House of Commons

Environment, Food and Rural Affairs Committee

Appointment of the Chair of the Environment Agency

First Report of Session 2016–17

Report, together with formal minutes relating to the report

Ordered by the House of Commons to be printed
14 September 2016
The 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 of Environment, Food and Rural Affairs and associated public bodies.

Current membership

Neil Parish MP (Conservative, Tiverton and Honiton) (Chair)
Chris Davies MP (Conservative, Brecon and Radnorshire)
Jim Fitzpatrick MP (Labour, Poplar and Limehouse)
Simon Hart MP (Conservative, Carmarthen West and South Pembrokeshire)
Dr Paul Monaghan MP (Scottish National Party, Caithness, Sutherland and Easter Ross)
Rebecca Pow MP (Conservative, Taunton Deane)
Ms Margaret Ritchie MP (Social Democratic and Labour Party, South Down)
David Simpson MP (Democratic Unionist Party, Upper Bann)
Angela Smith MP (Labour, Penistone and Stocksbridge)
Rishi Sunak MP (Conservative, Richmond, (Yorks))
Valerie Vaz MP (Labour, Walsall South)

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 in print by Order of the House.

Evidence relating to this report is published on the inquiry publications page of the Committee’s website.

Committee staff

The current staff of the Committee are David Weir (Clerk), Danielle Nash (Second Clerk), Sarah Coe (Senior Committee Specialist), Anwen Rees (Committee Specialist), Ellen Bloss (Senior Committee Assistant), Henry Ayi-Hyde, (Committee Assistant) and Nick Davies (Media Officer).

Contacts

All correspondence should be addressed to the Clerk of the Environment, Food and Rural Affairs Committee, House of Commons, London SW1A 0AA. The telephone number for general enquiries is 020 7219 5774; the Committee’s email address is efracom@parliament.uk.
Contents

Introduction 3

Pre-appointment hearings 3
Background to the post 3

Environment Agency 3

The role of the Chair of the Environment Agency 4
The recruitment process 5

The candidate 7

Emma Howard Boyd 7
Our questioning 7

Conclusion 8

Appendix 1: Curriculum Vitae 9

Appendix 2: Role information and outline of recruitment process 13

Appendix 3: Declaration of interests 16

Appendix 4: Letter from former Secretary of State for the Environment, Food and Rural Affairs to the Chair of the Committee, 13 July 2016 19

Formal Minutes 20

Witness 21

List of Reports from the Committee during the current Parliament 22
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 former Secretary of State for the Environment, Food and Rural Affairs, Rt Hon. Liz Truss MP, wrote to the Chair on 14 July 2016 to indicate that Emma Howard Boyd 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 her prior to her appointment.

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 resource budget for 2016/17 is £1.095 billion, of which £807 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 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.

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, ensuring business continuity and delivering the Environment Agency’s priorities within a tight fiscal period. You will lead the Environment Agency to be a more integrated body with the Defra Group and partners.”

**Principal Accountabilities**

- 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 the 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 all likely future developments and trends.

- Oversee and make a strong contribution to the Environment Agency’s delivery of the Defra Strategy 2020, acting as a sounding board for the Chief Executive who will involve the Board in the development of strategic planning.
• 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.

• 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.

• Be an ex officio member of the Defra Board.

**Person specification**

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

   (1) commercial acumen including a major track record of achievement at Board or equivalent level;

   (2) a proven ability to drive organisational and cultural change and improvement to deliver a top quality service to customers;

   (3) an interest in the work of the Environment Agency and an understanding of how the Environment Agency can improve the environment and contribute to a range of Government priorities;

   (4) the ability and capacity to visibly lead and represent the Environment Agency, clearly communicating its strategic direction and purpose, including during emergencies;

   (5) an ability to build an effective team culture and create consensus on practical solutions both within the Board and in the way the wider organisation does business

**The recruitment process**

10. 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.

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

12. The post was advertised at £100,000 per annum with a time requirement of 3 days per week. The post was advertised online on the Centre for Public Appointments website. The appointment was offered on a 3 year term with the possibility of extension or reappointment. The Department also used their networks to identify potential candidates. Applications closed on 1 June.
Field of applicants

13. There were a total of 17 applications: 13 men, 3 women and 1 person making no declaration/returning no monitoring form. Amongst these 17 applicants, 2 people declared being from Black Ethnic Minority groups. No one declared having a disability. The Guaranteed Interview Access Scheme was offered but no candidates requested it.

