



Department  
for Environment  
Food & Rural Affairs



# Appointment of Board Members of the Environment Agency

## Briefing pack for applicants

Closing Date 13 November 2023

Reference: APPT04-23



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# Chair's message to candidates

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Dear Candidate,

The Environment Agency's purpose is to create better places for people and wildlife, and promote sustainable development. We are accountable to Parliament through Defra and are their biggest non-departmental public body, with around 13,000 staff and an annual budget of approximately £1.7 billion.

The Environment Agency's expertise spans science, local knowledge, environmental practice, and finance. Our Board help government, businesses and communities to understand the benefits of particular environmental measures, as well as the risks of not acting. As a Board member you will be making decisions that will help create a nation resilient to climate change; with clean air, water and land; and green growth and a sustainable future. You will be helping the Environment Agency to focus on delivering outcomes that benefit the people and places we serve and to implement the long-term goals in our current strategy, EA2025. You will be working across sectors and government departments to capitalise on the opportunities presented by the government's 2023 Environmental Improvement Plan.

Members of the Environment Agency Board have the opportunity to impact a wide range of important environmental issues, from the regulation of waste, water, nuclear and carbon intensive industries, through to flood risk management. Joining our Board would be your chance to influence action on our most critical challenges - water quality and waste crime – and help shape these for the future.

For this new cohort of Board members we are looking for people with knowledge and experience in finance, accountancy, audit, digital transformation, innovation and pensions.

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

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

Very best wishes,

**Alan Lovell, Chair of the Environment Agency**



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# Defra mission statement

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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](#)' section below.

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# About the Environment Agency

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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 13,000 staff and has an annual budget of approximately £1.7 billion. Its staff and offices are based throughout England in 15 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 Energy, Security & Net Zero and the Department for Levelling Up, Housing & 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](#).

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# About the Board

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## 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 deliver its long-term strategy [EA2025](#), which encompasses the [national flood and coastal erosion risk management strategy](#), climate resilience, the road to net zero and sustainable growth, to create a better place for people and wildlife;
- 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 candidate must abide by the Nolan principles of public service and the 12 Principles of Governance for all Public Body NEDs (attached at [Annex C](#) and [Annex D](#)) and the [Code of Conduct for Board members](#).

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# Role specification

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The Secretary of State, working closely with the Chair of the Environment Agency, is seeking to appoint three new members to the Board.

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

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

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

**We have identified the following as priority skills and expertise for the EA Board with a new cohort of members:**

- Audit, accountancy, finance, including Chairing the Audit and Risk Assurance Committee (ARAC).
- Digital Transformation and/or innovation, including the development and implementation of innovative practices and a digital strategy.
- Pensions, including sitting on the Committee for The Environment Agency Pension Fund.

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# Essential criteria

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

- An ability to question, challenge constructively and influence decision-making as part of the governance of a large organisation, bringing a diversity of opinions and views.
- An ability to analyse issues at a strategic level in ways which are impartial, creative, innovative, and focused on finding solutions.
- A proven ability to influence and engage a strong and diverse network of people and organisations, and the ability to inspire confidence in stakeholders at all levels.
- Knowledge and/ or interest in natural environment, ecology, agriculture, or land management.

## Expertise

This recruitment will seek to fill three vacancies on the Board. Successful candidates for these vacancies should also be able to demonstrate expertise in one of the following specified areas:

- **Financial/ Audit:** Senior financial and/or audit experience, including serving or chairing an Audit and Risk Committee for a complex organisation.
- **Digital/ technology/ innovation:** Senior leadership experience in driving innovative practices, or leading a digitally enabled business transformation, for a complex, data-led organisation.
- **Pensions:** Senior pensions experience, including sitting on or chairing a large pension fund or committee

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# Time commitment and term of office

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

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

Initial Appointment will be for three or four years, beginning on 1 April 2024. A further reappointment of three or four years may be made subject to satisfactory performance assessment and will be at the discretion of Ministers.

The remuneration is £350 per day.

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

# Portfolio and remit

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

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

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

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

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# The recruitment process

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The closing date for applications is noon on 13 November 2023. We expect to have shortlisted by the end of November, with Panel interviews in January 2024.

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 Sebastian Catovsky (Defra Director for Floods & Water) as Chair, Alan Lovell (Chair, Environment Agency), Judith Batchelar (Deputy Chair, Environment Agency) and Tracy Westall (Non-Executive Director, Department for Transport) as the independent panel member.

Interviews are expected to take place at Defra's offices at 2 Marsham Street, London.

Further details about the format will be provided in advance.

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

You will be able to claim reasonable travel expenses incurred travelling to and from the interview (please note you may be asked to justify travelling costs if Defra considers the claims excessive). Please let Defra know beforehand if you are likely to claim, along with the approximate costs by contacting [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk) and by quoting reference number: **APPT04-23**

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# How to apply

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In order to apply you will need to visit <https://apply-for-public-appointment.service.gov.uk/roles> and either [create an account](#) or [sign in](#).

