



Board Commissioner Candidate Information Pack



Welcome



Ric Lewis
Chair of The Crown Estate

Thank you for your interest in the position of Board Commissioner of The Crown Estate.

Our role is to put the nation's interests first, underpinned by our core duty to grow both the long-term value of our portfolio and the income we return to the Treasury. Over the last 10 years we have generated £5 billion for spending on public services.

We are a unique business, established by an Act of Parliament, operating independently and commercially, between the public and private sectors.

From cities to rural landscapes, coastal communities to the seabed, our work, which we express through our purpose: to create lasting and shared prosperity for the nation, spans the UK.

2025 marks an historic milestone with the passing of the Crown Estate Act 2025, granting us borrowing and new investment powers for the first time. This unlocks greater flexibility for us to invest in areas critical to the UK's success – such as science and innovation, housing, regenerative agriculture, and renewable energy.

The new Act also increases the maximum number of commissioners on The Crown Estate Board from eight to twelve, aligning with modern corporate governance standards and strengthening the diversity of knowledge and experience on the Board. It includes a provision to appoint a Commissioner who, alongside their wider responsibilities, will support the Board's ongoing understanding of Welsh interests and issues, ensuring that decisions to deliver on The Crown Estate's strategy continue to take the unique conditions of Wales into consideration. The Act also includes a provision to appoint Commissioners advising the Board on matters relating to both England and Northern Ireland. Those appointments will be made in addition to recruitment for this position.

As a recruitment panel, we actively welcome applications from underrepresented groups to help ensure The Crown Estate reflects the society it serves, embraces diverse thinking, and values different perspectives.

If you have the skills and experience we're looking for, and are driven to help The Crown Estate Board and Group Leadership Team shape the future of The Crown Estate, then I look forward to receiving your application and wish you every success.



You can read more about how we are creating lasting and shared prosperity for the nation in our Annual Report and Accounts online at: [Annual Report 2024/25 | The Crown Estate](#)

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About The Crown Estate

We manage land, property and the seabed around England, Wales and Northern Ireland, returning our profits to HM Treasury to support public spending.

As an independent business with £15 billion of net assets including renewable energy projects, transformational regeneration schemes with a gross development value of up to £44 billion and one of the country's largest rural landholdings, we aim to make an impact for current and future generations.

Our activities are helping to deliver clean energy and energy security, protecting and restoring nature, and supporting communities and economic growth while creating financial value for the UK.

We operate across three business areas, Marine, Urban and Windsor & Rural where we focus on investing and developing for the long term, active asset management, working with our customers, harnessing and sharing data and building partnerships.

We create long-term social, environmental and financial value by drawing on our key strengths: our broad ownership of a diverse portfolio of national assets, our independence, our opportunity to take a long-term view and our ability to bring stakeholders together to tackle challenges.

Our three business areas



Marine

We manage the seabed and coastline around England, Wales and Northern Ireland to support the national transition to a resilient, sustainable future.

12GW

current offshore wind capacity

50GW

potential offshore wind pipeline



Urban

Our real estate assets range from London's West End to regional retail and leisure destinations and mixed-use development opportunities.

17 million sq ft

of mixed-use space

9 million sq ft

development pipeline



Windsor & Rural

We are stewards of more than 200,000 acres of rural land, including tenanted farmland, uplands, coastal assets and the Windsor Estate and Great Park.

