House of Commons
Environment, Food and Rural Affairs Committee

Appointment of the Chair of the Environment Agency

Third Report of Session 2014–15

Report, together with formal minutes relating to the report

Oral evidence is available on the Committee website at www.parliament.uk/efracom

Ordered by the House of Commons
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Environment, Food and Rural Affairs Committee

The Environment, Food and Rural Affairs Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of the Department for Environment, Food and Rural Affairs and its associated bodies.

Current membership
Miss Anne McIntosh (Conservative, Thirsk and Malton) (Chair)
Richard Drax (Conservative, South Dorset)
Jim Fitzpatrick (Labour, Poplar and Limehouse)
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Neil Parish (Conservative, Tiverton and Honiton)
Ms Margaret Ritchie (Social Democratic and Labour Party, South Down)
Mr Mark Spencer (Conservative, Sherwood)
Roger Williams (Liberal Democrat, Brecon and Radnorshire)

Powers
The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No 152. These are available on the internet via www.parliament.uk.

Publication
Committee reports are published on the Committee's website at www.parliament.uk/efracom and by The Stationery Office by Order of the House.

Evidence relating to this report is published on the Committee’s website at www.parliament.uk/efracom.

Committee staff
The current staff of the Committee are David Weir (Clerk), Anna Dickson (Second Clerk), Sara Priestley (Committee Specialist—Environment), Boaz Nathanson (Committee Specialist—Agriculture), Clare Genis (Senior Committee Assistant), Lisa Stead (Committee Assistant) and Hannah Pearce (Media Officer).

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1 Introduction

Pre-appointment hearings

1. The post of Chair of the Environment Agency is one of the positions to which the procedure for pre-appointment Parliamentary scrutiny applies.

2. The Secretary of State for the Environment, Food and Rural Affairs, Rt Hon. Owen Paterson MP, wrote to the Chair on 5 June 2014 to indicate that Philip Dilley had been identified as the preferred candidate for the post of Chair of the Environment Agency. We were pleased to have the opportunity to question Mr Dilley prior to his appointment.

2 Background to the post

Environment Agency

3. The Environment Agency was established in 1996 to protect and improve the environment. It has around 10,600 employees and its planned resource budget for 2014/15 is £1.095 billion, of which £676 million comes in government funding (the remainder being income from charges, such as abstraction licences and FCRM levies).

Its principal responsibilities are:

- Regulating major industry and waste;
- treatment of contaminated land;
- flood and coastal risk management;
- water quality and resources;
- fisheries;
- inland river, estuary and harbour navigations; and
- conservation and ecology

4. The Agency has three primary roles: as a major environmental regulator, as an operator in the environmental field, and as a major public advisory body.

5. Much environmental legislation in the UK derives from European directives, which the Environment Agency is charged with implementing. It uses permits, authorisations and consents to set the conditions that operators, such as power stations, the chemicals industry, food and drink manufacturers and farms, must comply with so that their activities do not adversely impact on people and the environment. It also regulates water
abstraction for drinking water, irrigation and industry, commercial fisheries and license anglers and boat users.

6. As an actor in the environmental field, the Environment Agency plays a central role in managing flood risk, with a strategic overview role for flood risk management from all sources, including rivers, the sea, groundwater, reservoirs and surface water. It works in partnership with local authorities, who are responsible for managing flood risk from surface water and smaller local watercourses.

7. Thirdly, the Agency acts as independent adviser on environmental matters, within government and more widely. It advises government on developing legislation and policy, and it is a statutory consultee for land use planning as well as advising local authorities on planning to prevent inappropriate new development in flood plains.

The role of the Chair of the Environment Agency

8. The recruitment information provided to candidates for the post outlined the role of the Chair of the Environment Agency and the qualities required as follows:

As Chairman, you will provide overall leadership and strategic vision for the Board of the Environment Agency, which delivers Government policy for protecting and enhancing the environment in England.

The Environment Agency tackles many critical issues, including ensuring there is enough water for people and wildlife, pollution prevention and flood defence. It is also responsible for incentivising business energy efficiency and cost-effective carbon reduction and carrying out proportionate pollution regulation. As Chairman, you will understand the environment and its importance to everyone. You will help 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, planners and developers, and a wide range of other interest groups. Providing excellent customer service will be core to your role.

