## Board Meeting

**Thursday 13 December 2018**

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<tr>
<th>Venue:</th>
<th>Room 806, Nobel House, London, SW1P 3JR</th>
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<tr>
<td>Board Breakfast:</td>
<td>08.45 – 10.15</td>
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<td></td>
<td><em>Session with Minister Coffey 09.00 – 09.45</em></td>
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<td><em>Area Board Member session 10.00 – 10.15</em></td>
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<td>Board meeting:</td>
<td>10.30 – 15.15</td>
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<td>Quorum:</td>
<td>8 non-executive Board members</td>
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1. **Apologies**
   - Emma Howard Boyd 10.30 10 mins

2. **Declarations of Interest**
   - Emma Howard Boyd

3. **Minutes of the Board meeting held on 18 October and matters arising** *(for approval)*
   - Emma Howard Boyd

4. **Board Updates**
   - **4.1 Chair’s update (for information)**
     - Emma Howard Boyd 10.40 20 mins
   - **4.2 Chief Executive’s update (for information)**
     - James Bevan

5. **Guest – Lord Deben**
   - 11.00 45 mins

6. **Reflections on Lord Deben guest session** *(for discussion)*
   - 11.45 15 mins

7. **Winter Preparedness (for information)**
   - Toby Willison 12.00 30 mins

   Lunch 12.30 45 mins

8. **EU Exit (for update)**
   - Harvey Bradshaw 13.15 45 mins
9. **Q2 Corporate Scorecard** *(for discussion)*  
   Pat Bolster  14.00  
   45 mins

10. **Regular finance items**  
   10.1 October Finance Report *(for update)*  
   Pat Bolster  14.45  
   10 mins  
   10.2 Schemes of Delegation *(for approval)*

11. **Recent committee meeting updates**  
   11.1 Committee updates  
   Emma Howard  14.55  
   Boyd  10 mins  
   11.2 ARAC Terms of Reference review

12. **AOB and date of next meeting**  
   Emma Howard  15.05  
   Boyd  5 mins

13. **Review of meeting**  
   Emma Howard  15.10  
   Boyd  5 mins

Information papers –  
1. Salmon Net Duties
Please clearly state what decision you are seeking from the meeting
The Board is asked to note:
   1. Chair engagements

Key points for discussion

This paper is intended to update the Board on the Chair’s key engagement since the last Board meeting in addition to Board and committee meetings.

Governance
What meetings/groups have already reviewed this item?
N/A    N/A

What meetings/groups need to review this item next?
N/A    N/A

Are there any risks associated with the evidence and analysis in the paper?
N/A

How will the key messages/decisions be communicated?
N/A

No legal annex is required
1.0 Emma Howard Boyd engagements 12 October to the 12 December

Please note these are key engagement events, a full detailed itinerary is sent out via email weekly.

<table>
<thead>
<tr>
<th>Key Speaking and panel events</th>
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<tr>
<td><strong>17 October</strong>- Panellist at Women Driving Sustainable Finance event</td>
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<tr>
<td><strong>24 October</strong>- Key note address at the Global Engineering Congress focussing on Government, green finance, resilience and the 25 Year Plan.</td>
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<td><strong>7 November</strong>- Keynote interview- Bloomberg’s sustainable business summit.</td>
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<td><strong>13 November</strong>- Panellist at OECD Event- Paris</td>
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<td><strong>18 November</strong>- Panellist at the OPTrust Forum Canada</td>
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<td><strong>22 November</strong>- Panellist at the Business in the Community Wealth to Waste Summit</td>
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<tr>
<td><strong>26 November</strong>- Panellist at the UK Climate Projections launch event.</td>
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<tr>
<td><strong>28 November</strong>- Panellist at the Huxley Summit- Panel focussing on single use plastic perception</td>
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<tr>
<td><strong>3 December</strong>- Panellist at the Business Association for Sustainable Sport, focussing on eliminating single-use plastic in sport.</td>
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<td><strong>11-12 December</strong>- COP24- on various panels as Environment Agency Chair and UK Commissioner to the Global Commission on Adaptation</td>
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<th>E&amp;B focussed activity</th>
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<tr>
<td><strong>31 October</strong>- Site visit to Ridham Lock, Sittingbourne focussing on how waste companies contingency plans are developing.</td>
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<td><strong>4 December</strong>- Site visit to Liberty Steel, focussing on EU Exit contingency planning</td>
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<th>FCRM focussed activity</th>
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<tr>
<td><strong>23 October</strong>- meeting with Heather Smith Defra Finance Director to discuss SR19</td>
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<td><strong>5 December</strong>- meeting chair at the RFCC chairs meeting</td>
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<th>Key Green Finance/Resilience activity</th>
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<tr>
<td><strong>30 October</strong>- Mainstreaming Climate Resilience into Investment Decisions Workshop, BEIS</td>
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<td><strong>3 December</strong>- Green Finance Institute Advisory Board</td>
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<th>Key Stakeholder Engagements</th>
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<td><strong>25 October</strong>- meeting with Sir William Worsley, National Tree Champion and National Forest Company Chair.</td>
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<tr>
<td><strong>29 October</strong> meeting with Lord Kakkar, the meeting focussed on a discussion around use of soils at Drift House, Warsash, Hampshire.</td>
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<td><strong>31 October</strong>- Wessex Water Non-executive director dinner</td>
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<td><strong>1 November</strong>- Water UK Dinner</td>
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<td><strong>7 November</strong> meeting with Lord Randall, Prime Minsters Advisor on Environment</td>
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8 November- WWF’s state of the planet address

