

The sustainable management of natural resources in Wales is an immense agenda, full of complex issues and exceptionally difficult and often impossible to reconcile, choices The Well-being of Future Generations Act (Wales) 2015 and the Environment (Wales) Act 2016 establish NRW's prime purpose but all within a wider Welsh Government policy architecture - Prosperity for all – The National Strategy based on Taking Wales forward –the programme for government and other core policy areas.

Added to all this is a rapidly increasing political priority attached to the natural resources agenda and the increased focus the new First Minister is clearly putting on the Environment and our responsibility to our future generations. More and more will be being demanded of NRW in the coming years.

NRW has had a difficult few years for a myriad of reasons but grounded in the failure from the inception of the organisation to integrate the predecessor bodies into one fully functioning unit with a strategic clarity, effective collective leadership and a commitment to developing an empowering culture

Some progress has been made and the core strength of a deeply committed group of staff has seen many achievements. However a succession of problems especially surrounding forestry/ timber and other regulatory areas have badly damaged NRW's reputation.

In the autumn of 2018 I accepted an invitation from the Cabinet Secretary to become interim Chair of NRW for a year to take a lead in addressing the difficulties being faced and in particular through the leadership of the Board support the relatively new Chief Executive.

We have made significant progress so far in dealing with the immediate problems and continuing the restructuring of the organisation behind a different decentralised operating model. The Timber issues which proved to be far more serious than first thought are being dealt with very quickly and various other measures taken, including building a proper unitary board and getting some organisational basics put in place as well as ensuring the right leadership is in the right place.

A lot more remains to be done but more importantly the Board needs to lead on implementing a far more radical approach to addressing the ever increasing demands on NRW. Put simply carrying on with the same approach will not be sufficient to get the effectiveness of NRW to the right level with a consequent reputational gain. These new approaches include a different partnering approach where NRW gets others to do the lifting, whole catchment areas approaches involving all elements of the business and not a silo approach and looking at the advocacy end of the spectrum of activity in a different methodology. There are many other issues but NRW needs to become the indispensable partner of choice for public and private bodies in pursuing the sustainable resource agenda.

From a personal point of view I saw this initially as a purely interim role but I have become absorbed by it on a number of levels. The agenda NRW is dealing with is crucial and the challenge of public policy making and implementation in leading the Board is a role which attracts me greatly. I have found inspirational staff everywhere I have gone and it would be immensely rewarding to continue helps support them in this Chair leadership role. Quite simply what NRW does matters hugely and to continue to be a part of it going forward would be a privilege.

I am patently not a scientist or environmentalist by background but I am surrounded by such colleagues on the Board and the organisation. I have an extensive experience in leading public sector bodies especially through significant change. I think I have brought some experience in leading Boards (executive and non-executive) especially in the complex areas of public policy making ,good governance and leadership and believe I can add some significant value going forward.



Pre-appointment hearing questionnaire

Following questions sent from Climate Change, Environment and Rural Affairs Committee August 2019 ahead of September 2019 session.

Sir David Henshaw – Chair, Natural Resources Wales

Personal background

1. Do you have any business or financial connections, or other commitments, which might give rise to a conflict of interest in carrying out your duties, or impact on the time you are able to commit to the role?

Business or Financial connections and conflict of interest:

I do not have any business or financial connections which would give rise to any conflicts of interest.

Commitments:

I have other commitments namely Chair of a Foundation Trust Hospital and Chair of Trustees at National Museums Liverpool but my experience since my appointment as interim Chair confirms that I have more than sufficient time to commit to the role.

I do not envisage taking on any further commitments.

2. Have you ever held any post or undertaken any activity that might cast doubt on your political impartiality?

No.

3. How were you recruited: were you encouraged to apply, and if so, by whom?

By open competition through a full public appointments process. I was encouraged to apply by colleagues in NRW.

4. Please explain how your experience to date has equipped you to fulfil your new responsibilities.

Highly experienced as chair and former chief executive with experience across a wide range of public sector bodies in central and local government, in the health sector together with private sector experience.

I have had successful executive and non-executive experience in leading challenged organisations with significant performance problems on routes to recovery often facing the most complex of issues.

This experience equipped me well in working with colleagues, in tackling the challenges in NRW and we have made major progress but there remains a considerable amount to achieve which I feel I have the experience and skill set to lead.