14. For each candidate the panel had their CV and a written supporting statement providing evidence and examples of their ability to meet the essential criteria.

15. The panel met on 16 June to consider a short list. Steve Holliday was unable to be present for the meeting but had provided written comments on all the applicants before the meeting. After carefully reviewing all the applications, the panel selected a short list of 4 people - 1 woman and 3 men for interview.

16. Panel interviews were held on 5 July 2016. Four candidates were interviewed (which included a short presentation). The panel comprised Margaret Scott, OCPA Public Appointments Assessor; Clare Moriarty, Permanent Secretary, Defra; Steve Holliday, a non-executive on Defra's Board; and Peter Simpson, Chief Executive Anglian Water.

17. Taking into account performance at interview together with the other evidence gained from the applications, the panel concluded that one of the candidates was appointable and three were unappointable.

18. The Secretary of State decided not to meet the appointable candidate before making her decision. The Secretary of State wrote to Emma Howard Boyd offering her the position of Chair on 14 July. The letter mentions that her appointment is subject to the EFRA Select Committee’s report following the pre-appointment hearing.

19. Liz Truss announced her preferred candidate on 14 July.
The candidate

Emma Howard Boyd

20. Emma Howard Boyd joined the Environment Agency Board in July 2009, as a non-executive board member. In July 2015 she was made Deputy Chair, and following the departure of Sir Philip Dilley from the role, she has been Acting Chair of the EA since January 2016.

21. Alongside her EA responsibilities, she lists the following as current engagements: she is a non-executive director at an investment trust called Menhaden Capital Plc; Chair of Share Action, a UK-based NGO which campaigns for responsible pensions and other institutional investments; Corporate governance, stewardship and sustainable investment lead at Serafina Consulting Ltd; Vice chair and chair of audit committee at Future Cities Catapult; and director at the Aldersgate group of business representatives and environmentalists.

22. She has previously held a range of other board-level and advisory roles, with particular interest in the environment, renewable energy and sustainable investments. She was chair of the Green ISA working party in 2008–9, and advised the then Chancellor on this policy initiative.

23. She spent 20 years (1994–2014) at Jupiter Asset Management, specialising in sustainable investment and corporate governance.

24. The CV supplied in her application for the post is attached at Appendix 1.

Our questioning

25. 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. Under normal circumstances, it would be unfair to expect a detailed knowledge of the Environment Agency’s current programmes and policies at this stage; however, due to the special circumstances of Emma Howard Boyd being appointed as acting chair before her formal appointment to the role, in this occasion we felt that it was permissible to inquire about her experience at the EA to date, as well as her future plans.

26. We sought to question Emma Howard Boyd on: her suitability for the post; her professional qualifications and competence; and her experience of working with the public sector and with Government departments and ministers.

27. We also sought initial views on issues relating to the Environment Agency, including its resilience to adapt to changing environmental pressures, and its strategic approach to negotiating new environmental policies following the UK’s decision to leave the European Union.
Conclusion

28. We are satisfied that Emma Howard Boyd 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 Emma Howard Boyd every success in her post.
Appendix 1: Curriculum Vitae

Summary

Emma has spent her 25-year career working in financial services, initially in corporate finance, and then in fund management, specialising in sustainable investment and corporate governance. With increasing experience and seniority, she took on additional external roles in finance, governance and sustainability, and has been recognised for performing to high standards of strategic oversight in these positions.

In June 2014, she stepped down from her executive role at Jupiter Asset Management. She currently serves on various boards and advisory committees including the Environment Agency (Acting Chair), the Future Cities Catapult (Vice Chair), ShareAction (Chair of Trustees), Menhaden Capital PLC, the Aldersgate Group, the 30% Club Steering Committee, the Executive Board of The Prince’s Accounting for Sustainability Project and the Carbon Trust Advisory Panel.

Current non-executive roles

Acting Chair, Environment Agency

- Appointed Acting Chair, January 2016.
- Appointed ex officio member of the Defra Board, February 2016.
- Appointed member of the Defra Audit and Risk Committee, February 2016.
- Appointed Deputy Chair, July 2015.
- Chair of the Audit and Risk Assurance Committee until February 2016.
- Member of Flood and Coastal Risk Management Committee allocating grant-in-aid funding to the Regional Flood and Coastal Committees in England for flood risk management capital and revenue activities.
- Member of Environment Agency Pension Fund Committee; Chair of investment committee.
- Member of Board Group focusing on Health, Safety & Wellbeing.
- Board representative for Cambridgeshire, Bedfordshire, Norfolk, Suffolk and Essex areas.

