



Information pack for applicants

NATURAL RESOURCES WALES

Appointment of Chair

Closing date: 7 March 2025



**The Commissioner for
Public Appointments**

Natural Resources Wales

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Natural Resources Wales

Key facts about the post

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| Location: | Pan Wales |
| Time commitment: | A minimum of 104 days per year |
| Tenure of office: | Initial appointment of between two and four years |
| Remuneration: | £67,600 per annum plus reasonable expenses |

Natural Resources Wales role and responsibilities

Background

Natural Resources Wales (NRW) is the largest Welsh Government Sponsored Body, focussed on:

- nature's recovery
- resilience to climate change
- minimising pollution through the sustainable management of natural resources.

The natural resources we have in Wales – our trees, seas, hills, fields, water and wildlife - are vital for our future. Without them we would have no clean air to breathe or water to drink. They are a major driver in our economy and help sustain the health and wellbeing of our people and attract visitors to Wales.

These resources face increasing demands – from environmental factors such as climate change, and from social and economic factors. It is therefore essential we ensure our environmental resources are managed in the best way possible, to ensure value for money and achieve the best outcomes. This needs to be done in ways which are sustainable, so that Wales' natural assets are not squandered rather they are maintained and enhanced for future generations.

NRW is:

- a category One emergency responder under the Civil Contingencies Act 2004, working with partners to keep people and wildlife safe from environmental incidents 24/7.
- an advisor, consultee and regulator, working with industry to help them comply with regulations.
- Wales' largest land manager, supporting the timber, renewable energy and recreation sectors.
- a designator of protected and special sites, such as Sites of Special Scientific Interest (SSSIs) and Area of Outstanding Natural Beauty (AONBs).

NRW makes decisions based on evidence, research and the expertise of its staff for the benefit of Wales' communities and the environment.

Chair of Natural Resources Wales Board - Role Specification

Role Specification

The Chair of NRW is appointed by Welsh Ministers and is responsible for leading the Board of NRW. The Chair is responsible for leading the board in establishing the vision and strategic direction of NRW, within the context of the Welsh Government's strategic aims and the policy and resources framework determined by the Minister.

The Chair, with the Board, will ensure that NRW's activities are conducted efficiently and effectively and will promote high standards of public finance, upholding the principles of regularity, propriety and value for money. The Chair will also be responsible for ensuring the Board set challenging objectives and oversee and monitor performance to ensure that NRW fully meets its vision, mission, wellbeing objectives, values and the aligned performance framework.

NRW is seeking a Chair who will lead the Board and, together with them, set the strategic direction for NRW. This includes monitoring the delivery of the organisation's business strategy, plans, performance and well-being objectives and long-term strategies. The Board will ensure that NRW operates within its statutory and delegated authority, that it discharges its statutory duties and it operates within the parameters of the Framework Document agreed with Welsh Government. The Board will be responsible for steering and developing the overall work of the organisation, while the Chief Executive will be responsible for the day-to-day management of the organisation.

The work of the Board is supported by the following committees:

- Audit and Risk Assurance Committee (ARAC)
- People and Customer Committee (PCC)
- Protected Areas Committee (PrAC)
- Flood Risk Management Committee (FRMC)
- Finance Committee (FC)
- Evidence Advisory Committee (EAC)
- Land Estate Committee (LEC)

In addition to chairing the Board, the Chair may be required to attend one or more of the above Committees. The Chair will be required to work a minimum of 104 days per year with an expectation of working at least one day a week.

The key responsibilities for the Chair include, but are not limited to:

- Providing vision and strategic leadership to the NRW Board.
- Facilitating Board meetings creating space to explore complex issues and encourage active engagement by all board members.
- Ensuring systems are in place to provide Board Members accurate and timely information of good quality to allow the Board to consider properly all matters before it.
- Ensuring that a Board effectiveness review is performed annually, with independent input at least every three years, and that results are acted upon.

