

Meeting of the Nomination Committee

2.00 pm on Thursday, 17 May 2018
in 1B16 - Technopark, SE1 6LN

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		JC
2.	Declarations of interest		JC
	Items to discuss		
3.	Independent Governor recruitment	3 - 152	JC

Date of next meeting
2.00 pm on Thursday, 7 June 2018

Members: Jerry Cope (Chair), Steve Balmont, Shachi Blakemore, Douglas Denham St Pinnock, Hilary McCallion and David Phoenix

In attendance: James Stevenson and Claire Freer

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Agenda Item 3

	CONFIDENTIAL
Paper title:	Independent Governor applications
Date:	17 May 2018
Board/Committee:	Nomination Committee
Author:	Claire Freer, Governance Assistant
Board sponsor:	Jerry Cope, Chair of the Board
Purpose:	To select independent governor candidates for interview
Recommendation:	That the committee consider the applications for independent governor. Candidates recommended for interview by the Chair are listed in category 1. The committee should consider if any candidates in category 2 should also be interviewed.

Summary

The Board agreed at its meeting of 15 March 2018, to start the process to recruit up to two new independent governors, following the departure of Carol Hui, and to have a medium term plan for independent governor succession.

Currently, there are 11 independent governors with the following terms:

Governor	Term ends	Term
Shachi Blakemore	Mar 2019	1
Kevin McGrath	Mar 2019	1
<i>Carol Hui</i>	<i>Mar 2019</i>	<i>Resigned Feb 2018</i>
Steve Balmont	Jul 2019	3
Jerry Cope	Jul 2019	1
Michael Cutbill	Dec 2019	1
Douglas Denham St Pinnock	Feb 2020	2
Hilary McCallion	Mar 2021	2
Mee Ling Ng	Mar 2021	2
Julie Chappell	Jun 2021	1
Duncan Brown	Jul 2021	1
Peter Fidler	Jul 2021	1

Under the Standing Orders the Board has agreed that there shall be up to 13 independent governors. The Chair continues to hold head-room at 1 vacancy, in case a suitable candidate is identified.

There are currently up to two vacancies. Five governors' terms end in 2019 with four eligible for re-appointment:

- Shachi Blakemore, Kevin McGrath, and Michael Cutbill are all eligible for re-appointment in 2019 following their first term.
- Jerry Cope is eligible for re-appointment following his first term as Chair.
- Steve Balmont is due to retire in July 2019 after serving an additional third term and is not eligible for re-appointment.

Following discussion with the Board Chair, it was proposed that the committee focus on identifying suitable candidates that have a legal background for one of the positions.

The vacancies have been advertised through Guardian Jobs, Women on Boards and LSBU Alumni and LinkedIn networks. The Governance Office has reviewed the applications and the Chair has agreed rankings of the candidates.

The committee is requested to review the applications and agree which candidates should be invited for interview. Committee members are also asked to submit their own candidate rankings ahead of the meeting. The Governance Office will then consolidate the rankings to help focus discussion at the meeting.

The diversity of the Board, and ensuring a diverse Board going forward, is an area of concern. The committee should therefore also consider the gender and diversity balance of the Board when considering which candidates to interview.

The following information is included:

- Role description and advert for independent governor
- Independent governor skills matrix and Board diversity statistics
- Applications:
 - Category 1 – recommendation: interview
 - Category 2 – recommendation: for decision by Nomination Committee
 - Category 3 – recommendation: do not meet criteria

Role Description for Independent Governor

Main duties and responsibilities

The Board of Governors

The Board of Governors is the University's governing body. The core responsibilities of the Board are:

- a) the effective stewardship of the University to secure its sustainability over the medium and long term;
- b) safeguarding the mission of the University and the services it provides for the public benefit;
- c) securing the proper and effective use of public funds and accounting to stakeholders and society for institutional performance.

The Board as a whole is collectively responsible for promoting the success of the University by leading and supervising its affairs. The Committee of University Chairs' (CUC) Higher Education Code of Governance sets out seven "elements", which define the role of the governing body and governors:

1. The governing body is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit.
2. The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature, and followed.
3. The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy. In addition, it needs to be assured that appropriate steps are being taken to deliver them and that there are effective systems of control and risk management.
4. The governing body receives assurance that academic governance is effective by working with the Senate/Academic Board or equivalent as specified in its governing instruments.
5. The governing body works with the Executive to be assured that effective control and due diligence take place in relation to institutionally significant external activities.
6. The governing body must promote equality and diversity throughout the institution, including in relation to its own operation.

7. The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice.

The Board has 13 independent governors, the Vice Chancellor, 2 student governors and 2 academic staff governors.

The Board is chaired by Jerry Cope, Pro Chancellor. The Vice Chair is Douglas Denham St Pinnock, Pro Chancellor.

The Board usually meets 5 times a year, plus 2 annual strategy days. Independent governors usually serve on 1 or more committees. The key committees are the Finance, Planning and Resources Committee; Major Projects and Investment Committee; and Audit Committee. Typically, these meet 3-4 times a year. Governors may also be asked to serve on the Board of one of LSBU's subsidiary companies.

The independent governor's role on the Board

1. To participate fully and actively in the meetings of the Board and its committees.
2. To contribute to the strategic direction of the University.
3. To review the performance of LSBU against the key performance indicators approved by the Board.
4. To establish constructive working relationships with fellow governors and the University Executive, recognising that day-to-day management is the responsibility of the Executive.

External Role

5. To act as ambassadors for LSBU externally. To engage with members of the University Court, which is a body of professional contacts and friends of the University, meeting annually.

Conduct

6. To promote LSBU's vision and mission.
7. To act in accordance with the accepted standards of behaviour in public life and LSBU's values.

8. To exercise the Board's responsibilities in the interests of LSBU as a whole, rather than as a representative of any constituency and to accept collective responsibility for decisions made by the Board.
9. To act fairly and impartially at all times in the interests of LSBU as a whole, using independent judgement and maintaining confidentiality as appropriate.

Time Commitment

10. To be willing and able to devote the time needed to be an effective governor, including attending meetings, reading agenda and papers and attending significant LSBU events as appropriate. The time commitment required is around 15-20 days or part days per year. Meetings are normally held in the late afternoon.

Independent governor – person specification

Experience/knowledge

- A. A commitment to understanding and fulfilling the duties and responsibilities of a governor, and maintaining knowledge in this regard through professional development
- B. Strong personal commitment to higher education and to the aims and values of LSBU
- C. Experience of operating at a strategic and/or corporate level
- D. The ability to negotiate outcomes and influence others to agree with those outcomes
- E. The ability to analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems
- F. Ability to operate as an effective member of a team with fellow governors
- G. Ability to communicate effectively with a broad range of stakeholders
- H. Ability to establish constructive and supportive yet challenging working relationships with the University Executive
- I. Ability to evaluate and monitor the work of LSBU
- J. Willingness to devote the time needed to be an effective governor
- K. Commitment to continuous personal improvement, including appraisal by the Chairman of the Board from time to time
- L. Legally eligible to be a director and a charity trustee
- M. Commitment to equality and diversity

*University Secretary & Clerk to the Board
March 2018*

Notes to applicants

The role of independent governor is a high profile, responsible and rewarding voluntary role. Independent governors have the opportunity to influence and contribute to the success of a large institution that positively impacts on many people's lives.

As charity trustees, independent governors are not remunerated, but members may claim reasonable expenses incurred in the course of LSBU business.

The initial term of office of an independent governor is four years.

The successful candidate will receive an in-depth induction programme. Their contribution as a governor is reviewed by the Chairman from time to time. Training and development opportunities are available.

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LONDON SOUTH BANK UNIVERSITY

INDEPENDENT GOVERNORS

LSBU is a cosmopolitan university with over 18,000 students drawn from over 130 countries. Our compact campus is in the heart of a rapidly developing area south of the River. We've been awarded Silver for [teaching excellence](#) under the Government's Teaching Excellence Framework (TEF). We are [University of the Year for Graduate Employment](#) (The Times and The Sunday Times Good University Guide 2018) and Times Higher Education's [Entrepreneurial University of the Year 2016](#). We are financially stable with annual income of c£145m.

Our objective is to be London's top modern university by 2020. We aim to do this by focusing on our ability to enhance student success, to undertake meaningful research, and to continue to provide access to opportunity for those that can benefit. Further details are available on our [website](#).

We are committed to providing an academic environment that promotes the values of excellence, professionalism, inclusivity, integrity and creativity among all our students and staff.

The Board of Governors has responsibility for approving the educational character, mission and strategic vision of LSBU, together with its long-term academic and business plans.

Up to two vacancies have arisen for independent governors who are committed to LSBU's aims and values. You will have experience of decision-making at a strategic level and be able to establish constructive relationships, as well as being willing to devote the time needed to be an effective governor, including attending meetings, reading papers and participating in university events as appropriate. The time commitment will be approximately 15-20 days or part days each year.

For this particular appointment, we are interested, but not exclusively so, in individuals that have a legal background. The current Board is a mixture of those that have or are building a portfolio career and those with a near/full-time role.

The position is unpaid and you must be legally eligible to serve as a company director and charity trustee.

For full details and job description visit www.lsbu.ac.uk/jobs.

To have an informal discussion please contact James Stevenson, University Secretary on 020 7815 6012.

To apply please send a CV and covering letter to governance@lsbu.ac.uk.

Closing date: Sunday 29th April, 2018.

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Independent Governors - Skills Matrix - 2018

Confidential

Professional skills (Collective)

Skill Area	Description	JCO	SBA	SBL	DB	JCH	MC	DDSP	PF	HM	KM	MLN	Total	Desired total	On target?
		Term ends 2019	2019	2019	2021	2021	2020	2021	2021	2021	2019	2021			
		2	3	1	1	1	1	2	1	2	1	2			
Essential Skills that all governors should possess															
Strategy	Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of LSBU and relevant government policy	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Policy Development	Ability to identify key issues for LSBU and develop appropriate policies to define the parameters within which the organisation should operate	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Financial Performance	The ability to analyse key financial statements	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
	The ability to critically assess financial viability and performance	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
	The ability to contribute to strategic financial planning	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
	The ability to oversee budgets and the efficient use of resources	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
	The ability to oversee funding arrangements and accountability	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Risk and Compliance oversight	Ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks and systems	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Executive management	Exeption at an executive level including the ability to appoint and evaluate the performance of the CEO and the senior executive managers	1	1	1	1	1	1	1	1	1	1	1	11	All govts	●
Essential Skills for the Board to possess but not required of every governor															
Corporate Governance	Knowledge and experience in best practice corporate governance structures, policies and processes (particularly in the not-for-profit context).	1	1		1							1	4	4	●
Qualifications	Qualifications and experience in accounting or finance			1	1			1					3	3	●
	Qualifications and experience in the legal profession												0	1	●
Human Resources	The ability to oversee strategic HR management including workforce planning and employee and industrial relations	1										1	2	3	●
Commercial Experience	A broad range of commercial/business experience	1				1	1	1			1		5	5	●
Public sector / not for profit experience	A broad range of experience in the public or not-for-profit sectors					1	1			1		1	4	2	●
Entrepreneurship	Demonstrable track record as a successful entrepreneur												0	0	●
Education	Knowledge, experience and networks in higher education	1							1	1			3	3	●
	Knowledge, experience and networks in education								1	1			2	2	●
Estates management	Experience in developing estates strategies and managing estates projects										1		1	1	●
Community links	Links to LSBU's local community									1	1	1	3	1	●
Health	Knowledge and experience in health and networks in health and the NHS	1								1			2	2	●
Digital	Knowledge and experience in the digital economy					1							1	1	●
International	Knowledge and experience of international business												0	1	●
Audit	Knowledge of external audit functions and experience of external audit role		1	1	1			1					4	2	●
	Knowledge of internal audit functions and experience of internal roles - financial controller / Finance Director												0	1	●

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Diversity of the Board of Governors 2018

Gender

	Male	Female	% Male	% Female
Independent Governors	7	4	64%	36%
Internal Governors*	3	2	60%	40%
Total	10	6	63%	38%

*updated to reflect incoming student governors

Ethnicity

	White	BME	% White	% BME
Independent Governors	9	2	82%	18%
Internal Governors	2	3	40%	60%
Total	11	5	69%	31%

*updated to reflect incoming student governors

Age

	18-29	30-39	40-49	50-59	60+	% 20-29	%30-39	%40-49	% 50-59	%60+
Independent Governors	0	0	1	7	4	0%	0%	8%	58%	33%
Internal Governors	2	0	2	0	0	50%	0%	50%	0%	0%
Total	2	0	3	7	4	13%	0%	19%	44%	25%

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Independent Governor recruitment pack

(Alumni are starred)

Category 1 – Recommendation: interview

Name	Expertise	Route	Role
Jeremy Parr	Corporate and commercial law	Recommendation by governor	Partner – Allen & Overy
Tom Toumazis* MBE	Digital / entrepreneur	Internal networks	Entrepreneur
Jon Walmsley	Publishing / strategic management	Application	Public Governor and Chair of Appointments and Rem Co of NHS Foundation Trust

Category 2 – for discussion

Name	Expertise	Route	Role
Graham Briscoe	Business transformation	Application	NED, Further education. Previously Operations Support Leader, Royal Sun Alliance (RSA)
Christian Gerlach	Investment banking & recruiting	Application	Consultant
Jens Hinricher (based in South Africa)	Law	Application – LinkedIn & Guardian	Previously Head of Legal London School of Hygiene and Tropical Medicine

Safia Iman	Law	Application	Director of Transformation, General Optical Council
Iandra MacCallum	Law & education	Application - Guardian	Trustee & External consultant, Mexican-North American Cultural Institute
Miriam Patterson	Corporate finance and securities – law	Application - Guardian	Seconded to the Office of the General Council Thomson Reuter and Senior Editor, Practical Law Company
Lawrence Stein-Wooldridge	Investment banking	Application – LinkedIn	Manager, Global banking, HSBC
Kim Whitaker	Commercial law	Application	Principal Solicitor of own legal services firm

Category 3 – do not meet criteria

Applications (CV included)

- William Germain
- Hiba Khoury
- Nicholas Leggett
- Shahid Malik
- Alicia Pennant
- Neil Serougi

- Shani Shamah
- Maryah Tafri-Browne
- Janus Van As
- Ipek De Vilder

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Category 1

Recommendation: Interview

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**Fosgate House
Upper Chute
Andover
SP11 9EW**

James Stevenson
London South Bank University
103 Borough Road
London
SE1 0AA

Ref: REQ1554

28 April 2018

Dear James

I write in relation to the position of Independent Governor advertised recently in the Guardian newspaper and attach my CV for your consideration. The advertisement was drawn to my attention by my friend Michael Cutbill, who is an existing Independent Governor and mentioned that the University was interested in receiving applications from those with a legal background (although I appreciate not exclusively so).

I have a strong interest in the development of higher education and I believe now is a particularly interesting time for universities given the changes in the regulatory environment and the emphasis on value delivery and student satisfaction. I feel that LSBU's recent achievements are extremely impressive – as a modern university, your strategy in relation to vocational degrees, your results in graduate employment and your attainment in teaching both in terms of awards status and your added value to individual students places you in a strong position for future development. I see LSBU as an exciting, diverse and successful organisation and I would be very keen to be considered for this role.

I believe I could bring relevant skills and experience to the Board of Governors, in particular from my legal career advising boards of companies and many different organisations. In my professional work, I see a lawyer's role as enabling clients to solve problems and devise practical solutions to achieve their goals. I try to do this by explaining the legal context in the most succinct and comprehensive manner for the non-lawyer, providing the best possible legal advice to achieve regulatory compliance and, most importantly, setting out the courses of action through which the relevant organisation can meet its objectives. I would hope to bring this approach and attitude to your Board of Governors.

My legal work has also involved me acting as lead negotiator on many complex transactions and commercial matters. This has required patience and an understanding of the need to build trust and relationships with clients and with third parties in negotiations. I have long-term experience of finding the means to create consensus and compromise in order to achieve successful outcomes both for the specific transaction at hand and for the long-term relationships of the parties involved. I hope this would be useful expertise and experience to bring to your Board.

As well as my legal background, my CV sets out other unpaid and voluntary positions of responsibility including as Chair of my firm's independent Staff Pension Trustee Board. The most important function of the Pension Trustee Board has been to set the schemes' investment strategy to safeguard our members' assets and future pensions and to meet the schemes' liabilities on a short, medium and long-term basis. As Chair, I have needed to create good working relationships with all members of the Board, including those elected by staff, and to help manage and safeguard our investments through a period of significant financial volatility.

I fully appreciate the time commitment required for an Independent Governor and would be able and willing to make that commitment. I feel that my personal values of professionalism and integrity as well as my approach to practicality and innovation are well aligned with LSBU and I would be very excited to assist on the Board of Governors with further developing LSBU's plans for the future.

Yours sincerely


Jeremy Parr

Encl



Jeremy Parr

Legal career

Jeremy has enjoyed a long career in the law, qualifying as a solicitor in 1989 and working in corporate and commercial practice in London. He was a partner in international law firm Ashurst from 1997, before moving to Allen & Overy LLP as a partner in 2000.

Allen & Overy is one of the largest UK based global law firms and now has 44 offices based in 34 countries. It prides itself on its modernity and innovation and, among many awards, has received the Queen's Award for Export and has been the most frequent winner of the Financial Times Innovative Lawyers Award.

As a senior corporate partner working in London, Jeremy is frequently called upon to attend Boards of stock exchange listed plc's, private companies or other UK and international organisations to advise them on corporate governance and risk management issues, both in terms of their legal duties and the effective use of their powers.

His advice regularly includes ensuring the relevant Boards are fulfilling their stewardship responsibilities in a transparent manner and providing effective (but not heavy handed) oversight of executive actions; advising on the structure, make-up and functioning of core Board Committees to address areas such as audit and finance, risk and strategic direction; addressing diversity and equality issues; and ensuring Boards and Committees comply with standards of corporate governance best practice and KPI's.

He is regularly called upon to attend and advise Boards and Committees on specific matters and provide guidance on problem analysis and practical solutions.

Jeremy is also a specialist in mergers and acquisitions and has advised and acted as lead negotiator for companies, individuals and governments on many major domestic and international transactions, public takeover bids, privatisations, joint ventures and complex commercial agreements.

Jeremy believes it is essential that the best legal advice is always set within its commercial and strategic context to help empower clients to assess problems, seek solutions and achieve their aims.

Other positions of responsibility

- Since 2013, Chair of the Board of Trustees of Allen & Overy Pension Trustee Limited. The Board is responsible for the scheme assets of Allen & Overy's staff pension schemes in the UK, which have both defined benefit and defined contribution sections with respectively £220 million and £245 million assets under management.

- From 2007 to 2015, Member of Allen & Overy’s independent audit committee.
- Elected parish councillor in Chute Parish Council.

Independent credentials

The independent *Chambers Legal Directory* has for many years recommended him as a leading practitioner in corporate law and negotiating transactions:

"Jeremy Parr is a corporate specialist with a wide range of expertise. Clients are reassured by his "deep-seated knowledge" and further remark "he is as much a consultant as a legal and trusted adviser. He is more than just a lawyer because of all the things he can bring to the table.""

"Jeremy is a senior partner with lots of experience and impresses clients with his excellent legal ability and sensible commercial mind, resulting in well-balanced, focused and accurate advice."

Career history

- Partner, Allen & Overy LLP, London, 2000 - present
- Partner, Ashurst, London, 1997-2000
- Associate, Ashurst, London, 1989-1997
- Trainee solicitor, Ashurst, London, 1986-1988

Qualifications and education

- Admitted as solicitor, England and Wales, 1989
- Solicitor’s Final Examination, 1989
- Common Professional Examination, 1986
- BA First Class Honours, Modern History, Christ Church, Oxford University, 1981-84

Personal details

Date of birth: 18 February 1962

Home address: Fosgate House
Upper Chute
Andover
SP11 9EW

Home email: jparr123@btinternet.com

Home phone: +44 (0)1264 730870

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Work address: Allen & Overy LLP
One Bishops Square
London E1 6AD

Work email: Jeremy.parr@allenovery.com

Direct line: +44 (0)20 3088 3383

Tom Toumazis MBE

Tom is focused exclusively on the digital and start-up world. He is a founder investor and Executive Chair of Tagsmart and Chair of TVbeat and Fusebox Games. He stepped down as Chair of TVbeat after a four-year term in March 2018.

Tom has worked in the media and entertainment industry since 1983, spending the first 18 years within advertising sales at ITV, Eurosport and Emap. He made the transition into TV and film programme sales, marketing and distribution in 2001 as Head of Disney-ABC-ESPN Television EMEA. In 2009 was appointed Chief Commercial Officer of Endemol Worldwide, joining the main board. He was Head of Partnerships EMEA for Yahoo and prior to that, CEO of Mecom Group. Tom is also Chairman and Founder of the ChildLine Board, part of the NSPCC and a member of the charity's National Volunteer Board. He was awarded the MBE in the Queen's Birthday Honours List in 2015 for services to children. In 2016 he was appointed Visiting Professor of Business and Creative Industries at London South Bank University and in October 2017, was made an Honorary Fellow of London South Bank University for service to the community. Tom is a public speaker, sharing his work/life experiences and encouraging young people to explore careers in the world of media and entertainment. He supports Speakers for Schools & LSBU.

HONOURS & AWARDS

- Awarded an MBE in the Queen's Birthday Honours List in 2015 for services to children
- Appointed Visiting Professor of Business and Creative Industries at London South Bank University in 2016
- Awarded Honorary Fellowship of London South Bank University in 2017 for service to the community.

PROFESSIONAL EXPERIENCE

Tagsmart, Executive Chairman (Chairman January 2015 March 2017, Executive Chair - Present)

Tagsmart resolves issues of authenticity in art. Its Certify platform endorsed and used by leading artists and galleries provides a system of record for the art world based on the certification of works and ownership transfers. Certify uses patent-applied-for DNA labelling technology to identify works alongside a unique system for issuing Certificates of Authenticity to collectors. These products are integrated with a secure digital platform that enables artists to authenticate their works and creates a certified chain of provenance for each item.

Fusebox Games, Chairman and Founder Director (December 2016 – Present)

Fusebox Games creates free-to-play mobile games in partnership with some of the biggest entertainment companies in the world.

TVbeat, Chairman (March 2014 – Present)

Chairman and seed round angel investor. TVbeat, a real time cross screen TV audience attribution company empowers TV programming distributors and broadcasters to position 1st & 3rd party TV-Video data as a core asset to enrich TV viewer consumption & satisfaction and further to help advertisers and agencies target audience segments more effectively cross-screen.

TheLADbible Group, advisor to the CEO (November 2015 – Present)

TheLADbible Group is a digital publishing business focused on building mass-market audiences, fuelled by viral content and social engagement. The group includes TheLADbible, TheSPORTbible, Pretty52 and TheODDSbible and builds market leading properties by using cutting edge technology, understanding audience behaviour and generating relevant content with deep social engagement.

ChildLine Board, Chairman & Founder (January 2005 – Present)

Chairman and Founder of the ChildLine Board supporting the UK charity offering a 24-hour helpline for children in need. Also member of the Charity's National Volunteer Board and an Honorary Member of the NSPCC Council. The ChildLine Board has raised over £12m and 6 years ago Tom co-founded The Monday Movie Club with the support of the US and UK film distributors.

Yahoo, Head of Partnerships EMEA (September 2014 – December 2015)

Overseeing partnership efforts for Yahoo EMEA with particular focus on core markets in the region and working in collaboration with the Global Partnerships team. Focused on Business Development activities working closely with the Sales, Media and Ad Technology teams to deliver world-class account management.

Sound Envision, Founder (September 2012 – September 2014)

Founder of Sound Envision, set up to explore investment opportunities within media and entertainment.

Mecom Group plc, Chief Executive Officer (August 2011 – September 2012)

One of Europe's largest consumer publishing companies, with leading multi-platform brands and more newspaper subscribers than any European Peer. Leading positions in Norway, Poland, Denmark and Netherlands, employing over 8,000 people across the 4 markets pre disposals, which took place in 2011/2012.

Led Mecom through major strategic review, initiation of group wide operational modernisation programme and significant corporate disposals. Highlights:

- Developed and initiated a wide ranging cost and modernisation programme that set the company up for a paid subscription based business model across all platforms.
- Revitalised senior leadership team which had been previously impacted by earlier management disruptions and successfully developed a common vision across complex and disparate businesses and company cultures.
- Disposed of two of the company's businesses at attractive multiples.
- Resolved complex and challenging legacy contracts and ownership issues that have cleared the way for future disposals within the Group's largest division.
- Led the way in developing more digital products and launching onto all mobile platforms.
- Recommended the break-up of the group to create optimal value for shareholders.

Endemol Group, Chief Commercial Officer (January 2009 – June 2011)

World's largest independent television producer and distributor, encompassing 80 companies in 31 countries and with over 300 broadcast partners.

Responsible for overall company growth and introducing new business opportunities not currently served by the local Operating Companies. Highlights:

- Launched Endemol Worldwide Distribution: leading the development of the company into programme distribution via the acquisition of the leading Australian distribution company Southern Star. Within 3 years EWD became the 3rd largest division of the company
- Launched Endemol Worldwide Brands; led a review of the company's ability to monetise Endemol's IP outside production and TV distribution, which resulted in an overhaul of its merchandising and licensing activities.
- Led Endemol Sports during a period of significant growth, including securing a long term contract to run the sports channels for Abu Dhabi Television.
- Led the company's move into scripted programming, with the launch of Endemol USA Studios.

The Walt Disney Company, Executive Vice President / Managing Director of Disney-ABC-ESPN Television (October 2001 – January 2009)

\$2.25bn television programme and channel distribution division.

Responsible for programme and channel distribution across EMEA and Canada. Highlights:

- Licensing revenues tripled between 2002-2009.
- Developed strong relationships with key studio executives inside and outside Disney, securing additional film rights worth an estimated \$150m in the first 12 months of his tenure.
- Led quantum change resulting in greater external facing teams, a reduction in the central office resource and increased investment into the local offices.
- Introduced a \$25m rights management system, enabling reduced headcount and greater distribution competitiveness.
- Built a new executive team and recruited top talent from all areas of the industry e.g. BBC, BSkyB and DreamWorks
- Negotiated multi-year contracts with Pay and Free TV broadcasters running into hundreds of millions of dollars, most notably, the multi-year movie deal in the UK with BSkyB.
- Initiated a new approach to marketing US TV programming, adopting the feature film marketing approach, which led to actors from some of the biggest US TV shows touring the world. Other studios have since adopted this approach.
- Responsibility for the channel distribution (affiliate) business for The Disney Channel and ESPN and launched the integrated the business alongside the company's programme distribution division.

Emap Advertising, Managing Director (November 1999 – October 2001)

Managing Director of the first multi media advertising sales business in the UK, representing Emap's consumer-facing Radio, Magazine, Digital and TV brands.

Emap On-Air, Managing Director (June 1997 – October 1999)

Launched an advertising sales company for Emap's radio business. Recruited over 80 people and built sales and operational capability for servicing the second largest radio business in the UK in less than 5 months.

Eurosport UK, Managing Director (September 1994 – May 1997)

Responsible for the sales and marketing of Eurosport in the UK. This included trade and national press, cable operators and advertising agencies, clients and industry bodies.

ITV, Latterly Deputy Managing Director, Merlin Broadcast Sales (August 1983 – August 1994)

Held a number of positions within ITV advertising sales companies including LWT, STV, Grampian, HTV, S4C and Meridian.