Once you are logged into your account, click on 'apply for this role' and follow the on-screen instructions. To apply, all candidates are required to provide:

- a Curriculum Vitae (CV)
- a supporting statement or no more than 1,000 words, setting out how you meet the [essential criteria](#) – make sure you refer to the contents of this document and provide specific examples
- equality information
- information relating to any outside interests or reputational issues

We will ask you to check and confirm your personal details to ensure your application is accurate.

You will also have the opportunity to make a reasonable adjustment request or apply under the disability confident scheme before you submit your application.

The Advisory Assessment Panel reserves the right to only consider applications that contain all of the elements listed above, and that arrive before the published deadline for applications.

If you have any questions about the appointments process, please email the Public Appointments Team at: [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk)

For an informal discussion about the role please contact Kathryn Tagliani, Board Governance Team, Environment Agency, on 0207 714 2301 or email at: [kathryn.tagliani@environment-agency.gov.uk](mailto:kathryn.tagliani@environment-agency.gov.uk)

**Completed applications should be submitted online at <https://apply-for-public-appointment.service.gov.uk/roles> by the closing date 13 November 2023**

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## Ineligibility criteria

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You cannot be considered for a public appointment if:

- you become 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.

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## Conflicts of interest and due diligence

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If you have any interests that might be relevant to the work of the Environment Agency, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further, please contact the [Public Appointments Team](#).

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory

Assessment Panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the Advisory Assessment Panel and they may wish to explore issues with you should you be invited to interview. The information may also be shared with ministers.

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# The Commissioner for Public Appointments

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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

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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
- 2 Cumbria and Lancashire
- 3 Yorkshire
- 4 Greater Manchester, Merseyside and Cheshire

### Midlands

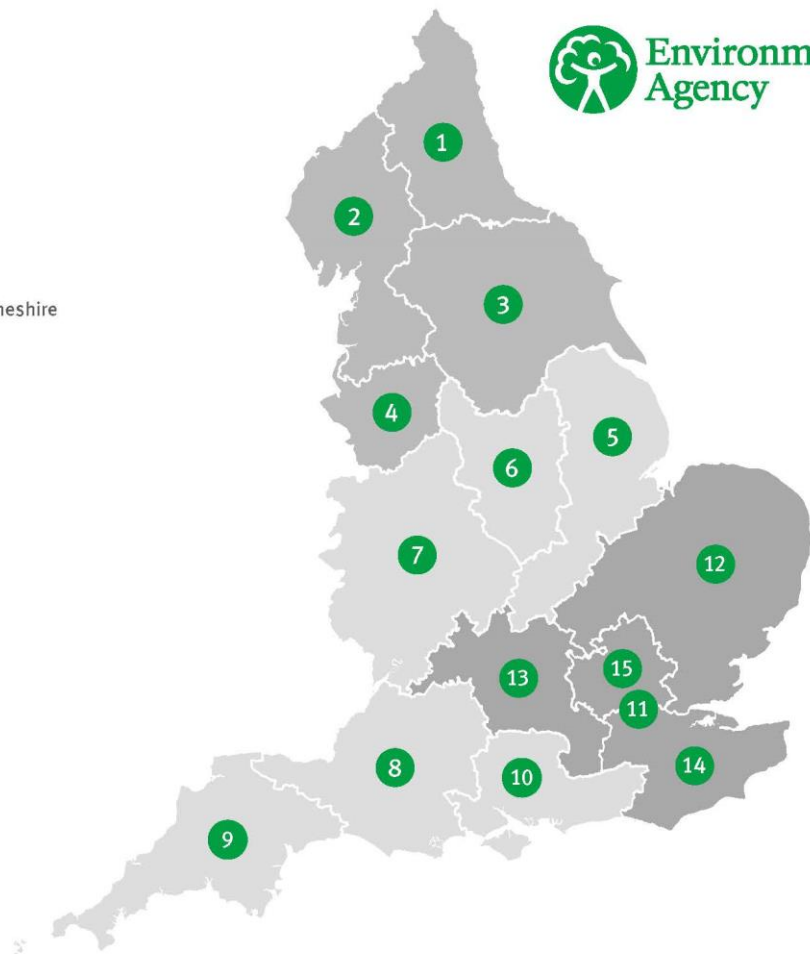
- 5 Lincolnshire and Northamptonshire
- 6 East Midlands
- 7 West Midlands

### South and South West

- 8 Wessex
- 9 Devon, Cornwall and the Isles of Scilly
- 10 Solent and South Downs

### East and South East

- 11 London
- 12 East Anglia
- 13 Thames
- 14 Kent, South London and East Sussex
- 15 Hertfordshire & North London



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## Annex B – Current membership of the Board

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**Alan Lovell (Chair)** is an ex-officio board member of Defra and has served on a number of boards for organisations including Interserve Group, Lloyd’s of London, SIG and the Consumer Council for Water. Alan trained as an accountant at PwC and has been finance director for several companies and chief executive officer of six companies, including two in the renewable energy sector (Infinis in landfill gas and Tamar in anaerobic digestion) and three in the construction sector, including Costain Group plc. Alan recently stepped down as chair of Progressive Energy Limited, which focused on carbon capture and storage and hydrogen production.