200,000 acres

of rural land

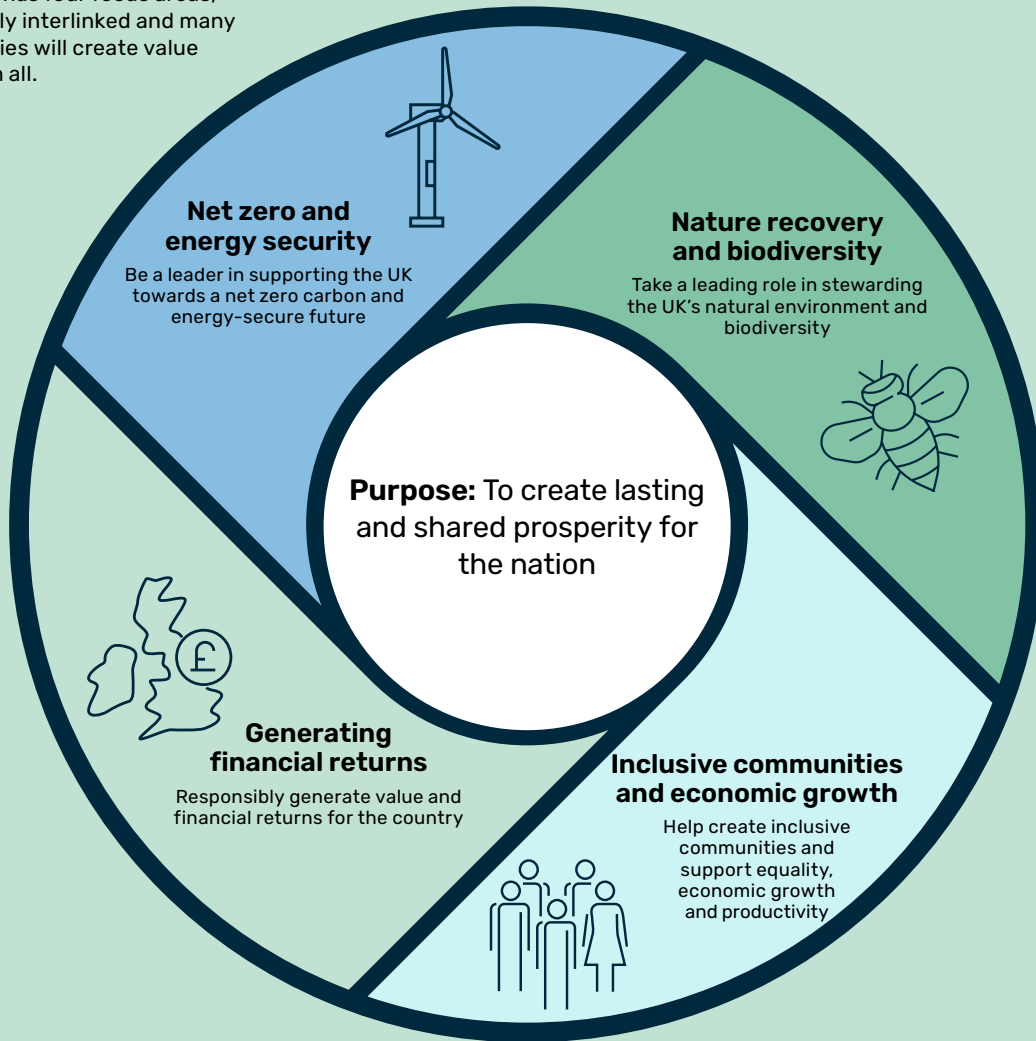
15%

to be dedicated to nature recovery where appropriate

Strategy

Guided by our purpose and through our broad ambitious strategy, we are delivering across every part of our business to address national needs where we can have most impact.

Our strategy has four focus areas, each is closely interlinked and many of our activities will create value against them all.



Our values

Our values are the guiding principles that define our culture



Caring

We are committed to looking after the world around us and each other. We treat people, places and the environment with the care and respect they need to thrive.



Together

We work together and with others to deliver on our purpose. To build trust, we focus on understanding the real needs of those around us.



Creative

We believe that creativity enables us to unlock new ideas and solve problems. To be a true catalyst for change, we embrace original thinking and the best ideas.



Impactful

We believe that positive impact and financial performance must go hand in hand. We ask ourselves how our actions align with our purpose and make a meaningful difference.

Wales

We manage a diverse portfolio of assets in Wales, including over 50,000 acres of upland common land, and around 65% of the foreshore and tidal riverbed.

We also lease seabed space for oil and gas pipelines, marine aggregates and subsea cables and interconnectors.

The Crown Estate strategy reflects similar ambitions set out in the Well-Being of Future Generations (Wales) Act to improve the social, economic and environmental opportunities for communities across Wales and we work with Welsh Government and wider stakeholders to play our part. In the summer of 2024, we opened a Cardiff Hub to grow our presence in the local ecosystem and convene our partners.

Net zero carbon and energy security

Advancing the delivery of renewable energy is a significant focus for The Crown Estate ensuring that through our activities we are enabling economic benefit and enhancing the environment for the local economy and communities.

Key initiatives underway include:

- Offshore Wind Leasing Round 5, which will see a new generation of floating wind farms in the Celtic Sea, with enough capacity to power more than 4 million homes and the potential to create 5,300 new jobs through the construction phase. This could be transformative for economic growth in local communities, as well as strengthening the UK's energy security and driving industrial regeneration.
- A £50 million Supply Chain Accelerator fund launched in June 2024, to support the development of UK supply chains for offshore wind – the first round awarded funding to four Welsh-based projects.
- An investment of £2.6 million into the Morlais tidal stream demonstration project. Morlais is the largest consented test site for multiple tidal technologies in Europe, it is also grid-connected which solidifies its vital role in the development of the tidal stream sector.