EDUCATION

General Manager Programme, Harvard Business School (1999)

Higher National Diploma in Business Studies at South Bank University 1981-1983

LANGUAGES

Conversational Greek and French, and elementary Spanish

CONTACT DETAILS

59 Rosslyn Hill, London, NW3 5UQ

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Freer, Claire 2

From: Stevenson, James 7
Sent: 17 April 2018 14:51
To: Broadway, Michael; Freer, Claire 2
Subject: FW: Application for Independent Governor vacancy
Attachments: DrJonWalmsleyCV.docx

Both – fyi,

J

From: Jonathan Walmsley [mailto:jonwalmsley1@icloud.com]
Sent: 17 April 2018 12:03
To: Stevenson, James 7 <james.stevenson@lsbu.ac.uk>
Subject: Application for Independent Governor vacancy

Dear James,

It was good to speak briefly last Friday, and it is with some excitement that I submit this cover letter and attached CV in application for one of the Independent Governor positions that London South Bank University (LSBU) seeks to appoint.

Excitement, because I believe and hope that my skills, experience and aspirations are a good match for the criteria in the advertisement, and as importantly the values of LSBU. My professional life has been dedicated to addressing real world challenges from an academic and commercial perspective, and I would love the opportunity to help LSBU achieve it's twenty twenty vision of being London's top modern university.

Taking elements of the advertisement in turn:

Experience of decision making at a strategic level

As Managing Director, having had sole P&L responsibility for an organisation with a turnover in excess of £200M, and shared responsibility in excess of £600M, I have also grown an organisation from a turnover of £6M to a profitable £100M. These roles have depended on devising and implementing strategy at local and global levels.

Ability to establish constructive relationships

The establishment of long-term constructive relationships has been an essential element in the building of multi-hundred million pound businesses. At the same time as building stable and entrepreneurial management teams, I've needed to work synergistically with peers growing other businesses in parallel.

In addition, I have initiated and executed many acquisitions and mergers from small (< £1M) to large (£100M+) scale, all of which have necessitated effective relationship-building.

The unique selling point of Blackwell Publishing and then Wiley has been the creation and management of strategic partnerships with academic and professional societies and associations to help develop their strategy and manage their publishing and other activities.

My direction of successful businesses in this environment has had at its core the long-term sensitive nurturing of relationships with the leaders of these organisations.

Legal Background

I have extensive experience of (and have signed) a wide range of contracts involving partnerships, acquisitions, product-development, facilities and services, and am familiar with employment law in the UK, US and Germany. I have had full and shared legal responsibility for various sized entities in these countries and others.

Devoting time to be an effective governor

My time is primarily divided between the part-time role of Lead Governor at an NHS University Foundation Trust, and studying part-time at Imperial College for an MSc in Health Policy (I already hold a PhD in Chemistry from the University of Nottingham). I am also an investor in start-up businesses with a social element. These activities, allow me to dedicate the 15-20 days or part-days each year required. In fact, because the role is so attractive to me, I'd be happy to spend more time as needed.

What attracts me, and what can I offer, to the roles?

What catches my eye in particular about LSBU is the commitment to addressing real-world challenges - including making sure that graduates get jobs. The research programs are practical and relevant, and LSBU is of course University of the year for graduate employment. I offer deep and rich experience of strategic management of organisations concerned with the business of academia, wide multi-disciplinary knowledge, and a strong track record of enabling strategic transformation as part of senior management teams. My ongoing studies in Health Policy demonstrate a serious commitment to real-world challenges, and my election as Lead Governor demonstrates my ability to form effective partnerships in an additional environment to the commercial sector.

I must also add that I share LSBU's commitment to diversity. In addition to recent training in both board diversity and unconscious bias, I have a long record of hiring diverse teams because they are effective, and because it is inherently fair.

Please find my CV attached. The opportunity to discuss further would be greatly appreciated.

Best, Jon

Dr Jon Walmsley

Dr Jon Walmsley

St Albans, UK m: 07974 948602 e: jonwalmsley1@icloud.com

An experienced Board Director with international executive level experience in a £1 billion turnover organisation combined with public and third sector exposure as a Non-Executive Director and Governor.

Non- Executive Roles

2017-2020 **Lead Governor**

2016-2019 **Elected Public Governor**

Hertfordshire Partnership University NHS Foundation Trust (HPFT)

Chair of Appointments and Remuneration Committee.

Active on Quality & Effectiveness, Performance, and Engagement sub-groups.

HPFT provides mental health and learning disability services and has 350,000 service-user contacts a year. Operating income is £200M+ with 3,500+ staff working across 40 sites. The Governors' role is to hold the NEDs (including the Chair) accountable for board performance and to ensure that community needs are represented. As Lead Governor, I was elected to provide leadership to the Governors alongside the Board Chair.

2012-2016 **Co-Chair of Europe Middle East and Africa Leadership Team,**

John Wiley & Sons, a global learning business, £1Bn+ turnover, 5000 staff.

A facilitating role reporting to the CEO coordinating activity across multiple business-units, including the critique of a strategic review leading to a major building re-use project saving £1M+, and the introduction of outsourced IT systems saving £1M+.

2012-2015 **Chair Wiley-VCH, Germany**, covering German operations. £100M+, 500 staff.

John Wiley & Sons,

Another cross-business facilitating role, operating at Executive level reporting to the CEO, within a new regulatory context and legal structure and full statutory responsibility for financial stability and health and safety.

Critiqued and enabled major restructuring and outsourcing, involving extensive formal and informal negotiations with representatives of staff and staff-organisations.

2012-2015 **Elected Member of Council** (Main Governing Board), full legal responsibility

2008-2012 **Elected Chair of Academic and Professional Board** (two terms)

The Publishers Association, the professional association for UK publishers.

Board responsibility for governance and strategy at a time of substantial structural change for the industry. Lobbied government to support higher education.

Other non- exec roles with Wiley subsidiaries

2007-2013 **Chair**, GIT, a German publisher. £20M turnover with 90 staff.

Critiqued and facilitated strategic review to deliver major restructuring.

2007-2015 **Chair**, Ernst and Sohn, another German publisher. £10M turnover with 35 staff.

Led strategic review to deliver major restructuring, and product re-focussing.

2001-2007 **Chair** Iowa State University Press, USA. \$10M turnover with 20 staff.

Led strategic review to deliver rapid growth from new lines of business.

2000-2007 **Chair** Munksgaard, Danish publisher. £10M turnover with 10 staff.

Legally responsible for compliance with local legislation

2005-2007 **Chair** Blackwell Verlag, German publisher. £10M turnover with 15 staff.

Legally responsible for compliance with local legislation

Common to these roles was full statutory responsibility, reconciling cultural differences, and ensuring that the subsidiary fitted the parent company structure, balancing the corporate governance approach across geographic boundaries, and ensuring that local end-user needs were addressed.

Executive Career

John Wiley & Sons a global learning and publishing business, £1Bn+ turnover, 5000 staff.

(And predecessor organisations from 1998-2016)

2013-2016 **Managing Director**, Professional Practice & Learning

Offered this role following a major reorganising of the Wiley Blackwell business. Built new Senior Leadership Team from scratch (80% women) and turned around a shrinking £100M+

international business to growth with radical moves including a major restructure, and an innovative strategic partnership to achieve £1m+ cost savings.

2007-2015 **Member of the Executive Board**, Blackwell then Wiley-Blackwell, \$1b business.

Shared responsibility for the Private Company Blackwell Publishing during a period of rapid growth leading to acquisition by John Wiley and Sons, and then shared responsibility for the newly created Wiley-Blackwell entity. The USP was forming strategic partnerships with leading academic and professional organisations.

2009-2013 **Managing Director**, *Physical Sciences*

Invited to take this role based on success of 'Professional'. Took a \$300M international business with 400+ people through a major structural change to the industry while maintaining profitable growth by developing strategic partnerships and acquisitions.

Led mutually productive strategic relationships with many of the world's leading learned societies improving services by listening to user needs.

2007-2009 **Managing Director**, *Professional*

Following the acquisition of Blackwell Publishing by Wall-Street quoted Wiley, drove rapid industry-leading growth of a \$150M international business during a period of major upheaval.

1998-2007 **Professional Divisional Director and Executive Board member**

'Professional' covered the publishing of journals, books and digital products for professionals and academics in engineering, physical, life and health sciences.

Grew a \$10M business to \$150M: organically, with acquisitions, and with new partnerships. Transformed a single-office based 14-person team into an international organization of 100+.

Chapman & Hall, Thomson

1992-1998 **Senior Commissioning Editor, Associate Publisher, Publisher then Publisher and Director**

A series of entrepreneurial roles, culminating in the creation from scratch of a new multi-functional team which achieved double-digit profitable revenue growth.

Blackie and Son Ltd

1988-92 **Commissioning Editor (1988-90) then Senior Commissioning Editor**

Created and signed the world's leading list of Food Technology books.

Graduate and Post-Graduate Education

Nottingham University, UK

1988 PhD, Chemistry

1984 Upper Second Class Joint Honours Chemistry and Philosophy

Imperial College, UK

2017- 2019 Currently working towards MSc in Health Policy (part-time).

Recent training

2017 (Sep) **Board Diversity**, inspiring a new generation (Russam, GMS)

2018 (Feb) **Unconscious bias**, (HPFT)

Other

2016 - **Mustard Seed** (mustardseedimpact.com)

Mustard Seed invests in and incubates start-ups that are socially and environmentally impactful. As an active investor and member, I draw on my network and experience offering non-executive help to inspirational businesses, helping to elevate them to the next level.

2017 - **Cricket Without Boundaries** (CWB)

CWB is a registered British charity delivering public health (especially HIV/AIDS and FGM) messages in five sub-Saharan countries using the medium of cricket. Volunteered in Rwanda for three weeks. Raised over £6K to pay local ambassador/coaches. Ongoing help with strategy and partnership development.

Category 2

Recommendation: for discussion

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Email = graham.briscoe@yahoo.co.uk

56 MANOR ROAD
WESTON SUPER MARE
North Somerset
BS23 2SX

2nd May 2018

Reference – INDEPENDENT GOVERNOR – LONDON SOUTH BANK UNIVERSITY

FOR THE ATTENTION OF – James Stevenson –University Secretary.

I am responding formally to the invitation to provide you with an Application Letter and my CV, as I believe my corporate career work history and Further Education College Corporation (Governor), University Council (Council Member), Housing Association Board (Non-Executive Director) and Charity (Trustee) governance experience are very relevant to the Independent Governor position you are seeking to fill.

APPLICATION HIGHLIGHTS

Higher Education. For two terms of office (1994 to 2000) I was elected by the University of Bath Court as one of their two Court Representatives on the University Council. From 2005-2010 – I was appointed a visiting Fellow - School of Management, University of Surrey, Guildford, Specialism - “Business Productivity & Continuous Improvement”.

University Hospitals Bristol. I recently completed my service as an elected public member (2014-2017) of the NHS Foundation Trust Hospital`s Council of Governors - representing North Somerset. The specific role here was to hold the Executive Directors to account.

Further Education. I have completed my allowed Corporation terms of service since 1989 as a Governor at Weston (super Mare) College, Royal Forest of Dean College, Coleg Gwent - south Wales and City of Bath College. I am recently supported the Corporation of New College Telford with its Area Review recommended merger with Telford College of Art & Technology in Shropshire.

Whilst I am not professionally accounting or legally qualified I have some 50+ collective individual years FE College Corporation experience over the past three decades. I have chaired the Finance Committee at Coleg Gwent (£55M t/o) moving onto Resources Committee (Finance / Staff / Estate), as well as the Audit & Risk Committee for all of my College involvements - having just finished as Audit Committee Chair for all of my eight years with Bath FE College.

Students` Unions. I have just completed my last year of two three year terms as an Independent Trustee (External Member) of Bournemouth University Students` Union (Chair of the Audit & Risk Committee for the full six years) finishing at the end of January 2018. I currently hold a similar position at Bath Spa Students` Union where I finish my two terms of three years in September 2019.

Academy. *For years (2011 to 2014) I held a Trustee / Governor role with Hayesfield Academy in Bath. I was recruited specifically to set up and Chair their new Audit & Risk Committee.*

Young Peoples Organisations. *I am currently a NED, Trustee and the Audit & Governance Committee Chair with the Board of CXK Ltd in Ashford Kent - an ex-Connections company which supports children, young people, adults and families in Kent to maximise their potential and achieve their aspirations.*

Housing Associations. *I have completed my allowed Board terms of service (30+ collective individual years) since 2003 with Curo (Somer) Bath, Taunton Deane (failed) stock transfer, Western Challenge - Christchurch, Newport City Homes south Wales and Homes in Sedgemoor - Bridgwater. I currently support the Board of Hyelm Housing group - a small Housing Association supporting young people in London. A role in most of these organisations was chairing their Audit Committee.*

Trustee Role. *Since 1995 I have held Charity Trustee positions with a number of Charities – Citizens Advice Bureau - Bristol, The Harbour - Bristol, The Evaluation Trust - Bath, Circomedia - Bristol. I am Chair of St Mary Redcliffe Parish Charity in Bristol.*

Professional Institutes. *For twelve years back in the 80s and 90s I was a Council Member and Treasurer of the Institute of Administrative Management, and I have recently completed my allowed ten-year service as a Non-Executive Board Director, and Chair of the Audit Committee of the British Institute of Facilities Management.*

Complaints & Investigation Committees: *In 2014 I was appointed as an Independent Member on the Chartered Management Institute`s – Complaints and Investigation Committee.*

I have had a successful 30+ year corporate career, with Royal Sun Alliance (RSA) covering operations in Bristol, London, Horsham, and Liverpool – which is detailed in my attached CV at the time of my retirement. This was preceded by an excellent five-year student engineering apprenticeship with Rubery Owen in Darlaston - supported by a successful period of Further and Higher Education at the then Walsall “Technical “College and Aston College of Advanced Technology (now University). This was followed by a number of appointments in Industrial Engineering with Tube Investments, GKN, Rover BL, Stavely Industries and Roan Selection Trust`s copper mine in Zambia, before returning to the UK to join Phoenix Assurance on its relocation to Bristol in 1973.

The specialist business skills I developed during my corporate career with RSA (Phoenix/Sun Alliance/Royal Sun Alliance) covered: -

Project / Programme Management	Facilities and Estate Management
Audit and Risk Management	Continuous / Productivity Improvement
Business Transformation	Management of Change
Business Continuity Management	Business Process Engineering

I am able to show skills and knowledge in the following business areas based on my 30 years' corporate experience with RSA: -

Strategic Management	Information Technology / ICT/ Systems
Finance Management / Audit	HR / Talent Management / Culture Change
Community Support	Education and Training
Marketing and PR	Customer Service
Value for Money	Property / Estate / Facilities Management / H & S

My "Community Investment" experience supported by RSA's Corporate Social Responsibility programme included: -

Further Education College Governance	Community Investment / Fund Raising
University Council Governance	Professional Institute Governance
Charity Governance	Corporate Social Responsibility

I am a Chartered Engineer, a Chartered Information Technology Professional and a Certified Management Consultant. I hold five professional Institute Fellowships - the British Computer Society, the Institute of Administrative Management, the British Institute of Facilities Management, the Institute of Consulting and the World Academy of Productivity Science.

I am a recipient of two Institute Awards – The Institute of Administrative Management Medal (1992) and The World Academy Medal for Productivity Science (1995).

Senior level corporate experience: -

I have worked in many Management Services roles throughout my 30+ year career with Royal Sun Alliance (RSA) in Bristol, London, Horsham and Liverpool - where key words in my many roles, activities and responsibilities were performance, productivity, effectiveness, efficiency and utilisation, covering all company resources in the Financial Services sector – staff, premises, systems and knowledge.

My roles included - organisation and methods, project / programme and change management, information technology, human resources and talent management, corporate services, facilities management, quality and customer service management, business excellence model, productivity and continuous improvement, business process re-engineering, business continuity management, business transformation and administration process engineering.

Following The Phoenix takeover by The Sun Alliance in 1985 I also became responsible (Project and Programme Management) for a number of company integration activities and the associated due diligence covering the merger of the Information Technology, Human Resources and Talent Management, and Facilities Management Departments – which was repeated (at a Portfolio Management level) with the merger with The Royal in 1995.

During my last decade with Royal Sun Alliance (RSA) I also held a voluntary role as Community Investment Manager for Bristol. I was also volunteer Treasurer to the Bristol RSA - GAYE / CAF charity fund, and during this period was responsible for signing off more than £0.5M in awards to charities based in the Bristol RSA offices “travel-to-work” area. I actively supported Community Investment, and was recognised in 2010 as a worldwide global “Champion Leader” for CSR / Community Investment within the RSA operations around the world at a RSA global conference in Barcelona.

I took early retirement from corporate life as Operations Support Leader (Director of Internal Consultancy) with the Life Company of RSA covering operations in Liverpool and Bristol.

Specific “community investment” “roles: -

During the later stages of my corporate career, and since my formal retirement, I have built up a portfolio of “Community Investment” Governance / Non-Executive Director activities, with involvement and responsibilities covering: - Further Education College Corporations, a Visiting Fellowship and a number of Lectureships in Higher Education, a University Council, Charity Trustee appointments, Housing Association Board appointments, Professional Institute Board and governance roles, together with pro - bono activities covering Change Management and Facilities Management support activities with Charity, Voluntary and Not for Profit organisations in south east Wales and the South West.

I detail below my specific Non-Executive Director type experience, both during my employment with RSA and in my post retirement “community investment retirement” role, which support my application: -

Board and Governance experience: -

As a **Further Education College Governor / Corporation member** I have some 50+ collective individual years of Further Education College governance resolving corporate strategy and governance issues with Funding / College strategic planning / Estate strategy planning / Curriculum planning and performance / Quality improvement and Mergers. My major support activities were:

Weston (Super Mare) College, 1989 to 2004, (Annual t/o = £35M)

This governance role covered pre and post Incorporation activities and support.

Coleg Gwent (south east Wales), 1998 to 2014 (Annual t/o = £55M)

FEFCW nominee when put into recovery (financial mis-management) in late 90s.

Vice Chairman and Corporation Champion for the Student Voice.

Royal Forest of Dean College Corporation. 2005 – 2011 (Annual t/o £7 M/ year)

Vice Chair-Audit Committee, Lead on merger with GLOSCAT

City of Bath College, 2006 to 2014 (Annual t/o = £ 18M)

L&SC nominee when the College was placed in recovery in 2006, due to a new build causing financial difficulties. Audit Committee Chair and Lead Governor for H & S.

Learning & Skills Improvement Service (LSIS), 2008 – 2013,
LSIS Associate – Governance Leadership Programme.

New College Telford (6th Form) – Shropshire, 2012 – 2017 (Annual t/o = £8M)
Appointed Lead Governor (2015) with a KPMG led voluntary “Structure and Prospects Appraisal” to resolve long term financial sustainability challenges which led to a merger with Telford (FE) College in December 2017.

In the above Corporation Governor roles, I have chaired the following Corporation Committees = Audit & Risk, Search & Governance, Quality & Curriculum, Finance & Estates, Resources(Finance/Staff/Estate), Property, Accommodation, Strategic Options and Governance Improvement across my past College governance support.

As a **Housing Association Non-Executive Director** of four large (t/o each £30m plus) Wales and south west Housing Associations I have some 30 collective individual years scrutinising Strategic Plans /Annual budgets / development plans / current performance.

Board Member – Curo Group (ex Somer / Bath Self Help Group) - Bath, 2003 – 2011 (Annual t/o = £30M).

Board Member – Shadow Board - Taunton Deane Housing stock transfer (failed) 2005-2006.

Homes in Sedgemoor (ALMO - Bridgwater), 2007 -2015 (Annual t/o = £30M)
Board Member and Asset Management Champion. Previous – Audit Committee Chair.

Western Challenge Housing Association (Christchurch) - Interim NED 2009-2010

Newport City Homes (south east Wales) 2006 - 2013 (Annual t/o = £35M)
Shadow Board / Board Member and Audit Committee Chair from stock transfer

Hyelm Housing (London) 2012 – *current*. A small specialist Housing Association providing accommodation for young apprentices, students and professionals.

Across the Housing Association roles, I have chaired the following Board Committees = Audit & Risk, Resources, Customer Service, Remuneration & Nominations, and Governance Improvement.

I have also experienced Chairing / Panel member for Level 3 (Board) Appeals for Further Education College staff / Students Appeals, and for Housing Association Tenant Appeals. I have chaired or supported Appointment Panels for three Housing Association and five Further Education College CEO appointments, and two Clerk appointments.

Regeneration and community development experience has been gained via my Housing Association Board and Further Education College Corporation experience, in particular the

Governance and operational structures associated with developing a Community Interest Company and Social Enterprise organisations.

Over the past decade I have regularly supported Further Education and Housing Association annual governance conferences; -

“The annual audit cycle – Leading effective controls in times of change”,

“How to be a better Critical Friend of the College / Housing Association?”,

“The role of the Audit Committee”,

“E-Governance – Paperless Board Meetings and the use of i-Pads “.

“Smaller, more effective, Boards “.

“Ten Lessons I have learnt from being a College Governor”, also published (2018) by the Education & Training Foundation.

Current Charity Trustee support: -

Bath Spa University Students` Union

St Mary Redcliffe Parish Charity (Chair) – Bristol

St Mary Redcliffe Parish Charity (City of Bristol founders` heritage funds) supports deserving requests for personal financial support within the City of Bristol boundaries.

Professional Institutes: -

I was a Co-opted Lay Member on the Association of Accounting Technicians - Regulation & Compliance Board (2009 - 2012) - appointed via public competition.

I was appointed as an Independent Lay Member supporting the Institute for Learning`s Audit Committee for three years prior to its closure and merger (2011- 2014) into the Education and Training Foundation.

I was a Board Member of the British Institute of Facilities Management (2005 – 2015) and Chair of its Audit Committee (2010-2015). In this later role I led on Membership complaint reviews, individual Membership Grade Appeals and Member disciplinary panels / reviews.

In 2014 I was appointed as an Independent Member on the Chartered Management Institute`s – Complaints and Investigation Committee. 2014 – *current*.

Higher Education support: -

HIGHER EDUCATION / UNIVERSITY SUPPORT

Council Member - University Council - University of Bath, 1994 - 2000.

I was the British Computer Society (BCS) nominee on the Court of the University of Bath – for two terms of office (1992-2000). I was an elected by the Court onto the University Council for two terms of three years. **Page 44**

Court Member - British Computer Society Nominee

University of Bath 1990 - 2005
University of Bristol 1992 - 2015
University of Sheffield 1993 - 2014

Visiting Fellow - School of Management, University of Surrey, Guildford, 2005 - 2010. (Specialism - “Business Productivity & Continuous Improvement”).

Associate Tutor - School of Management, University of Leicester, MSc Dissertation Supervisor, 2010 - 2012.

Visiting Lecturer - University of South Wales, Newport (MSc in Strategic Quality Management - Business Excellence Model) 2003 - 2005

Visiting Lecturer - Glasgow Caledonian University (BA in Risk Management – Business Continuity Management), 2004 - 2005.

Visiting Lecturer - University of South Wales / Colleague Cymru (MA in Further Education Leadership & Management = Role of the Corporation, Governance Activities and Role of the Audit Committee), 2000-08.

I covered the following three topics all from “A Corporations Member’s perspective”: - (i) Governance, (ii) Strategic Planning and (iii) Audit = (a) Systems & Controls, (b) Governance.

BCS Support - British Computer Society - Assessor for C Eng & CITP Membership / Lay Assessor for Academic (University) Qualifications, 2004 - 2007.

Independent Member - Research Ethics Committee - Staffordshire University. 2014 – 2017.

Independent Lay Member – University Research Governance Committee – Sussex University (4 meetings). Current.

I shall have no problem with finding the time to support the Board of Governors in this role – should my application be successful. I have finished a couple of my major time commitment roles over the past twelve months, and with my current roles being quite small collectively (see below) I am seeking a new major “community investment “role to fill the gap left from completing these previous appointments. I also accept that if successful, and appreciating the current time commitment required for this position I am happy to review some of my other longer serving commitments

I would very much like the opportunity to use my skills, knowledge and experience to give something back and to make a contribution to the work of the Board of Governors with meeting its strategic requirements.

I have enclosed my CV, and I would welcome the opportunity to expand on my experience and my suitability for this challenging position. Please contact me by email, or mobile, should you require any further information.

Thank you,

Yours sincerely, Graham Briscoe.

GRAHAM BRISCOE – PORTFOLIO of ACTIVITIES – January 2018

Current activities

PROFESSIONAL INSTITUTE

Independent Lay Trustee - Charitable Trust - Chartered Society of Physiotherapy.

Independent Lay Member - Membership Application Sub-Committee, Chartered Insurance Institute.

Independent Professional Member - Complaints and Investigation Committee – Chartered Management Institute.

Independent Lay Member - Professional Conduct Committee - UK Council for Psychotherapy.

Professional Member - Disciplinary Panel - Professional Conduct - British Computer Society.

(Most of the above activities are online / virtual / teleconference – with just one or two formal London based meetings a year in each role).

FURTHER EDUCATION / AWARDING BODIES

Independent Member - Hereford College of Art – Audit & Risk Committee (3 meetings).

Independent Member- Trafford College – Search & Governance Committee (3 meetings).

Independent Co-opted Member – Audit & Assurance Committee – WJEC / CBAC Awarding Body, Cardiff. (4 meetings).

YOUNG PERSONS COMPANY

NED / Trustee – CXK Ltd Ashford – an ex-Connections Charity which supports children, young people, adults and families to maximise their potential and achieve their aspirations. Chair of the Audit & Governance Committee (10 meetings).

HOUSING ASSOCIATIONS

Board Member (NED) - Hyelm Housing (London). A specialist “young professionals” London based Housing Association (8 meetings).

CHARITY TRUSTEE

- Trustee** - Bath Spa University Students Union, Chair - Audit & Risk Committee. (10 meetings)
- Trustee** - St Mary Redcliffe Parish Charity - Bristol, Chair. (10 meetings)
- Trustee** - Bristol Older Peoples Forum. (6 meetings)

HIGHER EDUCATION

Independent Lay Member – University Research Governance Committee – Sussex University (4 meetings).

ACADEMIES / SCHOOLS ADMISSIONS APPEAL PANELS

NED - Plymouth CAST Multi Academy Trust – a 35 Catholic School MAT based in Plymouth & across Cornwall / Devon / Dorset (15 meetings).

Chair / Member – Accredited Chair / Member - Schools Admission Appeal Panels, Somerset / Devon / Dorset / North Somerset (10 meetings).

(Whilst the above roles and involvements may appear to be extensive – each involvement consists on average of only eight / ten or so morning / afternoon / evening meetings a year - leaving plenty of time for further commitments).

OTHER SUPPORT (mainly weekends and spare days in the week)

- Volunteer Ranger** – (1) National Trust = (i) Crooks Peak, Shute Shelve and the Mendips, (ii) Brean Down and Victorian War Fort.
- (2) Kenneth Allsop Trust – Steep Holme Island - Bristol Channel.

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Graham Briscoe
56 Manor Road
Weston Super Mare
North Somerset
BS23 2XU

Mobile = 07773 654 717
graham.briscoe@yahoo.co.uk

Graham is a highly accomplished, professionally qualified, senior executive with over twenty years extensive experience operating at Board level, supported with a range of non-executive roles across a number of sectors. A skilled change leader with a broad track record of Business Process Re-engineering, merger/acquisition due diligence and delivering transformational change programmes. His enthusiastic, committed and motivational leadership approach has enabled him to inspire both his static and virtual teams to deliver excellent results, whilst maintaining an environment based on “3Ts” = truth, trust and teamwork.

CAREER HISTORY

Operations Support Leader Royal SunAlliance (RSA) 1994 – 2004

Reporting to the Group Operations Director, responsible for pre and post-merger due diligence and key programme management for the operational integration of IT systems, Facilities Management, HR and Administration Process Management.

Completed a detailed review of the change portfolio work stream to outsource policy process administration and implement staff redundancies of a major 1,200 staff unit over a two year period. Developed potential options and assessed all associated risks. Defined a comprehensive two year programme/project model and obtained board approval to implement. Communicated the model clearly to all key stakeholders and led static and virtual work stream leaders. This resulted in a successful building “switch off and handover”. I received a main Board citation on the recognised success of the transformation programme, coming in on time and within the £6M budget.

