



Department
for Environment
Food & Rural Affairs



Appointment of three Board Members of the Environment Agency

Briefing pack for applicants

Closing Date: 12 noon, 2 June 2021

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Message to candidates

Dear Candidate,

The Environment Agency's purpose is to create better places for people and wildlife, and promote sustainable development.

We are accountable to Parliament through Defra and are their biggest non-departmental public body, with around 10,600 staff and an annual budget of approximately £1.4 billion.



As a Board member you will be making decisions that will help the country on its journey to net zero. You will be working across sectors and government departments to capitalise on the opportunities presented by the new Environment Bill, increasing sustainable and clean development, protecting nature and increasing climate resilience.

The Environment Agency's expertise spans science, local knowledge, practice and finance. The Board can help government, businesses and communities to understand the benefits of particular environmental measures, as well as the risks of not acting.

The Environment Agency is committed to having an inclusive culture. We have an ambition to be the best employer for equality, diversity and inclusion in the country. Being a more inclusive organisation that is representative of the communities we serve leads to better outcomes for the environment and communities. We are a place-based organisation and it is important that our Board members bring a regional presence and local understanding.

Members of the Environment Agency Board must be advocates for environmental sustainability and for climate resilience. We are looking for people with knowledge and experience in land management, and flood and coastal erosion risk management.

Given the Environment Agency's commitment to achieve net zero by 2030, we would encourage all candidates to consider joining Chapter Zero, the network for non-executives committed to developing their knowledge of the implications of climate change for UK business.

Thank you for your interest in becoming a member of the Environment Agency Board. I look forward to hearing from you.

Very best wishes,

Emma Howard Boyd, Chair of the Environment Agency

Defra mission statement

The Defra group is here to make our air purer, our water cleaner, our land greener, and our food more sustainable. Our mission is to restore and enhance the environment for future generations, and to leave the environment in a better state.

This matters because enhancing nature and green spaces enhances lives and livelihoods, contributing to a strong economy. Our wellbeing, our physical and mental health, our love of place and landscape, and our intrinsic need for beauty, awe and wonder, are all intimately bound up with a thriving natural environment.

Appointing high-calibre people from diverse backgrounds with relevant skills, knowledge and experience to the boards of our public bodies will help us to ensure that our work is more effective, resilient and accountable.

Equal Opportunities

UK government has a policy of equality of opportunity. We aim to promote equal opportunity policies whereby no one suffers unfair discrimination either directly or indirectly, or harassment, 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 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 this [link](#). If a person with disabilities is put at a disadvantage compared to a nondisabled 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 apply and submit your application](#)' section below.

About the Environment Agency

The Environment Agency is the leading public body for protecting and improving the environment in England. The Environment Agency's vision is to create better places for people and wildlife and support sustainable development. It has three main business areas:

- flood and coastal erosion risk management;
- water, land and biodiversity;
- regulation of industry.

The Environment Agency is Defra's largest non-departmental public body, employs around 10,600 staff and has an annual budget of approximately £1.4 billion. Its staff and offices are based throughout England in 14 operational areas with head offices in Bristol and London.

Having been established in 1996, the Environment Agency has been protecting and improving the environment for over 20 years. Its remit covers about 13 million hectares of

land, 22,000 miles of river, 3,100 miles of coastline and 2 million hectares of coastal waters.

Defra is responsible for the Environment Agency's activities and provides most of its funding. The Environment Agency also works closely with other government departments such as the Department for Business, Energy and Industrial Strategy and the Ministry for Housing, Communities and Local Government.

The Environment Agency works with government, local councils, businesses, civil society groups and communities. Staff in local offices work closely with organisations and communities to improve the local environment and encourage sustainable development.

A map of the Environment Agency's operational areas is at [Annex A](#).

Further information about the Environment Agency can be found on [GOV.UK](#).

About the Board

The Environment Agency Board:

- sets the strategy, drives performance and holds the organisation to account;
- promotes positive and constructive relationships with stakeholders;
- focuses on building consensus and finding practical solutions;
- supports and encourages the executive team and staff through constructive challenge and celebrating success;
- provides stewardship for public funds and environmental outcomes.

The Board is made up of a Chair, Chief Executive and up to 14 other members.

[Annex B](#) contains a list of the current Board members.

The Board has a collegiate style. It works with the Environment Agency's executive directors to bring a range of knowledge, expertise and insight to the organisation and horizon scans for future opportunities and risks.

The Board is directly accountable to ministers for all aspects of the Environment Agency and its performance. Ministers provide guidance and direction and expect the Board to ensure that the organisation fulfils its statutory duties and operates with propriety,

regularity, economy, efficiency and effectiveness.

You can find the specific responsibilities of the Board in the Environment Agency's [Framework Document](#).