Vice Chair, Future Cities Catapult

The Future Cities Catapult was launched by Innovate UK in 2013. Its mission is to advance innovation to grow UK companies to make cities better. The Catapult brings together businesses, universities and city leaders so that they can work with each other to solve the problems that cities face.

- Joined board in September 2013.
• Vice Chair.

• Chair of the Audit Committee.

Chair of Trustees, ShareAction

ShareAction is a UK-based NGO campaigning for responsible investment by pension funds and other institutional investors.

• Joined board of Trustees as Chair in April 2015.

Non-executive director, Menhaden Capital PLC

Closed-ended investment trust investing in businesses and opportunities that deliver or benefit from the efficient use of energy and resources.

• Launched 31st July 2015.

Director, Aldersgate Group

AG is an alliance of leaders from business, politics and society that drives action for a sustainable economy.

• Joined board in September 2012.

Current involvement in other initiatives

Member of Steering Committee, 30% Club; Chair, 30% Club Investor Group

Established in 2011, the 30% Club investor group comprises representatives from 22 institutional investors (c. £5trillion+ AUM). The group helps coordinate the investment community’s approach to gender diversity.

Member of the Executive Board, The Prince’s Accounting for Sustainability Project

Member of the Carbon Trust Advisory Panel

Member of the judging panel for the following awards:

• Ashden Awards which highlight green energy and transport champions in the UK.

• Queens’s Awards for Enterprise - Sustainable Development

Current and recent consultancy projects

Jupiter Asset Management—ongoing advice to Vice Chairman, and Chief Investment Officer led committees, relating to sustainable investment and stewardship.

London Pensions Fund Authority—provided advice on stewardship strategy for Chief Executive and Chief Investment Officer.
Previous Board /Advisory Committee Membership

2004–2012  **Non-executive Director, Triodos Renewables**  
Unlisted company with over 5,000 shareholders which invests in small to medium-scale wind and hydro. Whilst on the Board, the project portfolio grew from 2 to 9 projects, generating capacity from 3.4MW to 43.3MW, & net asset value from £2.8m to £27.1m.

2008–2009 **Chair of Green ISA (Individual Savings Account) working party**  
Adviser to the Chancellor on this policy initiative. Paper published 2009

2006–2010 **Trustee, Artichoke Trust**, an arts charity producing extraordinary live events.

2006–2007 **Member of Commission on Environmental Markets & Economic Performance**  
Tasked by the UK Government to make recommendations to help drive investment and innovation in environmental markets in the UK. Report 2007

1998–2006 **Chair, UKSIF, the UK Sustainable Investment & Finance association**  

2005–2006 **Member of Dow Chemical’s Corporate Environmental Advisory Council**

2001–2003 **Founding Chair, Eurosif, European Sustainable/Responsible Investment Forum.**

2001–2003 **Member of the advisory committee for FTSE4Good Index Series**


Previous Employment

**Director, Stewardship, Jupiter Asset Management (1994–2014)**

During my time at Jupiter, my role evolved from being focused solely on Jupiter’s green and sustainable investments to taking responsibility for the full range of Jupiter’s stewardship activities on behalf of clients across Jupiter’s portfolios.

- Director responsible for Jupiter’s stewardship and governance strategy.
- As part of commitment to UK Stewardship Code, leading Jupiter’s engagement activity with Chairmen/Non-Executive Directors of listed company boards on long-term strategy, governance & sustainability issues. Typically meeting 150+ companies a year.
- Active participant in the public corporate governance debate; regularly speaking and writing about the importance of good stewardship for company performance.
- Responsible for submissions to relevant UK Government consultations.
• Participant in two Green Trade and Policy Missions to the US with the Rt. Hon. Greg Barker, Minister of State for Climate Change and Energy, DECC (2011/12).

• Overseas visits included: Texas & Louisiana (health/safety in the Gulf of Mexico; fracking), Brazil (biofuels); Alberta (oil sands); Niger Delta (oil production), China (car manufacturing; climate change policy).

• Responsible for the management and development of Jupiter’s green and socially responsible investment business.