Nature recovery and biodiversity

As stewards of rural, coastal and marine environments we have a responsibility to support biodiversity, restore ecosystems, and enhance the natural world for future generations.

In January 2025, The Crown Estate shared its Nature Ambition, and alongside this we refreshed our duties under Section 6 of the Environment (Wales) Act 2016. Our **Nature Ambition** and our s.6 report represent the culmination of months of consulting with those who know the commons and coast best which informed our three core nature goals:

- Deliver increased biodiversity
- Protect and restore freshwater, marine and coastal systems
- Increase social and wellbeing benefits from nature

As we seek to create a positive impact, we continue to collaborate and work in partnership with government, businesses, conservation organisations and local communities.

Supporting seagrass

Seagrass meadows are a vital habitat for seahorses and fish, as well as filtering water and sequestering large amounts of carbon. Given our priorities to support decarbonisation, nature recovery and water quality, The Crown Estate is actively seeking to support seagrass restoration around Wales. We have relicensed the UK's first seagrass restoration trial, Project Seagrass at Dale, Pembrokeshire – increasing its scope from two to three hectares.

Funded by WWF and Sky Ocean Rescue, the project involves testing different methods of planting, from planting seagrass in hessian bags to deploying underwater robots, and monitoring the results over time. Volunteers from The Crown Estate team took part in a planting session and we look forward to seeing Project Seagrass expand its scope and share its learnings.



Wales continued

Inclusive communities and economic growth

We aim to ensure that our investments and partnerships in key sectors like renewable energy and science, technology and innovation deliver real benefits for people and places.

The Welsh Government’s strategy makes clear that developing a strong skills base will be vital not only to delivering the green transition, but to creating opportunities that will have a transformative impact on future generations.

In the last year we have collaborated in projects that have engaged younger people in Wales for example bringing Minecraft Education into schools (see opposite) and partnering with the Sea Ranger Service through the marine monitoring contract they delivered in the Celtic Sea.

In addition to our own apprenticeship and internship programmes, and the successful extension of the Marine Internship Programme to North Wales, the preferred bidders of the new floating windfarms are committed to ensuring that at least 3.5% of the workforce consists of apprenticeships and that a minimum of 10% of employees aged 19-24 are not currently in education, employment or training.

Over the next year, we’ll continue scaling our efforts to maximise social impact across Wales.

Learning in Welsh with Minecraft

Inspiring young people to engage with sustainability and consider careers in fields like clean energy and conservation is vital to delivering the green transition and to Wales’s future economic growth. To help them grow their knowledge and skills, we harnessed the power of Minecraft, the bestselling videogame of all time.

Through our partnership with Microsoft UK, we created the Offshore Wind Power Challenge, a Minecraft Education world. Available in English and Welsh, the challenge invites students aged 7-14 to see if they can power a coastal village by designing and building an offshore wind farm.

We then created lesson plans and teaching materials aligned with the national curriculum. These are available on the Welsh Government’s Hwb learning platform, and we have contacted local MPs, MSs and Welsh Ministers to offer further contributions to the new Welsh curriculum. To learn more about the project, view a video at thecrownestate.co.uk/minecraft



You can read more detail on all of the above and our activities in Wales in our Wales Review online at: [Wales Review 2024/25](#)

How we manage the business

The Crown Estate Board provides strategic oversight of the business, with management delegated to the Chief Executive and the Group Leadership team.

The Group Leadership team (GLT) supports the Chief Executive to deliver all aspects of what The Crown Estate does and seeks to do. The GLT has 11 members: the Chief Executive, Chief Financial Officer, Chief Sustainability Officer, Managing Director Development, Managing Director Marine, Managing Director Real Estate, Managing Director Windsor & Rural, Chief Digital Officer, Executive Director Corporate Affairs, Executive Director Operations, and Executive Director People & Culture.

The passing of the Crown Estate Act 2025 allows The Crown Estate to borrow and invest more flexibly. We are increasing investment in key areas such as science and innovation, housing, regenerative agriculture and renewable energy which will enable us to deliver on our ambitious strategy, and have an even greater impact for the nation over the long term.