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- Demonstrating NRW's values in their leadership, modelling behaviours consistent with that values framework.
- Taking responsibility for the development of the Board, ensuring an appropriate balance of skills and experience to undertake its role and the work of its committees. Supporting continued professional development and enhanced and undertaking regular performance reviews.
- Lead the Board in establishing the vision and well-being objectives of NRW and approving a Corporate Plan, Annual Business Plans and other strategic plans and the budget to deliver these commitments.
- Promoting high standards of public finance, upholding the principles of regularity, propriety and value for money, respecting the Chief Executive's role as Accounting Officer.
- Demonstrating high standards of corporate governance and integrity, ensuring there are effective arrangements in place to provide assurance on risk management, budget management and effective internal control.
- Ensuring NRW operates within its statutory and delegated authority, that it discharges its statutory duties and operates within the parameters of the Framework Document agreed with Welsh Government.
- Overseeing the work of the Chief Executive, providing appropriate support as necessary, and holding them to account for the organisation's performance and delivery against strategic and business plan priorities, objectives and budget.
- Representing NRW in discussions with Ministers and in forging strong relations with the Senedd and other relevant parties, and fostering close partnership working and healthy relationships with key stakeholders.
- Ensuring that the Board gives sufficient consideration to Board member and executive team succession planning;

The Chair will be responsible for ensuring that himself and the Board, collectively and individually, adhere to the Nolan seven principles of public life:

- Integrity;
- Selflessness;
- Objectivity;
- Accountability;
- Openness;
- Honesty; and
- Leadership.

Person Specification

To be considered, you must be able to comprehensively evidence that you have the qualities, skills and experience to meet all the essential criteria for appointment.

Essential

1. A commitment to and passion for tackling the challenges of the climate and nature emergencies; pursuing and promoting the sustainable management of natural resources and tackling pollution.
2. Experience of organisational transformation and development at Board level in a complex organisation.
3. A commitment to developing an inclusive board environment and role-modelling purposeful, authentic and inclusive leadership.
4. An exceptional ability to communicate, including handling the media and wider public audiences, and building relationships at all levels. Strong interpersonal skills are required, including the ability to negotiate, persuade and influence.
5. Strong analytical skills and sound judgement based and an ability to interpret complex and often technical information.
6. Ability to ensure the organisation's financial dealings are prudently and systematically accounted for, audited and publicly available showing a commitment to transparency and openness.
7. Understanding of, and commitment to, the principles of public life.
8. Demonstrating a history (either in a professional or voluntary capacity) of a senior role in implementing and promoting equity, diversity and inclusion initiatives.

Desirable

- Experience of working in a regulatory environment.
- The ability to communicate in the Welsh language, or to commit to learning as follows:
 - Understanding: can understand parts of a basic conversation.
 - Speaking: can hold a basic conversation in Welsh.
 - Reading: can read some basic words and phrases with understanding; and
 - Writing: can write basic messages on everyday topics.

Eligibility

You are eligible to apply if you are able to provide evidence of your experience against each of the essential and desirable criteria and applied, where appropriate, to the Chair's key responsibilities.

Candidates should be individuals who conduct themselves at all times in a manner which will maintain and further develop public confidence.

Please note, you will be disqualified from applying if you:

- Have within the preceding five years, been convicted in the UK, Channel Islands or the Isle of Man of any offence and has received a sentence of imprisonment

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(whether suspended or not) for a period of not less than three months without the option of a fine.

- Are the subject of a bankruptcy restrictions order or an interim order or have made a composition or arrangement with creditors.
- Have had an earlier term of appointment with NRW terminated on the grounds it was not conducive to the interests or good management of the body for you to continue to hold office.
- Are the subject of a disqualification order under the Company Directors Disqualification Act 1986.
- Are an employee of NRW.

Please also note if you are successful in becoming a Board member of NRW, you will be disqualified from membership of the Welsh Parliament under The Senedd Cymru (Disqualification) Order 2020.

Conflict of Interests

Any information you consider may materially affect your application for appointment should be declared in the application form under the Conflict of Interests section. You should declare any private interests which may, or may not be perceived to, conflict with the role and responsibilities as a Board member of NRW, including any business interests and positions of authority outside of the role.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register which is available to the public.