Carried out a comprehensive analysis of the business processes and procedures. Identified areas where Business Process Re-engineering could be applied to aspects of customer focused insurance policy management. Developed a feasibility study through computer modelling to introduce on-line real time policy process management handling. Assessed the associated risks and ensured actions could be taken to mitigate them. Created a strategy to introduce new customer facing systems. Obtained Board approval for the investment. Extensively communicated the plan to all the key stakeholders. Led the implementation which resulted in a 22% staff reduction and improved overall customer satisfaction scores by 12%.

Completed a detailed evaluation of synergy potential, following the Sun Alliance / Royal merger to integrate ‘cultures’ in-line with the Business Excellence Model (BEM). Generated potential processes and led a detailed risk assessment. Constructed a change programme fully supporting the BEM and gained executive endorsement to implement. Disseminated to all key stakeholders and drove the implementation. This resulted in a UK wide recognition award for RSA Life in the UKs Business Excellence Awards and a significant increase in employee satisfaction.

Carried out a comprehensive assessment of recovery plans following the compliance issues arising from Endowment sales. Designed and developed comprehensive plans to deal with high levels of customer dissatisfaction. Assessed the associated risks and led a pilot exercise to scale the resource which would be required. Presented a recovery strategy to the board and secured the £1.2m investment to enhance the capacity of the call centres with an additional 200 staff. Communicated the plan to the key stakeholders and compressed the recruitment and training into a 6 month period. This resulted in an 18% improvement in customer satisfaction mitigating the reputational risk.

Instigated an intricate analysis of 'company image' issues resulting from the Endowment Projection mailing project. Identified that there were many life policy holders with investments who now could not be contacted. Reviewed possible responses and calculated connected risks. Devised an identification strategy to initiate the 'Gone Away' project; an automated process with partner tracing agencies to establish the whereabouts of lost policy holders. Obtained executive endorsement and focused a targeted communications plan. Put the project into action, resulting in some £23m being returned to investment policy holders over a five-year period.

My involvement with RSA's CSR (Community Investment) programme supporting the Further Education College sector as Vice Chair of Coleg Gwent (south east Wales) and Chair of the Corporation's Resources Committee (Finance/ Estate/ Staff) led the Corporation to achieving a £3M reduction in its £55M annual Welsh Government funding over a two-year period in the early-2000s. This funding deficit was recovered over the next five years by increases in overseas, HE and full cost recovery business.

For over a decade I have held a number of NED roles across three sectors (Further Education Corporations, Housing Association Boards and Professional Institute Councils), and have developed specialisms in governance, audit & risk and student/tenant/ member involvement, besides utilising my extensive corporate business knowledge and experience. During this period I have chaired a number of Board Committees with delegated authority across the whole spectrum of Board responsibilities – with Resources (Finance/Estate/ Staff), Audit (including Risk Management/Value for Money/Business Continuity Management) and Governance (compliance/regulation/self-assessments) having a priority. In addition, I have Chair's experience of Board level Appeal Panels – Staff / Students / Tenants, along with Board Chair and CEO Appointment / Annual Appraisal Panels and Remuneration Committees. This understanding of the NED /Trustee governance role was re-enforced by my attendance at a Westminster PAC – after I was parachuted onto the Corporation of Coleg Gwent by the FEFCWales after financial mis-management in the mid-1990s. This parachuted Governor role was repeated by the south west L&SC when the City of Bath College got into financial difficulties with a new-build in 2006.

PREVIOUS ROLES

Royal & Sun Alliance (including Phoenix Assurance / Sun Alliance and subsequent mergers)

Operations Support Leader, Internal Consultancy / Programme Management 1994 - 2004

Support Services Manager, Productivity & Business Projects

1991 - 1994

Agency Administration Manager, Life Agency Administration	1987 - 1991
Projects Manager, Merger Integration Projects	1985 - 1987
Project Controller, Organisation & Methods / Systems	1973 – 1985

Pre 1973 career experience included an indentured five-year Work Study &, Industrial Engineering student apprenticeship with Rubery Owen, followed by Organisation & Methods and Systems Analysis / Computer positions with GKN, Tube Investments, Walsall County Borough Council and Stavelly Industries.

CURRENT NED ROLES

Homes in Sedgemoor (£15m)	Housing ALMO	Bridgwater, Somerset
Coleg Gwent (£55m)	Further Education College	South East Wales
City of Bath College (£18m)	Further Education College	Bath, BANES
British Institute of Facilities Management	Professional Institute	Bishops Stortford

QUALIFICATIONS & TRAINING

Chartered Engineer C.Eng.		Engineering Council, 1990
Chartered Information Technology Professional CITP		British Computer Society, 1992
Certified Management Consultant CMC		Institute of Consulting, 1994

Fellow - British Computer Society FBCS
 Fellow - Institute of Administrative Management FIAM
 Fellow- Institute of Consulting FIC
 Fellow - British Institute of Facilities Management FBIFM
 Fellow – World Academy of Productivity Science FWAPS

AWARDS

1977	Institute of Management Services – Russell Currie Travelling Fellowship (3 months visiting USA companies researching “Work Study in the Office”)
1991	Institute of Administrative Management – Institute Medal for services to the Profession
1996	Sun Alliance Community Investment Programme – Project Award
1997	Royal & Sun Alliance Community Investment Programme – Governor's Award
1998	Royal & Sun Alliance Community Investment Programme – Governor's Award
1999	Awarded Fellowship of the 'World Academy of Productivity Science' in Santiago, Chile.
2010	RSA – “Community Investment Manager of the Year – 2010”

PERSONAL DETAILS

Interests: Long distance footpath walking, country walking, industrial archaeology, reading and grandchildren.

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Thatchers, Traps Lane
New Malden, KT3 4SQ
Mob: +44 (7825) 833 411
cpag100@gmail.com

London South Bank University
103 Borough Road
London
SE1 0AA

FAO: Jerry Cope, Chairman of the Board of Governors

30 April 2018

Re. Application for position as Independent Governor

Dear Sirs,

Further to my discussion with James Stevenson, I'm pleased to submit my application for the position of independent governor.

Following a successful career as a senior investment banker, independent strategic consultant and partner in an executive search firm, I have decided to pursue a more plural career path. In this context I'm exploring board roles, both in the corporate and not-for-profit sectors.

I'm particularly interested in the education sector. As a father of 4 school/university age children I am personally committed to excellence in teaching and believe passionately in education as a way to further social mobility. The UK higher education sector has a well-deserved global reputation, but in my view faces a number of major challenges over the next few years, including:

- Revenue pressure from (i) fee levels (university funding reviews) and (ii) student numbers (Brexit/immigration targets; potential students considering education more critically given fees; international competition)
- Pressure on teaching quality to justify fees, potentially putting pressure on cost bases

LSBU has been able to increase tuition and total income in 2016/7, but its financial surplus has declined. Universities such as Westminster and London Metropolitan have embarked on major restructurings following recent income declines, while LSBU academic staff costs/total expenditure was 28% vs. 34% at Westminster. Although, LSBU enjoys a strong reputation and achieved qualitative successes such as the silver rating in Teaching Excellence Framework, it is not immune to the financial sustainability and other challenges impacting the university sector. Given my passion for education, I would be very honoured to support the Board in addressing these challenges and to help LSBU achieve its strategic objectives. I am committed to understanding and fulfilling the duties and responsibilities of a governor, and furthering this through professional development.

I bring a broad range of skills and experiences which would enable me to perform the duties of a governor:

- Strategic perspective
As a Managing Director at JPMorgan, Lehman Brothers and Nomura I defined my teams' strategic priorities and advised boards and executive management on strategic alternatives and major corporate & financing transactions. I also advised clients on similar projects as an independent consultant and started my career as a strategy consultant for Bain & Co.
- Experience in dealing with matters of a legal nature
I have worked closely as an M&A banker with clients and their legal teams to negotiate transactions and frequently coordinated the work of clients' professional advisers. While not a lawyer, I'm confident of my ability to contribute to the Board in general discussions of a legal nature including transactions, partnerships, etc.
- International experience
I have lived, worked and led teams in the US, Germany, France and Spain, and worked on projects elsewhere in Europe, Japan and China. I understand that Egypt, in particular, is important to LSBU's growth plans, and while I have not worked in Africa/Middle East, my international experience will be of value to you.
- Ability to form relationships and communicate honestly with a range of stakeholders
I've demonstrated the ability to form trusted relationships with, and influence, a range of stakeholders. In banking my clients were senior management and other professional advisers, where gravitas, judgement and diplomacy were essential to earn credibility, engage in confidential strategic dialogue and win business. In executive search, my integrity and willingness to give objective advice enabled me to build an extensive network of board members/executives open to discuss their own careers and aspirations. Internally, I've collaborated with a spectrum of colleagues, from the COO of a Japanese bank to junior researchers.
- Analytical/technical skills and creativity
As an investment banker and management consultant I have frequently had to analyse complex and detailed information, distil key issues, ask critical questions and develop innovative solutions. My business, finance and people skills will enable me to work constructively with the University Executive and add value in evaluating and monitoring the work of LSBU.
- Commitment to continuous personal improvement
I am very committed to personal development and pro-actively seek and give honest feedback whenever possible.
- Legal eligibility
I have been a director of my own company and see no impediment to being a charity trustee.
- Commitment to the university's values
I share LSBU's values and have been always been committed to equality and diversity.

In summary, I believe that my experience and qualifications closely match the criteria set out in your person specification. I attach a copy of my CV for your information and wish to reiterate my interest in the role. I would welcome an opportunity to discuss your objectives and my background in more detail.

Kind regards



Christian Gerlach

Christian Gerlach

Mobile: +44 7825 833 411

Email: cpag100@gmail.com

Summary Profile

Corporate finance and business development professional with over 15 years international track record. Led relationships with industrial & private equity clients and executed 40+ acquisition, disposal, merger and financing transactions in the UK, Continental Europe and USA. Partner in executive search firm. Acted as independent strategic/financial advisor to the CEO of a listed company and successfully led the company's restructuring. Economics degree and MBA (INSEAD). Experience in strategic & business development, corporate finance/M&A, team building & leadership, due diligence, project management, investor search, restructurings & negotiations.

Key attributes and skills

- Ability to develop trusted relationships with multiple stakeholders
- Team player & motivator; persuasive
- Strategic thinker; analytical & logical
- Positive "can do" attitude; entrepreneurial to find novel solutions to complex problems
- Strong communicator; fluent in English/German; proficient in French; Spanish a bit rusty
- Willing to take ownership for decisions and deliverables

Employment History

- 2017 Self-employed consultant (part time)
- Advised industrial holding company Volvere plc on sale of portfolio company/licensing
- 2015- 2016 Skill Capital LLP, London/Munich Partner, Head of Industrials, Executive Search
- Led 6 person team to provide board/executive search services, recruiting and assessing leadership talent
 - Integrated German colleagues into co-ordinated European practice and significantly internationalised practice revenues
 - Developed chairman/CEO/CFO network in UK, Germany, Benelux & Scandinavia
 - Built relationships with private equity partners and won several new clients
 - Pro-actively suggested ideas for developing talent and reducing bureaucracy
- 2013-2015 Hermes Advisors, London/Germany/Switz. Director, Independent strategic/financial advisor
- Advised hedge funds on governance of portfolio company, ran global divestiture process and sold funds' stake to Chinese strategic investor at attractive valuation
 - Advised auto supplier on its financing strategy
 - Advised entrepreneur on debt restructuring of a watch distributor and negotiated with banks
 - Drafted business plan/investor presentations for furniture start-up
 - Negotiated shareholder agreement for investor in MedTech start-up

- 2012-2013 Comco Holding, Germany/Switzerland Investment Director, Family Office
- Responsible for portfolio development for Swiss Family Office, advising entrepreneur/CEO on strategic and financial matters
 - Led financial restructuring of Frankfurt-listed company incl. conception of transaction structures, introduced new investors and negotiated with banks & shareholders to deliver:
 - successful capital increase (55% share price appreciation in 3 months)
 - Repayment of bank debt with 20% discount to avoid administration
 - €45m high yield bond issue
- 2008-2011 Nomura International, London/Frankfurt Managing Director, Corporate Finance
- Led banking relationships with German corporates (Siemens, Bosch, Daimler, ThyssenKrupp, Continental)
 - Acted as point person for Japanese clients looking at industrial transactions
 - Developed German industrial franchise, providing M&A advice and debt/equity financing
 - Supported dialogue with private equity firms around industrial themes
- 2007-2008 Lehman Brothers, London/Frankfurt Managing Director, Mergers & Acquisitions
- Sourced and led 3-4 member teams to execute M&A and equity transactions in industrial and healthcare sectors
- 1995-2007 JPMorgan, London/New York/Frankfurt Managing Director/Vice President/Associate, M&A
- Sourced & executed M&A transactions in industrials, healthcare, chemicals and technology sectors
 - German corporate finance team (2003-07)
 - US tech team (1999-2001)
 - European healthcare/chemicals team (1995-1998)
 - Responsible for European junior banker recruiting and development
- 1991-1993 Harpur Group, London/Madrid/Nice Private data processing company
- General Manager, Private Label Division (1993, data mgt. services for oil companies)
 - Supervised operations centre for oil company consortium (40 staff, £10m income)
 - Won new £2m UK contract with Mobil and led operations centre set up
 - Group Business Development Manager (1991-2)
 - Identified joint venture opportunity with Spanish bank & developed business plan
 - Developed contacts leading to Singapore office and Australian acquisition
- 1989-1990 Bain & Company, London Associate Consultant, Management Consulting
- Various consulting assignments incl. market entry strategies, acquisition integration and cost optimisation programmes

Education & academic qualifications

- 2004 MBA (distinction: top 10% of class), INSEAD Business School, France
- 1989 MA in Economics (2.1), Cambridge University

Interests and hobbies

Rugby (kids' coach volunteer), tennis (local club team), skiing, sailing, jazz & classical music

Jens Hinricher LLM FRSPH MInstD

FCO (Pretoria)
BFPO 5339
BF1 8WY
UK

Mr Jerry Cope
Pro Chancellor and Chair of the Board of Governors
London South Bank University
103 Borough Road
London
SE1 0AA

By Email

24 April 2018

Dear Mr Cope,

RE: Expression of Interest – Independent Governor

I was excited to see London South Bank University's advertisement on LinkedIn and The Guardian Jobs. Following an informal discussion with Mr James Stevenson, I would like to express my interest in joining LSBU's Board as an independent governor.

With a strong legal, compliance and governance background, I have more than 10 years' experience of advising world-leading health, research and higher education clients, charities and international organisations in Africa, Asia and the UK.

Working for the London School of Hygiene & Tropical Medicine as their Head of Legal gave me the opportunity to gain an in-depth understanding of the operation of an UK higher education institution as well as related opportunities, challenges and risks. Serving as an elected member on LSHTM's governing Council and its Planning & Finance Committee provided me with additional insights and the opportunity to operate effectively at a strategic level together with fellow members. I continue to support the School as the independent member of the Research Ethics Committee.

Although I am currently based in Pretoria, South Africa for family reasons, my London home for many years has been (and continues to be) in Walworth, just a stone-throw from LSBU's campus, and I have used several opportunities over the years to get to know "my local university", its facilities and academic programmes. I have been particularly impressed by the University's active engagement in the local community, reaching out to and encouraging future generations of students from diverse social and educational backgrounds.

Having had the opportunity and privilege to graduate from three different universities myself, and worked in and with HEIs for a number of years, I have retained a real passion for (higher) education and life-long learning, and would relish the opportunity to contribute my professional and personal expertise in support of LSBU's goals, good governance and continuing success.

Of particular interest to the Board might be my experience with regard to large scale capital projects, UK and international partnerships, joint teaching and degree awarding as well as due diligence and risk management.

There are many synergies between my skill set and experience and the requirements of the role of an independent governor on London South Bank University's Board - and I would be grateful for the opportunity to discuss these in more detail and in person.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jens Hinricher', with a long horizontal stroke extending to the right.

Jens Hinricher

Enc (1)

Jens Hinricher LLM FRSPH MInstD

FCO (Pretoria)
BFPO 5339
BF1 8WY
UK

email@ridgeway.de
+27 76 016 5677
www.linkedin.com/in/jenshinricher

Summary:

Accomplished senior lawyer (educated to Master's level), compliance manager and non-executive board member with more than 10 years' experience of advising world-leading health, research and higher education clients, charities and international organisations.

Commercially astute, adept at managing a wide range of corporate governance, best practice and compliance matters, conducting thorough due diligence exercises and risk assessments, as well as implementing and improving related systems, policy development, training and monitoring.

Culturally aware, multi-lingual and experienced in working across Africa, Asia and Europe. Capable of making contextual decisions in diverse jurisdictions and environments.

Experience:

10/2015 –
present:

Vision Aid Overseas (VAO) - Pretoria, South Africa Regional Representative (Southern Africa)

International UK-headquartered charity dedicated to fighting poverty by transforming access to eye care, currently operating in Botswana, Burkina Faso, Ethiopia, Ghana, Sierra Leone and Zambia

- Developing VAO's network in Southern Africa and supporting the Executive and Country Directors
- Providing strategic programme direction to assist the Board of Trustees in aligning the VAO strategy with the International Agency for the Prevention of Blindness' (IAPB) Africa Agenda and Vision 2020

01/2013 –
12/2016:

London School of Hygiene & Tropical Medicine (LSHTM) - London, United Kingdom Head of Legal

World-leading institution for research and postgraduate education in public and global health – recently awarded the Times Higher Education 'University of the Year' award 2016

- Established in-house legal and compliance services, reduced external legal expenditure by over 50% in year one and successfully safeguarded the client against litigation over four year tenure
- Proactively provided legal advice on a wide range of matters, including foreign laws & regulations
- Led on the development of corporate governance as well as compliance metrics, policies and frameworks, e.g. with regard to anti-bribery, conflict of interest, child protection, good research practice and misconduct - and conducted related investigations
- Delivered timely and efficient contracting across all academic faculties and professional services
- Managed complex due diligence reviews of overseas activities in Sub-Saharan Africa and Asia in support of the University's risk management, and significantly reduced related exposure

01/2016 –
11/2016:

EQUINET/TARSC - Harare, Zimbabwe Consultant

- In-depth review and analysis of legislation across 16 countries, contributing to regional policy guidance on corporate responsibility for health in the extractive sector in East and Southern Africa

03/2010 –
12/2012:

International Centre for Diarrhoeal Disease Research, Bangladesh (icddr,b) - Dhaka, Bangladesh General Counsel

Internationally renowned global health research institute, carrying out high-quality research and promoting the uptake of evidence-based interventions for almost 60 years

- Headed legal, contract and compliance services for more than 4,500 employees across multiple locations, expedited strategic, government supported infrastructure projects, investigated and successfully defended challenging bribery and corruption allegations in a complex environment
- Managed the smooth and continued operation of icddr,b's Contracts and Grants Office responsible for research funding in excess of USD 75 million per annum, led the team in process changes and enhancements achieving increased output amidst a 25% funding growth rate during tenure
- Advised the Executive Director and senior management on legal issues, in particular those related to the status, exemptions, privileges and immunities of icddr,b, its Board, Directors and Officers
- Ensured compliance of the client's policies, by-laws and activities with the respective host country Ordinance as well as other host country, foreign and international laws, regulations and standards
- Drafted, reviewed and negotiated circa 1,000 agreements pa with bi-lateral and multi-lateral donors, other international organisations, governments, research and HEIs, NGOs and the private sector

09/2008 – **German Foreign Office - Dhaka, Bangladesh**
02/2010: **Consular and Legal Advisor**

- Provided legal advice in immigration and consular cases, and actively reduced immigration fraud

08/2006 – **United Nations High Commissioner for Refugees (UNHCR) - Lusaka, Zambia**
07/2008: **Senior Resettlement Associate**

- Undertook status and vulnerability assessments, enabling the most at risk victims of severe torture and persecution to rebuild their lives in third countries; delivered related training and country support

Governance:

01/2017 – **London School of Hygiene & Tropical Medicine (LSHTM) - London, United Kingdom**
present: **Member, Interventions Research Ethics Committee**

- External member of the Committee tasked with reviewing and approving interventional studies involving human participants worldwide, but with a focus on Southeast Asia and Sub-Saharan Africa
- Ensuring compliance with internal policies and recognised international ethical standards, e.g. the Declaration of Helsinki, ICH Good Clinical Practice, CIOMS, as well as other established standards in biomedical research

01/2015 – **Malawi Epidemiology and Intervention Research Unit (MEIRU) Trust - Chilumba, Malawi**
12/2017: **Member of the Board of Trustees**

- Management oversight of this charitable trust and partnership between the London School of Hygiene & Tropical Medicine, the Malawi College of Medicine and Malawi's Ministry of Health
- Actively building consensus among stakeholders with different interests

09/2014 – **London School of Hygiene & Tropical Medicine (LSHTM) - London, United Kingdom**
11/2016: **Member of Council**

- Elected member of the University's governing body and its Planning & Finance Committee; ensured good governance and high standards of strategic, operational, financial and risk management

04/2014 – **HE Shared Legal, University of Strathclyde - Glasgow, United Kingdom**
08/2015: **Steering Group Member**

- Provided operational and strategic oversight to this shared, 'in-house' legal and support service for Higher Education Institutions across the UK, and its transformation following a spin-out

10/2013 – **Vision Aid Overseas (VAO) - Crawley, United Kingdom**
10/2015: **Member of the Board of Trustees and Non-Executive Director**

- Collectively, with the other trustees, exercised strategic leadership for and fiduciary control over VAO, and led successful change management processes, resulting in improved financial stability

Education:

2002 – **University of Nottingham - United Kingdom**
2003: **Master of Laws (LLM) in Human Rights Law**

1996 – **University of Münster - Germany**
2002: **Jurist, German and English Law**

1999 – **University of Kent - United Kingdom**
2000: **Graduate Diploma in Law**

Membership:

- **Fellow:** Royal Society for Public Health (RSPH)
- **Member:** Institute of Directors in Southern Africa (IoDSA)

Development:

- Global Blindness: Planning and Managing Eye Care Services (LSHTM), 2017
- Health in Humanitarian Crises (LSHTM), 2017
- Research Ethics (FHI360), 2017
- Collaborative Leadership (Roffey Park), 2013-2017

Publications: See LinkedIn profile

Languages: English and German (native/bilingual proficiency); French (limited working proficiency)

Other: Driving Licence (car and heavy goods vehicle), Private Pilot Licence (aeroplane)

Flat C2
54 Shooters Hill Road
Blackheath
London
SE3 7BG

Dear Sir or Madam,

I enclose my Curriculum Vitae and application form for the role of Independent Governor for the South Bank University.

I uniquely bring experience within a number of industries and regulators. I understand the culture, practice and ethics of large membership organisations having worked for large regulatory bodies and currently I am working as Director of Transformation and developing key stakeholder engagement around the shifting landscape and therefore encouraging a sector wide dialogue regarding transformation and the future of accountability.

Particularly, I have relevant experience in the existing systems and structures of regulators (of which as Director of Fitness to Practise at the General Optical Council I have had also oversight) relating to complaints handling, public confidence, investigation and dealing with misconduct at hearings. I also sit as panelist for the Medical Practitioners service an adjudication and public facing role. I thoroughly enjoy this role which has transferable skills to the role applied for.

My current role as Director of Transformation also retains strategic oversight over the Education and Adjudication function. My role is to ensure that the organisation is operationally ready and modernised to ensure that the conclusions from the sector wide Education Strategic Review are ready to be implemented. Currently I am overseeing the production of a new Quality Assurance and Accreditation Process which will include hosting a number of external stakeholders to collate feedback.

As previous Director of Fitness to Practise, I provided strategic oversight to the Head of Legal, and the Head of Case Management, the Hearings Manager and therefore I have a good working knowledge of the organisational risk and public confidence. I also retained overall responsibility for advising the Board and the Chief Executive around high risk legal matters.

Having worked as a Barrister for a number of years and advocated and advised a number of individuals and organisations I am able to interpret and advise on complex legal matters and regularly do so on high profile matters to both my Board and the Executive.

My current role also has oversight over our adjudication function and transforming the way it operates and therefore involves working closely with the Board and receiving and offering constructive challenge on a number of matters including organisational risk. As part of the Senior Management Team, I have also been involved in the planning of the delivery around the organizational 2020 strategic objectives around organisational transformation.

I have previously acted up and covering the role of Registrar for the organisation for the period of 3 months whilst we await the incoming chief executive to commence their role. Therefore, as Registrar, I ensured that (under the appropriate legislation) the General Optical Council meets all of its statutory obligations in an integral and proportionate way and that the Governance is undertaken in a transparent way in accordance with our overriding statutory objective.

Additionally, all my employment roles have had at the heart of them the public interest, and therefore I will make an exceptionally strong strategic and legal contribution to this aspect of the Boards work.

I understand the various systems and structures in place in a number of membership bodies, such as relevant criteria used, transparent governance systems, referral processes, maintaining independence, registration processes and importantly I understand the effectiveness and failures in aspects of the system. I also provide scrutiny to the organisational budget whilst also retain responsibility for my own individual budgets which cover the main statutory functions of the organisation.

I support all my teams extensively in all my roles and I advise at the highest levels when requested. I am dedicated and work to the highest of standards, lead projects and believe my direct and relevant experience would be an asset to a board.

My passion and motivation for applying is my intricate understanding of Education and additionally in my desire to ensure young talented professional Asian women are represented on boards relating to Education. I have had personal experience of observing the challenges that particular areas of society are exposed too and therefore my desire is to ensure that accessibility for all remains a key priority.

Equality and Diversity is also an aspect the purpose of setting up my advisory consultancy called G.C.M which is centered around collaboration and innovation to create fairn compassionate and ethical organisations and systems. We have recently held a conference on the UN SDGs and inclusive capitalism which was hosted in the city of London and was hosted by Aviva and will now be working closely with a number of organisations to raise awareness around sustainable organisations.

We have taught compassion through holding the mock trial of Socrates with the audience as the jury and held a dialogue called pillowtalk in the middle of one of London's largest creative parties to discuss concerns about the future.

It would be a pleasure to utilise my skillset further the work of University,

Kind Regards

Safia Iman

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Curriculum Vitae

Personal Details

Name: Miss Safia Iman
E-mail: safia.iman7@googlemail.com
Telephone: 07817733452

Education and Qualifications

2010-2012 MA Applied Imagination in Creative Industry (part-time)
Central St Martin's College of Art (London) Pass

2004-2006 Bar Vocational Course (part-time) BPP law School, *Very Competent*

2002-2004 Post -graduate diploma in Law (part-time) BPP Law School – London
Commendation

1997-2000 Bsc. Honours Physiotherapy, Manchester University, Manchester- 2:1

1995-1997 St. Augustine of Canterbury (R.C) Sixth Form
A-level Studies

1990-1995 St. Augustine of Canterbury (R.C) High School
G.C.S.E Studies

Legal Work Experience

December 2017- To Date

Director of Transformation – General Optical Council

Member of the Executive team with overall responsibility for both the regulatory Education and Adjudication functions where a critical business need for transformation was identified. .
Executive level responsibility for the Quality Assurance and Accreditation of University provision of professional Degree and Master level courses.
The role involved extensive stakeholder management .

Terms of appointment included the development and implementation of an urgent business improvement plan for a high risk team and a new Quality Assurance and Accreditation . The extensive change management plan included improvement in performance, eliminating backlog, recruitment planning, efficiency improvement, process development and streamlining, creating a positive team culture alongside enhancing communication with internal and external stakeholders. I was also commissioned by the Chief Executive to undertake 2 very sensitive investigations on behalf of the organization during my role as Director of Transformation.

The Adjudication of complaints also was overseen by myself and I retained responsibility of the statutory committee (the Fitness to Practise Committee) due to the technological digitalisation of the function and the transformation agenda that I implemented.