1994 Fundraiser, Living Space - A Care in the Community Project
1989–1991 Assistant Vice President, Banexi, Banque Nationale de Paris Part of a team setting up a Mergers and Acquisitions office in London to service BNP’s French based corporate clients.
1986–1989 Corporate Finance Executive, Hill Samuel Bank

General strategic advice to major PLCs, specifically working on public takeover bids, flotations, acquisitions and disposals of companies involving different types of financing.

Education/Professional and Personal Development

2013 Leaders’ Quest–Mumbai and Rajasthan, India
2013 Cycled 2000km from Vancouver to Inuvik, crossing the Arctic Circle
2012–2013 FT Non-Executive Director Diploma
2004 Prince of Wales’s Business & the Environment Senior Executive Programme.
1991–1992 Sailed over 6,000 miles from UK to South America
1983–1986 St John’s College, Durham University, BA (Hons) Law & Economics
Appendix 2: Role information and outline of recruitment process

Role and Person Specification

Within England, the Environment Agency is responsible for:

- reducing the risk of flooding and helping to protect people and places, managing 8000km of defences, 23,000 flood risk structures and £2.3billion capital programme over 6 years (2015 to 2021)
- helping businesses to make sure they don’t harm the environment through pollution or by taking too much water. Issuing licences and permits, and taking action against those who don’t take their environmental responsibilities seriously
- improving the environment for people and wildlife and the places where threatened species live. Helping people get the most out of their environment, including boaters and anglers
- working with government, industry and local authorities to make the environment a priority.

The Board of the Environment Agency has corporate responsibility for ensuring that the Environment Agency fully discharges its responsibilities for contributing to delivery of the Government’s policy for the environment in England. It sets the strategic direction of the organisation and provides stewardship for the environmental outcomes and public funds entrusted to the Environment Agency.

The role of the Chair

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.

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, ensuring business continuity and delivering the Environment Agency’s priorities within a tight fiscal period. You will lead the Environment Agency to be a more integrated body with the Defra Group and partners.
Principal Accountabilities

- 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 the 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 all likely future developments and trends.

- Oversee and make a strong contribution to the Environment Agency’s delivery of the Defra Strategy 2020, acting as a sounding board for the Chief Executive who will involve the Board in the development of strategic planning.

- 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.

- 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.

- Be an ex officio member of the Defra Board.

Essential Criteria

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

- commercial acumen including a major track record of achievement at Board or equivalent level;

- a proven ability to drive organisational and cultural change and improvement to deliver a top quality service to customers;

- an interest in the work of the Environment Agency and an understanding of how the Environment Agency can improve the environment and contribute to a range of Government priorities;

- the ability and capacity to visibly lead and represent the Environment Agency, clearly communicating its strategic direction and purpose, including during emergencies;

- an ability to build an effective team culture and create consensus on practical solutions both within the Board and in the way the wider organisation does business.
The selection Panel

- Margaret Scott, OCPA Public Appointments Assessor–Panel Chair;
- Clare Moriarty, Permanent Secretary, Defra–Departmental Official;
- Steve Holliday, a non-executive on Defra’s Board–Independent Panel Member; and
- Peter Simpson, Chief Executive Anglian Water - Independent Panel Member.

Advertising the role

The post was advertised at £100,000 per annum with a time requirement of 3 days per week. The post was advertised online on the Centre for Public Appointments website. The appointment was offered on a 3 year term with the possibility of extension or reappointment. The Department also used their networks to identify potential candidates. Applications closed on 1 June.

Field of applications

There were a total of 17 applications: 13 men, 3 women and 1 person making no declaration/returning no monitoring form. Amongst these 17 applicants, 2 people declared being from Black Ethnic Minority groups. No one declared having a disability. The Guaranteed Interview Access Scheme was offered but no candidates requested it.

For each candidate the panel had their CV and a written supporting statement providing evidence and examples of their ability to meet the essential criteria.

The panel met on 16 June to consider a short list. Steve Holliday was unable to be present for the meeting but had provided written comments on all the applicants before the meeting. After carefully reviewing all the applications, the panel selected a short list of 4 people - 1 woman and 3 men for interview.

Panel interviews were held on 5 July 2016. Four candidates were interviewed (which included a short presentation).

Taking into account performance at interview together with the other evidence gained from the applications, the panel concluded that one of the candidates was appointable and three were unappointable.

The Secretary of State decided not to meet the appointable candidate before making her decision. The Secretary of State wrote to Emma Howard Boyd offering her the position of Chair on 14 July. The letter mentions that her appointment is subject to the EFRA Select Committee’s report following the pre-appointment hearing.

