



Department  
for Environment  
Food & Rural Affairs



# Appointment of the Chair of the Environment Agency

## Briefing pack for applicants

Closing Date: 12:00 on 24 March 2022

Reference: 85180



---

# Contents

---

Message to candidates .....	2
Defra mission statement .....	3
About the Environment Agency.....	4
About the Board .....	5
Role specification.....	6
Essential criteria.....	7
Terms of appointment of office.....	8
Recruitment process .....	8
How to apply and submit your application.....	9
Ineligibility criteria.....	10
Conflicts of interest and due diligence .....	10
The Commissioner for Public Appointments .....	11
Data protection.....	11
Annex A – Environment Agency areas .....	12
Annex B – Current membership of the Board .....	13
Annex C – Board committees .....	16
Annex D – The seven principles of public life.....	17

---

# Message to candidates

---

The Environment Agency is at the heart of the Government's work to create a better environment for people and for nature and to adapt to climate change. It works to create better places for people and wildlife and support sustainable development. It protects people, homes, and businesses by reducing the risk of flooding and helps communities recover when floods do happen. It helps to create new habitats, protecting and improving the quality of our water, land, and air to ensure a cleaner, healthier environment which benefits people, wildlife, and promotes sustainable development.

The Environment Agency Chair will provide overall leadership and strategic vision for the Board of the Environment Agency. The right candidate will have experience in leading a complex, high-profile organisation, the ability to build and maintain productive and collaborative relationships, excellent communication skills, the capability to ensure effective strategic oversight of large-scale infrastructure projects, and a commitment to enhancing our environment. The Chair will play a critical role in delivering the Government's 25 Year Environment Plan, implementing the Environment Act which sets the course for how we will improve air and water quality, tackle waste, increase recycling, halt the decline of species, and improve our natural environment, and adapting to the increased risks of drought and flooding to homes and businesses, and the threat to fragile habitats, caused by climate change.

**RT HON GEORGE EUSTICE MP,  
Secretary of State for Environment, Food and Rural Affairs**



---

# 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 The Department for Levelling Up, Housing and Communities.

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

---

As Chair, you will provide overall leadership and strategic vision for the Board of the Environment Agency. You will understand the environment and its importance to everyone. You will improve the environment and grow the rural economy and business. You will be able to balance priorities and command confidence and respect at the highest level with Ministers across Government and partners.

You will promote a positive and constructive relationship with everyone that works with the Environment Agency including local government and local communities, business and industry and other interest groups. Providing excellent customer service, and being a visible leader, will be core to your role.

Strong leadership in the context of change and transition will be essential while maintaining a clear focus, ensuring business continuity, and delivering the Environment Agency's priorities within a tight fiscal period.

## Principal Accountabilities

- Responsibility to the Secretary of State for the overall leadership, direction, and effectiveness of the Environment Agency, ensuring that its policies and actions are in line with Government's strategic priorities and its affairs are conducted with probity.
- Be a visible leader, particularly during emergencies, and, alongside the Chief Executive, represent the Environment Agency to Parliament and Government Ministers, senior representatives of partner organisations. You will represent the EA in the media, promoting excellent relations, explaining the Environment Agency's work to a range of audiences.
- Chair the Board and manage the business of the Board: ensure that Board membership, in terms of its composition and capability, is aligned with the challenges facing the organisation; ensure that performance of individual members of the Board and its committees is evaluated annually; and ensure the effective utilisation of the skills of Board members, both individually and in teams.
- Ensure that the Board has accurate and clear financial information, is aware of and can demonstrate achievements, understands the cost and benefits of what the Agency does, and is advised of future developments and trends.
- Ensure the EA fulfils its legal duties, provides excellent services to its customers, and delivers its various tasks on behalf of the government and the country at large.
- Ensure that each person in the organisation and board feels valued and respected, and that the diversity of the organisation represents the communities it serves.
- Hold the Chief Executive and the rest of the Environment Agency executive to account for delivery and provide constructive challenge on their decisions and performance.
- Responsible to the Secretary of State who will assess performance annually
- Be an ex officio member of the Defra Board.

---

# Essential criteria

---

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

1. Experience in the strategic leadership of a complex, high-profile organisation under media, political and stakeholder scrutiny, particularly through periods of change.
2. The ability to develop collaborative and productive relationships – with board members, senior leadership, ministers, and colleagues in other organisations.
3. Excellent communication skills, judgement, discretion, and political sensitivity.
4. The capability to ensure effective strategic oversight and delivery of large-scale infrastructure projects.
5. A demonstrable commitment to protect and enhance the environment.

Successful candidates must abide by the Nolan principles of public service (attached at [Annex D](#)), the [Code of Conduct for Board Members](#) and demonstrate the [12 Principles of Governance for all Public Body NEDs](#).