26 November- Meeting with NFU

26 November- 10th Anniversary of the Climate Change Act Parliamentary event.

**Approvals I have made between Board Meetings**

I made some amendments to the membership of the Board, these are outlined below;

- Appoint Robert Gould as Chair of Pensions Committee
- Appoint Robert Gould to be a permanent member of the Pension’s Investment Sub Committee (allowing Robert to attend the next ISC as a full member, rather than an invitee) in addition to yourself as Chair
- Appoint Robert Gould to be a member of ARAC (for the foreseeable future) and RemCom (so that these meetings next week are quorate)
- Appoint Caroline Mason as a full member of the Pensions Committee—subject to her agreement.
Sponsor: Chief Executive
Title: Chief Executive’s Update

Please clearly state what decision you are seeking from the meeting
The Board is asked to:
1. Note the updates from the business on significant topics.

Key points for discussion
This paper is intended to update the Board on key topics since the last Board meeting.

Governance
What meetings/groups have already reviewed this item?
N/A

Are there any risks associated with the evidence and analysis in the paper?
N/A

How will the key messages/decisions be communicated?
N/A

No legal annex is required.
1.0 Employee Survey

1.1 Our 2018 Employee Survey, 'Your place, your views' ran from 8 October to 2 November and we finished with a great 80% response rate - 4% points higher than our 2016 survey.

1.2 Early headline results show engagement overall at 72% which is 6% points up from 2016 and stable from our most recent Internal quarterly survey. We have improved in each of the 3 themes that we committed to acting on from the 2016 survey feedback. There is a small drop in the proportion of staff who said they had experienced bullying and harassment in the previous 12 months (9% compared to 11% in 2016). More people agree they are able to make best use of their skills and abilities (69% compared to 58% in 2016) and 'change here is well managed' has gone up to 33% from 26%. The full analysis is underway and local results will be available from January.

2.0 Changes to Enforcement

2.1 The Operations Leadership Team (OLT) have recently reviewed our model for enforcement to ensure we are able to operate in the most efficient and effective manner and have the biggest impact possible on environmental crime. Following this review OLT have decided not to progress with proposals for a national model for enforcement, but to retain the hybrid model of national and local operations delivery we currently have in place. OLT did accept proposals to improve our ways of working and build our capability and resilience, these proposals will now be progressed and will include a new governance model, development of our training and career progression through enforcement and rebalancing of resources across local teams to align with workload.

2.2 It was felt that at this particular time, rather than make a structural change, we needed to focus on working with Defra to implement the recommendations from the Serious & Organised Waste Crime Review led by Defra Non-Executive Director Lizzie Noel. The review makes a number of recommendations which provide an excellent opportunity to make a step change in how we tackle waste crime. The outcome of the review will be included in the forthcoming Resources and Waste Strategy.

3.0 Oxford to Cambridge Growth arc (Ox-Cam)

3.1 The Oxford-Cambridge (Ox-Cam) growth arc has been identified by government as a priority for economic growth and infrastructure investment. Prompted by a National Infrastructure Commission report, the government aims to develop 1 million new homes in this arc by 2050, supported by major
investments in infrastructure and economic growth. It also sets out an ambition to achieve net environmental gain amidst this rapid growth.