Press notice

The department released a short press statement announcing Emma Howard Boyd as the preferred candidate on 14 July.
Appendix 3: Declaration of interests

Board Member Declaration of Interests Form

The Board of the Agency has a key decision making role in the corporate governance of the Agency and therefore the Agency must satisfy itself that any decisions are not influenced by Member's personal or business interests. Board Member's will also want to ensure as far as possible that they are not open to accusations of improper interest in exercising their responsibilities as part of the Board. Please refer to the Guidance Notes accompanying this form.

The register is maintained by the Secretariat and is kept in a secure place. It is available to the public on request. It may be accessed by the Head of Internal Audit who may, from time to time, wish to ensure that the Code of Conduct is being complied with. All declarations will be reviewed on a 6 monthly basis.

Full Name: Emma Howard Boyd

<table>
<thead>
<tr>
<th>Paid Employment</th>
<th>Nature of Employment</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jupiter Asset Management</td>
<td>Director of Stewardship</td>
<td>1994 – July 2014</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Occupation/Partnership</th>
<th>Nature of Occupation/Business</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Directorships (Executive and Non-Executive)</th>
<th>Nature of Business of Company</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEFRA</td>
<td>Board Member (ex officio member)</td>
<td>January 2015 - date</td>
</tr>
<tr>
<td>Nobel House</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 Smith Square</td>
<td></td>
<td></td>
</tr>
<tr>
<td>London</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SW1P 3JR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment Agency</td>
<td>Acting Chairman</td>
<td>January 2016 – date</td>
</tr>
<tr>
<td>Horseferry Road</td>
<td>Non Executive Board Member</td>
<td>July 2000 – July 2015</td>
</tr>
<tr>
<td>London</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWIP 2 AL</td>
<td>Initial Public Offering July 2015</td>
<td>July 2015 – to date</td>
</tr>
<tr>
<td>Non executive Director of Menhaden Capital Plc. (Investment Trust)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chair of ShareAction</td>
<td>ShareAction is a UK-based NGO campaigning for responsible investment by pension funds and other institutional investors</td>
<td>April 2016 – to date</td>
</tr>
<tr>
<td>16 Crucifix Lane</td>
<td></td>
<td></td>
</tr>
<tr>
<td>London</td>
<td>Corporate Governance, Stewardship and Sustainable Investment</td>
<td>Sep 2014 – to date</td>
</tr>
<tr>
<td>Serafina Consulting Limited</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Future Cities Catapult
Workplace Leathermarket, Weston St., Space unit 02.02.01, London, SE1 3ER

- Current clients include Jupiter Asset Management
- Former clients include Tellus Mater Foundation, London Pensions Fund Authority

- Vice Chair and Chair of Audit Committee

- September 2013 to date

### Aldersgate Group

- The Aldersgate Group is a high level coalition of progressive business, environmental groups and individuals who believe that high environmental standards will be a major part of future economic growth and international competitiveness

- Sep 2012 – to date

### Triodos Renewables plc
Triodos Bank
Deeney Road
Bristol
BS1 5AS

- Community-oriented enterprise investing in small to medium-scale renewable energy projects

- 2004 – June 2012

---

### Consultancies/Sponsorships/Commissions/Pensions/Membership of clubs and organisations

<table>
<thead>
<tr>
<th>Name and address of Business/ Organisation or Person</th>
<th>Nature of Business etc.</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>The 30% Club -- Steering Committee Member, Chair of the 30% Club investor group</td>
<td>The 30% Club is a group of Chairs and CEOs committed to better gender balance at all levels of their organisations through voluntary actions</td>
<td>2011 to date</td>
</tr>
<tr>
<td>Carbon Trust Advisory Panel</td>
<td>Advice on the global low carbon economy</td>
<td>2013 to date</td>
</tr>
<tr>
<td>Member of Executive Board of The Prince’s Accounting for Sustainability Project</td>
<td>To catalyse action by the finance, accounting and investor community to support a fundamental shift towards resilient business models and a sustainable economy</td>
<td>2013 to date</td>
</tr>
</tbody>
</table>