## 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.



---

# Terms of appointment of office

---

The remuneration for the role is £100,000 for a time commitment of 3½ days a week. Expenses are payable for expenditure reasonably and necessarily incurred on behalf of the Environment Agency and in accordance with the travel and expenses policy.

The appointment is expected to be for three or four years. In accordance with the Governance Code on Public Appointments, Ministers may extend the terms of public appointees for a second or third term. However, any reappointment will be subject to a good performance assessment by

Ministers and will be at the discretion of the Secretary of State. The appointee may resign by giving three months' notice in writing to the Secretary of State. The Secretary of State may terminate the appointment under certain conditions, which will be notified to the successful candidate on appointment.

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.

## Recruitment process

The closing date for applications is **12:00 noon on 24 March 2022**. We expect to have shortlisted by w/c 11 April, with Panel interviews in May.

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](#).

The Advisory Assessment Panel will consist of:

- Tamara Finkelstein (Defra Permanent Secretary) as chair
- Peter Unwin (Natural England Member)
- Nick Smallwood (Infrastructure Projects Authority CEO) as the Senior Independent Panel Member.

At the meeting the Panel will assess each application against the essential criteria to decide who to invite for interview.

Interviews are expected to take place at Defra's offices in Westminster. 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 Secretary of State before a final decision is made.

Candidates should be aware that the preferred candidate for the post of Chair will be required to appear before the Environment, Food and Rural Affairs Select Committee prior to appointment. Guidance on pre-appointment scrutiny hearings can be found [here](#).

---

# How to apply and submit your application

---

The recruitment process is being undertaken by Odgers Berndtson on behalf of the Defra. If you wish to apply for this position, please supply the following:

- A **comprehensive CV** setting out your career history, with responsibilities and achievements.
- A **covering letter** (maximum two sides of A4) highlighting your suitability and setting out how you meet the person specification. Please note that the covering letter is an important part of your application and is as much the means by which you will be assessed as your CV.
- Diversity Monitoring Form – once you have completed your application, you will receive an automatically generated email asking you to complete a Diversity Monitoring Form. Your Diversity Monitoring Form will be stored separately from your application and will play no part in the selection process.
- Political Activity/Conflicts of Interest Questionnaire – this can be downloaded as part of the application process at [www.odgers.com/85180](http://www.odgers.com/85180).

Please return the Political Activity/Conflicts of Interest Questionnaire to

[anne.neill@odgersberndtson.com](mailto:anne.neill@odgersberndtson.com)

All applications will receive an automated response.

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:

[anne.neill@odgersberndtson.com](mailto:anne.neill@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 at:

[response.manager@odgersberndtson.com](mailto:response.manager@odgersberndtson.com).

## Contact

If you would like an informal conversation about this role, please contact Laura Spurgin on +44 20 7529 1072 or

[laura.spurgin@odgersberndtson.com](mailto:laura.spurgin@odgersberndtson.com)

or Rebecca Royle on + 44 20 7529 3054 or [rebecca.royle@odgersberndtson.com](mailto:rebecca.royle@odgersberndtson.com)

The preferred method of application is online at: [www.odgers.com/85180](http://www.odgers.com/85180)

If you are unable to apply online please email: [anne.neill@odgersberndtson.com](mailto:anne.neill@odgersberndtson.com)

---

## 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 Odgers Berndtson.

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](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](mailto: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 (outgoing 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, The Department for Levelling Up, Housing and Communities, 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.

---

## Annex B – continued

---

**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 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.

**Sarah Mukherjee** is Chief Executive of IEMA (Institute for Environmental Management and Assessment). She was the BBC's

Environment Correspondent for many years, presenting on national and international BBC radio and television news, working – and winning awards - across the world. Since leaving the Corporation, she has had leadership roles in utilities and agriculture. She was a panel member for the National Parks Review and sits on the National Food Strategy Advisory Panel. She is a Trustee of the Woodland Trust, a governor of Harper Adams University and is Co-Chair of the Oxford Farming Conference. Sarah was awarded an MBE for her services to agriculture and farmer well-being earlier this year.

**Mark Suthern** was formerly the Managing Director & National Head of Agriculture & Landed Estates at Barclays UK Plc focused on Farming, Agri-Tech, Sustainability Energy & the Environment. Mark is a non-Executive member of the Rural Payments Agency Advisory Management Board and its Audit & Risk Assurance Committee. He is an external Advisor for FixOurFood and a member of The Ceres Agri-Tech Investment Committee. Mark is the Chair of the Board of Trustees for The Farming Community Network charity and Trustee for the Institute of Agricultural Management. Mark is also a Lay-Canon and member of the Chapter at Lincoln Cathedral.

---

## 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

---

## 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.

## 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.



Department  
for Environment  
Food & Rural Affairs