Due Diligence

Welsh Government Public Bodies Team will undertake due diligence checks on all candidates successfully sifted to interview. This will include, but not necessarily be limited to, social media and internet searches. As a result, you may be asked questions at interview in relations to any findings from due diligence searches

Standards in public life

You will be expected to demonstrate high standards of corporate and personal conduct. All successful candidates will be asked to subscribe to the Code of Conduct for Board Members of Public Bodies.

Role of Natural Resources Wales Board

The Board, consisting of independent members appointed by Welsh Ministers through formal public appointments processes sets the organisation's strategic direction and objectives.

The Board promotes high standards by upholding the principles of regularity, propriety and value for money. It ensures NRW's activities are conducted efficiently and effectively, monitoring NRW's performance to ensure it fully meets its statutory duties, objectives and performance targets and delivers its Corporate Plan. It is the Chief Executive and Executive Team who are accountable for the day to day running of NRW.

Board roles and responsibilities

NRW's board consists of a Chair and up to twelve members, one of whom is the Chief Executive. Its role is to:

- provide effective leadership, defining and developing strategic direction and setting challenging objectives.
- Provide effective leadership for the operation of the organisation; holding the Chief Executive to account for ensuring that NRW's activities are conducted efficiently and effectively.
- promote high standards of public finance upholding the principles of regularity, propriety and value for money.
- monitor NRW's performance to ensure that it fully meets its statutory duties, aims, objectives and performance targets.

The current board membership is as follows:

- Sir David Henshaw, Chair
- Dr Rosie Plummer, Board Member
- Prof Steve Ormerod, Board Member
- Geraint Davies, Board Member
- Professor Calvin Jones, Board Member
- Mark McKenna, Board Member
- Dr Peter Fox, Board Member
- Kathleen Palmer, Board Member
- Helen Pittaway, Board Member [Senior Independent Director]
- Professor Rhys Jones, Board Member
- Lesley Jones, Board Member
- Clare Pillman, Chief Executive
- [Vacant post]

Executive Team

The Executive works in Partnership with the Board when developing strategies for NRW. The Executive is accountable for the day-to-day activities of the organisation and provides corporate leadership.

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Governance

NRW was established as an independent body accountable to the Senedd and Welsh Government.

The role of the Board is to provide strong governance and effective leadership, work with the executive to define and develop strategic direction and to set challenging objectives. The board promotes high standards of public accountability and uphold the principles of regularity, propriety, and value for money. It ensures that NRW's activities are conducted efficiently and effectively, and it monitors performance to ensure that the body fully meets its aims, objectives, and performance targets.

The board has established overarching governance arrangements and has delegated some of its functions to officers through a scheme of delegations covering both financial and non-financial matters.

The appointment process for the Chair and non-executive members is made in accordance with the [Governance Code of Public Appointments](#).

The successful candidate will be expected to demonstrate high standards of corporate and personal conduct. They will also be asked to subscribe to the Code of Conduct for Board Members of Public Bodies.

Making an application

Thank you for your interest in becoming Chair of NRW.

To apply for this role, go to the Welsh Government's [public appointments](#) website and click on the vacancy you are interested in. Click on 'Apply' at the bottom left-hand corner. If you'd like to apply for this vacancy in Welsh, please use the 'Newid Iaith / Change Language' link at the top right-hand side of this page, to take you to the Welsh version of this advert, from where you can apply in Welsh.

The first time you apply for a post, you will need to complete a registration form for the Welsh Government's online application system. You will only need to register once, and you can use this to keep yourself updated on the progress of this or any other applications you make.

Once you've registered, you'll be able to access the application form. To apply you will need to upload a CV and personal statement.

Your application

Please ensure your CV includes brief details of your current or most recent post and the dates you occupied this role. Please identify any past or present Ministerial appointments.

The personal statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification. How you choose to present the information is your choice. You should, however, aim to provide detailed examples demonstrating how your knowledge and experience match each of the criteria, and your role in achieving a specific result.

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It will benefit the selection panel if you can be clear which particular evidence relates to the criteria. Providing separate paragraphs in relation to each criterion is common practice.

Please limit your personal statement to no more than two pages. Your application may be rejected if you exceed this limit.