This is a dynamic period for the Environment Agency and a significant challenge will be to deliver the Environment Agency’s priorities within a tight fiscal period. Supporting the executive team to prioritise resources and drive forward further efficiencies will be key to delivering the best value to the tax payer.

The successful candidate will have a keen interest and understanding of the environmental priorities for England and in driving sustainable development.
The Environment Agency is going through a period of substantial reform. Strong leadership in the context of change and transition will be essential while maintaining a clear focus and ensuring business continuity across a range of areas. You will also implement the conclusions of the joint Triennial Review of the Environment Agency and Natural England. This will involve in particular delivering a joint plan for driving further integration between the two bodies, continuing to drive the improvements in culture and ways of working as well as working closely across the Defra network in various ways, including the sharing of services with the wider Defra network.

**Principal Accountabilities**

- manage the business of the Board, ensuring that Board membership is aligned with the challenges facing the organisation; and that the skills of Board members, both individually and in teams, are used effectively.

- ensure that the Board has accurate and clear financial information and is advised of all achievements and likely future developments and trends.

- oversee and make a strong contribution to the Environment Agency’s corporate strategy, acting as a sounding board for the Chief Executive who will involve the Board in the development of new strategic plans, and implement the NE/EA Triennial Review.

- be the principal public face representing the Environment Agency to Parliament and Government Ministers, senior representatives of partner organisations, with the media and promoting excellent relations, explaining the Environment Agency’s work to a range of audiences.

- take responsibility for building and maintaining an effective Board, in particular ensuring that the correct governance arrangements are in place, and ensuring that the performance of individual members of the Board and its committees is evaluated annually.

- support and encourage the Chief Executive and their staff in their roles, but also, as required, constructively challenge the Chief Executive’s decisions and recommendations.

**Person Specification**

The candidate will need to effectively lead the Board and the organisation and have the interpersonal skills to engage effectively with a wide cross section of people and organisations. The candidate will help improve the environment and grow the rural economy and business. The candidate will be able to demonstrate:

- Strong leadership;
- Excellent ambassadorial qualities;
- Clear strategic and creative thinking;
- A collaborative style, being a team player, ready to work with partners across sectors to deliver Government’s long term objectives for the natural environment and the public benefit it brings; and
- Probity, integrity and a commitment to public service values.

3 The recruitment process

9. The appointment of the Chair of the Environment Agency is regulated by the Commissioner for Public Appointments and the process was conducted in line with the Office of the Commissioner for Public Appointments (OCPA) requirements and the Commissioner’s Code of Practice.

10. Defra has provided the following information about the process followed for the recruitment:

   The recruitment competition opened on 17 December 2013 and the post was advertised at £60,632 based on 2 days per week in *The Times* and *Sunday Times*, as well as online (GatenbySanderson, Cabinet Office and Environment Agency websites).

   Our retained recruitment consultants, GatenbySanderson were also asked to search for candidates.

   The closing date was extended twice to maximise the strength and diversity of the field and re-advertised with a salary of £100,000 (flat rate) and a time requirement of 2 to 3 days per week.

   The advert finally closed on 5 March 2014 and 59 applications in total were received.

11. Interviews were held in April, with a panel chaired by Margaret Scott, Public Appointments Assessor, and including: Iain Ferguson, Defra non-executive director; Dame Helen Alexander, Chair of the London Port Authority; and Peter Unwin, Defra’s Director General for Policy Delivery.

12. The Secretary of State announced his preferred candidate on 6 June. The statement issued to the press is attached at Appendix 4.

13. **Defra should explain why it was felt necessary, during the recruitment period for the post of Chair of the Environment Agency, to extend the time commitment required from two days a week to two-to-three days a week, and to raise the salary offered from £60,632 to £100,000.**
4  The candidate

Philip Dilley

14. Mr Dilley was until recently the Executive Chairman of Arup, a trust-owned global planning, engineering, and project management consulting group with fee revenues in excess of £1 billion and more than 11,000 staff members. His role carried responsibility for the group performance and brand. Mr Dilley has spent most of his career with the Arup Group. Arup was founded in 1946 with an initial focus on structural engineering, and its major worldwide projects include the Sydney Opera House and the Centre Pompidou in Paris.