December 2016- November 2017

Director of Fitness to Practise (Interim) General Optical Council

Overall responsibility and management of the functions of the Fitness to Practise Directorate and oversight of related organisational strategies to manage the often increasing volume of complaints against health professionals.

To ensure effective management of the Fitness to Practise functions on a day –to-day basis including providing oversight and implementation around

quality assurance, liaising with external agencies involved in the fitness to practice adjudication function (lawyers, partners, and other agencies) and employees.

Oversight of the corporate legal advice provided across the organization and responsible for advising the Chief Executive and the Board on legal risk to the organisation.

3 months of my role involved stepping up into the role of the Registrar on behalf of the Chief Executive Function for the organization to cover decision-making in the absence of the incoming and outgoing Chief Executives and therefore I continued to ensure that the Council met all statutory obligations as well representing the organization at external meetings.

I additionally retained oversight over the statutory Investigation Committee.

May 2014- Current

Panelist member – Medical Practitioners Tribunal Service

Panelist appointed to inquire into allegations regarding Fitness to Practise for medical practitioners.

The role involves working alongside panel members to enquire and make public findings. Working in accordance with established statutory rules and procedures to deal fairly and proportionally with the regulation of Doctors where their Fitness to Practise has been called into question. This role is public facing and retains at its core the public interest and public protection.

July 2015- March 2018

Self Employed Legal Practitioner at 23 Essex Street

Appear as an advocate in interim order and substantive hearings for a number of regulators included the NMC, GDC, GOC, GCC and the GOsC. Have also worked internally on secondment for a number of regulators which has included the GDC and the GOC.

Have previously appeared intermittently in the criminal courts on matters relating to procedure matters and trial readiness.

February 2015- April 2015

Interim Head of Fitness to Practise- General Optical Council

Overall responsibility of Fitness to Practise matters and work undertaken; which included oversight of caseworkers, case-examiners, lawyers and case-work managers who reported into the Head of Fitness to Practise.

Assisted and advised the Fitness to Practise Director on matters of policy and strategy. Advised the organisation in relation to interim orders and matters referred to the Fitness to Practise directorate. The role was wide ranging in nature and required a thorough understanding the organisational requirements in a short period of time in order to carryout successful implementation of changes.

October 2013– January 2015

Legal Adviser

Adviser to a non-ministerial government department; inspects and regulates children services, ranging from schools, local authorities to young offender prisons.

Developed skills in Public Law with regard to impact and interpretation in evolving government strategy and policy.

Advised internal stakeholders in relation to regulation, statutory frameworks, legislation, consultation and policy change

Advisory remit was exceptionally wide and expertise ranged from advising the organisation in relation to Freedom of Information requests, ICO guidance, Data Protection, whistleblowing, witness anonymity, dealing with complaints, public consultations, inspection frameworks. All matters proposing a change in policy require operational board approval, identification of legal and operational risks.

Advised in relation to media sensitive matters

February 2012- October 2013

Lawyer- General Pharmaceutical Council, London

Advocate appearing before Fitness to Practise Committee on behalf of the Council. Independently manage a varied caseload.

Represented the Council in the High Court in respect of emergency interim application on limited occasions. Assisted and advised the investigations team in relation to complex and sensitive investigations and complaints.

Designated lawyer for the investigation into a number of high profile media cases. Received consistent feedback on excellence and fairness demonstrated in presentation of cases before the tribunal.

Appointed as Junior Counsel alongside Alison Foster Q.C. on a sensitive case which had resulted in an acquittal of Rape in criminal proceedings. A finding of impairment was found on presentation in regulatory proceedings following further investigation. This was a landmark case for the organisation.

Dealt with the emergency interim considerations arising out of covertly filmed BBC documentaries alleging illegal supply of medication by pharmacists. Advised the organisation within hours of national coverage in the media and went onto represent the Council at hearings in order to secure the granting of orders against a large number of individuals.

Advised the Chief Executive in relation to the overriding public interest and the organisational public duty on sensitive matters in relation to cases I was handling.

June 2009- February 2012

Senior Crown Prosecutor- Crown Prosecution Service, London

Trial Advocate in the Magistrate's Court and prepared complex cases for Crown Court trial. Appeared on a limited basis in the Crown Court regarding bail appeal.

National Lead in Honour Based Violence involving matters such as abduction or murder.

Responsible for a case load and entire management of serious complex crime.

Fast tracked to the role of senior prosecutor. Acted up as Borough Crown Prosecutor on occasions covering absence and managed a team of ten lawyers.

Commended by the Director of Public Prosecutions in relation to my ability to improve performance in an under-performing borough. Prepared a report on the methodology used.

October 2008-June 2009

Pupil Barrister- Crown Prosecution Service, Thames Valley

Trial advocate in the Magistrate Court.

Public speaker to large audiences in the community to raise awareness of honour based violence.

February 2007-September 2008

Associate Prosecutor - Crown Prosecution Service

Trial advocate in the Magistrates Court.

Worked with disadvantaged youths to raise aspirations and improve presentation skills.

Authored a mock trial workshop which involved analysing the criminal justice system and improving presentation skills.

I was awarded nationally for my excellence in social responsibility. Invited to speak at numerous conferences as an inspirational speaker for young individuals, and young Muslim women.

September 2005- September 2008

Free Representation Unit (FRU)

Ratified FRU representative for Employment Law.

Independently managed and advised on Employment cases. Appeared at the Employment Tribunal. All cases concluded in my clients favour.

June 2006- June 2007

Toynbee Hall Legal Advice Clinic- Legal Adviser- Pro Bono

Provided legal advice in the areas of civil and criminal law. Assisted with the drafting of skeleton arguments and dealing with complex legal arguments..

August 2005- February 2007

Lexis Nexis Butterworths- Legal Research Consultant

Trained senior judges, barristers and law students on the principles of conducting effective research. Presented to audiences of up to 200 individuals as well as one to one sessions.

September 2000-June 2005

Chartered Senior Physiotherapist

Freelance Senior Physiotherapist

Worked in private and NHS hospitals.

Assisted in securing government funding to create a treatment pathway for oncology patients at the University College Hospital. Rotational training in all medical areas including obstetrics and critical care.

Extra-Curricular Responsibilities and other work

Fellow of the Royal Society of Arts
Founder of a start-up in early stages GCM international Consultancy
looking to improve ethics and compassion in organisations.
Held a conference on Inclusive Capitalism and the UN Sustainable
Development Goals with 300 delegates hosted by Aviva.
Planning the next event to tackle plastics and the environment.

References- *Available on Request*

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To the attention of The Chairman of the Board of Governors of London South Bank University

Dear Sir,

I am writing to apply for the position of Governor at London South Bank University ("LSBU"), following the advertisement in the Guardian and my conversation with James Stevenson.

Having returned to the UK after a lengthy spell abroad working independently in the education sector, I am very keen to engage with contributing my time and energy to working within higher education in the UK. In many ways, having look into UK university education from the outside, my time abroad has given me a good and objective overview of perceptions about British universities, their strengths and weaknesses and what drives students to apply, but also, stay in higher education.

The role description in the Guardian refers to a particular interest in having a Governor with a legal background. Having worked as a lawyer for 12 years, I certainly have a solid legal background, with the necessary drafting, detailed review and analysis skills to be able to assist on any questions on the legal front and, particularly, questions relating to the ever changing regulatory and policy frameworks.

Through my experience in student mentoring and tutoring over the last 11 years, I have gained valuable insight into the concerns and needs of university applicants and students. I have established an awareness of what students strive for and require from a higher education provider and the concerns they have when first entering higher education. In that respect, I have also been looking into the influence of social media (both positive and negative) for students and the need to build essential soft skills to succeed in their lives and careers.

Further, I carried out research into the shifting job market and the necessary skills a student needs to acquire in order to progress at work. In that context, I dealt frequently with employers to determine what they felt they required from graduate recruits. I am confident that I could make meaningful contributions to LSBU with the contacts and knowledge established from that interaction.

While my academic and international background may at first glance appear to be somewhat disconnected from some of the everyday realities of many LSBU students, I am convinced that it could prove in fact useful in helping LSBU to achieve its aim to strive for its position as the top modern London university by 2020 by bringing in an "outside" perspective.

Other aspects of my work experience have prepared me for the strategic nature of the role of a LSBU Governor, for instance, working at committee level or speaking up on and driving forward new ideas. And, if desirable, I could also contribute with regard to my fund raising experience.

I am aware of the hours required both in relation to the meetings but also the reading, preparation and follow up in the role of Governor and can confirm to you that I have the commitment, time and passion for education required to carry out this role to the highest standards.

The position at LSBU offers in every respect the features of what I am looking for professionally. I find myself, therefore, extremely motivated remaining at your disposal for interviews and further information.

Yours faithfully,



Iandra MacCallum

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Iandra MacCallum, B.A., M.A., M.Phil, Oxon

40, Sussex Street
London SW1V 4RH

itchoud1@hotmail.com

+447734077128

Born in Hong Kong, British and New Zealand national, married, one daughter (18).

Passionate about education and having worked actively in the field since 2008 mentoring, teaching and advising young people on education and personal development, with a strong background in pro bono work and 12 years as a corporate lawyer, I have been involved with questions of education since the start of my professional life, through mentoring schemes and trainee recruitment and supervision while working as a lawyer.

Academically demanding, yet very conscious of need for mental well-being and a holistic approach to education, with strong analytical and management skills.

Professional experience:

2017 – Present: Mexican-North American Cultural Institute (“Colegio Merici”), Mexico, trustee & external consultant

- assisting with the review of new school leadership team
- advising on latest research in education on new teaching methods, matters of welfare and various examination systems
- establishing a regular ongoing UK university link to send Spanish linguists to teach at the school during their year abroad

2008 – Present: Agathon, UK and Russia, independent education consultancy

- incorporated business with offices in London & Moscow, creating and leading workshops on current UK higher education system, particularly university education
- tutoring of non-English native language pupils to attain necessary entry levels for UK universities and for university entrance exams, particularly Oxford and Cambridge
- advisory and mediation work with school students and their parents in relation to university and course selection
- mentoring of students from time of university application, through university and into the job application process
- preparing and giving talks at non-British schools, embassies and other organisations on the UK education system
- research into and review of education policies in the UK and elsewhere to create a best practice forum

2010 – 2013: International Women Club (“IWC”), Co-President, Charity Committee, Moscow

Iandra MacCallum, April 2018

- raised over \$500,000 for over 20 philanthropic projects ensuring also their supervision and implementation from start to finish
- organised and chaired monthly committee meetings
- introduced financial best practice methods

October 2009 - March 2010: Lycée Alexandre Dumas, Moscow, English teacher

- took over the teaching of 4 classes as an urgent request by the school due to sudden departure of teachers
- reviewed French teaching methods and carried out comparison with methods in equivalent UK classes

Legal Career:

March 2004 - June 2007: Mayer Brown LLP, London

January 2001- March 2004 - SJ Berwin, London

September 1994 - September 2000 - Denton Hall (now Dentons), London

- from trainee solicitor to partnership track, specialised in Competition Law, particularly in the media, energy, construction, pharmaceutical and steel industries
- regular client presentations and audits relating to Competition Law
- regulatory review of and advice on UK and EU/international Mergers & Acquisitions and Joint-Ventures
- drafting of complex legal submissions and documents
- at Mayer Brown, part of the trainee recruitment/interview and mentoring team
- in early stage of career, bi-monthly advice sessions at the Citizens Advice Bureau (Stratford) and part of the Dentons mentoring programme at Malmesbury School

Education:

1992- 1994 College of Law, London, CPE –Commendation; LPC -Distinction

1989-1991 The University of Oxford, St. Antony's, M.Phil. in International Relations

1986-1989 The University of Oxford, Jesus College, Exhibitioner, B.A. (Hons) & M.A. in Modern Languages

Trilingual English/German/French; strong working knowledge of Russian

Freer, Claire 2

From: Stevenson, James 7
Sent: 30 April 2018 10:51
To: Broadway, Michael; Freer, Claire 2
Subject: FW: Application for Independent Governor position
Attachments: CVAprilNED2018.pdf

Both – fyi,

J

From: Miriam Patterson [mailto:miriam.patterson@talk21.com]
Sent: 29 April 2018 23:28
To: Stevenson, James 7 <james.stevenson@lsbu.ac.uk>
Subject: Application for Independent Governor position

Dear LSBU Board of Governors,

I attach for your review my CV for the Independent Governor role that has been advertised. As a dual-qualified US/UK lawyer, I would be delighted to have the opportunity to use my skills and experience to contribute to the strategic direction of the university.

My interest in higher education is very personal. I have three children, the oldest of which is 16 and sitting GCSEs this year, and discussing universities and exploring what different universities have to offer is a very topical issue for us as a family. As a person who has studied on three continents, whose experience of UK higher education was as an international student, I believe I have diverse views and experiences of higher education that I can bring to the table. For example, the relatively small focus that UK universities have on funding from alumni compared to universities from the United States has always struck me as one marked difference between the two systems and is perhaps one area of funding that UK universities could mine further. My husband, in his previous career, taught some classes at the London School of Economics, so the state of teaching and funding of higher education has always been a subject of discussion in our household.

I also have a fondness for the area in which the LSBU is located. My husband grew up in southeast London, and our first seven years of married life were spent living in Camberwell and East Dulwich. I also spent eight years working in the South Bank, as the offices of Practical Law Company and Thomson Reuters used to be located on Hatfields and then Blackfriars Road, just around the corner from the LSBU. I loved and appreciated the diversity of being in that location just south of the river and believe it has so much to offer students, workers and residents alike.

I look forward to hearing whether I might have the opportunity to make a positive contribution to the LSBU through serving on the LSBU Board of Governors.

Kind regards,
Miriam Patterson

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Miriam M. Patterson
102 Bellingdon Road
Chesham, Bucks, HP5 2HF
Tel: (h) 01494 785 809 (m) 07767 674 312
Email: miriam.patterson@talk21.com

Profile: Highly analytical professional who is dual qualified as a New York attorney and a Solicitor of England and Wales. Dual American/British citizen with 20+ years of experience which includes advising companies seeking to raise funds in the US or European capital markets, advising on corporate governance, horizon scanning to be aware of market and legal changes to the capital raising environment, product and strategy development, project management, advising on data protection compliance under the EU General Data Protection Regulation (GDPR), negotiating commercial contracts, drafting agreements. My key competencies include:

Compliance/risk management: Lawyers are trained to issue spot and to see the weaknesses or potential problems in a course of action. This is particularly true in the quickly changing area of data protection, and my involvement in helping to set up internal compliance processes for the GDPR has thrown up many opportunities to consider how one balances compliance with pragmatism for a business that still needs to grow and reach out to new customers.

Analytical skills: As a lawyer, I am used to reviewing long documents and raising questions about legal issues and inconsistencies. In advising a company on its fund raising, one has to quickly understand a company's business and its strengths and weaknesses and be able to tell that story to investors while complying with the disclosure demands of regulators. Understanding a company well involves listening well to everyone from the CEO to middle management to the auditors.

Team facilitation skills: I enjoy working with different types of people and believe that diverse people bring different strengths and perspectives to achieving a goal together. This was very evident when I led on the legal content side of a project to develop a new legal product for the Hong Kong market, and I worked with a team of people from strategy, product, technology, marketing and sales. I received very positive comments from team members saying that I was one of the easiest persons they had worked with in my role compared to similar past project experiences.

Keenness to acquire new knowledge: I am a person who is always keen to learn and develop new skills. When I moved to my role at Latham & Watkins, I had to come up to speed quickly on understanding high yield debt as that was my team's main focus. High yield is a very complex financial product, but I proved to be a quick learner and soon came to understand the intricacies of the high yield debt covenants. Similarly, we had a shortage of experts on the GDPR as its implementation date looms close, so I volunteered to join our internal GDPR taskforce and have become one of the company's experts on the subject.

Career History:

Thomson Reuters (Practical Law Company prior to its acquisition by Thomson Reuters in 2013), London

Secondment to the Office of the General Counsel, Thomson Reuters Legal UKI	February 2018 – present
Senior Editor, Practical Law UK International	May 2016 - present
Editor, Practical Law UK Corporate and US Corporate & Securities	April 2011 – April 2016
Editor, Practical Law UK Finance and US Corporate & Securities	September 2008 – April 2011

Latham & Watkins, London

Corporate Finance Department, Knowledge Management Lawyer	August 2005 – June 2008
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Allen & Overy, London

International Capital Markets, Associate	April 1996 – July 2005
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Allen & Overy, Hong Kong

International Capital Markets, Associate

July 1999 – October 1999

Academic Qualifications:**LLM (Merit) King's College, University of London***(Rotary Ambassadorial Scholar—competitive scholarship awarded for academic excellence and the ability to represent well one's country)*

1994 – 1995

JD University of Texas, Austin, Texas*(Articles and Notes Editor, Texas International Law Journal; intern for Justice Raul Gonzalez at the Texas Supreme Court)*

1991 – 1994

BA (magna cum laude) Rice University, Houston, Texas*(Harry S. Truman Scholar—scholarship awarded to two students per state based on academic excellence and interest in public service)*

1987 – 1991

Mandarin language study, Fudan University, Shanghai, PRC

Summer 1990

Legal Qualifications:

Admitted as a Solicitor of the Supreme Court of England and Wales

2000

Admitted to the Bar of the State of New York

1996

Languages:

Spoken Cantonese Chinese and Mandarin Chinese (intermediate); French (intermediate)

Current role at Thomson Reuters

General In-House Experience: While on secondment to the Office of the General Counsel, I have been involved in various matters in relation to the GDPR, including helping to set up internal compliance processes and providing advice to the sales and marketing teams. I have negotiated sales contracts with customers and dealt with intellectual property matters.

Corporate Finance Editorial and Research Experience:

I have written and developed resources that demystify the US securities laws for UK lawyers as well as writing content of an advanced nature that helps US lawyers to understand complex US securities law issues. From May 2016 to January 2018, I led on a project to develop a deals database to provide analysis of IPOs and secondary offerings on the Hong Kong Stock Exchange which involved significant engagement with Hong Kong lawyers to determine their requirements and collaboration with strategy, technology, product, marketing and sales teams. Since December 2017, I have been part of an internal taskforce on the GDPR and regularly answer questions from companies and law firms through Practical Law's Ask service about compliance with the GDPR.

Corporate Finance Transaction Experience

While at Allen & Overy, I advised both issuers and underwriters in connection with international debt and equity offerings, US registered offerings, US private placements and cross-border tender offers involving companies and financial institutions in Hong Kong, Greece, Italy, the Netherlands, Eastern Europe and the United Kingdom. In addition, I had general experience of advising on EMTN programmes, securitisations, structured finance transactions, derivative products, derivatives and debt restructurings. I was also involved in advising companies with regard to corporate governance requirements.

Freer, Claire 2

From: Lawrence <lawrencesteinwooldridge@gmail.com>
Sent: 25 April 2018 22:52
To: Governance : Administration
Subject: Independent Governor
Attachments: Lawrence CV March2018.doc; ATT00001.txt

Dear Sir/Madam,

Having seen the role of independent governor for LSBU via LinkedIn I am extremely keen in putting myself forward as a candidate.

A bit of background about myself:

I have spent the past decade as an investment banker holding various roles in industry with particular coverage in structured products, to capital raising in both the debt and equity market and also legal and compliance.

My interest in joining such a board of an educational institution is my want to give back into the local community.

I feel my skills are aligned to such a role in a way that I can provide positive input and analysis to the balance sheet, strategic initiatives in funding projects and incentives. My legal knowledge not just from a financial point a view but in general and how it can align with such a governor role and understanding when something becomes ultra vires to know of the boundaries.

I believe I can relate to the student community well being in my late 20's my understanding of the professional environment versus an academic is still something at the forefront where I feel I can educate and provide clear guidance.

I serve on charity committees locally within the south east and support my local community in the borough of Bromley and feel I am in a position to now expand and add value at a more senior level.

Please see attached my cv for your perusal.

I look forward to hearing from you soon.

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Highly analytical, deadline driven and ambitious with particular focus on efficiency and growth. Diversified knowledge of financial products particularly those used for strategic efforts such as M&A, Restructuring and Leveraged Finance with the product groups equity and debt to facilitate capital raising.

Strong knowledge of MIFID/II, MAD/ MAR II and payment regulations such as EU Wire/2 & PSD/2.

Experience working with a range of banking software such as Actimize, Bloomberg, Murex, Martini, CRESTA, Service Now, CMS & Fidessa.

Career:

Manager, Global Banking, HSBC, London, (Jan-2018 - Present)

Treasury Services, Corporate & Investment Bank, J.P.Morgan Chase, London, (Apr 2017 – Jan 2018)

Manager, TP ICAP, London, (Nov 2016 – Apr 2017)

Manager, Corporate Finance, Deutsche Bank, London (October 2015 – August 2016)

Global Markets Advisory, Nomura International Plc, London. (Apr 2014-Sep 2015)

Capital Markets, Mitsubishi UFJ Securities International Plc, London. (Feb 2010- Dec 2013)

Structuring, Mitsubishi UFJ Securities International Plc, London. (Jan 2009-Feb 2010)

Business Interests:

UK Head of Off-Market, JamesEdition, (March 2018 - Present)

Trustee, University of Bristol Student's Union, (March 2018 - Present)

Associate, WCIB, London (Present)

Affiliate, CISI, London, (Present)

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**3 Mulberry Court
Upper King Street
Royston
SG8 9AZ
07768 923229**

By email

For the attention of James Stevenson
London South Bank University
103 Borough Road
LONDON SE1 0AA

26 April 2018

Dear Sirs

INDEPENDENT GOVERNOR APPLICATION

Further to my conversation with Mr Stevenson earlier this week, I now attach my Board CV for your consideration.

I am applying for this position because I want to make a wider contribution to society and I believe that this is something for which I would be happy to give my time. The reason for this is that I value the acquisition of knowledge and its potential to be transformative; I also have some experience of working in the sector, as well as student experience of academic and professional education.

As a lawyer, I have advised Universities and others professional bodies on various agreements and collaborative arrangements in the past, and I believe that I could add value to the Board in terms of my legal and wider experience. It would be great to be involved in strategic decision making rather than just providing advice from the side lines.

The reason I feel so strongly about education and, in particular, higher education is that it has changed my life and horizons. When I was at school I didn't know any solicitors and would never have dreamt I could become one. Whilst my CV may look as it is was all easy: this was far from the case. I would like to think that I could bring insights from my own experience to bear, particularly in terms of the need for individual student care and the provision of value for money in terms of excellence and opportunities. I was pleased to see that your Corporate Strategy refers to these issues.

I hope my CV gives you an idea of the skill set and experience that I could to bring to the Board but please do contact me if you have any questions.

Yours faithfully



KIM WHITAKER

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KIM WHITAKER - BOARD PROFILE

A commercial lawyer with more than 25 years post qualification experience, gained in both the public and private sectors (as in-house counsel in a multinational consultancy and in private practice). Entrepreneurial experience: set up a legal practice in 2011 regulated by the Solicitors' Regulation Authority; learning what is needed to run a business and attract clients (not in fact much covered in legal professional training).

Broad experience of the higher and professional education as an employee, student and mature student. Assisted educational and professional bodies in setting up accreditation, affiliation and other partnerships.

Led the negotiation of transactions and joint ventures (some for charities). Experience of working in a cross department team on large PFI/outsourcing projects (values up to £225m).

Involved in the integration of acquired businesses into an existing group, working as part of a small team to ensure the implementation new of template documents and policies and providing relevant training.

Seen as the go-to person to provide practical, commercial, innovative solutions to resolve difficult contractual negotiations to reach outcomes acceptable to all parties.

RELEVANT COMMITTEE EXPERIENCE

Towers Perrin (now Willis Towers Watson): As part of the professional standards strategy group developed policies and procedures for international regulatory and contractual compliance and risk management.

Masons (now Pinsent Masons): Regularly attended board meetings of one client group to advise on their growth and fundraising plans. Regular Board briefings to another client on competition aspects of a PFI project.

London Borough of Camden: Sat on tender evaluation panels and attended meetings of Committees of the Council to advise and report on competitive tendering of services and compliance with procurement procedures.

CAREER EXPERIENCE

2011-18 **Kim Whitaker Legal Services, Founder and Principal Solicitor**

- Act for clients on a range of matters (mainly in the technology, media and telecoms and training/consulting sectors), updating agreements to comply with GDPR.
- Provide services to other firms, including **Bircham Dyson Bell** (as part of the charity and social enterprise team) and **Boys & Maughan**, as a consultant.
- Drafting, negotiating and advising on agreements between charities and others relating to outsourcing, collaborations, grants, investment management and the sale of businesses.

2010 **YouView TV Ltd, Interim General Counsel**

- Advised this JV between 7 media, communication and ISPs on its brand launch, software development and licensing, data protection and freedom of information requests.

2002-10 **Towers Perrin (now Willis Towers Watson), Senior Counsel, EMEA and Asia Pacific**

- Led negotiations with clients (usually FTSE) for actuarial and employee benefits services. Implemented new contracting practices across EMEA/Asia Pacific. Managed external counsel.

- Advised senior management on compliance, risk management and corporate governance. Involved in the recruitment, management and training of legal team members.

1997-02 **Pinsent Masons (formerly Masons), Senior Associate**

- Led M&A deals (technology, publishing and a canal restoration project with Millennium Commission funding). Negotiated international joint ventures and distribution agreements.
- Advised on PFI projects working closely with a cross department team and external advisers; drafting and negotiating finance and syndication documentation.

1996-97 **Mills & Reeve, Cambridge, Senior Solicitor**

- General corporate, commercial and IT work, much of it for higher education institutions relating to research, publishing, accreditation and examinations.
- Advised NHS Trusts and others on public procurement; involved in PFI projects for new facilities, the redevelopment of existing facilities and sale of redundant facilities/businesses.

1996 **TLT (formerly Lawrence Tucketts), Assistant Solicitor**

- Advised on the sale and purchase of business entities, large joint ventures relating to the use of concrete and aggregates and on R&D agreements, partnerships etc.

1994-95 **London Borough of Camden (Legal Services), Locum – Policy and Contracts**

- Drafted and negotiated a wide range of contracts, advised on internal policies and standing orders, competitive tendering procedures, public procurement and public art projects.

1988-94 **Pinsent Masons (formerly Biddle & Co) – Trainee, then Assistant Solicitor**

- Qualified into the Company/Commercial Department. Advised on a range of matters (M&A, technology and IP licensing, insolvency) as part of a team and led smaller transactions.

1983-6 **Imperial College of Science and Technology, Assistant to the Pro Rector and College Secretary**

- Preparation of papers for Governing Body, Board of Studies, the College's Development Plan etc. With the Press Office, organised visits to and from other academic institutions.

EDUCATION AND QUALIFICATIONS

2005-6 **Wolfson College, Cambridge:** Studied History (as preparation for this took several relevant courses at Birkbeck College).

1990 **Law Society/SRA:** Admitted as a Solicitor

1986-8 **College of Law, Chancery Lane:** CPE and Finals

1982-3 **Thames Valley University:** Diploma in Management Studies (Part 1)

1979-82 **Lady Margaret Hall, Oxford:** BA (Hons) Theology Class II (undivided)

Category 3

Recommendation: do not meet criteria

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Freer, Claire 2

From: William Germain <germain.william@gmail.com>
Sent: 14 April 2018 16:39
To: Governance : Administration
Subject: Application for the independent Governor role
Attachments: CV-EN_William-Germain.pdf

Good day,

Having read with great interest about the vacancy for an independent Governor role at LSBU, I would like to put my application forward.

As a general management Executive, I would be keen to contribute to the Board the skills I have built over my professional experience within multinational technology companies, in corporate development and strategy functions, including significant Board-level governance and legal exposure.

Also, I could leverage the experience I had as Governor of College of North West London until last year's completion of its merger with City of Westminster College, and as Board member of the community transport services company Westway CT.

Finally, having studied at leading UK universities, but also at other leading institutions in the US and in France, I would be keen to contribute my experience of, and passion for, higher education in a cosmopolitan context.