Currently (and until agreed otherwise to reflect changed market conditions), The Crown Estate measures its performance against:

- the revenue targets agreed with the Board and discussed with the Treasury
- an appropriate real estate market total return benchmark (MSCI) and bespoke milestones for its Marine business unit
- sustainability targets updated from time to time as appropriate.



More detailed information about The Crown Estate, our strategy, how we create value and our activities, including financial results for the year ending 31 March 2025 are available online at: [Annual Report 2024/25 | The Crown Estate](#)

The Board

The constitution of The Crown Estate and the make-up of the Board is governed by statute – the Crown Estate Act 1961, as amended by the Crown Estate Act 2025. Following the amendment, the maximum number of Commissioners on The Crown Estate Board has increased from eight to twelve including the Chair, and one Executive Commissioner (the Chief Executive). Board Counsellors attend Board meetings in an advisory capacity.

Executive Board members

Dan Labbad

Chief Executive, Accounting Officer, Executive Board Member and Second Commissioner.

Dan was appointed as Chief Executive on 9 December 2019 and to the Board on 1 January 2020. Dan was reappointed for a further four years in 2023.

Helen Price

Chief Financial Officer, and Executive Board Member.

Helen was appointed as Chief Financial Officer on 1 January 2025. Her first term expires on 31 December 2028.

Non-Executive Board members

Ric Lewis

Chair, Independent Non-Executive Board Member and First Commissioner.

Ric was appointed to the post of Chair of The Crown Estate on 9 July 2025. His first term expires on 8 July 2029.

Vijay Bharadia

Independent Non-Executive Board Member.

Vijay was appointed to the Board on 1 April 2023. His first term expires 31 March 2027.

Juliet Davenport OBE

Independent Non-Executive Board Member.

Juliet was appointed to the Board 1 September 2020. She was reappointed for a further four years on 1 September 2024.

Peter Hofbauer

Independent Non-Executive Board Member

Peter was appointed to the Board on 1 September 2025. His first term expires 31 August 2029. Prior to this, Peter served for a year as a Board Counsellor to The Crown Estate from 1 September 2024.

Dame Karen Jones DBE

Independent Non-Executive Board Member and Senior Independent Board Member.

Karen was appointed to the Board on 1 January 2020 and as Senior Independent Board Member on 9 June 2020. She was reappointed for a further four years on 1 January 2024.

Anne Kavanagh

Independent Non-Executive Board Member.

Anne was appointed to the Board on 4 July 2022. Her first term expires 3 July 2026.

Clare Shine

Independent Non-Executive Board Member.

Clare was appointed to the Board on 4 July 2022. Her first term expires 3 July 2026.

Board Counsellors*

Nicholas Cheffings

Board Counsellor.

Nicholas was appointed as Board Counsellor on 1 September 2025. His first term expires 31 August 2029.



You can read biographical information about our Board including skills and experience online at: [Our Board | The Crown Estate](#)

* The Board is assisted by co-optees known as Board Counsellors, who (at the discretion of the Chair) attend Board Meetings in a non-voting capacity.

Candidate specification

This is a significant non-executive leadership role within a unique and nationally important organisation, working for long-term public benefit.

Commissioners are appointed under Royal Warrant and serve on the Board of The Crown Estate, providing strategic oversight and contributing to the delivery of its purpose: to create lasting and shared prosperity for the nation.

The individual will need to play a full role across the Board's full responsibilities. In addition, they will provide advice to the Board about conditions in Wales so far as they relate to the functions of The Crown Estate in Wales. In fulfilling the latter, they will be able to draw on insights from The Crown Estate's engagement activities and provide insight on existing and emerging policies relevant to The Crown Estate's activities in Wales.

Experience and Skills:

Essential

- Evidence of applying strategic leadership and systems thinking to inform and accelerate the delivery of social, commercial and financial value at scale and pace
- Ability to connect and promote the purpose and values of The Crown Estate; to see the bigger picture and understand how local actions fit into broader goals and policies
- Commercial and business acumen with an associated financial perspective that will make a real contribution to the Board's business across a range of strategic and operational areas
- Excellent interpersonal and strategic stakeholder management skills coupled with the ability to work effectively as part of a high performing and talented team
- Understanding of the political, economic, and cultural context in Wales, and an ability to apply that to inform The Crown Estate's strategic and operational decision making

Desirable

- Experience of operating in large, complex organisations, particularly those undergoing transformation and/or operating in regulated environments, especially where such organisations share key dynamics, areas of operation or values with The Crown Estate
- Breadth of experience across a range of organisational types. This could include:
 - Significant public or private companies in sectors comparable with or complementary to The Crown Estate's activities
 - Public sector or not-for-profit organisations with a focus on long term value creation
- Sectoral knowledge in one or more of the following areas:
 - Rural, land or agriculture
 - Digital and emerging technologies
 - Marine and coastal industries
 - Sustainable development and clean energy initiatives

Appointment Terms

- Term: four years, with potential for reappointment for a second term
- Time commitment: approximately 30 days per annum
- Remuneration: £30,000 per annum
- Appointment: by Royal Warrant

This profile will be reviewed as a result of any changes arising from any changes to the published UK Corporate Governance Code or Guidance issued by HM Treasury.