**Judith Batchelar (Deputy Chair) OBE** is a biochemist, nutritionist and has an Honorary Doctorate in Agriculture. Judith sits on the Natural Environment Research Council and the European Advisory Council of The Nature Conservancy, she is also Chair of both The Rugby Players Association and North Highland Products. She is a Non-Executive Director of Monaghan Mushrooms and Daemon and is a Trustee of The Royal Botanic Gardens Kew, Accounting for Sustainability and The Matt Hampson Foundation. Judith is an ambassador for both the Woodland Trust and Farm Africa. For seventeen years she was Sainsbury’s Director of Sainsbury’s Brand Corporate Responsibility and Public Affairs. She was appointed OBE in 2015 for services to food and farming.



**John Lelliott** retired as Chief Financial Officer of the Crown Estate in 2016. He is currently the interim Chair of the Covent Garden Market Authority and sits on the boards of the Natural Capital Coalition and University Hospitals Dorset. He has served on several boards including the Royal Bournemouth and Christchurch Hospital Foundation Trust where he chaired the Finance Committee and was a member of the Audit Committee. John is a trustee for the Centre for Sustainable Healthcare and JTL Training where he chairs the Finance and Audit Committee. John was appointed OBE in 2017 for services to the Crown Estate and the voluntary sector.



**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.



**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.



**Ines Faden da Silva** recently left her role as Group Treasurer for Tideway, a regulated utility and the company building London's super sewer, where she raised £2 billion of green and sustainable finance. Ines was a member of the London Stock Exchange Group's Sustainable Bond Market Advisory Group and Tideway's representative in the Corporate Forum on Sustainable Finance, of which Tideway was a founding member. 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.



**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.



**Mark Suthern** was formerly the Managing Director and National Head of Agriculture and Landed Estates at Barclays UK Plc focused on Farming, Agri-Tech, Sustainability Energy and the Environment. Mark is also a non-Executive member of the Rural Payments Agency Advisory Management Board and its Audit & Risk Assurance Committee. He is Chair of FixOurFood (University of York), an external advisor for UK Food Valley (Greater Lincolnshire LEP) 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.



**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.



**Sarah Mukherjee** is the 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. Since leaving the Corporation, she has had leadership roles in utilities and agriculture. She was a panel member for the National Parks Review and sat on the National Food Strategy Advisory Panel. She has previously held NED roles at the Woodland Trust, Harper Adams University and the Oxford Farming Conference. Sarah was awarded an MBE in the Queen's Birthday Honours list in 2021 for her services to agriculture and farmer well-being.

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# Annex C – The seven principles of public life

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## **Selflessness**

Holders of public office should act solely in terms of the public interest.

## **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

## **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

## **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

## **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

## **Honesty**

Holders of public office should be truthful.

## **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

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## Annex D – 12 Principles of Governance for all Public Body NEDs

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### 1. Expertise

- Consider and act in the best interests of your organisation and its objectives; delivering the outcomes expected by your sponsor department, ministers and ultimately the public.
- Consider the broader mission and duties of your sponsoring Secretary of State, his or her Department and the Government.
- Ensure compliance with statutory duties and the organisation's Framework Document and act within its powers.
- Exercise reasonable care, skill and diligence in the exercise of their authority and judgement.

### 2. Scrutiny and challenge

- Maintain independence from the executive to allow scrutiny of management and in meetings agree goals and objectives and monitor performance and the reporting of performance so that the public who use your organisation receive a high quality service.
- Satisfy yourself on the integrity of budget setting to deliver objectives and financial information and reporting against budgets, and that financial controls and systems of risk management are robust and defensible. Meet the requirements of [Managing Public Money](#), including supporting the Accounting Officer in fulfilling their duties to provide propriety and value for money in the use of public funds.
- Champion high standards of risk management by ensuring your organisation has effective risk reporting, controls and governance, risk expertise and risk tolerances to effectively manage risk.
- Represent your organisation to the department and to Ministers, as well as ensuring Ministers' views are considered by the executive team of the organisation, as appropriate.

### 3. Support

- Support the board in succession planning and be prepared to put yourself up for re-appointment, as well as promoting the need for a diverse board.
- Participate in and promote regular reviews of your organisation, as well as the board's own effectiveness, with particular focus on the organisation's purposes and its efficiency in meeting these purposes. Engage in the appraisal process, including self-reflection on your own abilities.
- Listen carefully to, ask appropriate questions of and support management to encourage discussion in a manner that promotes a culture where all perspectives are listened to, while fulfilling the individual Director's duties and responsibilities and respecting and valuing the expertise of the executive team.
- Promote the success of the entity having regard to the interests of all members and stakeholders, and all risks.

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## Annex E - Board committees

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**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.



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