Therefore, I look forward to hearing from you and to having a conversation.

Best regards,

William Germain
+44 7525 824 016

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William Germain

Address: Sebbon Street, Wakelin House 14, N1 2EF London, UK
Mobile: +44 (0)75 2582 4016 - Email: Germain.William@gmail.com

EXECUTIVE EXPERIENCE

2014-2018	INMARSAT (leading global mobile satellite communications operator – FTSE 100 corp.) Director, Mergers & Acquisitions and Strategic Development <ul style="list-style-type: none">Reported to the Group Chief Strategy Officer – Presented and exposed to the Board of DirectorsAlso Executive Management Board member of the Group's primary Business Unit (\$600m turnover)Led multiple Mergers & Acquisition, investment and divestment/carve-out end-to-end processes, and other strategic development projects, across all parts of the business and geographies (US, EMEA, Asia)Notably completed multiple M&A projects (\$10m-\$500m enterprise value), negotiated/structured 4 strategic take-or-pay deals (\$100m-\$700m revenue), closed Venture Capital investments, led the Group strategic planningAlso ensured multiple 'CEO office' tasks: prepared CEO's speeches/presentations, managed strategic agenda	London, UK
2013-2014	ARQIVA (leading UK media & telecom infra. operator – PE-owned by Macquarie & CPP) Manager, Group Strategy <ul style="list-style-type: none">Completed multiple Group strategic planning engagements, business units' strategic development, review and turnaround projects across media and telecoms parts of the business – with Board-level exposure/presentationContributed to multiple corporate development projects: M&A project, and set-up of a Joint Venture, both in the UK media sector, international expansion in Asia and the Middle East	London, UK
2010-2013	EUTELSAT (leading global satellite communications operator – CAC 60 corp.) Manager, Corporate Strategy & Business Development <ul style="list-style-type: none">Project manager of an acquisition project in the US, and a Joint Venture project between the US and Eur.Completed various strategic planning and development engagements across all parts of the business (media, telecoms, government & military) and geographies (Eur., US, MEA, LatAm) – with Board-level exposure	Paris, France
2009-2010	SFR – Vodafone France (leading telecom operator in France – now owned by Altice) Analyst, Corporate Strategy & Planning <ul style="list-style-type: none">Contributed to Group strategic planning, diversification and M&A projects (in Europe and Indian Ocean region)	Paris, France
2009	LENOVO (multinational computer and electronics tech. company – listed on HKSE) Management Consultant, Greater China Business Development	Shanghai, China
2005-08	AIRBUS (aerospace manuf.) & ERICSSON (telecom equipment/services provider) Engineer – Several international contracts within R&D/manufacturing/operations/logistics departments	Germany; Sweden

VENTURE CAPITAL AND ENTREPRENEURSHIP EXPERIENCE

Since 2016	Columbia Business School Alumni Board Chair, Technology & Venture	London, UK
Since 2015	Techstars (leading startup accelerator and global venture ecosystem) Advisor and Mentor – Barclays Fintech accelerator London and mult. Startup Weekend editions	London, UK
Since 2014	FrogValley (entrepreneurship & VC networking organisation in London; French Tech member) Board member – Co-organiser of 50+ pitching, fundraising and networking events, VC workshops	London, UK
2014-16	xRAPID (medical technology start-up) Board member – Co-founder and Finance Director	London, UK

OTHER NON-EXECUTIVE BOARD EXPERIENCE

Since 2016	WestwayCT (transport services enterprise) Board member	London, UK
2016-17	College of North West London (leading further education college in London) Board member & Governor – over the merger with City of Westminster College	London, UK

EDUCATION

Columbia University (Columbia Business School)	MBA	New York, USA
London Business School	MBA & Certificate in Corporate Finance	London, UK
University of Oxford (St Hugh's College)	Postgraduate Diploma, Finance	Oxford, UK
EM Lyon Business School	MSc in Management (<i>Grande Ecole</i> prog.)	Lyon, France
Institut supérieur de l'Aéronautique et de l'Espace	MSc in Engineering, with honours	Toulouse, France
Institut national des Télécommunications	MSc in Engineering	Paris, France

OTHER INTERESTS

Languages	English Fluent – French Native – German Intermediate – Swedish Basic
Publication	Co-author of a business case study "Talent haemorrhage in Shanghai", CCMP Publishing, Paris, 2011
Sports	Marathon running (5 full-distance completed), multiple half/10K), cycling, scuba-diving

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Freer, Claire 2

From: Hiba Khoury <hiba_khoury@yahoo.com>
Sent: 10 April 2018 13:54
To: Governance : Administration
Subject: Independent Governor - London South Bank University
Attachments: HIBA_EL_KHOURY_2018_Pricing.pdf

Dear James,

I am interested in applying to the Independent Governor role at London South Bank University. I have over 9 years of relevant corporate and academic experience mostly in Europe but have also worked in the Middle East and Africa region.

I hold a PhD in Operations Management from HEC, Paris. I have been teaching during my PhD at HEC and Paris School of Business and I am keen to contribute to the academic and research field again. I have a mix of strategy, analytical, and research skills with a global perspective and worked with people of diverse backgrounds and functions. I completed a full-time MBA from London Business School in 2015. I also hold a Bachelors in Computer and Communications Engineering.

I was recently appointed as a Governor at the South Essex College of Further and Higher Education. I am keen on being involved in the education sector. I have taught various courses including various management courses including Statistics and Probabilities (Theory and software tools), Management of Information Systems, Project Management, and Operations courses. My students have very much enriched me on the human and personal level.

Evidence of my leadership and professional skills can be seen in my progressively increasing responsibilities and my commitment to human resource development in the energy industry. I have recently been selected by the World Energy Council to represent France as a Future Energy Leader. I have led the HR taskforce of the Council tackling the skills of the future to succeed in the energy world.

Prior to my MBA, I was involved in a turnaround project at Technip - France. I set up their commercial strategy department and reported to the Executive Committee. I worked with all business units to increase collaboration, enhance knowledge management, and create the go-to market plans. I have also worked closely with clients to develop commercial bids and communicate Technip's differentiated technology offerings.

I was a strategy consultant at Oliver Wyman covering Middle East and Africa working on various strategy and business development projects in the public and private sectors. I also worked at IHS-CERA. I led and developed a power and gas market product. The product generated \$1 million in sales in just the first six months and

became a constant stream of revenue for the company.

While reading for my MBA, I interned at First Reserve and was involved in five live deals, one of which was successfully closed. I have also interned at Shell's lubricants unit where I worked with the indirect channels to develop their sales strategies, product portfolio, and value-selling training programs.

I am trilingual in English, French, and Arabic and I am a French citizen.

I would very much appreciate the opportunity to discuss the possibility of working on something together. I look forward to hearing from you.

I am trilingual in English, French, and Arabic and I am a French citizen.

Best regards,

Hiba

Hiba Michael EL KHOURY, *PhD, MBA*

27 Oak Tree Close, Ealing Broadway W5 2AQ

hibaelkhoury81@gmail.com +44 7 503 560 708

SUMMARY

- Commercial strategy professional with 9 years experience in industry, consulting, and private equity
- Hands-on experience in data analytics (marketing campaigns, sales effectiveness, and pricing using R)
- Interaction with corporate, public sector, and private equity C- suite clients
- Analytical, organized, and goal-oriented with stakeholder management focus
- Fluent in English, French, and Arabic (French citizen)

EXPERIENCE

10/2015- 10/2016 **Oliver Wyman** **Dubai, UAE**

Management Consultant

- Implemented the Enterprise Risk Management system for the largest gas producer in the world
- Developed sales strategies, reporting, and value-selling programs with the indirect channels for a lubricant and greases producer
- Designed the marketing campaign of a major bank (credit card loyalty programs and loan customers targeting using regression models and decision trees)
- Assessed international real estate investments in USA and London for a leading fund in Saudi

12/2012-05/2014 **Technip – France** **Paris, France**

Head of Strategy and Member of the Turnaround Team

- Set up the commercial strategy department with input from the President and the Executive Management
- Analyzed and prioritized opportunities and outlined white space and new market opportunities for the 3-Year Strategy Plan
- Assisted the proposals and finance team to develop commercial bids pricing database
- Implemented new processes on Salesforce to improve productivity and sales effectiveness of multi-million Oil & Gas projects (prioritization of bids, partnerships, knowledge management, ...)
- Devised a tender/bid management system which improved profitability by 10%
- Recruited, trained, and managed a team of two analysts

6/2010-7/2012 **IHS Cambridge Energy Research Associates** **Paris, France**

Associate Middle East, North Africa, and Europe

- Led the strategic analysis of political, socio-economic, and business environments, presented to C-suite clients, and wrote investor reports and presentations resulting in a growth of client base by 30%
- Launched the first multi-client study for Middle East and North Africa's power and gas markets generating around \$1MN revenue in less than 6 months and transformed my department from being a cost center to a revenue generator

3/2010-6/2010 **International Energy Agency (IEA) - OECD** **Paris, France**

External Consultant - Oil Markets Division

- Re-created the forecast model for oil product demand per country after the existing model failed to produce accurate forecasts due to the new conditions following the economic crisis leading to an increase in accuracy by 45% (regression models using Eviews)

10/2008-06/2009 **ENERGYMIXX** **Paris, France**

Equity Research Associate

- Performed due diligence and company valuations using comparable public company analysis

01/2007 – 06/2009 **HEC- Paris** **Paris, France**

Corporate Finance Research Associate

- Researched and identified M&A patterns of different industries in the USA and Europe through data analytics techniques (decision trees, cluster analysis)

10/2003-1/2006 United Nations Development Program Beirut, Lebanon

Research Associate

- Performed detailed analysis of the energy markets and policy and regulatory trends of Lebanon, Syria, and Jordan, met with different stakeholders and studied the possibility of adopting renewable energy to decrease the oil import bill by over \$500 MN.

EDUCATION

09/2013-07/2015 London Business School London, UK

Full time MBA degree - Strategy and Corporate Finance

Selected VP of Engagement and Development for the London Business School Energy Club

Chosen by London Business School to be a member of the executive committee of the class theme 'Sustainability'

11/2006-01/2012 HEC-Paris Paris, France

Ph.D. Operations Research – Pharma Industry Supply Chain Risk Management

Awarded best Ph.D. student award for academic year 2006-2007

Awarded HEC Excellence Scholarship 2006-2007

Awarded Eiffel Scholarship of Excellence for years 2007 till 2010

09/2003-07/2005 American University of Beirut Beirut, Lebanon

Masters in Electrical Engineering

Focus on: Renewable Energy and Fuel cells

Awarded excellence scholarship and waving of full tuition fees

09/1999-07/2003 American University of Beirut Beirut, Lebanon

Bachelor in Computer and Communications Engineering

BOARD MEMBERSHIP

04/2016-Present World Energy Council London, UK

Future Energy Leader – French Representative

- Represent France as a Future Energy Leader focusing on sustainability
- Lead the taskforce for Human Capital in Oil & Gas and Energy – focus on importance of diversity and mentorship in current energy transformation wave
- Participated in the Digitalization Taskforce - interviewed stakeholders from industry, consulting, and finance to identify opportunities of performance optimization and growth in O&G companies

01/2017-Present Ozamba Sports Paris, France

Non-Executive Board Member – Sports Management Startup

- Created the image and set the overall strategy and organization of the company
- Wrote business and go-to market plans for partnership deals between Chinese and European Clubs

09/2017-Present South Essex College London, UK

Trustee

- Set organization's strategy, evaluate management performance, and ensure public accountability

INTERNSHIPS

09/2014-11/2014 Royal Dutch Shell London, UK

MBA Intern-Marketing

- Performed strategic review for bio-degradable lubricants and greases to identify growth opportunities and further expansion of product portfolio

06/2014-08/2014 First Reserve London, UK

MBA Summer Associate- Private Equity

- Participated in 5 live deals from sourcing to closure: drove revision of business models, valuation, and financial modeling and liaised with target company management teams and due diligence providers

REV NICHOLAS LEGGETT,

I have a wide range of experience in my life in various different settings, which has given me an excellent world view. I have served on a number of company boards, during my time within these various organizations; I have gained a wide range of skills and experiences. I'm a strategic thinker who can develop strategic vision within any business large or small.

The Benenden Health group is a large membership based business worth over £100 Million a year and with over 900,000 community members. During my eight years serving on the main board and its various sub-boards and committee, I've further developed my skills and knowledge being appointed as chairman of "The Friends of the Hospital" followed two years later by being elected chairman of the "Hospital Trust" itself. As Chairman of the Hospital trust, I promoted and pushed the £45 Million redevelopment project, making sure we had a Project Director appointed to oversee it. I also pushed for development of services at the hospital which resulted with the Benenden Fertility Centre being open and new joint operations being offered, I also supported the full business review of services at the hospital including medical staffing, something that the HR Director didn't want to carry out because she didn't want to take on the power of the doctors and their union BMA. But this business case helped towards three million pounds of savings at the hospital and improved performance in terms of waiting times. I have chaired both the Audit & Nominations committees at the hospital trust and served on the main group's Remuneration and Nomination Committees. I was heavily involved in the "Advance Project" which was the largest ever review of the business model and I was a regular guest speaker around the country at branch meetings to update members. I was involved in building "values and vision" into the business, I believe it's very important for any organization to have both a vision of what it wishes to do and a values framework which underpins the business. I would bring these core business objectives to your organization.

My first ever board post was on the London Diocesan board of schools which covers 150 odd schools in the diocese, I served on the grants committee and so impressed the chairman that I was appointed for a second term (as one of his two appointments) to the board. Cheam priory is a day care centre in the London borough of Sutton, during my time I have chaired the board and helped with staff cases and worked on pushing through the pension policy and replacement for the centre mini-buses. Co-op homes I have worked alongside the executive team in building the strategy for the business and have undertaken a full training package with Blasé Lambert CEO of the CCH which is the governing body for the co-operative housing movement. Co-op homes annual turnover is four million pounds. In January 2017 I was appointed as an external trustee to the University of East London Student union which has a million pound a year turnover and was elected as Vice-chair and chairman of both the Audit and Remuneration Committees.

In 2014 three of the four independent advice centres in Coventry merged to form a new company (CIAS) and being the chair of St Oswald's community advice centre, I was asked to join the board. As part of my role on the board I chaired finance sub-committee, it became clear that a standard rule for financial management was needed and therefore I wrote the SFI's for the new business. I only served for a two year term and was proud of my work in helping the business develop. Another new business start-up was the Churches Mutual Credit Union; I served on the shadow board for 3 years as we worked up the business plan and got funding (250k) to open it. As part of the development work I was asked to set up a new company called the Friends of AMCU (A is Anglican, at the beginnings of the project it was only for the Anglican church, but it became clear that to raise the funding it had to be opened up to other churches) this was due to the fact that I had set up another new company in Bridgwater called HCA Ltd which was needed to take over the asset of an SRB community project. When the credit union project had reached the stage when a

full company could be started I decided to stand down for some new blood to join. I have also served on two other charity/company boards, from 2016 until January 2018, which were Defuse and Historic Croydon Airport. These were a training company and a small museum trust, which I left at the same time, due to one being merged and the other because I felt it was right to stand down.

I have had a lot of training for my roles as a director/trustee and you can see the full list on my CV which is enclosed. But to pick out a few of note: I have attended two IOD courses which are Chairmanship & Risk Management, did three courses with the ICSA covering Financial Comprehension, Audit Committees and did the full Non-Executive Directors programme. I have an excellent understanding of financial management and can read all financial papers and I have pride in the excellent questions that I ask about accounts. In addition to the Audit and financial comprehension training from ICSA, I have undertaken extra financial training including a course on housing finance, the ABCU Financial Management and Good Governance of Credit Unions course, and have a Certificate in Accounting & Financial Management from the Directory of Social Change. These skills I've used in writing the SFI for CIAS when I chaired the Finance sub-committee. I've also attended Conferences across the health and housing sector, including a European health event and a large number of housing conferences.

I'm pleased to say that my "peers" have stated that I have strong leadership skills, which is my top skill on my LinkedIn account with Change Management as my second top skill. Other areas of experience are my roles within the cadet movement; I have been an ATC Chaplain for 12 years and am now a senior Chaplain within the Air Training Corp serving on the regional chaplain's committee. I attend Westbury officer selection board and was commissioned into the RACHD in 2012 working closely with the West Midland Army Cadet Force and was awarded "officer of the year" for 2017. I was chairman of the Leamington and Mid-Warwickshire branch of the Parkinson Society, helping to build up that branch's core offering to its membership. In my last parish of Tile Hill, I had been developing services which includes a winter night shelter for the homeless, job club, mental health project and a Foodbank being opened to support the work of the church's long running community advice work.

Before training for the priesthood at St Stephen's House in Oxford, I was a Trade Union Officer for the CWU. During my time in the union I was elected Branch Secretary of Fulham branch and became a senior shop steward serving on the Joint Area Committee for London. I have been a consultant twice since I left the Benenden Health board. I was asked by CEO of the Kenward Trust (social action trust) to advise the trust on community engagement issues and on corporate governance matters to a newly formed housing trust called Abbeyfield Gloucestershire

My areas of special interest include slum ritualism within the Church of England, the works of Teilhard de Chardin, which is part of my interest in global biodiversity where I hold a Certificate in Environmental Science, from the University of the West of England. As a mad rugby fan I have an excellent knowledge of the international state of the game outside of the major nations and a love of public transport where my father was a railwayman on Southern Region all of his life. I gain an interest in military history during my school years with a strong interest in the Royal Navy during World War Two. The diversity in skills, interests and experience that I have, I believe is seriously wide and can bring a new insight into moving your business forward, this I believe will be of great use to your business in the role of a Director/Trustee.

Yours, Rev Fr, Nicholas Leggett, CF



(Rev Nick is on the left)

Curriculum Vitae

The Reverend Father, **Nicholas William Michael Leggett: SSC, CF**
BA(Hons) DipMin DipMang CertHE

Permanent address:

17 Astrop Road, Middleton Cheney, South Northamptonshire, OX17 2PG

Moblie telephone no: 07925-419068

E-mail: Leggettluwe@yahoo.co.uk

Profile

A proactive and highly motivated senior executive, with a wealth of experience gained at director level within large and small organizations. Committed and successful organizational leader and decision maker, excellent policy analyst and adviser. Offers strong interpersonal & finance skills with an ethical understanding. With relevant professional qualifications and a track record of success in both the public and independent sectors. Who is dedicated to achieving high quality service and is personally dependable and reliable, open minded and able to convey the bigger picture.

Key Skills

Chairmanship - A natural flair for chairing meetings from large formal business meetings to small teams

Strategic thinker - Ability to combine operational detail with strategic vision

Diversity of Experience - Seriously wide range of life experiences ranging from public sector, senior board, trade union, higher education, military to parish priest

People focus - Excellent listener, collaborator, communicator and problem solver

Performance improvement - A passion for developing and implementing results-orientated business plans that delivers improvement

Senior board experience - Has served on all key board committees (Audit, Finance, Remuneration, Nominations) chairing all of them.

Leadership - has clear thinking with sound judgment and ability to make tough decisions.

Business Skills - excellent range of business skills gained in various businesses ranging from a few thousand pounds turnover to 10's of millions

Career History- Director Level Positions

2017 to date: Eternal Trustee, University of East London Student Union
2017 to date: *Deputy Chairman*, University of East London Student Union

2016 to 2018: NED Director, Defuse
2016 to 2018: Trustee, Historic Croydon Airport Trust

2014 to date: NED Director, Co-op Homes
2013 to date: NED Director, Cheam Priory Centre

2014 to 2016: Trustee CIAS (Coventry Independent Advice Service)

2011 to 2014: Shadow board Trustee, Churches Mutual Credit Union
2012 to 2014: Director/Company Secretary, Friends of AMCU

2011 to 2013, *Chairman*, Benenden Hospital Trust
2009 to 2011, *Deputy Chairman*, Benenden Hospital Trust
2006-to 2013, Board of Governors, Benenden Hospital Trust

2005 to 2011, Trustee, (2009-2011 *Chairman*), Friends of Benenden Hospital,

2000 to 2001, 2005 to 2013; NED Director, Benenden Health

1994 to 2000, Trustee, London Diocesan Board of Schools

Career History – Clerical Postions

2018 to Date: Rector of Middleton Cheney with Chacombe and Greatwork & Marston St Lawrence
with Warkworth & Thenford (The Chenderit Benefice)

2010 to 2018: Vicar of St Oswald's Tile Hill Coventry
2006 to 2010: Vicar of Holy Trinity Bridgwater with St Hugh's Durliegh

2002 to 2006: Assistant Curate of St John's the Evangelist, Clevedon Somerset

*Ordained deacon at Wells Cathedral in June 2002, Priested June 2004,
Queen's Commission (RChD) 2012*

2012 to Date: Chaplain RChD, Warwickshire & West Midland ACF
2011 to Date: Senior Chaplain, Birmingham & Warwickshire Air Training Corp
2006 to 2011: Senior Chaplain, Bristol & Gloucestershire Air Training Corp
2004 to 2006: Junior Chaplain, 1446 (Clevedon) Air Training Corp

Full time Edcation

2000 to 2002 St Stephen's House, Oxford University
1999 to 2000 University of West of England

Career History –General Positions

1990 to 1999: Shop Steward CWU Postal Trade Union

1990 to 1999: Postman Higher Grade: Fulham Sorting Office

1986 to 1990: Relief Office Manager, Tooting, Balham and West Brompton Sorting Offices

1983 to 1986: Postman Higher Grade, SWMLO and NWTPO

1980 to 1983: Postman, Putney Sorting Office, 1980: Porter, Boots the Chemist

1979 to 1980: Assistant Men's Shoes Department Manager-House of Fraser, Richmond

Career History – Specifics and Key Roles and Achievements

2017 to date: University of East London Student Union

- One of four external appointed trustee of union with turnover of around one million pounds per year.
- Vice-Chairman of Board & Chair of Audit, and Remuneration Committees, I have chaired Panels for ~~the~~ HR issues including appointing new CEO and discipline panels as chair of Nominations committee

2016 to 2018: Defuse

- Defuse is training business which helps in managing conflict in a typical situation at work or in the community, business will merger with another in early 2018

2016 to 2018: Historic Croydon Airport Trust

- The trust is a small museum with a large amount of historic data about the workings of the first London airport which was based in Croydon

2014 to date: Co-op Homes

- Co-op homes is a Housing Association business with over 1,000 properties with turnover of around 4 million pounds per year
- It's secondary business is managing servicers for Co-op housing groups, it has 800 homes under management
- 8 week training with Blasé Lambert CEO of CCH

2014 to 2016: Director/Trustee, CIAS

- This is a community advice service in the city of Coventry
- Chair of Finance Sub-committee, Where I wrote the SFI for the business

2013 to date: Director, Cream Priory Centre

- Help to develop strategic governance of this health care project in the London borough of Sutton (vice-chairman)
- Developed Pension and mini-bus replacement policies
- Advised on staffing policies'

2010 to 2018: Vicar of St Oswald's Tile Hill

- Operational, tactical and strategic leadership
- Chair of Advice Centre Project (300 cases per year)
- Member of Diocese Vocation Team
- Member of Bishops Council (Board of Dioceses)
- Grew the church membership by 60%
- Cut five figure (10k) annual loss within 18 months to breakeven.
- Set up the Foodbank project, Job Club & Winter Night Shelter projects
- Set up Community asset trust (Tile Hill CAT) to bid to run council services including Library, Youth Centre and local shops
- Priest covering St Luke Holbrooks 2016

2006-2013, Board of Governors, Benenden Hospital Trust

- Financial, legal responsibility and strategic leadership of hospital (**Chairman** 2011-2013)
- As **chairman** lead broad, during Hospital redeveloped project (£43 million)
- As **chairman** lead broad, in full service reviews including reviewing medical staff modal saving millions of pounds per year
- Member of Audit & Nominations committees
(Chair of Audit committee 2010, Chair of Nominations committee 2011-2013))
- Contribute to the development of "Risk Management" business strategy and Audit controls for Hospital
- Supported and pushed for new service developments including Joints replacement and Fertility Centre
- Advise on chaplaincy and patients spiritual matters
- Hospital overall winner, 2009 Health Service Journal and Nursing Times Healthcare 100 awards, also top in following category Top Independent Hospital, leadership, and performance management and staff development.

2000 to 2001 & 2005 to 2013; Company Director, Benenden Health

- Strategic control of society £100 Million annual budget
- Play large part in ADVANCE project, this was the largest ever review of the business model.
- Regular guest speaker at society branch meetings
- Attend **Association Internationale De La Mutualite** European Healthcare Development Conference on behalf of society
- Member of both Remuneration and Nominations Committee
- Developed closer relationships within the organization and with external stakeholders
- Served on various Sub-committees of the Board
- Chaired London branch review group

2014 to 2016: Chairman, Leamington & Mid Warwickshire Branch of Parkinson Society

- Developed the Branch "Core" offering to its members in line with national guide lines a first for the Society

2012 to date: Chaplain RChD

- Chaplain to Warwickshire & West Midlands ACF
- Pass CPD Course for Chaplain's
- 2017 Winner of "Officer of the Year"

2004 to date: Chaplain; Air Training Corp

- Operational leadership for Chaplain's department as Wing Chaplain
- Wing Chaplain to Bristol & Gloucestershire 2006-2012,
- Assist Wing Chaplain to Birmingham & Warwickshire Since 2012
- Member of senior wing staff (Honorary Rank of Squadron Leader)
- Recruited over 30 chaplains
- Member of Regional Chaplain's team, Assist Regional Chaplain since 2015
- Squadron Chaplain for Clevedon 2004-2009, Canley 2012-2018, Banbury 2018
- Awarded 'the **Lord Lieutenant** Certificate for Meritorious Service'

2011 to 2014: Churches Mutual Credit Union

- Member of Project development committee
- Director and Company Secretary of "Friends of AMCU", this was set up to help in bringing the credit union.

2006-2008, HCA Ltd

- Was Chairman for "community based" company set up to take over running the assets of the SRB project for South Bridgwater, I delivered the Corporate Governance programme for the business.