Board members:

- provide senior strategic leadership to help the organisation focus on creating a better place through the new [national flood and coastal erosion risk management strategy](#), climate resilience, the road to net zero and sustainable growth;
- provide relevant professional insight into key corporate or operational business issues;
- attend Board meetings and attend and chair Board committees;
- represent the Environment Agency externally;
- serve as a lead member for one or more of the Environment Agency's operational areas, supporting senior staff on the delivery of national and local priorities.

The successful candidates must abide by the Nolan principles of public service (attached at [Annex D](#)) and the [Code of Conduct for Board Members](#).

Role specification

The Secretary of State, working closely with the Chair of the Environment Agency, is seeking to appoint three new members to the Board of the Environment Agency. We are looking to appoint two members with expertise in flood and coastal erosion risk management, and one member with expertise in land management.

The Secretary of State wants to attract high-calibre and forward-thinking applicants from diverse backgrounds. Applicants will need to demonstrate they are able to carry out a full range of non-executive responsibilities and have relevant skills, knowledge and expertise.

Board members have the opportunity to shape the strategic vision of the Environment Agency and think in different ways putting net zero, climate adaptation and innovative finance at the heart of its ambitions.

The Environment Agency is a place-based organisation and its Board needs to reflect the communities it represents. We welcome candidates with diverse backgrounds and who can bring a regional perspective and a local understanding. We welcome applications from those who can represent all regions across England, particularly the North.

Flood and coastal erosion risk management role (x 2)

The new £5.2 billion flood and coastal defence programme for England began in April 2021. In July 2020 the Environment Agency launched the new [National flood and coastal erosion risk management strategy for England](#), which sets out a vision of a nation ready for, and resilient to, flooding and coastal change.

We are seeking candidates with flood and coastal erosion risk management skills and experience in either of the following:

- innovative civil engineering and/or local infrastructure delivery to give robust governance and oversight for the increased capital investment programme, the implementation of the flood strategy and climate adaptation
- a focus on place-making, integrated water management and practical delivery with local partners.

Land management role (x 1)

We are interested in candidates who have experience across rural and urban land management, built from an understanding of agriculture or water management and the policy expertise to support these.

Essential criteria

The Secretary of State is seeking to attract high-calibre applicants from a range of diverse backgrounds who can discharge the full range of non-executive responsibilities.

Candidates must be able to demonstrate all the following essential criteria:

- A demonstrable commitment to the Environment Agency's role in protecting and improving the environment, reducing the risk to communities from flooding and coastal erosion, and promoting sustainable development.
- An ability to question, challenge constructively and influence decision-making as part of the governance of a large organisation, bringing a diversity of opinions and views.
- An ability to analyse issues at a strategic level in ways which are impartial, creative and focused on finding solutions.
- A demonstrable commitment to equality, diversity and inclusion.
- A proven ability to influence and engage a strong and diverse network of people and organisations, and the ability to inspire confidence in stakeholders at all levels.

Candidates must have skills and expertise in one of the following areas, as outlined in the [role specification](#):

- Flood and coastal erosion risk management
- Land management

Equality, Diversity and Inclusion

If you are interested in this role, but unsure if you have the necessary experience, please read this blog by the Public Appointments Commissioner:

<https://publicappointmentscommissioner.independent.gov.uk/valuing-diversity/>

Time commitment and term of office

The successful candidates will be expected to make a time commitment of four days per month, which will include preparation and participation in Board meetings, and any other responsibilities as agreed with the Chair. The Board meets approximately eight times per year and Board committees meet four times per year.

Board meetings will take place at locations around the country, including London and Bristol on a regular basis.

Initial Appointment will be for three or four years. A further reappointment of three or four years may be made subject to satisfactory performance assessment and will be at the discretion of Ministers.

Remuneration and expenses

The remuneration is £350 per day.

Reasonable travel expenses are also paid. This role is non-pensionable.

Portfolio and remit

Your portfolio will be reviewed and agreed on an annual basis. Typically, you may be:

- a member of two or three of the Board's five committees and/or a chair of one of the committees (information on the purpose of each Board committee is given in [Annex C](#)) – these roles should rotate over two-to-three-year periods;
- a designated champion for a particular issue, especially where you have a particular technical expertise.

You will also be the lead Board Member for one or more of the Environment Agency's 14 operational areas.

You will be expected to take an active and visible role representing the Board to area staff and stakeholders, which will involve some travel within England.

Recruitment process

The closing date for applications is **noon on 2 June 2021**. We expect to have shortlisted by **11 June**, with Panel interviews on **13, 14, 15 and 20 July**.

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](#). Please also specify for which role you are applying.