Performance of the role

5. What will be your key priorities in your new role?

Clearly there is a huge agenda facing NRW and the key priorities are:

1. Leading the Board and the organisation to deliver the ten priorities in our Business Plan and play a lead role in Wales' response to the Welsh Government's declaration of a climate emergency in Wales whilst emphasising that this is also an environment emergency. Sustaining a healthy environment is fundamental to Wales' future health, prosperity and well-being.
- 2 Fulfilling NRW's responsibilities within the future generations legislation and driving our operational agenda with a sense of our duty to care for our environment which has been borrowed from our successors and becoming an outward facing organisation.
- 3 Leading and developing the Board to ensure effective governance of NRW but most importantly in such a way that all our staff feel they are being well led.
- 4 Supporting the Chief Executive and Executive team in their effective leadership of NRW and in particular seeking the embedding of the cultural and governance improvements we recognise are needed following the Grant Thornton Report.
- 5 Building strong relationships with all our stakeholders across Wales and beyond, developing our reputation as the partner of choice for other organisations and making NRW indispensable to the Welsh Assembly and Welsh Government.

6. What criteria should be used to judge your performance over your term of office?

Overall the main criteria should be the effective and efficient discharge of NRW's strategic and operational performance which is the responsibility of the whole Board including the Chief Executive and Executive team.

However I lead the Board and should be held accountable for delivering good governance, strategic leadership and building a one team approach.

In addition I would suggest the following:

- Visible non-executive Chair leadership and confidence from the Board
- Confidence and trust of stakeholders and staff in NRW
- Confidence of Welsh Government and Welsh assembly
- Delivery of recovery of NRW

My intention is to introduce a 360 degree appraisal system for Board members and myself.

The organisation

7. What criteria should be used to judge the performance of NRW as a whole?

I have referred to this previously but in sum. The criteria which should be used to judge the performance of NRW as a whole are the following:

- Delivering the strategic agenda
- NRW operational performance
- The views of our stakeholders and all those we serve
- The views of the Welsh assembly and Welsh government and simply being held to account in the discharge of our responsibilities
- A high performing and motivated workforce
- Positive audit opinions – UKWAS, ISO, WAO
- Improving Customer Satisfaction

8. What do you see as the key risks to delivering NRW's objectives?

In simple terms:

- Resources (staff / money)
- Culture change
- Brexit
- Legislative changes

9. What do you consider to have been the main successes and failures of NRW? What lessons can be learned from the failures?

Successes:

- The ongoing work in merging three organisations into one, while completing an entire restructure enabling NRW to deliver new statutory purpose and place based delivery.
- The ongoing recovery work around timber sales and forestry more generally.

During this significant change, continuing to deliver the ongoing business at NRW including for example:

- Dealing with environmental incidents – tree disease, flood events (e.g. Storm Callum, forest fires)

- The ongoing work in rebuilding our capability
- Delivering first ever State of Natural Resources Report (SoNaRR)

Failures:

- Qualified accounts and timber sales governance
- Public engagement around difficult decisions (e.g. Permitting, Flood Projects)

Lessons:

As in every organisation there is a need for real clarity around vision, strategy and a plan which is understandable for all. I would suggest we emphasize on the following:

- Good governance and a one team approach for the whole NRW Board
- Value the importance of positive organisational culture and investing in people
- Getting the right balance between central corporate direction behind a coherent strategy and effective devolving of responsibility and empowering people
- Becoming an outward facing organisation with positive engagement and early involvement of interested parties and the need to build a clear understanding of our roles and responsibilities in what are difficult and often unpopular decisions

10. What is your assessment of the public profile and reputation of the organisation?

It is early days but my sense is that there is a recognition that NRW is now on the improvement journey with a lot to do and more to improve. NRW has a set of challenging responsibilities. At one end of the spectrum we are a regulator and at the other a cheer leader, an advocate and promoter.

The roles and all in between go forward as one. We will never please everyone.

In particular:

- We have begun the task of rebuilding trust with many stakeholders, but we are not complacent and there is still a long way to go.
- We need to continue to build awareness and understanding of our many roles and responsibilities.
- We need to continue to grow public awareness of the importance of our natural resources and environment to Wales' future health, prosperity and well-being.
- We have to make difficult and unpopular decisions on many issues. But we do so using the evidence we have in an open and transparent way and our ambition is to do this involving others from the outset.