2006 to 2010: Vicar of Holy Trinity Bridgwater with St Hugh's Durliegh

2002 to 2006: Assistant Curate of St John the Evangelist, Clevedon Somerset

1990 to 1999: Postman Higher Grade: Fulham Sorting office

1994 to 2000: (Deanery elected) Board Member, London Diocesan Board of Schools

1990 to 1999: Senior Shop Steward, CWU Trade Union

1986 to 1990: Office Manger, Tooting, Balham and West Brompton Sorting Offices

1983 to 1986: Postman Higher Grade, SWMLO and NWTPO

1980 to 1983: Postman, Putney Sorting office

1979 to 1980: Assistant Men's Shoes Department Manager -House of Fraser, Richmond

Educational History and Qualifications

CSE levels 9: English (2) Mathematics (2) Geography (2) General Science, Art, History (L2)

'O' Levels 3: English Language, History, Chemistry (L2)

City & Guilds 2: Motor Vehicle Maintenance, Painting & Decorating (L2)

OCN 2: Information Technology, Health and Safety at Work (L3)

Certificate in Employment Law from Middlesex University (L4)

Certificate in Environmental Science from University of West of England 2000 (L4)

Diploma in Ministry from St Stephen's House, Oxford, 2002 (L5)

Diploma in Management Studies from Excel, 2009 (L5)

BA (Hons) in Theology from Gloucestershire University, 2010 (L6)

Director/Board Courses (20 courses)

Financial courses

NCVO, Director/Trustee Governance & Finance Management
Directory of Social Change, Certificate in Accounting & Financial Management
ICSA, (2 courses) Audit Committees, Financial Comprehension,
ABCU, Financial Management & Good Governance of Credit Unions
Ernest & Young, Governance & FSA,

General courses

Stone King Charities Act,
Predaptive (3 courses) Business Plans,
Vision Values & Goals,
Strategy Development
JB Communications Presentation Techniques,
IOD (2 courses) Chairmanship, Risk Management
ICSA Non-Executive Directors Programme,
Bladonmore Media (TV & Radio) Interviewing Training
Brachers Corporate Manslaughter & Board Responsibility
Addleshaw Goddard Acquisition and Due-Diligence
Act Now Data Protection Act

Housing sector

National Housing Federation Housing finance of new homes
CCH Housing management at Board level (8 week course)

Conferences

Benenden Health: *Association Internationale De La Mutualite* European Healthcare Development Conference
National Housing Federation: Annual Board Conference
Housing 2017 Conference: Main housing conference of the year for industry
Social Housing: Annual Conference

Areas of Special Interest

Corporate Governance
Development of International Rugby Union

Royal Navy during the WW2
Southern Railways until the end of steam
The work of Pierre Teilhard de Chardin
The Saints of Saxon England
Slum Ritualism in England inner cities
The Development of Zoos and Global Biodiversity

Referees

Annette Sergeant (Head of Health at Veredus)
2nd Floor, Ludgate House
245 Blackfriars Road
London, SE1 9UF

Mrs Jane Abbot (Hospital Director)
Benenden Hospital
Godders Green Road
Benenden, Cranbrook, TN17 4AX

Amina Graham
(Executive Director of Corporate Services)
RHP Homes
8 Waldegrave Rd, Teddington, Middlesex
TW11 7GT

Mr Joe Bluett
(Former Post Office and CWU Colleague
and now Property Development)
12 Jefferys Court, Jefferys Road
Clapham, London SW4

Carol Message
(Manager of Cheam Priory Centre)
316 Malden Road Cheam, SM3 8EP

Denis Shukur
(Chief Executive officer)
University of East London Students Union
4-6 University Way
London, E16 2RD

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Name: Mr Shahid Malik

Telephone: (Home) 020 8572 1443(Work) 07956 282 140

Email: byair1@gmail.com

Personal Statement.

- + Senior manager with well-developed people's skills.
- + Extensive experience at Director Level.
- + Excellent time management, planning and organising skills.
- + Ability to prioritize, manage and complete multiple tasks within specific time frames.
- + Excellent verbal and written communication skills and abilities.
- + Understanding and appreciation of key customer relationships (internal and external).
- + Self-sufficient and proactive, with a high degree of accuracy and attention to detail.
- + Able to anticipate problems and issues and act to solve these quickly.
- + Budget management skills.
- + Enjoys working in a high pressure, fast-paced environment.
- + Commitment to ongoing learning and development.
- + Handling confidential and sensitive issues in an appropriate manner.
- + Specialist in franchising business with very well-developed contacts with Banks, Investors and Potential franchisees.

CAREER HISTORY

Board member Central Foundation Schools London April 2016 to date

Central foundation Schools of London is an educational charity in the city of London, Schools are run as a charity through the board of trustees.

Contributing to corporate governance through setting targets for the organisation in consultation with board members and SMT.

Assisting with Direction, Standards and ethics of the organisation, assisting with staff recruitment.

Regularly attending the board meetings.

Organising Events and fund raising

Business Development Consultant Various Aug2014-to date

Consulting, Advising, Guiding, connecting with international networks and investors, developing expansion plans And preparing reports and presentations for Investors in businesses worldwide. Organising and conducting various events.

Advisor to chairman Madhu's Events AUG 2013-To date

Assisting the Chairman and managing director with weddings, fashion shows, film premiers and various other events at all levels including adding further venues and community at large.

Director of Business Development Perfect pizza Company Jan 2014- to Aug 2014

Responsible for Worldwide business expansion as well as worldwide franchising. Media relation, B2B relations, marketing, networking, Relationships.

Director of Business development PEPES Franchising Ltd Apr 2011-to Jan 2014

Assisting the Chairman with Business Development, Establishing new networks for worldwide expansion, developing the Brand, Sales & Marketing, networking, relationships.

Director Anti-slavery organisation Sep2011 to Sep 2014

Contributing to corporate governance through setting targets for the organisation in consultation with board members and SMT.

Assisting with Direction, Standards and ethics of the organisation, assisting with staff recruitment.

Regularly attending the board meetings.

Organising Events and fund raising.

POLICE LAY VISITORS Panel Hounslow JAN1999 TO JAN 2001

Visiting police stations to look after rights of detainees, Establishing a rapport with the police at all levels , writing reports on custody procedures, treatment of detainees, writing reports on how to improve treatment of detainees .

Events Manager Ad hoc basis since 1980

Extensive experience of holding, organising, budgeting, sales & Marketing of events, concerts and high-profile dinners and fund raisers over many years.

Highly successful in delivering profitable and high end programmes

Film producer.

Have produced three films in Bollywood and now working on my Hollywood projects as a co-producer with world famous Mr Kent Walvin (producer of over 100 Hollywood titles).

Chief Executive Officer- Peninsula Pictures Ltd - Oct 2004-To Apr 2011

- I effectively manage all the projects which include creating, establishing, developing, and executing movie productions in conjunction with Bollywood film industry as well as UK film projects.
- Developing, enhancing our future strategy, developing further networks and finalising film projects.
- Managing a budget of 10 million pounds to develop scripts and distribution network.
- Managing people, delegating extensive and sensitive projects and overseeing successful delivery.
- Responsible for total spending for Peninsula pictures and its affiliates
- Responsible for managing up to 20 staff within the company.

Media Analyst Regular appearances on various media outlets as a political analyst and a commentator like Sky news, BBC news, Ethnic television stations, radio channels including nick Ferrari show on LBC.

Managing Editor (www.asianoutlook.com) Aug 1999- To date

Asian outlook.com is One of the largest entertainment based Asian portals in the world, aimed at young people to develop peace and harmony through cultural understanding and tolerance.

Publishing, Managing, Devising policies, Developing network of contacts, exploring, developing content within and outside of Asian community in order to provide a bridge for integration.

Head of Public Relations PRIME TV UK Aug 2001-Oct2004

- Responsible for all aspects to public relations and perception for the TV Station.
- Creating and developing of concepts accordance with the market demands and commercial requirements
- Dealing with political leaders, Community leaders, Religious leaders at the highest and sensitive level.
- Meeting the needs of business and community.
- Developing network of business and political and artistic entities and individuals.
-

Emergency Procedures Manager British Airways plc.

Managing emergencies that arise within the airline operations.

I have provided my services during the Kuwait, Manchester and various other crisis situations.

Managing up to 150 individuals on ad-hoc basis under very stressful and sensitive situations.

Senior Customer Services & Reservations Executive Jun 89 - Aug2001

British Airways plc

- Providing excellent customer service to both internal and external airline staff customers at all levels.
- Enjoy working as part of a small team with minimum supervision, providing a full check-in, sales and reservations service in a high-pressurised environment.
- Managing a large number of customers effectively and efficiently in a highly pressurised environment
- Communicating effectively with other operational and non-operational areas to ensure that performance targets are achieved.
- Continually planning prioritising and being flexible to the changing needs of the workload in order to meet deadlines.

Senior Customer Service Agent British Airways Plc Dec 88 - Jun 89

- Contributing to the success of the airline by providing a high standard of customer service to commercial passengers.
- Managing up to Eight customer services Agents at Departure gates

- Meeting individual needs of customers wherever possible to ensure the achievement and retention of customer loyalty.
- Fully conversant with airport systems and procedures.
- Planning and managing the passenger side of the aircraft departures to aid timely dispatch of the aircraft.

Senior Reservations & Sales Agent British Airways Plc Aug 84 - Dec 88

Selling the airline products to the public and travel agents in the UK and around the world through telephone services whilst providing full sales back up service.

Sales Support Officer British Airways Plc Aug84- Dec88

Performed various secondments within UK&I Sales support team providing full back up service to the sales team.

Organising and managing sales promotional events,

Terminal Operations Agent Heathrow Airport (Nov 83 - Aug 84)

Financial Auditor Engineering &Supplies (May 80 - Nov 83)

Operations assistant catering supplies (May76 - Nov 80)

QUALIFICATIONS

1974 - 1975 West Thames College - London
Higher Certificate in English Language and Maths (A Level Standard)

1972 - 1974 Anglo-Oriental College - Lahore, Pakistan
Certificate in Higher Education (University entrance examination)
English, History, Urdu, Economics, Geography.

1960 - 1972 Government High School - Lahore, Pakistan
Certificate of Secondary Education.

2011- Associate Member of institute of fund raising.

SKILLS AND TRAINING

Fares I & II, Advanced Fares Courses, Managing People courses (various)

Customer services advanced courses,

Sales and Reservations Course,

Customer Services Procedures Course,

EPIC Training Courses, Windows, Word, Excel and various other computer packages.

Highly experienced in Information Technology and extensive experience of information highway.

LANGUAGES

Urdu, Hindi and Punjabi. (Fluent)

Arabic, Persian. (Working knowledge)

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I would like to submit my application for the role of Independent Governor.

I have extensive experience in all relevant areas for me to make a Positive contribution in the excellent work that London South Bank University undertakes.

Over the years, I have gained much valued governance skills through my time at the Anti-slavery organization and Central London foundation Schools as Board Member.

I fully understand duties and responsibilities of Board members and have extensive experience.

I am totally committed to higher education and strongly believe in the benefits and contributions of education to nation building and eradication of inequalities.

As a Bollywood film producer, I was involved with a large number of public events around the world which gave me international events experience.

There is a serious gap for courses in acting and creative performing Arts.

As I am always referring students from around to world to New York acting academy it would make me very proud if I could assist LSU to establish such courses, having wonderful network in the film industry around the world I can really make our University stand out, not only it will help improve ranking and reputation but will also enhance revenues.

I have been involved in organising in operational capacity various events one example is a film awards at Hilton park lane in Sep2017 for over 800 people coming from all over the world.

I have extensive experience of communications at all levels with well-developed senses and abilities to influence. This Experience I gained through my work at asianoutlook.com (it was one of the largest Bollywood website) as managing editor for over 12 years.

Ability to confront challenges and resolving issues with out of the box thinking has helped me enormously.

I am well aware of sensitivities and complexities of Middle East cultures and I have experience of how to use it for a positive result.

Sincerely

Shahid Malik

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Freer, Claire 2

From: Alicia Pennant <pennant56@googlemail.com>
Sent: 14 April 2018 08:59
To: Governance : Administration
Subject: Independent Governor REQ1554
Attachments: Alicia Pennant CVapnupdated docx.docx; ATT00001.htm

Dear Sir/ Madam,

I am writing to make an application for the Independent Governor role.

In my current role as Assistant Headteacher at East London Independent school leading on Teaching and Learning. I am currently leading on the training and development of teaching staff to improve the quality of teaching and learning, and raise the level of challenge in lessons. The impact is every evident comparing when to when I took up the post for example planning and delivery. I have recently had an inspection, the outcome was very pleasing as Teaching and Learning was graded “good” with outstanding features. When joined the school T& L non-existent. I have transformed that school within seven months. As AHT lead I am constantly developing and implement rigorous monitoring systems for evaluating the quality of teaching and learning; use regular assessments to monitor progress and set targets, and respond accordingly to the results of such monitoring and analysing. I have ensured that all students achieve at chronological age level or, if well below level, make significant and continuing progress towards achieving their target level. I have now put and implement a rigorous Coaching and mentoring training programme in place. Coupled with this, I deliver appraisal system and relevant training and professional development, (regular CPD every Thursday).). I am also very experienced in deputising for the headteacher on many occasions.

As a qualified Business Studies, Economics and English teacher with experience of teaching at KS3, KS4 and KS5. I have worked at Ark Walworth Academy. I have taught students from various backgrounds, with their individual specific learning needs. I have had to developed my teaching to accommodate these challenges through thorough planning, using students data to help inform my planning. I develop new resources, reviewed existing ones, schemes of learning, teaching and learning strategies for all year groups. I lead in the development and delivery of the department’s curriculum. I looked at student’s data to ascertain their current working grade and their target grade.

I was able to use this to develop individual student learning plan. This helped me to change the focus of the pedagogy for my class and department. Students were supported with a more hands-on approach to complete their coursework and exams. My lessons have been observed both internally and externally, and are deemed good and outstanding. Due to achieving good and outstanding teaching across my department, my students have made good academic progress. All students in my classes at KS3, KS4 and KS5 have made progress and this is evidenced by both external and internal results.

In my previous role as HoD (Business and Economics) I managed my own department that consist of five members effectively. Coupled with that I managed other departments across the Academy that delivers BTEC vocational programmes. As the QN for the Academy I am constantly leading internal Reviews, quality assuring the report process and writing reports to ensure that all criteria are addressed.

I am fully conversant with the new National Curriculum Model as I had delivered subject specific training at the ARK Conference. Students are paramount to the success of Academy, therefore am constantly striving and implementing new ways to accelerate and enhance learning.

I have worked with students of varying abilities ranging from visual disabilities to behavioural problems. In my lessons students sit in pair's formation. There is a strict seating plan which students must follow. In all lessons I try to meet the needs of all students in the class. All students get differentiated activities ranging from writing frames to enlarged worksheet. I use effective questioning, Talk and Think hard activities, plenary and Do Now activity in my lessons.

I believe that in order for a student to achieve progress all taught lessons should be delivered at a minimum good to outstanding standards. Co-planning is the instrument for department to work collaborative to share good practices and to irradiate any misconceptions and knowledge that might appear during a teaching episode. In my department and across the Academy I hold this close to my heart and empower all members of my team to work closely together bouncing ideas and creating lessons that are active and engaging.

It is only by prescribing engaging lessons will we be able to challenge students thinking beyond the activity or task that are in front of them. I believe that students' progress should go beyond the classroom in order for this to occur I have discovered that co-planning is making a major impact in the progress of my department and I would cherish the opportunity for this to be fostered across the academy.

Monitoring is imperative if we are to move forward as to raise the quality of teaching within areas of responsibility to a good to outstanding. Its only in doing so will be able to spot or flag any misconceptions or celebrate how members of staff achieve progress in their teaching. This can be accomplished through mentoring and coaching members of staff who might be struggling in a particular area. These members of staff can then be given adequate support to realise their potential of becoming outstanding practitioners in line with the rest of the school.

Once a member of staff has been supported and instilled with the right tools for them to improve one can then give them the autonomy to amend these changes. I would then have drop in sessions, learning walks, line management meetings to communicate to the member if they are reaching their expectations. I accept as true that empowering members of staff to reach their goals in line with the Academy values are what breeds success.

I have coached Staff, mentored PGCE & NQT students and led Ark subject specific Hubs and is continuing to develop teacher to become good to outstanding.

The NQT that I coached was graded excellent NQT of 2015 and my current NQT is grading at outstanding during lesson observations. Staffs coached by me have progressed from satisfactory to good and as a result have made significant growth in their career. I have led NQT training on Behaviour for learning and on Lesson Planning. Feedback from NQTs on their training showed that I have impacted on their development in demonstrating high expectations from their students.

I have modelled excellent marking to my team and to my students. My marking has been deemed excellent by both internal and external moderators. My marking has been used by the academy to model good practice to other members of staff. My feedback to students is diagnostic and enables them to reflect on the learning and make the required improvement to their work. I ensure consistency of marking within the department through rigorous book monitoring and marking scrutiny. I have one to one meetings with members of my team and model good marking to them. Department meeting are used also to ensure that marking is consistently outstanding within the department. Marking is moderated regularly to ensure that it is robust and to eradicate inconsistency. My recent department marking was deemed outstanding.

Overall the results of BTEC were excellent in every department including the Business department. How can I sustain this culture and embed the DNA of being outstanding? Knowledge helps only when it descends into habits. ~ Jerome Bruner, *The Culture of Education*.

I truly believe that our students can achieve exceptional results and have demonstrated this in many different ways. I have planned lessons that stretch and challenge my students. They are pitched to

accommodate the learning needs of all students. The learning objectives are clearly articulated to the students and guidance is given to them on how to achieve the objective. I have high expectations of all the students in my class and always endeavour to develop a love for learning and high achievement. I have introduced the new university programme for KS3 called the Ifs certification.

Ifs certification which teach Business and Economics from KS3 to KS5. This ensures that students have got the Business and Economics concepts embed in them by the time they reach KS5. Once they are on KS5 they would want to start **Professional Pathways** programme which I introduced in 2014. This was an additional programme to the outstanding BTEC delivery. This demonstrates the strength of my vision of how I see the learning journey of a student throughout their education. Essentially this will cultivate a true transformation that leads into lifelong sustainable achievement.

In September 2012, I was assigned to a group of underachieving Business Studies pupils. The overall target grade for the group was 70% A*-C and the current working grade was 30% A*-C. In order raise attainment of the group I had to put various strategies in place. I started by reading the moderator report on previous coursework submitted. I was able to read the moderator recommendations on how to improve the coursework. This was implemented with the group. I also give them monthly mock examinations using past question papers.

I then performed a curriculum analysis when enabled me to ascertain any area of major weakness. This was the addressed in subsequent lessons.

I read the specification and the assessment criteria again. I broke the specification and assessment into pupil friendly language to allow pupils to have ownership of it.

I also rewrote the assignment briefs into simple language using examples and scenario that are familiar to the group. To assist pupils, I created writing templates. The assessment cycle was shortened, pupils work was marked and the each task as opposed to the end of the unit. This enabled pupils to make the necessary changes to their work.

I used my contacts in industry to invite speakers and make visits to companies which gave pupils a rationale for their work. These speakers spoke of their journey within their profession and what skills they needed to get to their current position. They also highlighted the importance of obtaining good grades in Business Studies. This motivated the pupils to work hard.

All the above strategies helped to raise the attainment of the group to 86.2%. This attainment was above the target for the group of 70%. My track record since 2012 has increased every year above the targeted expectation and national average. Below students' outcomes at GCSE, A level and level 3;

Attainment

2017

- BTEC L3 Business Studies (11 learners- A*A*A*(triple Distinction stars)
- BTEC L2 NQF Business Studies (19 learners@ 1A, 21 B and 4Cs) - 100% A-C
- GCEs Economics 100% A-C

2016

- BTEC L3 Business Studies (15 learners- A*A*A*(triple Distinction stars)
- BTEC L2 NQF Business Studies (26 learners@ 1A ,21 B and 4s)
- GCEs Economics 100% A-C

2015

- BTEC L3 Business Studies (15 learners- A*A*A*(triple Distinction stars)
- BTEC L2 NQF Business Studies (8 learners@ 1 B and 7 Cs)

- GCEs Economics 100% A-C

2014

- 47 BTEC L3 Business Studies learners, 27 was awarded 27 A*A*A*(triple Distinction stars) with remainder awarded AAA (equivalent to 3 A 'levels).
- 17 BTEC L2 QCF Business Studies learner, 1 A*(Distinction star) and the remainder Bs (Merits)
- A 'level Business - 3 learners – 60% A-C

2013

- BTEC L3 Business Studies- 15 learners – all was awarded 27 A*A*A*(triple Distinction stars)
- A 'level Business - 2 learners 70% A-C

2012

- GCSE Applied Business - 86.2%
- BTEC L3 Business Studies- 15 learners – all was awarded 27 A*A*A*(triple Distinction stars)

Building good relationships with students is one of the cornerstones of the Walworth Academy and East London Independent School Family, therefore I extremely confident that those skills, expertise and qualities will be transferred. I display care for the students through my interaction with them. This is demonstrated through making me available to them at all times; sitting and talking to them and informing their parents and carers of their progress. Given up my Saturday mornings to support my students with their work shows the level of aspirations I have for all of them. My examination results are a further evidence of the high aspiration I have for my students. All my KS5 students have achieved above their target grade and have been admitted into Russell Group universities and other universities. I have shown resilience by never given up on any student. When faced with challenging circumstances, I have always strived to overcome them, working tirelessly to support my learners even through difficult personal challenging circumstances. Modelling excellent expectations through rigour and consistent outstanding delivery in all my professional practices is paramount. I have shown this throughout my professional conduct and relationships with the Ark Walworth and East London Independent family. Students are encouraged to be independent learners within my department. Students empowered to self-manage which will equip them with the skills that enables them organise their time and resources and prioritising actions.

Kind Regards

Alicia Pennant

Curriculum Vitae

Alicia Pennant MifL, QTLS, MCMI, MCIEA

9 Mayfair House, 26a Trothy Road, London, SE1 5BQ

Telephone (m): 07946 740569

pennant56@googlemail.com/alicia.pennant@tces.org.uk

Teacher ref number: 3733979

DBS: 001584101788

Professional Profile:

A highly strategic organised, motivated and dedicated manager with a wealth teaching and learning, mentoring, trainer and coaching experiences. Hardworking, motivated and always meets and exceeds the expectations and objectives that have been set. Passionate about delivering outstanding lessons; providing solutions to ensure added value to all projects undertaken to raise attainment within my department and across the school. Enjoys working within a team but equally delivers high quality standard when working independently. Possesses natural Leadership qualities and looks to utilise the skills and experiences I have gained in my Teaching Management role.

Key Strengths & Skills:

- Relationship Management
- Planning & Organisation Skills
- Professional Approach
- Ability to deal with challenging situations
- Leadership Qualities
- Solution Provider
- Analytical Approach
- Internal verification of teachers work across KSG4/5
- AQA Examiner
- Edexcel Moderator (Examiner)
- NQT and teacher mentor
- Teaching and Learning Coach

Employment Experience:

August 2017 - current

East London Independent

Assistant Headteacher- Teaching & Learning

Assessment & Pupil Progress

- Lead on the training and development of teaching staff to improve the quality of teaching and learning, and raise the level of challenge in lessons
- Lead on the induction of new teaching staff into the East London Independent School
- Develop and implement rigorous monitoring systems for evaluating the quality of teaching and learning
- Use regular assessments to monitor progress and set targets, and respond accordingly to the results of such monitoring
- Ensure that all students achieve at chronological age level or, if well below level, make significant and continuing progress towards achieving their target level
- Productive communication with parents and report on progress, sanctions and rewards and all other communications
- deliver appraisal system and relevant training and professional development
- Coaching and mentoring
- Deputising for the Headteacher

- Classroom Monitor

July 2016- July 2017

Ark Walworth Academy- **Study Skills Lead (lead on whole school implementation of study habits)**

Ark Vocational Network Consultation Ark William Parker- **2016 (strategically consult on how to develop and deliver outstanding vocational curricula)**

March 2014- Present

Pearson BTEC Assessment Associate

March 2014- Present

Pearson - Level 3 BTEC Lead Internal Verifier (Qualified)

January 2014- July 2017

Ark Walworth Academy- **Sixth Form Professional Pathways Lead**

January 2014- July 2017

Ark Hub Lead Trainer for Business & Economics

2017-(16 schools) - New Knowledge	Implementation	Content	Quality of delivery
85%	65%	100%	100%
2016-(16 schools) - New Knowledge	Implementation	Content	Quality of delivery
85%	70%	95	100%
2015- (16 schools) - New Knowledge	Implementation	Content	Quality of delivery
85%	50%	100	100%
2014 (16 schools) - New Knowledge	Implementation	Content	Quality of delivery
100%	65%	100	100%

January 2014- July 2017

Ark Walworth Academy –**Teaching and Learning Coach and NQT Mentor (strategically develop teachers, PGCEs, and NQTs to become good to outstanding practitioners)**

2017 - 3 qualified practitioners, 2NQTs, 1NQT+1 (my 2 NQTs are already outstanding)

2016 - 10 teacher 100% good to outstanding

2015- 3 NQTs, 2 qualified practitioners, - NQT 100% Outstanding, coaches 100% good

2014- 5 qualified practitioners, -50% outstanding – 50% good

May 2011 - July 2017

Ark Walworth Academy

Head of BTEC curriculum across the Academy

Main Responsibilities:

- Responsible for the effective delivery and assessment of all BTEC qualifications
- Successfully ensure students receive the teaching and learning experiences that are defined in the appropriate exam Board specification and within the departmental schemes of work
- Accurately follow the guidelines for provision of high quality teaching as defined in the staff manual
- Act as the Lead Internal Verifier when necessary
- Effectively liaise with the Examinations Officer to ensure accuracy of registration and certification of all learners
- Check and confirm assessments and internal verification schedules
- Liaise with relevant Edexcel appointed staff undertaking quality assurance responsibilities
- Ensuring sufficient resources are available to deliver the programmes and units to the highest of quality

- Review reports arising from quality assurance and ensure that appropriate actions are taken within set timeframes
- Ensure that there is an assessment and verification plan for all programmes which are both purposeful and meet requirements
- Signing off of verification plan and supervising its implementation by others
- Undertaking internal verifications and/or assessments for individual units within at least one of the programmes
- Ensure that assessment plans, records of assessment and samples of learner work are retained for potential Standards Verifications.
- Professionally liaise with the Standards Verifier to ensure that appropriate sampling is carried out; as and when sampling takes place
- Plan, organise and chair BTEC team meetings to ensure effective communication amongst team

May 2011 - July 2017

Ark Walworth Academy

BTEC Quality Nominee

Main Responsibilities:

- Ensure the accuracy of centre programme listings, monitor approvals (including expiry dates) and inform BTEC Operations, using electronic communication
- Monitor registrations against approved BTEC programmes
- Liaise with Programme Managers to co-ordinate the internal verification of BTEC programmes
- Ensure that the Programme team respond to the NSS requirements, monitoring NSS reports and follow up action
- Ensure that programme teams are correctly briefed on Edexcel expectations including verification protocols, requirements for NSS, the role of the sector manager, quality manager, etc
- Liaise with BTEC Operations about general operational issues and ways to overcome them
- Ensure parity of provision across all centre BTEC programmes and all sites
- Ensure that all BTEC information is passed onto the relevant Programme Managers within set timeframes

January 2010 - July 2017

Ark Walworth Academy

Head of Business and Economics

Main Responsibilities:

- Successful teaching of Business studies across KS3, KS4 and KS5 students
- Working (in charge) as Year 12 Tutor Group; ensuring that students are content and acting as a support person for these students
- Lead the Business and Economics team of teachers; helping teachers with any concerns they may have
- Monitor progress of all Business and Economics students and relaying information to relevant parties
- Organisation of regular meetings of the Business Studies Department and keep minutes of such meetings
- Plan and prepare departmental schemes of work
- Oversee the teaching and assessment of all groups within the department, including the setting and accurate marking of work
- Take responsibility for the professional development of department members, including liaison with the Director of Students, Director of Curriculum and the Vice Principal
- Taken responsibility for the general welfare of department members
- Promote the general progress and well-being of students for whom you are responsible
- Organising additional assistance for weaker students in the department
- Provide support to students on an individual basis
- Promote the subject within the school and contribute material to the website
- Provide students with guidance on educational and social matters relating to their studies and future career paths
- Provide weekly detailed report on each student taught; ensuring the accuracy of all departmental reports
- Keep up to date with specification developments, briefing department members, Vice Principal and the Director of Curriculum

February 2010 - July 2017

Ark Walworth Academy

Cover teacher of English (yrs. 7-9)**Main Responsibilities:**

- Organising and delivering stimulating lectures to students
- Evaluating students' class work and their assignments
- Preparing classroom materials, homework assignments and handouts; ensuring that they are stimulating and interesting
- Recording and maintaining accurate student attendance records and grades received
- Classroom management and ensuring discipline is maintained in the classroom
- Developing English lesson plans in line with the National Curriculum

March 2008 - January 2009

Anna Owens Designs Ltd

Project Coordinator**Main Responsibilities:**

- Designing schedules for lighting, bathrooms, furniture and finishes
- Responsible for general administrative duties including; preparation of invoices, data filing, dealing with messages and diary management
- Sourcing potential suppliers and clients

May 2006 - November 2007

Consultant Cochrane McGregor

Senior Project Secretary**Main Responsibilities:**

- Provided secretarial/administrative support to project members
- Successful management of new project commissioning and set up procedures
- Operating the time recording and invoicing systems
- Responsible for Time and expenses management
- Accurately processed timesheets and expenses and answering any queries associated with them
- Generated monthly invoices
- Set up new projects on Timewatch
- Prepared reports on a weekly and monthly schedule
- Liaised with Accounts Manager and Marketing Manager
- Maintained project archiving systems
- Weekly minute taking

October 2005-January 2006

Westminster City Council, London

Project Coordinator**Main Responsibilities:**

- Worked with the West End / Area Civic Renewal Team on a temporary 3 month contract
- Provided project updates and shared relevant information on a regular basis
- Visited organisations and conduct mission to field as necessary in consultation with National Project Manager.
- Provided administrative support including assisting with special projects and reports
- Established and maintained the project's information management system.
- Provided logistical support for all project training courses, seminars and workshops.
- Received screen, log and route correspondence, attached necessary background information and maintain follow-up system for action and deadlines

- Prepared tracking documents for meetings, and update tracking tools on a regular basis
- Coordinated arrangements for state-wide training – scheduled trainers, venues and catering
- Arranged programs for in-coming and outgoing official missions; made appointments with project stakeholders, including logistical arrangements and secretarial assistance.
- Followed up with the implementing partners and sub-contractors for progress report, submission of reports and recent data on target group and other information material.
- Collected data from the implementing agencies and obtained information materials, publications, newsletters, etc.
- Reviewed data and information generated by the Projects' implementing agencies and prepared information materials for briefing and review sessions.

