

Ian Walters

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Profile

A qualified accountant by background, Ian has substantial commercial experience of structuring third-party-delivered railway projects; acting as sponsor during the development and delivery phases of projects and leading all aspects, from application for funding (both public and private sector), negotiating enabling and operational agreements, through to design and delivery management and value enhancement of assets once they open. Ian has been involved in more than 20 projects involving new railway stations across the UK network.

Ian has been involved in the UK railway industry for over 25 years. Having developed and been majority owner of SLC Rail since 2010, he is now Managing Director and a board member.



Qualifications and Memberships

ACMA, Chartered Institute of Management Accountants

Achievements and experience

Investment Director, SLC Property – 2016 onwards

Ian is responsible for structuring property investments for SLC Property, engagement with investors and financiers, and the various supporting agreements. Ian is a member of the SLC Property Board, supporting the Managing Director.

Managing Director, SLC Rail – 2010 onwards

Ian has established and developed SLC Rail's business since 2010, whilst leading and managing multiple innovative rail strategy and delivery projects, providing project governance, programme management and commercial support for schemes, a selection of which include :

- **Coventry to Nuneaton rail upgrade (NUCKLE 1)** for Coventry City Council, Centro and Warwickshire County Council – two new stations, track and signalling works and a platform extension, opened in January 2016
- **Bromsgrove Station Relocation** for Centro and Worcestershire County Council – Ian identified and gained ministerial approval for funding principles and mechanisms for the station relocation, and acted as commercial manager to and beyond opening in July 2016
- **Stratford upon Avon Parkway** for Warwickshire County Council – Ian led all aspects of the planning, sourcing funding and delivering of the new station, completed seven months early and under budget in 2013

John Laing, Rail Development Manager – 2002 to 2011

Ian developed John Laing's innovative approach to 3rd Party investment in railway projects, both supporting this within John Laing and gaining agreements for bespoke commercial arrangements between scheme promoters, such as local authorities, Train Operators, Network Rail and the Department for Transport. Schemes developed by Ian included :

- **Kenilworth Railway Station** - Ian led the successful John Laing bid for this OJEU tendered project, development work to GRIP 3, and discussions on train service options, revenues generated and operating costs with DfT, Network Rail and train operators. As a result of a re-appraisal of funding options, this scheme's development was subsequently undertaken by SLC Rail directly for Warwickshire County Council
- **Coleshill Parkway** - Ian led in determining the investment case for John Laing for this new, revenue-risk bearing £8.5m asset, worked up a Development Agreement followed by a Public Service Concession Contract with Warwickshire County Council and concluded operational aspects with the rail industry on guarantees and funding, land ownership issues and land and asset protection agreements.
- **Aylesbury Vale Parkway** - Ian led the production of the successful scheme bid for £8m Community Infrastructure Fund finance from DfT, discussions with Buckinghamshire County Council on its contribution to the scheme and obtaining John Laing investment committee approval for equity into the project (with an overall cost c£20m).
- **Reading Green Park Station** - Ian developed the business case for the new £12m facility (designed by Atkins). He presented and obtained approval from SRA / DfT of the business case.

- **South Central Franchise Bid** - Ian developed the access plans for new stations and car park expansions as part of the Ned Railways team bidding for the South Central Franchise.
- **Southend Airport Station** - Ian ensured progression of the scheme to GRIP4 including obtaining DfT approval of the scheme and negotiation of train service provision with the train operator.
- **Surrey County Council Pathfinder** - Ian produced, as part of a team of three, a comprehensive assessment of the ability of County Councils to directly influence the development of local railway stations, alongside and also instead of Network Rail.
- **Intercity Express Programme** - Ian joined at preferred bidder stage, determining the contractor procurement strategy and advising at feasibility stage on depot specification, project agreements and land arrangements.

Chiltern Railways, Finance Director - 1999 to 2001

Ian managed a team of 40 staff, responsible day-to-day and strategic financial management of a £100m turnover business, including cost accounting, management accounting, treasury, revenue management and analysis, stock control (depot accounting), credit control, cashflow forecasting, capital accounting, financial management and financial accounting. Ian was involved in pay negotiations, procurement of new rolling stock and compensation claim from Network Rail for the impacts of gauge-corner cracking

Chiltern Railways, Chief Accountant/Financial Accountant - 1994 to 1998

Ian was responsible for ensuring the financial integrity of the business, reporting to the Finance Director, managing the implementation of two new finance systems, cashflow forecasting, full balance sheet reconciliation and cost and management accounting/reporting.