SIR DAVID HENSHAW – CURRICULUM VITAE

HIGHER EDUCATION

BA – Public Administration

M.Soc.Sci – Management in
Local Government

EMPLOYMENT and Other Roles

Interim Chair Natural Resources Wales November 2018 to November
2019

Interim Chair Wirral University Foundation Trust Hospital March 2018
Ongoing

Interim Chair Liverpool Community Foundation Trust
Aug 2017-Nov 2027

Chair of Trustees National Museums Liverpool 2017- Ongoing

Trustee North Wales Building Preservation Trust 2017- Ongoing

Interim Chair St Georges University Hospital Foundation Trust
2016 -2017

Chairman Alder Hey Children's University
Foundation Trust Hospital 2010 - 2019

Deputy Chair UK City of Culture Judging Panel 2013 2015

Public Services Reform Adviser States of Jersey 2013-2017 -

Interim Chairman Dorset Health Care Foundation Trust 2013-2014

Interim Chairman Morecambe Bay University
Foundation Trust Hospital 2012 2013

Member NHS Improvement Chairs Advisory Panel 2015 Ongoing-

Chair Manchester Academy of Health Science 2008-2012

Chair Welsh First Ministers Public Service reform
Advisory Committee 2006 2009

Board Adviser Northgate PLC 2006-2016

Chairman North West Strategic Health Authority NHS	2006-2010
Redesigning the UK Child Support system for UK Government reporting to Prime Minister and Secretary of State for Work and Pensions	2006-2008
Liverpool City Council Chief Executive	1999-2006
Knowsley Metropolitan Borough Council Chief Executive	1989 -1999
Chief Executive to Merseyside Police Authority	1989- 2002
Essex County Council – Assistant Chief Executive	1974-1989
South Yorkshire County Council – Assistant to Chief Executive / Corporate Planning Officer	1974-1975
INLOGOV, University of Birmingham – Research 1970 – 1971 Associate	
Trustee and Chairman of Innovation Programmes Board and Public Service Innovation Laboratory Of National Endowment for Science Technology And the Arts (NESTA)	2008 - 2012
Non Executive Director Hedra PLC	2005 – 2008
Non Executive Director Albany Investment PLC	2003 – 2012
Non Executive Chairman Rethinking Consulting Trust PLC	2006 - 2008
Chairman Sir David Henshaw Partnership Ltd 2006 Ongoing	
Executive Chairman Bryn Terfel Faenol Festival Trust	2006-2011

An extensive government career with a particular emphasis on turnaround ,leading change and transforming organisational

performance coupled with a more recent experience in redesigning the UK Child support system and Non Executive Chair and Director Experience across public and private sectors. Of particular significance Chief Executive of Liverpool City Council and with the Leader of the City Council, leading and winning the bid to be European Capital of Culture 2008.

Since 2006 substantial involvement in UK National Health Service with chair roles in Foundation Trust Hospitals focusing on strategic leadership and turnaround in failing organisations at the request of regulators and also national policy involvement .Major focus has been on step change in delivery of outcomes, transformational change and cost reduction through reform of business process , Governance and productivity and efficiency gains A key feature has been recovering and developing stakeholder engagement especially community

Other turnaround roles and consultancy across public and private sectors

Previous other roles

- Chief Executive of Liverpool Culture Company
- Adviser to the Prime Minister's Delivery Unit
- Adviser to the Cabinet Office Strategy Unit
- Non-Executive Member of the Home Secretary's National Offender Management Board
- Member of the HM Treasury Public Services Productivity Panel
- Member Of Strategy Sub Group Civil Service Management Board
- Member of the Department of Health's External Panel
- Member of the Board of the Museums, Libraries and Archives Council
- Chairman of the Commonwealth Games Opportunities & Legacy Partnership Board
- Member of the Board of Liverpool Vision
- A member of the Board and former Chairman of the Mersey Partnership

- A Director of the Board of the European Institute of Urban Affairs based at John Moore's University, Liverpool
- President of the Society of Local Authority Chief Executives
- Chairman of SOLACE Enterprises Ltd
- Joint Vice Chair of the National Task Force on Crime Reduction
- President of the Society of Local Authority Chief Executives
- Honorary Doctor Sheffield Hallam University
- Fellow of Royal Melbourne Institute of Technology
- Honorary Fellow of Liverpool John Moore's University
- Fellow of the University of Liverpool.

Other relevant experience includes regular lecturing and speaking engagements on leadership, public service reform and joined up Government and service delivery in the UK, Australasia, Europe and the US. I also have a variety of informal advisory roles spanning a wide variety of organisational issues.

I was knighted in the Queens Birthday Honours in 2004