*** Any gaps in employment are due to undertaking study and raising my family***

Education:

- 2016- 2017:** Fellow, Teaching Leaders
- 2014 - 2015:** NPQML, The National College for Teacher and Leadership
- 2011 - 2013:** PGCE in Education, Greenwich University, (QTLs)
- 2009 - 2010:** Diocesan Certificate in Biblical & Theological Studies, The Diocese of Southwark
- 2000 - 2001:** BA (Hons) Degree Business Communications: The London Institute
- 1998 - 2000:** HND Business Management and Communications: The London Institute,
- 1996 - 1998:** GNVQ 3 Advanced Businesses and Finance: The London College of Printing
- 1994 - 1996:** GNVQ 2 in Business and Finance: Hammersmith and West London College
- 1995:** Certificate in Health & Safety for Planning/Enforcement Offers
- 1991 - 1994:** GCSEs including English and Maths: Geoffrey Chaucer Secondary School

Courses/Further Training:

Professional Career Development & Qualifications gained whilst at East London Independent School

- 2017:** Safeguarding & Child Protection for Designated Safeguarding leads; Level 3
- 2017:** The Prevent Duty
- 2017:** Safer Recruitment
- 2017:** Child Protection in Education (**CPI**)
- 2017:** Management of Actual or Potential Aggression
- 2017:** Fire Safety in Education

Professional Career Development & Qualifications gained whilst at Walworth Academy

- 2016-2018:** Fellows, Teaching Leaders
- 2015:** NPQML, The National College for Teacher and Leadership
- 2015:** *Ark Business and Economics Network Hub Lead*
- 2015:** *Train the trainer, ARK*
- 2014:** *AQA, CPD trainer*
- 2014:** *Train the trainer, ARK*
- 2014:** High level Subject Hub Lead and Network Lead
- 2014:** Teaching Edexcel A 'level Economics
- 2014:** Lead ARK Schools Business and Economics Hub Day
- 2014:** Leadership, IFL/Institute for Leadership
- 2014:** Instructional Leadership, Coaching for Excellence, observation and feedback, Paul Bambrick-Santoyo, ARK
- 2014:** Leadership, The National College for Teacher and Leadership
- 2014:** A-level Business Studies: Developing Higher Order Skills, AQA
- 2014:** Btec Level 3 Business Studies Standardisation, Edexcel
- 2014:** Good to Outstanding, ARK
- 2014:** Leverage Coaching (Teaching & Learning)
- 2013:** BTEC Quality Nominee for Secondary schools and FE
- 2013:** Getting the behaviour you want and they need: from compliance to independence (1 & 2), ARK
- 2013:** Edexcel preparing to teach GCSE Business
- 2013:** Child Protection Awareness in Education, Institute for Learning

2011: How to lead successful BTEC qualifications across the curriculum, Edexcel

2012: ICT Inset Training

2011: Teach Like a Champion

2012: Teaching and Learning Inset Training

2011: Online Edexcel Lead Internal Verification

2010: Safeguarding training

2010: English Inset Training

Additional Information:

- Ofsted **individual observation in 2014** was judged outstanding
- **Computer Skills:** Proficient in all Microsoft Office Applications, software, in-house databases, Internet and Email applications
- **Conversant Pastoral Skills**

Attainment:

2017

- BTEC L3 Business Studies (11 learners- A*A*A*(triple Distinction stars)
- BTEC L2 NQF Business Studies (19 learners@ 1A, 21 B and 4Cs) - 100% A-C
- GCEs Economics 100% A-C

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A 'level Business - 3 learners – 60% A-C

2013

BTEC L3 Business Studies- 15 learners – all was awarded 27 A*A*A*(triple Distinction stars)

A 'level Business - 2 learners 70% A-C

2012

GCSE Applied Business - 86.2%

BTEC L3 Business Studies- 15 learners – all was awarded 27 A*A*A*(triple Distinction stars)

Membership:

- Institute for Learning
- Chartered Institute of Management
- The National College for Teacher and Leadership
- NASUWT
- The Education and Training Foundation
- Chartered Institute of Educational Assessors

References:

References Available Upon Request

Neil Serougi
25 Cherry Orchard
Lichfield WS149AN

London South Bank University
Supporting Letter - Independent Governor
28/4/2108

Dear Jerry Cope

I have read the Corporate Strategy, Public Benefits Statement and explored your Access and Widening Participation policy to understand more fully the salient issues and expectations.

You will see from my CV that I have significant experience across a range of duties that straddle the public sector, academia and civic society. In particular my involvement with the H.E sector through the Economic and Social Research Council has meant I am keenly aware of the challenges faced by academic institutions in terms of demonstrating wider value and impact. My strengths in this respect have been augmented by my career in the NHS and latterly within the charity sector where I commissioned and co-produced significant partnership projects with Universities. The insights I gained have primarily been around strategies for creating potential and realising benefits beyond conventional formulae for measuring impact. Equally important has been understanding 'what works' regarding research methods.

As an Executive Board Director who worked in pressured environments, I possess the corporate competencies to operate effectively across governance and performance agendas. In this respect I have good all round risk assessment skills and an inclination to work collegiately to resolve problems.. This has been especially true in the areas of business transformation and change management. Leading the redesign of services in the NHS required a clear grasp of best practice regarding implementing strategic vision, nurturing change and driving organisational engagement.

Outside the NHS I have developed effective leadership skills in a different context. For example, I have presided over the commissioning of large investments especially around Big Data projects in which quality and effectiveness have been a predominant feature. Supporting new ways of working through co-production and delivering impact have been instrumental in designing engagement strategies in civic society organisations. In particular I am strong on governance and audit not least through the workings of policy groups which I chaired. As the vice chair of a national charity and a key member of both its Board and Audit Committee, I became comfortable with financial as well as other forms of regulatory analyses. My various remits have all been characterised by the need to deploy quantitative skills and I am well acquainted with the need to adhere to proven ways of working amidst scrutiny and accountability.

Through the leadership of bodies straddling controversial issues such as privacy to genetics, I am also well attuned with the need to balance pressures around policy outcomes with the 'public interest'. By way of example, whilst chairing the Independent Advisory Group (charged with evaluating external requests for disclosure of sensitive health data) I

commissioned a working public interest test that relied on solid evidence of compliance as well as ethical concepts.

Much of what I believe regarding the role of a University is reflected strongly in your vision. My values are shaped by having had an education which recognised the importance of learning as key to the development of my own character. Your narrative of making a difference through a proactive, inclusive and eclectic approach to what constitutes success aligns closely with my own experience. If my skills and experience fits with your needs, I would welcome the opportunity to bring my knowledge, energy and commitment to helping achieve your vision.

Curriculum Vitae

Neil Serougi

25 Cherry Orchard

Lichfield WS14 9AN

neilserougi@hotmail.com (07906815831)

PROFILE

A commitment to fairness and equality has been a prime motivation in my personal and professional life. My experience as an executive leader taught me the importance of developing highly motivated individuals to achieving strategic goals. I try to bring this philosophy into the way I work with people from all backgrounds. With a focus on advocacy and networking skills underpinned by a strong ethical perspective, I have enjoyed a national profile in driving socio-economic and health research culminating in several high profile positions as Chair.

Diversifying my portfolio after a career in Offender Management and the NHS, I offer particular and recent experience in leadership in civic society roles. This allied to a strong commitment to 'rights' and the public interest, has allowed me a breadth of vision that has culminated in work to support global medical schools abroad.

PROFESSIONAL EXPERIENCE

2010 – Economic and Social Research Council

Committee Member

Methods and Infrastructure Committee involved in commissioning major investments i.e. Understanding Society, Centre for Longitudinal Studies, UK Data Archive etc.

Research Methods and Training Skills Committee

Committee Lead for

National Centre for Research Methods (Southampton)

Centre for Time Use Research (Oxford)

Genetics Wide Association Study (UCL/Essex)

Urban Big Data Centre (Glasgow)

Chair of

Bio Social Research Group

Big Data Commissioning Phases 2

Other Roles

British Election Study (Manchester)

Impact Awards 2013

Recent Employment

2001- 2011 Solihull NHS Trust

Executive Director:

Responsibilities:

Board Assurance, Strategic and Business Planning. Governance and Legal Compliance. Information and Technical Innovation, Children's Services Advocacy, Education, Development and Training (EDT)

Key Strategic and Corporate Achievements;

Modernised and introduced technology across several organisations improving communications and evidence based decision making.

Managed a large collaborative project with statutory and non-statutory bodies addressing key social problems and social exclusion around Children and Young People.

Developed an Organisation wide Education Development and Training strategy.

Delivered a knowledge management strategy with a measurable impact around evidence based practice.

Key Operational Achievements

Turned around under-performing Department by introducing a root and branch change management process based on skills audit and 'what works'

Repositioned and rebuilt the Trusts reputation with external stakeholders regarding leadership of health and social care systems across disparate organisations and professional interests.

Civic Society Roles

Previously Vice Chair of Freedom from Torture (formerly Medical Foundation for Torture Victims)

Responsibilities included Organisational leadership, ICT, Governance, Research, Finance.

Liaising with Survivors of Torture regarding needs assessments

Leading the Trustee Board in the development of the research agenda in partnership with Higher Education.

Member of the Financial and Governance committees with especial reference to ensuring compliance within the charity sector regulations

Member of the senior team working on the designing of new ways to improve communication and networking methods.

FURTHER ACHIEVEMENTS/EXPERIENCE

- **Fellow** of Academy of Social Sciences.
- **University of Warwick** Impact Committee
- Member of the **Economic and Social Research Council**.
 - Genomes Research Strategy
 - National Centre for Research Methods
 - Centre for Time Use Research
 - Genomes Wide Association Survey.
- Member of the **National Information Governance Board**
- Chaired the Commissioning Panel for National '**Big Data**' Investments.
- Chaired the **National Independent Advisory Group** on Health Privacy and Disclosure.
- Created and Developed the National Information Authority **Best Practice Toolkit**.
- Produced National Operational Plans to address the **Digital and Social Inclusion** Agendas.
- Written in several public policy contexts
 - Big Data, Public Services and Public Acceptance?
 - New Public Management and Health Reform
 - Charity under Pressure: Cash, Credibility and Consumerism
 - Torture and Human Rights – Don't Blame the Victim.
 - Criminal Justice – Evidence Free Policy.
 - Austerity and Ideology
 - Spring into Winter: Nasser, Sisi and the Fate of Egypt's Revolution

EDUCATION

1988-90 - Open University

- MSc Advanced Quantitative and Qualitative Research Methods.

1981-83 - University of Leicester

- MA in Social Work and Administration.

1975-1978 - University of Essex

- BA in Government and Politics

SHANI SHAMAH BCAV
Mobile: + 44 (0) 7890 490 205
email: sbshamah@tudorwell.com
www.strokecounsellor.com

I was forced to 'retire' from the City due to ill health in 2013, but I am now ready to return in new non-executive roles.

With my own motivation and determination driving me, my career went from strength to strength. The highlight was at Chase Manhattan Bank in London where I put together/built a Risk Management Structure for the joint Dutch, Belgium Consortium who undertook the Chek Lap Kok Airport Project, Hong Kong in 1993. This consisted of cross currency forwards and cross currency long dated options to the tune of HK\$2,985,524,000.

With that same motivation and determination still driving me forward today, I have looked at my abilities, past experiences, strengths, knowledge, challenges and I am starting to rebuild a career/establish myself once again.

I bring with me vast experience of Finance, Marketing and Risk Management, additionally I am not afraid of challenge and I have a pragmatic independent perspective to openness and accountability. Being a trained facilitator, I can mediate discussion from a wide range of stakeholders and ensure that all voices are heard and respected towards positive outcomes.

As part of my 'new life' I have 'lectured' at Canterbury, Christ Church University on Patient Centric Care, and I am due to deliver another lecture to Canterbury University, Kent for Dr Maria (S) Stein PhD MSc PGCert LTHe dipCOT FHEA, Senior lecturer in Occupational Therapy, School of Allied Health Professions, Faculty of Health and Well-Being. I have just signed an academic sessional contract with yourselves, so my commitment to the university is very real and deep rooted.

In Jan 2018, I was formally Honoured with a British Citizen Medal for services to the voluntary and charity sector. Additionally, I was awarded a Certificate of Honour in recognition of exceptional positive impact on society and as an inspiration to others.

I confirm, that I currently have the time to contribute effectively to work on the Board. Additionally, I also confirm that I have and understand all the selection criteria that you are looking for in a governor. I have transferable skills and experience, and a significant professional track-record with experience of leading complex change in a fast-paced environment (The City of London), excellent communication and influencing skills with, the ability to be a strong ambassador for the University, additionally I can combine the above skills with a core commitment to your values and a fundamental desire to make a difference.

Although I don't bring a huge amount of experience/knowledge of the Higher Education sector. I am certainly ready for a new challenge, with my values being:

Ambitious and inspirational;
Brilliant and friendly;
Curious and daring;

proud to be LSBU:(should I be appointed to the board).

I really do have a fundamental desire to make a difference with passion, social justice and creativity at the centre of my heart,

BOARD RESUME

SHANI SHAMAH BCAV

Phone: +44 7890 490 205

Email: sbshamah@tudorwell.com

SUMMARY:

Shani is underpinned by a significant proven Finance & Risk Management experience gained over many years within various Investment Banking and Financial Services companies. She has substantial experience of Capital Markets, Investment Banking, with expert knowledge of recruitment market practices. With her own motivation & determination driving her, her career went from strength to strength and with that same motivation & determination still driving her forward today, Shani now leverages her abilities, past experiences, strengths, knowledges and challenges. Shani has a pragmatic independent perspective to openness & accountability. Being a trained facilitator, Shani can mediate discussion from a wide range of stakeholders & ensure that all voices are heard & respected towards positive outcomes. She holds a passionate belief in equality and justice that has guided her throughout her career. Additionally, she brings transferable skills that can be applied to any organisation, for example strategy; financial/budget control; risk management; regulation; marketing; PR; innovation; Shani has a deep understanding of Leadership & Strategy especially, when it comes to how effective relationships impact on the bottom line Financial Oversight, Governance & Risk, Change Management & Entrepreneurship Shani can manage growth, change & cross-cultural integration. Through-out her career Shani has always been highly client-focused, and service oriented with strong relationship management skills plus an ability to build within and across functions and regions (UK & International) with the credibility to influence at the highest levels, she is an expert in cross-cultural stakeholder relationships.

Shani has sturdy organisational skills with an aptitude to work well under pressure whilst handling difficult deadlines with the talent to handle multiple tasks and to prioritise accordingly; she processes excellent analytical, strategic planning, critical thinking and leadership skills, with project management proficiency; Shani deliver's strategic and operational experience in marketing and customer engagement. Experienced at influencing across Boards and Committees Shani is now wishing to extend into Non-Executive roles, she combines strategic leadership with a solid understanding of talent and diversity, financial oversight and risk management. Shani is an expert in risk management and cross-cultural stakeholder relationships. Shani delivers an extended scope of practice which has encompassed her whole career. Her objective now is to engage with an organisation where either her long-term experience in finance, or her current experience with Universities, especially with Schools of Allied health and Social Care, will add value and provide alternative insights and viewpoints.

ACHIEVEMENTS:

- Generated and delivered a multi-Billion \$ risk management structure for a Dutch/Belgium consortium for construction of the island for the Chek Lap Kok Airport project in Hong Kong;
- Co-led a £10M brokerage acquisition in the UK, with direct accountability to the incoming board, with the responsibility for all acquisition activities concerning initial and operational budgeting, planning, business process, re-engineering, public relations management and risk assessment leading to a successful transition. In addition, evaluated, reworked and implemented new FSA compliance procedures across the entire business, plus specification, selection, negotiations and implementation of new internet trading platforms and CRM solution, now used as a critical information tool;
- Provided global hiring solutions to a diverse client base, across all levels and range of product areas within the investment banking and financial services sectors. The coverage extended globally across all revenue and non-revenue generating areas, including sales, structuring, trading, investment banking and research in both mature and emerging markets;

- Led, educated and developed three client-focused profitable teams totalling 23 direct reporting staff. Accountable for all cross-product global sales to High Net-Worth Individuals, financial institutions, corporates, non-reciprocal banks, and active traders. Motivated other product heads to co-ordinate strategy and provide platform for new introductions and globalisation of service and marketing efforts.
- Written and published financial textbooks in FX and Currency options, which were translated into Chinese; Financial Contributor to various Financial Volumes;
- Additionally, she has written and published a book, 'Sorry but this is my stroke, not yours!', which attempts to help others through some light-hearted facts and anecdotes;
- Honoured with a British Citizens Medal for services to the voluntary and charity sector; Additionally, Awarded a Certificate of Honour in recognition of exceptional positive impact on society and as an inspiration to others;
- Shani has experience on Boards and Focus Groups of steering strategy & overseeing governance she is able to offer constructive challenge and support in developing strategy, additionally she is able to scrutinise management's performance in meeting agreed goals and the monitoring of performance reports, plus Shani can bring a moral compass to issues at hand, again she is able to question assumptions and established orthodoxy.

ATTRIBUTES:

- Shani has the confidence and ability to mediate at 'C' level and to contribute relevant and succinct information to group discussion;
- Shani has a pragmatic and independent perspective with the ability to refer to personal experiences appropriately in discussion;
- She is highly determined and hugely self-motivated;
- Shani has gravitas with large crowds and small groups alike;
- She is highly ethical with integrity;
- Shani has strong communication skills - both written and oral; being an experienced and able negotiator and communicator:
- Clear thinker who demonstrates authenticity and an ability to engage others;
- Ability to assimilate complex information and instil into clear action plans and decisions;
- Passionate and energetic with clear values and common sense:

BOARDS & COMMITTEES:

Chase Manhattan Bank, London

Board Director

1978-1980

Sub-committee's member

Talent – HR business Partner, succession planning, staff retention:

Risk & Compliance; remuneration, investment, marketing, sustainability: governance, safety standards

Research,

Experience in delivering as a co-applicant and co-producer

February 2018 - Present

NHS Innovation Accelerator - a new initiative from UCL Partners – (Neuroscience) Lay-panel member

December 2017 - Present

UK Stroke Association Forum Committee & Assembly Advisory Group- co-lead science subcommittee

November 2017- Present

Co-producer and Co-applicant on various major research projects, NHS focused, and collaboratively with universities.

AWARDS & CERTIFICATIONS:

Title: BCAv

Shani Shamah BCAv; +44 7890490205; sbshamah@tudor.ac.uk

Year: 2018

Description: The British Citizen Awards (BCAs) were launched in January 2015, to recognise exceptional individuals who work tirelessly and selflessly to make a positive impact on society. BCAs recognise 'everyday' people whose achievements may otherwise be overlooked. Additionally, I was awarded a Certificate of Honour in recognition of exceptional positive impact on society and as an inspiration to others.
Provider: British Citizens Award

EDUCATION:

UWIST, CARDIFF, UNIVERSITY of WALES
BSc Econ (hons) Wales

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Maryah Tafri

143 Brookdale Road
London, SE6 4JN
T: 07950 967 598
E: maryah tafri@hotmail.co.uk

18th April 2018

NOMINATIONS COMMITTEE

LSBU: Governance
103 Borough Road,
London, SE1 OAA

FAO: NOMINATIONS COMMITTEE,

RE: INDEPENDENT GOVERNOR (GENERALIST) POSITION AT LSBU.

I write this letter in order to further explain my experience, suitability and objective to join LSBU's Board of Governors.

Having worked in education for over 8 years, with the majority of that time occupying a role as a lecturer, my commitment and drive towards educational excellence remains strong.

Whilst I do not possess occupy a 'C-suite' position, I would like to encourage those involved in the shortlisting and/ or appointments process; to recognise my experience, competence and suitability to the position for which I am applying.

In the past, I have cooperated with, as well as being instrumental, in providing support, direction and a consultative service, at senior leadership level, whilst seated in the boardrooms of both SME's, as well as some very large organisations.

I have the ability to identify, access and grasps policies, regulations and legislation required in order to make valid and well-informed contributions and continue to do so in my current role (much of which now typically relate to education and also human resources).

I have experience of multi-stakeholder engagement and stakeholder management activities, gained whilst serving in my current capacity as a lecturer and module leader, as well as in my previous occupation as an adviser. In accordance with the aforementioned point, I also have experience in accurately pre-empting and/ or detecting possible issues that need to be addressed in order to ensure that organisational missions, aims and values are not compromised, contradicted or misinterpreted, particularly where decisions that have yet to be acted upon may have failed to recognise the full extent of how certain stakeholders are likely to be impacted.

I have also made valuable contributions towards a number of change management projects and have shown that I have the ability to understand how to operationalise and translate strategic vision e.g. into

performance. For instance, I have had to ensure that compliance issues have been suitably re-appraised in light of the 'scaling- up' and/ or rolling- out of projects and have also provided guidance on the setting of new standards & system.

There have been occasions whereby necessary and crucial data was missing; e.g. needed in order to fully appraise, analyse or take action (particularly in some of the SME's that I worked with). Ultimately, I have developed a very high level of appreciation for such data, particularly from a governance perspective.

Despite being a 'generalist' business adviser and workforce development was my specialised area of expertise; I was often asked by my clients to provide support concerned with organisational change (or when wanting to achieve a 'shift' in the culture of the organization). Some kind of 'change' was almost always achieved, however, the enduring and pervasive nature of some customs, practices and ideologies (held by those within), often unconsciously undermined the possibility of significant cultural change to occur.

I raised the aforementioned point, as I feel that it is important to also identify examples of instances whereby I was unable to fully provide the support that I had hoped to, as I believe that at the heart of true governance is 'transparency' and 'accountability'.

It is worth noting that, there were also occasions whereby, the importance that I place on preserving my own personal integrity, resulted in me not getting involved with a number of organisations from the outset, as it was (and remains) important for me, to be committed to the values and ethos within that which I serve.

In addition to the above, I can also be honest in stating that, despite being confident in my skills, knowledge and proficiencies across multiple disciplines (academically or practically orientated), I remain aware of those aspects for which I must seek the expertise and/ or advise of others (and actually do so, as long as those parties concerned are supportive of such action).

Another quality that I have, which I believe is important for the role of governance, relates to my ability to voice concerns, in a manner that was free from hostility, though; which still is able to challenge those involved, on matters that need to be acknowledged (e.g. in order to mitigate risk). For instance, highlighting issues relating to: unconscious bias during the recruitment, selection and promotion process. Matters relating to a lack of transparency, where transparency was required and inconsistent approaches in addressing underrepresented stakeholder groups, e.g. disabled and BAME's. I have thus been instrumental in helping to open up important issues for further debate, reducing the potential for the organisation's 'oversight' to result in negative ramifications.

My final point is that I would be fully committed, as well as willing to pursuing CPD activities that would enhance my ability to perform within the role and would very much like to be given the opportunity to bring current & future skills, together with my knowledge and passion for education, to assist in the governing of an institution that sits within the community in which I was born, raised and still live.

If you have any further questions, please do not hesitate to contact me. I look forward to hopefully being put forward to the appointments committee.

Yours truly,

Maryah Tafri
CV Attached

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MARYAH TAFRI
07950 967 598
maryah tafri@hotmail.co.uk

OBJECTIVE

An Experienced Academic Lecturer, Trainer, and Business Adviser, with a proven track record of successfully supporting participants at all levels of the organisational hierarchy to meet their development objectives, through a range of practical and academic orientated means, using both traditional and contemporary approaches. Now seeking an opportunity that will build upon existing areas of expertise and allow for career growth as an Education and Development Adviser.

DISTINCTIVE CAPABILITIES

Education & Development: Has over 10 years of experience in academic, educational and professional development experience. Highly knowledgeable in a range of subject areas, from an academic and practitioner's perspective. Proven success at engaging people of differing abilities, from diverse cultural backgrounds and at various levels, in topics such as: Critical Management Thinking, Organisational Behaviour (including: Leadership & Management, Human Resource Management, Professional Development planning and Intercultural Understanding.

Business Advisory Skills: Formerly employed as a licensed Business & Skills Adviser, with experience of supporting Senior leaders and their HR function to analyse, identify and define areas for which positive and sustainable impact could be achieved, with a strong background in; organisational development and change Engagement. Supported 100+ businesses over 3 ½ year period. SME's and business of 1000+ employees, relating to a range of industry sectors including: Education, Not-for-profits, hospitality, retail and those within the Business & Finance industry. Still recognised by the 'Small Firms Enterprise Development Initiative (SFEDI) as an accredited Business Adviser.

Leader & Team Orientation: Experienced in managing a team of 10 Business Advisers (on a deputy basis) and 3-4 lecturers, as a module leader. Able to lead by example in order to gain the full commitment, support and cooperation of involved parties. A cooperative and thoughtful team-player who consistently adds value as a dedicated team-member.

Effective Communicator & Listener: A personable, confident, clear communicator, who is also a skilled listener, with a proven ability to coach, teach, instruct and present confidently. Well-spoken, with an excellent level of business acumen, able to adjust content in order to meet communication objectives and possess good networking skills.

Administrative Proficiencies: Good prioritising, desk & diary management skills, with a proven ability to meet tight deadlines. Good administration and Microsoft Office Skills.

EMPLOYMENT HISTORY

Full Time Lecturer & Module Leader

European College of Business Management

Oct 11- Present

- Responsible for designing, writing, and then personally delivering a range of comprehensive modules, as well as entire training and development programmes for students on academic programmes of study, business professional, and education practitioners; on practical, professional, academic, behavioural related topics. Typical module size: equivalent to 18- 30 hours of content.
- Academic disciplines/ specialist subjects: Critical Thinking (Post Grad), Intercultural Business Culture (Post Grad), Personal and Professional Development Planning (Commercial & Vocational), Human Resource Management (Vocational), Organisational Behaviour (Undergrad) & Leadership (Academic and Commercial).
- Works in cooperation with a range of members across the business school, including: other faculty members, support staff, as well external stakeholders (such as partner academic institutions and employers), in order to

develop and write course material according to the analysed training needs, specified learner requirements, course curricula and examining board demands.

- Responsible for providing one-to-one support to students as well as group training interventions and delivering lectures in the above areas to intimate cohort sizes of 12, right through to delivering to classes of 30+ students at a time (sometimes many more). Participant's age ranging from 19- 65+, from a range of industry backgrounds; including legal, financial services, education, engineering and pharmaceuticals.
- Experienced in routinely and successfully using varied delivery methods in order to meet learning development objective; including one-to-one tutorials, webinars and support via an online platform lectures, seminars, workshops.
- Responsible for coordinating, sharing best practice, monitoring quality of content and providing leadership and guidance to a small team of lecturers within the capacity of Module Leader.