### Membership of clubs and organisations

- National Trust
- Green Alliance (life member)
- Kew Gardens
- Fellow of the Royal Society of Arts
<table>
<thead>
<tr>
<th>Interests in land (giving details of nature and location of interest)</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
<tr>
<td>Land or property in which both you and the Agency have an interest</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td>Any other riparian interests</td>
</tr>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Any other financial interests (e.g. companies or organisations in which you or a close member of your family or a close associate have an interest)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I own shares in the parent company of my former employer Jupiter Fund Management plc.</td>
</tr>
<tr>
<td>I own shares in Triodos Renewables plc</td>
</tr>
<tr>
<td>I own shares in Menhaden Capital plc</td>
</tr>
</tbody>
</table>

I certify that this declaration of interest has been completed in accordance with the provisions of the attached Guidance Notes:

Signed: [Signature]  
Date: 16.5.16

Note: If the space is insufficient under any of the above numbered items, the item concerned can be continued on separate sheets. Each such sheet should be signed and annexed to this form.
Appendix 4: Letter from former Secretary of State for the Environment, Food and Rural Affairs to the Chair of the Committee, 13 July 2016

Dear Neil,

I am writing to inform you that my preferred candidate for the role of Environment Agency Chairman is Emma Howard Boyd. This follows an open recruitment competition chaired by Margaret Scott, an OCPA-appointed Public Appointments Assessor.

I attach Emma’s Curriculum Vitae and declaration of interests at Annex A. I attach further details of how the recruitment was conducted at Annex B.

I should be grateful if you would please submit Emma’s name to the Committee for their consideration, and arrange for a pre-appointment Scrutiny Hearing to take place as early as possible.

I look forward to hearing the view of the Committee.

Best wishes,

Rt Hon Elizabeth Truss MP

Secretary of State for the Environment, Food and Rural Affairs
Formal Minutes

Wednesday 14 September 2016

Members present:

Neil Parish, in the Chair

Chris Davies  Ms Margaret Ritchie
Jim Fitzpatrick  David Simpson
Simon Hart  Angela Smith
Dr Paul Monaghan  Rishi Sunak
Rebecca Pow  Valerie Vaz

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 28 read and agreed to.

Four papers were appended to the Report as Appendices 1, 2, 3 and 4.

Resolved, That the Report be the First 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 12 October at 2.00 pm]
Witness

The following witness gave evidence. The transcript can be viewed on the inquiry publications page of the Committee’s website.

Tuesday 13 September 2016

Emma Howard Boyd, Government’s preferred candidate for Chair of the Environment Agency and current Acting Chair of the Environment Agency

Q1–54
List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the publications page of the Committee’s website.

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

**Session 2015–16**

<table>
<thead>
<tr>
<th>Report</th>
<th>Title</th>
<th>HC Printing Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Report</td>
<td>Defra performance in 2014–15</td>
<td>HC 443</td>
</tr>
<tr>
<td>Second Report</td>
<td>Greyhound welfare</td>
<td>HC 478 (HC 133)</td>
</tr>
<tr>
<td>Third Report</td>
<td>Farmgate prices</td>
<td>HC 474</td>
</tr>
<tr>
<td>Fourth Report</td>
<td>Air quality</td>
<td>HC 479 (HC 665)</td>
</tr>
<tr>
<td>Fifth Report</td>
<td>Common Agricultural Policy: payments to farmers</td>
<td>HC 479 (HC 664)</td>
</tr>
<tr>
<td></td>
<td>Response to the Committee's First Report of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Session 2015–16</td>
<td></td>
</tr>
<tr>
<td>Second Special Report</td>
<td>Farmgate prices: Government response to the</td>
<td>HC 561</td>
</tr>
<tr>
<td></td>
<td>Committee's Third Report of Session 2015–16</td>
<td></td>
</tr>
</tbody>
</table>

**Session 2016–17**

<table>
<thead>
<tr>
<th>Report</th>
<th>Title</th>
<th>HC Printing Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Special Report</td>
<td>Greyhound welfare: Government response to the</td>
<td>HC 133</td>
</tr>
<tr>
<td></td>
<td>Committee's Second Report of Session 2015–16</td>
<td></td>
</tr>
<tr>
<td>Second Special Report</td>
<td>Common Agricultural Policy: payments to farmers:</td>
<td>HC 664</td>
</tr>
<tr>
<td></td>
<td>Government response to the Committee's Fifth</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Report of Session 2015–16</td>
<td></td>
</tr>
<tr>
<td>Third Special Report</td>
<td>Air quality: Government response to the</td>
<td>HC 665</td>
</tr>
<tr>
<td></td>
<td>Committee's Fourth Report of Session 2015–16</td>
<td></td>
</tr>
</tbody>
</table>