15. Mr Dilley is also Chairman of London First, a business membership organisation with the mission to make London the best city in the world in which to do business. It influences national and local government policies and investment decisions to support London’s global competitiveness. He is also a member of the governing council of Imperial College, which carries out undergraduate and post-graduate teaching and research in science, engineering, medicine, and business.

16. From 2011 to 2013, Mr Dilley was a member of the Prime Minister’s Advisory Group, which is comprised of business leaders from sectors of strategic importance to the UK who are invited to provide regular, high-level advice to the Prime Minister on business and economic issues.

17. The CV supplied in his application for the post is attached at Appendix 1.

5  Our questioning

18. Pre-appointment hearings, by necessity, are focused more on the personal qualities of the candidate and his or her suitability for the role proposed than on the policies, administration or spending of the organisation concerned. It would be unfair to expect a detailed knowledge of the Environment Agency’s current programmes and policies at this stage.

19. We sought to question Mr Dilley on: his suitability for the post; his professional qualifications and competence; and his experience of working with the public sector and with Government departments and ministers.

20. We also sought initial views on issues relating to the Environment Agency, including its response to last winter’s flood events, the balance of maintenance and capital spending and the implementation of plans to work more closely with Natural England.
6 Conclusion

21. We are satisfied that Philip Dilley has the professional competence and personal independence required for the post of Chair of the Environment Agency. We therefore encourage the Secretary of State to make the appointment. We wish Mr Dilley every success in his new post.
Appendix 1: Curriculum Vitae

Philip Dilley

Key attributes

• Strong knowledge and understanding of international markets.
• Internationally recognised as an influential business leader.
• Deep understanding of Employee ownership and culture of organisations.
• Very good links to UK government and other public sector bodies.
• Promoter of design and creativity in business including brand awareness.
• Understanding of the construction industry in the UK and internationally.
• Good knowledge of the workings of the real estate and infrastructure markets.
• Regular attendee at the World Economic Forum in Davos.

Current roles and business experience

Executive chairman, Arup group, April 2009–date

Arup is a trust-owned global planning, engineering, and project management consulting group with fee revenues in excess of £1bn, and over 11,000 staff around the world. In my role I have ultimate responsibility for the group performance and brand, reporting to the trustees. My direct reports include the executive heads of our five operating regions, as well as two non-executive directors.

Key achievements

• Ongoing growth despite unprecedented tough market conditions.
• Improved diversity of business activities and geographic balance.
• Promotion of design as a differentiator of Arup.
• Successful positioning of Arup at the highest level of government and policy makers.

Chairman, London First, December 2022–date

London First is a business membership organisation with the mission to make London the best city in the world in which to do business. It influences national and local government policies and investment decisions to support London’s global competitiveness.
In this role I meet and discuss policy with many of our partner members from a range of sectors including banking, property, retail, transport and education. I attend a regular briefing meeting with the London Mayor, host various business events, frequently with government or public service provider guest speakers.

**Member of the governing Council of Imperial College, June 2011–date**

Imperial College is a world renowned British university carrying out undergraduate and post graduate teaching and research in science, engineering, medicine, and business. As a councillor I share responsibility for the strategic direction of the university at a time when the tertiary education and research is in a period of unprecedented funding change.

**Previous roles**

**Member of the Prime Minister's Business Advisory Group, (2011–2013)**

This is a small group of business leaders from sectors of strategic importance to the UK invited to provide regular, high level advice to the Prime Minister on critical business and economic issues facing the country.

**Managing Director of EMEA Region, Arup, (2005–2009)**

In this period Arup's EMEA Region delivered in excess of 50% of the global firm’s revenues, and growing from £250m to £500m. A successfully achieved business goal was for the predominant UK business to grow its international reach, and for the continental Europe business to improve market diversity and to reach a sustainable size.

**Key achievements**

- Growth of business by 20% year on year over a five year period
- Established a consultancy providing transactional advice in the built environment
- Re-established Arup's business in the Gulf (UAE and Qatar)
- Supported the establishment of new permanent offices in five locations
- Enhanced Arup's reputation through the delivery of many award-winning projects.

**1976–2005**

I joined Arup as a graduate trainee and rapidly progressed to director level. During this time I developed business interests in Japan, across Europe and the Gulf States and developed many enduring client relationships.

**Qualifications and personal**

BSc in civil engineering, 1st class honours, Imperial College 1976

Fellow of Institution of Civil Engineers
Honorary Fellow of the Royal Institute of British Architects.