3.2 Although the arc has enormous economic potential, it also faces significant environmental challenges. The arc crosses 4 major river catchments, 2 of which – the Thames and the Great Ouse – are among the largest in England. There are tens of thousands of homes already at risk of flooding across the arc, even with significant flood assets in some places. There are also serious pressures on the current water supply, with climate change increasing the risks. Adding a million homes – more than double the current build rate – will intensify these environmental pressures. The infrastructure needed to support a safe and improved environment in the arc could run into billions of pounds.

3.3 The planned growth in the arc creates unique opportunities to secure the investment needed to offset these environmental risks and to deliver an improved environment, as visioned in the government’s 25 Year Environment Plan.

3.4 By looking at the environment on a larger catchment scale, and by considering the environmental infrastructure that will be needed alongside other types of infrastructure, with Defra and other agencies, we are engaging in the master planning process. Resource and waste management, as well as water and flood management are being considered at an early stage.

3.5 The Cross-Whitehall Group recently endorsed the need for an Ox-Cam wide Local Natural Capital Plan (LNCP). The Ox-Cam wide LNCP will be informed by the recently completed ‘proof of concept’ study which examined the need for an LNCP to accompany the Corridor proposals. The approach used was based on the Natural Capital Committee’s "How to do it" manual. The work was led by the Bedfordshire LNP working with a federation of existing nature partnership across the five counties of the Corridor.

3.6 In last month’s Budget, along with reference for funding for affordable housing, it stated that "the government recognises that the environmental requirements to underpin sustainable growth need to be considered at a pan-Arc level and that the arc is valued for its wildlife and natural places. The Arc is an opportunity to demonstrate the ambitions of the government’s 25 Year Environment Plan".

3.7 The growth arc has the potential to lead the world in using this approach in decision-making as well as taking into account the often hidden additional benefits in every aspect of the environment for national wellbeing, health and economic prosperity. This is a great opportunity for us to create resilient and sustainable places.
4.0 EU Exit

Contingency planning

4.1 Notwithstanding agreement by the Cabinet and EU on a draft Withdrawal Agreement, there are several further critical steps including votes in the UK and EU Parliaments and the need to pass UK legislation to implement the agreement. With this in mind we continue to advance our contingency plan which is focused on the possibility of leaving the EU without a deal in place. As part of our commitment to ‘Think Big and Act Early’ we are making sure that the Environment Agency is ready for any risks and possible outcomes that may arise should we face a no deal exit, including assessing reasonable worst case scenarios, agreeing how to respond and putting in place incident management arrangements. We are preparing for a number of reasonable worst case scenarios for different issues that might arise as a result of a no deal exit.

Secondments to Defra

4.2 In addition to about 40 existing secondments to Defra, we have responded positively to a request for Environment Agency staff to support urgent EU exit work for a three month period. About 80 staff have volunteered their services and we anticipate that most if not all of these offers will be taken up. We have ensured that the Environment Agency’s own critical work is protected through this process and that our incident response capability is not compromised as we head into the winter months.

Staff wellbeing

4.3 We are aware that the uncertainty around EU Exit can be unsettling and we continue to make the wellbeing of our staff a priority. We want to provide reassurance for colleagues who are EU citizens and those who have friends and family who are EU citizens. We have support networks set up for Environment Agency staff to talk and share thoughts about EU Exit.

5.0 Funding to clear abandoned wastes sites

5.1 In the Autumn Budget the Chancellor announced that there would be up to £10m available to help clear abandoned waste sites. It will be a 2 year pilot scheme to run 2019/20 and 2020/21, with funding of £5m per year. The available funding is ring fenced to the reimbursement of landfill tax incurred following the removal of the waste. The money will reduce the environmental and human health risks that these wastes pose, and will open up the economic potential of these sites once they are brought back into use.

5.2 We are engaging with Defra, the Treasury and local partnerships on how this scheme will be designed and delivered to ensure it has maximum impact.
6.0 Waste Crime review

6.1 The Noel review into serious and organised waste crime was published on the 15 November 2018 together with a press statement and all staff message.

6.2 The Serious and Organised Waste Crime Review is not Government policy. The reviews recommendations will directly inform the government’s Resources and Waste Strategy and will contain a strategic approach to prevent, detect and deter waste crime. We anticipate the Strategy to be published before the end of the year.

