

Personal Statement - Chair Natural Resources Wales - February 2025

Commitment to Wales and NRW's Mission

I bring over three decades of leadership experience in steering complex, multi-stakeholder organisations toward sustainable change. My deep personal connection to Wales—rooted in my wife's family history from Gower and her grandfather's mining background—gives me a strong appreciation for Welsh culture, language, and heritage. While I am not a Welsh speaker, I am keen to understand as much as possible.

I have led major transformations across public bodies, infrastructure, and environmental organisations, ensuring that governance, financial sustainability, and climate leadership align with NRW's mission to enhance Wales' natural resources while ensuring long-term resilience and sustainability.

Strategic Leadership & Governance

NRW must operate with clarity, transparency, and accountability to maintain public and ministerial confidence. I have led and restructured complex, publicly accountable organisations, ensuring alignment with government priorities while maintaining operational and financial sustainability.

At **HM Land Registry**, I strengthened board effectiveness and rebuilt relationships with government, ensuring a more strategic partnership with ministers. At **East West Rail**, I led a **20% workforce reduction while improving efficiency and staff engagement**, demonstrating that transformation enhances both culture and performance. My leadership at **DIO and the Forestry Commission** has equipped me to guide NRW through governance improvements and financial sustainability.

Key achievements:

- Strengthened board effectiveness and ministerial engagement.
- Led successful organisational transformations improving efficiency and culture.
- Improved governance structures in large-scale public bodies.

Financial & Commercial Sustainability

Public bodies must balance delivering public good with financial sustainability. I have led several organisations through this challenge.

At the **Forestry Commission**, I was appointed for my **commercial expertise in environmental areas**, ensuring biodiversity while securing financial sustainability. At **Network Rail and London Continental Railways**, I led the creation of a **commercial development company (DevCo) to maximise land value and accelerate regeneration**.

I have also led:

- **£4.5 billion in annual infrastructure investment** at **DIO**.
- **Securing government funding** for East West Rail.

Additionally, I have led **three companies to IPO**:

- **Market Holdings (Camden Market) – £750 million IPO.**
- **HSS Hire – Business expansion flotation.**
- **CakeBox – High-growth retail IPO.**

Personal Statement - Chair Natural Resources Wales - February 2025 Environmental Leadership & Climate Strategy

As a member of the **CBI Climate Change Board and Imperial College/Grantham Institute Advisory Board**, I have helped shape national sustainability policies. At **Sainsbury's**, I implemented a **long-term carbon reduction strategy**, exceeding government climate targets while ensuring commercial success.

Key focus areas:

- Driving climate adaptation and resilience.
- Aligning sustainability goals with financial strategies.
- Leading nature-based solutions and sustainable land use.

Stakeholder & Government Engagement

I have built strong relationships across public, private, and third sectors to drive impact.

- **East West Rail** – Secured government funding through ministerial and treasury engagement.
- **DIO** – Rebuilt relationships with MOD customers, aligning infrastructure investment with operational needs.
- **HM Land Registry** – Strengthened board engagement with government sponsors.

People Leadership & Culture Change

NRW's success depends on a high-performing, engaged team. I am not a “celebrity NED”—I engage deeply, coaching and mentoring leadership while holding them accountable.

At **East West Rail**, I successfully helped the executive to lead a cultural transformation, improving engagement and performance despite restructuring. I focus on building leadership cultures that are agile, collaborative, and results-driven.

Conclusion

NRW is at a pivotal moment, requiring:

- **Stronger governance and financial sustainability.**
- **A commercially driven approach to land management.**
- **Clearer leadership in climate resilience.**
- **Stronger engagement with government and stakeholders.**
- **A high-performing internal culture.**

I bring extensive experience in governance, financial sustainability, and organisational transformation. I look forward to applying my expertise to ensure NRW enhances Wales' natural resources while contributing to a thriving, sustainable economy.