Consultant Trainer & Freelance Lecturer

European College of Business Management

April 09- Sept 11

- Responsible for creating and delivering course content in line with client requirements, mainly for delegates employed by German organisations (e.g. Commerzbank), as well as student groups seeking international CPD opportunities (particularly those coming from German vocational colleges) and delegates from other corporate and/ or educational institutions.
- Required to work in cooperation with a range of members across the business school, including: other faculty members, support staff, as well external stakeholders, such as partner institutions and employers, in order to develop and write course material according to the analysed training needs, specified learner requirements, course curricula and examining board demands.
- Placing emphasis on providing a 'student-centred learning' environment, sessions typically ranged from 3- 6 hrs per day, with multiple inputs being spread during a 3-week duration.
- Subjects include: Project Planning & Presentation Skills, Leadership Programmes and Intercultural Understanding & Communications and Business Ethics.

Business & Skills Adviser

London Brokerage Ltd (Previously via LSC Operations at Reed in Partnership)

May 07- Feb 11

- Responsible for providing a diagnostic and solutions based service to businesses and third sector organisations in order to identify, address business objectives, as well as remedying skills gaps and training needs within their workforce.
- Provided support in areas such as, strategy formation, the introduction of systems and procedure, organisational change & development and performance improvement programmes.
- SME's as main Client focus (<249 employees), though also included some large organisations with 1000+ employees.
- Proven success in engaging at C-suite level across a range of industry sectors; including: education, legal, construction, information technology (start-ups), hospitality, retail, in order to provide a holistic and impartial consultation, advice, guidance and solutions focused service.
- Responsible for carrying out full organisational needs analysis (ONA) and training needs analysis (TNA) in order to identify areas for which support can be provided and that which should be prioritised.
- Maintaining strong working relationships with partner providers, sector skills councils, professional bodies and other relevant stakeholder groups in order to provide a holistic and expert service, as well as supporting training, development and accreditation needs.

- Responsible for researching into the current industry trend and keeping up-to-date on policy and legislation, as well as standards and regulations within a variety of industry sectors, in order to provide well-informed business support and solutions.

**Personal Adviser/ Trainer - Recruitment Consultant
Reed in Partnership**

Aug 05- Apr 07

- Providing training and support services through Reeds welfare-to-work programme, this role specifically aimed to increase members' chances of securing suitable and sustainable employment.
- Awarded title of "Best Performing Advisor" in the country within first month in post for successfully placing the highest number of people into work. Exceeded target by 15 fold.
- Facilitating regular appointments with programme members, coaching them to identifying all barriers to employment, and devising personalised strategies to bring members closer to a state of sustainable employability.
- Providing members with assistance in compiling CVs, improving on interview response techniques, teaching members the basics of using IT systems and familiarising members with business culture.

**Administrative Officer for Social Funds
Department for Work & Pensions**

Apr 01- Jul 05

- Responsible for evaluating and making final decisions on social fund loan applications

EDUCATION

Doctor of Business Administration (DBA), Liverpool John Moore University

2015- XXXX

- Subject 'Critical Thinking'. Status: Two years completes, now on hold at present.

MBA (With Distinction), Liverpool John Moore University, Liverpool

2011- 2013

- Dissertation: Stakeholder engagement related topic

BA (Hons) Business Administration, University of Greenwich, London

2002-2005

- Achieved an upper second (2:1)
- Major options: HR, International Business & Marketing
- Obtained a 1st for final year Research Project/ Dissertation

PROFESSIONAL ACCREDITATION & MEMBERSHIP

- Licensed 'SFEDI' Business Adviser
- Institute of Business Consulting
- Institute of Leadership & Management

INTERESTS & HOBBIES

Is keenly interested in most aspects of education. Passionate about the subject of 'justice' both locally and internationally.

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Freer, Claire 2

From: Janus van As <janusvanas@gmail.com>
Sent: 26 April 2018 14:30
To: Governance : Administration
Subject: Application to be part of the board of Governors
Attachments: 2018 JvanAs cv .pdf

Dear Search Committee

It is my pleasure to submit this letter of application for a position on the board.

I am currently doing my Doctorate in Business Administration at the University of the West of Scotland at their London Campus, with my research, focus on leadership and strategy development based on HEFCE teaching excellence framework. My interest in this developed from my role as Head of Learning Technologies at the Faculty of Medicine and Health Science at Stellenbosch University in South Africa.

With my role at the faculty, I served on the postgraduate committee, the committee for undergraduate teaching, the e-learning committee, the university blended learning forum and the ICT committee for teaching and learning. I have knowledge of ICTs for teaching and learning and worked on multiple projects to implement new technologies. I did a needs analysis in the faculty to determine the support and faculty development needs and I developed and implemented a strategy, worked with quality assurance, standard operating procedures and governance. I also wrote reports for faculty audits of the different degree programmes.

Along with this I also assisted other universities with learning technology strategy or faculty development, ie: The University of Potchefstroom, universities in Nigeria, Liberia, Mozambique and formed good working relationships, with the Faculty of Medicine at the University of Oslo and University of Leuven.

With regards to the essential qualifications for this role, I hold an MBA in Finance and Investment, a BSc Honours in Plant Science and a Bachelors in Education (FET) in natural science. I was busy with a PhD in blended learning for academic literacy and published the first article on Academic literacy abilities as the starting point for a rearticulation process. The second article that I am currently writing is on the integration of academic and scientific literacies, and the third is on learning technology integration. I, unfortunately, didn't get to finish the PhD as it was context specific and I moved to Stellenbosch University to establish the Unit for Learning Technologies. As a result of the PhD and the Course coordination, I was asked to help the IT director with developing a framework for reading literacies, as the university wanted to implement a reading software across the institution to enhance students' reading ability.

At the University of Pretoria, I was also part of a team to promote blended learning within the Humanities faculty and hosted workshops and seminars around this. At Stellenbosch University, we worked on a short course on Blended Learning for Health Professions Education and I also developed and hosted workshops on the Flipped Classroom, Clickers, Turnitin, the learning management system, e-assessment, authentic assessment, instructional design, the making of educational podcasts and Mendeley.

As head of a unit, I managed funding, wrote multiple funding proposals to the university committee that manages the teaching and learning grant. I also made investment decisions as part of the E-learning committee of the faculty. I managed 2 blended learning coordinators, a learning

technologist, e-assessment assistant and an instructional designer. For this, I did the HR, performance management and project management.

In terms of my teaching experience while at Stellenbosch university, I taught two modules on the MPhil in Health Professions Education. The first being leadership, in which I taught the change management and conflict resolution component and the second being on the e-portfolio module. The aim of this module is to develop reflective practice and the scholarly identity as Health Professions Educationalists. For this, we made use of the Mahara e-portfolio platform.

I also worked with a colleague to look at using Mahara for implementing a longitudinal e-portfolio in the MB, ChB programme using the CANMeds roles that students can reflect on the attributes they develop during the 6 years of studying.

I have experience with Moodle and Blackboard and have provided my expertise on a R 10 000 000 project that involves developing an integrated curriculum mapping software that will track students on the clinical platform, track the learning outcomes and assessments across all modules, track students learning time and lecturers time spent on teaching and learning which integrates fully with the learning management system. I researched, developed and implemented multiple learning technology initiatives at the Faculty of Medicine and Health Sciences.

As can be seen from the paragraphs above, I am innovative, entrepreneurial, have a passion for higher education and can provide leadership in this field. I am also able to build and maintain good stakeholder relationships.

I attach my CV for further reference and would welcome the opportunity to have an interview with you.

Kind regards

Janus

Janus van As

13 Adecroft Way, West Molesey, Surrey, KT8 1PH

0741 424 3070

janusvanas@gmail.com

PERSONAL SUMMARY

I am a resourceful, dynamic and driven Doctors of Business Administration student, with my research focus on the role that leadership plays in the development and implementation of teaching and learning strategy at institutions of higher education.

I am an (MBA, Science and Education graduate) with a wealth of experience in the higher education sector developing and implementing strategy, creating and offering faculty development initiatives, developing action plans, policies, standard operating procedures and HE governance, change management and continuous improvement initiatives in teaching and learning.

I also have experience in project management for concurrent and diverse projects in different phases of the ICT project management life cycle at an enterprise level (Higher Education sector).

KEY ACHIEVEMENTS

- Managed the development of a lecture recording platform and a pilot for multilingual lecture recordings
- Researching and finding solutions for BYOD e-assessment, virtual microscopy, e-portfolios, video conferencing,
- Building relationships with key stakeholders as well as with national and international universities
- Developing a formal learning technologies strategy with key foci and a 5-year implementation action plan
- Work on curriculum renewal initiatives and provide input on the new MB, ChB curriculum, Physiotherapy pathology curriculum, undergraduate nursing curriculum, Postgraduate Diploma in Toxicology.
- Developed and implemented policies and new procedures
- Provide consultations to the Western Cape Dept. of Health and other Universities on e-learning and blended learning strategy development
- Established a special interest group at the Southern African Association of Health Educationalists as a platform for the development of teaching and learning with technology in Southern Africa
- Proposed the removal of an ICT platform and obtained funding for the development of a ground-breaking new adaptive learning platform from conceptualisation to implementation
- Managed a research project for the British Council where 1700 students were tested, a new online product implemented and provided learning analytics for further development of the Edsphere platform
- Manage curriculum development, multiple ICT initiatives, at the same time, managing 20 people in total on smaller projects.
- Transformed the negative reputation of the module to a positive profile by developing a research-based curriculum and by negotiating and building relationships with Heads of Departments and other Faculty members

PROFESSIONAL SUMMARY

Head: Unit of Learning Technologies, Faculty of Medicine and Health Sciences (FMHS)

Stellenbosch University

October 2015 – March 2018

- Established the Unit for Learning Technologies (FMHS) and developed the remit and strategy of the Unit by mapping the needs of the faculty.
- Established relationships with key role players at the University to develop and implement projects, policies, procedures and to ensure quality teaching and learning (Directors of IT, Head of the Centre for Learning Technologies, Centre for Teaching and Learning, Heads of Departments, Head of Programmes, Assessment Office, Intellectual Property Office, Moodle support services
- Provided strategic leadership in the FMHS eLearning and blended learning portfolio
- Update and managed the implementation of the faculty eLearning and blended learning strategy, in consultation with the FMHS eLearning and Information Technology Advisory Committee (ELITAC), in keeping with the University's Institutional Plan and related strategic initiatives. I regularly worked with the Directors of IT, Head of Centre for Learning Technologies, Head
- Developed an action plan for implementation.
- Developed the Centre's social media policy
- Ensured that the online teaching and learning components are in alignment with the Intellectual Property Policy of the University
- Advised and assist the Deputy Dean of teaching and learning, the director of the Centre for Health Professions Education and the ELITAC committee on relevant trends in the field and the implementation of relevant and strategic eLearning and blended learning initiatives.
- Identified gaps in faculty development for learning technologies and blended learning and address these needs within the context of the over-arching faculty strategy. Offered workshops on the flipped classroom, educational podcasts,

instructional design, Turnitin, online learning, the use of the learning management system, e-assessment and authentic assessment

- Providing one on one consultations for curriculum development, e-assessment and other learning technology-related projects
- Took leadership in designing and performing the necessary evaluation and research on eLearning and blended learning in the FMHS and worked with role players at the University to research and implement University priority projects.
- Managed the Unit for Learning Technologies Office, budget and the personnel component.
- Oversaw instructional design and provided development input using the Carpe Diem process and the learning designer
- Worked on teaching and learning matters standard operating procedures and policies and provided input to the undergraduate and postgraduate committees.
- Hosted a Learning Technologies Expo to create an awareness of technology that can be used for teaching and learning.
- Member of the Postgraduate Committee, University ICT committee, Blended Learning Coordinators forum and ELITAC committee to oversee Blended Learning at different levels and network with other faculties on new initiatives
- Part of multiple ICT task groups to drive the development of learning technologies such as the new integrated LMS and clinical placement platform, the e-portfolio, the BYOD e-assessment group, recording student attendance using a Smartphone.
- Provided curriculum development advice to MB, ChB, Physiotherapy, Speech Therapy, Occupational Therapy, Nursing, Postgraduate diplomas in Toxicology, Epidemiology, Forensic Science.
- Taught Leadership and Change management on the MPhil in Health Professions Education and supervised MPhil students.
- Report on teaching and learning with technology in curriculum audits.
- Assisted in MOOC selection, needs analysis for developing a MOOC on African Perspectives on Global Health
- Collaborate with Stanford University, the University of Cape Town and the Western Cape Department of Health to develop educational material for the Stanford Digital Medic portal.
- Assisted Lecturers in Teaching Innovation fund proposal writing and assist with project development
- Wrote Innovation Funding proposals and business cases for virtual microscopy, lecturer recording platform, video conferencing for the clinical platform and managed the life cycle of these projects
- Provided input on open educational resources and the development of a rubric to assess the quality of online videos for clinical skills
- Provided training or insight on blended learning and learning technologies, to Universities in Mozambique, Nigeria, Botswana, Liberia and in South Africa

Academic Literacy Course Coordinator and Lecturer

University of Pretoria, SA

February 2013 – September 2015

- Coordinating, planning and managing the administration of 1700 students - classes, materials, assessments and managing a team of 12 lecturers and 4 tutors
- Liaising with the Heads of Departments and Vice Dean of Science
- Creating new curricula for discipline-based academic literacy courses in various fields of science, hospitality studies and consumer science, and economic and management sciences based on the latest research in the field, needs analyses and stakeholder analyses.
- Leading a research team, managing the ethics application, the research process and the writing of articles
- Writing reports and proposals for projects, funding and for the Dean of Natural Science and other stakeholders for strategic planning
- Facilitating the move of administrative functions to cloud-based computing
- Analyse, evaluate and implement ICTs across the University – Clickers, online peer assessment, automated essay scoring, learning management platforms, referencing manager software, adaptive learning platforms etc.
- Part of a task team to develop policy and to evaluate and implement ICTs for the Faculty of Humanities
- Manage the research leg of an international research project for the British Council in South Africa and help with the development and testing of the Edsphere platform.
- Manage an ICT project on the content development and implementation of SmartSparrow adaptive learning technology
- Testing different ICTs for its usability, adaptability, and effectiveness and also determine its due diligence requirements
- Delivering lectures in scientific literacy, academic literacy, literacy in law, methodology of hospitality studies and consumer science, and economic literacy to undergraduate and postgraduate students
- Deal with departmental administration such as budgets, recruiting, meetings and strategic planning
- Successfully implementing new administrative procedures to ensure to streamline business functions

PGCE Programme Administrator
University of Pretoria, SA

February 2013 - June 2013

- Providing full support to a team of lecturers and supporting all administrative, recruitment, public relations and marketing activities for the PGCE which consists of 400 students
- Identifying and developing innovative and improved education courses, procedures and practices
- Leading market research, SWOT analysis, investigations and continuous improvement initiatives to maximise business objectives, and ensure consistent delivery of leadership and education to students and staff in alignment with industry and student expectations
- Liaising with Directors, Staff, Students, and Education, Government and Industry professionals to identify and turn around failing courses, enhance the public profile and improve the overall student experience
- Managing and resolving programme queries and complaints in accordance with university procedures, policy and strategy
- Successfully drafted, interpreted and implemented policy and planning procedures, and regulations
- Successfully automated the school placement allocation procedure from manual allocation through the development of new software online resulting in the more effective and efficient placement of student teachers
- Successfully identified and developed a social media platform through the creation of dedicated Facebook and Twitter pages resulting in improved up-to-date and live interactive communication with students
- Preparing detailed reports and statistics for internal and external use and decision making purposes.

Assistant Manager (part-time whilst studying for an MBA)

Coopers Natural Foods, London

July 2011 - December 2012

- Responsible for opening, running and closing the store including stock management, deliveries, customer service, processing transactions and cashing up, and the line management of 2 to 5 sales assistants

PGCE Programme Administrative Coordinator and Lecturer (part-time)

University of Pretoria, SA

February 2011 - July 2011

- Responsible for supporting the facilitation of the handover process to a new course coordinator through the active participation in an ongoing feedback process whilst lecturing educational philosophy and methodology of science
- Led the collation of data, analysis, translation and creation of new course syllabi into the academic calendar
- Worked closely with relevant stakeholders throughout the university to collate relevant course information, best practice, existing departmental procedures and policies in order to establish effective systems, processes and structure to support the new course
- Successfully designed, created and implemented a database of lecturers, students, schools and managed school placements and other student activities to ensure accurate and up-to-date information throughout the programme
- Developed a pre-class template and led the template review process and semester activity analysis with professors, administrators and students to establish the most effective template and solutions to improve course activities

Botany Tutor (part-time)

University of Pretoria, SA

February 2010 - November 2010

- Responsible for preparing and leading classes and assessments in conducting experiments and teaching methodology of science to 1st and 2nd-year students as well as adapting teaching styles to adult learners
- Developing appropriate teaching content and materials within budget and promoting active student participation and appropriate and innovative assessments to enhance student learning
- Preparing and maintaining reports and registers to support the administration and required outcomes of the course
- Successfully proposed course syllabus, learning outcomes, and assessment schedules to maximise course objectives

Assistant Researcher / Administrative Editor (part-time)

South African Journal of Psychology, University of Pretoria, SA

February 2008 - July 2009

- Leading research in education on learning style preference, bullying and other socio-dynamic relevancies
- Managed confidential information, liaised with internationally acclaimed scholars reviewing and sending relevant articles to peer reviewers, and selecting academic articles for publication
- Managing all administration, collating articles and questionnaires, and supporting the Editor with any ad-hoc duties

EDUCATION

Doctors in Business Administration at the University of the West of Scotland, London Campus, March 2018 - to date

Research Topic: The role that leadership plays in the development and implementation of Higher Education Teaching and Learning Strategy

MBA in Finance and Investment at University of Gloucestershire, UK

August 2011 - November 2012

Financial Accounting and

Information Technology Systems

Research Methodology

Corporate Finance

Management

Strategic Management

Management Communication

Entrepreneurial Management

Financial Markets / Investment

Managerial Accounting

Marketing Management

Analysis

Managing Human Capital

Thesis: Harvard Case Study: Windward Investment Management: A strategic direction for market portfolio diversification

Projects included:

- Leading a project to analyse Societe Generale banks communication channels and procedures to determine how the loss occurred leading to the Jerome Kerviel investment fraud
- Coordinating the collation of a report on the implementation of new management software for a university
- Devised an HR policy for a multicultural British company Research Proposal
- Leading a project and report on BP's renewable energy to analyse strategic alignment and the company's position in the market, and what strategy to pursue

BSc Honours in Plant Science (Diversity) at University of Pretoria, SA **February 2013 - November 2013**
Plant Morphology, Biodiversity and Global Warming, Plant Taxonomy, Evolution and Biodiversity

Bachelors of Education FET (Natural Science) at University of Pretoria, SA **February 2007 - November 2010**
Botany, Zoology, General science, Molecular cell biology, Microbiology, Psychology and English

Achieved Matric Certificate (with exemption) from Pietersburg High School, SA **February 1999 - November 2003**

Workshops and Certificates

- Workshop on Curriculum Development for Higher Education, June 2014, Rhodes University
- Gilly Salmon curriculum renewal workshop. May 2017.
- Introduction to Blended Learning, Design and Support, University of Stellenbosch, October – November 2015
- Introduction to Health Professions Education Short Course. Stellenbosch University. 2017
- Workshop on Human System Dynamics, Change Management. Dr Glenda Eoyang, June 2017
- Performance Management

ACADEMIC CONTRIBUTIONS

Full-length articles in accredited JOURNALS

- Van As, J., Fouche, I. & Immelman, S. (2016). Academic Literacy for Science: A Starting Point for Recurriculation. *Journal for Language Teaching*. 50(2): 11-35
- Van As, J. & Fouche, I. (2017) *Turnitin: How to improve the detection efficiency*. In for peer review
- Van As, J., de Villiers, M & van Schalkwyk, S. 2017. Afrikaans podcasting – a way to be more inclusive. *In for peer-review*
- Van As, J. 2017. "I get higher marks via BYOD "a descriptive qualitative study on BYOD e-assessments influence medical students' learning . in for peer review

PAPERS read at national and international professional conferences

- Van As, Fouche, Immelman. 2014. Towards unity: Academic Literacy for Science. HELTASA conference. Bloemfontein.
- Van As, 2015. Blogging: A successful tool to teach science and academic literacy to first-year students. Clute Institute Education conference. New York
- Van As, 2016. How to make Turnitin more effective. ICED conference. Cape Town
- Van As, J., de Villiers, M & van Schalkwyk, S. 2016. Afrikaans podcasting – a way to be more inclusive. ICED conference. Cape Town
- Van As. 2017. The e-assessment landscape (asked to present). 3rd Annual Innovations in Teaching & Learning Technologies Conference
- Van As & Keiller. 2017. SAAHE workshop. Learning Technologies in Health Professions Education.

PROMOTER/CO-PROMOTER for completed and current M theses and D dissertations

- Bosire, K.O. (current). MPhil in Health Professions Education. *The use of tables for learning in a Bachelors of Nursing programme at the University of Nairobi*.
- Visser, M (completed). MPhil in Health Professions Education. Using Learning Objects for the Flipped Classroom
- Head of the Learning Technologies Special Interest Group for SAAHE
- Expo for Young Scientists Regional Judge

Freer, Claire 2

From: Ipek De Vilder <ipekdevilder@hotmail.com>
Sent: 16 April 2018 19:50
To: Governance : Administration
Subject: ID : 9144 London South Bank University
Attachments: Ipek CV March 2018.docx

End of March 2018, due to Brexit, new Deutsche Bank Management decided to do restructuring within EM products and let 500+ people go. After working for 16 years in DB London, I took the redundancy package to explore other opportunities i.e. Board Member and Non Executive Director roles.

This role would let me apply my experience and knowledge in the area I am passionate about "Education". I have enough time, ample knowledge and experience to focus and make a difference. I was very excited to see this opening. I have taken up Governors and Trustee roles for International Students Charity Registration number 313512. **Patron:** Her Royal Highness, The Princess Royal before but never been a NED. I have however sit in Students committees, School Boards and Company Board meetings as an advisor. I would be be grateful if I could be considered for this role. My CV is attached.

I look forward to hearing from you.

Ipek De Vilder
07739410717

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CAREER HISTORY

Since March 2006 - Current CEEMEA Equity Sales Director Deutsche Bank AG London

- Usual Equity Research Sales responsibilities for long funds and hedge funds managers and teams. Covering Russia, Turkey, South Africa, Poland, Hungary, Czech Rep, Greece and Middle East.
- I am also responsible for **Latam research** distribution for some clients in London and Edinburgh. (FMR, Goldman Sachs, Standard Life, Martin Currie, Baillie Gifford, First State to name few.)
- I combine the DB Global Product with CEEMEA product, make it more relative and useful for the clients.
- Idea Generation: Contributing and updating ideas for Fidelity Investments and Genesis Team. Separately through DB Tips systems (Raptor) for other clients.
- Last year My Portfolio Performance has been 12%, 7% and 3% (respectively) above the MSCI.
- Since 2006 took part in all the CEEMEA IPOs, SPOs and ABBs. One of my most favourite aspect of the job.
- Lately we have also been involved in MFiD transition process.

Some of the Key accounts I rank well with are: Capital Research, Capital International, T Rowe Price, Genesis, Charlemagne Capital (Fiera), Millenium, Fidelity Investments, Goldman Sachs, Standard Life..

2002- 2006 Analyst in Global Emerging Markets Equity Strategy Team (1st ranked Global Emerging Markets (GEMs) Strategy team in the Global II 2002, 2003, 2004, 2005 and 2006) Deutsche Bank AG London

- Building, improving and maintaining financial models for the DB's GEMs Portfolio.
- Creating **Top Down Models** and **macro analysis** for the asset allocation within GEMs region.
- Creating and updating '**Bottom Up Models**' to select the GEMs Portfolio from DB Universe.
- **Sector Allocations** using leading indicators and sensitivity analysis. Back testing all the sensitivities.
- Monitoring the performance of the GEMs Portfolio.
- Writing Thematic, Weekly & Quarterly reports to update the DB view.
- Maintaining and strengthening client (Institutional clients in Europe, US, Asia, Eastern Europe and South Africa) relationship through meeting, calls, customised client requests and updates.
- Liaising with sales department
- Strong knowledge of Global Emerging Markets (LATAM, EMEA and Asia Pacific Regions).

2000 – 2002 Equity Research Analyst in the CEEMEA Equity Research Department (3rd ranked team in II Survey 2000) Societe Generale Securities Ltd

Creating and updating financial models, deriving forecasts and maintaining statistical databases.
Researching and analysing Turkish retail and Cement companies Migros, Cimsa and Akcansa to name the few.

Sept1998- Oct 2000 Analyst in the Global Equities Department. Bloomberg Financial Markets News

- Product Specialist: Analysing and programming company P&L for Turkish, Cypriot and Greek equities.
- Customising Sales Strategy and products for the client base, client servicing.
- Product Development

TRAINING

1999, Training at **Istanbul Stock Exchange, Stocks, Bonds and Bills, Repo, Real Estate Certificates, International Markets and upcoming Derivatives.**

SG Securities Analyst Training Programmes 2001

EDUCATION

1997 – 1998 Master in International Business & Management at Westminster Business School

During my studies **i had a scholarship from Queen Mothers Trust for International Students.** I am now one of the Governor and Trustee to this Trust.

Parton: Her Royal Highness, The Princess Royal. Please see the details at Interest part of the CV.

Project: Inflation Effects on Integrated Financial Analysis.

1990 - 1994 1st Degree BA, Faculty of Economics and Administrative Sciences at Dokuz Eylül University' in Turkey, finalized my Project at Oxford University through Exchange Programme.

Modules included: Quantitative Analysis, Mathematics, Implied Mathematics, Statistics, Macro and Micro-Economics, Accountancy, Finance, Quantitative Methods for Finance, Business Law, Information Handling and Implementation, Comparative Finance and Accountancy, Business Policy, Project Evaluation, Investment Appraisals, Tax Accountancy, Marketing Strategies, Phycology.

Student Experiences:

1997- 1998: Granted International Students House Residential Scholarship from the International Students Trust by Queen Mother (Current Patron is Her Royal Highness, The Princess Royal Anne)

December 1994 – April 1998: Part-time Supervisor for Chartwells in International Students House in order to finance my studies.

LANGUAGES: English, Tukish and Dutch (Basic)

PC SKILLS: Extensive experience in, financial modeling, Word, Power Point and excel processing, databases, spreadsheet, presentation software, Reuters, Bloomberg and modeling business programming.

INTERESTS: Running, Cycling, Swimming, Dancing, Surfing, Pilates, Music

I ran few Half Marathons for the last 8years. Working towards to full Marathon. My Favourite runs have been the Royal Parks Half Marathons.

PERSONAL DETAILS: UK Citizen

Since January 2018 Trustee for IST Fund.

For the last 10 years I have the Governors duties for International Students House. Registered Charity Number 313512

Patron: Her Royal Highness, The Princess Royal

President: Lord Charles FitzRoy

Vice Presidents: Miss Rosamund Horwood Smart, Mr David Laing, Prof M Day, **Sir John Ritblat**

Council of Governors: Baroness Diana Warwick – Chair, Ms Teresa Akpeki, Mr Nigel Carrington, Dr Geoffrey Copland, Ms Ipek De Vilder, Lord Hameed, Mr Vikram Mathur, Ms Julie Costley-White, Mr Russell Peters, Mr Ian Barry, Ms Gill Hammond, Mr Loyd Grossman, Mr Michael Carrier

References: more references are available.

Chris Alderson CEO of T Rowe Price

Wahid Butt PM at Capital Research

Erik Bogsch CEO of Richter

Martin Chalker Executive Director of ISH

Baroness Diana Warwick Member of House of Lords

Andre Crawford- Brunt - Investor

Kerim Derhalli Founder and CEO at Invstr Ltd (Fintec)