6.3 Our national teams in Waste Regulation, Future Funding, Resource Evidence and Evaluation (RAE) and Legal are working with Defra to support the development of policy and determine what legislative measures may be required. Senior management in Environment and Business and National Operations are leading an implementation panel to review the recommendations of the full report.

7.0 Reducing Plastics in the Environment

7.1 We’ve developed a strategy which articulates our role and the work we are developing in partnership with others to deliver our part of the 25 Year Environment Plan aim to eliminate all avoidable plastic waste by 2042. Our focus is on reducing plastics entering the environment and highlighting emerging issues, such as from micro-plastics.

7.2 We are targeting our actions on the following:

- The contribution of England’s macro plastics to the marine environment is reduced.
- We understand what matters to health, food chain and biota.
- We can show where England’s plastic waste goes.
- Our role in enabling reuse and recycling plastics is maximised.
- Micro-plastics entering the environment are reduced.
- Partnership working is facilitated by aligning strategies and championing contributions of others.

7.3 Recent successes and progress;

- We are building a more comprehensive evidence picture of sources, pathways and potential impacts of micro-plastics.
- We are working with Defra, the Natural Environment Research Council (NERC), water companies & the British Standards Institution (BSI) to harmonise definitions and monitoring methodologies for micro-plastic.
- We have set up a working group with the water industry to understand their role as a conduit for micro-plastics entering their environment and considering potential future regulatory interventions for micro-plastics in wastewater and sewage sludge. The working group has identified early topics to progress.
• We have contributed to Defra’s developing Resources & Waste Strategy and Treasury’s Call for Evidence.
• One water company have installed screens to reduce biobeads from their treatment processes being discharged to the environment.
• Milk bottles used in Environment Agency offices are in the process of being removed. Investment has been made in fridges and storage capacity as well as bulk dispensing to enable this to happen.
• Environment Agency field services have changed their working methodology for grass cutting to include checks for plastic to avoid the creation of lots of small pieces of plastic entering water courses. This approach is being piloted alongside local probation services who are being trained to carry out these checks for plastic.
• We have partnered with Surfers Against Sewage for the Autumn Beach and River Clean this autumn. The aim is to mobilise 15,000 volunteers from coastal and inland communities to help clean 400 beaches and 60 rivers.
• We are working with local NGO’s in supporting port reception facilities for fishermen to recycle their old/damaged gear in Cornwall.

8.0 Regulating for people, the environment and growth

8.1 On 15 October we published our Regulating for people, the environment and growth 2017 summary report on GOV.UK. The report presents a national picture of our regulation of industry and contains the key statistics, trends and messages for our most important areas of work. Our regulation is supporting healthier and safer communities, protecting and improving the environment and contributing to economic growth. Regulating for people, the environment and growth presents our evidence for this, with some context on the difficult decisions we make.

8.2 Key findings include:
• Since 2000, the businesses we regulate have reduced emissions of nitrogen oxides by 71%, sulphur oxides by 93% and fine particles by 51%.
• In 2017/18 we stopped illegal waste activity at 812 sites, disrupting illegal operators and helping legitimate business to grow.
• The courts fined companies a total of £25.5 million for environmental offences in 2017, a significant increase on the £8 million in 2016 due to an unprecedented £20 million fine for one water company.
• For less serious offences we accepted 60 enforcement undertakings from businesses. As a result, environmental charities, organisations and projects received almost £2.2 million, compared to £0.9 million in 2016.
• In 2017, we supported businesses by processing over 3000 new permit applications and our work on nuclear new build is helping to secure around £60 billion investment in low carbon electricity generation.
9.0 Refineries Permit Reviews

9.1 Following the issue of the refining mineral Oil and Gas Best Available Techniques (BAT) conclusions in October 2014, we set up the refinery re-permitting programme to deliver a complex set of new standards for the refinery industry. This review will deliver nationally significant reductions in SO2, NOx, dust and fugitive VOC emissions, all of which will contribute to the UK delivering the 2030 National Emissions Ceiling Directive targets and the ambitions of the Clean Air Strategy.