The Advisory Assessment Panel will consist of Georgina Collins (Director, Floods and Water) as chair, Emma Howard Boyd (Environment Agency Chair), and Dipesh Shah (Chair, Highways England) and

Matthew Campbell-Hill (Non-Executive Director at the Driver and Vehicle Standards Agency) as the independent panel members. At the shortlist meeting the Panel will assess each application against the essential criteria in order to decide who to invite for interview.

Interviews are expected to take place at via video conferencing and will last for approximately 45 minutes. Further details about the format will be provided to you in advance.

These are Ministerial appointments and all candidates deemed appointable by the Panel may meet with the Minister before a final decision is made.

How to apply and submit your application

To apply, please send:

- a CV of no more than two sides of A4;
- a supporting statement of no more than 1,000 words, setting out how you meet the [essential criteria](#), making sure you refer to the contents of this document and provide specific examples. Include either flood and coastal erosion risk management or land management as an area of expertise.
- e-mail addresses for two referees;
- completed diversity and political activity monitoring form;
- completed conflicts of interest, conduct and advertising monitoring form (please note the section on [conflicts of interest and due diligence](#) below).

If you have any questions about the appointments process please contact Alex Reid, Public Appointments Team on 0208 0267248 or email publicappts@defra.gov.uk

For an informal discussion about the role please contact Beth de Gatacre, Government Relations Team, Environment Agency on 0203 0255495 or email beth.deGatacre@environment-agency.gov.uk

Completed applications should be emailed to publicappts@defra.gov.uk by the closing date 12:00 (midday) on 2 June quoting reference APPT14-21

Ineligibility criteria

You cannot be considered for a public appointment if:

- you become or are declared 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.

Conflicts of interest and due diligence

If you have any interests that might be relevant to the work of the Environment Agency, 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.

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/>

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/gov

[ernance 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/complaints/>

Data protection

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 the Privacy Notice accessible through the Cabinet Office's Public Appointments Website (<https://publicappointments.cabinetoffice.gov.uk>) or request a copy of Defra's Public Appointments Privacy Notice from publicappts@defra.gov.uk.

Annex A – Environment Agency areas

Our areas



North

- 1 North East (NEA)
- 2 Cumbria and Lancashire (CLA)
- 3 Yorkshire (YOR)
- 4 Greater Manchester, Merseyside and Cheshire (GMC)

West and Central

- 5 Lincolnshire and Northamptonshire (LNA)
- 6 East Midlands (EMD)
- 7 West Midlands (WMD)
- 8 Wessex (WSX)
- 9 Devon, Cornwall and the Isles of Scilly (DCS)

South East

- 10 East Anglia (EAN)
- 11 Thames (THM)
- 12 Hertfordshire and North London (HNL)
- 13 Kent, South London and East Sussex (KSL)
- 14 Solent and South Downs (SSD)

NB: Greater London Environment Team operates as part of the South East



Annex B – Current membership of the Board

Emma Howard Boyd (Chair) is an ex-officio board member of Defra and the UK Commissioner to the Global Commission on Adaptation. Emma serves on a number of boards and advisory committees which include ShareAction, Menhaden Plc, The Prince's Accounting for Sustainability Project and the Green Finance Institute. She has worked in financial services for over 25 years, in corporate finance and fund management. As Director of Stewardship at Jupiter Asset Management until July 2014, Emma was integral to the development of their expertise in the corporate governance and sustainability fields.

Richard Macdonald (Deputy Chair) has a strong farming background and was the Director General of the National Farmers' Union from 1996 - 2009. He was the Chair of the Better Regulation Task Force taking on responsibility for its implementation. Richard is Chairman of Sidia (a social impact business in Kenya) and the Vice Chairman of the National Institute for Agricultural Botany (NIAB).

Maria Adebowale-Schwarte is an urban place and renewal expert, focusing on the environment, local economic and social prosperity, green spaces, cross-sector collaboration and community participation. Maria is Commissioner to the London Sustainable Development Commission and Executive Director at the Foundation for Future London. She is the Founder of the Living Space Project and a co-founder of the UK Placemaking Network. Maria was the first recipient of the Clore Social Leadership Environment Fellowship and her prior appointments include Commissioner of the UK Sustainable Development Commission and Commissioner of English Heritage. She has served on a number of advisory committees for Defra, MHCLG, Natural England, Big Lottery Fund, Joint Ministerial Task Force on Climate Change and Nesta. Maria is a patron of the UK Environmental Law Association, an ambassador of the Women's Environment Network and a board member of the National Lottery Community Fund.

