



Deputy Christopher Hayward
Chair of the Policy & Resources Committee
City of London Corporation

05/07/2022

Dear Chris,

I am writing on behalf of the Chair of the Board of Governors of the Museum of London to request that the Policy & Resources Committee approve Charlotte Twynning as an external member appointment by the City of London Corporation to the Museum of London's Board of Governors.

As you will be aware there are three such positions on the Museum of London's Board of Governors, one is a representative of the London Boroughs (currently Councillor Kaya Comer-Schwartz) the other has recently been filled by Sir David Cannadine.

I am making this recommendation of the appointment of Charlotte Twynning on the basis that this recruitment has followed the process set out and agreed with the City of London Corporation (CoLC). We publically advertised the position, an interview was held with a panel that included the Museum Chair Clive Bannister and I along with an independent observer, Lucy Dennett OBE; and a second interview was undertaken with the CoLC Policy & Resources Committee Vice-Chair (and Museum Governor) Tijs Broeke.

Ms Twynning brings extensive knowledge of major project delivery and communications and she brings board experience. During the panel interview she was scored highly against the candidate criteria, and following his meeting Tijs Broeke confirmed; "I'm happy to endorse her nomination" based on his discussion, relating to Ms Twynning's: experience of major projects and stakeholder management, board experience and understanding of the role of a governor, motivation towards the Museum, approach/style and challenges as she identified them.

The Mission of the Museum of London is to: *enrich the understanding and appreciation of London and all its people – past, present, future* and in relation to delivering our West Smithfield project, Ms Twynning will add value and bring a breadth of experience to the Board.

Sincerely,

A handwritten signature in black ink, appearing to read "Sharon Ament", written over a large, light-colored oval shape.

Sharon Ament
Director
Museum of London

Museum of London | 150 London Wall | EC2Y 5HN

020 7001 9844

museumoflondon.org.uk | [@museumoflondon](https://twitter.com/museumoflondon)

Registered charity no: 1139250 (England & Wales)

Enclosed: Application for appointment, as received by Charlotte Twyning (shared in confidence).

CC:

Clive Bannister, Chair of the Board of Governors of the Museum of London

John Barradell OBE, Town Clerk and Chief Executive, City of London Corporation

Tijs Broeke, Member of the Court of Common Council, Vice-Chair P&R Committee, City of London Corporation



TWYNING, Charlotte

29 May 2022 By email

Dear Recipient,

I have the pleasure in submitting my application to be a Governor of the Museum of London.

I was lucky enough to spend the first two decades of my career living and working in the City. My first flat was round the corner from Smithfield market. The Museum and St Bart's church were favoured sanctuaries from a hectic day job. Saving up for a meal in Smiths before dancing the night away in Fabric and ending the evening chatting to families who had worked on the market for generations was a highlight of my 20s. It has been wonderful to see the area develop into the thriving and well connected metropolis it is today, and now I can take my own family. Most recently, my daughter enjoyed the Museum's Victorian Walk gallery, whilst my son was bowled over by the London Before London exhibition. The attraction of the Museum to school children, amongst its many visitors, is a particular joy.

The Board has set out an ambitious and exciting plan to enhance the Museum's collective impact across London, and is entering a crucial stage in its development of the West Smithfield site. I would be honoured to support that endeavour and enclose my CV, which highlights my experience for the role as a Governor, including:

- Non Executive Board Member of Melrose Industries Plc, a FTSE 100 company, including Chair of the Nomination Committee; and Trustee of SAYes Mentoring, a charity supporting children coming out of the care system in South Africa and the UK;
- Leading and delivering lasting, strategic transformational change, latterly at Heathrow to gear the team up to double the airport's capacity, transform the local area and use the national development as a catalyst for infrastructure, environment and community innovation;
- Successful stakeholder management, often in complex, high profile and pressured environments with a myriad of different, competing asks to be navigated and aligned, not least the oft overlooked consumer; and
- An extensive network across numerous sectors, including high net worth individuals and big corporates, together with a proven track record of fundraising most recently for SAYes Mentoring's UK pilot.

You will also need energy and enthusiasm, which I have in spades.