9.2 We successfully reviewed all 16 permits in scope (which include all 4 oil refineries) and issued 15 permit variations before the deadline of 28 October 2018. We have finished consulting on the one remaining permit and the final permit is expected to be issued before the end of November. We considered 11 potential derogation cases, under article 15(4) of the Industrial Emissions Directive; the national derogation panel approved 7, and the other 4 were time limited, which means that the environmental improvement will be delivered, but at a later date to allow the refinery operator to make improvements as part of their normal maintenance turnaround cycle.

9.3 One of the key challenges was the integrated air emissions management limits or ‘emissions bubble’ for SO2 and NOx reduction; this is a regulatory concept unique to this sector that addresses multi-source emissions holistically. The success of this programme is a result of good collaborative working between all 3 UK regulators and the trade association, UKPIA. By seeking this shared approach industry have understood what outcomes we want to achieve and together we have developed a joint interpretation of how the requirements should be implemented.

10.0 Onshore oil and gas

10.1 On 15 October Cuadrilla commenced shale gas exploration by hydraulic fracturing at Preston New Road, Lancashire. Since then we have conducted nine regulatory visits, including two audits and one unannounced inspection.

10.2 The site surface and subsurface monitoring equipment has detected over 30 minor seismic events. These have been within the expected range, but have generated significant media attention. The Oil and Gas Authority (OGA) regulates the seismic risk of the operation. The OGA has set a precautionary threshold level of seismicity, which if exceeded requires operators to pause hydraulic fracturing, reduce pressure, check monitoring data and communicate with the three main regulators including the Environment Agency and Health and Safety Executive. Our role is to ensure there has been no impact on the environment. To date we are satisfied that there have been no well integrity issues and that fractures have not propagated beyond the permitted zone.
10.3 We are keeping the local community informed through weekly newsletters, monthly community liaison group meetings and regular online updates on the Citizen Space portal.

11.0 Environment Agency charge proposals from April 2019

11.1 We are planning to consult on changes to our charging schemes. This follows the changes implemented in 2018 as a result of our Strategic Review of Charges (SRoC) programme. The proposed changes are designed to add clarity to existing charging schemes, accommodate changes to the cost of regulation, and make new charging scheme changes that were not included in the SRoC. The proposals cover:

- Environment Permitting Regulations (EPR) including Closed Landfill and Radioactive Substance Regulations
- The Environmental Protection (Disposal of Polychlorinated Biphenyls and other Dangerous Substances) (England and Wales) Regulations 2000
- Water Abstraction Dee and Wye Standard Charge only
- EU Emissions Trading Scheme

11.2 The consultation is due to launch on the 3 December and will run until 1 February 2019. We aim to implement in April 2019, once we receive approval from the Board and government on our final proposals.

12.0 Grenfell Tower Fire – Potential Land Contamination Issues

12.1 Following the tragic fire at Grenfell Tower on 14 June 2017, the Government recently announced (26 October 2018) that it would lead an environmental sampling and monitoring programme in response to concerns raised by expert witness Professor Anna Stec’s preliminary report on soil contamination around the site. This programme is intended to reassure the community in relation to those concerns.

12.2 Working closely with Defra, the Environment Agency is part of an Expert Multi-Agency Partnership to investigate potential land contamination from the Grenfell Tower fire. Our role is to support and give advice to partners. The Ministry of Housing, Communities & Local Govt. (MHCLG) will lead this partnership. We have produced a draft strategy for the investigation and an outline tender specification to enable the Local Authority to appoint expert consultants who will design and implement the work. The investigation will be scientifically led using the standard tiered approach for risk assessment. Technical experts from Go Science, Public Health England and the Local Authority are commenting on this approach. We are also working with MHCLG to finalise the strategies for Procurement, Community Engagement and Communications.

12.3 Central Government wish to start and complete these works as quickly as possible, but engagement with the Grenfell community is extremely important and we are reviewing processes to make sure that there is sufficient time built
into the programme to consult with the community and experts from the panel throughout this process. Neighbouring boroughs have also raised concerns about potential contamination in their areas from the Grenfell Fire. We are looking at how best to take their concerns on-board as part of the programme.

13.0 Bathing Water Results 2018

13.1 There continues to be an underlying trend of improvement in bathing water quality compared with previous years. The number of bathing waters passing the minimum standard is slightly lower this year (97.9%) than last year (98.3%). This is despite the prolonged dry weather we had in the summer of 2018 and reflects the fact that annual classification results are assessed using a rolling period of up to 4 years of sampling data, not just the current year.