Principles of public life

Non-Executive Board members are required to uphold the seven principles of public life:

Selflessness:

To act solely in terms of the public interest, not to gain financial or other benefits for themselves, their family or friends.

Integrity:

Not to place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their duties as a Non-Executive Board member of The Crown Estate.

Objectivity:

In carrying out business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, Non-Executive Board members should make choices on merit.

Accountability:

Accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their appointment.

Openness:

Should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest demands.

Honesty:

A duty to declare any private interests relating to their duties as a Non-Executive Board member and to take steps to resolve any conflicts.

Leadership:

Promote and support these principles by leadership and example.

The role of the Board

The power and duties of the Board, prescribed in the Crown Estate Act 1961, as amended by the Crown Estate Act 2025 (together “the Act”), sets out the overall responsibility of the Board as maintaining and enhancing the value of The Crown Estate and the return obtained from it while having due regard to the requirements of good management.

So far as is consistent with the Act, The Crown Estate complies with the principles and provisions of the UK Corporate Governance Code 2018 (“the Code”), as amended from time to time.

The Board delegates day-to-day responsibility for the management of the estate to the Chief Executive but retains responsibility for:

- Agreeing objectives, policies and strategies, and monitoring the performance of the executive management.
- Agreeing and setting the overall strategic direction of the business for implementation through the Group Leadership Team.
- Keeping under review the general progress and long-term development of The Crown Estate in the light of the political, economic and social environments in which it operates.
- Controlling and monitoring the financial state and performance of The Crown Estate (including investment and financial plans), approving the objectives of The Crown Estate and its corporate plan.
- Approving major expenditure and transactions including, for example, acquisitions, disposals and joint ventures.
- Ensuring that The Crown Estate pursues sound and proper policies in relation to:

- Risk management
- Health and safety
- Internal and external audit
- Internal control
- Investment strategy
- Information systems
- Sustainability
- Public relations and communications
- Accounting
- Human resources
- Corporate governance
- Delegating clear responsibility and authority to the Chair, Executive Committees, the Chief Executive, Board members or groups of Board members, Directors, Heads of Department and others.
- Giving approval or support, as appropriate, to the most senior appointments/dismissals and ensuring that adequate career development, succession and remuneration arrangements exist.

Delegated authorities

The Board has a formal schedule of matters reserved for its decision which include:

- Approving the annual report and accounts.
- Approving the annual budget and strategic plan.
- Agreeing key capital expenditure or disposals.
- Agreeing Corporate, Investment, Finance and Operations strategies.
- Granting or varying authority levels for Board Committees and the Chief Executive.

Certain matters are delegated under agreed terms of reference to committees of the Board. These include Audit, Remuneration, Nominations and Sustainability Committees.

Other issues are delegated to the Chief Executive, Group Leadership Team and other management committees.

Performance of the Board

In line with the Code, the Board’s and Committees’ performance is evaluated annually by way of an internal process of self and peer assessment. This is supplemented with an externally facilitated evaluation every three years.

Recruitment

Appointees are selected to provide collectively an appropriate balance of skills and experience, with minimal conflict with their outside interests. The selection panel make a recommendation to the Treasury who are responsible for proposing The Crown Estate Board Commissioner appointments to the Prime Minister, who in turn recommends appointments to His Majesty The King.

Selection process and how to apply

Selection panel and timetable

The selection panel for this appointment will be:

Ric Lewis

Chair of The Crown Estate,
The Crown Estate

David Fairbrother

Treasury Officer of Accounts,
HM Treasury

Louise Parry

Deputy Director, Wales Office

Richard Selby

Independent Panel Member

The recruitment timetable

(All dates preliminary and subject to change)

Closing date for receipt of applications	12 November 2025, 12.15pm
Preliminary meetings with representatives from Odgers Berndtson	Throughout November 2025
Interview with selection panel	Early December 2025
Followed by possible interview with the Financial Secretary to the Treasury*	TBC

*In accordance with the Governance Code for Public Appointments, candidates recommended as suitable for appointment may be required to attend an interview with the Financial Secretary to the Treasury.