Judith Batchelar is Director of Sainsbury's Brand, Corporate Responsibility and Public Affairs at J Sainsbury plc. Judith is also Deputy Chair of Farm Africa, a Non-Executive Director of the Rugby Players Association, Chair of the Advisory Board at BBSRC on Transforming Food Production, and Chair of the Food and Drink Sector Council Innovation Working Group. She is also an Ambassador for the Woodland Trust. From 2013 to 2018 she was Co-Chair of the Agri-food Technology Leadership Council. Judith was appointed OBE in 2015 for services to food and farming.

Dr Stewart Davies is Chair of the Sustainable Development Partnership for the City of Bradford Metropolitan District. He was formerly Chair of the Environmental Services Association and the Innovation Advisory Board at the Natural Environment Research Council, having served on the board of Innovate UK and the Sustainable Development Commission.

Annex B – continued

Ines Faden da Silva is group treasurer at Tideway, a regulated utility and the company building London's super sewer. Tideway has issued £1.7 billion of sustainable finance, including seventeen green bonds in public and private markets, a green US private placement and a sustainability linked revolving credit facility. Prior to Tideway, Ines worked for Citigroup where she advised and arranged financing for infrastructure and energy projects and later managed a portfolio of structured assets.

Professor Lynne Frostick is both a chartered geologist and a geographer with an academic background in environmental science. She was Professor of Physical Geography at Hull University from 1996 to 2014 and is now Professor Emerita. She has published over 100 papers and books on environmental physics, modelling and hydraulic engineering. She was the first female Honorary Secretary (1988 - 1991) and second female President (2008-10) of the Geological Society of London. She was a member of the North East Regional Environmental Protection Advisory Committee (1997 - 2006) and a leading member of the 2007 independent Hull Flood Review Group. In 2009, she was named both Yorkshire's environmental champion and Woman of Outstanding Achievement for leadership in Science, Technology, Engineering and Mathematics (STEM). She chaired the Government's Expert Group for Women in STEM for 8 years and sat on the Athena Swan committee based in the Royal Society. She has been awarded an honorary DSc by both Royal Holloway University, London and the University of Hull. Lynne joined the Board of the Environment Agency in 2015.

Robert Gould was Leader of Dorset County Council from 2014 to 2017 and a member from 2009 to 2017. He was a member of West Dorset District Council until 2019 and was Leader from 2004 to 2014. Robert was a member of the Local Government Association's Improvement and Innovation Board from 2015 to 2017. He was Board Member of the Dorset Local Enterprise Partnership from 2014 to 2017 and was Vice-Chairman of South West Councils from 2015 to 2017. He previously managed the family farm after working in industry and property management.

John Lelliott retired as Chief Financial Officer of the Crown Estate in 2016. He is currently a Board Member of the Covent Garden Market Authority where he chairs the Audit and Risk Committee. He is also Chair of the Natural Capital Coalition and Non-Executive Director of the Royal Bournemouth and Christchurch Hospital Foundation Trust where he chairs the Finance Committee and is a member of the Audit Committee. John is a member of H.R.M the Prince of Wales AHS Advisory Council and is also a chair of the A.C.C.A Global Forum of Sustainability. John was appointed OBE in 2017 for services to the Crown Estate and the voluntary sector.

Caroline Mason is Chief Executive of the Esmée Fairbairn Foundation, one of the UK's largest independent grant-making foundations. She was previously Chief Operating Officer of Big Society Capital and Chief Operating Officer of Charity Bank. Before that she was co-founder of Investing for Good, a social investment advisory firm and one of the first Community Interest Companies. Before

Annex B – continued

joining the social sector, Caroline had an eighteen-year track record of creative and innovative product development in the financial services sector. Caroline was appointed CBE in 2013 for services to social investment.

Lilli Matson has worked for Transport for London since 2006, currently as Chief Officer of Safety, Health & Environment, delivering the Mayor's Transport Strategy, the Vision Zero Action plan for London and working to address the climate crisis and to ensure TfL's environmental performance is exemplary. Previously Lilli was a member of the UK Government's Commission for Integrated Transport and ran her own transport consultancy, leading major projects on sustainable transport for a range of clients.

Annex C – Board committees

Audit and Risk Assurance Committee oversees the work of internal and external audit and ensures that the Environment Agency has effective controls in place to manage operational, financial, reputational and other risks.

Environment and Business Committee has the principal aim of advising the Board on the approach and delivery of the regulated industry and non-flood water and land business responsibilities of the Environment Agency.

Flood and Coastal Risk Management Committee advises the Board on flood and coastal risk management responsibilities including the allocation of funding for flood and coastal risk management.

Pensions Committee has a principal aim to consider and advise the Board on all pension-related issues and is the board of trustees for the Closed and Active Pension Funds.

People and Pay Committee considers any matters relating to the pay or remuneration of Environment Agency employees and in particular that of the Chief Executive and Executive Directors. It also advises on any matters relating to human resources.

Annex D – 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.



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