Born in Portsmouth in the UK, Philip is married and now lives in Central London with his wife, June, an interior designer together they designed and built a second home in Barbados where they spend regular vacations. Their three children have now all graduated and live and work in London.
Appendix 2: Press release

Preferred candidate for new Environment Agency Chair announced

Philip Dilley selected as the preferred option to succeed Lord Chris Smith.

Following an open competition, the Secretary of State, Owen Paterson is pleased to announce Philip Dilley has been selected as the Government’s preferred candidate to succeed Lord Chris Smith in the post of Chair of the Environment Agency, the independent body which delivers Government policy for the protection and enhancement of the environment.

Mr Dilley was identified following a rigorous selection process which was validated by an independent assessor from the Office of the Commissioner for Public Appointments. The recruitment process was conducted in accordance with the Commissioner for Public Appointment’s Code of Practice for Ministerial Appointments to Public Bodies.

The Secretary of State has invited the Environment, Food and Rural Affairs Select Committee to hold a pre-appointment hearing and to report on Mr Dilley’s suitability for the post. This is in line with the Government’s commitment to strengthen the role of Parliament in scrutinising major public appointments.

Pre-appointment hearings enable select committees to take evidence from preferred candidates for major public appointments before they are appointed. Hearings are in public and involve the select committee publishing a report setting out their views on the candidate’s suitability for the post. Pre-appointment hearings are non-binding but Ministers will consider the committee’s views before deciding whether to proceed with an appointment.

All appointments are made on merit and political activity plays no part in the selection process. However, in accordance with the original Nolan recommendations, there is a requirement for appointees’ political activity (if any declared) to be made public. Mr Dilley confirms that he is not a member of any political party and has not made any political donations. However, during his time as Executive Chairman, the consulting group, Arup, have made contributions to All Party Parliamentary Groups and Charities as well as a £2k donation to the Scottish Labour Party in 2009 to recover the cost of tickets to a gala dinner hosting the Royal Zoological Society of Scotland.

Biography

Philip Dilley was until recently the Executive Chairman of Arup, a trust-owned global planning, engineering, and project management consulting group with fee revenues in excess of £1bn and over 11,000 staff members. His role carried responsibility for the group performance and brand. He is currently Chairman of London First, a business membership organisation with the mission to make London the best city in the world in which to do business. It influences national and local government policies and
investment decisions to support London's global competitiveness. He is also a member of the Governing Council of Imperial College, a world-renowned British university carrying out undergraduate and post-graduate teaching and research in science, engineering, medicine and business.

From 2011 to 2013 Philip was a member of the PM’s Advisory Group, which comprises business leaders from sectors of strategic importance to the UK who are invited to provide regular, high level advice to the Prime Minister on critical business and economic issues facing the country.

Philip lives in Central London with his wife, June. They have three grown-up children.
Appendix 3: Candidate information pack

Diversity

To ensure our public bodies better represent the communities we serve, we positively welcome applicants from all walks of life. All public appointments are made on merit following a fair, open and transparent process as regulated by the Office of the Commissioner for Public Appointments.

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.

Disability

Defra will be operating an interview access scheme for disabled people (as defined by the Equalities Act 2010) who meet the minimum criteria for this appointment as published in these notes. If you wish to apply for consideration under this scheme, please notify GatenbySanderson when you return your application. In addition, if you require any special arrangements at interview stage, please give details in a covering letter to enable us to make the appropriate arrangements if necessary. Furthermore, reasonable adjustments will be made in the event of a successful application.

Environment Agency

Foreword

I want us to be the first generation to improve the natural environment of England and leave it in a better state for the benefit of everyone—now and in the future. It is a big ambition but one which my Department is strongly committed too. To achieve this we have to recognise the environment and the economy are inextricably linked. We can only have a growing, prosperous economy if we have a healthy and improving environment.

The Environment Agency is pivotal in helping us to secure a healthy environment and economic growth. It operates at the place where environmental change has its greatest impact on people’s lives. It works to reduce the risks to people and properties from flooding; makes sure there is enough water for people and wildlife; protects and improves air, land and water quality and applies the environmental standards within which industry can operate.