I am not aware of any conflict of interest, or other circumstance, that would prevent me from taking up the position. Christopher Miller, founder of Melrose Industries Plc, and Emma Gilthorpe, COO of Heathrow, would be happy to provide additional references; and contact details will be provided under separate cover.

I look forward to hearing from you.

A handwritten signature in black ink, appearing to read 'Charlotte Twynning', written in a cursive style.

CHARLOTTE TWYNING

CHARLOTTE TWYNING

A proven, versatile and collaborative leader with a rare ability to execute the commercial strategies she creates, and a history of delivering lasting, transformational change in multiple sectors. Connects the dots, inspires people to think differently and loves a challenge, particularly in complex stakeholder environments. Engaging, curious, pragmatic and resilient by nature. Most likely to be seen wearing a smile, and passionate about delivering commercial results that work for our children too.

CAREER HIGHLIGHTS

- Led Heathrow's commercial response to Covid working cross-function to rapidly cut costs by a third.
- First full time executive to join Melrose Industries Board as a non-executive director.
- Evolved traditional thinking and practices to transform an expert on-airport team into a multi-disciplinary team capable of delivering the approvals to double Heathrow's capacity, transform the local area and reshape national policy in a complex stakeholder environment.
- Negotiated key land commercials with Government that protected Heathrow when Third Runway was halted due to Covid, and co-led rapid demobilisation of £50b programme.
- Transformed stakeholder perceptions of Abellio in Scotland following prolonged strike action and ScotRail underperformance cutting negative press by two thirds.
- Turned round faltering estate planning projects for BT Wholesale with all employees redeployed, positive Union engagement and satisfied customer base.
- Led team that forced Sky to give up its crown jewel, Sky Sports, allowing BT to develop its triple play offering and compete in the lucrative global pay tv market.
- Established BT's regulatory broadcast and mobile capabilities, the first within 5 weeks of returning from maternity leave having been promoted into role from outside the team.
- Led first successful appeal of a UK telecommunications price control worth £450m+, secured first cost order against Ofcom and helped land first leniency application at OFT.

EXPERIENCE

MELROSE INDUSTRIES PLC (INDUSTRIALS)

Oct 2018 to date

Non-Executive Director

Oct 2018 to date

- Melrose Industries is a global FTSE 50 company that specialises in buying good manufacturing companies with strong fundamentals whose performance can be improved, most recently GKN.
- Brought on board primarily to bolster operational, government and sustainability experience.
- Chair of Nomination Committee from January 2022; Member of Remuneration and Audit Committees.

HEATHROW (TRANSPORT)

2017-2020

Director, Crisis Management (Covid-19)

Mar 2020 to Sep 2020

- Responsible for developing, coordinating and delivering commercial response to Covid crisis.
- Led a small, handpicked team of transformational specialists from across the business.
- Delivered significant cost savings through various coordinated programmes including cost transformation, revenue protection, demand-led workforce strategy and recovery planning/delivery.

Consents Director, Expansion (Third Runway)

Sep 2017 to Feb 2020

- Responsible for developing and executing strategy to obtain approvals needed to build Third Runway, Member of Expansion Committee and Programme Coordination Board (a joint board governing Third Runway interactions between Government and Heathrow)
- Led 500+ team including environmental, planning, consultation, programme management, legal, regulatory and policy specialists.
- Delivered largest set of planning consultations ever conceived, the first within 3 months of arriving; transformed engagement scores to consistently sit in top 3 Heathrow teams; navigated significant sustainability challenges whilst maintaining shareholder value and aligning a myriad of competing stakeholder and internal asks to develop and execute the strategy to keep the Third Runway on schedule; led commercial land negotiations with Government which safeguarded the company's financial position when Third Runway halted due to Covid; co-led rapid demobilisation of Third Runway team, and established small team that successfully challenged the judicial review proceedings at the Supreme Court.

ABELLIO (TRANSPORT)

2016-2017

Executive Director, Policy, Strategy & Communications

Apr 2016 to June 2017

- **Responsible** for strategic direction, customer focus and external stakeholder management, Member of UK Executive Committee (13,000 FTE, £2b revenue).
- **Led** and built first policy, strategy and communications unit, integrating functions across various transport businesses.
- **Delivered** strategic planning to transform UK business into a customer-centric organisation with a reputation for excellent stakeholder management, including full operating model review and execution of 6 short-term strategic plans to put business on a solid, commercial footing; and, following a sustained period of industrial action, inspired a de-moralised and under-performing communications team to win over Scottish media, government and other stakeholders, reducing negative media from 75% to 11%.