Equal opportunity

We encourage applications from talented individuals from all backgrounds and across the whole of the United Kingdom. Boards of public bodies are most effective when they reflect the diversity of views of the society they serve.

We collect data about applicants' characteristics and backgrounds, including information about people's educational and professional backgrounds, so that we can make sure we are attracting a broad range of people to these roles and that our selection processes are fair for everyone. Without this information, it makes it difficult to see if our outreach is working, if the application process is having an unfair impact on certain groups and whether changes are making a positive difference.

When you submit your application, your responses are collected by the Cabinet

Office and the government department(s) managing your application. The data is used to produce management information about the diversity of applicants. You can select "prefer not to say" to any question you do not wish to answer.

The information you provide will not be seen by the Advisory Assessment Panel who review applications against the advertised criteria and conduct interviews.

Disability Confident scheme

We are a member of the Government's Disability Confident scheme. We use the Disability Confident scheme symbol, along with other like-minded employers, to show our commitment to good practice in employing people with a disability. The scheme helps recruit and retain disabled people. As part of implementing the scheme, we guarantee an interview for anyone with a disability whose application meets the essential criteria for the role, set out in the advert, and who has asked that their application is considered under the scheme. Indicating that you wish your application to be considered under the scheme will in no way prejudice your application.

By 'essential criteria', we mean that you must provide evidence which demonstrates that you meet the level of competence required under each of the essential criteria, as set out in the job-advert. When you apply you will have the opportunity to select if you would like your application considered under this scheme.

How to apply

Odgers Berndtson has been appointed to advise The Crown Estate on this recruitment. **The closing date for applications is Wednesday 12 November 2025 at 12.15pm.**

To apply for this role, all applicants must complete **both** of the following steps:

- 1. Submit your declarations via the Public Appointments website**
Applicants must create or log into an account at: <https://apply-for-public-appointment.service.gov.uk/roles/9002>
Through this portal, you will be asked to complete:
 - An **Equality Information Form**
 - An **Outside Interests Form**

This step is mandatory. Your application will not be considered without completing this declaration.

2. Send your CV and supporting statement

directly to Odgers Berndtson by one of the following options:

- Online at: www.odgers.com/94788
- By email: OdgersWalesPractice@odgers.com
- By post: 5 Callaghan Square, Cardiff, CF10 5BT

Your application must include:

- The role title clearly marked in the email subject line as: **TCE Board Commissioner – Wales**
- A CV detailing your qualifications, employment history, skills and experience
- A covering letter outlining how your skills meet the requirements of the role
- Names of at least two referees who may be contacted at shortlist stage
- Confirmation that you are happy for Odgers Berndtson or The Crown Estate to undertake any necessary background checks (e.g. career, credit, qualifications) at the appropriate stage. No checks will be undertaken without prior notice.

As part of the recruitment process, candidates may be asked to undertake a leadership psychometric assessment ahead of interviews. Due diligence checks, including a review of publicly available information such as social media, will be carried out as candidates progress through the appointment process.

We aim to process all applications as quickly as possible and to treat all applications with courtesy. If you feel your application has not been treated fairly and you wish to make a complaint, you should contact OdgersWalesPractice@odgers.com in the first instance. If you are not satisfied with how Odgers deal with your complaint, please contact the HMT public appointments team at publicappointments-hmt@hmtreasury.gov.uk. They will acknowledge your complaint upon receipt and respond within 15 working days.

Privacy Notice

Applicants are invited to review the Public Appointment Recruitment Privacy Notice, available on the Public Appointments website and at the end of the online diversity declaration process.

If you have any questions about the appointment or the process, or consider that you may have an interest which may conflict with it, please do not hesitate to contact us by email at OdgersWalesPractice@odgers.com

The Campaign is regulated by the Commissioner for Public Appointments and as such, if you are not completely satisfied with The Crown Estate response to it, you may refer it to the Office of the Commissioner for Public Appointments (OCPA).

Stay informed

You can keep up to date with all the latest news about The Crown Estate through a range of communication channels:

Twitter/X [@TheCrownEstate](#)
LinkedIn [The Crown Estate](#)
Instagram [@thecrownestate](#)
[thecrownestate.co.uk](https://www.thecrownestate.co.uk)

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