During the recent Triennial Review of the Environment Agency I’ve heard from the body’s customers how much they value what it does and how things have improved over recent
years. I’ve also heard ideas about how it can improve delivery and in particular how it needs to work with others to give a more integrated and effective service which will better support growth. The Environment Agency needs to deliver this change against the backdrop of the tight fiscal climate.

I am looking for a Chairman who is committed to the continued success of the Environment Agency and can drive forward the changes required to achieve excellence and deliver the Government aims on the environment and growth. If you think that you provide the strong leadership and vision that this role demands during this critical period then I encourage you to apply.

Rt Hon. Owen Paterson, Secretary of State for Environment, Food and Rural Affairs

Introduction

The Department for Environment, Food and Rural Affairs (Defra) is seeking to appoint a new Chairman of the Environment Agency, the Government’s statutory advisor on the protection and enhancement of the environment.

The Board of the Environment Agency comprises a Chairman, Chief Executive and no more than 15 members, details of the current Board can be found at Annex A. The vacancy for a Chairman is due to the end of the term for the current Chairman, Lord Chris Smith, in July 2014.

This is a public appointment and the successful candidate will be expected to demonstrate their commitment to the Nolan principles of public service (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership).

What is the Environment Agency?

The Environment Agency is Defra’s largest Non-Departmental Public Body (NDPB). It plays a key role in delivering the environmental priorities of central government through its functions and roles.

It was established under the Environment Act 1995, with the principal aim: “in discharging its functions so to protect or enhance the environment, taken as a whole, as to make the contribution that the Secretary of State considers appropriate towards achieving sustainable development.”

It is a Category 1 responder and works with other emergency services to prepare for and respond to incidents, and to help communities recover after an incident.

The Environment Agency is a statutory body with its own powers and duties, exercising its regulatory responsibilities at arm’s length from Ministers. It is accountable to Defra’s Secretary of State for the delivery of its objectives, who in turn is responsible to Parliament for the performance of the Environment Agency. Its annual objectives which must be agreed with the Secretary of State are published in its corporate plan.
It currently employs about 11,300 people and is responsible for a budget of about £1 billion pa, about half of which is spent on flood and coastal risk management. About a third of the Environment Agency’s income comes from charges for services in relation to its licensing activities, with the remainder coming from Government grant.

Further information on the role of Environment Agency is available on the Environment Agency web site at http://www.environment-agency.gov.uk/

Triennial Review of Natural England and the Environment Agency
http://www.naturalengland.org.uk/about_us/triennialreviewfeature.aspx

Role Description

As Chairman, you will provide overall leadership and strategic vision for the Board of the Environment Agency, which delivers Government policy for protecting and enhancing the environment in England.

The Environment Agency tackles many critical issues, including ensuring there is enough water for people and wildlife, pollution prevention and flood defence. It is also responsible for incentivising business energy efficiency and cost-effective carbon reduction and carrying out proportionate pollution regulation. As Chairman, you will understand the environment and its importance to everyone. You will help 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, planners and developers, and a wide range of other interest groups. Providing excellent customer service will be core to your role.

This is a dynamic period for the Environment Agency and a significant challenge will be to deliver the Environment Agency’s priorities within a tight fiscal period. Supporting the executive team to prioritise resources and drive forward further efficiencies will be key to delivering the best value to the tax payer.

The successful candidate will have a keen interest and understanding of the environmental priorities for England and in driving sustainable development.

The Environment Agency is going through a period of substantial reform. Strong leadership in the context of change and transition will be essential while maintaining a clear focus and ensuring business continuity across a range of areas. You will also implement the conclusions of the joint Triennial Review of the Environment Agency and Natural England. This will involve in particular delivering a joint plan for driving further integration between the two bodies, continuing to drive the improvements in culture and ways of working as well as working closely across the Defra network in various ways, including the sharing of services with the wider Defra network.
**Principal Accountabilities**

- manage the business of the Board, ensuring that Board membership is aligned with the challenges facing the organisation; and that the skills of Board members, both individually and in teams, are used effectively.

- ensure that the Board has accurate and clear financial information and is advised of all achievements and likely future developments and trends.

- oversee and make a strong contribution to the Environment Agency’s corporate strategy, acting as a sounding board for the Chief Executive who will involve the Board in the development of new strategic plans, and implement the NE/EA Triennial Review.

- be the principal public face representing the Environment Agency to Parliament and Government Ministers, senior representatives of partner organisations, with the media and promoting excellent relations, explaining the Environment Agency’s work to a range of audiences.

