3 days p.a. (2005 to present)

The meetings are attended by producers and researchers of programmes such as BBC News, Costing the Earth and Countryfile. Our role is to ensure the programmes remain topical and accurate.

Previous Board and Taskforce Memberships

Natural Environment Research Council (NERC) Member (2012-2017)

NED Met Office 2013-2106 (Board and member of Audit and Risk Committee, RemCo and NomCo)

NED Ursula Agriculture 2013-2016 a technology start-up analysing satellite and drone data

Governor Harper Adams University 2012-2016

Chair Food and Drink Engineering Forum 2012-2014 across IMechE, IChemE, IBD, IFST, IET

Chair 2011 Oxford Farming Conference, Director 2009-2011

NED Farmway 2012-2013, a farm supply business which we sold

NED Rural Payments Agency, Audit & Risk Committee member DEFRA 2001-2009

Public Member Network Rail 2012-2015

DEFRA Regulatory Challenge Panel Member 2011- 2015, including legislation on water abstraction

Member Living with Environmental Change (LWEC) Business Advisory Board 2012-2014

Member Rabobank Agricultural Advisory Board 2004-2011

Member Implementation Group of the Strategy for the Future of Food and Farming DEFRA 2003-2006

Trustee Forum for the Future 2003-2006

Executive experience 1982 to 2012

11 years in the Co-operative Group as Managing Director of the Co-operative Farms (now owned by the Wellcome Trust), including a year on the Co-operative Food Executive Board

- Credited with turning around the farming business, losing £6m p.a, to one of the most respected farming businesses in the UK, in 2011 making £6m profit
- Integrated production vertically into packing and branded produce in Co-op stores
- Encouraged co-operation in machinery sharing, input purchasing and focus on R&D
- Initiated the award-winning "From Farm to Fork" project which had over 250k school children spend an educational day on a farm and Habitat Heroes, a project enhancing the environment for red-listed species on the farms
- The Co-op farm business sold at £50m premium to the value of the land, which I perceive as the value I added

12 years in fast moving consumer goods: brand management with Mars Confectionery and Vodafone and Marketing Director at Anchor Foods (now Fonterra)

- Launched the Tracker brand at Mars Confectionery and created the Milky Way advertising still known to children today (through You Tube). Was one of the first engineers to be recruited into marketing and used my analysis of data to make significant differences in strategy.
- Created the Free-Range butter campaign for Anchor which ran for 15 years
- Worked as a consultant for Vodafone for a year on their National Lottery bid

5 years in engineering with Coats Viyella (Germany, France, UK) and Marketing Director, Redland Bricks

- 3 years at Coats Viyella in Dynacast, the high precision zinc die-casting subsidiary mainly supplying the motor industry. Trainee then Quality Assurance Manager
- Redland Bricks was owned by Redland plc, I was the only female director in the plc. I used traditional marketing skills to increase margins considerably in the bricks business.

The Co-operative Group, Managing Director Co-operative Farms	2000-2012
New Zealand Dairy Board (now Fonterra), Commercial Director Anchor Foods UK	1996-2000
Redland Plc, Marketing Director Redland Bricks	1994-1996
Vodafone, Marketing Consultant to National Lottery Bid	1993-1994
Wang UK, Marketing Director (word processors)	1992-1993
Mars Confectionery, Marketing Manager, Production Planner	1985-1992
Coats Viyella, Quality Manager Dynacast UK, Trainee Dynacast Germany, France	1982-1985

Awards/Education/Interests

Women in Agribusiness Demeter Award of Excellence (Awarded in Denver, USA) 2018
Honorary Professor, Harper Adams University 2016
Doctor of Science, Honoris Causa, Cranfield University 2014
CBE for Services to Agriculture in 2004
Chartered Engineer, FIMechE, FIAgrE, FRSA, FRAgS, Chartered Environmentalist
MBA Cranfield University
MEng and MA Cambridge University, Production Engineering
Fluent French and German speaker, basic Spanish
Vintage and veteran cars: participant in London to Brighton Veteran Car Run in a 1903 Autocar.
Enjoy narrowboating, dog-walking, vegetable growing, theatre, skiing and adventure holidays.