13.2 The percentage of Good and Excellent bathing waters has increased from 92% in 2017 to 92.4% in 2018. This is also the case for the Excellent bathing waters which have increased from 65.6% in 2017 to 66.9% in 2018.

14.0 Multi-Agency Flood Plan Review

14.1 Last year, Defra’s Secretary of State commissioned an independent review of Multi Agency Flood Plans (MAFPs), overseen by Major General Tim Cross (retired). The review was published in May 2018, and ministers made a commitment to publish a response by the end of the calendar year.

14.2 In the review, Major General Cross made 12 recommendations addressing aspects of flood planning for improvement. This included areas such as assurance, training and exercising, funding, legislation, technology, and the roles of various partners in multi-agency planning and response.

14.3 Defra has engaged with government departments to pull together a full picture of the main considerations around each recommendation which was shared with Ministers in other government departments at the Inter Ministerial Group meeting on 20 November. The next steps are to finalise the government response, and commission a write round to get cabinet committee clearance.

14.4 Revised guidance on writing MAFPs is currently being developed by EA. Local Resilience Forum representatives were invited to two workshops in October, where views and ideas were gathered on possible areas for improvement, including format, order and content. Key improvements that have come out of the workshops include the development of a standardised template that LRFs can use to reflect their local needs and circumstances and better use of Resilience Direct as a platform for sharing communication and good practice.
14.5 Alongside this, a Civil Contingencies Secretariat standard on flood response is being created which will form part of a set of resilience standards to clearly set out expectations and benchmarks for good practice.

14.6 Defra and the EA are working closely together on these documents, the aim is to release them in conjunction with the government response to the MAFP review.

Compiled by the Board Governance Team

December 2018
Please clearly state what decision you are seeking from the meeting
The Board is asked to:

1. Note the substantive agenda items discussed at Audit and Risk Assurance, Flood and Coastal Risk Management, Remuneration, Pensions Committee and Board, and the Environment and Business Committees since October 2018.

Key points for discussion
Committee Chairs will be asked to highlight particular areas of note for the Board.

Governance
What meetings/groups have already reviewed this item?
N/A

What meetings/groups need to review this item next?
N/A

Are there any risks associated with the evidence and analysis in the paper?
No

How will the key messages/decisions be communicated?
Through an oral update during the Board meeting.

No legal annex is required.
1.0 Introduction

1.1 This paper provides a summary of substantive agenda items that have been discussed at Committee meetings since the last full Board meeting on 18th October 2018.

2.0 Flood and Coastal Risk Management (FCRM) Committee

2.1 The FCRM Committee met on 6th December 2018. Substantive items discussed were:
   - UKCIP 18 and Climate Change ambition
   - SR19 preparations
   - Innovative funding
   - Future environmental land management
   - Next generation supplier arrangements.

3.0 Environment and Business Committee

3.1 The Environment and Business Committee met on 14th November 2018. Substantive items discussed were:
   - Waste Crime Review
   - Agriculture Review.

4.0 Remuneration Committee

4.1 The Remuneration Committee will meet on 13th December 2018, after the Board meeting. Substantive items to be discussed are:
   - Senior Pay Guidance and 2018 EM Pay Award
   - Pay Award

5.0 Pensions Committee and Pensions Board

5.1 The Pensions Committee has not met since the last Board meeting on 18th October 2018.

5.2 The Investment Sub Committee met on 7th December 2018. Substantive items discussed were:
   - Strategic monitoring and performance
   - Implications of EU Exit on Environment Agency Pension Fund
   - Brunel Pension Partnership portfolio allocation
   - Environment Agency Pension Fund Private Markets update
6.0 Audit and Risk Assurance Committee

6.1 The Audit and Risk Assurance Committee (ARAC) met on 5th December 2018. Substantive items discussed were:

- Risk workshop: de-brief on outcomes and actions
- Top issues and concerns
- Risk deep dive: Corporate Services Transformation
- Risk deep dive: EU Exit
- Health, safety and wellbeing
- Fraud, money laundering and whistleblowing
- Financial position and strategy
- Annual Financial Scheme of Delegation update
- Shared Services Connect Limited contract
- National Audit Office – External Audit Strategy
- Annual review of ARAC Terms of Reference.

James Carruthers
Board Governance Advisor

December 2018