- take responsibility for building and maintaining an effective Board, in particular ensuring that the correct governance arrangements are in place, and ensuring that the performance of individual members of the Board and its committees is evaluated annually.

- support and encourage the Chief Executive and their staff in their roles, but also, as required, constructively challenge the Chief Executive’s decisions and recommendations.

**Person Specification**

The candidate will need to effectively lead the Board and the organisation and have the interpersonal skills to engage effectively with a wide cross section of people and organisations. The candidate will help improve the environment and grow the rural economy and business. The candidate will be able to demonstrate:

- Strong leadership;

- Excellent ambassadorial qualities;

- Clear strategic and creative thinking;

- A collaborative style, being a team player, ready to work with partners across sectors to deliver Government’s long term objectives for the natural environment and the public benefit it brings; and

- Probity, integrity and a commitment to public service values.
Essential Criteria

Candidates should be able to demonstrate the following:

1. commercial acumen including experience at Board or equivalent level in the private or public sector;

2. an ability to work with organisations undergoing major organisational restructuring, to create a culture of continuous improvement and deliver a top quality service to customers;

3. an understanding of how the Environment Agency can improve the environment and contribute to a range of Government priorities. The ability and capacity to lead and represent the Environment Agency, clearly communicating its strategic direction and purpose;

4. an ability to build a strong team culture and create consensus on practical solutions both within the Board and in the way the wider organisation does business;

You are required to provide a statement of your suitability (maximum 2 pages) for the role and your CV. Your statement should describe your skills, knowledge and experience as relevant to the essential criteria listed 1-4 above.

Terms of appointment

Period of appointment

It is anticipated that the successful candidate will take up post in July 2014 with a Board meeting currently planned for 17 July 2014 (TBC).

Appointments are normally for up to three years and restricted to a maximum of two terms. The length of these terms will be determined by any statutory constraints or be a matter for decision by Ministers. In total, though, an appointee cannot serve more than a total of ten years.

Re-appointments may be made subject to satisfactory performance assessment and will be at the discretion of Ministers. Appointment for this vacancy will be initially for three years.

Time Commitment

The Chair is expected to spend 2/3 days a week (subject to negotiation) on Environment Agency business. This time commitment includes time preparing for meetings and travelling time. The Board normally meets every month except August and January; four of these meetings are held in public. The Board also has five Committees which meet regularly and the Chair may attend.
Remuneration and Allowances

The remuneration for Environment Agency Chairman is set at £100,000 per year (flat rate). Reasonable travel expenses are also paid. This role is non-pensionable.

Annual Appraisal

An annual appraisal will be carried out by the Secretary of State.

Location of Offices

The Environment Agency is based in Bristol and London, the Chairman’s office is in London. Other offices are located throughout England.

Conflicts of Interest

You must inform the Department if you have any conflict of interest that might affect your ability to undertake this role. You should disclose information on any relevant business interest, public appointment or position of authority, including other connections with commercial, public or voluntary bodies.

Applying for the role

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 their Code of Practice is available from http://publicappointmentscommissioner.independent.gov.uk/wp-content/uploads/2012/02/Code-of-Practice-20121.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 http://publicappointmentscommissioner.independent.gov.uk/contact-us/

Alternatively please contact the Commissioner’s office on 020 7271 0831 for a printed copy.

How to respond

Candidates should submit their CV with education, professional qualifications and employment history and the names and contact details for two referees, together with their statement of suitability. The statement of suitability should give evidence of strength and depth of your ability to meet essential criteria for this role. Please provide specific examples to demonstrate how you meet each of the essential criteria (max two pages please).
All candidates are required to complete the following forms:

- Political Activity Question
- Diversity Monitoring Questionnaire
- Conflicts of interest

Conflict of Interests

You will be required to declare any conflict of interest that arises in the course of Environment Agency business and must declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies. Any actual or perceived conflicts of interest will be fully explored by the panel at short listing or interview stage.

Your CV and statement along with the other documents should be returned via the GatenbySanderson website by the closing date: Noon, 5th March 2014.

Selection Process

This appointment is being made in accordance with the guidance laid down by the Office of the Commissioner for Public Appointments (OCPA).

