

James A Lang: Board Biography

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AI non-executive director. Boards in regulated industries, defence and government.

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Board profile

James A Lang brings a board one director who has built AI, governed it and audited it. He served 22 years in the British Army, stood up its Cyber Protection Team and became the Ministry of Defence's first Cybersecurity AI Product Manager. He is founder and CEO of Velinor, an AI governance, strategy and audit consultancy, with clients including the Ministry of Defence, the Home Office and UK Fusion Energy.

His focus is the question boards now answer for: who is in charge of each model, what happens when it is wrong, and which decisions stay human. He suits boards where AI will decide what the company makes, how it competes or what it is held accountable for, and is well placed on an audit, risk or technology committee.

What he brings to a board

	Experience	What the board gets
Command	22 years of British Army service, from telecommunications mechanic to brigade and division headquarters. Stood up the Army's Cyber Protection Team and took the first AI cyber security systems to the edge, from Estonia to an aircraft carrier.	Judgement under pressure, and a habit of naming one accountable owner for every capability.
Delivery	The Ministry of Defence's first Cybersecurity AI Product Manager (2020), leading Cyber Mission Data, its big data AI platform, across 65 engineers in six agile squads.	A director who knows what AI costs to build, run and stop, and can test management's claims.

	Experience	What the board gets
Scrutiny	Oxford Artificial Intelligence Audit Programme, Saïd Business School. CISSP. Chartered Manager. Founder of Velinor, an AI governance, strategy and audit consultancy.	Assurance that AI risk is governed with the same discipline as financial risk.

Career

Dates	Role	Organisation	Board-relevant outcome
Present	Founder and CEO	Velinor, Bath	Co-founded an AI governance, strategy and audit consultancy. Built the frameworks it uses with clients in critical national infrastructure, defence and government, including the Ministry of Defence, the Home Office and UK Fusion Energy.
Before Velinor	Chief Technology Officer	Kaze	Led technology at an AI and cyber security consultancy, then exited to found Velinor and focus entirely on AI. Retains a minor shareholding.
From 2020	Cybersecurity AI Product Manager (the first)	Ministry of Defence	Led Cyber Mission Data, the MOD's big data AI platform, across 65 engineers in six agile squads.

Dates	Role	Organisation	Board-relevant outcome
1995 to 2017	22 years' service, from telecommunications mechanic	British Army	Created the Army's first deployable systems engineers, stood up its Cyber Protection Team and deployed the first AI cyber security systems to the edge. Served in brigade and division headquarters and senior commanders' briefing rooms.

To confirm: start and end dates for Kaze, the MOD role and Velinor, and your final Army rank and appointment.

Qualifications and publications

- Oxford Artificial Intelligence Audit Programme, Saïd Business School, University of Oxford (2024 to 2025)
- MSc Leadership and Management (2014 to 2015)
- BSc (First Class Honours) Intelligence and Security
- BA (First Class Honours) Leadership and Management
- CISSP; Chartered Manager
- Co-author, "Reimagining the Data Landscape: A Multi-Agent Paradigm for Data Interfacing", IEEE CDMA 2025, Riyadh (DOI: 10.1109/CDMA61895.2025.00025)
- Co-author, *Journal of Cyber Security*, Vol. 7, No. 1 (2025)
- Author, *The Right to Be Wrong: Human Judgment in a World of AI* (in preparation)

Availability, independence and conflicts

Availability. Available for up to two non-executive or advisory board seats, with a commitment of 15 to 20 days a year per seat, including committee work.

Velinor. James is founder and CEO of Velinor, which sells AI governance, strategy and audit services. Velinor will not tender for or accept paid work from any organisation, or its group, on whose board he serves while he holds the seat.

Kaze. He holds a minor shareholding in Kaze, a separate company in which he has no executive role, and declares it on appointment.

Other interests. He declares any further interest on appointment and keeps the board's register of interests current.