Diversity Statement

The Welsh Government believes public bodies should have Board members who reflect Welsh society - people from all walks of life - to help them understand people's needs and make better decisions. We believe that diversity brings different lived experiences to the decision-making table and also different thoughts and ways of thinking. This adds value to our Boards. It brings a richness to the ways of working and enhances our experience and contributions. It helps us meet the needs of all communities we work with. This is why the Welsh Government is encouraging a wide and diverse range of individuals to apply for appointments to public bodies. Applications are particularly welcome from all under-represented groups, in the current Board, including those under the age of 30, people from minority ethnic communities, disabled people and the LGBTQ+ community.

Guaranteed Interview Scheme - Positive about Disability

Disability Confident Scheme

The Welsh Government is a Disability Confident Leader. We guarantee to interview any candidate with an impairment, health condition, who is neurodivergent or who uses British Sign Language if they meet the minimum criteria for the post.

Social Model of Disability

Welsh Government has adopted the social model of disability, which recognises that barriers in society act to disable people who have impairments, or health conditions, who are neurodivergent or who use British sign language. We are committed to removing barriers in the recruitment process so that everyone can perform at their best. Recruitment adjustments can be made at any part of the recruitment process for candidates with an impairment or health condition, who are neurodivergent or who use British Sign Language.

Please get in touch with DiversityInRecruitment@gov.wales to discuss adjustments for any part of this process

Indicative timetable

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|---------------------------------------|------------------------|
| Closing date: | 7 March 2025 |
| Shortlisting: | March 2025 |
| Panel interviews: | April 2025 |
| Ministerial decision: | May 2025 |
| Pre-appointment Hearing: | May/June 2025 |
| Appointment of candidate | June/July 2025 |
| Official Start of appointment: | 1 November 2025 |

Contacts

Natural Resources Wales

To make an application please visit the Welsh Government's public appointment website <http://wales.gov.uk/publicappointments>.

For queries about the role, assessment and selection process please email the Welsh Government's Public Appointments Unit publicappointments@gov.wales.

Opportunities to better understand the role of the Chair and what is expected are available via this link our third-party executive search agency, [Goodson Thomas](#) which is supporting this process,

The Selection Process

The Advisory Assessment Panel will assess candidates' personal statements and CVs to determine who it believes best meet the criteria for the role and will be invited to interview. The Panel will rely only on the information you provide in your personal statement and CV to assess whether you have the skills and experience required.

The Advisory Assessment Panel will be chaired by a Senior Welsh Government Representative and will also comprise a Senior Independent Panel Member and an Independent Panel Member.

Your application may be longlisted, subject to the volume of applications received, before it is passed to the Advisory Assessment Panel for shortlisting. You should be aware in this situation; your application might not be considered in full by all Advisory Assessment Panel members.

We anticipate the Advisory Assessment Panel will have identified the shortlisted candidates who will be invited for interview by the beginning of April.

If you have applied under the guaranteed interview scheme and you meet the minimum essential criteria for the post, then you will be invited for interview.

It is our intention that interviews will take place in Cardiff or online.

If you are successfully appointed as Chair, you will be asked to attend a Senedd Cymru Committee hearing.

Pre-appointment scrutiny by select committees is an important part of the process for some of the most significant public appointments made by Ministers. It is designed to provide an added level of scrutiny of the overall process and verify that the recruitment meets the principles set out in the Governance Code on Public Appointments. This scrutiny may involve the relevant select committee requesting and reviewing information from the Department and the Minister's preferred candidate. The select committee may also choose to hold a pre-appointment hearing.

Pre-appointment hearings are held in public and involve the select committee taking evidence from the Minister's preferred candidate. These public hearings take place before an appointment is confirmed, but after the selection process has been completed.

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Where a public appointment is subject to pre-appointment scrutiny, it is a matter for the relevant select committee to undertake such scrutiny, including whether to hold a pre-appointment hearing. Following a review of information provided by the Department about the recruitment process, the select committee may decide that a pre-appointment scrutiny hearing is not required before it publishes its report, if it agrees with the Minister's choice of candidate.