The Panel will include: Margaret Scott (Public Appointments Assessor, Panel Chair), Iain Ferguson (Defra non-executive), Dame Helen Alexander (Chair, London Port Authority) and Peter Unwin (Defra Director General, Policy Delivery).

The candidates who, from the information provided, most closely match the criteria for appointment will be invited to preliminary interview with GatenbySanderson. It is therefore essential for your statement to give full but concise information relevant to the appointment.

Following the preliminary interviews the panel will then consider which candidates should be invited for final interview. References will be taken up for those candidates selected for final interview.

Final Interviews

Interviews will take place at Defra’s headquarters at Nobel House, Smith Square, London on 7 April 2014. The Selection Panel is the same as the long/short listing panel. In the interview candidates will be asked questions to assess whether they can demonstrate that they have the qualities specified.

Candidates will be able to claim reasonable expenses incurred travelling to and from the interview (please note you may be asked to justify travelling costs if the Department
consider the claims unnecessarily excessive). Please let GatenbySanderson know beforehand if you are likely to claim and costs if known.

**Environment, Food and Rural Affairs Select Committee Pre-appointment Scrutiny Hearing**

This role is likely to be subject to a pre-appointment Scrutiny Hearing by the Environment, Food and Rural Affairs Select Committee (EFRA). The Secretary of State’s preferred candidate may be invited to attend a Hearing at EFRA’s request.

**Annex A**

**Current membership of the Board**

Lord Chris Smith (Chairman)
Robert Light (Deputy Chairman)
Emma Howard Boyd
Jeremy Walker
John Varley
Clive Elphick
Karen Burrows
Richard Leafe
Peter Ainsworth
Richard Macdonald
Paul Leinster (Chief Executive)
Appendix 4: Advertisement

Chairman, Environment Agency

2/3 Days a week  £100,000 per year (flat rate)  London Based

Improving the environment and growing the economy—Are you equally passionate about both?

If so, this role could be just right for you. The Environment Agency is looking for a new Chairman to lead it through what is going to be a dynamic and challenging period as it works to protect and improve the environment whilst continuing to improve the way it works.

The Environment Agency operates at the place where environmental change has its greatest impact on people’s lives. It works to reduce the risks to people and properties from flooding; makes sure there is enough water for people and wildlife; protects and improves air, land and water quality and applies the environmental standards within which industry can operate. As its Chairman, you must have a strong commitment to the environment.

As the lead environmental regulator of business, the Environment Agency has a key role to play in the growing the economy—central to the Government’s priorities. It is working to improve its services giving customers a more effective and integrated approach as it also looks to improve its own efficiency to meet tough fiscal targets.

This role requires an exceptional leader with strategic vision who can steer the organisation through this challenging period. A keen interest and understanding of the environmental priorities for England is a pre-requisite but also important is commercial acumen.

You will be able to show how you can lead complex organisations through major change as well as deliver top-class customer service. Alongside excellent ambassadorial skills you’ll also be a team player able to build effective collaborative partnerships that deliver shared goals.

For further information about this role and to apply, please visit www.gatenbysanderson.com/job/GS15325. For a confidential discussion, please contact Sue Jenkins on 020 7426 3975 or Duncan Ewart on 0113 205 6092.

Closing date for applications: Noon, 5 March 2014

We actively encourage applications from individuals from a diverse range of backgrounds. Defra operates a guaranteed interview scheme for disabled people.
Draft Report (Appointment of the Chair of the Environment Agency), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 21 read and agreed to.

Papers were appended to the Report as Appendices 1 to 4.

Resolved, That the Report be the Third Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned till Wednesday 16 July 2014]
Witnesses

The following witnesses gave evidence. Transcripts can be viewed on the Committee's inquiry page at www.parliament.uk/efracom.

Tuesday 15 July 2014

Philip Dilley, preferred candidate, Chair, Environment Agency

Q1–end
List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the Committee’s website at www.parliament.uk/efracom.

The reference number of the Government’s response to each Report is printed in brackets after the HC printing number.

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Eleventh Report  The draft National Policy Statement for Hazardous Waste  HC 1465 (HC (Session 2012–13) 540)
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First Special Report  The National Forest: Government response to the Committee’s Fourth Report of Session 2009–10  HC 400
Second Special Report  Dairy Farmers of Britain: Government response to the Committee’s Fifth Report of Session 2009–10  HC 401