BT PLC (TELECOMMUNICATIONS)

2007-2015

Programme Director, Customer Service Strategy, BT Wholesale

Sep 2014 to Nov 2015

- **Responsible** for customer service strategy, particularly estate planning, and Member of BT Wholesale's transformation leadership team.
- **Led** strategic planning to create a multi-skilled, flexible workforce - with £15m/yr cost savings - by closing 6 sites, redeploying 300 FTE and investing in new technologies to harmonise working practices.
- **Delivered** transformational estate planning strategy; turned round failing project to build a new, state-of-the-art network management and operations centre to provide network monitoring, planning, provisioning and engineering services to other communications companies; included Swansea closure with Union support and no material impact to customer service.

Operational Regulatory Director, BT Consumer & Business

July 2013 to Aug 2014

- **Responsible** for operational regulatory activities across BT Consumer & Business including CEO/senior management interactions with Ofcom.
- **Led** and established new broadcast and mobile regulatory capabilities to enable BT Sport's and BT Mobile's successful launch.
- **Delivered** necessary broadcast capability within 5 weeks of BT Sport's launch from a standing start; and persuaded Ofcom not to open an investigation into BT's 999 business, which would have created a media storm and significantly damaged BT's reputation.

Transformational Regulatory Director, BT Retail

June 2010 to June 2013

- **Responsible** for BT Retail's transformational regulatory activities including CEO/senior management interactions with Ofcom and competition authorities.
- **Led** teams that secured lower mobile termination rates, reducing BT's cost base by £200m, and undertook strategic governance review to minimise risk of regulatory/legal breaches within BT Retail.
- **Delivered** a high performing, cross-discipline pay TV team to improve competitive environment for BT, particularly vis-à-vis Sky; included representing BT's interests in Competition Commission's inquiry into pay TV movies.

Retail Account Manager, Competition, BT Legal

Jan 2009 to May 2010

- **Responsible** for BT Retail's competition and regulatory law agenda and Member of BT Retail's legal and regulatory leadership team.
- **Led** litigation team that secured access to Sky Sports, which enabled BT to develop its triple play service and become a key competitor in the £20 billion+ sports market, protecting its customer base.
- **Delivered** first ever UK price control market review litigation to secure £450m+ cost savings on mobile termination charges; included working closely with 3 on *Terminate The Rate* campaign.

Senior Competition Lawyer, BT Wholesale

Jan 2007 to Dec 2008

- **Responsible** for delivering BT Wholesale legal projects including advising on disputes/complaints to Ofcom and onward litigation.
- **Led** and established various winning, cross discipline litigation teams.
- **Delivered** first costs order against Ofcom in the Competition Appeal Tribunal; and persuaded reluctant PLC Operating Committee to appeal Ofcom's termination rate dispute determination, which secured £70m cost savings.

LEGAL PRIVATE PRACTICE (LONDON/BRUSSELS)

1999-2007

Competition Lawyer, Denton Wilde Sapte

Mar 2004 to Jan 2007

Competition Lawyer, Hammonds

Aug 1999 to Mar 2004

- Responsible for advising clients across a range of sectors, including utilities, on competition and M&A activities.
- Part of team that secured immunity for a replica football kit supplier from an OFT investigation into price fixing, European Commission clearance of Serco/NedRailways joint venture and first successful leniency application to OFT.

EDUCATION AND PROFESSIONAL MEMBERSHIPS

2001-2003 LLM (Competition Law)

Kings College, London

1998-1999 Legal Practice Course

College of Law, York

1995-1998 LLB Hons

Faculty of Law, University of Manchester

Solicitor, England & Wales (2001)

VOLUNTARY WORK

SAYes Mentoring

Mar 2021 to date

- SAYes Mentoring is a charity that helps children and young adults coming out of the care system, initially and very successfully in South Africa, and now in the UK.
- Board Advisor to CEO including advising on board constitution, culture, strategy, funding and operational issues.
- Secured funding for UK pilot.
- UK Board Trustee from May 2021.